



Background

The university acknowledges and embraces the excitement around the use of Artificial Intelligence (AI) in the modern workplace. AI has the capability to enhance our work and drive efficiencies. These benefits must be carefully evaluated to ensure AI is used in a trustworthy manner, in conjunction with the [Framework for Responsible & Ethical Use of AI at the University](#). The following guidance intends to bridge institutional recruitment policies/procedures with emerging practices for AI integration, while maintaining an equitable, inclusive, and barrier-free recruitment process.

Guidance

Any use of AI in the recruitment process must adhere to the [Recruitment Policy](#) and procedures, applicable federal and provincial law, and be in accordance with the terms and conditions set out in the applicable collective agreements and staff handbooks.

Accountability and Decision Making: While AI may streamline administrative tasks, the Hiring Manager and, in some instances, the Selection Committee, remain solely accountable for all decisions throughout the hiring process.

- All shortlisting, interview evaluations, reference checks and final selection must involve human review and decision.
- Hiring Managers must be prepared to explain how AI was used if requested or audited.

Equitable and Barrier-Free Process: AI has the potential to inadvertently embed systemic biases.

- Focus AI parameters on objective qualifications written in the job posting.
- Ensure candidates are not filtered out based on protected grounds (e.g. race, gender, ethnicity) as per human rights legislation.
- For roles requiring French language or bilingualism, ensure AI does not disadvantage candidates based on their primary language or translation nuances.

Candidate Experience: Clear and transparent communication with candidates supports the university's employer brand and reputation.

- Human oversight remains critical and has the largest impact on the candidate experience.

Data Privacy and Security: The university is governed by applicable federal and provincial law, including the Protection of Privacy Act (POPA) and Access to Information Act (ATIA).

- Only use Gemini, the university recommended AI App. [Learn more](#) on its use.
- Candidate information (e.g. name, address, phone number, email address, project experience), resumes, or curriculum vitae (CV) should never be put into any AI platform.

Potential Use Cases: The chart below provides examples of potential areas where AI might support the recruitment process. All AI output(s) should have human oversight and be validated.

Recruitment Task	Potential AI Use	Human Oversight / Candidate Experience
Sourcing	Scanning keywords; LinkedIn profile searches; candidate communications (e.g. LinkedIn InMail)	Review search results to ensure the broadest candidate pool. Personalized candidate messages
Job Descriptions & Postings	Drafting the job description, responsibilities and/or qualifications for clarity, and consider job posting language guidance	Ensure gendered or exclusionary language is not included
Resume Review Support*	Use institutional recruitment systems/applications, where available, to help review and summarize applications against minimum posting qualifications	Ensure no unintended bias and ultimate decision accountability
Candidate messages	Writing and/or editing	Personalized candidate messages
Interviewing	Automated scheduling/reminders Draft interview questions AI notetaker	Building rapport Ensure questions accurately reflect the role and team culture, and allow candidates to demonstrate the breadth and depth of what they will bring to the role. Must be disclosed at the



		beginning of the interview and request candidate consent
Reference Checks	Reference questionnaire generation / Summarization / Competency mapping	Ensure the questionnaire reflects the level of the role and does not inadvertently lead to disclosures about protected groups or other factors that would introduce bias.
Closing	Writing and/or editing messages to the successful candidate	Extending an invitation (verbal offer) to join the team and welcoming the new hire

*Resumes, even anonymized resumes or curriculum vitae (CV), should not be uploaded to any AI app, including the university recommended AI App.

Additional Resources

[Recruitment Policy](#)

[Framework for Responsible & Ethical Use of AI at the University](#)

[Canadian Human Rights Act](#)

Who to Contact

If you have any questions about who to contact about the use of AI in Recruitment, please contact your HR Partner or Talent Acquisition, Immigration and Records (TAIR, Shared Services).

AI Statement: Gemini was used to assist in the development of this document. All outputs were reviewed and approved by the University of Alberta.