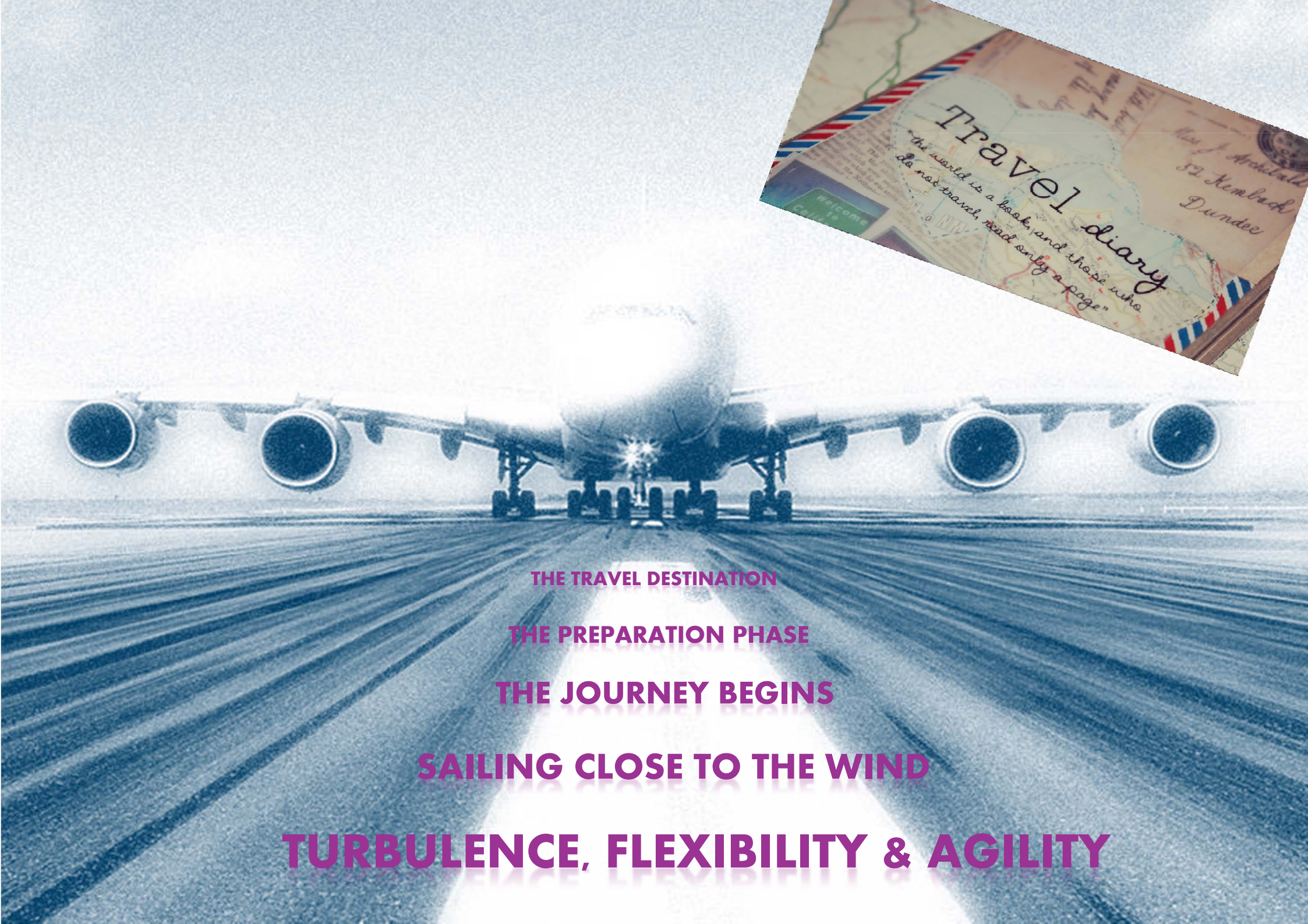




Airbus Group Recruitment Centre

– Travel diary –

Jörg Kutzim / Elodie Pradel
April 2014



THE TRAVEL DESTINATION

THE PREPARATION PHASE

THE JOURNEY BEGINS

SAILING CLOSE TO THE WIND

TURBULENCE, FLEXIBILITY & AGILITY

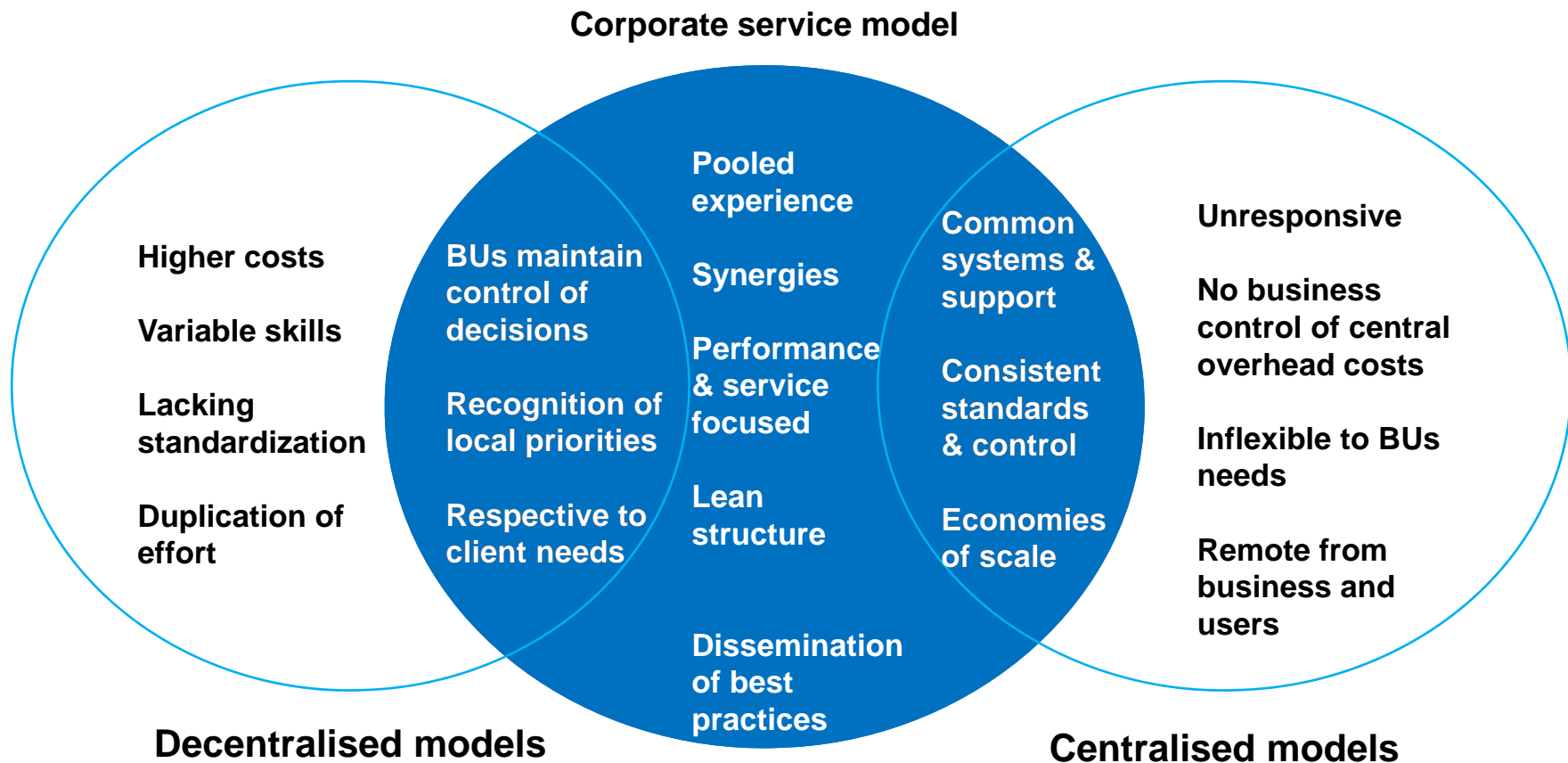


THE TRAVEL DESTINATION



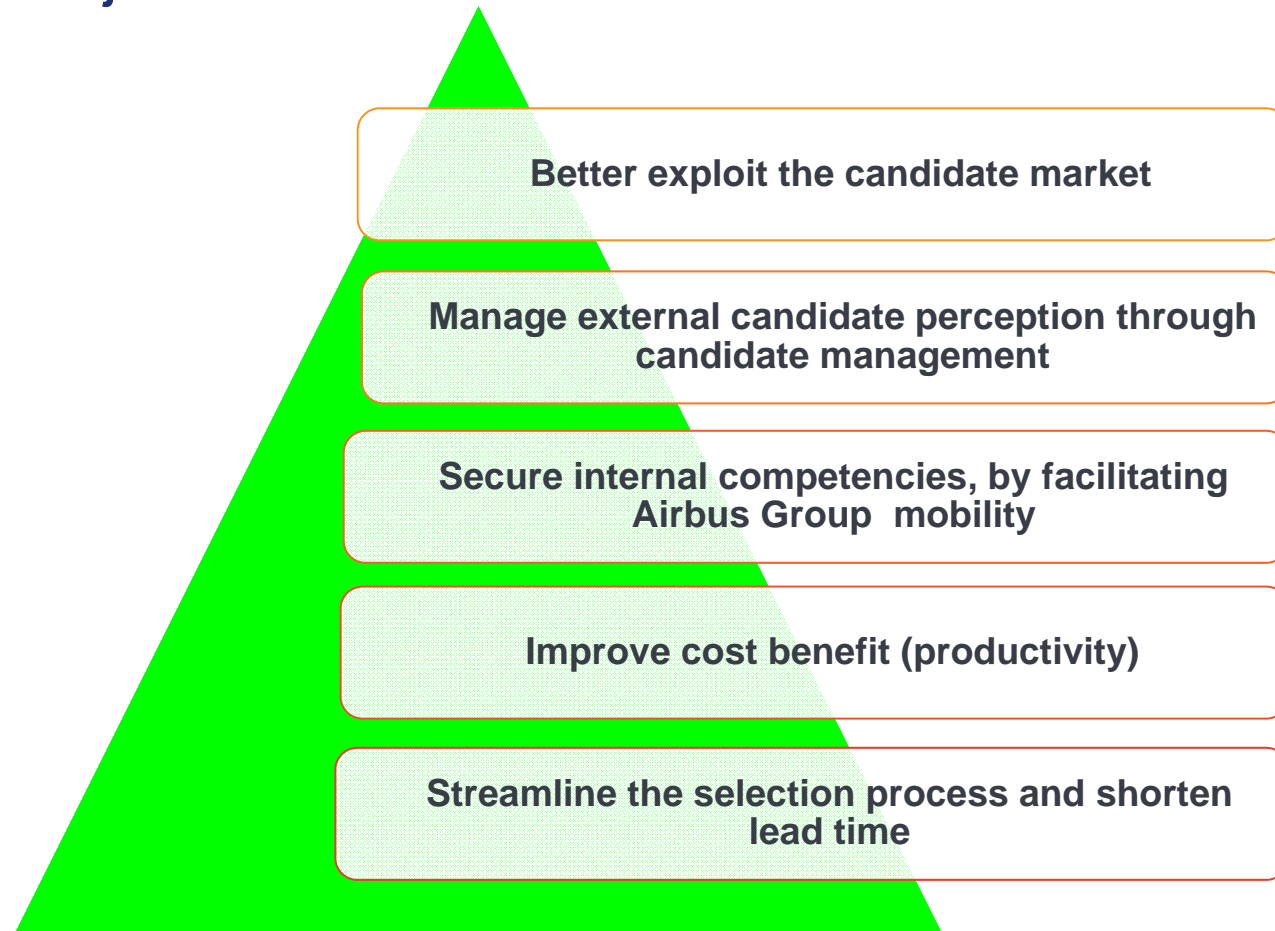
THE PREPARATION PHASE

Shared Services model – Trigger for the preparation phase



Shared Services brings together the best from centralized and decentralized models

