

Case study of Arvensis Partners Consultant, Julia Reichel



The client:

A start-up airline based in the African subcontinent. The company was headquartered in Cote Ivoire and was being formed by a team of experienced airline professionals. Once the operational elements of the airlines were in place, the CEO required a search & recruitment partner to recruit his cabin and cockpit team for their Airbus based fleet.

The client requirements of the search:

Julia worked for an aviation recruitment business at the time and won this assignment. The client required the recruitment of Head of Cabin Service, 25+ pursers and 120 main crew. Additionally, the client required full staffing of a full-time employed team of A320 flight crew ranging from Training Captains through to First Officers. The total staffing project was approximately 180 roles and all roles had to fit within an overall set salary budget.

The challenges in finding this talent:

The Search for this large scale project was challenging due to the requirement for pre-existing licencing of airline type, language and location. With no training manager or facility in place, one of the key priorities was to find team members who were licensed and had plenty of currency left to get the operation off the ground.

The search methodology used:

Discovery Phase:

Julia worked closely with founding members to map out the organisation design aspects of the flight operations and cabin services team. This involved mapping of potential staff rosters, mandatory time off requirements and sickness contingencies to ensure enough crew were available to successfully operate but not to the detriments of inefficiencies in staff utilisation. Once the organisational design was completed, the mapping of suitable talent began. This involved mapping all regional airlines by fleet, financial health and growth plans as well as understanding visa requirements between different African countries.

Search and Selection:

Search: To fulfil the sheer volume of this assignment, Julia contacted approximately 1000 cabin staff from the top 5 airline that fitted the aircraft type criteria. She utilised online advertising, direct targeting and networking to create the shortlist of interviewees.

During this phase, Julia provided progress reports each week to ensure the client was able to understand the progress & challenges of the search. It also allowed the close management of risk and contingencies to ensure the hard deadline to be able to launch the carriers were met.

Selection:

All candidates were telephone interviewed, screened for suitable licencing paperwork and passport validity. A shortlist of 300 crew were invited to attend recruitment days in London and Paris. Each candidate attended with prior briefing to the interview team, including a short report on suitability based competency based interviews conducted in the preliminary stages. Julia interviewed all shortlisted candidates together with the CEO /Founder of the airline and consequently managed to offer process for nearly 200 staff.

The result:

The client filled all required roles successfully and moved all crew members into crew accommodation in the capital.

