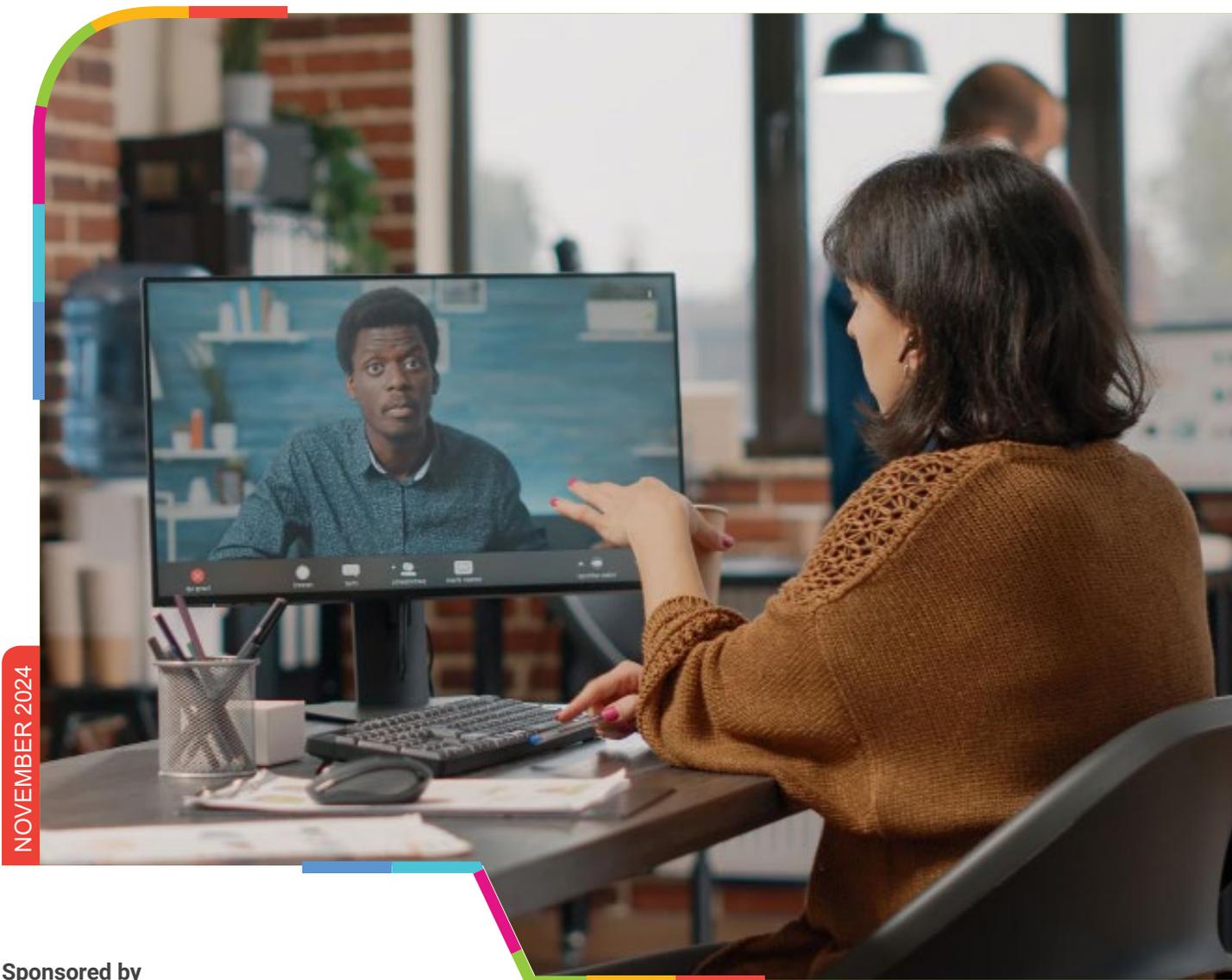


HR.com's Future of AI and Recruitment Technologies 2024-25



Carefully leverage AI to
reap greater success in
recruitment



NOVEMBER 2024

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Executive Summary

About the Survey

“HR.com’s Future of AI and Recruitment Technologies 2024” survey ran from July to September 2024. We gathered responses from 237 HR professionals in virtually every industry vertical. Respondents are located all around the world, but most of them are from North America, especially the United States.