Objectives



Airbus Group Recruitment Centre
– end2end recruitment process –

Our vision & mission

HR Business Services & Operations Vision

To be a **globally recognised & desired brand** for HR Business Services & Operations

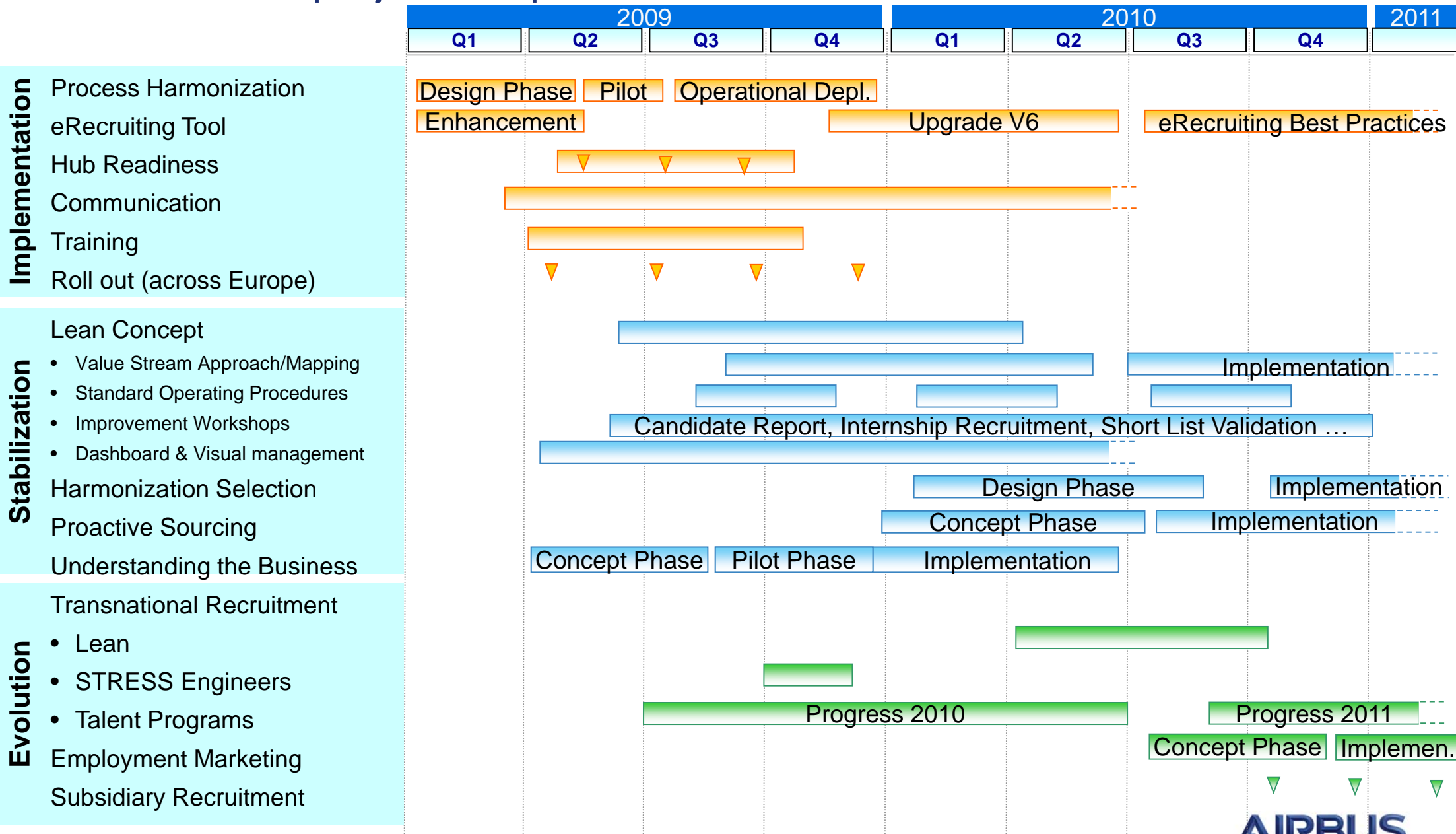


Airbus Group Recruitment Centre Mission

AGRC provides **excellent recruitment** and **mobility related solutions** to the **extended Airbus Group enterprise** based on highly competent and engaged AGRC staff and partners

