

**Use of external & internal  
selection systems to predict  
success in customer-facing  
staff and managers**

**29<sup>th</sup> July 2010**

## Presentation Outline

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- ▶ Outline of easyJet
- ▶ The Challenge
- ▶ Overview of project
- ▶ What we found out ?
- ▶ What is the solution ?
- ▶ Next steps.....
  
- ▶ Questions ?

# Low Cost ,Care & Convenience

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# The Company

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## Our values

### 1 Safety

Our No. 1 priority – no compromises

### 2 Teamwork

We'll get there faster together

### 3 Pioneering

Breaking the mould to find new ways and new opportunities

### 4 Passionate

We're ambitious to be the best we can be

### 5 Integrity

We mean what we say, and do it!

## Quick facts about our network

- Truly European operation that's 'turning Europe orange'
- Strong positions in key markets: **No. 1 in Gatwick, Milan and Geneva; No. 2 in Paris**
- We operate on over **500 routes** and have **182 aircraft** in **28 countries**
- We served over **46 million passengers** last year
- Over **289 million people** within a **one-hour drive** of an easyJet carrier

## Quick facts about our company

- Headquarters in **Luton, England**
- Founded by Sir Stelios Haji-Ioannou in **1995**
- **Revolutionised** how people **travel** in Europe
- **Pioneered** the use of **the internet** for travel
- Over **6,000** people including **1,800 pilots** and **3,300 cabin crew**



## The Challenge

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- ▶ 60,000 applicants per for flight attendants roles
- ▶ 3,000 flight attendants
- ▶ Appointment of over 200 cabin managers per year
- ▶ FA's can apply after 1 year experience
- ▶ Tough job, high impact on company performance.... Hard to differentiate between the suited and not suited

## The project

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- ▶ Construction of Capability Model
- ▶ Validation against real on the job performance using peers and line managers
- ▶ Mapping of the cabin manager to the generalised easyJet 5 key areas of competence and attributes
- ▶ Development of custom report
- ▶ Training on use of report
- ▶ Systems live

## Constructing The Model

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- ▶ Trial of the shape questionnaire to with 120 current cabin managers to build norm and identify prevalent aspects in profiles
- ▶ Work with easyJet recruitment, OD team and cabin management teams to define model
- ▶ Gathering of independent ratings of performance to validate tool on the 120 managers

## Shapes – 10 languages

The screenshot shows a web browser window with the URL [https://www.cut-e.net/mapTQ/\(S\(faer1krqpag4m2vt4zdnzx45\)\)/home/?modul=Vny0syYWGkCZSknSN%2fZxyQ%3d%3d&theme=RZfWeIqS7dHTef8oAbq%2byw%3d%3d&chk=634214417686803750](https://www.cut-e.net/mapTQ/(S(faer1krqpag4m2vt4zdnzx45))/home/?modul=Vny0syYWGkCZSknSN%2fZxyQ%3d%3d&theme=RZfWeIqS7dHTef8oAbq%2byw%3d%3d&chk=634214417686803750). The page features the easyJet logo and a section titled "Measurement of competencies - Example".

**How accurately do these statements describe your behaviour?**  
Please allocate points by using the + and - buttons.

The test consists of three statements, each with a corresponding set of five circles for rating:

- I enjoy selling things**: 2 circles filled (2/5)
- I develop imaginative solutions**: 3 circles filled (3/5)
- I like to work towards clear priorities**: 0 circles filled (0/5)

Below the statements, there is a control for the total points: "Max. 1 point to distribute:" followed by a single filled circle and a slider bar.

At the bottom right, there are three buttons: "finish", "help", and "next".

The footer of the page includes "powered by cut-e®", "shapes 5.0.4", and the URL "www.cut-e.net".



## Rating Form



Please enter the person name you are rating in this box

Please indicate your easyJet base in this box

For 5 areas below please place an 'X' in the category you feel best describes the current performance of the SCCM you are rating. You may only place a rating in one of the three categories.