The participants represented a broad cross-section of employees by workforce size, ranging from 100 to over 20,000 employees. One-third of the respondents represent large organizations having 1,000 employees or more.

The Role of AI in Recruitment

The questions continue to haunt many talent acquisition professionals. To what degree should they be trying to leverage artificial intelligence (AI) to improve recruitment? How should they do it, and what are the associated pros and cons?

This report doesn’t have all the answers, but it does strongly contribute to the discussion. Our 2024-25 research study finds, for example, organizations that are good at using recruitment technologies are many times more likely to be power users of AI.

These firms, which we refer to as recruitment technology leaders, are also more likely to say they use AI for the initial screening of candidates, the first round of interviews, and predictive analytics.

Another key finding is that the percentage of all firms that incorporate AI into recruitment has nearly doubled in just one year, jumping from 26% in our 2023 study to 53% today.

The State of Recruitment Technologies

Of course, this report is about far more than just AI in recruitment. We look across a wide range of recruitment technologies, intending to discover key trends and best practices. For instance, we find recruitment technology leaders are far more likely to say they successfully gauge a variety of metrics from time to fill and hiring manager satisfaction to quality and cost of hire.

Generally speaking, though, we show that a majority of today’s organizations are only average or worse when it comes to getting the most out of our recruitment technologies. There is much room for improvement, and we hope the strategic recommendations throughout this study can provide useful guidance on how organizations can improve.

What else will you find in the report? Here are some of the topics we cover:

- the degree to which various recruitment technologies are used within organizations
- the benefits derived from incorporating technologies into recruiting processes
- barriers/challenges organizations face in using recruiting technologies
- the use of mobile technology for talent acquisition
- the use and benefits of AI-enabled solutions
- how recruitment technology is likely to change in the near future
- possible best practices based on organizations with effective talent acquisition technologies

Following is a distillation of some of the key findings from the report.

Our Major Research Findings

Major Finding 1

Many organizations have seen improvements in their talent acquisition (TA) technology stack, but there's still much room for growth.

- Close to half (45%) of respondents rate their recruitment technology stack as good or excellent in terms of its ability to improve the overall recruitment and hiring capabilities, up from 39% last year.
- That still leaves the majority, however, as only average or worse.
- Only two TA technologies are used by over half of respondents:
 - ▶ applicant tracking system (66%)
 - ▶ employment hiring platforms (64%)

Major Finding 2

There's a disconnect between the most widely used advertising methods and perceived effectiveness.

- The two most widely used job advertising methods are:
 - ▶ company website (82%)
 - ▶ job boards (78%)
- However, their perceived effectiveness does not match their use:
 - ▶ company website (32%)
 - ▶ job boards (53%)

Major Finding 3

Only half agree or strongly agree that their job application process is optimized for mobile devices or is device-agnostic.

- Of those that use mobile-related technologies, the most popular use cases are:
 - ▶ phone interviews (61%)
 - ▶ texting to engage applicants/candidates (48%)
 - ▶ mobile-accessible career sites (47%)

Major Finding **4**

Regrettable hires continue to be a problem for many organizations.

- Just 24% would rehire at least 90% of the employees they hired in the last year.
- 54% would rehire only 79% or less of the employees they hired in the last year.

Major Finding **5**

Organizations are split on AI use for talent acquisition.

- A small majority (53%) of responding organizations use AI for TA.
- Of those that do use AI, the top areas of application are:
 - ▶ automating job descriptions (61%)
 - ▶ candidate communication (55%)
 - ▶ resume filtering (45%)
 - ▶ interview scheduling (36%)
 - ▶ candidate discovery (35%)
- The top concerns cited about the use of AI in recruitment are:
 - ▶ depersonalization (56%)
 - ▶ vulnerability to bias (53%)
 - ▶ liability to unintentional discrimination (47%)
- The top five benefits of using AI in recruitment are:
 - ▶ converting job descriptions into job advertisements (49%)
 - ▶ improved candidate experiences (37%)
 - ▶ efficient screening of applicants (37%)
 - ▶ better access to the entire pipeline of candidates (37%)
 - ▶ automated recruitment processes (37%)

