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Bronwen Philpott
Director of Personnel
Monarch Airlines

Monarch Airlines has a fleet of 23 modern aircrafts and nearly 1,900 staff across a wide range of positions at their Head Office in Luton or at major airports across the UK. Each year they fly over five million passengers and work with a huge range of tour operators.

Although its cabin crew and pilots are very much the public face of the company there are many other positions operating behind the scenes to ensure everything runs smoothly and efficiently, maintaining Monarch's high standards. This includes skilled personnel in IT and accountancy, maintenance and engineers, customer services and sales staff.

Monarch Aircraft Engineering Limited is the technical arm of Monarch Airlines, catering for all engineering requirements of the Monarch fleet and offering engineering services to many well known airlines around the world. It employs 900 engineering staff. Base maintenance facilities are at Luton and Manchester with further line maintenance facilities at a number of locations in the UK and worldwide

The Challenge

Bronwen Philpott, Director of Personnel comments "My key responsibility is for ground and support staff based at Luton as well as our maintenance facilities at Manchester, Birmingham, Gatwick, and Glasgow. We recruit a large number of managerial and key positions each year, internally as well as externally, and we wanted a tool that would help support our recruitment decisions and make them more objective."

The Solution

Thomas' on-demand Personal Profile Analysis (PPA) assesses an individual's behavior in the work environment. It can answer questions such as – What are their strengths and limitations? Are they self starters? How do they communicate? What motivates them? This web-based PPA enables people to become more self aware, which in turn gives them the means to consolidate their working strengths and compensate for their limitations.

Thomas International Case Study: Monarch Airlines

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The PPA is a series of 24 online questions on a forced choice "first impressions" basis, taking no longer than seven minutes to complete. The answers are charted on a graph under the four headings of Dominance, Influence, Steadiness and Compliance (DISC).

Monarch also used Thomas' on-demand Human Job Analysis (HJA) profiling tool to create a template for the jobs they are recruiting for. Having the Job Profiling tool online enables you to quickly and effectively profile the job you are recruiting for. It gives you a template into which you place a candidate with the best fit in terms of PPA profile.

"Using a tool such as on-demand PPA gives our managers clarity and focus when they are recruiting for senior positions. We know that individuals can technically do the job from their qualifications but we need to know more about their behavioral style and attitude.

People can put on a mask at interviews and can come over extremely well. Interviewing can be down to technique and some are fantastic at it but will not necessarily be the right fit for the company.

"The online PPA gives us a much better insight into people who will be the right fit for the company culture. Monarch is successful as a company because of the people it employs. We have a very flat structure. Each person is given as much scope as possible to grow and develop their own job, it is very much what you make of it. We give people the flexibility to grow into their roles. This type of work environment does not suit everyone; some need a clear job description and sense of direction. We want people who are behaviorally suited to this type of environment."

"We look for people with enthusiasm, a sense of brand loyalty, and commitment to the company. The airline industry is very different from other sectors; every day we are entrusted with hundreds of passenger's lives. They trust us to have the right planes, going to the right destinations, and that the flight plans are safe. Many of our passengers use us to take them to their holiday destination. A lot of money is usually invested into the annual holiday and passengers expect us to get it right.

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Monarch use the Interview Questionnaire to delve deeper. These questions are a series of structured behavior type questions, designed to get behind the candidate's mask at an interview. It helps understand their ability to do the job from a behavioral perspective.

"We also use the online Human Job Analysis (HJA) to profile the type of behavior we want in a job. This exercise really forces the managers to think what behavior is important to them in the role they are recruiting for. Rather than just saying "I want another Fred" they have developed a more open view of their requirements".

"PPA enables us to test with a candidate whether there may be a problem or not. Are they aware of their limitations and what are they doing about them? PPA gives us confidence that we have made the right recruitment decision. When we buy equipment it needs to be approved by a board director or even the CEO if major expenditure will be incurred. Recruiting, no matter what the role, incurs significant costs. We need to impress on our managers that they need to be as thorough as possible to make sure the first choice is the right choice. We want the right person not the best person."

CONTACT**Kate Kerr**kathryn@thomas.co.uk

+ 44.1628.475.366

ABOUT THOMAS INTERNATIONAL

For over 25 years, Thomas International has been a global leader in the provision of on-demand behavioral assessments and reporting used to recruit, develop and retain top talent.

Thomas International has a presence in 60 countries and availability in over 56 languages. More than a million Thomas International software-as-a-service (SaaS) delivered assessments are completed each year.