Competences and Attributes for the position of SCCM	Concise Summary Of Competency & Attribute	Underperforms	Acceptable	Excels
People and Teamwork	Actively adopts a leadership and management role and style that enables team to perform effectively and is trusted by colleagues.			
Delivery of Results	Agrees, implements and monitors performance against clear goals and objectives. Ensures team is motivated, receives feedback or praise and that individuals have meaningful and used personal development plans			
Business Judgement	Seeks practical ways to reduce costs or improve revenue in own area of the business and communicates in a way that gains engages team and ensures they have knowledge and skills to do so.			

# What does good look Like ?

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## In General

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- ▶ A directive manager
- ▶ A good team member
- ▶ Task oriented
- ▶ A good role model
- ▶ Non competitive

# What does the report look like ?

## Competencies & attributes

Behavioural Competency & Attribute Definition		Rating	Description Of Result
People and Teamwork	Actively adopts a leadership and management role and style that enables team to perform effectively and is trusted by colleagues.	3	Similar to other cabin managers in potential for directing work, focusing on quality of activity and maintaining trusting relationships.
Delivery of Results	Agrees, implements, and monitors performance against clear goals and objectives. Ensures team is motivated, receives feedback or praise and that individuals have meaningful and used personal development plans.	1	Strong likelihood of placing a greater emphasis on quality of relationships at the likely expense of execution of tasks. May also lack planning, organising and monitoring skills.
Business Judgement	Seeks practical ways to reduce costs or improve revenue in own area of the business and communicates in a way that gains engages team and ensures they have knowledge and skills to do so.	4	Positive orientation toward working with business information with a focus on rationally understanding business and commercial issues. Willing to involve team in analysis and decision making and maintains positive solutions oriented outlook when confronted with tough business situations.
Passion and Ambition	Is positive in terms of communication, attitude and able to maintain this outlook in pressurised situations. Takes responsibility willingly and generates energy and enthusiasm with the team.	2	May adopt a style that lacks ambition and drive along with displaying relatively poor levels of personal motivation or willingness to motivate team. Is likely to shy away from activities that require persuading and influencing style to keep the team engaged and energised.
Pioneering	Delivers well thought out proposals and feedback for changes to existing processes and procedures to drive improvement and constructively engages or challenges team members who hold concerns or have negative stances to participate in positive change.	3	Similar to other cabin managers in style when expected to generate ideas or innovate. Should be able to operate in a mode that positively involves and supports colleagues in these types of processes and discussions.
<b>Overall Behavioural Fit Score</b>		<b>2</b>	

# Interview Guide 1

## Scoring & Use Of Online Shapes Report Info:

The following section outlines how each section in the report is scored and used in the overall candidate

You are ultimately scoring candidates on a 1 – 5 scale ranging from ‘poor’ to ‘excellent’ against their overall motivation and 5 competency and attribute areas. Please see rating scale below:

Interview rating	1	2	3	4	5
	Poor Fit	Below Average Fit	Satisfactory Fit	Good Fit	Excellent Fit

Your ultimate rating for each candidate should be based on the performance of the candidate at interview and it is that information which you present in your scoring sheets and upon which a final decision is made.

To arrive at interview score you will see what level of performance is expected at interview in terms of the candidate presenting evidence when asked interview questions and probed for information.

Interview rating	1	2	3	4	5
	Poor Fit	Below Average Fit	Satisfactory Fit	Good Fit	Excellent Fit
	Very little or no evidence and / or presence of significant negative evidence	Lack of substance in credible evidence and / or presence of amounts of negative evidence	Presents acceptable and credible evidence in the positive and minimal negative evidence	Significant range of positive evidence and minimal negative evidence	Wide range of comprehensive positive evidence and little or no negative evidence

## How is it going ?

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- ▶ 300 people assessed in phase
- ▶ Questionnaire used in conjunction with a cut- designed interview process and group exercise
- ▶ Validation now happening as people go into the new jobs

## Questions ?

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