

Streamlining assessment for efficiency,  
better user experience and

# demonstrable ROI

at Ericsson

Increasing the quality of assessment whilst lowering the cost



ERICSSON

# The challenge

## Streamlining and improving an already assessment accepting business

Ericsson is no stranger to competencies and assessment; core competencies are known and embedded across the organisation by managers and employees, and assessments already play a core part of talent processes. The challenge is not about introducing the concept of competency and how to assess, but about the streamlining of the assessments used.

Ova Schulze, Head of Organisational Development at Ericsson, comments, “We draw on a wide variety of different assessments for key roles within Ericsson, some of which are used across the business, and others in a more local capacity. There is a large variation in terms of design, application, quality, the resources needed to deliver and the cost to us.”

The demand for assessment from the business has increased, but the huge variation in how this was carried out across the company had led to inefficiencies in some areas. As Ova comments, “We needed to find a balance between the cost of purchase and implementation and the return we as a company get from this. We had seen examples of some assessment situations in which we were over-staffed and over-resourced. So the aim for us was to carry out a thorough review and streamline our assessment tools.”

Ova summarises, „Ultimately, we wanted to combine an increase in the quality of our assessment whilst lowering the cost to the business. Streamlining the range of assessments we use for those roles we define as critical for the business meant that we could have a more workable, single but interconnected assessment model. We wanted one assessment solution for these business-critical roles – and one vendor providing this, and that one vendor is cut-e.”



### About Ericsson

With over 110,000 employees, Ericsson has a strong history of and commitment to valid and robust psychometric assessment. But with inconsistent application, an overwhelmingly large range of tools available and inefficiencies in use, the Organisational Development manager wanted to review, define and streamline the assessments to be used.



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**solution**

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# The eight points

## for efficiency and better user experience

In essence, the Organisational Development team at Ericsson wanted to look at:

- 1** the way in which **assessments** were being applied;
- 2** developing a consistent and **standardised approach** and methodology to assessment;
- 3** streamlining the currently **wide range of assessments** deployed;
- 4** **developing new assessment processes** that were known to be free from any discrimination;
- 5** embracing the newer assessment technologies to **improve quality of assessment** and to be more time-efficient;
- 6** how assessment results are **benchmarked** and used;
- 7** **shifting the responsibility of assessment** from the line manager to the HR team to help improve quality and dependability of the assessment process;
- 8** **the candidate experience** with the intention of making it quicker.

# The solution

## One assessment solution that incorporates all assessment needs

Ericsson already had its competency and career model that mapped and described all the types of job roles within the company based on requirements and competencies. By having this structured, transparent approach, all employees understand what is required in the 210 different job roles within Ericsson and helps them to plan and drive their career.

**210** job roles

within company based on requirements



The model itself includes a description of purpose, the behavioural competencies needed both for the specific job role and the core Ericsson competencies and the job stage or level associated with a role. Ova continues, "Having everything described in this way gave us a great starting-point to re-evaluate the assessment library needed, and it meant we would be able to take a more global and centralised approach to this."

The ambition was not to have a single assessment for 210 different job roles, across nine different job stages, but to focus on our 19 business-critical and/or customer-facing key roles and find a strong, global assessment to be used to measure these."

**19** business-critical

and/or customer-facing key roles



Taking the 20 competencies identified as needed in various combinations for these roles, Ova worked with cut-e to understand how each competency could be measured and in what way. The result was an assessment matrix that showed how a competency at any job stage could be measured in at least two methods of assessment, be it a personality questionnaire, an ability test, a consultant interview or an assessment centre exercise. It mapped specific scales from cut-e's shapes and scales tools to make it clear what was being measured and why.

