



The **Future** of *Recruitment*

as narrated by
Vladimir Božović

CEO @  ZenHire

Introduction



Every recruitment decision impacts the destiny of a human life. Just like a surgeon who can save or destroy lives with a scalpel, recruiters hold the power to transform lives—for better or worse. They are surgeons of destiny.

But today, the scalpel is increasingly being held by AI—AI that we often don't understand, especially in tech-savvy HR. That's why it's important to ask ourselves: are we building a hiring process with the right tech stack—one that ensures fairness, fosters opportunity, and creates good karma?

Or are we blindly trusting black-box AI systems to shape a dystopian future where the 'human' is lost in HR?

These questions are gaining gravity given the recent Mercer study of 4,000+ employees, which found that:

HR leaders have more influence than their CEO and CIO

... when convincing teams to adopt new technologies. And yet, only 13% of HR leaders actively speak up in key business decisions or are involved in choosing their AI. Power without action is irresponsibility.

Seven years ago, my journey into recruitment tech began—not as a visionary entrepreneur, but as an IT consultant and a boyfriend trying to fix a girlfriend's broken CV. Since then, I've led digital transformation projects for Fortune 500 companies, failed spectacularly at five startups, and somehow managed to build solutions that blend technology with ethics.

Vladimir Božović
CEO @ZenHire





Contents

The Why 1

Why this topic is important

The History 3

Humans protesting innovation

AI Basics 6

What AI is, how it works, and common pitfalls

AI in Recruitment 7

Practical tools and their impact

Evaluating Hiring Methods 9

Ensuring ethical and effective hiring

Evaluating BS Vendors 11

Questions to identify false experts



Hiring Ethics ----- **12**

8 Principles for good karma in hiring

Best Practices ----- **13**

Proven methods to improve AI
outcomes

ZenHire's Approach ----- **14**

Different solutions for different
problems

HRs are Superheroes ----- **17**

But they aren't using their power
enough

ZenHire's Vision ----- **18**

Building a future of AI and human
synergy

The Why

Federica's Story:

Seven years ago, I was an IT consultant, and my girlfriend Federica had just graduated with a degree in English linguistics. She sent her CV to 30 companies and **got zero replies**. Devastated, she told me:

'Nobody wants me—everyone wants programmers. I'm just a language student.'

Being the boyfriend of an Italian girlfriend, it went without saying that I had to do something—or my life chapter would end worse than The Godfather. So, I did what I had to do and helped her rewrite her CV. She applied again and got 7 replies, 3 interviews, and 2 job offers. Same person, two weeks later, completely different results. Why?

Because she finally got a chance to show her true self — her skills and potential — to a human, and employers responded.

But not everyone gets that chance. ATS systems often filter and rank candidates by keywords, not potential. If I list "Project Manager" five times in my CV and someone else lists it three times, I'll get the interview and they won't—even if they're the better fit.

Every human being is a walking bible of information, and somehow as a civilization we decided to condense that bible into a **one-page CV**, and then distil that CV even further into **a few keywords** and decide someone's destiny.

Pardon my French, but that's complete and absolute BS.

Not only is it inefficient and unfair, it is also painful. Millions of job seekers face rejection after rejection without knowing why, often dealing with personal struggles like running away from a bad boss, financial worries and overwhelm, identity crisis or burnout. When we're searching for a job, we're usually in a very emotionally fragile state, and facing hundreds of rejections hurts like hell. Multiply that pain by the hundreds or thousands of applicants that large organizations reject every day: what karma are we creating as employers?

Recruitment isn't just hiring—it's a karmic responsibility. Every CV screened, every interview conducted, and every hire made shapes companies and lives. But when HR teams are tired, overwhelmed and rushing while doing their 7th interview of the day, are they really giving the 8th candidate a fair chance?

*If only there was a world where **everyone could get a fair(er) shot.** That was the seed of my journey into HR tech. In this booklet, we'll explore how AI and human synergy can fix this—bringing fairness, efficiency, and better outcomes for everyone.*

Whole lives condensed onto a sheet of paper – only to be discarded by blind machinery.



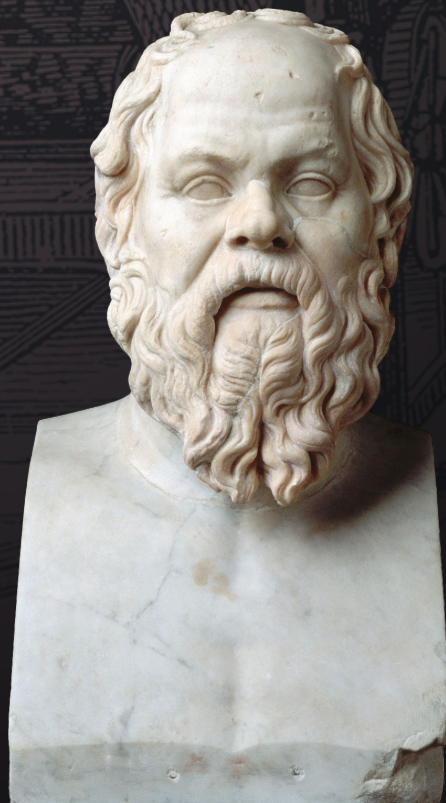
The History

Humans Protesting Innovation

One evening in the golden age of intellectual prosperity—where mathematical, philosophical, and ethical discussion flourished—Socrates was furious. The hot new topic on the discussion table was this apocalyptic idea called “WRITING.”

