8.5 Recruitment and development

Name: _____ Class: _____ Date: _____ **Total: 13 marks**

KEY WORDS predictor validity • structured interview

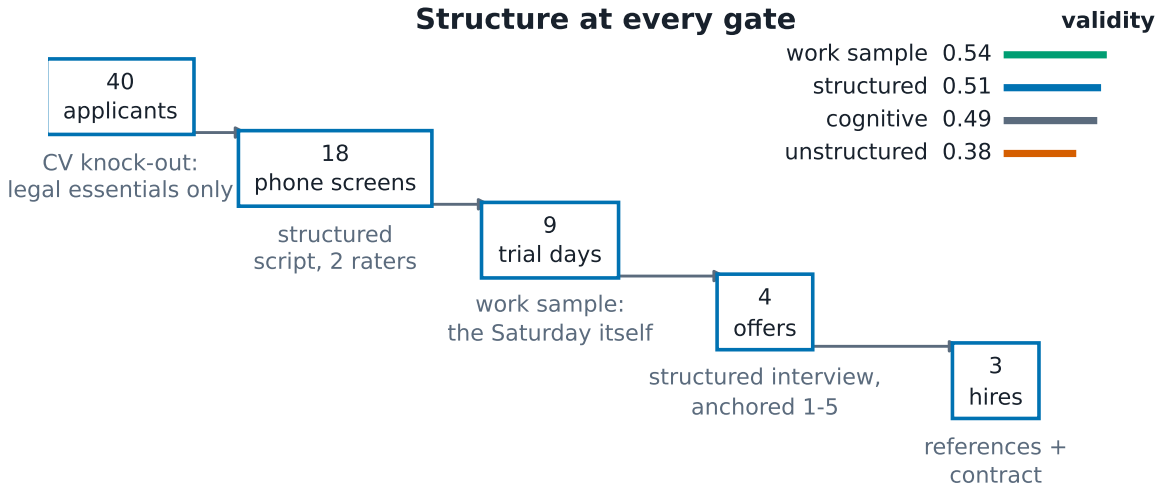
Objective

Design a selection funnel with structure at each gate; apply the validity ladder and base-rate arithmetic; evaluate development ROI on behaviour.

1 Key knowledge and worked examples

The ladder

Work samples 0.54, structured 0.51, cognitive 0.49, unstructured 0.38. Base rate 0.20 with r = 0.4 lifts a top-quartile cut to ~0.35.



Structure at every gate

Worked example. The Nimbus funnel

40 → 18 → 9 → 4 → 3; trial days carry the widest expensive gate (£810); the structured interview buys 0.38 → 0.51 with a question sheet.

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2 Practice

A bookshop chain hires booksellers: 60 applications, 25 five-minute chats ("I know in five minutes"), 6 interviews, 2 hires. First-month turnover: 1 of 2.

2.1 Compute the funnel's stage rates and its overall yield. [3]

2.2 Redesign the funnel around the validity ladder: name each gate and its criterion. [4]

2.3 The chain adds a half-day paid shelf trial (validity ≈ 0.5) at £70 a candidate for the final 8. Compute the cost and justify it against a mis-hire at 40% of a £24,000 salary. [3]

2.4 Write ONE structured interview question with its anchored 1–5 scale (state the 1, 3 and 5 anchors). [3]

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Solutions

2.1

- Chat rate 25/60 = 41.7%; interview 6/25 = 24%; offer-hire 2/6 = 33%.
- Yield 2/60 = 3.3%.

2.2

- Gate 1 CV: legal essentials only (no “bookstore experience” knock-outs).
- Gate 2 structured phone screen: fixed script, two raters.
- Gate 3 half-day shelf trial – the work sample, widest expensive gate.
- Gate 4 structured interview with anchored scales; references close.

2.3

- Cost: 8 × £70 = £560.
- Mis-hire: 0.40 × £24,000 = £9,600 – 17× the trial budget.
- One mis-hire prevented pays for 17 cohorts of trials.

2.4

- Question: ”A customer asks for a book you know is bad for their stated need – what do you do?”
- Anchors: 1 = sells it silently; 3 = offers the better title once; 5 = explores the need, recommends honestly, records the preference.

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