

Something We're Proud of!

Aer Lingus Cadet Selection

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About Aer Lingus



Our Cadet selection process – Something We're Proud of



Questions

Aer Lingus

Headquartered in Dublin

Almost 80 years old

4,000 employees

Part of IAG

50 aircraft

1.2 million guests in Aug 15

10.6 million guests per year

Commercial Focus



GETTING THE BASICS RIGHT



BEING FOCUSED ON COST



EXPLOITING REVENUE OPPORTUNITIES



MEASURING PERFORMANCE

Our Cadets

[Aer Lingus Cadet Video](#)

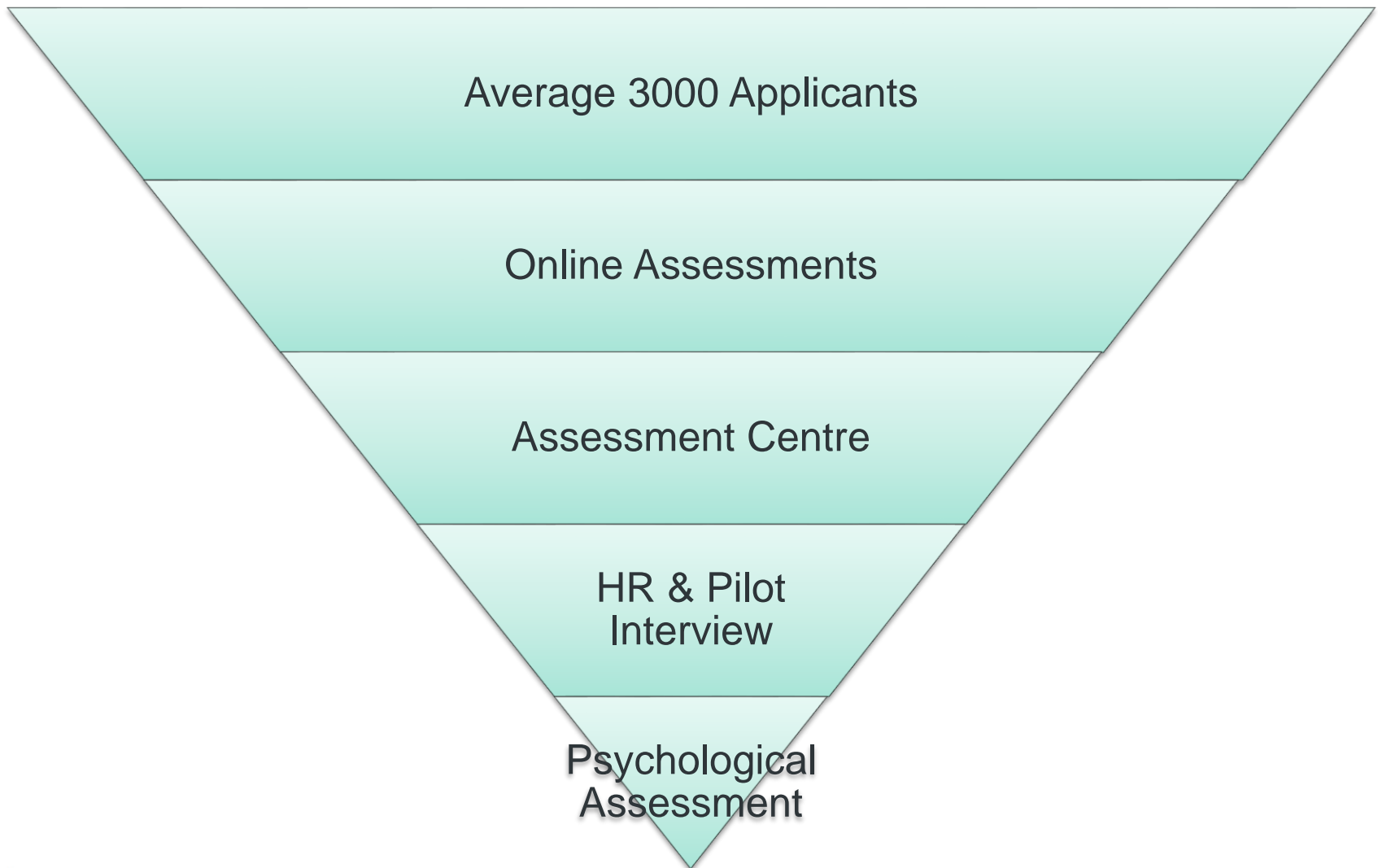
2011 The Winning Formula

$$E = M C^2$$

2011 The Winning Formula

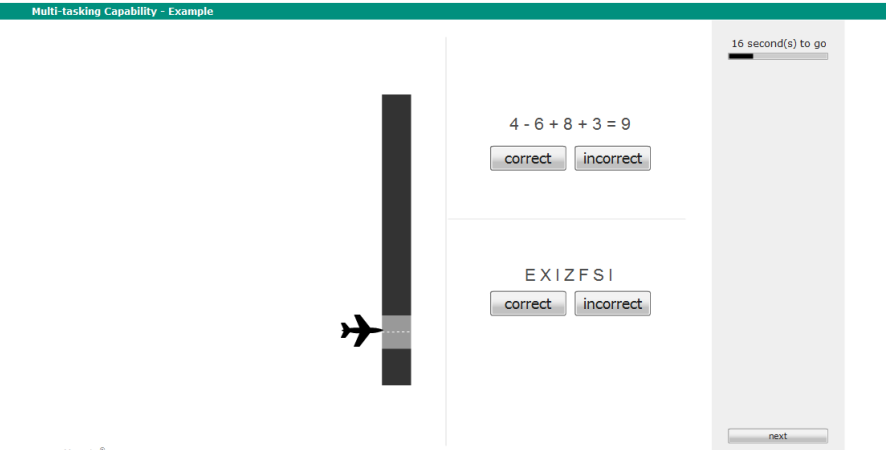
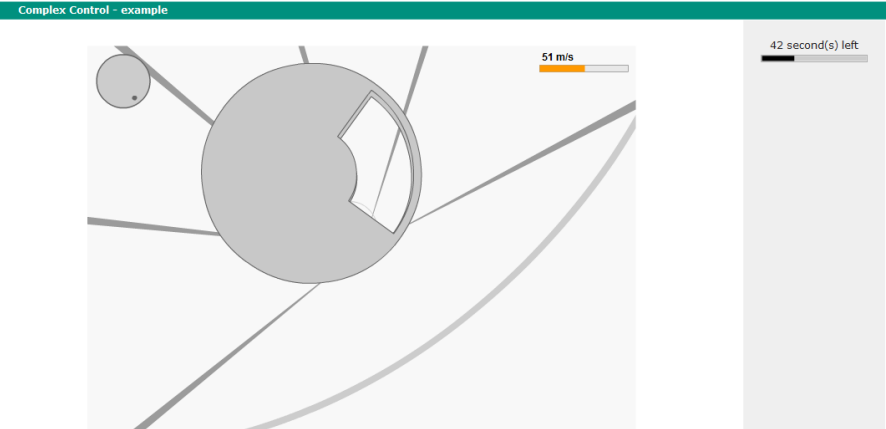


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Cadet Online Assessments

- Complex Control
- Reaction Time
- Observation and Memory
- Spatial Awareness
- Multi-tasking
- Verbal Reasoning
- Numerical Reasoning
- Work Style Compatibility



Sample reports



recruitment report

Sam Sample

Administration: 03.02.2012
Report generated on: 06.02.2012

Job Description	Details
Title of Job	First Officer
Short Description of Role	Commercial Airline Pilot
Function of Job	Performance of Flight, Operational and Business activities for Aer Lingus

Online Assessment



powered by cut

recruitment report: Sam Sample

Profile 1 - Competency & Attributes

Behavioural Competency & Attribute Definition	Rating	Description Of Result
Impactful Communication Actively influences others in a confident and assertive manner. Able to voice an independent opinion whilst maintaining constructive relationships with colleagues	3	Similar to peers in potential to influence and persuade. Should display a balance between independence of opinion, taking guide from others, and balancing relationship dynamics in this context.
