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Hiring Humans

How to ethically implement AI in talent acquisition to improve quality of hire, process efficiency, and candidate experience

Introduction

When it comes to talent acquisition, AI is a key—but fractured—trend.

Data from the [Willo 2024 Hiring Trends Report](#) found artificial intelligence to be the most popular trend in talent acquisition, with the majority (79.4%) of talent leaders expecting to implement AI in some way. However, almost one fifth (19.2%) believe that AI should be largely or entirely left out of the hiring process. A further almost half (45.2%) believe that AI should only be used cautiously.

We call this *skeptical implementation*.

Talent leaders expect to use—or are already using—AI in some way, yet the majority have some concerns about AI’s ethical implications and strategic planning. We also know candidates already use AI in the job search and interview process, raising further questions about candidate experience.

At Willo, we regularly talk about the future of work with the thousands of talent acquisition leaders who leverage our video interview platform. Lately, conversations have increasingly shifted toward AI.

In particular, TA and business leaders alike ask us the same questions: ***how can we ethically bring AI into our talent acquisition workflow to improve hiring outcomes, process efficiency, and candidate experience?***

This concept of **holistic, ethical, human-focused adoption of AI in talent acquisition** became the guiding vision for this ebook, featuring expert interviews with top thought leaders in the world of talent, the future of work, and artificial intelligence.



Hung Lee

HR Influencer
and host of
the Recruiting
Brainfood Podcast



**Estelle
McCartney**

Chief Growth
Officer at Arctic
Shores



**Iliana Oris
Valiente**

Managing Director
and Innovation
Lead at Accenture
Canada



Luke Smith

Specialist, Talent
Acquisition &
Experience at
Toyota GB



Lydia Wu

Vice President
of Product at
MeBeBot

The experts we spoke to are quoted throughout this ebook—they come from the world of global talent acquisition, innovation consulting, future of work advocacy, talent assessment, and artificial intelligence. Interviews focused on practicality, framework development, and explaining the how, what, and why behind each concept.

As a result, this book is broken up into two sections.

Part 1: Understanding AI In Talent Acquisition

- [How AI Changes The Talent Equation](#)
- [The Opportunity Of AI In Talent](#)

Part 2: Implementing AI In The Talent Acquisition Process

- [The Foundational Principles Of Bringing AI Into Your Hiring Process](#)
- [An Implementation Framework: 6 Steps To Improve Your Hiring Function With AI](#)

Let's dive in.



Part 1:
**Understanding AI In Talent
Acquisition**

How AI Changes The Talent Equation

Key takeaway: AI changes how we connect with and assess candidates, how we build trust with employees, and raises fundamental questions about how we build and resource the talent acquisition function.

A common refrain is that AI is going to change everything.

But this statement is overwhelming; if everything is changing, we are often unable to act. Or, perhaps worse, we're stuck operating in a world we don't, and possibly can't, understand. Second, saying everything will change makes it more difficult to discern what impacts *you*, *your work*, and *your work environment*.

Data also shows this is an increasing priority at the Board level as well: a Deloitte study [found](#) that AI is the second biggest trend that Boards see impacting their organizations' future workforce. The top concern is improving operational efficiency and productivity, something AI can directly help with.

With that in mind, we're focusing on the key ways that AI will impact candidates, Recruiters, and the overall talent acquisition function.

How do you view AI when it comes to hiring?



AI has potential, but it should be used cautiously and ethically in hiring



AI is a valuable tool that can significantly improve our hiring process



I have reservations about AI in hiring and prefer human judgement



AI should not play a role in hiring decisions; it's best left out of the process

How We Connect And Build Trust With Candidates:

→ **Many candidates expect employers to embrace AI:** A [study](#) conducted by assessment platform, Arctic Shores found that nearly half (47%) of students think companies should let them use GenAI in job applications. Further, approximately one third of respondents said they would not work for an employer who banned them from using GenAI.

"Candidates are expecting companies to embrace [AI]," said Estelle McCartney, Chief Growth Officer at Arctic Shores.

→ **Candidates don't want to be left in the dark:** When candidates are left with no communication or status updates about the job application process, it's easy for them to lose trust in an organization and view them negatively. This is a problem that predates AI, but it's one that AI could exacerbate if not approached correctly.

