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Flying Blind: Recruiter Trust in Automated Employment Decision Tools

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TREO Talk Paper

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Abstract

Artificial intelligence (AI) enabled automated employment decision tools (AEDT) used in managing employee recruitment cycle have been shown to be untrustworthy in initial candidate screening and selection. The problem is so widespread that law makers have begun to address it through mitigating policies and new laws. Over the last twenty years, recruitment technologies have naturally progressed from email and online applications/e-forms to filtering via AI in applicant tracking systems to synchronous/asynchronous video interviews that often employs an AI decision agent. While AEDTs have multiple benefits, the increased use of AI enabled services in the recruitment process has decreased recruiters' trust in the system's outcomes and increased concern about gender and racial biases. Decreased trust in outcome quality and increased concerns of outcome fairness from AI-driven AEDTs have partly risen out of the lack of understanding (explainability) about how such systems work. Most AI algorithms are black boxes that provide little to no explanation about how candidate lists are generated from thousands of applicants. Transparency in the candidate selection process is an essential component of a fair selection process. Justified fears of highly biased and unfair lists of AI-chosen candidates, coupled with the inability to clearly explain the selection process have left many decision-makers doubting the trustworthiness of these systems and expressing strong hesitations toward full scale adoption and use of AEDT systems, exposing a legitimate obstacle for large scale adoption of such systems.

Relying on the Human-Centered AI design framework (Schneiderman, 2020) and explainable AI paradigm (Rai, 2020), we propose that making AEDT systems more explainable leads to increased system trustworthiness which eventually should result in more adoption and use of such systems. In addition, increased explainability would influence perceived fairness of the system outcomes by giving users a means to explain how a decision is made (e.g., how a list is created) and that in turn should increase users' trust in the system. Therefore,

Prop1: AI explainability positively affects perceived trustworthiness of an AI system.
Prop2: Explainability positively affects perceived fairness of an AI system decisions.
Prop3: Perceived AI process fairness positively affects perceived trustworthiness of an AI system.
Prop4: Perceived trustworthiness of an AI system positively impacts individuals' intention to adopt.
Prop5: Perceived controllability of an AI system positively impacts individuals' intention to adopt.

References

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