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AUTOMATED STRATEGIES FOR DEFINING A JOB INTERVIEW

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Abstract

Personnel selection is a demanding task, especially when there are many candidates. As part of a broader industrial research project focused on experimental development, techniques for collecting requirements to inform the definition of a job interview process were examined. In practice, an AI asks a series of questions, according to a specific scheme, to people who meet particular profiles, and a set of requirements is derived from this, which is then used to interview the candidates. In the present study, we build upon the results of this research and explore the concepts of the AI engine that fulfils these requirements. The objective of this study is to critically evaluate the idea's potential and define how it can be effectively implemented.

The methodology employed began with an analysis of the experimental development documents, from which only certain elements not subject to industrial secrecy are reported, followed by a literature review. Following this preliminary analysis, possible algorithmic and technological solutions were evaluated. These solutions were then discussed across various aspects, including ethical considerations and those related to the processing of personal data, to reach conclusions about their applicability. The final results indicate a high level of confidence in the feasibility of automating this phase of the selection process, but highlight critical ethical and GDPR compliance issues.

Keywords: Machine Learning, NLP, LLM

I. INTRODUCTION

Research background. This research project builds upon a previous research and innovation project conducted in 2022 in Italy by an Italian company. In this research, the company developed a prototype system to support candidate selection in the recruitment process. The author of this paper participated in the research project and, after a two-year embargo period, is now able to publish further developments of the original research results, even though the original project details remain restricted.

The original research project was named "*CAST- Chatbot SeleTtore, prototipo sistema chatbot per la selezione del personale*" (i.e. "CAST- Selector Chatbot, prototype chatbot system for personnel selection"). It lasted throughout 2022 within the company's research and innovation activities.

Building on the results of the research project, the author of this article has further developed a framework to define the requirements for a computer-assisted job interview. This document describes this framework and its implications from the perspective of the GDPR Regulation (EU) 2016/679.

Research context. This research builds upon the results of the above-described CAST project, further developing and expanding upon them. These results were:

- The use of Europass data to extract a feature set from which to derive the training data for the job interview development
- The use of fuzzy logic to weigh and smooth the decision thresholds
- The implications of the GDPR Regulation EU 2016/679

This paper will explore these three elements.

The objectives of the research were:

1. Extract features to build training data for a job interview generator starting from the Europass, EQF and ECVET data
2. Improve the original fuzzy logic approach to make smoother and multivariate decisions
3. Explore the implications of GDPR in the previous two objectives

II. METHODOLOGY

A literature review has been conducted to examine updated documentation on the three frameworks considered in the project: Europass (the most widely known in Europe), EQF, and ECVET. A second literature review has been conducted to update the existing scientific documentation on the application of fuzzy logic in personnel selection. A final literature review was conducted on studies examining the implications of the GDPR for automated personnel selection.

After reviewing the CAST project documentation, an analysis has been conducted to enhance the original results regarding the feasibility of extracting information for use in job interview construction, thereby providing an improved framework for data gathering.

Based on the results of this first step, the original UVA (Utility Value Analysis) approach, followed by the original fuzzy algebra, has been enhanced to enable multivariate fuzzy decision-making.

Lastly, a review of the GDPR implications has been conducted, considering the entirety of Chapter 3, not just Article 22, and further suggestions have been made even for the selection phase.

III. RESULTS

III.1 Use of European frameworks for data gathering

The CAST system comprises three main components, as illustrated in Figure 1. The research project impacts the Features Data Gathering and the Job Interview Generator.

The Features Data Gathering team was responsible for extracting data from the Europass database (a repository of Europass CVs) on candidate selection features. The Job Interview Generator was the component that collected rules from recruiters' experts to select a candidate.