Major Finding **6**

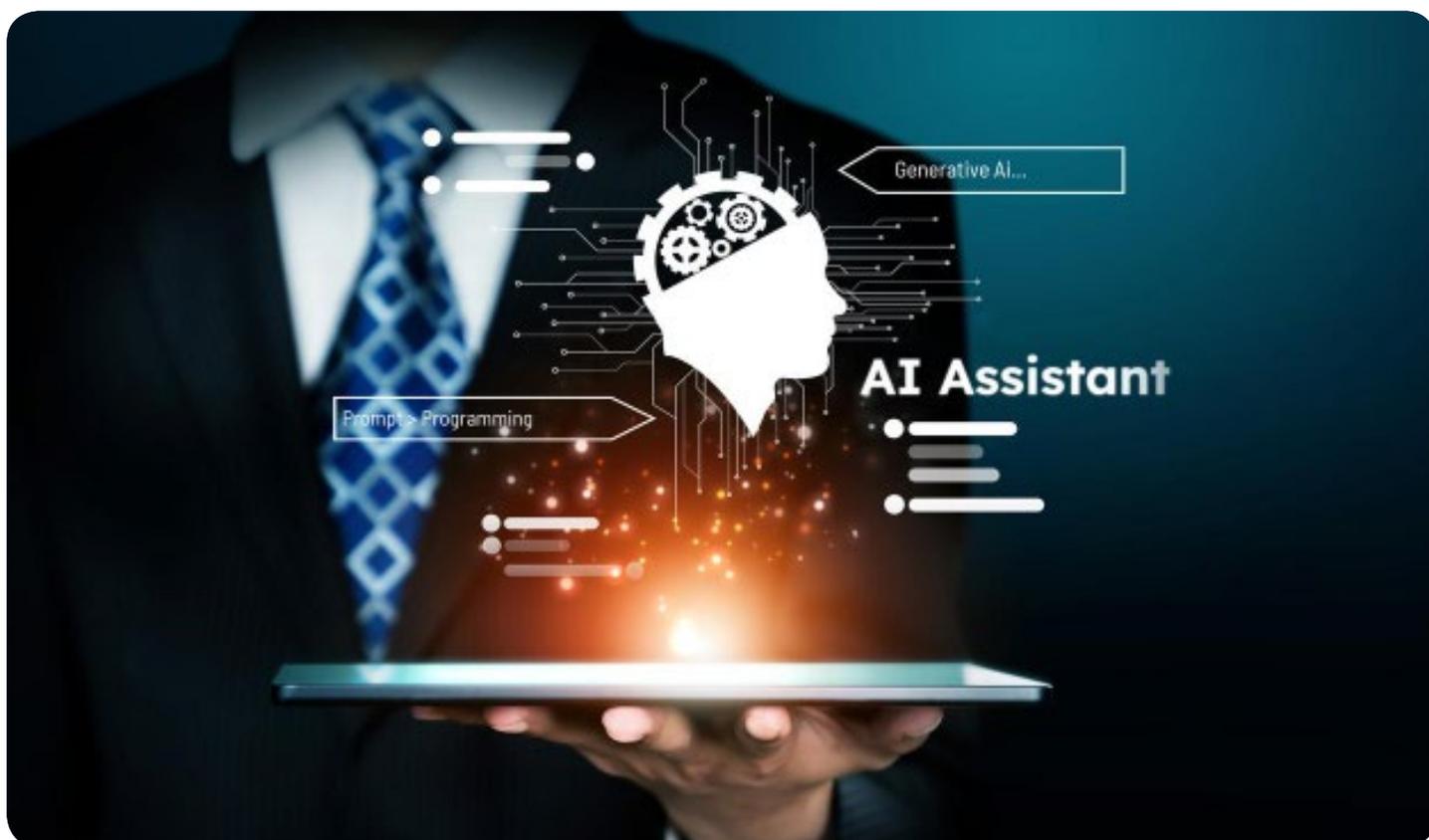
Organizations will most likely look for the following TA tools and technologies over the next two years:

- candidate experience (67%)
- analytics and tracking (63%)
- identification of the best candidates (57%)
- recruitment speed (54%)

Major
Finding **7**

When compared to those with relatively less capable TA technology stacks, those with more capable TA technology stacks are:

- 33X more likely to use AI for predictive analytics
- 20X more likely to use AI “to a large extent” for enhancing talent acquisition
- over 9X more likely to use job boards for recruitment advertising
- over 8X more likely to successfully measure cost per hire
- over 5X more likely to use AI for initial candidate screening
- almost 5X more likely to rehire more than 90% of their past year’s hires
- over 3X more likely to use AI for automated first round of interviews
- over 2X more likely to successfully measure the quality of hire



Please note that the findings and recommendations contained in this report are informational only. Nothing in this report should be construed as constituting legal or medical opinions or advice. Please consult an attorney if you have questions about the requirements, rules, regulations, or practices associated with any content discussed in this report.

