

# Policy Brief

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## Automated job interviews and the implications for young jobseekers



### EXECUTIVE SUMMARY

The use of Artificial Intelligence (AI) in the hiring process has increased radically, especially during the pandemic. There is a growing demand among employers for video interviewing services offered by digital hiring platforms especially in recruiting young jobseekers. Whilst these new technologies intend to bring greater efficiency and objectivity into the hiring process, little is known about the impact that they might have on young job candidates. Our research explores these technologies from the perspectives of the ultimate users: young jobseekers. The emergent picture is one of opacity, complexity, and uncertainty. In this report, we illustrate how young jobseekers are affected by and draw attention to the lack of transparency they face during these AI-led experiences. We put forward a series of recommendations for employers, hiring platforms and policymakers.

### Key findings

- Across the spectrum of video-based interview systems, job candidates experience progressive levels of de-personalisation.
- Asynchronous Video Interviews (AVIs) - where candidates video-record their answers and this is assessed at a later time – make candidates behave in a rigid way.
- Lack of transparency about how AVIs function and get assessed is highly disorientating for jobseekers and has a possible negative impact on their interview performance.
- Hiring platforms present oversimplistic information to candidates and employers. This contributes to the candidates experiencing dissonance between the information provided to them, and what they experience.
- Employers delegate responsibility for providing information to candidates to the hiring platforms.

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## INTRODUCTION

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The role of artificial intelligence (AI) in our everyday lives is extensive. It is used in everything and everywhere: from taking an Uber to emailing or managing University coursework. AI technologies have also led to the rise of virtual assistants like Amazon's Alexa, Google Home or Apple's Siri. It should come as no surprise, therefore, that AI has infiltrated into the world of work, and its hiring processes, as well.

### The New World of Hiring

The experience of jobseekers in the UK has been impacted by two concurrent forces: the rise of automation (for instance in the screening and scoring of applications<sup>1</sup>), and the COVID-19 pandemic. Young jobseekers have therefore faced simultaneously a **decrease in employment opportunities and an increase in technology-based hiring**. According to a UK Parliament Briefing Paper<sup>2</sup>, the number of young people in employment has fallen by 310,000 (8%). Moreover, between March 2020 and April 2021, the number of people aged 18-24 who were claiming unemployment benefits increased by 267,900 (an increase of 114%). Post pandemic, virtual hiring has been described as one of those tech changes which is here to stay.<sup>3</sup>

### Video Interviews

One part of the hiring pipeline that has seen a notable change is the job interview. A poll run by Gartner, Inc. revealed that 86% of the organisations surveyed were 'incorporating new virtual technology to interview candidates due to the COVID-19 pandemic', whilst Job Description Library reported a 67% increase in the use of video interviews from 2020 – 2021. These video interviewing systems often rely on AI-based technologies to schedule, track, conduct and sometimes even assess interviews with job applicants.

A particular form of interview which has been widely used because of its cost-effectiveness is the Asynchronous Video Interview (AVI).<sup>4</sup>

### The AVIs' Stakeholders

These interviews introduce a new stakeholder to the hiring process: the hiring platforms that design and host the video interview technology. In our research therefore we find that the three distinct stakeholders involved in AVI might have different, even clashing agendas<sup>5</sup>:

- **Hiring Platforms**, or developers of AVI technology, which develop and market video-interviewing technology to employers. Their key agenda is to maximise the sale of their service.
- **Employers**, or deployers of AVI technology, purchase and use the technology in their hiring process. Their key agenda is to hire the best candidates in the most cost-efficient way.
- **Jobseekers**, or users of AVI technology, apply for jobs and are asked to use the interview technology. Their key agenda is to pass the interviews and be hired.

## FINDINGS

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### A Spectrum of Depersonalisation in Job Interviews

Jobseekers receive scant information about AVIs. From a predominantly human and in-person format to a predominantly automated and technology-led format, our research identifies a spectrum of degrees of automation in video interviewing systems, which we have deemed to lead to a gradual 'depersonalisation' of the interview process.