"Humans don't operate well under conditions of ambiguity," said Hung Lee, HR Influencer and host of the Recruiting Brainfood Podcast. "The longer that outcome stays in an ambiguous state, the more stressed we're going to get."

How We Assess And Evaluate Candidates:

→ **AI renders many traditional assessments ineffective:** ChatGPT outperforms 98.8% of humans in verbal reasoning tests and scores in the 70th percentile (that is: a typical score) on situational judgment tests, according to another Arctic Shores [study](#).

"Some Recruiters are seeing a real drop in the quality of candidates at the interview stage versus what their assessment scores were earlier on in the application process," said Estelle.

→ **AI changes what we need ideal candidates to demonstrate:** AI is particularly good at data analysis and digesting large volumes of information; in turn, Recruiters may want to deprioritize those skill sets in candidates and focus more on skills like critical thinking, independent time management, and collaboration.

ChatGPT outperforms 98.8% of humans in verbal reasoning tests

Source: Arctic Shores

→ **AI presents a challenge and opportunity when it comes to bias:** Leveraging AI in the talent acquisition process could mean more or less bias—it entirely depends on how data is used and how models are trained.

How We Build Trust With Employees:

→ **Employees worry about how AI will impact them:** An Accenture study [found](#) that 57% of employees want clarity on how GenAI will impact their work and careers and 53% are concerned about the quality of AI's work output.

→ **HR teams have reason to be skeptical:** Historically, HR teams have been asked to do more with the same or less said Lydia Wu, VP of Product at AI Digital Employee Experience (DEX) Platform [MeBeBot](#). With this backdrop, it's perhaps justified that talent leaders might remain somewhat skeptical of the work involved in AI implementation and management.

“HR is often the first budget to get cut when other investment opportunities are available,” said Lydia. “We’ve been stuck in this situation of—if you do great things, nobody’s going to give you extra kudos. But if you do bad things or if you don’t help, everyone’s going to look at you differently. So as an industry, I think the fear of more work is appreciated.”

53% of employees are concerned about the quality of AI outputs

Source: Accenture

How We Build And Resource The Talent Acquisition Function:

- **AI requires new infrastructure:** Lydia likens AI to a dishwasher; it’s a powerful new technology that can help eliminate time-consuming work and, in most cases, deliver a higher-quality output. But at the same time, it requires the right infrastructure in order to be successful—the same pipe that connects to the sink will not power the dishwasher.
- **Talent acquisition teams have to balance individual experimentation with organization-wide mandates:** TA professionals need to strike a balance between individual experimentation and larger organizational initiatives or priorities such as privacy policies, regulatory compliance, and alignment with overall vision.
- **Data integrations become a mission-critical question for talent teams:** In order to improve efficiency and analysis capabilities of various AI tools, all different data sources (e.g. ATS, interview platforms, candidate assessment tools) need to be properly integrated while maintaining data privacy.



The Opportunity Of AI In Talent

Key takeaway: AI can help improve quality of hire through interview insights, make the recruiting process more efficient by taking over administrative work, and dramatically improve the candidate experience by offering personalization and access to other candidate-friendly tools at scale.

While the shifting grounds may cause concern, it doesn't mean everything coming is bad. In fact, the experts we spoke to felt that AI is a harbinger of good things to come for Recruiters, for candidates, and for employer branding efforts.

How AI Can Benefit Recruiters:

→ Improved quality of hire

- **Interview insights help better inform recruiting decision makers:** AI has the potential to distill interview takeaways for stakeholders. It can also offer comparative insights across whole pools of candidates. This gives Recruiters the ability to quickly identify good and potentially bad-fits, freeing up time to focus on edge cases and candidates who move onto further interview rounds.
- **Reduce bias in initial screening to avoid anyone falling through the cracks:** AI can ensure all candidates receive the exact same screening and assessment experience. The key will be mitigating bias in the training data set and model creation, but the opportunity exists for AI to remove the risk of human bias.
- **Improve skills-based hiring:** Part of talent acquisition is not just filling a role, but placing a candidate in the role they are best suited to. AI can help here, absorbing information about a candidate and checking against all job openings to see where that person might fit well.

"We are seeing the use of AI in applications and platforms to connect the right people to the right jobs, not based on their level or their [previous] roles, but rather by skills," said one Partner at a global consulting firm who focuses on artificial intelligence implementations.

