

How to choose the best type of automation for your recruitment process

3 must-do actions



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AI has shattered recruitment best practices

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Part 1

AI has shattered recruitment best practices



AI adoption is now mainstream amongst Early Careers candidates and professionals

Students and recent grads

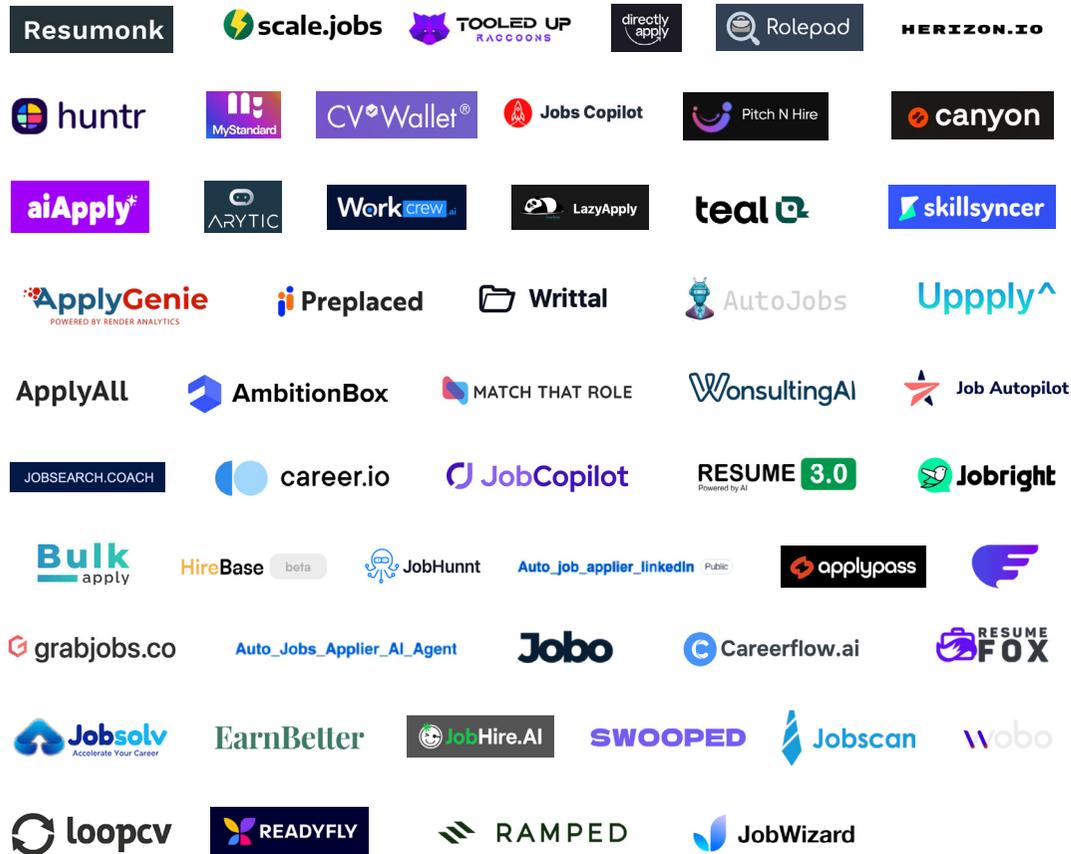
- ▶ **88%** are using GenAI tools regularly
- ▶ **86%** describe themselves as proficient users
- ▶ **59%** have used AI in the recruitment process in the last 12 months or plan to do so

Professionals with 3+ years of experience

- ▶ **61%** of professionals are using AI tools regularly
- ▶ **68%** of professionals believe they're proficient users
- ▶ **58%** have used AI in the recruitment process in the last 12 months or plan to do so

AI tools for candidates are now more prolific and advanced than they've ever been

In just a few clicks, candidates can create, edit and send CVs, complete application forms. Below is a small list of the tools candidates now have at their disposal:



Added to this, even generalist AI models like ChatGPT can be used to ace traditional question-based psychometrics in seconds. To see how easy it is to compete and SJT on your phone, [click here](#).



Candidates' use of these tools is causing two huge headaches for TA



Recruiters are overwhelmed by a tsunami of AI-generated CVs.

Some companies we've spoken to have seen applications jump from 8,000 to 35,000 in the last 12 months.



TA teams fear that AI is giving some people a leg up, while holding others back.

[72% of Black candidates use AI in the recruitment process, compared to 59% of white candidates](#), suggesting AI can help traditionally underrepresented groups level the playing field. But at the same time, paid AI models offer significantly better performance — creating new barriers for candidates from lower-income households.