AGRC is fully embedded in the HR Business Services & Operations

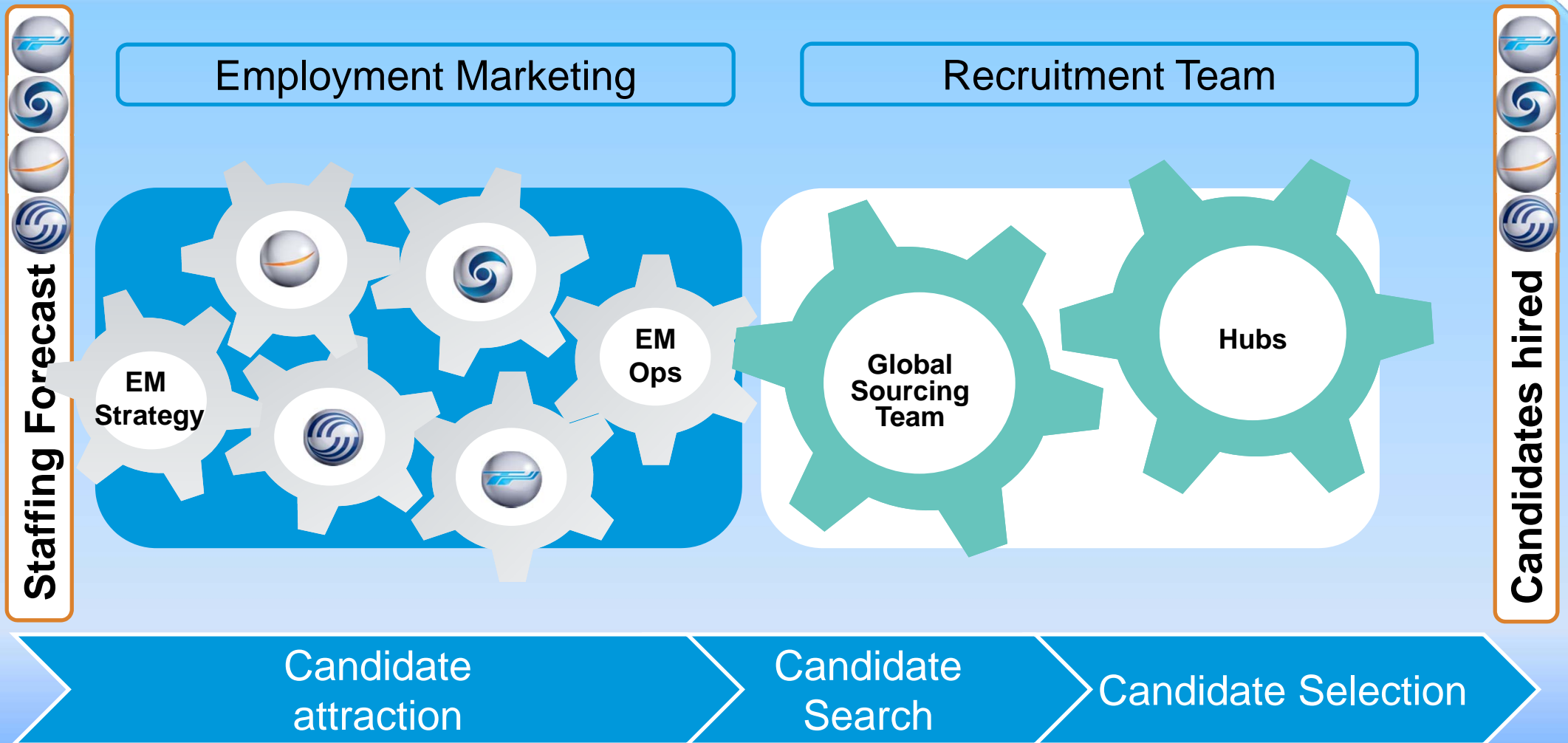
AGRC – from project to operations





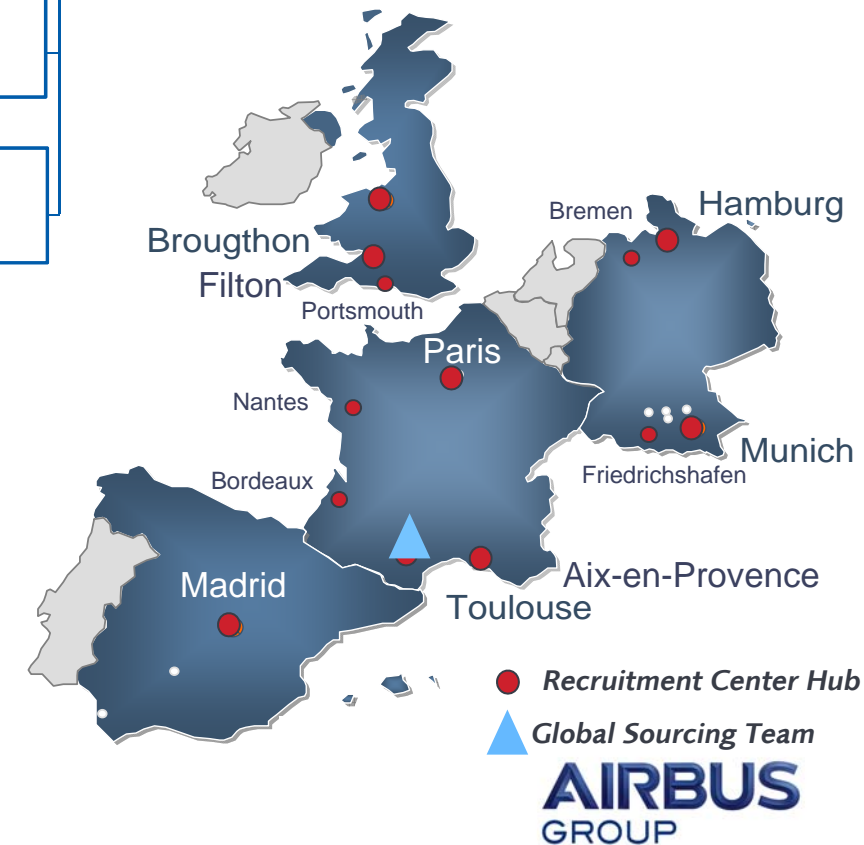
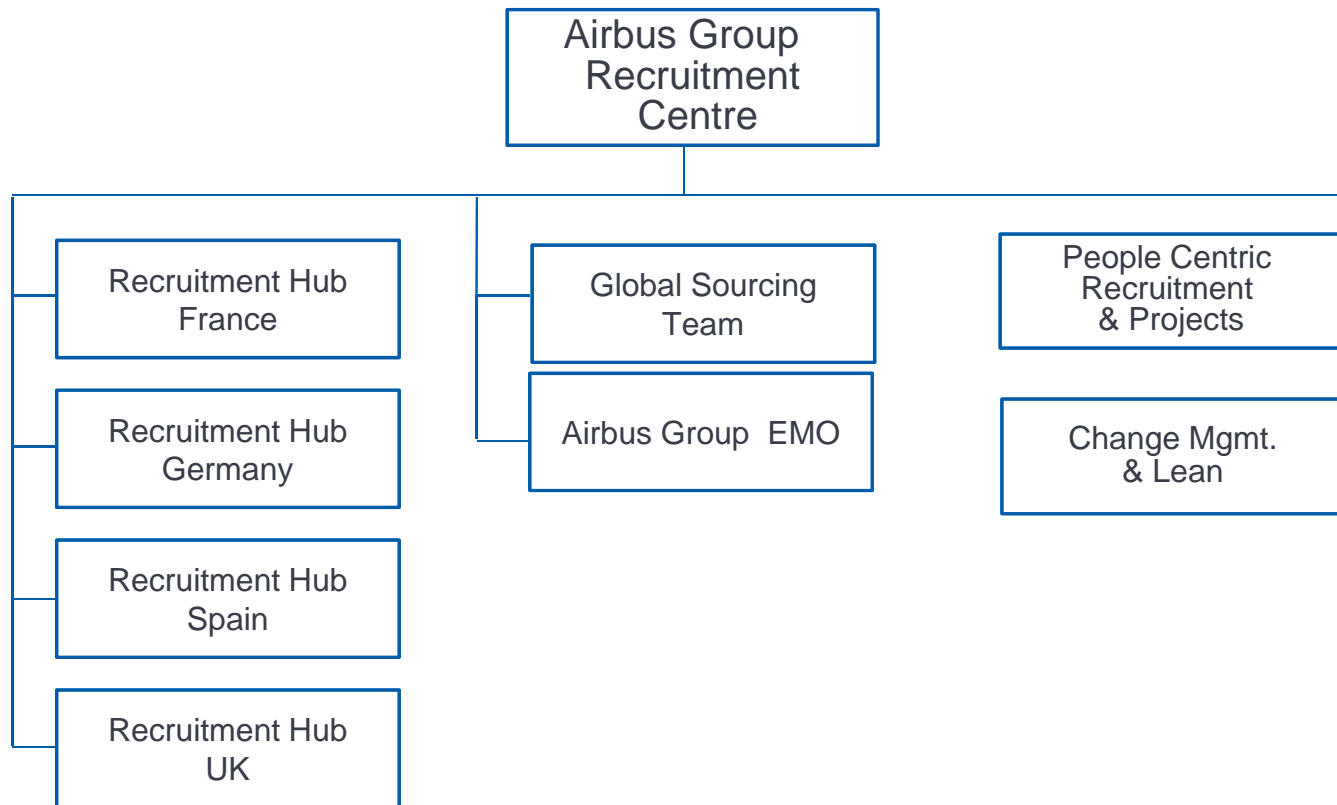
THE JOURNEY BEGINS