“Huh, writing?” exclaimed Socrates. “Are you crazy? Do you want to completely deteriorate human memory? What will we become—mere satellites orbiting around our daily activities, without the capacity for profound thought?”

Ironically, most of what we know about Socrates was written by his student Plato. Some even question whether Socrates truly existed or if he was merely a great footnote in Plato’s work.



An artist’s rendition of what Socrates may have looked like, since we have no record of his appearance



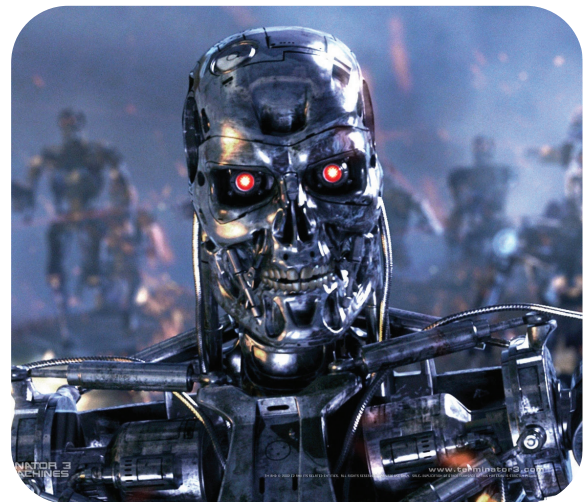
Those whiper-snappers and their damn newspapers, never living in the moment!

Fast forward to the 18th century and the invention of the modern newspaper. Critics at the time feared **newspapers would kill social gatherings**. “What’s the point of meeting up,” they said, “if there’s no gossip or news to exchange? It will destroy our social lives!”

Warp the timeline to the 20th century and we experienced a digital evolution with 100 years of media. Radio, television, video games, and social media have all been accused of making us stupid, antisocial, or lazy. And although those possibilities we’re real – we somehow **adapted and evolved**, and these technologies became essential parts of our lives. We did change, but we still remain human—flesh and bone.

So, it shouldn’t surprise us that AI is facing similar criticism. Mainstream discussions of AI tend to swing between two extremes: the apocalyptic (machines take over the world, Terminator style) and the utopian (AI solves all problems and makes us fitter, happier, more productive).

It’s important not to be either a doomsday prophet or a blind optimist. When thinking about AI we should try adopting a more rational stance or as Tomas Chamorro-Premuzic suggests – We must embrace “radical nuance.” AI, like every other tool in history, has its challenges and opportunities. It’s neither entirely good nor entirely bad—it’s what we make of it. AI is a tool, used for both good and bad, with dark and light sides. It’s important to be aware of them and see the truth.



In popular imagination, AI brings destruction to the human race.

How do we find the truth? The answer is in rationality, not emotions. People tell lies, but numbers tell the truth. That’s why it’s paramount to look at AI through statistician’s lenses.

Why Statistics Matters

Since AI is basically a statistical model that outputs probabilities, we should evaluate its performance statistically, not just based on anecdotal errors. Even though Tesla autonomous vehicles aren't perfect, they reportedly make far fewer accidents per kilometer than the average human driver. If all vehicles in the U.S. used Tesla's autonomous driving, the number of motor vehicle fatalities could drop from about 40,000 to fewer than 5,000 per year.

Hence, the way we should think about the quality of an AI system shouldn't be anecdotal, quoting a single example where it did wrong or right. We should analyse AI systems holistically and statistically and ask ourselves, how often is our AI system wrong vs right?

In the recruitment space, perspectives on AI's role vary widely.

On one hand, books like "The Algorithm" present a dystopian and mostly biased, anecdotal view of AI applications in hiring. On the other, the concept of Human + Machine offers a more optimistic outlook, emphasizing the synergy between human judgment and AI capabilities. This approach promises to enhance efficiency, reduce bias, and improve candidate experiences.

I consider myself a realist, and much of this talk is inspired by the insightful book *The Future of Recruitment* by Dr. Tomas Chamorro-Premuzic. Tomas, if you're reading this today, just know—I love you. You've been my HR hero since the beginning.

Just like Tomas, we should ground our thinking into reality, data, rationality and peer reviewed studies.



AI driven cars are safer despite public paranoia

AI Basics

Let's compare AI to traditional software.

