The Use of Online Assessment Tools within Recruiting in Credit Suisse Switzerland

September 2010
Judith von Moos, Credit Suisse
Agenda

• Credit Suisse Vision
• Credit Suisse Competency Model
• Recruiting Mission
• Recruiting Switzerland: Organisation, Process and Instruments
• Online Assessment Tools
  - Personality profile and ability tests
  - Standards and guidelines for users
  - Training for recruiters
  - Short and long term evaluation
• Summary
We want to become the world's premier and most admired bank.
How We Achieve Our Goals

The Competency Model sets out the guidelines for our operational business.

All HR tools are aligned to the Credit Suisse Competencies.
The Competency Model

Implementation of the Competency Model

VISION
Become the world’s most admired bank

COMPETENCY MODEL
Expected behaviors for strategy implementation based on the principles

PRINCIPLES
Understand-Excel-Empower

IMPLEMENTATION

Recruiting
- Selection
- Interviews
- Welcome! Onboarding Program

Human Capital Processes
- MyPerformance
- Human Capital Portfolio Management (HCP)

Evaluation
- Assessments
- Promotion Guidelines

Development
- Leadership & Management Programs
- 360° Feedback
- Individual Development Plans

Culture
- Integration into culture initiatives
# Recruiting Mission

Be the best in class recruiting organization by sourcing, attracting and hiring the best talents in the market

## Searching for the perfect match

<table>
<thead>
<tr>
<th>Recruiting Philosophy</th>
<th>Recruiting Know How</th>
<th>Recruiting Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionalism</td>
<td>Client's needs</td>
<td>Effective Tools</td>
</tr>
<tr>
<td>Quality</td>
<td>Market Knowledge</td>
<td>Target Group Specific Conclusions</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Network</td>
<td></td>
</tr>
<tr>
<td>Transparency</td>
<td></td>
<td>Professional behavior and psychological suitability</td>
</tr>
<tr>
<td>Equal opportunities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Recruiting Organisation

- Organisational structure: Regional / Divisional
- Campus Recruiting: Young Talent & Campus Recruiting
- Lateral Recruiting: Hiring of professionals
- Competence Center "Screening & Selection"
Competence Center "Screening & Selection"

• Implement, maintain and develop selection and assessment tools

• Make sure that appropriate tools are in use and recruiters are well trained

• Execute special screening projects

• Ensure Quality Management within Recruiting Switzerland

• Drive innovation within the Recruiting department
Recruiting Process and Instruments

Vacancy / Posting
- Needs Analysis
  - Job/requirements profile
  - Electronic Job approval
  - Job advertisement
  - Sourcing channels

Evaluation / Selection
- Pre-Selection / Selection
  - Screening CV's
  - Telephone interview
  - Online assessment tools (OA)
    - Personality profile
    - Cognitive performance test
    - Language test
  - Multi Dimensional Interview (MDI)
  - Assessment Center
  - References

Hiring
- Background Screening
- Work permits
- Contract
- Onboarding

Hire
Online Assessment Tools

Personality Questionnaire

Tool: Shapes

Different versions of the personality questionnaire are available according to the relevant level:

- Basic (administrative role, back office)
- Expert (business specialist)
- Sales (RM, sales, advisory)
- Graduate
- Leadership (management)
Personality Questionnaire => shapes Profile

<table>
<thead>
<tr>
<th>Understand</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focusing on Clients</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Driving Innovation</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Delivering Solutions</td>
<td>![Colorful chart]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excel</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursuing Excellence</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Applying Expertise</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Acting Responsibly</td>
<td>![Colorful chart]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Empower</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing Leadership</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Fostering Collaboration</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Engaging Difference</td>
<td>![Colorful chart]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ability Tests</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numerical Reasoning</td>
<td>![Colorful chart]</td>
</tr>
<tr>
<td>Abstract Reasoning</td>
<td>![Colorful chart]</td>
</tr>
</tbody>
</table>
Online Assessment Tools

Ability tests

Tools: Scales & language test

• Scales tests:
  - Numerical Reasoning (numerical)
  - Verbal Reasoning (verbal)
  - Abstract Reasoning (cls, lst)

• Language test (dt, fr, en, it, sp)
  - Grammar
  - Vocabulary
  - Communication
  - Listening comprehension
  - Reading comprehension
Implementation of Online Assessment Tools in 2009

- Define standards (use, communication, feedback)
- Conduct training sessions for all recruiters (Campus and Lateral)
- Provide basic training for newly hired recruiter
- Provide regular refresher training for all recruiter
- Roll out key profile mapping
- Ensure short- and longterm evaluation
Standards

- **Target Group:** Internal and external candidates, appropriate shapes version according to job and candidate level

- **Time:** Prior to the job interview, personality profile is never used as preselection tool, no rejections due to an unfitting profile without an interview

- **Focus:** Professional preparation for the job interview, integral part of hiring decision process

- **Communication:** Candidates are informed about reason for testing and relevance of results in the recruiting process

- **Test Portfolio:** A "Key Profile Mapping" helps to find out which test is appropriate for a specific function

- **Data Handling:** Confidentiality is assured throughout the recruiting process, Recruitment Report is not handed out to Line Manager
## Keyprofile Mapping