cut-e has provided us with an

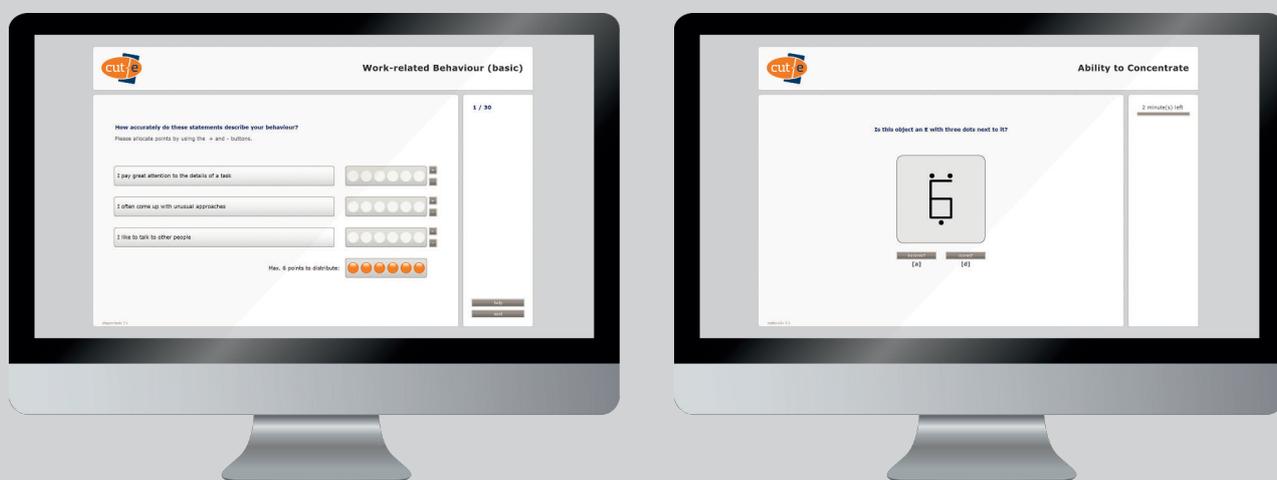
# easy- to-use

and easy-to-understand online system.

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## Introducing standards throughout the business

The business is now able to select from this assessment matrix the tools and approaches to be used. For some roles, the assessments are all carried out virtually, managed by cut-e, and the candidate does not meet with an assessor or the consultant before completing personality and ability assessments (shapes and scales), an inbox exercise and a video-based interview.



Screenshots: shapes basic & scales e3+

But the structured approach to available assessments was only part of the solution. Making sure that the different assessment information was integrated into one report and that there was consistency amongst assessors was important. "cut-e has provided us with an easy-to-use and easy-to-understand online system that draws together a candidate's results from the different assessments used and presents them in a report for the candidate.

Process is important when we are looking to improve consistency and we've been able to develop the process around this that works for us. Notifications are sent to assessors automatically as candidates progress, and notes can be added easily to the system. The implementation was always going to be critical to get right and cut-e trained around 90 HR business partners and HR generalists in how to get the most from the system."

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# The outcome

## More efficiency, higher quality and reduced costs

### A better assessment experience for the business and the candidate

Having a single process, and a single report structure, has led to significant efficiency gains.

There is also efficiency savings from the way in which the assessments are set up as this single approach can now be delivered through Ericsson's shared service centre in Manila, with the team there liaising with cut-e as needed. It makes for a smooth process for all.

Feedback from the candidates and from the business is positive. "Both candidates and managers comment that our new assessment process feels efficient and well thought through; so little is required of them to complete the assessment or understand the feedback and take action. In fact, the area that is most difficult is coordinating the feedback session time."

*"We very much believe in the foundation of our competency and career model and we trust in the assessment we have. Even when looking at only these 19 critical roles, to have a single assessment process instead of having 19 different processes and different assessments, makes a huge difference for us. It's something that we actually can manage with a reasonable amount of resource."*

Ova Schulze,  
Head of Organisational Development at Ericsson

## Outcomes achieved at Ericsson



Annual saving of  
**€260,000**



### **Increased efficiency**

One process for 19 business-critical job roles



### **Improved consistency**

90 HR staff trained on new process and systems



### **Better user experience**

and higher quality of candidates

Although not a key driver for the assessment review, Ova estimated that there could be an annual saving from reduced resource and time costs when assessing 1,000 people each year, of €260,000. In addition, there would be an expected uplift in performance based on the improved quality of candidates, which in turn would deliver a significant financial benefit.

Ova concludes, “We chose to work with cut-e because of their experience and expertise in high-quality, practical assessment design – and their availability of different language versions. But they gave us more than that. The cut-e team is great to work with; understanding our challenges and what we want to achieve. We’ve been able to move to having only one assessment for all of our 19 critical job roles and that is due entirely to the quality, validity and flexibility of the cut-e tools themselves. We’ve been able to use the best of technology to improve consistency, quality and the candidate experience.”

#### **Summary**

By mapping the cut-e assessment tools onto its established and detailed competency and career model, Ericsson was able to reduce the range of assessments needed within the company. Shaping a new process brought about consistency and efficiency benefits that could deliver efficiency savings of €260,000 a year, a better user experience and a higher quality of candidates, delivering a significant uplift.

### **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 undertake 30 million assessments each year in 90 countries and 40 languages.