

Identifying Ideal Pilots



Airwork Holdings Limited is a global aviation provider with the unique capability to provide a fully tailored service from heavy maintenance and engineering through to operations and charter of aircraft. They own, operate, lease, maintain, upgrade and support fixed wing aircraft and helicopters. So, for their clients, they provide a complete solution according to their requirements.

THE CHALLENGE

Airwork regularly recruits pilots (captains and first officers) for their fixed wing aircraft. Pilots are critical roles within the organisation, where they work closely with their co-pilot in the aircraft as well as several internal teams across multiple locations. A 'bad hire' can have a significant impact on the culture and operational effectiveness of the teams they work with. To support their recruitment process Airwork have introduced psychometric profiling, to assess pilots' personal attributes such as intelligence, resilience and interpersonal and team collaboration style. Measuring these attributes as part of the wider recruitment process provides Airwork with an additional method to assess candidate 'fit' to support a high performing organisational culture.

OPRA'S SOLUTION

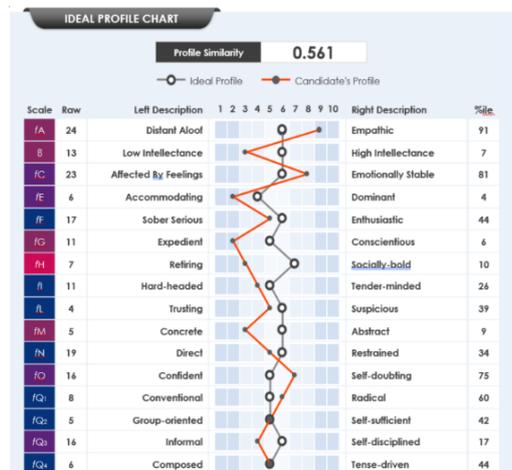
To help identify candidates' level of 'job fit', job-relevant attributes such as problem-solving capability, communication style, conscientiousness, and resilience are assessed using OPRA's suite of validated psychometric assessments. These include cognitive reasoning, personality, emotional intelligence and values/motivators profiling. The testing is completed by candidates between their first and second interviews. The personality profiling supports the recruitment process in two ways:

1. To corroborate initial impressions about candidates from the first interview
2. To provide areas for further investigation in the second interview

Following an initial 12 month period in which all Pilots were assessed, Airwork was able to verify candidates based on performance data. The analysis revealed that Pilots who profiled as being 'Strong' candidates as identified by the psychometric profiling, were indeed 'high performing' pilots based on performance data, such as peer feedback, and training results. OPRA found that the personality profiles of these pilots were highly consistent, and as such the aggregated results were then used these to create Airwork's 'ideal pilot' profile. This profile then becomes a factor in the overall recruitment process.

RESULTS

The 'ideal pilot' profile (example shown below), now allows for a quantitative assessment of candidate's level of 'fit' with Airwork's high-performing benchmark and wider recruitment process. The results from the profiling are also used to support Pilot on-boarding and coaching, which is a further strategy to enable the development and retention of high performing individuals, teams and organisational culture.



Comparison of candidate's profile to Ideal pilot profile across a range of personality attributes.

"OPRA's psychometric profiling and consultation has helped Airwork identify pilots with high 'fit' to what we're looking for, as well as those who demonstrated attributes that were not suitable for our needs or culture. The candidates that profile with stronger fit have been some of our best pilots"

- Emma Bailey
Manager, People & Performance