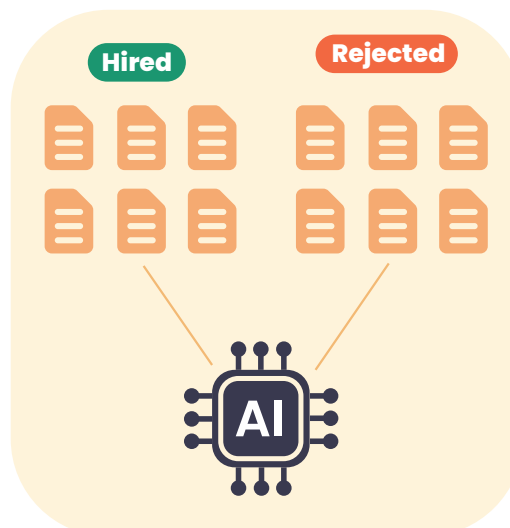
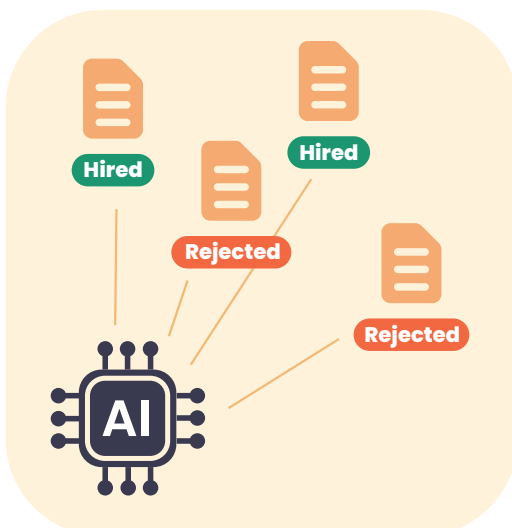
Traditional software is rule-based—like following a recipe: if X happens, then Y must follow. For example, a payroll system calculates overtime based on fixed rules: if an employee works 47 hours, they get 7 hours of overtime pay.

AI, however, doesn't follow predefined rules; it **learns patterns from data**. Think of teaching a child to recognize animals. Show them enough pictures of dogs and cats, and they'll learn to distinguish between them—even if they encounter new breeds they've never seen before.

In HR, AI might learn from resumes tagged as "hired" or "rejected," or emails marked "spam" vs. "not spam." Over time, it **predicts future outcomes based on patterns** it finds in thousands of examples.



AI learns in a similar way a child learns.

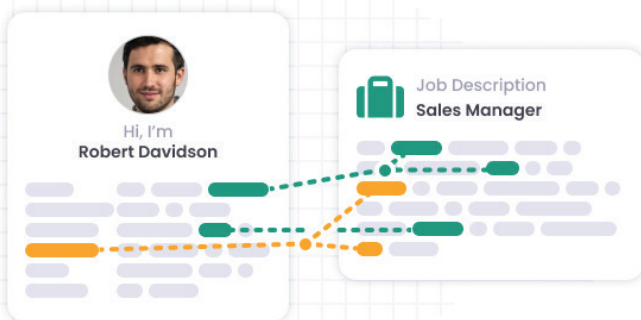


AI learns pattern recognition from tagged files, allowing it to predict future outcomes.

AI in Recruitment

What AI applications do we have in the HR space?

Let's start with **resume screening and matching algorithms**. These tools can scan thousands of resumes in seconds, identifying relevant skills, experiences, and patterns that fit a job description. They are not without their potential pitfalls as we will see later.



The Candidate's CV is compared to the job description

Next, there's **video and audio interview analysis**. AI can evaluate tone, word choice, and even facial expressions to assess communication skills and cultural fit. While this is powerful, it also comes with responsibility—ensuring the technology is fair across different accents, races or speaking styles.

Chatbots are another game-changer. They can handle initial interactions with candidates, answering questions and collecting key information. This creates a smoother candidate experience while freeing up HR teams to focus on higher-value tasks.

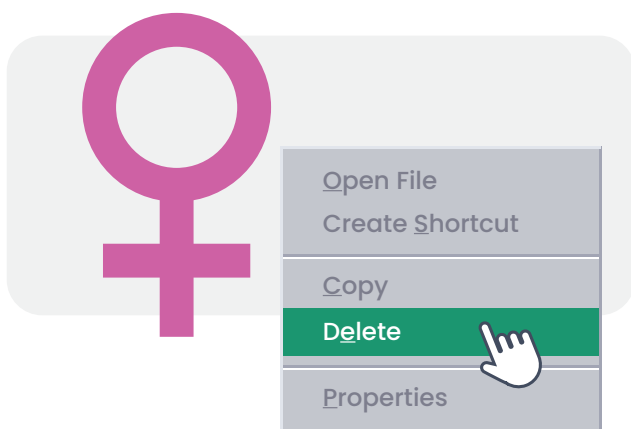
One of the most impactful applications is in the realm of **diversity and inclusion**. Just as we might limit access to certain websites on a child's phone, we can remove sensitive features—such as race, gender, or age—from AI decision-making to foster fairer outcomes. AI can even flag biased language in job descriptions, making them more inclusive.



Lastly, we have **predictive analytics**. By analysing vast oceans of hiring data, AI can spot subtle patterns and draw insights otherwise not visible to the human eye. This can help us optimize our hiring KPIs like TTH, Quality of Hire and make better decisions.

But AI is far from flawless.

