

Retaining the competitive edge at easyJet



Retaining the competitive edge at easyJet has a number of important components: identifying the right candidates, optimising the speed of the process, offering realistic job previews, obtaining strong metrics, built into a refined process.

easyJet is Britain's biggest airline and Europe's 4th with over 700 routes and 9,000 employees – and has further plans for growth to establish a stronger European base.

With over 7% more passengers choosing to fly with easyJet in 2012 compared to 2011, 'on-time performance' being the best in its class and with strong referrals from its customers, the need to recruit, retain and develop the best people to deliver the service is strong.

The challenge: identifying and engaging with the right candidates early on in the process

Ruth Spalding, Resourcing Manager at easyJet, explains: "Our success is dependent on the people we employ and we are fortunate to have both a good reputation and employer brand as well as having great people already working with us. This means that we attract large numbers of applicants for all of what we call our 'volume' roles – but we know there are more great people that we need to reach and encourage to join us.

Our challenges are fourfold:

- To attract more high-quality applicants
- To create a consistent, sustainable and repeatable recruitment process
- To identify, engage with and recruit as early as possible those who will grow with our business
- To remove unsuccessful applicants promptly from the process without adversely impacting the brand."

Taking online assessment into other job positions to achieve more benefits

With the success of the cabin crew approach, easyJet introduced a refined process for the promotion of crew to cabin manager. Its co-pilot recruitment process has also undergone revision, with online testing benchmarked against peer group being used early in the process. With this introduction, conversion rate at the assessment centre stage has increased to over 70% – saving over 10k GBP in the year of the initial introduction.

In addition, easyJet has seen a growth of over 350% in applications to join its graduate programme in the past two years. With a new process including online verbal, numerical and inductive capability tests early in the application route, easyJet has been able to complete their graduate recruitment in the fastest time for three years, run a fewer number of assessment centres than in previous years and yet delivered the number of graduates the business requires.

“The Situational Judgement Questionnaire has been developed for us by cut-e and takes into account how we at easyJet want our cabin crew to act – and react – in their role. It has been designed in conjunction with our current high-performing cabin crew members and those who we see as ‘experts’ within our business for this role. This means that it makes a great assessment of success within our easyJet cabin crew culture.”

Ruth Spalding, Resourcing Manager at easyJet

Critical success factors for easyJet

It is clear that easyJet has been able to transform its application and selection process for some of its key job roles, speeding up the time to hire, reducing costs and yet maintaining an employer brand position.

This is due to its:

- Understanding of what great performance looks like for their people
- Commitment to validity in ensuring the tests and questionnaires used do predict success in the role
- Creation of seamless processes for the applicant ensuring that the ATS provider and cut-e data are integrated into a single applicant record
- Need for a repeatable, sustainable recruitment process model capable of use across Europe
- Dedication to engaging with all applicants fairly, transparently and honestly
- Access to, and measurement of, key success metrics: they know how they have improved and the impact this has had on their recruitment
- Continued process improvement always with a view to getting better applicants through the pipeline and into the assessment centres.

For any further information, please don't hesitate to contact us!

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