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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