



# RECRUITING MADE MORE EFFICIENT WITH TOEIC: THE CASE OF THAI INTERNATIONAL

## Challenge:

Thai Airways International Public Company Limited recruited an average of 100 - 150 new flight attendants every one to two years. The recruitment process involved screening, over a two-week period, more than 10,000 walk-in applications for basic academic, skill and physical requirements, a very labor-intensive process.

A large percentage of the applicants would not be selected. The remaining 1,000 were required to take TOEIC. Only 30-35% who took TOEIC met Thai International's minimum TOEIC score of 500, which qualified them for additional interviewing and testing.

Since the initial screening eliminated almost 90% of first round applicants, and the TOEIC eliminated another 60-65% of the remaining 1,000, revisions to this recruitment process were deemed necessary.

## Solution:

As English was considered an essential skill for the position, and in fact a minimally acceptable level of English had already been determined by the company (as represented by the TOEIC 500 since 1988) we proposed that the process be adjusted to move the English testing component from the end of the process to the beginning of the process.

Concerns from the company focused primarily around their not getting a large enough pool of otherwise qualified applicants from which to choose. In addition to English after all, applicants needed to meet specific height, weight, education, attitude, personality and general appearance qualifications.

The eventual decision was to pilot the proposal with a Ground Staff recruitment. Ground Staff (the people who worked at the check-in counters, etc) recruitment followed the same process as the Flight Attendant recruitment, but with lesser numbers of potential applicants (usually 10-25 applicants per position opening). A recruitment of 100 openings would therefore attract between 1,000 to 2,500 applicants in total.

## Result:

Even applying a slightly lower English standard requirement for the position, the company discovered that they still ended up with a more than large enough pool of otherwise qualified potential applicants from which to choose.

They also discovered that the total number of applicants they had to see was so greatly reduced that the staff requirements for each recruitment were similarly reduced, allowing the company to make use of the most qualified recruitment staff. This in itself helped to refine the recruitment process by ending up with a more homogenous group of eligible applicants. Another benefit of this refinement was that reducing the number of required recruitment staff and the time they needed to accomplish the recruitment, reduced staff related expenses for each recruitment. Additionally, under the original process, large numbers of staff needed to be pulled into the recruitment process from all departments, leaving those departments short-staffed during the recruitment process. This ceased to be an issue once the English requirement was moved to the beginning of the process.

Additionally, but no less important, was the fact that by making the applicants responsible for obtaining an official English test result, the company reduced its outlays for language testing.

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