One common pitfall is **biased training data**. For example, Amazon's AI recruiting tool had to be scrapped after it showed bias against women. Why? Because the AI system was trained on thousands of past "hired vs. rejected" CVs. Most of the applicants who were hired were men with similar work experience and education, so the AI had to look for subtle cues to differentiate "good" applicants from "bad" CVs. Over time, it learned a superficial pattern correlating masculine names, references to baseball, and fraternity memberships with successful candidates, causing discrimination against women who lacked those keywords.



*Our own biases spill over into the digital realm.
Better humans create better AI.*

Another issue is over-reliance on **black-box models**—algorithms whose decision-making process can't be inspected. If a system can't explain why it makes a particular decision, it's difficult to ensure fairness or build trust.



Stuff goes in, stuff comes out. Everything in between is a mystery.

Fortunately, these pitfalls can be overcome.

By excluding sensitive parameters through careful feature engineering (similar to restricting certain websites on a child's phone or removing the visibility of non-relevant "fraternity" and "beer" keywords in the CV), and by training on balanced datasets - we can eliminate bias from AI decision-making. Moreover, using explainable machine-learning algorithms instead of black-box deep learning models allows us to understand how the AI thinks and adjust its decision-making to align with ethical imperatives.

Evaluating the Effectiveness of Different Hiring Methods



While some organizations have an appetite for evidence-based selection practices—a trend that is growing—many still rely on methodologies that have been demonstrated to have **low empirical reliability and validity**.

- Chamorro-Premuzic
The Future of Recruitment

Predictive validity measures how well a hiring method predicts future job performance. It's scored from -1 to +1:

-1

means it predicts the **opposite** of what you want.

0

is **no predictive value** (like flipping a coin).

+1

is **perfectly predictive**.

Now, let's look at the predictive validity of common hiring methods

CV Analysis – Has a predictive validity of 0.14. It's better than random guessing but still far from reliable.

Unstructured Interviews – Your typical “let's have a chat and see if we vibe” approach scores slightly better at 0.18, yet remains largely subjective and inconsistent.

Structured Interviews – Where every candidate is asked the same questions in a standardized format, score much higher at 0.28. This approach reduces bias and ensures consistency.

Psychometric Assessments – Among the strongest predictors, with a validity of 0.4+. They measure traits such as conscientiousness, extroversion, or neuroticism, which can indicate a candidate's suitability for specific roles. However, these tools need to be deployed intelligently.

Example

For managers, low neuroticism is beneficial because it helps them stay calm under pressure and make clear decisions.

But for engineers, higher neuroticism can be an asset—higher anxiety is linked to meticulousness and attention to detail, helping them being healthy overthinkers and optimize details of different engineering solutions.

Cognitive Assessments – Typically have a validity of 0.2–0.5+, depending on the role, and are key for evaluating problem-solving and adaptability—qualities essential for positions that require quick thinking and innovation.

Job-Specific Skills Tests – Such as evaluating coding proficiency for developers, typing speed for administrative roles, or English fluency for call centers, also rank high with a validity of around 0.45+. These tests directly measure the capabilities needed for the job.

No single method is perfect

but combining these tools often yields the best outcomes, with a combined predictive

validity of 0.6+ when used intelligently. For instance, pairing structured interviews with psychometric and job-specific skills assessments provides a holistic view of a candidate's potential.



In fact, when intelligence tests are combined with other selection tools such as interviews or personality assessment, the predictive validity can increase to over 0.60, which is likely near the ceiling of the predictive power of selection tests.

- Chamorro-Premuzic
The Future of Recruitment

Predictive validity directly impacts the quality of hire by ensuring a candidate's skills, traits, and abilities align with the demands of the role, setting both the candidate and the company up for long-term success.

In conclusion, **assessments can help us find the right candidate** for the right job. If crafted intelligently, they ensure job success, enhance motivation and a sense of fulfilment, and ultimately reduce attrition and burnout while boosting productivity.

Screening ATS Vendors

If your company doesn't have an ATS, doesn't go beyond basic keyword matching, or doesn't use scientifically validated assessments, you might tell your boss to sell corporate cars and invest in horses!

Jokes aside, a great ATS isn't just software; it's **the most important piece of technology** you could get – it impacts the most important asset of your organization – its lifeblood – the **people**. To pick the right ATS, ask these questions:



Psychometric Tools

"How well do these assessments predict performance?"

"Are they tailored to our candidate population?"



CV Screening

"What dataset was the model trained on and how do you fight bias?"

"How diverse was the representation by age, gender, and race?"



AI Interviews

"Can the system explain its scores?"

"What anti-cheating measures are in place (screen monitoring, voice recognition)?"



