



coles

Background

The Coles Graduate Program is a key strategic initiative at Coles. As such, Fusion partnered with Coles in 2024 to re-design the recruitment strategy with a focus on inclusivity. Coles has made a public commitment to Diversity & Inclusion, publishing several D&I targets in their Sustainability Report. With the Graduate Program employing 80+ per year, it was critical that Coles' strategy encouraged a diverse talent pool.

Objectives

1

Ensure an inclusive recruitment process for candidates

2

Recruit talent that aligns to Coles' Early Talent Strategy

3

Position Coles as an employer of choice



Solution

1. Ensure an inclusive recruitment process for candidates

Fusion designed a bespoke assessment by aligning Coles' values framework with Fusion's High Potential Online Assessment. Recognising that the reliance of previous experience can be a barrier to some candidates, the High Potential framework focuses on the potential candidates may bring to the role, rather than their experience at application.

The assessment focused on Coles' 4 C's:



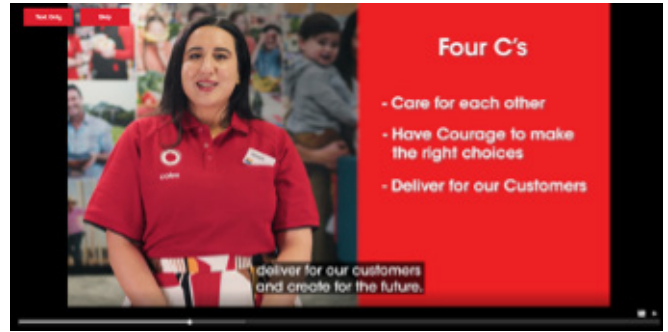
To ensure that the online assessment was inclusive to all candidates, the High Potential assessment was designed in partnership with neurodiversity specialists to ensure there were no adverse impacts for diverse candidates. Features that enable this include no time limitations, no previous knowledge required, no culturally sensitive content, ensuring the assessment is compatible with accessibility technology and finally having in built diversity reporting, along with a rigorous validation process to ensure that every item on the assessment has no adverse impacts.

2. Recruit talent that aligns to Coles' Early Talent Strategy

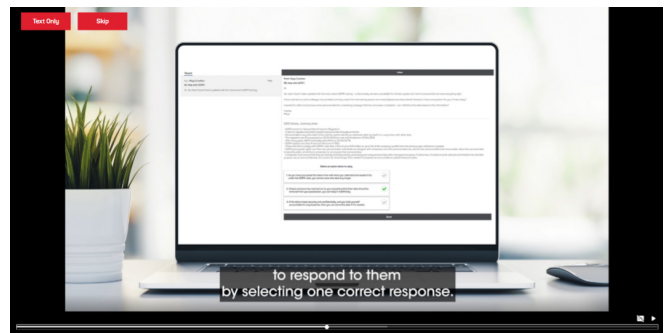
The extensive assessment design involved Fusion conducting in depth job analyses with various groups within Coles including; current high performing graduates, graduate alumni, managers and visionaries. The assessment needed to reflect high performing graduates currently in the business, but also capture the purpose and future direction of the program. It was critical that the assessment truly understood and reflected the strategic initiative of early talent being recruited at Coles.

The assessment included videos showcasing graduates at Coles headquarters and from the Coles Talent Programs Team giving the candidates instructions through the assessment. The assessment was designed to give an immersive experience into what a day in the life of a graduate could look like, an extension of Coles' attraction strategy.

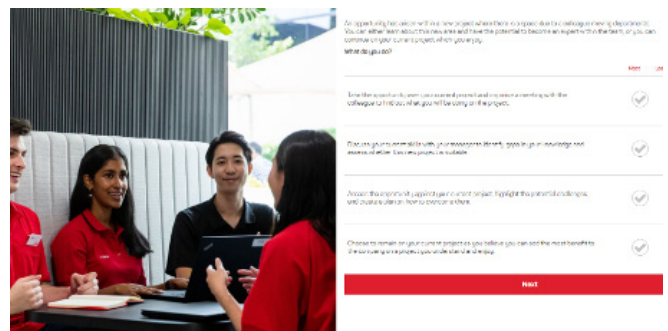
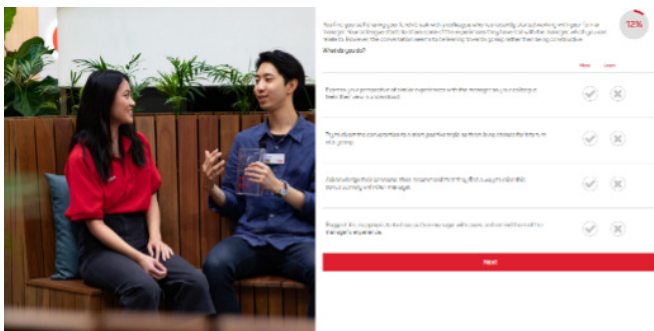
Introductory Video