→ Recruiting process efficiency

- **Improving the scalability of candidate screening:** AI has the potential to customize candidate screening at the individual job level, taking into account job type, seniority level, delivery expectations, and how the role interacts with the rest of the organization. This quickly gives Recruiters far more nuanced insights into that applicant's potential.

- **Saving time with integrations and data fluidity:** A large part of a Recruiter’s day is spent sifting through manual data sources. Part of this problem is solved with API-based data integrations (e.g. transferring video interviews from a platform like Willo into your ATS). Where AI can help is integrating unstructured data and connecting the dots between them, noting the trends and sharing insights that talent teams can use to make hiring decisions.

“There is a lot of manual stuff [in recruiting] that AI can help with,” said Luke Smith, Specialist, Talent Acquisition & Experience at Toyota GB. “For example, pulling data from systems or Excel to merge it together... or linking benefits portals and getting people to sign up. It’s those different touch points and experience points where you can save a lot of time from automations.”

→ Building internal skill sets

- **Improved learning & development for TA professionals with interview intelligence:** Hung explained AI can play a personal trainer-style role—a hub of knowledge that can point out patterns or unusual activity and provide guidance on how to improve your interviewing techniques.

“[Interview intelligence] technology will help us get better, pointing out areas where our human-driven approach has produced biased outcomes,” said Hung. “By exposing those, it will help us get better at reducing the effects of those biased approaches.”

How AI Can Benefit Candidates:

→ Improved candidate experience

- **Receiving a more personalized welcome:** Organizations often have to standardize recruiting processes for the sake of scale. AI’s potential here is to deliver a more personalized welcome for candidates (based on role type) and guide them through the job application process in a way humans currently cannot dedicate time to.

“AI can augment what a human could potentially do, but at a scale that a person can’t do.”

– Iliana Oris Valiente, Managing Director and Innovation Lead at Accenture Canada

- **Having a 24/7 resource through the application process:** AI not needing to sleep means huge potential for a digital candidate assistant. This AI can answer questions that a candidate may not feel comfortable asking a human, such as about compensation levels, vacation allotments, visa sponsorship, or healthcare coverage.

“Very early on in the stages of the process, candidates don’t really want to speak to that many people,” said Hung. “They want to first collect the information about whether this is a valid opportunity or not. AI enables candidates to interrogate the company in a way in which they otherwise would not feel comfortable doing with human beings.”

→ Improved interview outcomes

- **On-demand career coach:** A candidate might apply to a marketing role because they've always been in marketing. However, an AI-based career coach can look through that person's competencies, scan available jobs, and offer personalized role suggestions—such as an operations role they may not have considered.
- **Customized interview feedback:** An AI tool could potentially offer interview intelligence to candidates. This can open up new feedback avenues for candidates that a Recruiter may not have the share (or the team may not feel it's appropriate to do so).

→ AI as a job application assistant

- **Using AI as a copilot for job application skill gaps:** The application process is a unique series of steps; AI can help fill knowledge gaps. Indeed, research by Arctic Shores found that 23% of both Black people and people with mixed ethnicities have used GenAI in job applications, compared to only 16% of white-identifying people.

"GenAI has got the potential to be a great leveler for traditionally disadvantaged groups within the candidate community," said Estelle.

How AI Can Benefit Employer Branding Efforts:

→ Leveraging your use of AI to attract top talent

- **Explain how you use AI:** Explain which type(s) of AI you're using (e.g. LLM, algorithms, etc.) and in what use cases for each role.
- **Explain why you use AI:** Detail why AI is more valuable for your customers, what the AI does that other solutions can't, and how it adds value in the marketplace.

"An employee might make the decision to join an organization if they think that they are AI-friendly and AI-powered, because that's an indication that the organization is going to be relevant in the future and is not going to become obsolete," said Iliana.

→ Using AI to level up existing employer branding efforts

- **Augmenting the content behind talent acquisition:** For example, this might look like leveraging artificial intelligence tools to edit a single job description into multiple versions for different candidate personas. It could also look like using an AI tool to mitigate bias on your job descriptions or candidate communication. These same tools apply to any written element of candidate marketing—careers pages, social media posts, and more.
- **Improving candidate targeting and message customization:** Part of attracting the right candidates is highlighting the elements of your total employment experience that resonate most strongly. AI can help identify which message is most relevant for a certain target applicant and even adjust the content on your careers page or job descriptions to showcase that message at the right time.