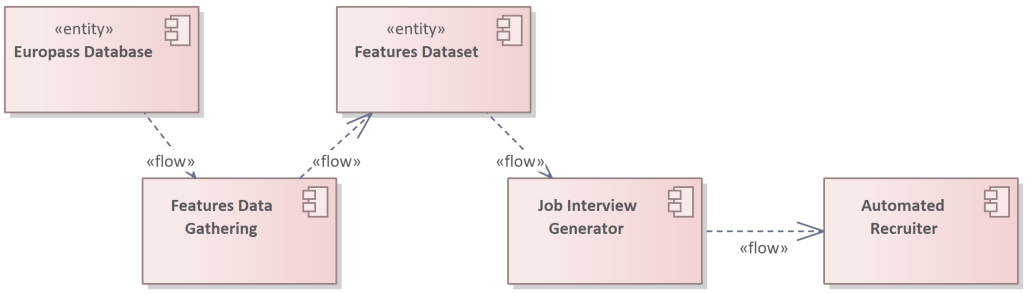

Figure 1. CAST architecture

Source: Authors' processing

The original approach involved extracting the content of the Work Experience, Education and Training, and Skills sections from Europass CVs. CAST ignored the Personal Information and the Additional Sections data. The system created a database of features with all the gathered data. Each extracted item had a primary key, enabling the creation of a pseudonymised archive.

The Job Interview Generator (JIG) retrieved this dataset to build, using an interactive system (a simple chatbot) to select which features (after removing the duplicates and sorting by frequency) were needed for the given profile.

CAST is a typical example of an economy driven by market demand. Its positive aspect is that, by employing a straightforward, fuzzy approach, it surpasses the most common criticisms of assessing people's abilities through opaque technologies in AI-powered hiring systems (Grenier & Chartier-Ewards, 2024).

The research has explored the feasibility of also using EQF and ECVET information, as well as collecting profiles from a historical HR database of similar, past-selected candidates, to make the selection process more transparent.

Even if the market demands anthropomorphic recruitment systems (Sahani et al., 2025), the research did not explore this area. Instead, it focused on candidate evaluation, which is the real challenge in automated recruitment systems.

In addition, the research did not focus on the NLP required to extract knowledge from CVs (or other data sources), as this has already been explored in the CAST project. Some literature has indeed been considered (Genugten & Schacter, 2024; Putra, 2024) for traditional models (such as BERT variants), as well as for other studies on LLMs (Wosny & Hastings, 2024).

EQF, with its eight levels of evaluation, describes a person's actual ability in a given feature (Sedano et al., 2012). In Europass CVs, this evaluation was considered (even in CAST) only for the educational skills (Education and Training). In the research, estimates have been made to calculate the EQF level and the Work Experience and Skills sections.

The reason for estimating the EQF level was to provide the interviewed expert with minimum and maximum acceptable levels for candidate selection. These calculations have been performed to assess the EQF level based on the HR historical database. Each employee in this database was manually ranked by EQF level for each skill listed in their CV. Then, a neural network was trained to estimate the level, using age, educational level, training level, and their temporal evolution. This estimation is not used in the JIG but is helpful in the Automated Recruiter (AR). Indeed, the results were promising, although the EQF level estimation was not very accurate.

By merging the features database and the HR historical database and selecting a profile, the system identified all required features (those most frequently associated with the selected profile) along with the lowest and highest EQF levels.

Research on the use of ECVET has found no further improvement because it is a more abstract framework than needed (Le Mouillour, 2012). The discussion section provides additional details.

III.2 Improve the fuzzy approach

During the dialogue with various business experts, the JIG collected the key features for the requested profile, weighted them based on both the user's importance factor and EQF, and identified the most relevant.

In a few words, CAST, for each feature f_i, *is* considered a set of similar features F_i that is a subset of the F^* universe of the features and includes f_i, too. For each similar feature in F, each expert assigns a similarity coefficient. All these elements concur to building what is called the *features' fuzzy matrix*. Table 1 provides an example below.

	Java Programming	C++ Programming	C# Programming
Java Programming	100%	30%	70%

C++ Programming	30%	100%	40%
C# Programming	70%	40%	100%

Table 1 - Features' fuzzy matrix example

Source: Author's processing

Given a candidate, for each feature for which they must have it, the Fi subset is calculated by taking the related row in the matrix, and a score is computed using a linear combination.

Given, for example, the Java Programming feature, Fi is computed by taking the Java Programming row in the table and giving a grade that is the sum of the owned features in *Fi* set: zero, no feature, 100% has Java Programming, 30% has C++, 130% has both and so on. This approach, used by CAST, is then summarised across all features, and the result is used to rank the candidate based on the sum of the scores gained for each feature.

In the research, this approach has been improved by proposing the addition of a narrative approach to the job interview. To implement this narrative approach, the CAR (Change/Action/Result) framework is beneficial (Rad & Balas, 2020). In practice, candidates are asked to tell simple stories about their past work, structured as the problem or challenge they faced, the action they took, and the result of that action. Some of these challenges can be suggested by the recruiters themselves (e.g. 'How do you adapt to job stress?').

