Exercise walk-through

8.5
Recruitment and development

University Business

Perception: three questions before a verdict

Three questions, one verdict

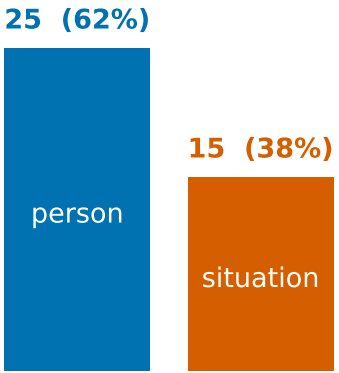
consistency	HIGH - 3 of 4 Saturdays
distinct.	LOW - stall too
consensus	LOW - colleague calm

high / low / low -> PERSON

withheld fact: the printer jammed all three times

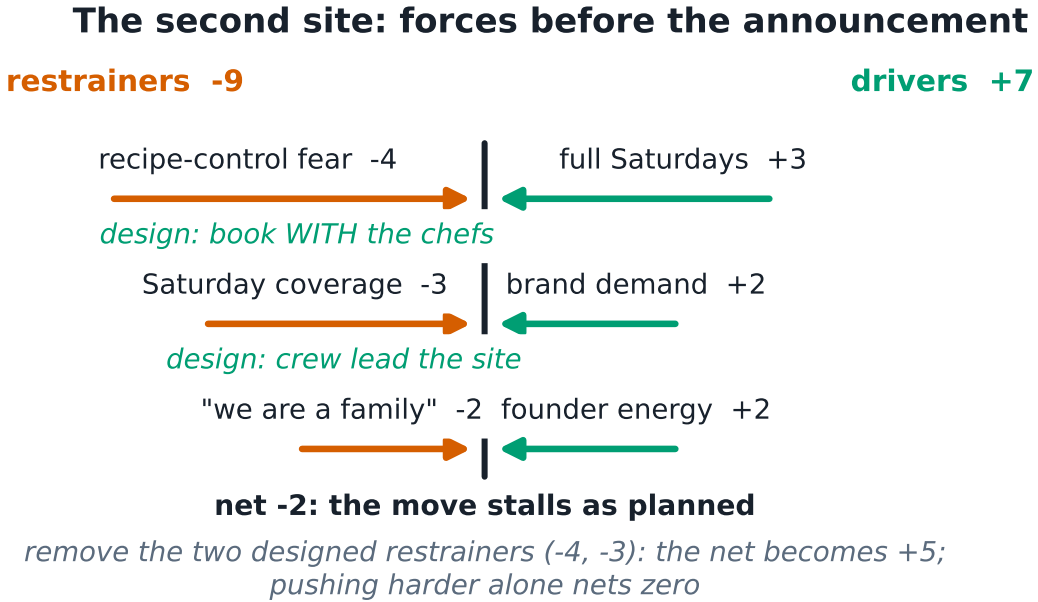
The office split

same clip, 40 staff



> High consistency, low distinctiveness and consensus point to the person.

Performance and change: draw the field first



Restrainers -9 against drivers +7; two designs turn net -2 into +5.

Inclusion: audit outcomes, design fixes

Each station carries its own metric

the pipeline

sourcing	screening	appraisal	promotion	development
reach by postcode pool	pass rate 60% vs 36% - ratio 0.6	"availability" comments x3	rate by tenure band	training access by shift pattern

the four-fifths line (0.80) prompts scrutiny - a smoke detector, not a verdict

fix the criterion, not the quota: trial days for all, CV trimmed to essentials

> Screening selects at a 0.60 ratio, below four-fifths; trial days fix it.

Exercises 2.1·2.2

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]

Exercises 2.1·2.2

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

2.1

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

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

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.

Exercises 2.3·2.4

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]

Exercises 2.3·2.4

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]

2.3

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

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

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.