“AI will help you with ‘Where are you going to present certain aspects of the brand?’ and ‘How often and when are you going to hit these people with that particular messaging?’” said Lydia. “No brand is a single dimension at this point.”

→ **Make AI communication and transparency part of your employer branding**

- **Explain where you use AI in talent acquisition:** Make it easy for candidates to understand how they are being assessed by, or asked to interact with, AI.
- **Explain where you don’t use AI:** Share more about your company’s vision, values, and views on the world, explaining why you don’t feel AI is a fit for certain steps in the TA process.

“It’s important from a candidate experience perspective that they know that some parts are AI and that some parts aren’t,” said Luke.



Part 2:
**Implementing AI In The Talent
Acquisition Process**

The Foundational Principles Of Bringing AI Into Your Hiring Process

Whether you're excited about AI use or a complete skeptic, the key to success (and ethical use) is to have foundational principles.

Principle 1: AI Needs Policies To Guide Use

Artificial intelligence does what it is built and instructed to do. With that in mind, it's crucial to have policies in place that guide how your organization thinks about and approaches AI.

Principle 2: Prioritize Privacy, Referenceability, And Humanity

You need to know that your information is secure (privacy), that you can always check the machine's work (referenceability), and that it's built to benefit the humans who use it (humanity).

Principle 3: Be Willing To Experiment

Focus on organizational needs, build a testing environment with a human in the loop, and communicate transparently with staff and candidates alike.

As you go through the implementation framework in the next section, keep these principles in mind—they will help ensure a high-quality project and reduce the chance of bias, hallucinations, or other risks.

An Implementation Framework: 6 Steps To Improve Your Hiring Function With AI

Like any business transformation project, successfully and ethically implementing AI requires a deep understanding of your organization's current state and future goals. The same depth then applies to the talent acquisition function.

All the while, you need to build or tweak the necessary infrastructure for an AI application to work. Only then can you research and implement a value-add solution.

Step 1. Talent Acquisition Process Understanding

Ia. Organizational Current State

Start with the end in mind: talent acquisition is a function that supports the business. Lydia put it a bit more bluntly, saying "first and foremost, HR needs to understand how the business makes money."

"First and foremost, HR needs to understand how the business makes money."

– Lydia Wu, VP of Product at MeBeBot

This step is broken down into multiple questions that ensure all TA changes are informed by an understanding of how recruiting ladders up to business growth.

Business understanding questions to answer:

Key question	Response
How does the organization make money?	Products: Services: Hardware: Software:
What does each department deliver in service of the organization's money making activities?	Sales/Marketing/CS: Product/Service Creation & Delivery: Operations/HR:
Within each department, what does each role accomplish in order to support the department's necessary deliverables?	[Complete on a per-role basis, either for the whole organization or as recruiting needs arise]
Within each role, what competencies does a candidate need in order to successfully deliver required accomplishments (or complete required tasks)?	[Complete on a per-role basis, either for the whole organization or as recruiting needs arise]

Ib. Recruitment Process Gap Analysis

The goal of this step is a full list of every task your team currently does in the talent acquisition process.

Action steps:

1. For each stage, **list all the current actions completed by your team** (you may want to open a spreadsheet or task manager software for this).
2. Once documented, **assess if your current steps help achieve the outcome from each driving question.**
3. **Identify any gaps or areas you want to improve** to better answer the driving question.

Stage	Driving Question	Current Action	Gaps or Areas You Want To Improve
Attraction	<i>Where do our ideal candidates “live” (online or in real life) and how can we access those spaces authentically to promote our roles?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Application	<i>Where do our ideal candidates “live” (online or in real life) and how can we access those spaces authentically to promote our roles?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Screening	<i>What makes someone an obvious bad fit or likely good fit – and what (types of) questions will allow us to assess and categorize this at scale?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Interviews	<i>What information do we need to know in order to determine if someone has the competencies required to do the job and what (types of) questions will enable us to collect that information?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Decision	<i>What key questions must be answered by this stage to know if we’re ready to make an offer?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Offer	<i>What do we need to communicate when we give someone the job to prepare them for what’s to come?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.
Onboarding	<i>What do new employees need in order to get comfortable in their role, become productive, and start delivering the role’s key accomplishments?</i>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<ol style="list-style-type: none"> 1. 2. 3.