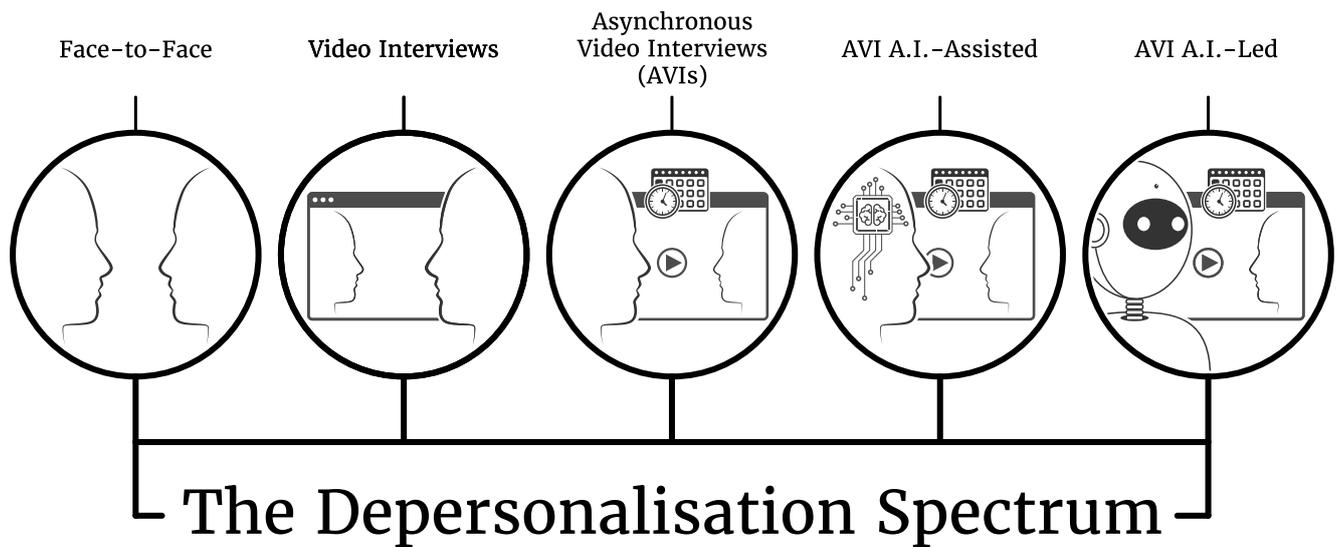
1 Reynolds, D. H., & Dickter, D. N. (2017). Technology and employee selection: An overview. *Handbook of employee selection*, 855-873.

2 Number 5871, 18 May 2021 (Powell & Francis-Devine, 2021)

3 Maurer, R. 2021 Recruiting Trends Shaped by the Pandemic, *SHRM*, February 1 2021. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/2021-recruiting-trends-shaped-by-covid-19.aspx>

4 Langer, M., König, C. J., & Papathanasiou, M. (2019). Highly automated job interviews: Acceptance under the influence of stakes. *International Journal of Selection and Assessment*, 27(3), 217-234.

5 Langer, M., Oster, D., Speith, T., Hermanns, H., Kästner, L., Schmidt, E., ... & Baum, K. (2021). What do we want from Explainable Artificial Intelligence (XAI)?—A stakeholder perspective on XAI and a conceptual model guiding interdisciplinary XAI research. *Artificial Intelligence*, 296, 103473.



## THE DEPERSONALISATION SPECTRUM

**1: Face-to-Face interviews** are synchronous (occurring in real-time) and conducted in-person between parties (interviewers and candidates) that are co-present and in the same location.

**2: Video Interviews** are synchronous, but are conducted virtually, with the parties interacting via a screen. In these interviews parties are co-present but in different locations. Whilst technology is involved (e.g. Zoom, Microsoft Teams, Skype), it is in a more tacit manner, that is to say, it does not involve AI decision-making tools.

**3: Asynchronous video interviews (AVIs)<sup>6</sup>** are asynchronously recorded and reviewed. They are conducted through screens and parties are neither co-present in the same moment, nor in the same location. In this typology, the technology is passive, as it facilitates the recording but is not involved in the hiring decision.

**4: AVIs AI-Assisted** are asynchronous and recorded. They are conducted through screens and parties are neither co-present nor in the same location. In this typology, AI technology can be used to make actionable recommendations based on its interpretation of various features (e.g., facial expressions, gestures, tone of voice, keywords used in answers). These recommendations are often produced as a report for humans to review.

