

# Competing for Talent

Using Workforce Analytics to  
Select Best Performers



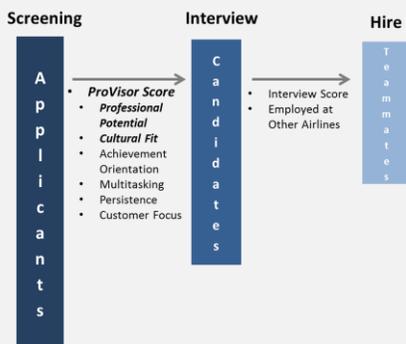
## Industry: Transportation

Leading U.S.-based airline with 35,000 employees.

## Case Snapshot

Spring partnered with the airline to improve its hiring practices. Spring's analytics evaluated the airline's recruitment sources to identify the best source for hiring employees and to determine the most predictive selection criteria for positive, high performing personas.

## Metrics



## About

An airline wanted to evaluate two sources of new hires for flight attendants and wanted to know which source, universities or legacy carriers, was the best to identify flight attendants who would be positive about their jobs and therefore more likely to be higher performers and stay with the company longer.

## Challenges

The airline was struggling with high turnover and needed to improve its hiring and retention strategies. The challenge was to find a solution that did not require increasing wages, cutting hours, or making other significant workforce changes that would negatively impact the bottom line. The questions to answer were 1) What are the best sources of recruitment? 2) What criteria should be used to select talent? 3) How can we retain employees longer?

## How We Helped

Spring used the company's engagement survey to first classify flight attendants into one of several segments by attitude (i.e. Cheerleaders, Casual Fans, etc.). We then identified a group of flight attendants who were Cheerleaders in two successive annual engagement surveys – the Durable Cheerleaders. These attitude groups were then correlated with performance ratings. Cheerleaders, and especially Durable Cheerleaders, were the highest performing group of employees. So, attitudes and performance correlated.

Spring then matched the recruitment agency's data (seven "validated" screening criteria) with flight attendants in each attitude segment. Only one of the agency's seven criteria had a positive correlation with attitudes. One of the recruitment agency's criteria was, in fact, negatively correlated with both attitudes and performance.

Based on these findings, managers were asked to determine the personality characteristics they thought were related to performance on the job. Four categories of criteria based on personality were developed by these managers and these were correlated with performance and attitude segment.

The managers got it right – all four of their Personality Characteristics were good predictors of both attitudes and performance. This showed a clear alignment between performance, positive attitudes over time, and the personality characteristics judged to be important by flight attendants' managers.

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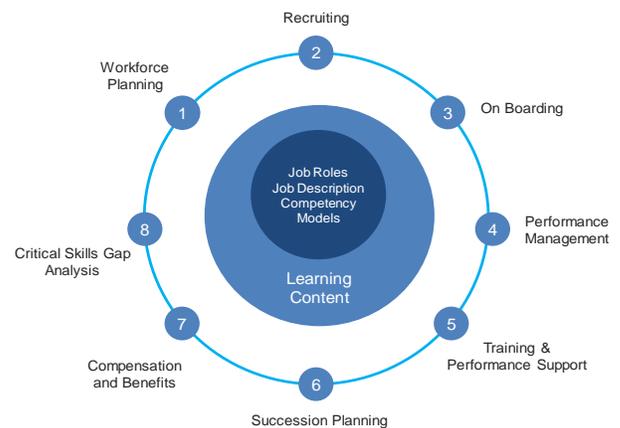
## How We Helped (cont.)

Lastly, Spring evaluated flight attendants from two sources of recruitment – new hires with no experience as a flight attendant who were recruited directly from universities and more experienced flight attendants recruited from other carriers. These groups were equally likely to be Durable Cheerleaders and high performers. This answered the company's question about which was the best source of talent- both groups were good sources for high-performing Durable Cheerleaders.

## Results

Based on our findings, the airline made several adjustments to its hiring and retention process. First, the airline refreshed its screening criteria to include those characteristics that predicted both attitudes and performance. By doing so, the airline could proactively manage its talent profile and better predict behaviors and outcomes. Second, since its recruitment sources were equally likely to source Durable Cheerleaders, the airline could conduct additional cost analytics to determine where to focus its recruitment to produce the best ROI. Third, the airline partnered with Spring to conduct targeted surveys to identify retention differentiators for its most positive personas—its Durable Cheerleaders—to retain key talent longer and strengthen its Employer Value Proposition.

Many companies today seem to be hiring however and wherever they can, and many are also experiencing high turnover. Just as data and analytics have helped companies save fuel and reduce lost packages, analytics can also help to understand your workforce to answer such questions as which sources of talent are the best, which criteria should be used to select talent and how to identify actionable measures to increase your number of Cheerleaders. Ultimately Spring's workforce analytics can improve the full employee lifecycle and have a positive impact on the bottom line.



## About Spring International

Spring International energizes organizations to achieve higher performance through HR analytics including employee engagement, leadership evaluations, culture profiles and effective labor relations strategies. In addition, Spring helps companies through major change initiatives including mergers and acquisitions and dramatic growth or downsizing. Spring's solutions are rooted in 25 years of experience with clients across industries, including retail, manufacturing, pharmaceuticals, distribution, ecommerce, trucking and airlines. Our clients range from small companies who are leaders in their field to Fortune 50 multinationals.



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