Resilience Remains calm and controlled in difficult situations in both an immediate and general sense. Able to manage and operate effectively in difficult situations which place pressure on emotional state and willing to receive feedback or criticism in a constructive mode.	2	May present features of poor emotional control when placed under pressure in the immediate or ongoing sense. May possibly be affected by lower levels of energy than peers and could present a more pessimistic or negative attitude than others. May find it more difficult than others to respond constructively to and learn from criticism or feedback.
Versatility Open to change and adapts to evolution in role in a positive way. Acts constructively toward change and is a positive role model to others in this context.	1	Strong likelihood of being defensive or challenging change with a much greater emphasis on retention of the status quo. Very likely to adopt a more sceptical or cautious attitude toward change processes and unlikely to present as positive agent in this context.
Business Management oriented Oriented toward meeting business and operational efficiency targets for easyJet. Prioritises organisational and business outcomes.	3	Similar to peers in focus on organisational business objectives, targets and hard data. Likely to balance these with personal agenda and wider factors than those of the business. May incorporate a wide set of hard data, rational and intuition when considering business issues.
Quality Results Orientation Takes personal responsibility to ensure tasks and objectives are achieved to a high standard. Adopt a position quality oriented stance that can be emulated by others.	3	Similar to others in focus on full execution tasks and quality of outcome as others. May adopt a balanced approach between ensuring efficacy of outcome and amount of personal effort and time required to achieve same.
Overall Behavioural Fit Score	2	

