Recruiting cabin crew, pilots and graduates at easyJet

Achieving process efficiency, quality of hire and return on investment

Ruth Spalding, Resourcing Manager
Laura Cooper, Recruitment Manager
Session Agenda

• easyJet journey and ethos
• The drive behind getting our recruitment and talent process right
• Our ATS and online tools strategy – the business and process rationale
• Cabin crew case study with process & business metrics
• A view on assessment tools and report used
• Overview of the pilot and graduate process
• Questions and answers
easyJet – our journey

From humble Beginnings in 1995

Through acquisition and organic growth

We move to an Airbus fleet

We reach 500 routes

Become truly European opening bases in France, Italy, Germany & Portugal and beyond!

FTSE 100 company

To our 60m passenger in 2013
Today, we are Britain's BIGGEST airline & 4th in Europe!

- Over 135 airports
- Over 30 countries
- Over 600 routes
- Over 8000 employees
- Over 60m passengers (p.a.)
Our Business is Growing

In 2012, we flew

+7.1%

more passengers*

58.4 million passengers

In 2012, we made

+11.6%

more revenue per seat*

£58.51 Revenue Per Seat

In 2012, we saw a

+27.9%

increase in Profit Before Tax

£317 million

In 2012, we made

+8.2%

increase in profit per seat*

£4.81 Profit Per Seat

Source: full year report 2012  |  * compared to 2011
Our on time performance (OTP) is best in class

Share of flights leaving within 15min of scheduled departure

Source: as measured by flightstats.com (rolling 12 months)
And we’re proud to serve some of the most satisfied customers

![Chart showing satisfaction and likelihood to recommend]

Source: Full Year Company Report FY11 / FY12
GfK CSAT: H1 2010-11 (42,936) / H1 2011-12 (48,587)
* Based on asking easyJet customers who’ve flown with BA or Ryanair
Case for driving & improving the recruitment and talent process

- We continue to grow at a fast pace
  - We need to attract and recruit great people who will grow with the business
  - We will hire 250 pilots and 1000 cabin crew in 2014
- We receive a high volume of applications of variable quality
  - We need efficiency in screening and selection
- We are expected to deliver the volume and quality to a tight timescale
  - We need a reliable and sustainable process to enable this
- The cost of hiring can be high due to the location of our bases and candidates
  - We need a way to reduce logistical costs, whilst ensuring a consistent candidate experience
- We have a lean Recruitment and Human Resources team
  - We need technology to give this team scale, depth & breadth
Our A.T.S. and Online Assessment Tools

Strategy

Our Ambition:

• To reduce costs whilst delivering a robust end-to-end attraction, selection and on-boarding process
• To improve awareness of the easyJet employer brand across Europe
• To introduce market leading, innovative and creative attraction, assessment and selection methodologies to enhance the quality of people recruited
• To create a consistent, quality, candidate experience
• To effectively screen large numbers using unsupervised online assessments
• To spend more quality time with those brought to final A/C
• To improve assessment to hire ratios and post-hire performance metrics

Tools:

• RJP
• Situational Judgement Questionnaire
• Ability tests
Cabin Crew – Full Case Study

To create the most efficient selection process, we at easyJet….

- Introduced online questionnaires pre application
- Introduced online aptitude tests
- Created & validated a Cabin Crew Situational Judgement Questionnaire
- Introduced psychometric assessments to support the selection process – identifying those likely to work well at easyJet
- Improved quality of hire – meaning those who make it to our bases are ‘great’ candidates
The tools – an overview
Cabin Crew Application Journey

- Fully branded & informative site
- Introduction of Taleo to manage online applications
- Ensuring a smooth transition for applicants from point of application
RJP – Realistic Job Preview – Cabin Crew

- Try before you fly!
- 10 item, anonymous questionnaire
- Allows potential applicants a quick insight into life as an easyJet Cabin Crew member
• Interactive and fun, learning experience for candidates
• Informs candidates of suitability for role
• Encourages those aligned with culture, values of easyJet to apply
Online Application…
Cabin Crew

Personal Information

Please complete the fields below.

Name
Title
Not Specified

First name

Middle name

Last name

Known As

Enter the name you would prefer to be called

Address
Street Address (line 1)

Address (line 2)

Address (line 3)

City

Postcode

Country

Contact Details

Preferred Contact Number Type
Not Specified

Home Phone Number

Mobile Phone Number
Please weight your preferred ‘response’ or ‘responses’:

You have just finished getting customers on-board a full flight to Paris. The aircraft doors are closed and will not be re-opened until the plane reaches Paris. The Captain makes an announcement informing all customers of a two hour delay due to Air Traffic Control. Some customers begin to complain and blame easyJet for the delay. How do you respond?

1. Apologise and explain that the French air traffic control system is always unreliable

2. Apologise and talk to the Cabin Manager to see if you can offer all customers complimentary refreshments

3. Apologise and explain that you are working to ensure the flight leaves as soon as possible

Max. 6 points to distribute:
**Start of the 20th century:** Top Box Ltd. was founded more than one hundred years ago by Peter Henderson as a manufacturing company for all types of electrical equipment. From the very beginning, the company manufactured headlights for cars and lorries.

**1930s:** With the increasing number of cars, the company began to specialize more and more on car electronics in the 1930s, primarily on lighting and batteries.

**1960s:** For a while, Top Box Ltd. also manufactured car radios. However, Top Box Ltd. could not compete with the strong competition on the markets for these kind of products.

