Improving the graduate talent pool

Fujitsu worked with Saville Assessment to transform how it screens applicants to offer a better candidate experience.

Holly Eastwood
Consultant, Saville
Assessment

Challenge

Each year Fujitsu hires people for its graduate programme. However, they were experiencing high incompletion rates most notably with BAME candidates during the selection process.

This was offering a poor return on investment in candidate attraction, which meant that talented candidates were potentially being lost to competitors. After analysing their most recent application data and highlighting this problem, Fujitsu knew they had to do something to address and improve the candidate experience during the recruitment process.

Fujitsu were looking to transform how they initially screened candidates with a method that would offer a better experience and increase motivation to remain in the process. It was important that the process created more warmth between Fujitsu and the candidate; where they would be motivated to learn about Fujitsu's latest and greatest solutions, enhancing their desire to be part of the team.

Solution

Saville Assessment worked with Fujitsu to design an immersive Situational Judgement Test (SJT) that provided applicants with an engaging and realistic preview of graduate life at Fujitsu, whilst being highly robust and predictive of performance in the role.

We ran workshops with current graduates, graduate alumni and key stakeholders at Fujitsu to explore critical behaviours and potential scenarios that would be added to the SJT. This ensured a realistic preview of the role and a thorough assessment of judgement in some critical situations that a graduate may face.

Instead of presenting SJT scenarios to candidates in a traditional linear format we created a virtual environment through which candidates explored different Fujitsu technology solutions.

Candidates were invited to explore the areas in the SJT one-by-one, learning about how Fujitsu technology impacts wider society and then answering situational judgement scenarios about each.

Each of the scenarios gave a realistic preview as to how they, as a graduate, could contribute to the technology solutions. We ensured that the process was fair, relevant, timely, and resulted in a good outcome where all candidates received a report providing feedback on their performance, irrespective of whether they were successful or not. Fujitsu implemented our Swift Executive Aptitude test (assessing verbal, numerical, and abstract reasoning) alongside the new immersive SJT in the initial screening stage of the graduate applicant process to ensure prospective graduates would cope with the demands of working for one of the world's premier digital transformation organisations.

Success

The new approach increased completions, improved diversity and a delivered a higher calibre of candidates progressing to the final stage, culminating in an improved graduate talent pool to select from.

There were also efficiency benefits with a more streamlined solution leading to a more positive experience for candidates and recruiters, and Fujitsu can now screen candidates through to video interview stage in an hour or less.

Key results:
- 19% increase in complete applications by BAME candidates.
- 400% increase in the number of successful disabled candidates.
- 20% increase in the proportion of candidates who gained a place on the scheme having received free school meals.
- Achieved a 54:46 female to male ratio of graduate hires.
- 18% overall increase in candidate completions, offering better ROI on the process.

Julia Ward at Fujitsu said: "We have successfully balanced technology and innovation with a reliable and robust approach to assessment, giving us a stronger and more diverse talent pool to select from."