<table>
<thead>
<tr>
<th>Key Profile</th>
<th>Shapes Version</th>
<th>Scales Numerical</th>
<th>Scales Verbal</th>
<th>Scales cls</th>
<th>Scales lst</th>
<th>Language test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant</td>
<td>Expert</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>Admin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advisor Private Clients</td>
<td>Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant</td>
<td>Admin</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Assistantin Private Banking</td>
<td>Expert</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blackbelt</td>
<td>Expert</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Center Employee</td>
<td>Expert</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Business Support</td>
<td>Expert</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Service</td>
<td>Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compliance Officer</td>
<td>Expert</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Training

• Basic training for newly hired recruiter to the following topics:
  - Diagnostics
  - Test psychology
  - Test administration
  - Test interpretation
  - Feedback to the candidate

• Regular refreshers training for all recruiters in terms of:
  - Test portfolio customizing
  - Updates from cut-e
Evaluation

• Quarterly evaluation:
  - Use of Online Assessments within Campus and Lateral Recruiting
  - Number of interviews with candidates versus use of Online Assessments

• Yearly evaluation: Diversity and norm groups

• Special evaluation: E.g.: Do candidates we have hired have different results in their personality profil compared to candidates we have not hired?
### Example: Quarterly Evaluation

<table>
<thead>
<tr>
<th>Recruiting unit</th>
<th>External hires*</th>
<th>Number of estimated interviews for external candidates**</th>
<th>Number of shapes***</th>
<th>Percentage of interviews/shapes**** Q1-Q2</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PB Front, Zurich</td>
<td>127</td>
<td>317.5</td>
<td>327</td>
<td>103% (-17%)</td>
<td>120%</td>
</tr>
<tr>
<td>PB Back &amp; Mid Office</td>
<td>194</td>
<td>485</td>
<td>178</td>
<td>37% (-4%)</td>
<td>41%</td>
</tr>
<tr>
<td>PB Front, Bern</td>
<td>58</td>
<td>145</td>
<td>79</td>
<td>54% (-5%)</td>
<td>59%</td>
</tr>
<tr>
<td>PB Front, Genève</td>
<td>58</td>
<td>145</td>
<td>69</td>
<td>48% (+40%)</td>
<td>8%</td>
</tr>
<tr>
<td>PB Front, St. Gallen</td>
<td>19</td>
<td>47.5</td>
<td>30</td>
<td>63% (+36%)</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>979</strong></td>
<td><strong>2447.5</strong></td>
<td><strong>1211</strong></td>
<td><strong>49% (-4%)</strong></td>
<td><strong>53%</strong></td>
</tr>
</tbody>
</table>

* External and permanent hires  ** Estimated number of interviews per external hire: 2.5  ***Number of shapes: for internal and external candidates  ****> 80%; >50%; < 50%
Example: Diversity Evaluation

Overall: Only little differences in the personality subdimensions ($\leq 0.5$ SD)

**Personality profile shapes**

Gender (male/female) SD $\geq 0.5$
- shapes leadership: imaginative (+0.51)
- shapes sales: competitive (+0.63)

Age (senior/junior) SD $\geq 0.5$
- shapes leadership: prudent (+0.6)
- shapes leadership: conceptual (+0.6)
- shapes leadership: achieving (-0.68)
- shapes leadership: consistency (-0.77)
- shapes sales: conscientious (-0.59)

**Ability tests**: No significant differences regarding gender or age
Example: Special Evaluation (Bachelor Thesis)

Identification of success relevant personality dimensions in the Online Assessment of Credit Suisse.

1. The aim of the study is to assess if the candidates we have hired have different results in their personality profile compared to the candidates we did not hire.

2. Are there different success relevant personality dimensions in different business areas e.g. IT / Private Banking Front?
1. Does the intensity of the personality dimensions from employed and unemployed candidates differ?

=> only 2 out of 18 personality dimensions differ significantly

=> Employed candidates show higher ratings regarding the dimensions "independent" and "competitive" compared to the unemployed candidates.
2. Do the success relevant personality dimensions in different divisions differ, for instance in the Division Information Technology and in the Division Privat Banking Front?

**Information Technology**

=> Only one significant result: Employed pcandidates show a higher rating in the dimension “energetic” compared to the unemployed candidates.

**Private Banking Front**

=> Two significant results: Employed candidates show a higher rating in the dimension “agreeable” and a lower rating in the dimension "independent" compared to the unemployed candidates.
The results of the study show that no general conclusions can be drawn between a particular personality dimension and its influence on an employment with Credit Suisse.

Such conclusions are probably only valid for the requirements of a specific function in a specific division.
Bachelor Thesis: Consequences

Requirements for a successful employment:

• Excellent understanding of the job profil

• Testing of the hypotheses which were based on the personality profil, in a personal interview (compare self-perception with interpersonal perception)

• Knowledge of qualification diagnostics which lead to a professional interpretation of the personality profil and its comparison with the job profil

• Training as well as continuous support for the recruiter from the selection specialists to ensure a high quality of Credit Suisse's recruiting process.
Summary

Additional value of the use of Online Assessments:

• Supports a professional and objective hiring decision

• Enables a structured and transparent recruiting process

• Completes the picture of the candidate

• Facilitate the generation of hypotheses which are validated in the interview

• Allow comparability of candidates' cognitive ability

• Position Credit Suisse as innovative employer
Our intention is to have the best recruiters in class, using the most valuable tools to hire the best talents in the market!