

Faster access

to better assessment information

Managing high application volumes at Crédit Agricole



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The challenge: managing and assessing fairly high volumes of applications

The shift in the banking sector's image as a whole, following the global economic crisis, led to Ms Christine Applanat, HRIS Project Manager at Crédit Agricole, to having to create a more attractive employer brand. She had to realise this through candidate management and assessment. The company also recognised the influence of the global labour market with the number of applications increasing dramatically: each year approximately 250,000 CVs are received.

Ms Applanat comments: "We knew we needed to develop our attractiveness as an employer and reach new people by changing our sourcing strategy. We knew that we needed to develop a great candidate experience that engaged our applicants and kept them informed as the selection process progressed. We also understood that managing the volume of applications we were receiving in an objective and timely manner was imperative."



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*Christine Applanat,
HRIS project manager
at Crédit Agricole*

The solution: online assessments integrated with an Application Tracking System

The goal was to introduce a more objective and standardised approach to selection and decision-making. Ms Applanat explains: "We were keen to make sure that we were not falling into the trap of recruiting very similar people and therefore not creating a more diverse workforce. We had noticed a slight tendency to recruit people with similar management or business school backgrounds. With this in mind, we wanted to make sure that the first stage of selection indicates clearly those who are likely to be the highest performing candidates."

Crédit Agricole had already introduced cut-e tests into its general recruitment processes of graduates, undergraduates, apprentices and interns, as well as those applying for more specific programmes. The company chose to use the ability test series, *scales*, to measure verbal reasoning, numerical reasoning, logic, the ability to learn, the ability to multi-task and an English assessment. In total, it drew together 15 cut-e assessment tools (or combinations of tools), depending on the position being assessed. The result is a highly customised selection process.

However, the challenge of managing the high volume of applications meant that the company also wanted to update its Applicant Tracking System and to integrate this with the cut-e assessment platform. Ms Applanat explains: "We knew we wanted to have a single, unique system which could post jobs on several job boards, manage the applications and store the assessment results from the cut-e tools and another assessment we use. After briefing, technical and design meetings, we were able to have the system move into the development stage in three months."

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The outcome: a faster, engaging recruitment process and more objective information

Ms Applanat comments on the project, saying: "The integration between the software from the ATS provider and the cut-e assessments was a smooth process due to the openness and co-operation between the two main partners. We benefited from their experience and track record across similar projects." The ATS was adapted to manage different types of scoring and score reporting and provides instantaneous access to the results for the HR decision-maker. A single click by the candidate provides access to their own test scores.

The integrated system now has 450 HR users across the world and has also supported the move to a more standardised selection process across all Crédit Agricole subsidiaries.

"After two years of using the cut-e assessments, the benefits of such testing are clear," comments Ms Applanat. Managers now meet better qualified candidates at interview – the process is faster and their time is better spent. Initial line manager scepticism surrounding the need for volume management and what objectivity could deliver has waned. There has been a notable shift in the educational background of those attending interview with a broader range of universities or business schools attended by candidates. Furthermore, candidates seem more motivated at interview as they have already invested in the selection process and are engaged with the programme.

Crédit Agricole has surveyed its candidates about the selection process. They report that it is contemporary, fun and interactive – as well as being professional, and that is a positive outcome for Crédit Agricole. Candidates also appreciate the opportunity to try out the tests before the actual test begins – and being able to access the results online after the process. It is transparent, open and makes use of technology.

"There are huge time and costs savings from no longer screening CVs and the test results are easy to read, exact and communicative. Time is further saved by no longer needing to debrief candidates after the testing session as they access their own results online."

Christine Applanat, HRIS project manager at Crédit Agricole



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About Crédit Agricole

Established in 1880, Crédit Agricole Group is a major French banking group. It is an international group across 60 countries with 9 million customers. Decentralised and multi-brand, it can recruit more than 16,000 people across different countries. The need to collate, review and assess its high volume of applicants led it to seek an integrated assessment solution.

About cut-e

Founded in 2002, cut-e (pronounced 'cute') provides online tests, questionnaires and gamified assessments for attraction, selection, talent management and development. The company's smart, valid and innovative psychometrics have made it the preferred partner of multinational organisations.

In May 2017, cut-e was acquired by Aon plc, a leading global professional services firm providing a broad range of risk, retirement and health solutions. cut-e now operates as part of Aon's global offering in talent solutions, helping clients achieve sustainable growth by driving business performance through people performance. cut-e and Aon, as Aon's Assessment Solutions, undertake 30 million assessments each year in 90 countries and 40 languages.