Today's Recruitment Technologies

Defining small, midsize, and large organizations

For the purpose of this report, large organizations have 1,000 or more employees, midsize organizations have 100 to 999 employees, and small organizations have 99 or fewer employees.

Finding: Fewer than half of respondents say their recruitment technology stack is good or excellent

There is good news and bad news when it comes to today's recruitment technologies. The good news is that there might be recent improvements in such technologies.

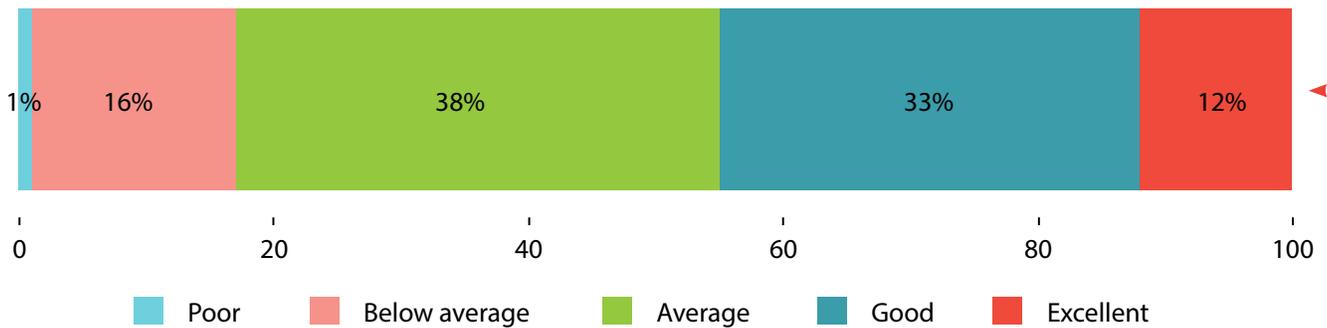
In our [2023-24 study](#), we found that only 39% of respondents gave their talent acquisition stacks high marks. This year, however, we saw that number grow, with 45% rating their stacks as good or excellent in terms of their ability to improve overall recruitment capabilities in their organizations.

Of course, it's too early to conclude that this represents part of an enduring trend. Future longitudinal research will tell us more. But even if this does not represent a lasting increase, it still implies that most organizations rate their stacks as only average (38%), below average (16%), or poor (1%). Either way, there's much room for improvement in today's organizations.

Differences by organizational size

Recruitment technology seems to be an area where economies of scale matter. Respondents in large organizations (58%) are more likely to say their technology stack is good or excellent at improving recruitment compared to small and midsize organizations (both at 41%).

Please rate your talent acquisition technology stack in terms of its ability to improve the overall recruitment and hiring capabilities of your organization.



Just 12% of organizations rate their talent acquisition technology stack as excellent

Recruitment technology-based cohorts

We wanted to take a closer look at what differentiates organizations that have more capable TA technologies from those whose technologies are not as capable. To do this, we separated our sample into two cohorts.

Recruitment technology (RT) leaders are those organizations that answered the question, "Please rate your talent acquisition technology stack in terms of its ability to improve the overall recruitment and hiring capabilities of your organization" as "excellent" or "good."

Recruitment technology (RT) laggards are organizations that answered "average," "below average," or "poor" to the same question.

Correlation does not necessarily indicate causation, of course, but these relationships can provide clues about possible best practices related to adopting evolving recruitment technologies.