Ic. Future State Goals

What do you want the future to look like?

Create tangible definitions with associated metrics for:

Quality of hire: For instance, defined as candidates who the majority of stakeholders would advocate for hiring. Metrics might include number of interviews per hire or average candidate score from internal stakeholders.

Process improvement: For instance, reducing time spent on hiring administrative work by 25% without harming quality of hire or candidate experience.

Candidate experience: For instance, an experience all candidates enjoy and find something novel in, even if we ultimately don't hire them. This can be measured through an NPS-style candidate feedback score.

Step 2. AI Preparedness

If you're serious about bringing AI into your organization in a meaningful way, you need to build the necessary infrastructure.

Note: This step can happen concurrently with step 3. Make sure to have this complete by step 4, since it will be difficult to research and implement solutions if you don't have usage policies or secure, privacy-respecting data rails.

2a. Build Your AI Policies

- **AI's job description:** As you go through the framework (next step), document what AI is meant to achieve for your talent acquisition process, the data it will have access to, and how you will maintain privacy and mitigate bias in datasets.
- **AI no-go's:** Deal breakers for your team that will help make decisions about tools and implementation (common examples include: no black box tools, keeping humans in the loop, and not letting AI make any final decisions).
- **How you'll involve humans:** It's important to always have a human involved in training, implementation, and final decision-making steps of implementation and ongoing management.

2b. Set Up Your Data Rails

- **Data bias:** Make sure you understand your data sources (ensuring they are either unbiased if new or, if existing, that you have a bias mitigation plan).
- **Integrations:** Understand how your data connects between different platforms, ensuring duplicates are handled.

2c. Document Privacy Requirements

→ **Plan for privacy:** Note any regulations, legal compliance, or company privacy policies you need to adhere to. From there, ensure all regulated and private data is tagged appropriately so AI tools can be programmed either to use it in a secure way or avoid it.

Step 3. Spot Opportunities For Improvement (SOFI)

3a. Identify AI Exposure Levels

This is when you start thinking about how you make things more efficient or provide a better experience for candidates. In the context of AI, Hung refers to a continuum of tasks that are Exposed, Complementary, or Insulated from AI.

- Exposed means the task could be done successfully by artificial intelligence.
- Complementary means a human will need to be part of the process, but AI can improve productivity or outcomes.
- Insulated means the task, at this time, cannot be completed by AI and AI would play a small role, if any.

Things AI Is Good At	Things AI Isn't (Yet) Good At
<ul style="list-style-type: none">• Data organization and analysis• Manual task automation• Repetitive task automation• Digesting significant amounts of information to find a specific fact• Most logic or persona-based written and verbal tasks	<ul style="list-style-type: none">• Negotiations• Emotion• Empathy• Nuanced cultural understanding

Look through all of your recruiting process tasks, tagging which category (Exposed, Complementary, Insulated) applies.

Be sure to think about how tasks break down before assigning a category. For example, a best practice is to always have a human make the final decision, so you might be tempted to say “Decision Making” is a human-only task that’s Insulated from AI. However, since the task involves collecting data, judging data against needs, and then making a final decision, AI could assist throughout, with a human making the final call.

3b. Where Should You Not Use AI?

Go through your task list and name any areas, whether due to full insulation or policy guidance, that you will not use AI. You can also mark specific elements for Complementary tasks.

Step 4. Research & Implementation

This step is focused on researching different options and identifying which tools are right for your organization and workflows.

4a. Prioritization

Create your “irritation” list:

1. **Task Grouping (Include Gap Analysis And Future State Tasks):**
 - Group all Exposed tasks
 - Group all Complementary tasks
 - Group all Insulated tasks
2. **Add team perspectives:** Which tasks do you/does your team dislike the most or want the most support with?
3. **Add time analysis:** Which tasks take the largest amount of time?
4. **Add friction:** Which tasks cause the most context-switching, irritation, or problems for the team and/or candidates?
5. **Add value:** Identify which tasks are necessary from a process perspective, but low value-add in terms of improving quality of hire or candidate experience.
6. **Add candidate perspectives:** Where is your candidate experience lacking or where would you/your team like to improve?

