

Making Selection Relevant for the Future

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AAETS
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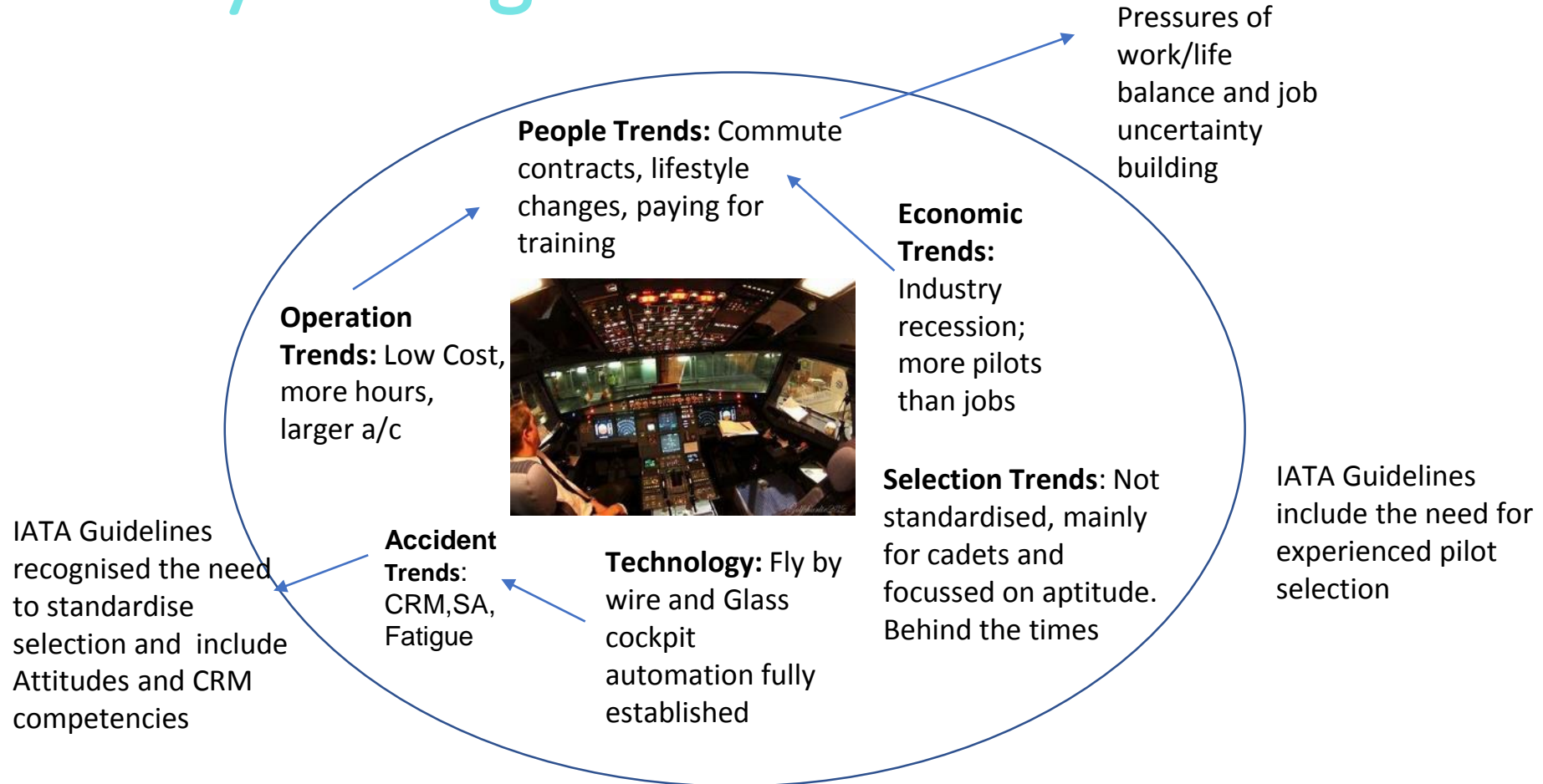
Different skill, different job, different attitudes and traits



