

SUMMARY

JetBlue: Reduced Turnover among Reservation Agents with Pre-Employment Assessment and Skill-Based Hiring

THE CHALLENGE

The global shortage of tech talent is a well-documented phenomenon that has existed for more than a decade. In addition, the half-life of skills is shortening, which means that employees, especially those working on and with technology, need to continuously learn new skills to keep their skills portfolios refreshed. In this context, IBM realized that there would never be enough individuals with four-year degrees with the skills they needed to fill their existing and future workforce needs.

THE SOLUTION

JetBlue worked with their agents and their supervisors to identify essential knowledge, skills, abilities and other characteristics (KSAO) that candidates must have to get the jobs and KSAOs that can be learned. To screen for these KSAOs, JetBlue introduced a call simulation test to the process, which accurately and consistently tests for skills such as critical thinking, communication, data entry, and technical competency.

THE RESULTS

JetBlue found a strong relationship between the assessment and eventual success in the job, particularly in the attrition that was happening during training.

- After introducing the assessment, training failure-based attrition fell by 75%, and overall training attrition fell by 25%.
- Candidates who scored highest on the assessment are more likely to pass the first training evaluation at a rate of 90% or higher, compared to 76% for those with lower assessment scores.

As a result of the successful outcomes related to hiring process for reservations agents, JetBlue has been working to apply a similar process for all customer-facing positions.

CASE STUDY SOURCE

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