This should give you a comprehensive analysis of the most irritating, time-consuming, or low-value tasks in your process that are also Exposed or Complementary to AI—this becomes the group of tasks that drives your research for an AI solution.

4b. Research

As you research solutions, focus on key elements that will help you create a shortlist:

- **Existing feature set alignment:** Make sure the platform can help you accomplish the outcomes you need today, rather than a visionary roadmap.
- **Analytics:** The platform should offer a way to measure progress (both activity and outcomes) so you can see if it’s working for you.
- **Integrations:** Any new solution needs to fit into your existing workflows and integrate with other platforms in your talent acquisition tech stack.
- **Privacy and referenceability:** Any platform should have its own privacy policy and use guidelines. Further, any logic completed in the platform should be fully referenceable so you can validate any steps (or spot issues).

Note: Maintain a mindset of curiosity during this step. You may stumble upon a tool that is capable of a wide range of tasks—you may even want to rethink your entire talent acquisition process. This doesn’t mean you have to make all these changes! But keep an open mind if it means potentially improving quality of hire, process efficiency, and candidate experience.

4c. Trials & Proofs of Concept

Before settling on a tool or platform, run a trial. This is not only to understand how a novel technology might deliver value for you, but also for your team to get used to (and actively take part in) training AI tools.

Two common ways to design a pilot are:

1. **For internal candidates first:** If you have a high-potential employee program or a different candidate experience for internal candidates, consider leveraging AI here first.
“Maybe get your internal candidates who are a little more understanding of the situation to try it out before you launch it to your external candidates,” said Lydia.
2. **New candidate opt-in:** Instead of piloting with a random selection of candidates, give people the chance to opt into the AI beta test. The key here will be communication—make sure you are very clear that (1) this is a beta test, so things may go wrong, (2) there is a human involved throughout the process who will backstop all issues that arise, and (3) choosing to opt-in or go through the existing process will have no bearing on their candidacy.

Key things to remember about AI trials:

- **Communicate how data is collected and used:** Note privacy, security, the general logic the tool uses to deliver its outputs, what outputs you’re seeking, and how a human uses them.
- **Set up goals and benchmarks:** Aim for both qualitative and quantitative measurements. For example, if a qualitative goal is that Recruiters feel the platform is intuitive and delivering workflow efficiencies, a quantitative measurement could be time spent on training or reduction in time spent on admin work.
- **Include employees in the training:** Employees are more likely to trust work outputs—and feel comfortable using the tool—if they are involved in training.



Step 5. Launch & Communication

As you work through technical implementation, develop and publish communications about your AI use:

AI Use Case	Example	Where To Publish
Internal HR administration with no impact on hiring decision	Using an AI platform to personalize employment contracts	<ol style="list-style-type: none"> 1. Internal documentation 2. Careers page with high-level details about AI use on the talent acquisition team
When candidates directly interact with AI	An AI-based assessment or an AI chatbot to help candidates navigate your careers site	<ol style="list-style-type: none"> 1. Careers page with high-level details about your plan for AI use in talent acquisition 2. Job description with specifics for the role of how AI specifically applies (or does not)
When candidates indirectly interact with AI	A candidate completing a video interview, which an AI tool then distills to provide insights to the Recruiter	<ol style="list-style-type: none"> 3. Candidate communication when they get to that specific step
Steps in the talent acquisition process that explicitly do not leverage AI	Conducting late-stage interviews	
Expectations of candidate use of AI in the job application and interview process	<p>Appropriate to use ChatGPT to help write answers.</p> <p>Not appropriate to send your digital twin to an interview instead of showing up live</p>	

Step 6. Iterate & Improve

No implementation will be perfect. This is partly the way business works, and partly about AI—it gets better as it is trained more. That means the work is never truly done; it also means benefits can continue to grow.

“There is a lot of manual stuff [in recruiting] that AI can help with. For example, pulling data from systems or Excel to merge it together... or linking benefits portals and getting people to sign up. It’s those different touch points and experience points where you can save a lot of time from automations.”

– Luke Smith, Specialist, Talent Acquisition & Experience at Toyota GB

Key things to remember as you iterate and improve:

- **Keep a human in the loop:** Both a project owner and the person who will be the backstop for candidates (this can be the same person).
- **Update your policies** if you find a new guardrail that needs to be in place.