In the cited study (Rad & Balas, 2020), a 5-level assessment is used that can easily be replaced with the 8 EQF levels, both actual and estimated. In addition, the same study proposes 11 competence areas (specific knowledge, quality and quantity of work, communication, etc.) that can also be changed, perhaps by detailing specific knowledge in individual skills or defining others. In the research, unlike in the paper, the challenge, action, and result were treated as two-valued variables with "insignificant" and "meaningful" possible values, yielding 8 possible rules (2 x 2 x 2) that generated the CAR score.

In addition to the CAR score, which requires experts to identify the fundamental challenges, a Fuzzy Analytic Hierarchy Process (FAHP) was considered due to its effectiveness reported in the literature for multi-criteria decision-making (Mahad, Yusof, and Ismail, 2019). FAHP implementation is well-defined and perfectly applicable to the case under study (Emrouznejad & Ho, 2022).

III.3 GDPR Impact

The third objective of the research has been to evaluate the impact of the GDPR on the automated job interview process, specifically in the context of the definition of the job interview.

In the CAST project, GDPR Article 22 was considered to verify the CAST's compliance. Article 22 states, at paragraph 1, "The data subject shall have the right not to be subject to a decision based

solely on automated processing, including profiling, which produces legal effects concerning him or her or similarly significantly affects him or her." The results in CAST indicated that a human decision-maker must be used to evaluate the ranking and select candidates. The research has criticised this result, as the ranking was automatically generated, and this profiling can impact the rights of the data subject (Djeffal, 2020).

In addition, the research went beyond Article 22 and examined all the articles in Chapter Three, "Rights of the data subject". Reviewing the literature yielded critical comments regarding articles 12, 16, 17, and 18.

Based on an analysis of the possibility of conducting automated job interviews in the context of the Norwegian regulatory system (Weitzenboeck, 2021), it is clear that Article 22 of the GDPR cannot simply be ignored but must be analysed in detail to understand its characteristics of exclusion of the restriction on fully automated decisions and profiling (bayamlıoğlu, 2021). The only possibility in the case of a job interview is the exclusion provided for in paragraph 2(b), which states that "is authorised by Union or Member State law to which the controller is subject and which also lays down suitable measures to safeguard the data subject's rights and freedoms and legitimate interests". The analysis of the Norwegian system leads to the conclusion that the regulatory landscape in Norway has not been designed to provide a harmonised response and is, therefore, highly fragmented, leaving the design-by-law clause structure of Article 22 completely uncovered.

About Article 22, consideration must also be given to the various interpretative issues (Davis and Schwemer, 2023) that have arisen and which relate to whether it is a right or a prohibition, the meaning of the term "decision", and the meaning to be given to the expression "significantly impacting".

In the CAST interpretation, the term "decision" was understood as a final decision, as it was the only one with a significant impact on the subject. However, in light of recent developments in thinking on the legislation, which were largely unavailable at the time of the CAST project, this statement should be understood to mean that the final decision will be taken by a human being but based on intermediate decisions that influence it, since the classification and assessment of the candidate's qualities are carried out automatically (algorithmic decisions or algorithmic regulation) (Lyons et al., 2021). Based on the assessment that the current trend in case law is to consider Article 22 as the expression of a right and not a prohibition, it is clear that specific legislative intervention is necessary, according to paragraph two of Article 22, to establish the conditions for implementing or not implementing a personnel selection and recruitment system based on artificial intelligence, as in the case of CAST.

Regarding the extension of the compliance assessment to Chapter Three of the GDPR, the reasoning followed a typical pattern in the literature (Feretzakis et al., 2025), which involves defining the key

principles of the GDPR and verifying whether current implementations comply with them. The most significant case, of course, was that of LLMs. Although from a different context, the case brought in Amsterdam by several drivers against Uber and Ola (Lazcoz, 2021) was also very interesting. In that case, the drivers argued that the search methods used in Uber and Ola's digital ecosystems should be considered algorithmic regulation and, therefore, detrimental to their rights. From the perspective of the research we are considering, one of the elements examined during the trial was whether such algorithmic regulation constituted an employment relationship between the company and the drivers. The answer to this second question differed depending on the national context. In the United Kingdom, for example, it was not considered an employment relationship, while in Italy and Spain it was. In the case of Uber, the ruling found that most of the claims made by the injured parties did not constitute a violation of Article 22 of the GDPR. A similar result was reached for Ola, but on two points, the ruling was against the two companies. The first ruling concerned Ola's transparency, and the second concerned Uber's temporary deactivation.