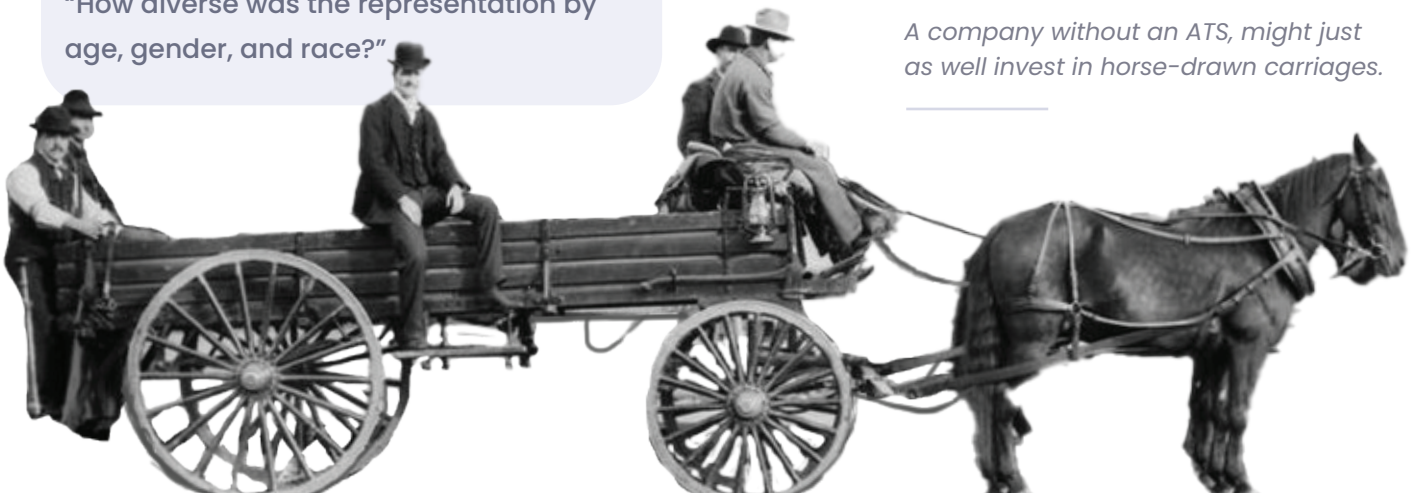
Ethics & Transparency

"How is bias monitored and corrected?"

"Are decisions auditable and easy to review?"

The right ATS delivers fairness, consistency, and actionable insights—while saving you from costly hiring mistakes. Ethical ATS vendors will have answers to all of the questions above and more. They will have clear whitepapers showcasing the accuracy of their AI, the methods used in training and the predictive validity of their different assessments.

A company without an ATS, might just as well invest in horse-drawn carriages.



Hiring Ethics

8 Principles for Good Karma

Ethics must be at the heart of AI-powered recruitment. Below are eight principles organizations can follow to adopt AI responsibly:

Benefits to Job Seekers: Recruitment tools should benefit both companies and candidates. However, because recruitment involves both selection and rejection, it's important to ask: Who should benefit the most? Are we optimizing for the majority (i.e., the greatest good for the largest number of people), focusing on marginalized or historically underrepresented groups (diversity, equity, and inclusion), or prioritizing business needs? Ethical recruitment should seek the right balance among these priorities. (This alone could fill an entire book, and I'd be happy to discuss it further in a call.)

Transparency and Informed Consent: Candidates must understand how AI evaluates them. For instance, if a video interview analyzes facial expressions or vocal tone, that should be clearly communicated, and candidates should be able to opt in.

Privacy and Data Protection: Candidate data must be secure, accessible only to authorized parties, and deleted upon request. Collecting excessive data or misusing it undermines trust and violates ethical standards.

Bias Monitoring and Mitigation: AI learns from its training data, so biased data creates biased results. Regular audits and diverse datasets are crucial to prevent discriminatory outcomes.

Fairness and Inclusivity: Recruitment should afford equal opportunities regardless of gender, race, or background. AI can remove demographic indicators, evaluating only skills and potential.

Feedback and Self-Awareness: Candidates deserve feedback, even if they aren't selected. Modern AI systems can automate feedback by explaining evaluations and offering suggestions for improvement, thus empowering candidates for future opportunities.

Explainability: AI decisions must be transparent. It's not enough to say that a candidate "scored poorly"; both recruiters and candidates need to understand why—for example, which traits or skills were evaluated.

Accountability: When AI makes mistakes, someone must take responsibility for addressing them. Accountability ensures that ethical standards remain central to AI-driven hiring.

These principles aren't just ideals; they form a practical framework that makes recruitment more transparent, fair, and human as we embrace more advanced technologies.

Best Practices for AI Hiring Systems

While AI hiring tools have flaws, they can also be less biased than humans—if built correctly. Here are some **key solutions**:

Safe Machine Learning Over Deep Learning:

Instead of black-box deep learning, HR should choose vendors with transparent machine-learning models that allow for both explainability and bias control.

Balanced Training:

Ask vendors whether their training data includes balanced representation of men, women, minority groups, and other sensitive attributes. If they won't share statistical details, their promises may not be credible.

Feature Engineering to Remove Bias:

If vendors are using machine learning instead of deep learning, find out how they ensure that sensitive features like race, gender, age, or minority attributes are excluded from the model's inputs.

Human + AI Synergy:

AI should measure, not decide. Rather than making the final hiring decisions, AI tools should provide structured data points, leaving human judgment to HR professionals.