- **Update your communications as things change:** Include a “changelog” describing the reason behind the change, not just switching to the new thing.
- **Continue building your data rails:** Make sure any new data sources (e.g. new SaaS tools) are integrated and data is tagged appropriately.
- **Keep it simple:** Focus on your business needs and work back from there. You don’t need to overcomplicate your technology.

Above all, continue prioritizing candidate and Recruiter experience—in other words, humans.

Risks And Mitigation Strategies To Be Aware Of

AI is not a panacea. From a talent acquisition perspective, some use cases might actually reduce your ability to improve quality of hire, save time, and improve candidate experience.

The Risks Of AI In Talent Acquisition

- **Bias and inconsistency:** Humans have bias—and when that bias enters datasets, AI develops bias. Any successful AI implementation must have a bias mitigation plan included to ensure talent acquisition analyses are completed solely against job requirements.
- **Hallucinations:** This is when AI presents incorrect, incomplete, or misleading information as truth. This is addressed by high-quality data tagging (that is, ensuring AI knows what information it is digesting). It also highlights the importance of referenceability, so humans can always see how data was used to produce a result.
- **Privacy:** Both from internal policies and regulatory landscapes, businesses have a responsibility to keep candidate data secure. In the case of AI, like any other technology platform, that requires robust permissioning, data tagging, and data sharing controls.

Use Cases Where AI May Not Be Appropriate

- **During sensitive or emotionally-charged stages:** Later stage interviews, negotiations, offering a job, or delivering a rejection is likely not a time for AI. While AI can deliver data to help you make a decision and even edit your communications, these steps should likely be completed by a human.
- **Making yes/no hiring decisions:** At this point, artificial intelligence is not capable of making the kind of nuanced decision that’s required in hiring. It can be helpful right up to that point, and even make recommendations with evidence, but humans on the talent acquisition team should always make the final call.
- **Using AI to remove 100% of human interaction with candidates:** If you create a process where candidates never interact with a human before getting a job offer, you run the risk of alienating those individuals and reducing both your overall quality of hire and team functionality.
- **Any black box use cases:** Implementations must be referenceable so you can always track the chain of logic. Put more simply, you need to know how and why the AI came to a certain conclusion or offered a given response.

These use cases are examples of AI being the wrong tool for the job. The risk of using the wrong tool is that the job doesn't get done properly and you might cause unintended damage. Since we're talking about actual humans here, on both the company and applicant sides of the recruiting equation, that damage could be incredibly hurtful and personal.

AI Is Only Just Getting Started

Artificial intelligence is only just getting started in its capabilities and business use cases. That's why it's essential to realize AI is a tool rather than an end. The goal is not to "have AI," but for AI to deliver value in the most effective ways possible.

This is a call to experiment. You don't need to know all the answers at the start, provided you follow foundational principles, set up your own guidelines, and follow a structured research framework.

And, perhaps ironically, it's also a call to not focus solely on AI.

The point of the hiring process is to find great-fit talent, as quickly and efficiently as possible, while providing the best possible experience to those candidates. AI can help in some areas and won't be valuable in others. It might even be detrimental in some use cases.

If you prioritize a balance of business needs and human inclusion, you're well on your way to improving quality of hire, hiring process efficiency, and candidate experience.



About Willo

Willo is a candidate screening platform that helps companies around the world save time and make more confident hiring decisions.

Our features include:

- One-way video interview platform.
- Ability to ask for video, audio, text, or document uploads from candidates.
- Scorecards to fairly and accurately assess candidate interview responses.
- Customizable branding so the platform looks and feels like your organization.
- Over 5,000 secure integrations from Willo to major HR and ATS platforms.
- Willo is localized for the 18 most spoken languages on earth—Arabic, Chinese Simplified, Chinese Traditional, Dutch, English, French, German, Greek, Haitian Creole, Hindi, Italian, Japanese, Korean, Indonesian, Russian, Spanish, Ukrainian, and Welsh—with more languages coming soon.
- Identity, DBS, and right-to-work checks globally.

Methodology

Willo conducted in-depth interviews with the thought leaders named and quoted in this article, plus additional research where cited. We also drew from original quantitative research conducted to produce Willo's 2024 Hiring Trends Report.

[Learn more about Willo.](#)



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