

EXHIBIT 9.10 Partial Selection Plan for Job of Retail Store Sales Associate

Task Dimension: Customer Service			
KSAO	Necessary for Selection?	Method of Assessment	
1. Ability to make customer feel welcome	Yes	Interview	
2. Knowledge of merchandise to be sold	Yes	Written test	
3. Knowledge of location of merchandise in store	No	None	
4. Skill in being cordial with customers	Yes	Interview	
5. Ability to create and convey ideas to customers	Yes	Interview	

The Structured Interview Plan

Development of the structured interview plan proceeds along three sequential steps: construction of interview questions, construction of benchmark responses for the questions, and weighting of the importance of the questions. The output of this process for the sales associate job is shown in Exhibit 9.11 and is referred to in the discussion that follows.

Constructing Questions. One or more questions must be constructed for each KSAO targeted for assessment by the structured interview. Care must be taken to ensure that the questions reflect a sampling of the candidate's behavior, as revealed by past situations (behavioral description) or what the candidate reports would be his or her behavior in future situations (situational). The questions ask, in essence, "What did you do in this situation?" and "What would you do if you were in this situation?"

The key to constructing both types of questions is to create a scenario relevant to the KSAO in question and ask the candidate to respond to it by way of answering a question. If one plans to consider applicants with limited prior experience, future-oriented or situational questions should be favored over behavioral description questions, since not all applicants will have been in the situation previously.

Exhibit 9.11 shows three questions for the KSAOs to be assessed by the interview, as determined by the initial selection plan for the job of sales associate in a retail store. As can be seen, all three questions present very specific situations that a sales associate is likely to encounter. The content of all three questions is clearly job relevant, a logical outgrowth of the process that began with the development of the job requirements matrix.

Developing Benchmark Responses and Rating Scales. The interviewer must somehow evaluate or judge the quality of the candidate's responses to the