Airbus Group Recruitment Business Model



AGRC Organisation

The Airbus Group Recruitment Centre is an integral part of Airbus Group Shared Services.
In 2013, **189** AGRC employees on **13** sites have filled **14.900** positions externally & internally for Airbus Group



AGRC Lean - Key principles

1

A clear common process established

Process Manual agreed with all customers; Customer specific adaptations documented and agreed

2

Standardization (of sub process elements)

Wherever possible, standard operating procedures (SOP), standard ways of working, standard reference documents etc.

3

Visual Management of relevant measures

Making things simple, stating the obvious, making things visible !
What do you want to measure, what do you need to know,
and how do you measure it ?

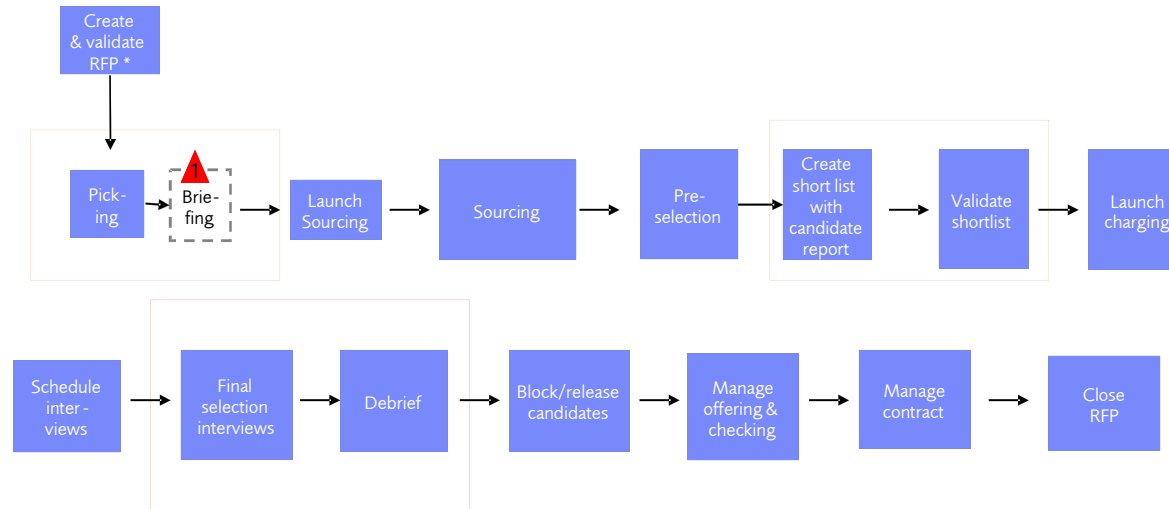
4

Process Confirmation

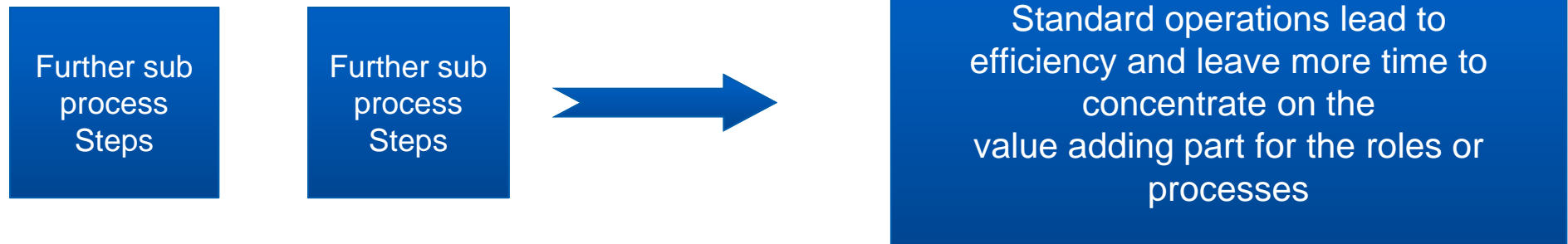
Changes in culture and procedure – measuring the efficiency of what has been put in place, driving process discipline

AGRC Lean - 3 Steps of Process Standardization

- 1 Look at the gaps in the process (data inconsistency, process inconsistency..)



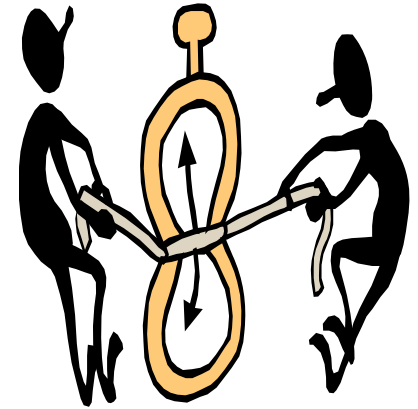
- 2 Define priorities within the target areas
- 3 Look at the target area with your teams and look at the 'waste' (does this task add value or not (from a Customer point of view)?)