**Today:** Nowadays, Top Box Ltd. concentrates on vehicle lighting and batteries, among other special orders.

Employees in production work in three shifts around the clock.
Taleo & cut-e Integration

- Introduced Taleo in January 2012
- Challenge to integrate testing results into the candidate individual record to increase speed and consistency of the selection of candidates
- Introduced a combined rating for candidates by producing a ‘fit’ status
- Low ‘fit’ candidates removed from the process
- Mid- high ‘fit’ candidates moved through to CV screen

<table>
<thead>
<tr>
<th>Name</th>
<th>Fit Level</th>
<th>Status</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cangialosi, Luigi</td>
<td>4 - Good Fit</td>
<td>completed</td>
<td>12/12/2012</td>
</tr>
<tr>
<td>THOMELOT, Maxime</td>
<td>4 - Good Fit</td>
<td>completed</td>
<td>23/11/2012</td>
</tr>
<tr>
<td>Alvarez, Jessica</td>
<td>5 - Excellent Fit</td>
<td>completed</td>
<td>11/01/2013</td>
</tr>
<tr>
<td>Archon, Anna</td>
<td>5 - Excellent Fit</td>
<td>completed</td>
<td>27/11/2012</td>
</tr>
</tbody>
</table>
The results
Year on Year outcome at Assessment centre for Cabin Crew

Year on year the assessment centre impact of including more robust testing earlier in the process became more visible:

<table>
<thead>
<tr>
<th>Year</th>
<th>Conversion Rate</th>
<th>Testing Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/2011</td>
<td>41%</td>
<td>Paper based testing at Assessment</td>
</tr>
<tr>
<td>2011/2012</td>
<td>48%</td>
<td>Online ability and SJQ testing</td>
</tr>
<tr>
<td>2012/2013</td>
<td>55%</td>
<td>RJP, SJQ and online ability testing</td>
</tr>
</tbody>
</table>

The increase in conversions reduced the number of assessment centres to achieve the same number of successful candidates, improving the quality of hire.

The improved model required 598 less candidates at final a/c to reach correct quality of hire @ 185 GBP per candidate = 110,648 GBP saved just at A/C – this does include screening process efficiency.
## Outcomes Achieved for 2012/2013

<table>
<thead>
<tr>
<th>Outcome</th>
<th>2012/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of the RJP</td>
<td>66,259</td>
</tr>
<tr>
<td>No. of Applications</td>
<td>25,931</td>
</tr>
<tr>
<td>No. Online Tests</td>
<td>17,373</td>
</tr>
<tr>
<td>No. at Test Passed</td>
<td>9,555</td>
</tr>
<tr>
<td>Final Attendees at Assessment Centre</td>
<td>1758</td>
</tr>
<tr>
<td>Successful at Assessment Centre</td>
<td>966</td>
</tr>
</tbody>
</table>
Overall outcome achieved for Cabin Crew

- Interactive and engaging candidate experience
- Creation of custom designed tools
- Selection model focuses on behaviour & culture fit
- Reduction in screening of applications & administrative activity resulting in a process change and greater candidate focus
- Leaner & more efficient selection process
- Significant increase in onsite attendance to hire ratio than previous selection model
- Reduction in training failure
- Increase in performance in roles
- Improved base feedback
Pilots, cabin managers & graduates
Pilots – First Officers - 2013

- First Officers complete a number of online assessments benchmarked against their peers (easyJet Pilot norm group)
- After screening, First Officers invited to attend AC
- Completed group, individual exercise & interview
- Assess key behaviours linked to success as a pilot
- Conversion rate at AC increased from 66% in 2012 to 71% in 2013
- Conversion rate at sim check increased from 67% to 75%

5% improved conversion at AC = Saving of £83,420
8% increase through to sim = Saving of £26,744
Cabin Managers - 2013

- New process introduced to improve management capability on-board the aircraft
- Job analysis completed & key management behaviours identified on Shapes tool
- Cabin Managers invited to complete Shapes questionnaire pre assessment
- Match score and output report (recruitment report) used to structure the interview
- Improved quality of crew development as a result of better quality cabin managers
Graduates - 2013

### Application numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>Application numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>600</td>
</tr>
<tr>
<td>2012</td>
<td>1204</td>
</tr>
<tr>
<td>2013</td>
<td>2733</td>
</tr>
</tbody>
</table>

### Assessment Process

- Graduates completed a number of online assessments to identify strengths in verbal, numerical and inductive capability
- Outcome of online assessments determined next stage of process
- Graduates attended a 1 day assessment event measuring competencies aligning to easyJet leadership model
- Objective evaluation of behaviour & suitability
- Achieved improved conversion at assessment (25%)

### Assessment centre data

<table>
<thead>
<tr>
<th>Function</th>
<th>Number of graduates recruited</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>3</td>
</tr>
<tr>
<td>People</td>
<td>1</td>
</tr>
<tr>
<td>Commercial, Marketing and Europe</td>
<td>3</td>
</tr>
<tr>
<td>Operations</td>
<td>5</td>
</tr>
<tr>
<td>PMO</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

- Six assessment centres in total
- Each assessment centre delivered the required yield
- Earliest completion of graduate recruitment process in three years
- Fewest number of assessment centres run in a single campaign, despite recruiting more than previous years
- Positive feedback received from the business on assessment centre structure and delivery
Any questions?