

HIRING BY HEURISTIC OR ALGORITHMIC PROCESS

GOALS

1. To understand the difference between Heuristic and Algorithmic hiring behaviors.
2. To provide insight regarding the role of the organization's Human Resource employee.
3. To remind the CEO/leader of an organization regarding the hiring responsibilities and decisions that will encourage success or cause failure in an organizational hiring process.

KEYWORDS FOR APPLICATION

Hiring Process

Heuristic Hiring Process

Algorithm Hiring Process

Nepotism

Cronyism

Chief Executive Officer (CEO) Leadership

Leader

Human Resource Manager (HRM)

INTRODUCTION

The hiring process will make or break an organization! Hire the "right" person--it is like a fine-tuned orchestrated song with all aspects in harmony. Hire the "wrong" person, and the combination of organizational happenings becomes a disharmonious travesty! Learning to choose the right person initially as part of an intellectual thought process choice will help make a smooth and harmonious organization with accolades beyond your wildest dreams. Make your hiring decision using a simple Heuristic or a closer scrutinizing Algorithm approach.

Heuristic and Algorithmic Hiring Processes represent two different methods of hiring. As a CEO/leader of an organization, choose from these two hiring strategies according to the hiring need. The specific hiring process will help ensure a final, accurate, and sustainable employment decision.

HEURISTIC HIRING PROCESS

Heuristic hiring behavior, by definition, is an ancient Greek word meaning to find/discover an optimal practical process sufficient for reaching an *immediate* hiring goal. In this instance, the process *speeds up* the ease related to the cognitive function of a hiring decision. It simplifies the choice of human employment/hiring decisions for quick and necessary hiring decisions by easing the intellectual and mental load on the hiring person(s). The Heuristic Hiring Process is less expensive, less time-consuming, requires less effort, and often requires the incorporation and use of Nepotism or Cronyism. A "We hire/promote from within" organizational policy is called a Heuristic Hiring Policy.

Relying on past experiences and information to make a quick hiring decision by using Heuristics has as an outcome at least two bipolar effects:

An increase in immediate employment satisfaction

—and--

An increase in specific job qualification risks

Nepotism: The practice among those with hiring power or influence favoring relatives or associates, especially by giving them jobs. (The nep in the word nepotism is from the Italian 17th-century word meaning “nephew.”)

Cronyism: The practice of appointing friends and associates to positions of authority without proper regard or concern for their specific job qualifications.

ALGORITHM HIRING PROCESS

Algorithm hiring behavior, by definition, is a systematic, slower, and predetermined hiring process for reaching an intended hiring goal. In this instance, the process slows down the cognitive function of a hiring decision. It requires contemplation and weighing of the predetermined personal employment qualities of each potential new employee regarding a specific employment position. Objectively, so important is the selection of a new employee for a specified place of employment, it is worthy of the time spent related to the systematic, scrutinizing, and documented scoring process.

The algorithm involves a set of step-by-step rules/instructions and possibly a flow chart to be followed in the problem-solving process of hiring to help automate the consistent and comparative hiring process as it relates to each applicant for a specific job. Such specific hiring criteria for vetting each potential employee are known to increase hiring confidence, employment longevity, and ultimate work success. The process can be creative, simple, or complicated, as the job requires.

Nepotism or Cronyism has *no place* within this algorithmic hiring process, as increased objectivity surpasses the temptation to hire personal family or friends. Objectivity in the hiring process is maximized, and subjectivity is minimized or successfully dismissed.

The Algorithmic Hiring Process may include a roundtable of current employees or known experts for filling corporate positions. Each participant in this scrutinizing process is recognized for known intellectual and unbiased opinions as an outcome of evaluating each potential employee. Each potential employee is asked the same specific predetermined questions as a part of a comparative objective scoring scale. The predetermined objective process includes the same questions presented to each candidate by the organization’s interviewing committee staff and scored according to a predetermined scale of desirable responses.

ALGORITHMIC HIRING FOLLY

There is sometimes evidence of a *pretentious* Algorithmic Hiring Process resulting in a Heuristic Process outcome. Suppose the organization's hiring committee performs the objective efforts of an Algorithmic Hiring Process as previously and objectively determined. Yet, the Algorithmic Hiring Process's final result is thwarted and replaced with a Heuristic Hiring Process. In that case, the outcome is a Heuristic Hiring Process because of the allowance of a *final* subjective hiring decision.

An astute CEO/leader is expected to follow and require an initially (previously) determined hiring policy—Algorithmic or Heuristic. Changing (or allowing) an *intended* Algorithmic Hiring Policy to be a Heuristic Hiring Policy at the last minute of a final hiring decision demonstrates ineffective and indecisive leadership—a loss of hiring objective intention. For the organizational CEO/leader who originally desired, encouraged, and required an Algorithmic Hiring Process to occur, it is a serious implication of inadequate leadership to allow any group (especially the specific group wherein the new or promoted employee will accept a leadership role and has applied for the position) to determine a hiring outcome heuristically. It enters the realm of possible CEO/leader hiring discrimination.

