

 **Customer insight**

Virgin Atlantic uncovers
the best talent and cuts
time to hire by 20%





Airline soars ahead

of the competition for talent

UK's second largest airline cuts time to hire by half, overheads by 19 per cent following global talent acquisition roll-out.

Since it was founded in 1984, Virgin Atlantic Airways has become Britain's second largest carrier serving the world's major cities. Now based at London's Gatwick and Heathrow airports and Manchester airport, it operates long haul services to thirty destinations world-wide as far apart as Las Vegas and Shanghai.

Virgin Atlantic has enjoyed huge popularity, winning top business, consumer and trade awards from around the world. The airline has pioneered a range of innovations setting new standards of service. Despite Virgin Atlantic's growth the service still remains customer driven with an emphasis on value for money, quality, fun and innovation. Virgin Atlantic has carried around 58m passengers since it began operations.

Setting the scene

Virgin Atlantic employs over 9000 staff globally, and is a leading employer in the aviation industry. The organisation believes that its product, service, style and culture are all directly driven by the people it employs - so hiring the right people is a truly strategic imperative.

Alex Merrylees, Head of Resourcing, explains the recruitment challenges his organisation faces: "Competition for skills in the aviation industry is intense and we're a very selective employer. Our employees must be talented, self-motivated, enthusiastic and customer-centric to ensure we deliver the supreme level of service that Virgin Atlantic is synonymous with. At the same time, we recognised that the candidate experience could be improved, and our processes more joined-up."

Merrylees recognised that e-recruitment would help address the whole recruitment process: not only was the Group scaling up recruitment into its overseas operations - particularly in Africa - it was also handling increasing numbers of new hires. Computerising the management of candidates from recruitment through onboarding and induction was seen as critical to reducing the Group's overhead, whilst ensuring the business hired the strongest applicants for each vacancy.

He continues: "Previously, our recruitment process was paper-based and very labour intensive.

We receive over 120,000 applications for around 2,200 vacancies every year, and the administrative element alone meant our time to hire was around two months, which was a huge inconvenience, not just for us, but for the applicant as well. It was clear that we needed to redesign our process and selection application technology, to be able to deliver a consistent candidate experience, broader candidate access and much more."

Inspiring solutions

Virgin Atlantic implemented Lumesse* Talent Acquisition to process and manage applicant information for all airline vacancies advertised in the UK, including cabin crew, airport operations and all back office and support functions.

The system has subsequently been scaled to support the entire company providing a single database for every job applicant contacting the organisation. The solution from Lumesse deals with all aspects of candidate management, from online candidate application management, integration with online job boards, and 'self-service' elements such as psychometric testing and assessment centre scheduling, which candidates can carry out by themselves.

Candidates can also sign up for email job alerts, immediately guaranteeing a ready audience for every new vacancy. Job alerts have already converted into hires and strong unsuccessful candidates can register to be updated with future vacancies as they arise.

Fantastic outcomes

Implementing the talent acquisition solution transformed the group's approach to recruitment. It facilitates better access to quality candidates and pinpoints the most successful sources of hire.

Those channels that don't deliver can then be avoided and resources focused elsewhere. The online job alerts functionality alone enabled the organisation to fill 33 positions in just three months with a further 90 under offer.

The flexibility of Lumesse Talent Acquisition makes it easy for organisations to extend internationally, enabling 'virtual' recruitment teams to collaborate with ease. With Lumesse Talent Acquisition Virgin Atlantic was able to recruit staff to its Nairobi operation remotely from London and South Africa. Whilst face-to-face assessments were held in Nairobi, all application processing, management, background checks and administration were handled overseas, saving considerable time and money.

Lumesse Talent Acquisition controls and processes a large amount of critical security information, such as documentation and identity checks. In spite of these vital checks, the recruitment team was able to process the 5,700 applications it received for the 48 vacancies in just 42 days from start to offer - all managed virtually.

As a result, the group has been able to attract and retain a high quality team within a tight labour market - with no compromise on security or due diligence.

With the disappearance of the paper trail, the HR team spends considerably less time on administration, so it can arrange interviews within just four days. Overall, average time to hire has been cut by more than 20%.