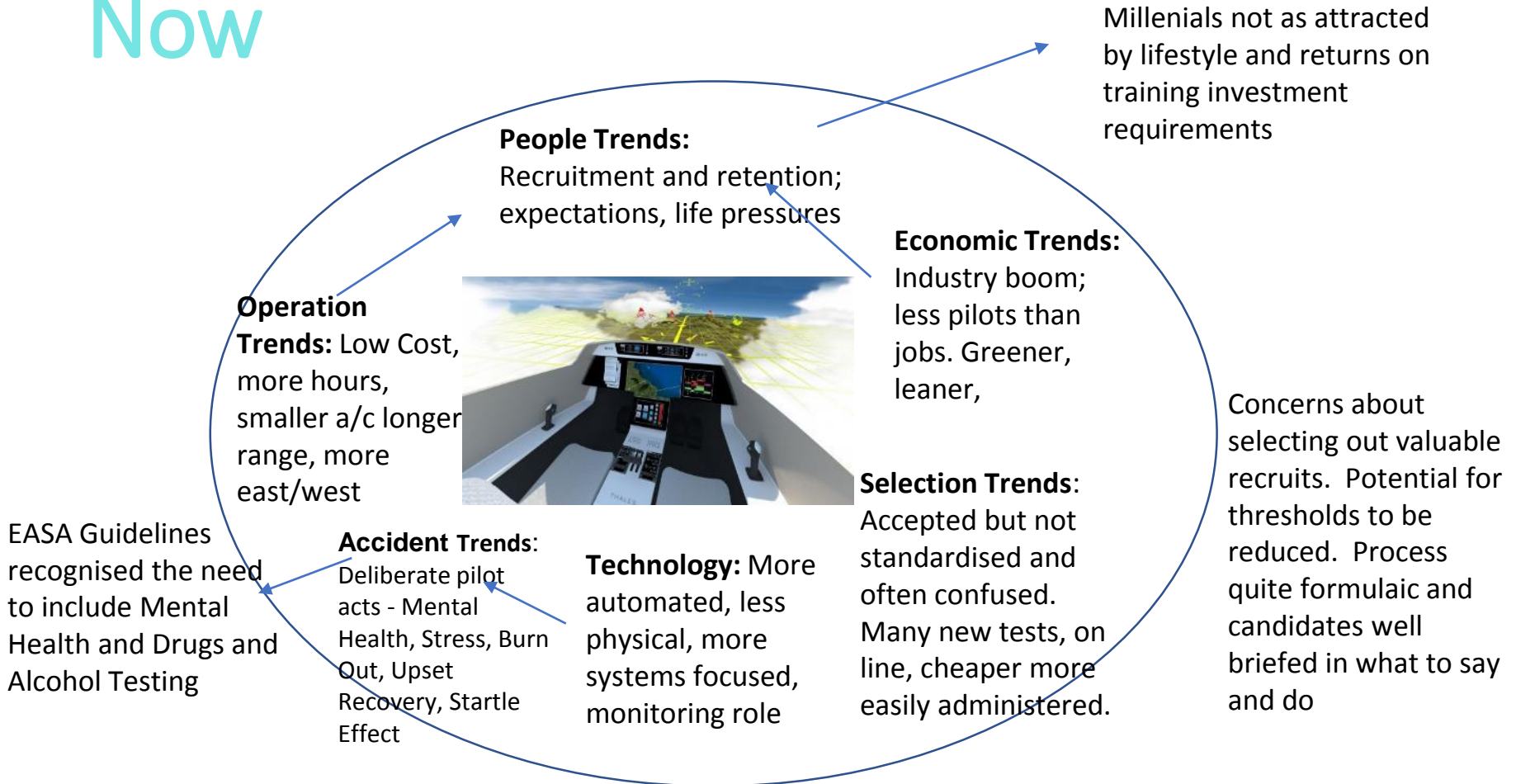
Assumptions

- Aviation is constantly evolving, in terms of technology, operations, training and safety (incident driven) – these tend to drive the selection criteria
- List of selection criteria growing: Physical, Cognitive, Behavioural – now Mental Health assessment required
- **Responsibility of employers - changing from “don’t wish to know” to “should/must know”**
- Ethical and GDPR add management complications and cost to assessment
- Fluctuating Economic factors constantly impacting on recruitment demands and pressures – the other significant factor between selection and assessment use
- Next decade will bring further challenges, issues and change that Aviation will need to incorporate

10 years ago



Now



The Future.....?

- Growth of Climate Movement – electric a/c?
- UAV Pilot roles
- Significant shift in Traits – new talent pool
- Motivation
- Augmented Reality systems
- Accident Types???