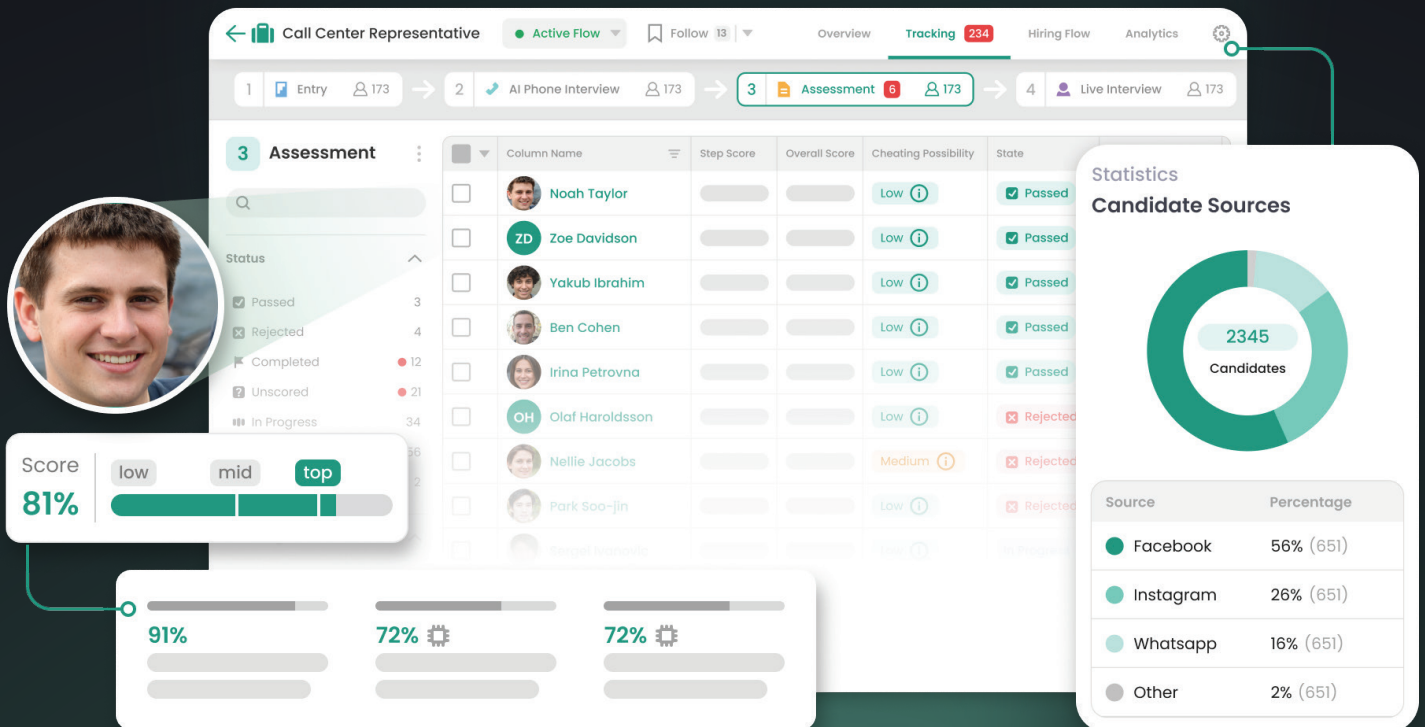
Ethical DEI-Driven Filters:

AI can promote diversity by ensuring candidate pools accurately reflect various demographics before final selections. Consider advanced filters that help balance the ratio of men and women who advance to the next round.

It's important to care about the ethical as well as the economic aspects of AI. These solutions can help, and HR teams should be vigilant in a marketplace that includes **pirate vendors** focused solely on profit rather than ethics.



Transforming Recruitment with AI



ZenHire provides a unified Deeptech AI-native platform to revolutionize every stage of hiring, from job-description creation to onboarding:



**CV2JD
Matching**



**AI
Interviews**



**Assessment
Library**

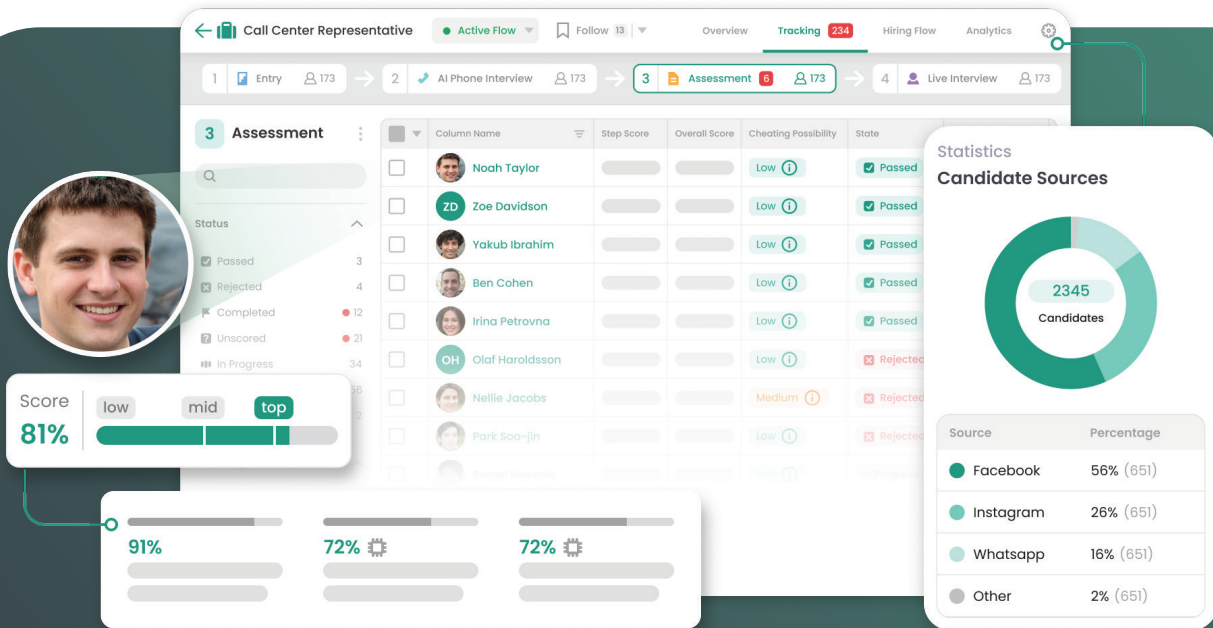


**All-in-One
ATS**



**Predictive
Analytics**

ZenHire doesn't just simplify hiring—it creates an automated, transparent, fair, and effective process for recruiters and candidates alike while enhancing TTH, Quality of Hire, recruiter productivity and much more.



All-in-One ATS

Automates manual tasks sourcing and scheduling, freeing recruiters to focus on higher-value tasks. In a high-volume hiring environment, ZenHire eliminates logistical bottlenecks to streamline workflows.



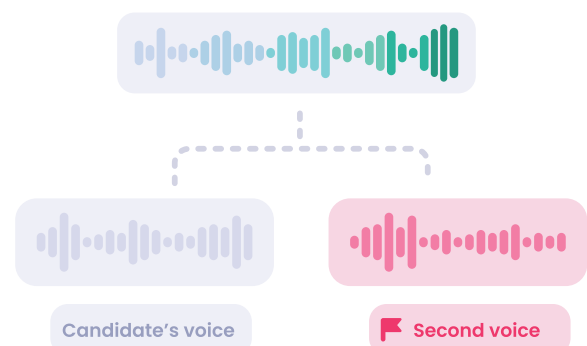
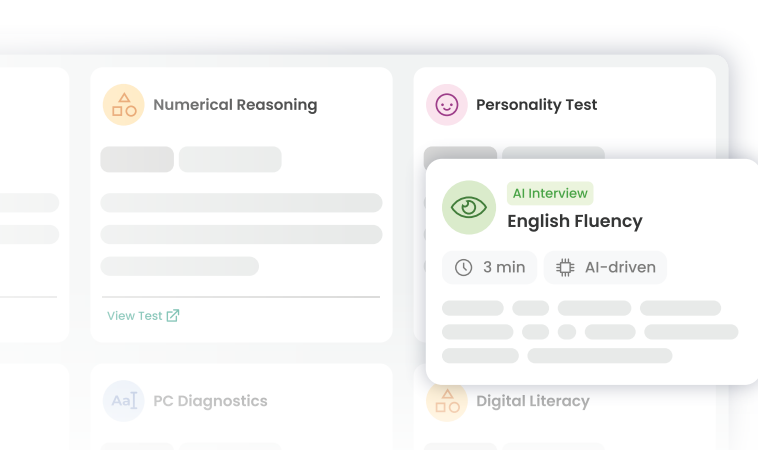
Assessment Library

Offers prebuilt and custom psychometric tests, from numerical reasoning to job-specific skills. Are you hiring a financial analyst? Assess both problem-solving and industry-specific competencies while keeping candidates engaged with gamified tests.



Anti Fraud Suite

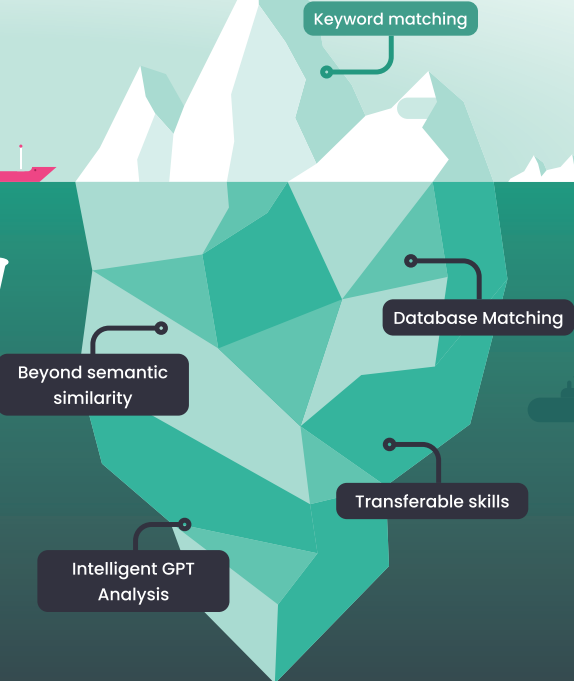
From identity verification ID card to interview photo cross-check, to detecting reading from ChatGPT or multiple voices or faces during test taking or Fraudulent CVs used by professional cheaters – ZenHire is the most bullet proof solution on the market.





