

### About British Airways

British Airways is the UK's largest international scheduled airline, flying to over 550 destinations at convenient times, to the best located airports.

Whether customers are in the air or on the ground, British Airways takes pride in providing a full service experience.

The British Airways Group consists of British Airways Plc and a number of subsidiary companies including in particular British Airways Holidays Limited and British Airways Travel Shops Limited.

### Strategy & Objectives

- Provide a recruitment process that mirrors the full service experience enjoyed by passengers.
- A more sophisticated solution to reduce the time to hire, the cost per hire and improve the candidate experience.
- Support opportunities at a number of levels – from school leavers to experienced professionals, with positions ranging from engineers to customer services.
- Effectively manage the quantity of applications being received and be able to quickly find the best candidates.
- Reduce administration time and manpower costs.
- Make the candidate experience more consistent.
- A powerful management information tool was another key requirement, as was the opportunity to store and share applicant information and job vacancies between different parts of the organisation.
- Integrate all parts of the recruitment process and replace the separate systems that were currently being used.

### Challenges

- The sheer size of the company and the diversity of their operations meant that there were many different ways to start and develop a career with British Airways.
- The influx of applications for each position and the ability to treat each application effectively at an individual level.

### Selection Process

- An extensive selection process – a number of e-Recruitment systems were tested against British Airways' requirements and existing processes.
- StepStone's i-GRasp was the strongest contender with regards to British Airways' type of recruitment which is high volume forms rather than CV applications.



### Key result areas

- An integrated recruitment process which truly reflects the British Airways full service experience.
- Effective management of volume applications from external jobseekers, internal candidates and staff moves.
- In the first three weeks of going live there were 3085 applications.
- Ability to target specific application forms which can be selected very quickly and the ability for candidates to attach CVs.
- Ability to measure efficiency and results achieved.
- A faster, more reliable, improved experience for candidates.
- Ensures that the employer brand shines in the marketplace.
- Ability to recruit the best talent.

*I must have seen every e-recruitment system over the past couple of years and think StepStone's i-GRasp is the best. Another contributing factor to StepStone's i-GRasp selection was their overall approach and the people we would be working with.*

**Jenni Edwards, Resourcing Business Manager, British Airways**

*British Airways have a wonderful Employer Brand and are one of those companies that virtually everyone wants to work for. Consequently, the difference that we bring is around the intelligence of candidate screening and filtering – helping candidates know if a particular job is appropriate for them, right from the start. And enabling the recruitment team to spot the best people and fast track them through interview to offer, for a rapid contribution to the business.*

**Andy Randall, CTO, StepStone Solutions**

### StepStone's i-GRasp Solution

- StepStone is Europe's leading provider of online recruitment services and solutions.
- StepStone i-GRasp gives recruiters the tools for complete control over all aspects of external and internal recruitment processes.
- Allows customers to operate their own private career sites, covering both external and internal candidates.
- Other clients recruiting with StepStone's i-GRasp solution include: Cadbury Schweppes, Cetelem, Essilor, H&M, KPMG, LVMH, Norwich Union, Orange, Oxfam, PricewaterhouseCoopers, Royal Mail and Vodafone.

### Planning the Roll-out

- A hands-on demonstration of the system.
- An onsite visit with an existing user, which provided invaluable insight to how the solution really works in practice.
- StepStone also provided extensive consultation on the overall recruitment process and worked alongside the BA steering group to develop an all round solution.
- A number of additional enhancements were suggested, such as SMS alerts and links to other portals – many of which had not yet been considered.

Jenni Edwards, Resourcing Business Manager, expresses that one of the key advantages that StepStone offers *"is being a flexible organisation in terms of listening to the customer and coming up with solutions rather than presenting the product as it is. We had specific referencing requirements – StepStone's i-GRasp team worked to meet these requirements whilst helping other users to become familiar with the system."*

### Roll-out

- Phase 1 saw the implementation for the recruitment of external candidates.
- Prior to the implementation of Phase 2, British Airways planned to embark on a crucial programme of internal communications to obtain engagement from those using StepStone i-GRasp – a vital element to ensure that the system would be used to its full potential.
- Phase 2 looked at internal candidates and staff moves.
- The solution went live on time and on budget, with a seamless integration. In the first three weeks of going live there were 3085 applications.

### Working with StepStone's i-GRasp

- Since the implementation of StepStone i-GRasp, the candidate experience has become faster and more reliable.
- The new system is easy to navigate and the candidate can see what part of the form has been completed rather than just being presented with a long list of questions.
- British Airways now has specifically targeted application forms which can be selected very quickly – this allows more flexibility and contributes to an improved candidate experience. With StepStone i-GRasp they can select a tailor made form at the touch of a button.
- British Airways are also enjoying the functionality which enables CV's to be attached to applications – this is another simple yet effective way of improving the candidates' experience.

### The Future

- British Airways have turned the corner after 9/11. This is a significant development which will have a positive impact on their recruitment.
- They are now enjoying the benefits of an integrated recruitment process that provides a seamless experience for candidates whilst measuring efficiency and the results achieved – to ensure its employer brand shines in the marketplace.
- By helping British Airways recruit the best talent, StepStone's i-GRasp solution will continue to make a contribution to its growth and ongoing success.

### StepStone Solutions

StepStone, a pioneer in the area of online e-Recruitment products and solutions, delivers a powerful complete suite to reinforce each element of the recruitment and retention process from the initial pre-hire attraction of candidates, through on-boarding to Total Talent Management of employees post-hire including HR Management, Performance Management, Compensation Management, Skills & Competency Management as well as Career & Succession Planning, Training & Development Management and Organisational Charting.

StepStone's fully web-based software solutions have been deployed by more than 1000 companies such as Amazon, British Airways, Cadbury Schweppes, Coca Cola, Deloitte, European Central Bank, Lufthansa, McDonald's, Statoil, TNT, Toyota, TUI, Vodafone, Xerox and Yahoo. StepStone's worldwide offices in Europe, North and South America, Asia and Australia, its partners and distributors guarantee customer proximity.

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