6 Steps to Successful Modern Selection

- Attracting the Right People
- Profiling
- Tailored Assessment
- Prioritised Traits
- Collecting relevant information and interpretation
- Developmental Process – make it a two way assessment

Impact of Poor Assessment Process

- **False Positives:** Less Motivation, Less Job Satisfaction, less retention – unhappy employees
- More likely to feel pressure or increase stress levels
- More likely to be prone to unforced errors
- Change personality – loss of confidence and self esteem
- Negative attention seeking behaviour – high maintenance employees who can self destruct
- **False Negatives:** Loss of people from the industry who could perform, but give up
- Increases recruitment costs as missed the “needle in the haystack”

Profiling – Route Map to Success

- **Living Blueprint** that evolves with industry and company through 360 degree feedback (like a Training Needs Analysis) – retains corporate knowledge
- **Identifies** who you want and who you do not want – but also who you could develop
- **Captures and informs** data that will dictate right design of your process – one type does not fit all roles and airlines.
- **Saves money** – improves employee quality, retention and through life support
- Will help identify and prioritise the risks associated with employing specific candidates
- As priorities change allows informed removal of elements that are no longer important or relevant
- Removes false positives, but limits false negatives

Tailor Assessments

- Identify **MoSCoW** needs – Must have, Should have, Can have, Won't have
- Cadets - Raw Material, with years to develop Skills, Knowledge and Attitude.
E.g **Must Haves: Openness to learning, resilience, motivation, self-esteem.**
- Experienced Pilots – Immediate Resource, must demonstrate KSA competencies
.g **Must Haves: Good NoTechs, Openness, Disciplined, Self Esteem, Resilience.**
Behaviours more important – less likely to change attitude and values
- Select tests that directly assess these needs
- Prioritise and weight scores
- Have a clear, unambiguous, transparent scoring system
- Scoring must be trainable and each assessor must have direction as to how to observe and measure the critical criteria

Pilot Demographic

Profile Analysis

Nationality;
Cultural Norms
Expectations
Resource
Competition
Analysis.

Competition;
Experience;
Education;
Age;

Airline Culture

Pay;
Rosters;
Promotion;
Support
Network;

A/c type;
Routes;
Size/Location of
base;
Training Culture
Promotion

Pilot Attitudes MoSCoW

Motivation
Self Esteem
Coping Strategies
Resilience
Openness
Professionalism
Stability

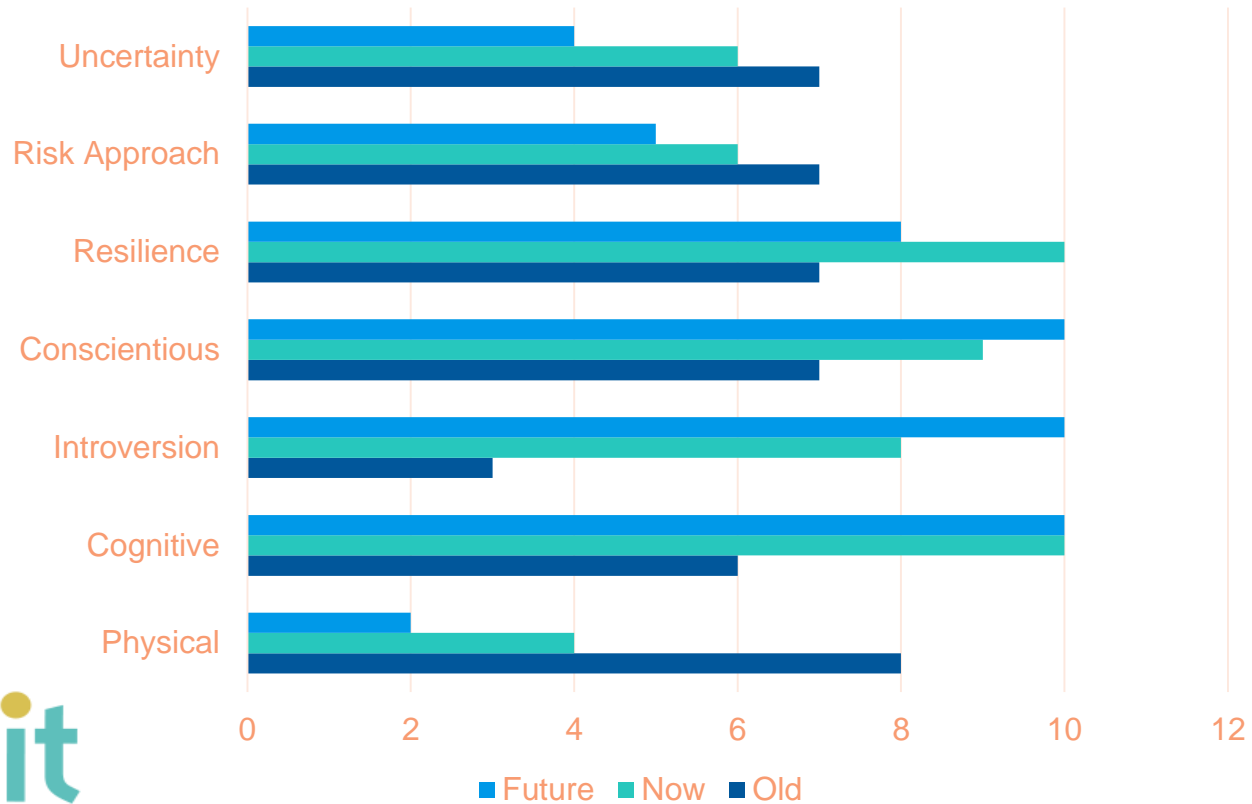
NoTechs
Physical Aptitude
Attention/Arousal
Startle Impact
Communication/
Language Skills
Cognitive
Processing