This section shows the candidate's behavioural assessment results against the easyJet key competencies and attributes identified as most important for success in a First Officer position. The rating indicates the degree to which the candidate assessment results match these potential requirements on a 1 – 5 scale. The higher the score, the more likely the candidate is to carry the right level of potential against the key behaviours.

It is also important to remember that approximately 38% of candidates which 4 out 10 people will typically be presented in zone 3 'satisfactory fit' on any given scale and as such scores of 3 and above are taken as positive fit. All areas on the profile are to be checked and validated at interview with the candidate.

1 7%	2 24%	3 38%	4 24%	5 7%
Poor Fit	Below average Fit	Satisfactory Fit	Good Fit	Excellent Fit

Sample Interview Guide

Influence

likely behavior	He can promote his plans and ideas extremely successfully. He can argue very convincingly and easily win others over to his plans. He negotiates very well and argues his position in a stable and competent manner, even if others object and oppose him.				
benchmark score	●				
Interview rating	poor	limited	fair	good	excellent

Recommended questions	Behavioural indicators
<ul style="list-style-type: none"> <input type="checkbox"/> Tell me about the last time you persuaded someone to your point of view. <ul style="list-style-type: none"> ● How did you put over your ideas? ● What kind of agreement did you reach? ● On reflection, what would you do differently next time? <input type="checkbox"/> Give me a recent example of when you negotiated a successful outcome. <ul style="list-style-type: none"> ● What did you negotiate? ● How did you win the person round? ● How did you know that they were really convinced? <input type="checkbox"/> Give me an example of when you have had to respond to someone's objections. <ul style="list-style-type: none"> ● What were their objections? ● How did you challenge their views? ● How effective were you? <input type="checkbox"/> What are your strengths in terms of influencing people? <ul style="list-style-type: none"> ● How often do you find yourself influencing others? ● How do you compare to others in this area? ● What could you do to make yourself more effective at influencing others? <input type="checkbox"/> Tell me about the last time you won a group of people around to your way of thinking. <ul style="list-style-type: none"> ● What was your opinion? ● How did this contrast with the group's opinion? 	<p style="text-align: center;">Positive</p> <ul style="list-style-type: none"> <input type="checkbox"/> Persuades and convinces others <input type="checkbox"/> Negotiates skillfully <input type="checkbox"/> Gains agreement and commitment <input type="checkbox"/> Handles objections convincingly <input type="checkbox"/> Changes others' views <input type="checkbox"/> Successfully promotes plans and ideas <input type="checkbox"/> Uses a wide range of influencing techniques <input type="checkbox"/> Stands own ground in the face of opposition <p style="text-align: center;">Negative</p> <ul style="list-style-type: none"> <input type="checkbox"/> Little evidence of developed negotiation skills <input type="checkbox"/> Generally unwilling to convince or sell <input type="checkbox"/> Rarely gains agreement or commitment <input type="checkbox"/> Has little success in changing others views and opinions <input type="checkbox"/> Gives in easily when facing opposition <input type="checkbox"/> Uses only a limited range of influencing techniques <input type="checkbox"/> Lacks insight into how to sell well <input type="checkbox"/> Rarely counters objections convincingly

Assessment Centre

Group Exercise



Individual Exercise



Some interesting trends

Online Assessment	Assessment Centre	Interview
↑ Work-style compatibility	↑ Building relationships	
↑ Verbal reasoning	↑ Communication	↑ Interpersonal Skills / Maturity
↑ Multi-tasking	↑ Problem solving	
↑ Complex control & spatial awareness		↑ Technical awareness & reasoning
↑ Strong average score		↑ Problem solving

Current Selection Process