So it's no wonder that many TA teams feel the pressure to automate part of their process to cope with the extra volume.

But without support on what 'good' AI usage looks like, there's worry that automation could create an inequitable process.

So in the rush to keep up, there's a danger of solving the wrong problem — or introducing bigger ones.

Three risks of automating in the wrong way

- ⚠ Automate the wrong thing, and you risk scaling bias, not eliminating it
- ⚠ Pick a tool you can't explain, and you undermine trust with hiring managers and candidates
- ⚠ Skip proper scrutiny, and you may breach the EU AI Act

In a world where candidate quality is harder to judge - and internal AI policies are under-developed - TA teams need to think carefully about their approach.

The good news is, there is a way forward.

“ The big question is whether tools that brand themselves as 'responsible' or 'ethical' AI, however earnestly implemented, scale bias across your organisation. With new legislation like the EU AI Act coming into force, this is no longer a risk-free sandpit. ”

Robert Newry,
Co-Founder of Arctic Shores and
Host of the TA Disruptors Podcast

Four ways this guide will help you automate wisely

Read on to discover:

- ✓ How to choose the right kind of automation — and what to avoid
- ✓ The key questions to ask any vendor — no data science degree required
- ✓ How to keep human judgement at the heart of the process
- ✓ What makes a tool truly fair, explainable, and future-ready



This isn't just theory. Created from real conversations with TA Disruptors at Manpower, HMRC, and Rolls-Royce (as well as insights from the UK Government's framework on Responsible AI in Recruitment), this is practical guidance you can implement immediately; with three must-do actions to choose the right kind of automation for your process.

Because the future clearly isn't banning AI. It's about using it wisely.



Part 2

**How to choose
the best type of
automation for
your needs**

How to choose the right kind of automation

Once you've defined the problem you're trying to solve – and understood where it shows up in your funnel – you can start exploring how automation could help. But not all automation is created equal.

In fact, one of the biggest mistakes TA teams make is choosing tools that are easy to implement, but hard to trust.

Some platforms promise a silver bullet: AI models that auto-screen, auto-score and auto-decide. But if you can't explain how those decisions are made, or how the system was tested, you're introducing risk — not reducing it.



And that's where legislation like the EU AI Act comes in.

This new law defines an AI system as:

“A machine-based system that is designed to operate with varying levels of autonomy and that may exhibit adaptiveness after deployment, and that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions...”

In simple terms: if a tool makes decisions based on data patterns – and those decisions influence who gets hired – it probably counts as AI. Compared to automation tools that **assist** human decision-making, AI tools that make decisions have much stricter rules on transparency, fairness, and bias prevention... for example, regularly auditing your systems.

The next page dives deeper into these two types of automation.

The two main categories of automation in recruitment tech



	Description	Example	Implication
Assists hiring decisions	Provides insights to help recruiters make better decisions — like using assessment scores or structured reports to inform who progresses. Crucially, a human still makes the final call, keeping you compliant and in control.	Using a Task-based assessment to assess candidates' potential to succeed in the role — recruiters then use this score to inform their decision to reject or progress candidates.	Does not count as AI under the EU AI Act. Less regulatory scrutiny as a result of decisions not being automated.
Makes hiring decisions	Fully automates the decision to reject or progress candidates without human input. While it may save time, this approach carries compliance risks under the EU AI Act and can reduce transparency and trust — while also introducing bias into your process.	Using an AI platform to match CVs to job descriptions — and then relying on the system to automatically reject or progress candidates using this score.	Does count as AI under the EU AI Act. More regulatory scrutiny as a result of decisions being automated.

Explainable vs 'black box' automation

In both systems (assistive and decision-making) there is a further distinction to be aware of: whether the decisions the system arrives at can be explained — or whether those outputs are 'black boxed'. I.e. cannot be explained because the process by which they're arrived at is not transparent.



	Description	Example	Implication
Explainable	A transparent system that shows how decisions are made, using clear logic and explainable processes. Enables recruiters to understand, trust, and challenge outcomes if needed.	A psychometric tool that generates a candidate score along with rationale (e.g. "score driven by adaptability under pressure"), which hiring teams can interpret and discuss.	Does not risk scaling bias across your organisation, as all results can be explained and validated.
Black box	An opaque system where inputs go in and decisions come out — but how those decisions were made isn't visible. Risks eroding trust and failing compliance checks.	An AI tool that screens CVs and auto-rejects candidates based on undisclosed patterns, with no insight into why decisions were made or how fairness is ensured. As a result, vendors will struggle to share the algorithm that matches candidates to job roles.	Does risk scaling bias across your organisation, as not all results can be explained or validated. Also makes it impossible to answer candidates' and regulators' questions about how hiring decisions were reached.