AGRC Lean - Value Stream Mapping (VSM)

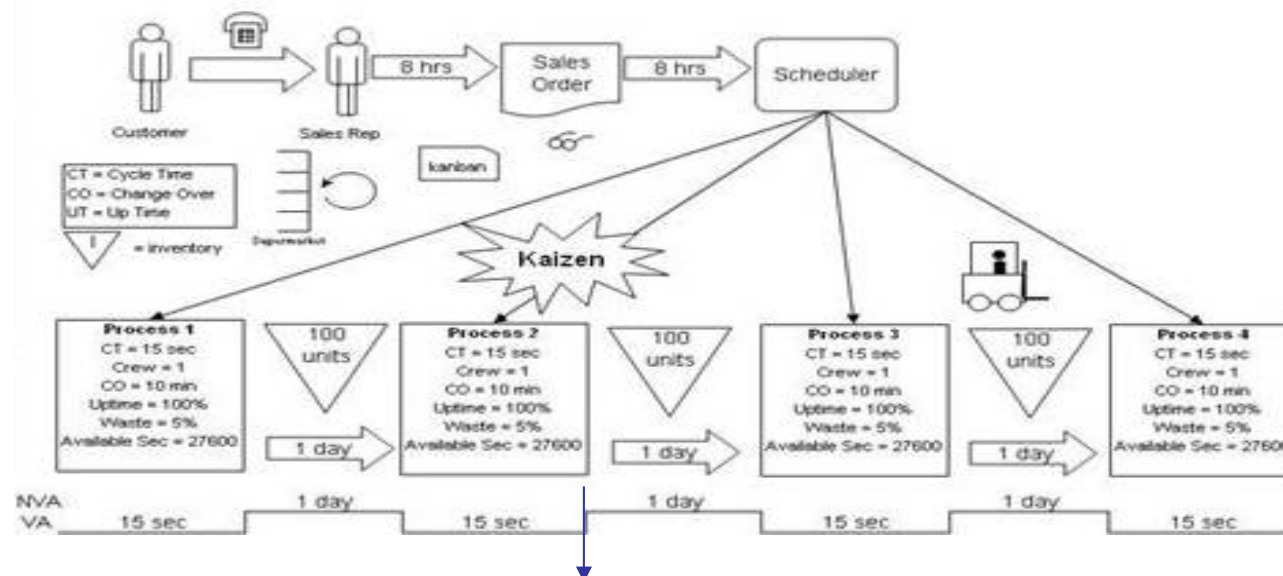
Main focus of value stream approach:

- Map process Steps including time spent and time variance for each step
- Identify Value added and Non-Value added Steps/activities in the process
- Prioritize sources for delay
- Eliminate sources of delay by improving problem areas according to priority and required improvement effort



Lead Time
Reduction

**Main analysis tool:
Values stream map**



Current State
Map

Value Stream
Mapping

Future State
Map

AGRC Process
Manual V..

AIRBUS
GROUP

AGRC Lean - Visual Management

Visual Management is a tool used to visually convey the **CURRENT STATUS** of an area compared to **PLAN**.

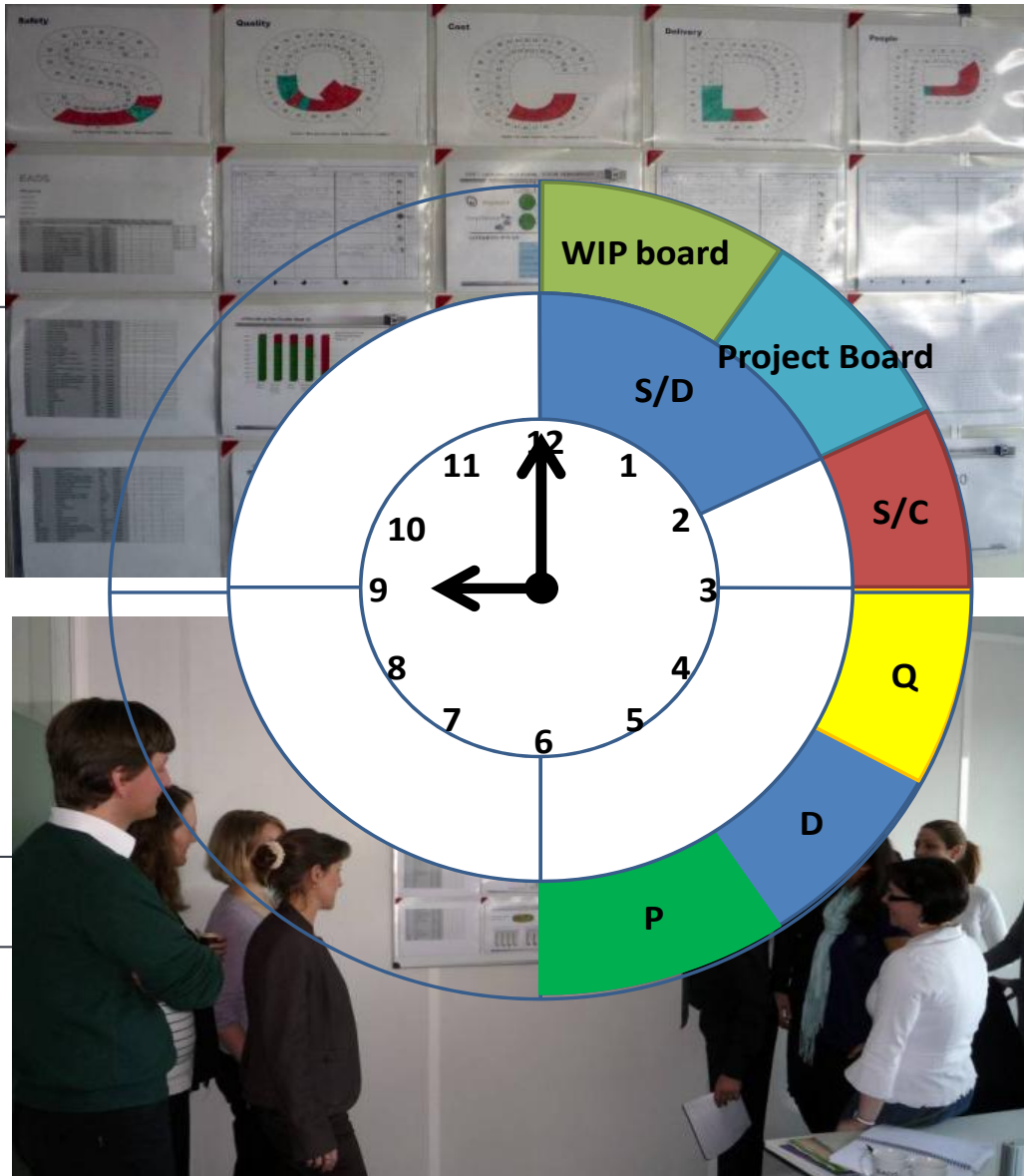
Visually highlighting an **ABNORMALITY** as it occurs in a clear and concise way, showing everybody that there is a problem, so it will be addressed quicker.

It is a highly effective communication tool, to demonstrate the teams **COMMON UNDERSTANDING** of their roles and contributions.

It is one of the most important tools comprised within the **LEAN thinking philosophy**.

AGRC Lean - SQCDP is the logic of Lean VM

Security Quality Cost Delivery People



SQCDP essentials:

Frequency: weekly

When: Monday 11.00 hours

Where: GST, all Hubs

Duration: 30 min max

Golden rules: on time; no mobile; no side discussion

Attendance: every Recruiter / Sourcer

Every board is reviewed and checked

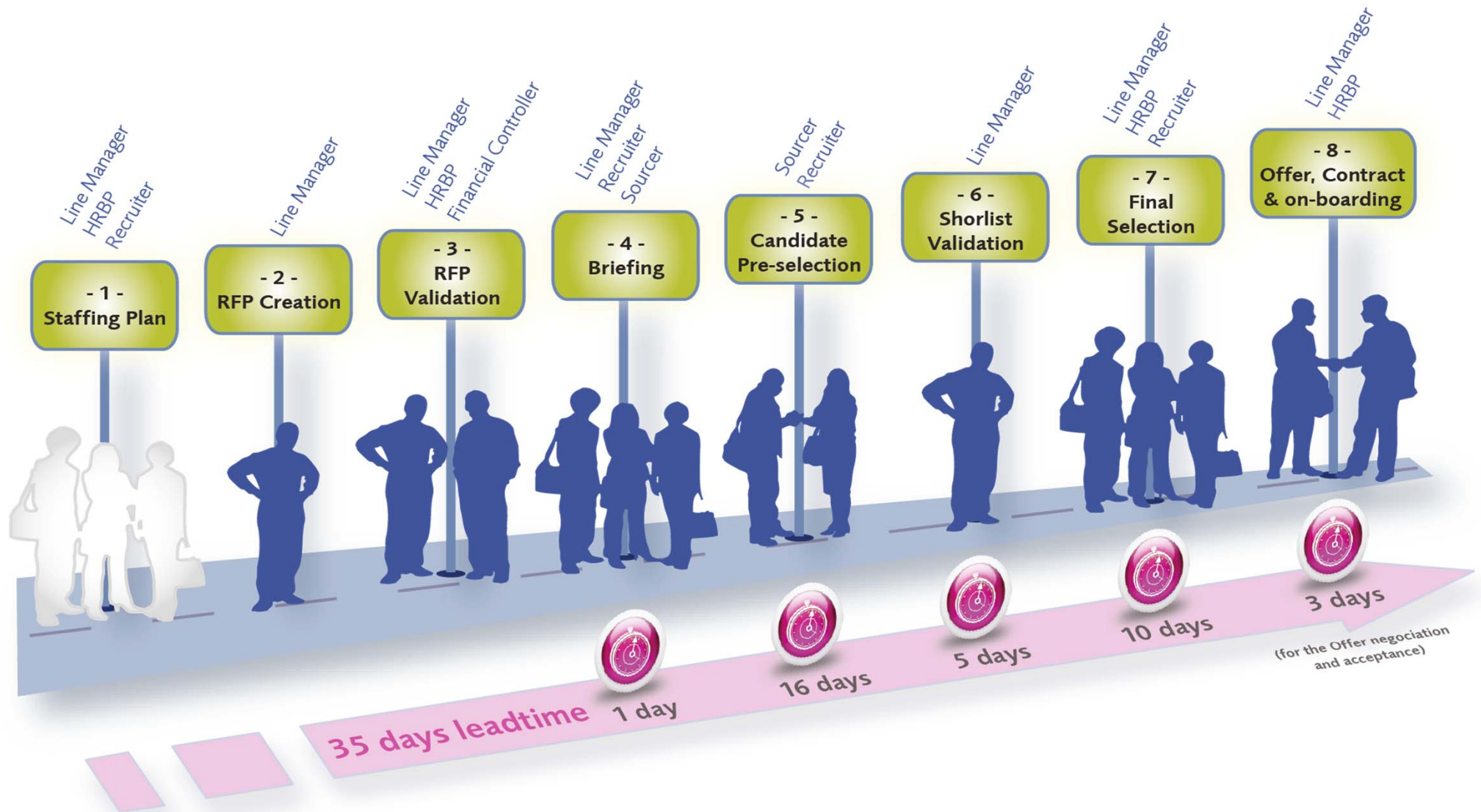
Meetings follow a defined process and thus are efficient & quick.

SQCDP is the opportunity to share issues & solutions, identify areas for improvement and see how we can help each other.

Drives process discipline in the team

Highlights issues/problems that need to be tackled or escalated

Standard recruitment process overview and respective leadtime





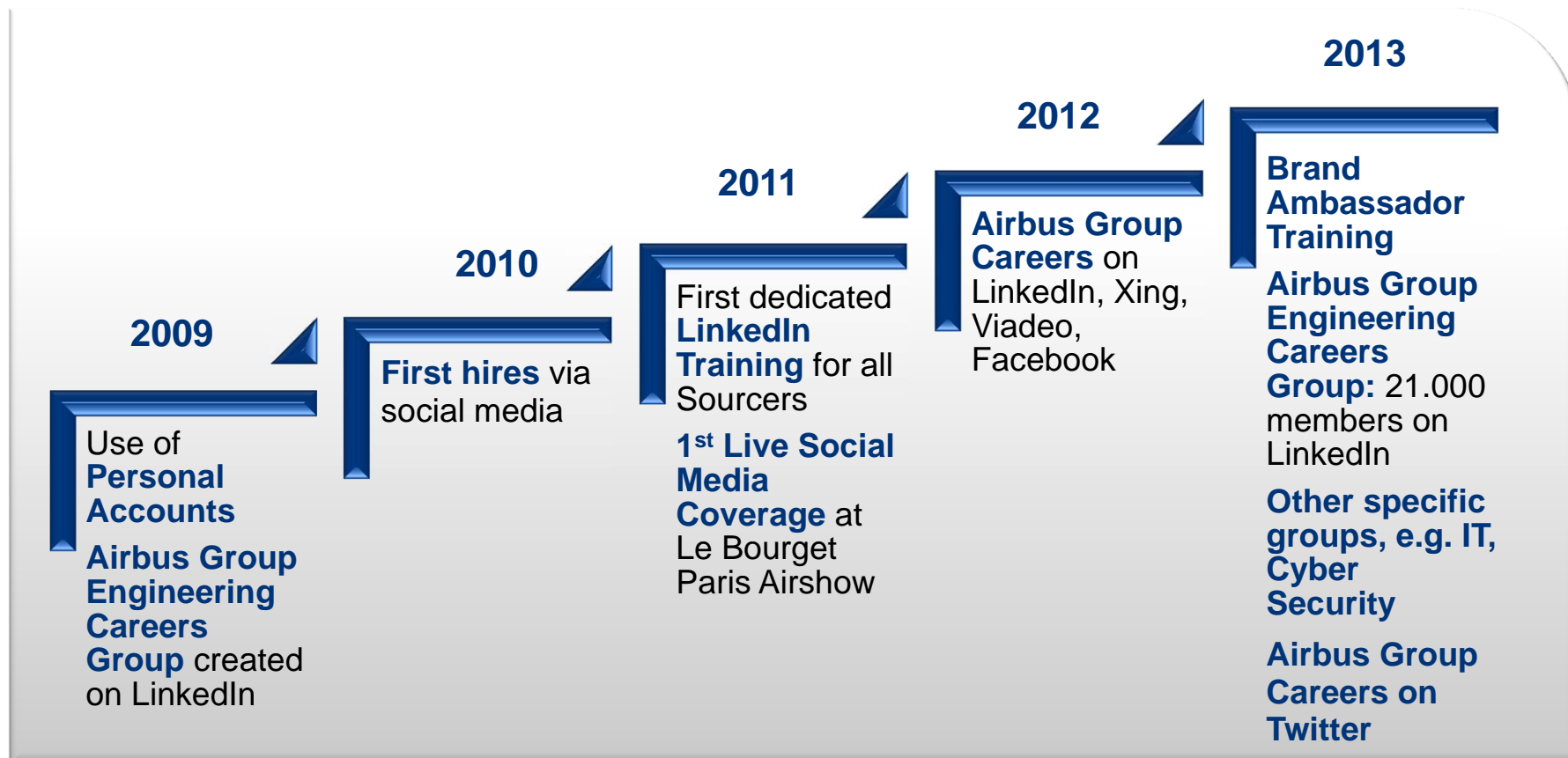
SAILING CLOSE TO THE WIND

Planning vs. reality

1. Steep increase of **RFP intake** (from 8.000 – 15.000)
2. High workload **volatility**
3. **Forecast** and reality show significant differences
4. Strong demand to decrease recruitment **leadtime**

AGRC has been facing a strong increase of external recruitment and internal mobility over 4 years

Efficient candidate identification by usage of new media



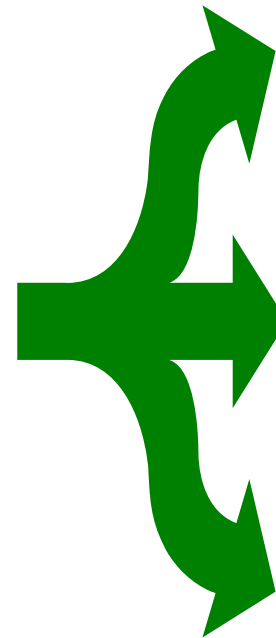
The extensive search of candidates using Social Media & Business Networks has helped Airbus Group to find the right people



TURBULENCE, FLEXIBILITY & AGILITY

Changing business environment

1. New strategy for Airbus defence & space business (merge of Cassidian, Astrium and Airbus Military)
2. Foundation of Airbus Group
3. Normalisation of external recruitment after extremely high staff on boarding over the last 4 years due to major projects in various Divisions
4. Focus on Airbus Group internal mobility to support Airbus Group staff in finding new positions