Considering the combined effect of the need to profile or process personal data, with legal effect and based solely on automatic processing, only the three conditions relating to penalties and deductions from drivers' remuneration were met. Based on these considerations, it appears that when making automatic personnel selections, there is a real risk of violating the individual's rights, particularly concerning the transparency of the processing, minimisation of the data required, and the right to rectification or erasure. Since most artificial intelligence models are black-box in nature, this conflicts with the GDPR's transparency requirements. Furthermore, such systems require large amounts of data, which could conflict with the need to minimise the volume of data processed. Finally, once this data has been integrated into the AI model through the learning process, it becomes complicated to correct or remove it. A fundamental element of this reasoning is determining whether personal data is being processed. This challenge is the main issue to be resolved when creating training datasets. It is therefore essential to distinguish between the concepts of data and information in the field of artificial intelligence, particularly machine learning, and those in the GDPR (Hallinan and Gellert, 2020). There is an increasingly evident lack of clarity regarding what exactly constitutes information and data, particularly in the context of algorithmic regulation. Numerous perspectives coexist (Gellert, 2020), but all seem to share a common regulator: the need to transition from information technology to knowledge technology.

An attempt to regulate this aspect has been made with the European Union document called the "AI Act", especially in Article 14, which refers to the Human Oversight Principle (HOP), which can be divided into three main modes: HITL (Human In The Loop), HOTL (Human On The Loop) and HIC (Human In Command). The conclusions (Sarra, 2024) are that a HOP approach does not, on its own, ensure compliance with Article 22 of the GDPR, and that there remains considerable confusion regarding its interpretation.

IV. DISCUSSIONS

Use of European frameworks for data gathering. The use of European frameworks for skills assessment was already envisaged in the original CAST project, as the information obtained from Europass CVs included EQF. Its extension to other types of skills and the development of a system for estimating this assessment demonstrated its practical applicability.

The ECVET assessment proved to be irrelevant, as it is a general framework that adds nothing to what has already been achieved for EQF. It remains true that information generated by the application of ECVET (or similar frameworks) can be beneficial for automated staff selection processes.

Finally, by using a consistent evaluation system as a benchmark, it is possible to compare the estimates produced by the system with those made by a human, thereby improving the validation of the artificial intelligence model.

Improve the fuzzy approach. The use of a fuzzy hierarchical process (FAHP) enabled the application of a CAR approach that is simple for candidates to request and relatively easy to process from an NLP perspective, achieving significantly better results than CAST while maintaining transparency in the selection process, as fuzzy rules are explicit.

GDPR Impact. The results regarding GDPR compliance were interesting. Firstly, there are serious compliance issues not only under Article 22 but also under other articles, particularly regarding transparency and minimising the amount of data requested. Another critical issue was the identification of personal data.

Finally, it became clear, and this is perhaps the most interesting aspect, that regulatory fragmentation stems not only from the novelty of the issue but also, above all, from the need to move from an information-technology-based approach to a knowledge-technology-based approach.

IV. CONCLUSIONS

Scholars need to continue their research on compliance with the GDPR, in particular, and on algorithmic regulation, in general, to enable legislators to enact consistent and effective rules governing the use of artificial intelligence in automated decision-making.

In practice, in-depth research is needed on digital ethics and the lawful use of artificial intelligence. Under the GDPR, the most critical aspect is the lack of transparency in decision-making, as most artificial intelligence models are structured as black boxes.

The use of fuzzy logic partially addresses the problem of scoring each skill. Unfortunately, opacity remains for NLP mechanisms for extracting knowledge from interviews.

Finally, the use of European assessment frameworks enhances the validation of AI models used in both interviews and for estimating threshold values, by enabling the consistent application of a single assessment model. It is believed that research should further explore this aspect, aiming to harmonise these frameworks with their application to AI-based systems.

The CAST project can be considered a good trial for implementing an e-recruitment system that meets market requirements and is GDPR-compliant. Nevertheless, legal experts and policymakers need further research to ensure the safe and effective use of AI in this field. The "AI Act" is a good step in this direction, but it lacks harmonisation with the GDPR and real effectiveness for future regulations and policymakers.

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