The Journey to Excellence

Talent Acquisition: From Good to Great

Mohamed Hegab | Etihad Airways | 16 September 2015
The journey

National carrier of the UAE

Established in 2003

Supporting the growth of Abu Dhabi

- 25,000+ employees
- 140+ nationalities
- 119 aircraft
- 110 destinations
Managing growth risks

Aligned people strategy
A performance culture
Sourcing talent
Development & succession
Etihad Airways people strategy

Source
Source and deliver the right talent at the right place, right time, right cost
- Recruitment (external)
- Selection (internal)
- Onboarding
- Induction

Develop
Develop our organisation and people, and manage performance to deliver Etihad Airways’ success
- Performance Management
- UAE National Development
- People Development
- Talent & Succession
- Change Management

Engage
Grow a deep commitment to Etihad Airways’ focus on winning in the market
- People Manager Support
- HR Policies
- Reward/Recognition
- Employee Survey

Deliver
Best-in-class cost-effective HR service delivery
- Employee Services
- Manager Administration
- Employee Well-being
- Accommodation
How far we’ve reached? Internal analysis

- Clear shared vision
- Variable skill levels
- Variable experience levels
- +140 nationalities
- Evolving organisational culture
- Better system integration
- Better reporting capability
- end-to-end cycle gap
- Poor user experience on existing technology
- Evolving organization structure with high pace of growth
- Focus on operational and transactional activities
What do we want to achieve?

“Source and deliver the right talent at the right place, right time, right cost”

Leading business technology

International assessment tools and systems

Scalable end-to-end recruitment process

Competent and Qualified recruitment team and hiring managers

Proactive and efficient sourcing strategy
INTRODUCING ASSESSMENT CULTURE...
Choosing the right assessments

Etihad recruitment portfolio

- Skills tests
- Aptitude tests
- Personality questionnaires
- Competency-based interviews
- Role play exercises
- Group exercises
- Analysis case study exercises
- Presentation exercises

Validity

Cost

Trial Period
Assessment Centre

Ability Tests
Personality Questionnaires
Structured Interview

Biograph & Situational Questionnaires
Interview

Application biodata

Graphology
Choosing the right assessments

- What are the overall goals / aims of the job?
- What are key tasks / duties of the role and what level of proficiency is needed?
- What people would the employee interact with? (e.g. peers, customers, direct reports)
- What challenges would the employee face, and what skills are required to handle them?
- What is a key characteristic of the high performing people who stay for the long term?

Other practical considerations:
- What is my timeframe to hire?
- What volume of people do I need to hire, interview, shortlist, attract?
- How senior is this person?
- What resources do I have to run an assessment, e.g. interviewers, rooms, time, budget, etc.?
Example: Revenue Management

For any job, there are always a mixture of requirements needed to perform.

Some role requirements can be fulfilled through training, e.g. knowledge and skills.

Although, it is nice when people come already equipped with these skills. If we can identify the people who have these abilities and characteristics through assessment in recruitment, then we can make better decisions about who will do well in the job.

Think about the important knowledge, skills, abilities and behaviours that you need to hire for.

**Knowledge**
e.g. Pricing and Sales Strategies, Network revenue data

**Aptitude**
e.g. Numerical & Logical reasoning

**Skills**
e.g. Analytical, Planning and Organizing

**Behavioural Characteristics**
e.g. Driving for results, Making timely decisions
Phase 1: Ability and psychometric assessment

Etihad leadership practices

- Leading the business
- Role modeling the Etihad values
- Building relationships
- Delivering results

Senior manager assessments

- Verbal reasoning
  - ability to source, interpret and apply written verbal information

- Logical reasoning
  - ability to identify patterns and rules and use these to categorise information

- Personality questionnaire
  - measuring preferred work style
ELP and competencies mapping

**ELP**
- Leading the business
- Building Relationships
- Delivering results
  - Through self
  - Through others

**Competencies**
- Vision & Strategy
- Analysis & Judgment
- Organisational Awareness
- People Management
- People Development
- Execution