Questions you can ask vendors to determine whether a system is explainable or a ‘black box’:

- ▶ Can you put in the same candidate information and consistently get the same result?
- ▶ Can you explain to a hiring manager, or a candidate, how the system made its recommendation?
- ▶ Do you have documentation that explains how the model was built and tested?
- ▶ Has the vendor validated the tool with real-world hiring data — across different groups?



If the answer to any of those is “I’m not sure”, that’s a red flag. Explainability isn’t optional. It’s essential for transparency.



Without explainability, you risk:

- ▶ Undermining trust with candidates and hiring managers
- ▶ Falling foul of the EU AI Act and local equality laws
- ▶ Making decisions based on biased or broken logic — and not even knowing

The recent [Moblely vs Workday class action](#) in the USA highlights the risks and goes to the core of every TA leader's greatest fear: a new technology enabling mass adoption of a hidden element of bias.

Combatting candidate misuse and protecting candidate quality

Once you've decided which type of automation is right for your process, you need to assess which tools can handle modern candidate behaviour. As ignoring this step can mean compounding the problem you're trying to solve.

The reality is that AI is now as much a tool for candidates as it is for TA. And it's getting harder to tell where candidates' inputs end and ChatGPT begins.

Many of today's most popular recruitment tools weren't built with this in mind. They were designed for a different era — one where candidates didn't have an AI assistant in their pocket.

“ The increasing use of generative AI by job candidates is forcing employers to review hiring processes so they are fit for purpose in the AI-enabled landscape. ”

Hung Lee,
Founder, Recruiting Brainfood

Here's what that means in practice:

- **CV sifting?** Can be gamed with AI-generated keywords and formatting.
- **Question-based assessments?** [ChatGPT can ace many of them.](#)
- **Video interviews?** Many are vulnerable to AI avatars and lip-syncing tools.

So if your process is easily 'hacked' by AI-enabled candidates, you might not be seeing authentic candidate capability or whether they're a good fit for the role.

So the right question to ask isn't just "Will this automation save us time?"

You need to ask:

▶ Can this tool reveal true candidate quality — or does it let candidates use ChatGPT (with no specialist prompting skills) to tell you what you want to hear?

▶ Is it resilient to misuse — so we're not scaling inauthentic insights?

▶ Does it capture authentic behaviours that predict future performance?

Because if it doesn't, you're not just risking a poor hire. You're wasting time at later stages of the funnel, when it's too late (and too expensive) to go back.



Example

You're choosing between two types of psychometric assessment.

One is question-based: familiar formats, multiple choice, easy to feed into ChatGPT.

The other is task-based: interactive, dynamic, built to capture real behaviours and much harder to game.

You choose the task-based assessment — because it gives you a genuine signal of who can adapt, learn and thrive in the role.

3 must do actions to choose the right kind of automation



Decide whether assistive vs decision-making automation is right for you



Make a call on whether you want explainable or black box automation



Ensure any potential tools can withstand candidates' use of AI, or capture authentic insights even when AI is used.



As well as the above, it's important to remember that TA teams who partner with IT, Legal and Compliance early in the process are much more likely to see smoother implementation of new tools. Especially given the current and emerging regulations around automation in recruitment. So be sure to bring in the relevant parties as soon as possible.