**5: AVIs AI-Led:** These interviews are asynchronous and recorded. They are conducted through screens and parties are neither co-present nor in the same location. Additionally, AI-based technologies are used to make the hiring decision without human revision (i.e., to pass or deny a candidate entry to the next phase of the recruitment process).

<sup>6</sup> Basch, J. M., Diaz, P., Brandt, O. S., Cannata, D., Wendel, M., & Tschöpe, N. Asynchronous Video Interviews today-Artificial Intelligence Analysis tomorrow?.

## IMPACTS ON JOBSEEKER EXPERIENCE

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Our findings indicate that most candidates experience different degrees of de-personalisation, confusion, and self-devaluation during AVI job interviews. To meet the perceived demands of the AI technology respondents reported adopting progressively unnatural behaviours. The more the interview was automated, the more the candidate described feelings of de-humanisation and simultaneous feelings of empowerment of the AI-based technologies.

Participants' understandings of how their videos would be assessed made them conform to behavioural expectations, which they assumed would be positively rated by the platform.

Participants described the adoption of these heavily unnatural and inhuman behaviours as 'becoming robotic'. At the same time, a demand to 'act naturally' in an AI-led interview setting felt anything but natural.

**P2:** *"I think you're meant to be less natural I guess... There goes the next question and you just have to keep going, kind of like you are a robot, which you kind of are."*

We, therefore, found a paradoxical dynamic by which attempts to reintroduce humanness and act 'naturally' could result in non-naturalistic actions.

**P4:** *"it's quite hard to smile looking at a computer screen, trying to smile looking at a webcam for 30, 40, minute interviews. It's honestly very much a show."*

Consequently, young jobseekers experienced loneliness and eventual exhaustion through repeated interactions with the technology. The exhaustion was magnified by a need to sustain engagement in the absence of human contact, especially in interviews lacking any real-time feedback from another human.

**P5:** *"by the end, you're not having anyone speak back to you so there's a level of either discomfort or level of.... Just. No, I don't want to say 'pointlessness' but 'awkwardness' there."*

The process of de-humanisation, and of becoming a 'bot', was underpinned by an assumption about the power of AI-based interviews. Their opacity led candidates to 'idealise' the objectivity and effectiveness of the technology. Thus, on one hand, interviewees described the interview as difficult to understand, lacking transparency and as being ambiguous in terms of the assessment process, and on the other hand, they idealised it as the most efficient new norm.

Furthermore, our findings suggest that the young job seekers perceptions of AVIs stem from the communications they receive from the Hiring Platforms. Hiring platforms present AI-based assessments as fair and as allowing employers to "increase diversity and mitigate bias"<sup>7</sup>. They thus entrench a culture of objectivity and meritocracy in the recruitment process. However, the methods for attaining such results are kept undisclosed. Most hiring platforms are zealously opaque about the actual functioning of their AI-based assessments, often claiming the protection of proprietary rights.

Hiring platforms promise employers an unprecedented capacity to scale up application reviewing. However, they have not provided the same capacity for providing specific and actionable feedback to candidates. Our research found that most candidates could not ascertain why they succeeded to the next stage of the interview process, or why their application had been unsuccessful. A substantial number of participants also described waiting months to hear back from some hiring platforms and/or employers.

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<sup>7</sup> See <https://www.hirevue.com/employment-diversity-bias>

## RECOMMENDATIONS FOR HIRING PLATFORMS, EMPLOYERS AND HR MANAGERS

### Greater transparency and accountability.

- Platforms need to ensure that the candidates using the technology understand how AVIs function from the outset. This might include specifying what data are collected, how they are used, and by whom and the measures they have taken to mitigate bias. These explanations have to be passed to the users in accurate terms.
- Employers would do well to coordinate with hiring platforms and develop greater guidelines for candidates, especially around data privacy.