**Personality**
- + prudent
- + conceptual
- + imaginative
- + Prudent
- + Conscientious
- + Analytical
- + prudent
- + Sociable
- + Behavioural
- + Directing
- + Persuasive
- + Socially confident
- + Agreeable
- + Behavioural
- + imaginative
- + Focused on result
- + Conscientious
- - Autonomous
EMBEDDING THE CULTURE AND PROMOTING BEST PRACTICE…
Standardized approach

- Branded reports
- Mapped to Values & Winning Behaviours
- Standard assessments and feedback templates (manual)
- Comprehensive recruitment pack for recruiters & hiring managers
- Flexible & comprehensive assessment library to be used across multiple departments
- Suitable for internal and external recruitment campaigns
- Benchmark against international, external and internal norm groups
Mapping: Values, Winning Behaviours and psychometric

**Delivering Best Practice**
- Embrace Change
- Negotiate & Influence
- Live the Vision

**Inspiring our Customers**
- Innovate
- Focus on Hospitality
- Act with Agility

**Caring About Detail**
- Plan the Work
- Work Smart
- Make Timely Decisions

**Acting Positively**
- Operate with Integrity
- Build Effective Teams
- Leverage Diversity

**Taking Responsibility**
- Drive for Results
- Act with Determination
- Develop and Grow
**Definition:**
Consistently shows respect and warmth; anticipates needs; demonstrates generosity and goes the extra mile to exceed the expectations of internal and external customers and guests.

<table>
<thead>
<tr>
<th>Non-Management</th>
<th>Management</th>
<th>Senior Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality Questionnaire</td>
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<tr>
<td>Interview</td>
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<tr>
<td>Role Play – with a customer</td>
<td>Role Play – with a customer / or with a direct report who has delivered bad service</td>
<td>Role Play – with an internal customer or direct report</td>
</tr>
<tr>
<td>Group Exercise – with a satisfying a customer theme</td>
<td>Presentation – looking at how their solution meets the customer need</td>
<td>Analysis Case Study &amp; Presentation – where customer retention or attraction is a major issue? Then the recommended solution is presented.</td>
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</table>
### Standardized selection strategy: Assessing Behaviours

#### Winning Behaviour

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#### Assessment Types

<table>
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<tr>
<th>Assessment Types</th>
<th>Personality Questionnaires</th>
<th>Structured Interviews</th>
<th>Role Play Exercises</th>
<th>Group Exercises</th>
<th>Analysis Case Studies</th>
<th>Presentation Exercises</th>
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<tr>
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#### Assessment order list

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IMPLEMENT LEADING BUSINESS TECHNOLOGY WITH FULLY AUTOMATED PROCESS
myRecruitment: Assessment tools integration

- Select assessment pack
- Select recruitment status to assess candidates
- Review assessment results to screen candidates
- “Print & go” interview pack
- Input assessment feedback to myRecruitment
- Make hiring decision with supporting assessment results

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<tr>
<th>Level</th>
<th>Band</th>
<th>Standard</th>
<th>Technical</th>
<th>Numerical</th>
<th>Skills</th>
<th>Advanced, Team Leader</th>
<th>Additional</th>
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<tr>
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Executive Level Dashboard

Recruitment and Onboarding Dashboard (Core and International)

Executive Dashboard

Dashboard Selection Details
Type: Core & International
Division: Commercial
Date: July 2015

Recruitment and Onboarding Dashboard (Core and International)

Executive Dashboard

Dashboard Selection Details
Type: Core & International
Division: Commercial
Date: July 2015

Detailed KPIs
The journey

Achievements

- Integrated business technology
- Standardized selection strategy including selection tools and criteria
- Scalable end-to-end recruitment process
- Improved recruitment cycle time
- Increased use of recruitment capability to focus on sourcing vs. operational activities

The journey continues...

Key success factors

- Alignment with organization/people strategy
- Internal analysis of current situation
- Simplicity is key in phase one
- Unique approach to Etihad
- Phased approach with clear road map
- Change management

Believe in the power of the people and their passion
WHAT DO WE BELIEVE?

WE BELIEVE IN THE POWER OF PEOPLE AND THEIR PASSION
THANK YOU