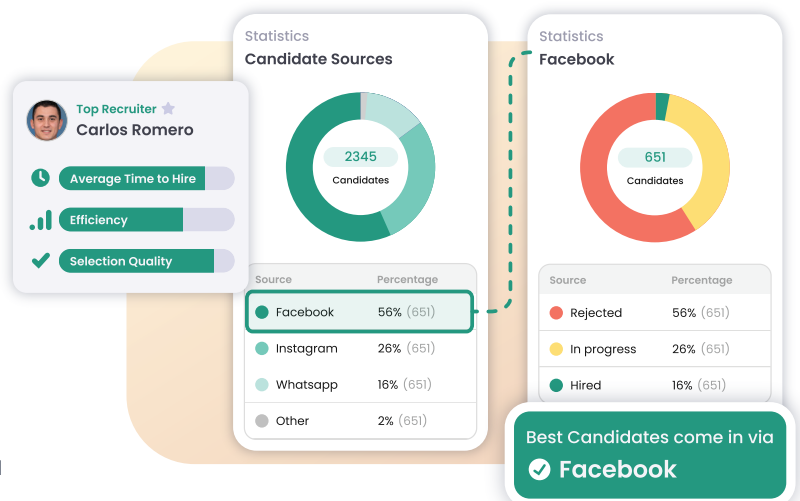
CV2JD Matching

Goes beyond keywords to uncover hidden talent by focusing on transferable skills. For instance, matching a call center representative's skills to a potential career as a stewardess (same skills: empathy, listening, patience, customer service). Fun fact: recruiters agree more with our AI than between themselves.



Predictive Analytics

Tracks hiring data to identify traits linked to long-term success, refining your strategies in real time. Examples include identifying Quality of Applicant and Conversion rates per source, so you can double down on the best performing sources.



AI Interviews

Real-time evaluations of language, tone, and job-specific skills in less than 5 minutes to minimize drop outs. Our results align with PhD evaluators 96% of the time maximizing assessment quality.



HRs Are Superheroes

A Mercer study of 4,000+ employees found that HR leaders influence tech adoption more than CEOs and CIOs. Let that sink in—more than the CEO and the CIO.

How is that possible?

Because HR professionals are humble, understand people, and bridge the gap between leadership and employees. They aren't incentivized to "spin" everything like the CEO, nor are they viewed as an otherworldly alien like the CIO. They are close to the people. In fact, they are the people.

Given that many HR professionals have backgrounds in psychology and a deep understanding of human nature, they know when and how to influence. **Yet only 13% speak up in key decisions.**

This brings us to a sobering truth: HR professionals are the most powerful—and yet, the most passive. **They are superheroes who aren't wearing their capes.**

It's time for HR to own its influence and **lead change**. Technology should serve people, not the other way around. And who is better positioned to choose tech that genuinely serves the people than those who come directly from the people?



Yes, you. It's time to take ownership. You, the HR professional, must be proactive in selecting HR technology for your people—not the CEO or the CIO.

HR superheroes, this is your wake-up call: step up!
Your people depend on it

ZenHire Vision

I would love to end this short journey with a vision of what HR could and should become.

For too long, HR has been buried in manual tasks, paperwork and endless metrics, losing sight of its true purpose: the “human.” But we are at the start of a new era, where AI can free us from repetitive work – like parsing resumes, budgeting and scheduling interviews – so we can focus on what truly matters: building culture, fostering relationships, and leading with empathy.

Let me ask you this: How many of the top ten people you love are from your workplace? Probably very few. Yet we spend most of our time with coworkers. Something’s is very very wrong here. It’s almost as if the belief that “workplaces are stressful” is getting embedded in our DNA.

But why is this? And why don’t we change it? It’s not that we don’t want better connections; we’re just too busy stressing out and managing processes to build trust and truly connect.

Now imagine a future where AI handles the stressful grind, and HR leaders become the builders:

- Builders of relationships that create community.
- Builders of cultures that inspire creativity and belonging.
- Builders of workplaces where people thrive, not just work.

This isn’t just a dream—it’s a reality we can shape if we put in the work. In this parallel universe – AI isn’t replacing you; it’s partnering with you, amplifying what makes us **human**

The future of HR isn’t about robots taking over. It’s about reclaiming the heart of work — empowering people through technology. That’s the future I believe in, and I hope you’ll join ZenHire in building it.

Let's get in touch



Vladimir Božović

vladimir@zenhire.ai

+63 962 158 0638



James Baker

james.baker@zenhire.ai

+1 (406) 698-6885

zenhire.ai



zenhire369



Zenhire



ZenHire

*Where Mass Hiring
Meets Harmony.*