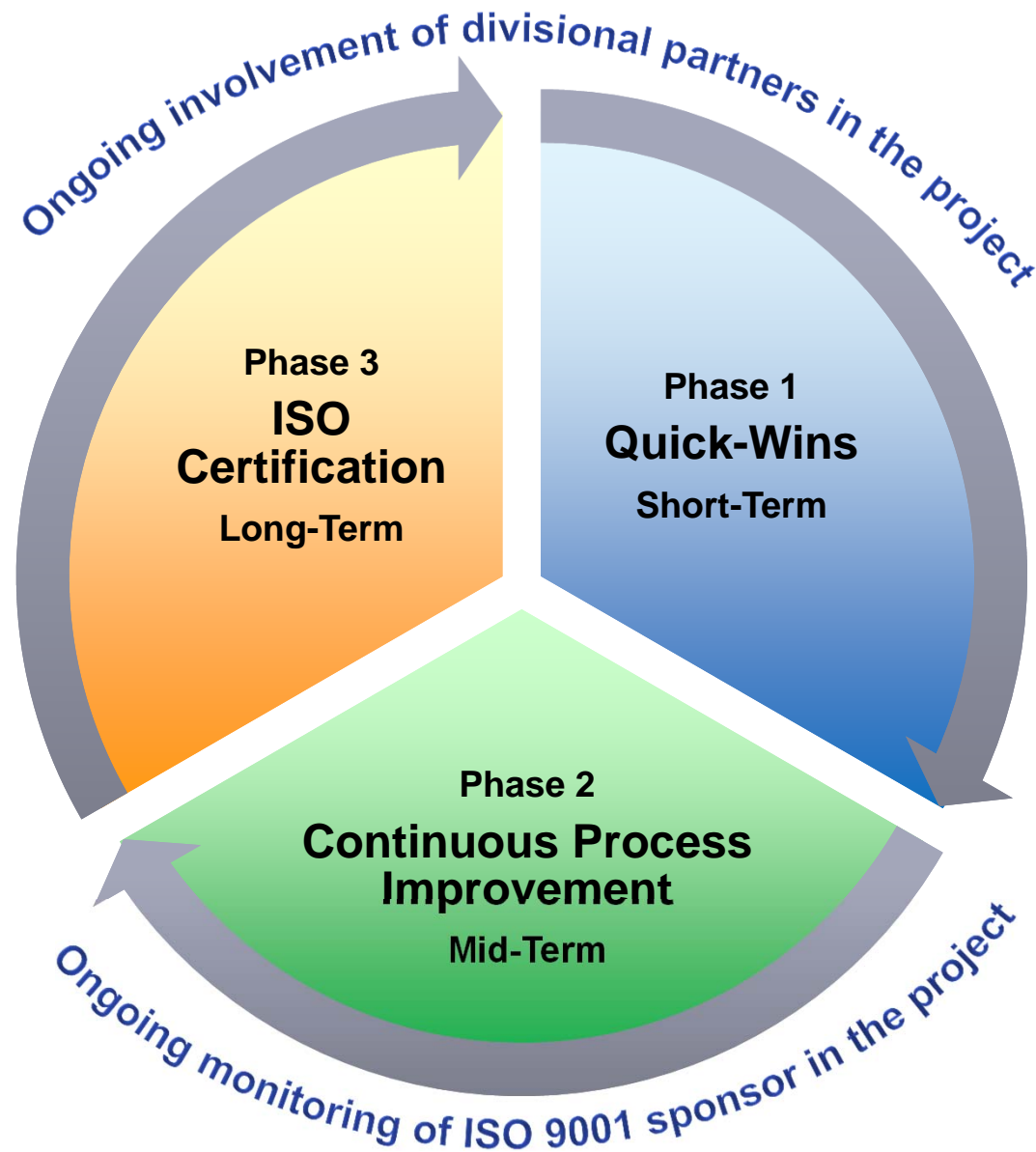
**Lean →
AGRC Process
Improvement Program**

