ABSTRACT
Most of managers have experienced the problems that result from selection errors but often continue making them. Selection errors often occur because of a mismatch between expectations and reality for both the hiring manager and the selected candidate. Despite investing large budgets, huge amounts of time and efforts to the recruitment and the selection process, recruitment practices in many organizations produce high failure rate that reduces organization competitiveness and revenues. Hiring errors can occur even though selection processes are carefully designed and executed. The ability of the hiring manager making the decision is a key component of the selection decision and there is a significant amount of research that shows that this is the most common area where selection mistakes occur. The hiring manager then lives with the consequences of a wrong selection decision. The paper lists down the potential errors that hiring managers do which should be avoided to make a successful hire.

Keywords: Selection errors, hiring managers, competencies

INTRODUCTION
In the current IT industry, there have been frequent job changes of knowledge workforce particularly amongst those who have rare skills and competencies. This leads to talent acquisition teams spending most of their times in recruitment and selection. Recruitment is the process of attracting and exciting potential employees in the job market to apply for a position, while selection is the process of making appropriate and correct assessments of the competencies, skills, strengths and weaknesses of applicants with the final objective to hire them. Correct selection creates a match between the capabilities, interests and motivations of prospective candidates against the needs and requirements of the job in the organization.

The effective selection of appropriate candidates is critical to organizational success yet very few organizations spend time in frequently looking at their recruitment and selection efforts. Appointing and on boarding a new hire is amongst the most important role a manager has to play as it affects the ability to achieve organizational goals, customer satisfaction and the well being of the employees. There is direct correlation between successful hiring and organization performance. Some organizations calculate the costs of hiring and using metrics such as cost per hire, selection ratios and responses to advertisements, but the outcomes due to wrong selection decisions are not typically calculated. This review paper will cover -

OBJECTIVE
1. Understanding recruiting and selection
2. To understand role of hiring manager in hiring and selection process
3. To identify potential selection errors of hiring managers
4. How to avoid potential selection errors and take correct hiring decision

This paper set out to document the inherent causes and symptoms to selection errors.

POTENTIAL SELECTION ERRORS FROM THE PERSPECTIVE OF THE HIRING MANAGER

First come first select: When tasked with interviewing candidates, in general as a human tendency, individuals at the beginning of the list would stand out more, as they are more easily recallable. In an interviewing setting, if the hiring manager had a list of candidates to be interviewed through the day, the first one or two might stick out in his mind more clearly than others. Just because they had the luck of the draw of going first in, no way impacts how they would perform on the job.

Last in first select: This is the opposite of the first come first select; it refers to the tendency of human brain to be able to recall individuals at the end of a list more easily, just as it does with those at the beginning.

One single skill or competency stands out: This error has to do with illogical generalizations, like, the hiring manager getting impressed by one single skill or competency and then allowing the ratings for other aspects of the candidate to be influenced by the ratings on that one factor.

Urgency: Hiring managers many times need to hire and they need to hire now! In that case, time is of the essence. However, in these scenarios, considerations have to be given to time, energy and money it takes in selection. However, many times the hiring manager rushes into the process and its most likely that to have a wrong selection/hire.

Gut feeling: Many hiring managers use their gut feeling to find great talent without gathering facts, incidental experiences etc to confirm their gut feelings.

Making hasty decisions: Many of the hiring managers have the tendencies, to make the hiring decisions in the first four minutes of the interview which is bound to be wrong decision as it takes 90 minutes of a patterned or structured interview to get to real behavior.

Wrong selection parameters: Many of hiring managers base their selection decisions on whether the candidate would fit in the approved budget to hire, how long the notice period is, selecting the candidate just because the requisition is lapsing, selecting better candidate among the pool of average candidates rather than focusing on finding the right fit for the job.

WRONG SELECTION DECISION WOULD END UP HAVING FOLLOWING PROBLEMS

Wrong job fit: A hiring decision going wrong would end up having new hire lack of required skill.
Attitude issues: A wrong hire would lack motivation, engagement and interest in the job.
Misfit: A wrong hire would never align with organizational values and goals.
Poor work history: A wrong hire would have had low performance or bad behavior in his past work experience that may have high potential of being repeated.

SUGGESTIONS

The consequences of selection errors need to be made known to hiring managers in order to convince them to adopt best practice in selection. Organizations need to continuously review the effectiveness of their selection methods and feed the results back to the hiring managers, either in the form of training or adding improved approaches to existing selection practice.

1. A clear understanding of the selection errors and how these can be avoided in potential hires would reduce the likelihood of selection errors.
2. Selection errors can be detected in less than six months. The response to them needs to be quick and well formulated based on what works best.
3. Hiring managers should be cautious and should base their hiring decisions on facts and panel recommendations.

CONCLUSION

Wrong selection errors are costly and difficult to remedy yet the number of hiring managers do not pay required attention. The costs of and consequences to selection errors are considerably higher and wider ranging from low team moral to poor business performance. Many managers do not implement best practice in recruitment and selection as well do not take full responsibility for their role in making the selection. Managers at times blame the new hire for the poor performance rather than themselves. Hiring managers should equip themselves with more sophisticated tools like the psychometric assessment, 360 feedback, third party reference checks for better selection results. Hiring managers should view selection as an important job responsibility and they should get themselves trained in this critical leadership task.

In conclusion attention has been paid to the consequences of selection errors.

REFERENCES

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