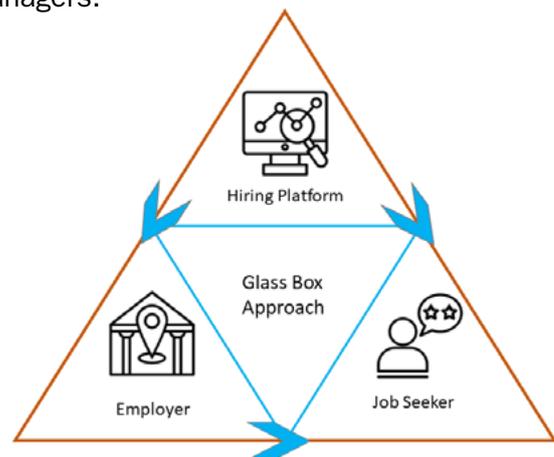
**Appropriate Prompt Feedback.** Employers (and hiring platforms) should offer structured and constructive feedback to job candidates, which could be oriented towards giving them a better understanding of their strengths and weaknesses. In this way, many job candidates could see the time spent with video interviews as an investment, given that this process would offer them a way to hone their personal development.

**Creating a Culture of Privacy and Informed Data Consent.** Hiring Platforms inevitably deal with personal data. It is advisable that employers and platforms request consent from users to collect and keep their data, and inform candidates about the ways in which their data will be used. There is a need to review and clarify the legal framework for recording candidates during job interviews and ensure it keeps pace with public expectations.

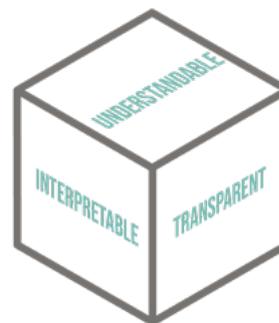
**Create a robust support system for candidates.** Careers Services and Public Job Centres should develop a better understanding of the functioning of hiring platforms and develop a series of public awareness campaigns and other information resources for candidates.

## CONCLUSIONS

Our recommendations highlight the importance of new measures to provide transparency and accurate information in the hiring process: a glass box approach. We recommend that AVIs should not be a candidate's only interaction with a company. Instead, platforms and employers need to properly balance any use of AI tools with a human approach. Automated systems might be good at assessing aspects that don't require emotional intelligence. But to a greater or lesser extent, every job post requires human interaction. The exclusive use of AVIs risks excluding part of the population that finds it more difficult to cope with the uncertainty and the depersonalisation process arising from AVIs. It is crucial, therefore, to keep building genuine relationships between candidates and hiring managers.<sup>8</sup>



### FEATURES OF THE GLASS BOX



**Understandable:** candidates and employers understand the AVIs function, i.e. how it works; what data are collected, how data are used, and by whom.

**Interpretable:** explanations provided in clear, unambiguous terms, and fully representative of the process that underpins AVI.

**Transparent:** specify the role of AI within the AVI - whether it is AI-passive, AI-assisted or AI-led.

<sup>8</sup> 'Adopting a Glass-Box Approach to Hiring Technology'.

## AUTHORS

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**Dr Dimitra Petrakaki** is a Professor of Technology and Organisation in the Department of Management at the University of Sussex Business School, and Co-Investigator of the ESRC-Funded Digital Futures at Work Research Centre. Her work looks into the interaction between technology and work organisation. Her more specific research interests revolve around professionalism, digital forms of activism and emergent forms of platform work with a particular focus on the context of healthcare. Her work has been funded by the Wellcome Trust, British Academy/Leverhulme Trust and the UKRI.

**Dr Rachel Starr** is part of the Interpretative Phenomenological Analysis research group at Birkbeck University of London. Her research is about the phenomenology of aesthetic encountering. She is interested in how people experience looking at art, and the impact of this experience on their feelings.

**Dr Ernesto Oyarbide-Magaña** recently finished a DPhil in History at the University of Oxford. His thesis looks at the communication and information strategies developed by premodern diplomats at their embassies in Europe (ca. 1500-1650). Ernesto has many years of experience as a policy analyst and a communications specialist. He has contributed to projects and books in the fields of history, cultural heritage, technoethics and transnational governance.

## ABOUT THE RESEARCH

This project was funded by the University of Sussex Higher Education Innovation Fund COVID Recovery Programme.

The research used qualitative interviews with jobseekers and involved an archival investigation of platforms currently supplying employers with interviewing technologies and other screening solutions, as well as a careful analysis of publicly available information provided by platforms, employers, and secondary sources.

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Cover image: Christin Hume, Unsplash