Workforce Flexibility

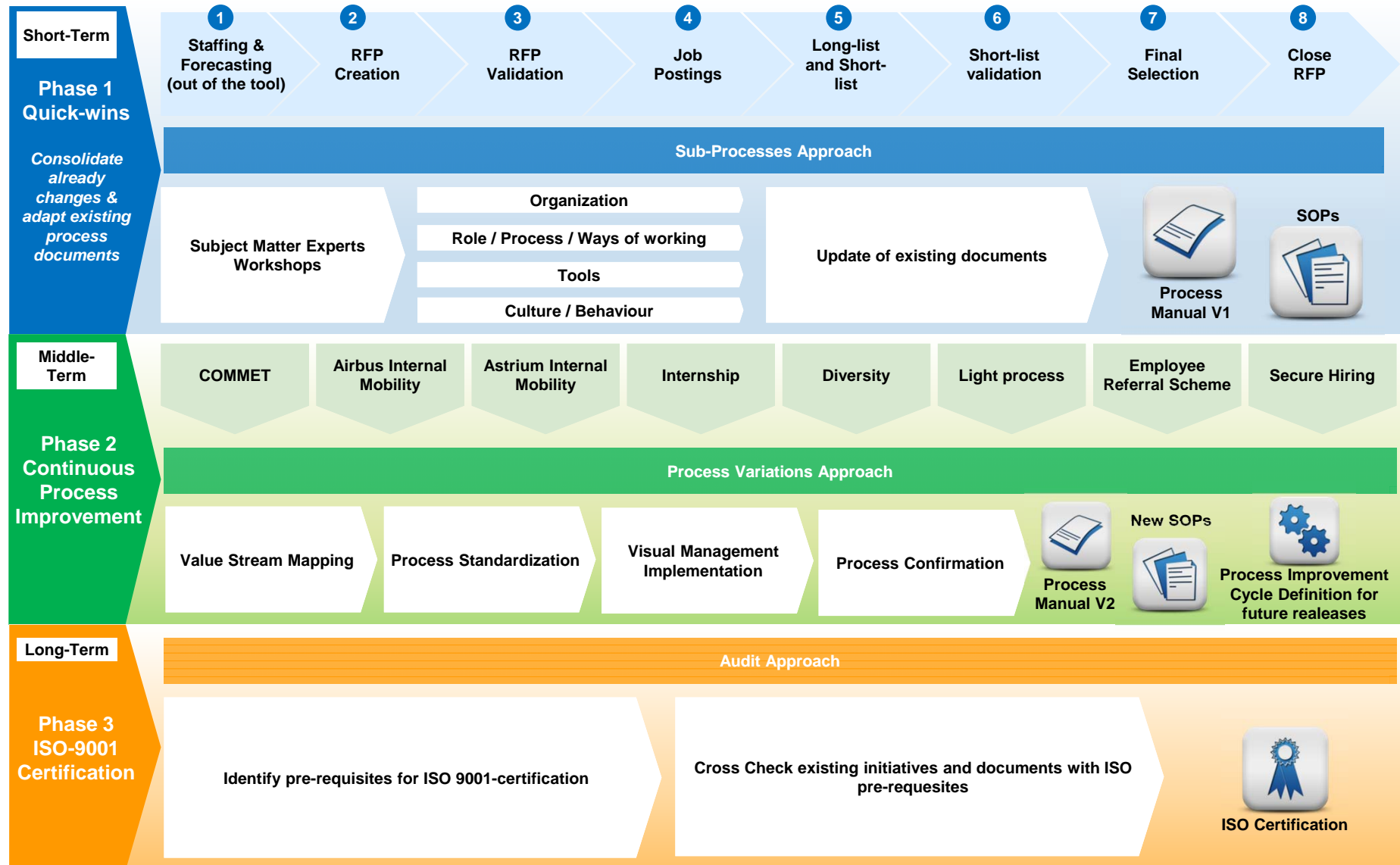
**AGRC New Business
Lines**

Airbus Group business changes has required an evolution of the AGRC strategy

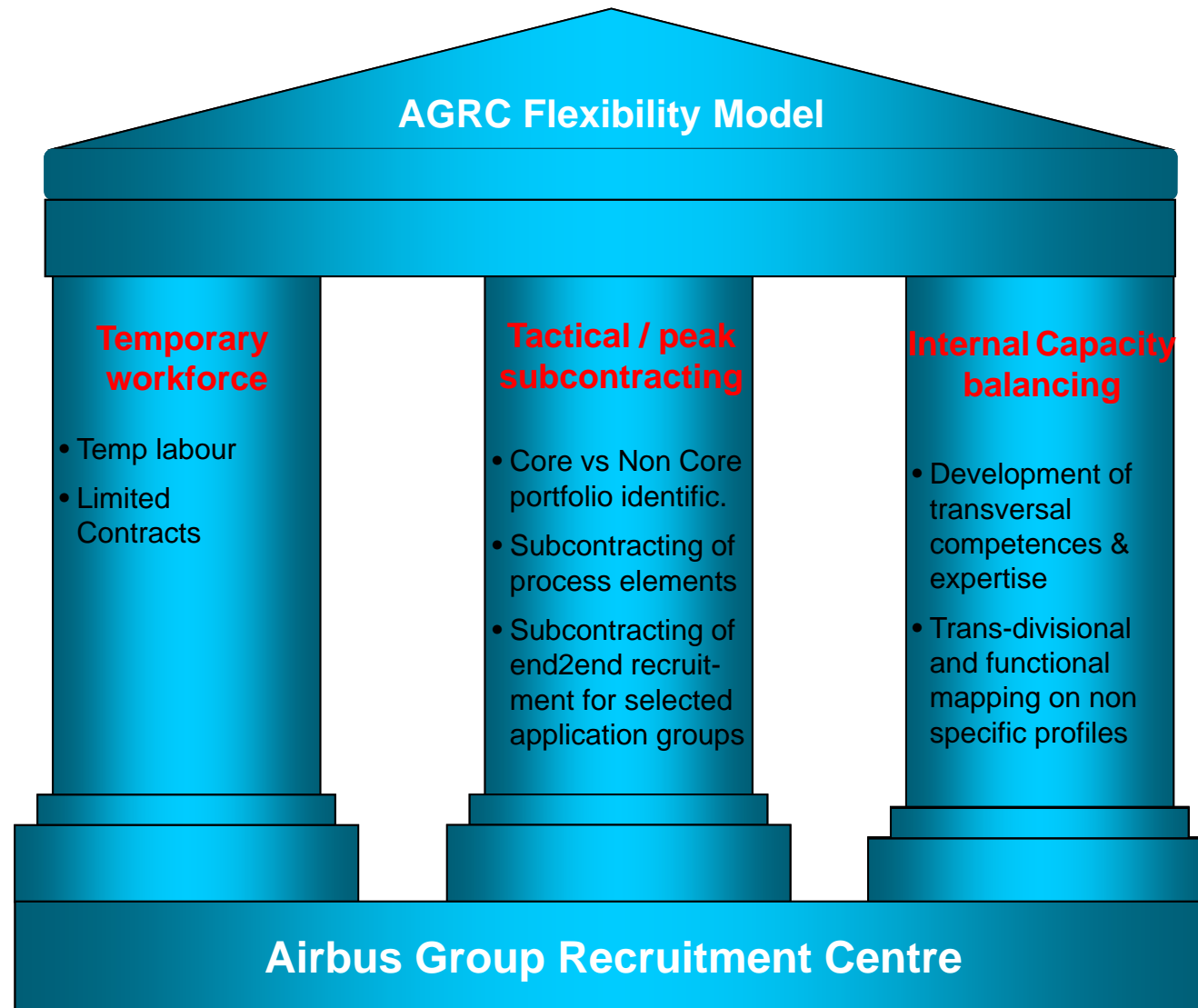
Process Improvement Project Phases



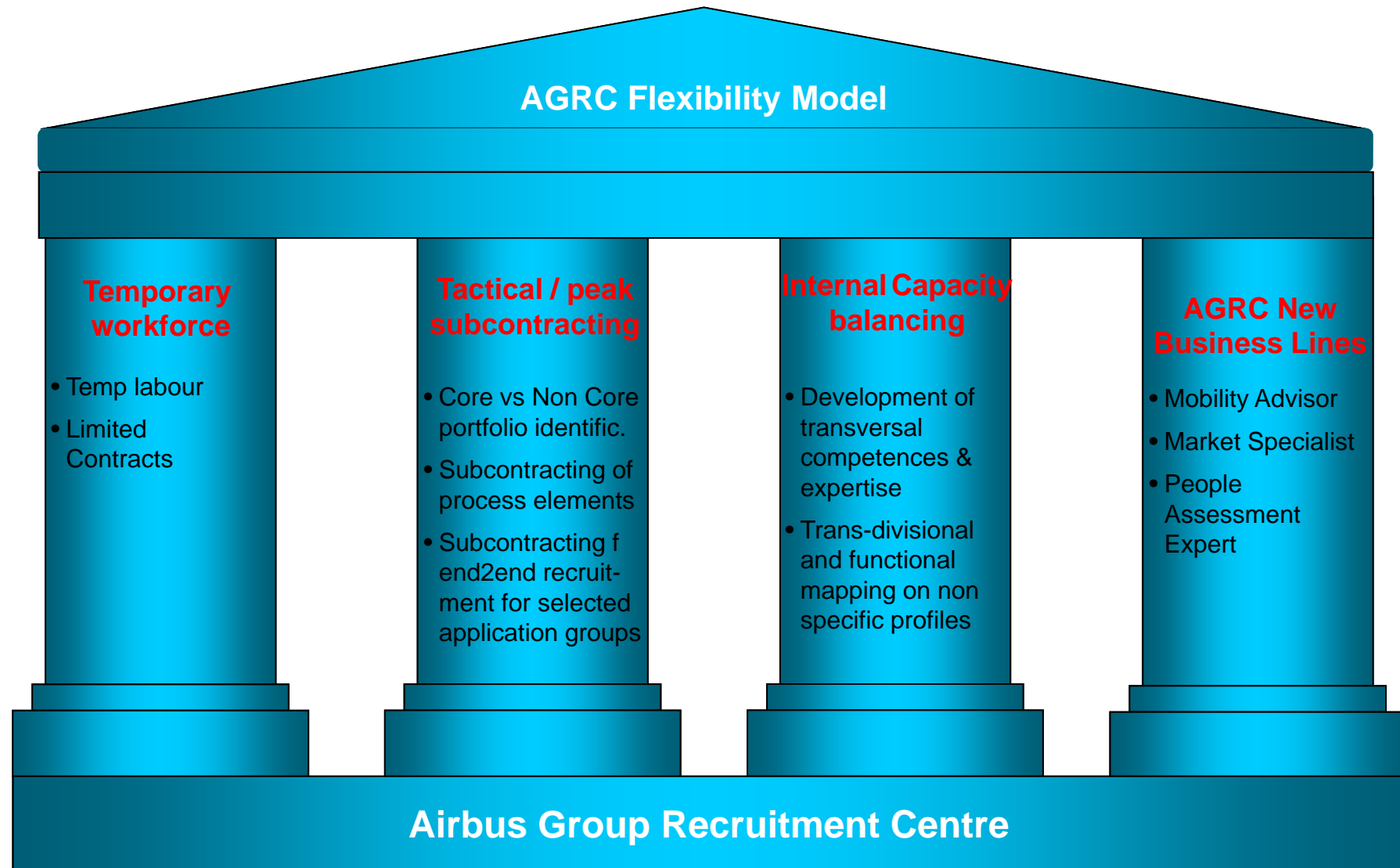
Process Improvement Project Phases (1/2)



AGRC Workforce Flexibility Measures



AGRC New Business Lines



A large white flag with the Airbus Group logo is being pulled by a man in a dark suit. He is smiling and looking towards the camera. Behind him, a large group of people, mostly in business attire, are standing in front of a modern building with large windows. The building has 'Airbus' written vertically on its facade. The scene is outdoors on a paved area.

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Thank you for you attention