Instructional Videos throughout Assessment



Imagery alongside Situational Judgment Items



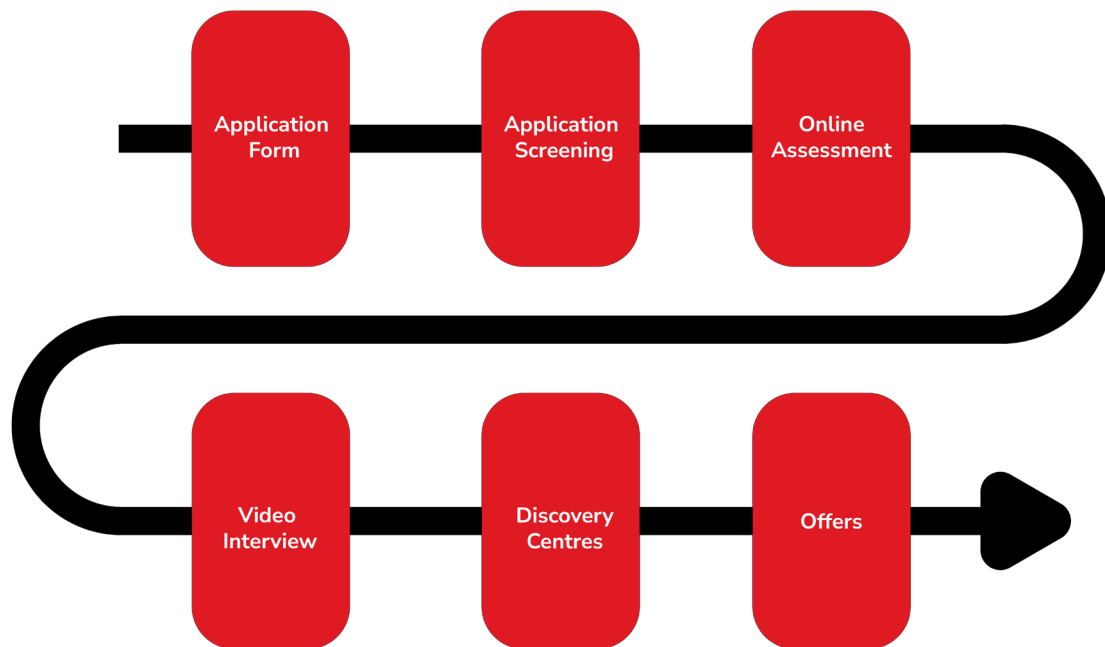
3. Position Coles as an employer of choice

An important aspect of the recruitment process for Fusion and Coles was to ensure a stellar candidate experience. Fusion was able to refine the process to reduce candidate time investment by 50%, whilst increasing engagement touchpoints.

This was done by:

Condensed so that only eligible candidates proceeded to the assessment automatically. This:

- Reduced candidate wait time after completing their application
- Required no application screening to determine candidates to progress to the online assessment



Through blending the assessment and video interview into one High Potential Assessment, candidates:

- Reduced time investment from 90 minutes across online testing and video interviews to 45 minutes, a reduction of 50%
- Removed the wait time between the online assessment and video interview
- Had a feedback report sent to them with specific development areas highlighted aligned to Coles' Values.

The inclusion of pre-Discovery Centre optional session provided candidates the opportunity to understand the purpose of the Discovery Centres and to feel more comfortable ahead of attending. Following the Discovery Centres, each candidate was individually contacted within days of their attendance to be informed of their outcome and given them feedback based on their performance on the day. These calls reduced candidate wait times and increase engagement leading to fewer declines.

Outcome

Implementation of the Online assessment led to:

- increased completion rate by 9%.
- 6x the number of candidates who shared a disability completing
- Double the number of Aboriginal and Torres Strait Islander candidates completing
- 128% increase in Culturally Diverse candidates.

Coles achieved increased representation of these diverse groups in their offer pool

- 8% of candidates who shared a disability
- 40% of candidates identifying as culturally diverse