The hiring folly (lack of good sense and foresight) occurs as the CEO/leader of an organization becomes negatively influenced by a person or group desiring to have their own hiring choice regardless of any other qualified candidate for the job meeting the highest standards of the Algorithmic Hiring Process. To allow this Algorithmic Hiring Process intrusion, the objective Algorithmic Hiring Process is replaced with allowable CEO/leader subjectivity and hiring bias.

Intellectual intuitiveness tells most CEOs/leaders that “hiring promotion from within” happening is most often preferred by coworkers—especially if the current organizational employee applying for the job is known as a friendly and supportive cohort. The coworker's preference might be recognized; however, the wisdom to respond favorably to the coworker's whims as a CEO/leader is questionable!

If a current organizational employee is interviewed as a job contestant for a leadership position under the Algorithmic Hiring Process and their coworkers are allowed to make the final hiring decision (regardless of any person interviewed with higher/better job qualifications), the internal promotion/hiring decision occurs most often by the coworkers in favor of the leadership promotion of the already-employed person within their group.

The facts related to a CEO/leader allowing the rise of a coworker to a leadership status (regardless of Algorithmic positive findings of another out-of-organization job applicant) can involve a CEO's response to empathy for current employee feelings of trust, friendship, and desire for work continuity. Current organizational feelings of stability engendered by a group's “own person” possibly helps to diminish feelings of possible disruptive changes and work behaviors that might occur with a new person as a leader.

With the CEO's/leader's decision to comply with organizational group demands of leadership promotion within their group regardless of outside opportunities for qualified hiring, the original Algorithmic Hiring Process's objective fails. This CEO/leader's folly sets precedence for future organizational Heuristic CEO/leadership behaviors related to employment.

HUMAN RESOURCE MANAGER (HRM)

A Human Resource Manager's usual role and responsibilities within an organization is to manage the determination of person(s) to be interviewed for a specific job. From determining job criteria to all hiring processes—Heuristic or Algorithmic---the HRM manager is often given control over choosing potential hiring candidates for hiring consideration. The authority might include developing employee job descriptions, establishing Algorithmic Hiring Processes, training staff to perform the hiring process objectively, determining compensation for job performance once an employee is hired, developing work policies for new and existing employees, and determining final hiring outcomes and employment requirements. Therefore, such a position of immense responsibility requires very careful hiring of a qualified HRM person by a CEO/leader. An HRM employee must have the cognitive ability and attitude of fairness to accomplish such a potentially litigious position of organizational employment.

Such power to determine and establish a Heuristic or Algorithmic Process for specific job expectations is a powerful and potentially litigious decision—by anyone! Even though literature seems to approve of such allocation of power to an HRM, let there be a meeting of all decision-making bodies regarding the “Three Amigos” (Psychological Skepticism, Critical Thinking, and Common Sense) regarding such crucial decisions.

As an intellectual warning to a wise corporate CEO/leader: If such administrative power is granted to an HRM, it behooves a CEO to carefully determine their CEO/leader hiring preferences of Heuristic or Algorithmic Hiring Process behaviors. Only delegate such hefty administrative power to an HRM if there is complete confidence in management abilities. The HRM role is powerful, especially when selecting crucial Heuristic or Algorithmic Hiring Process behaviors. Do not be afraid to question, review, or even require certain hiring behaviors to be approved before implementation. Effective CEO/leader control can determine business or organizational success.

Selecting a person to fulfill the HRM role with the responsibilities as stated in a carefully designed job description by the CEO/leader most often includes:

1. Effective communication skills—verbal and nonverbal.
2. Understands Organizational Standards (Mission/Purpose, Philosophy, Long Term Goals, Short Term Goals to meet Long Term Goals.)
3. Understands the need and can plan daily tasks and hiring processes according to pre-established criteria if using the Algorithmic Hiring Approach.
4. Has planning skills that meet timetables.
5. Can control situations that are out-of-control or deviant behavior contrary to plan.
6. Can give commands and control situations to complete schedules and objectives.
7. Is motivated toward having a hiring process that magnifies organizational positive qualities and outcomes.
8. Is nurturing by personal nature and supportive of all employee's efforts toward successful work.
9. Knows when to seek and acquire CEO/leader approval and advice to maintain the intended positive role of an HRM and organizational standards.
10. Knows and functions within the job description/performance standards the CEO/leader sets forth.

CONCLUSION

This article contains some of the most important decisions of an organization—the hiring process and expectations of employment. Hiring decisions form the very basis of business success. Know this—success requires a trusted HRM person who knows when to seek CEO/leader advice and carries out designed hiring responsibilities.

The CEO is usually at the helm of the organization--being the highest-ranking executive and head decision-makers, setting short- and long-term goals, developing and implementing high-level strategies, and making major decisions. The role provides the main point of communication between a board of directors and organizational operations. All hiring final decisions are the responsibility of the CEO/leader. Knowing hiring processes and methods helps maintain the intended role of a superb CEO/leader.

It is easier to hire and often very difficult to terminate employment. Successful hiring is just one main reason for organizational success. Sometimes, this can be a difficult and belated lesson to learn!

Carolyn Taylor, Ed.D. M.N. R.N.