Failure
Disciplinarys
Incidents
Leavers

Good Employees
Safe Pilots
Role Models
Long Term

Trait	Optimal	Low	Excessive	Performance
Analytical	Analytical, good at complex problem solving. Good knowledge retention and application Good Comms Good Working Memory	Slow Processing Cognitive Error Poor Comms Poor knowledge retention	PIO Over Control Cognitive Overload Slow Decisions Physical Skill Fade Poor Comms Loss of SA Poor Working Memory	Good day to day operations Reliable, process oriented Good instructors Option Generation Failure Management
Practical	Good application of knowledge to situation Reliable handling and skill retention. Understands cause and effect	Slow skill acquisition Lack of trust in ability to cope Give up if unsure Procedural errors	Refuse to delegate Act without thinking Poor Communicators Poor Judgement Over confidence in ability to cope	Prefer Short Haul Often do manual landings even when not appropriate Good Failure Management Like to be busy and involved.
Introversion	Good Monitoring Appropriate Attention and Arousal	Poor Monitoring Distraction Boredom Field Dependant – Upset Recovery	Startle Effect Poor Comms Narrowing of Attention – Loss of SA	Modern cockpit preference
Conscientious	Disciplined Self Motivated Organised Precise	Easy going Lenient Careless Unmotivated	Obsessive Rigid Critical Indecisive	Good scored essential, supported by Risk Approach and Adjustment scores
Resilience	Controlled Self Esteem Emotionally Stable Effective Coping Strategies	Emotional Irrational Self Conscious Moody	Indifferent Unresponsive Detached Cold	Essential for reliable, robust performance.
Risk Approach	Proactive Vigilant Supportive Tactical	Avoidant Risk Averse Hesitant Passive	Confrontational Reckless Insensitive Arrogant	Excessive scores to be avoided Moderate to Optimal essential
Uncertainty Acceptance	Resourceful Adaptable Tolerant Versatile	Predictable Stubborn Fussy Simplistic	Erratic Illogical Confusing Vague	Moderate scores suggest a mix of flexibility and ability to manage complex data, but still be reliable and consistent.

Then, Now ad Future



Developmental Process

- Developmental tests are encouraging and can identify trainability – supportive not negative
- They can be used to provide feedback to candidates during interview
- How candidates respond to feedback is very informative.
- When augmented/validated by other means can be good predictors of resilience and well being
- Management of data collected less sensitive
- Can be used to support successful candidates through training
- Can be used to encourage unsuccessful candidates to improve and return – retaining people in industry

Summary

- Assessments need not be more expensive and resource heavy
- Tailor approach to get relevant results
- Prioritise multi purpose measures
- Target indicators for robust skills, mature attitudes and stable behaviours
- Utilise tests batteries that assess traits associated with Startle Effect, Monitoring and Field Dependency
- Use tests that provide supportive outputs
- Consider feedback during the interview
- Developmental approach – use output though-life for training and career progression
- Employ complimentary battery of tests with integrated output report

QUESTIONS

Thank You

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