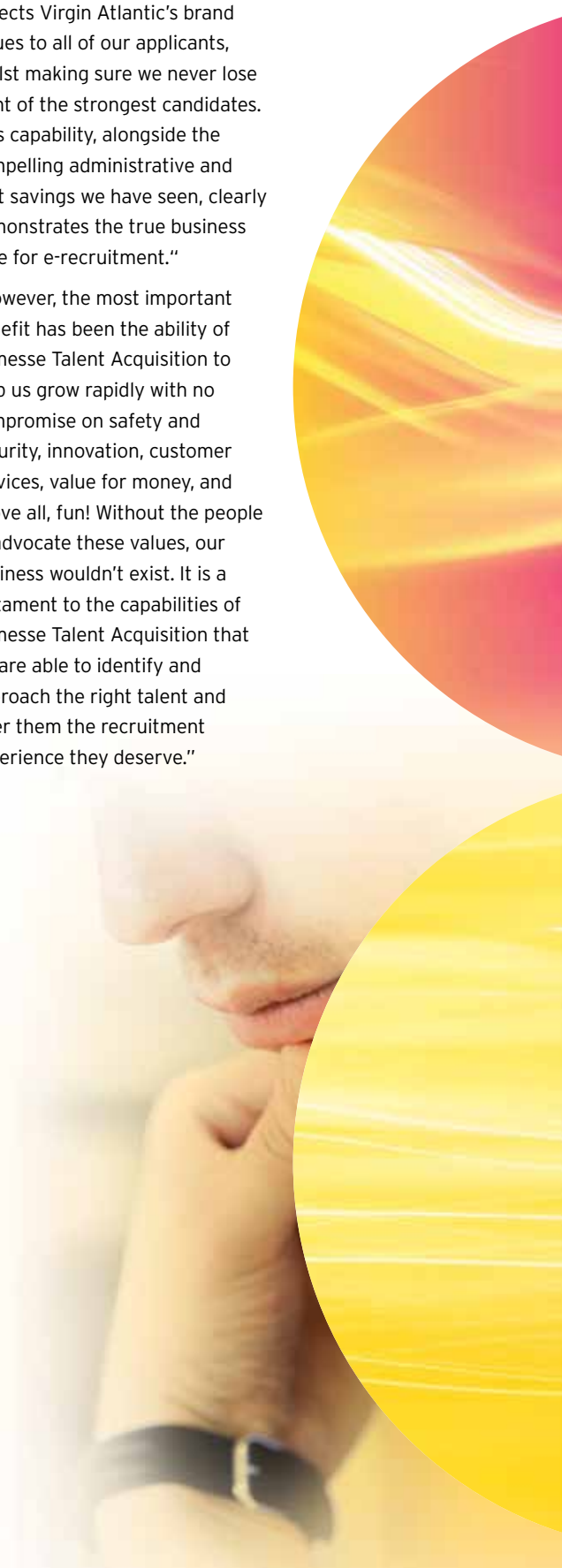
Successful candidates can use Virgin Atlantic's 'Offer Zone', which links to its onboarding services, including job descriptions, health and safety guidelines and company information. This means successful applicants can begin reading up on their new role and the company before they start work, speeding up the induction and welcome process.

Merrylees explains: "Talent is a valuable resource - and we aim to reflect this in the way we recruit new employees. They should be supported by a robust recruitment system that controls the process effectively: this enables us to ensure a consistent candidate experience. This is crucial as many are would-be customers: a positive experience will benefit our employer brand."

He adds: "We are a highly selective employer in an already tight job market. Finding the right talent can therefore be a real challenge, and we can afford to leave no stone unturned. Lumesse Talent Acquisition gives us broader access to potential employees through functions such as job alerts, and we can even create a pool of strong, unsuccessful candidates that we can go back to in the future if a relevant role arises."

Merrylees concludes: "Lumesse has transformed our approach to recruitment: we can deliver a recruitment experience which fully reflects Virgin Atlantic's brand values to all of our applicants, whilst making sure we never lose sight of the strongest candidates. This capability, alongside the compelling administrative and cost savings we have seen, clearly demonstrates the true business case for e-recruitment."

"However, the most important benefit has been the ability of Lumesse Talent Acquisition to help us grow rapidly with no compromise on safety and security, innovation, customer services, value for money, and above all, fun! Without the people to advocate these values, our business wouldn't exist. It is a testament to the capabilities of Lumesse Talent Acquisition that we are able to identify and approach the right talent and offer them the recruitment experience they deserve."



In brief

Solution: Talent Acquisition
Industry: Airline
Country: Worldwide
Employees: 10,000

Virgin Atlantic has implemented Lumesse Talent Acquisition across all of its businesses, which collectively receive some 130,000 applications for 2,200 vacancies advertised annually. With Lumesse Talent Acquisition, the organisation has introduced an enterprise-wide recruitment database for the first

time, significantly reducing time to hire, delivering anticipated cost reductions of around 19% in the next year. The system has also delivered a wide range of additional benefits, from increased agility to fostering greater collaboration between its international offices.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

www.lumesse.com/get-in-touch



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