Part 3

Conclusion



The future of recruitment is still transparency

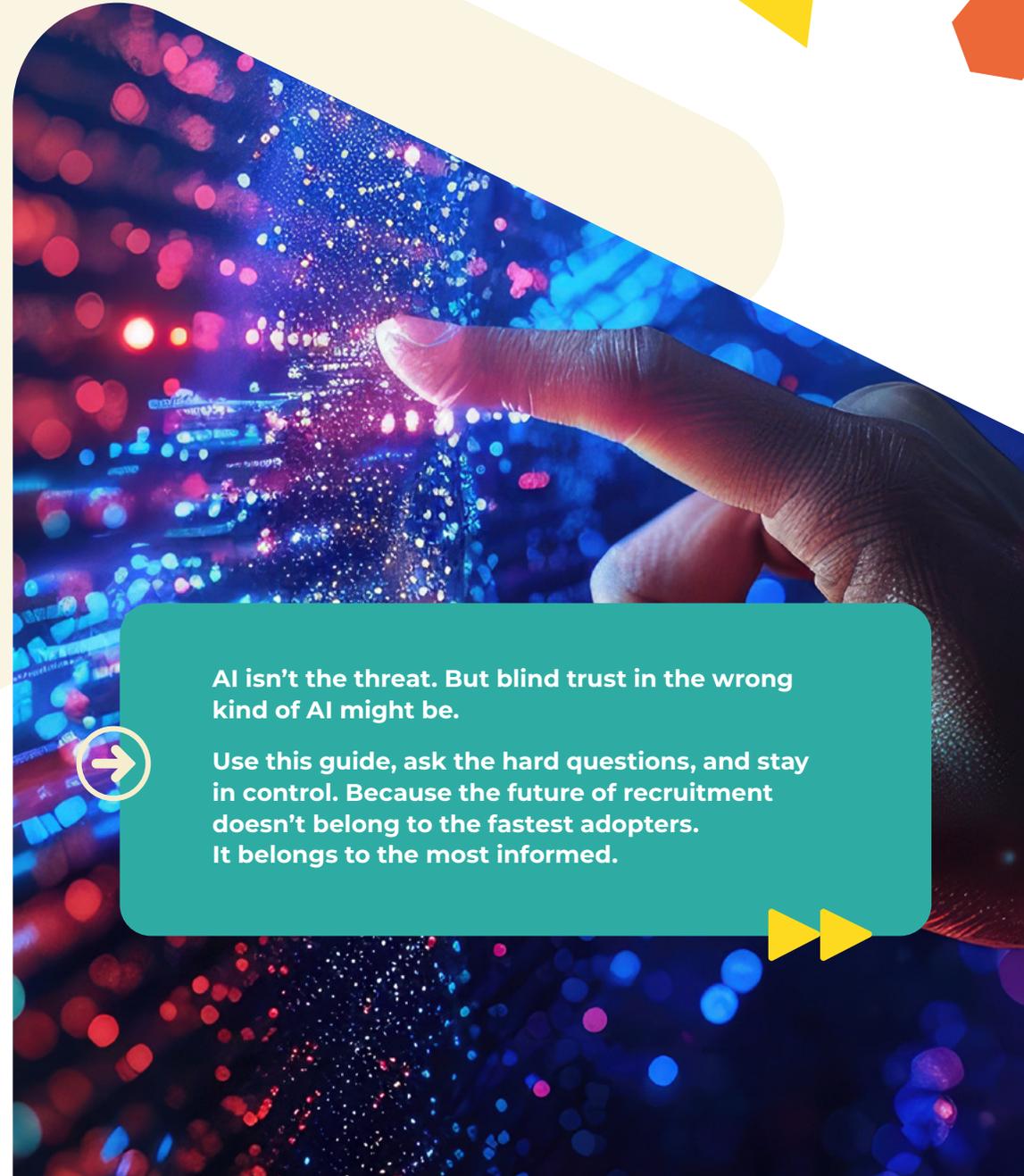
Many of today's AI tools weren't built for recruitment. They were built to write content, summarise PDFs, or generate code. But in the gold rush to automate, some of those same tools are being repurposed — and handed control over decisions that can change lives.

When AI is used to screen CVs, shortlist candidates, or make hiring decisions, TA leaders face a new risk: the risk of putting their trust in systems they can't explain — and that weren't built with fairness, compliance, or candidate quality in mind.

That's why explainability matters. That's why validation matters. And that's why asking the right questions isn't just a 'nice to have'. It's your best defence against bias, poor hires, and reputational risk.

The best TA leaders won't wait to be told what's allowed. They'll lead the charge by choosing tools that are human-led, evidence-based, and built for today's realities.

So if a vendor can't show you how their tool works, who it works for, and why it works the way it does — you know it's likely to do more harm than good.



AI isn't the threat. But blind trust in the wrong kind of AI might be.

Use this guide, ask the hard questions, and stay in control. Because the future of recruitment doesn't belong to the fastest adopters. It belongs to the most informed.



In the age of Generative AI and a rapidly shifting requirement for skills, Arctic Shores gives you the power to uncover human potential and see more in people than you can from a CV or application form.

Our next-generation selection platform uses tasks (which provide 100X more data points than questions) to help identify the candidates with the greatest potential to be successful in your organisation. Our transparent and validated matching model widens talent pools and delivers diverse and high potential candidates in any economic climate.

Proven to counter natural bias during the recruitment process and build the diverse, successful workforce of tomorrow, our task-based assessment widens talent pools and unearths high-quality candidates in any economic climate.

We've given over 3 million candidates worldwide something different: a stress-free, unbiased candidate experience that truly rewards them for their time. Join the 350 talent disruptors leading the way in the CV-less hiring revolution, including Vitality, [Molson Coors](#), [Burness Paull](#), Amazon, TalkTalk and [Siemens](#).

[Find out more here.](#)