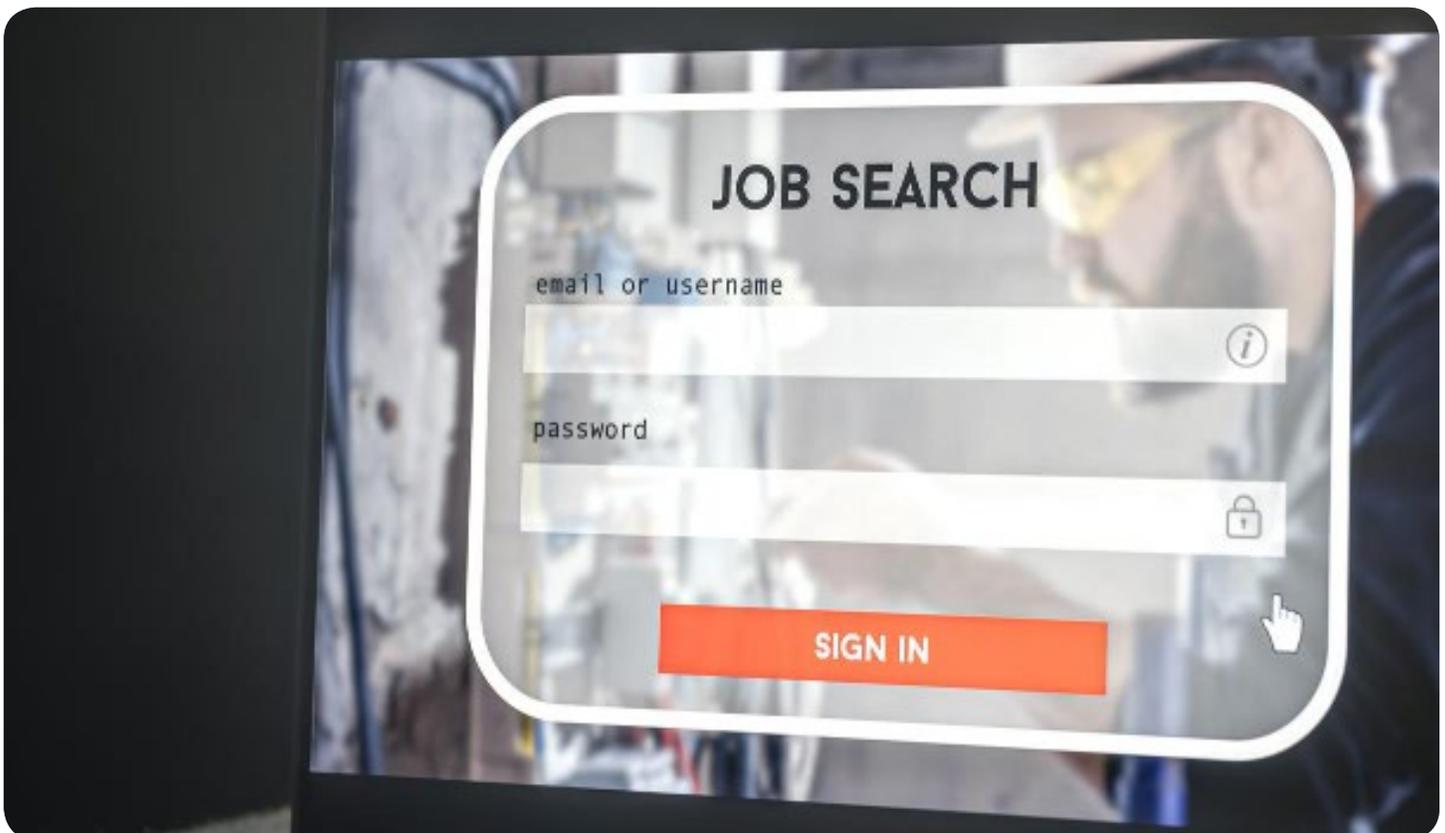


Finding: ATS and hiring platforms stand tall among TA technologies

There are many talent-acquisition-related technologies, but only two of the listed options are used by more than half of the respondents—applicant tracking systems (66%) and employee hiring platforms (64%). Background or reference-checking software (45%) is also a strong contender.

Other tools/technologies cited by over a third of the respondents also have the potential for wider adoption in the future. They are:

- onboarding automation tools
- employee referral solutions
- video interviewing technologies
- assessment tools



Which of the following talent-acquisition-related technologies does your organization currently use? (select all that apply)



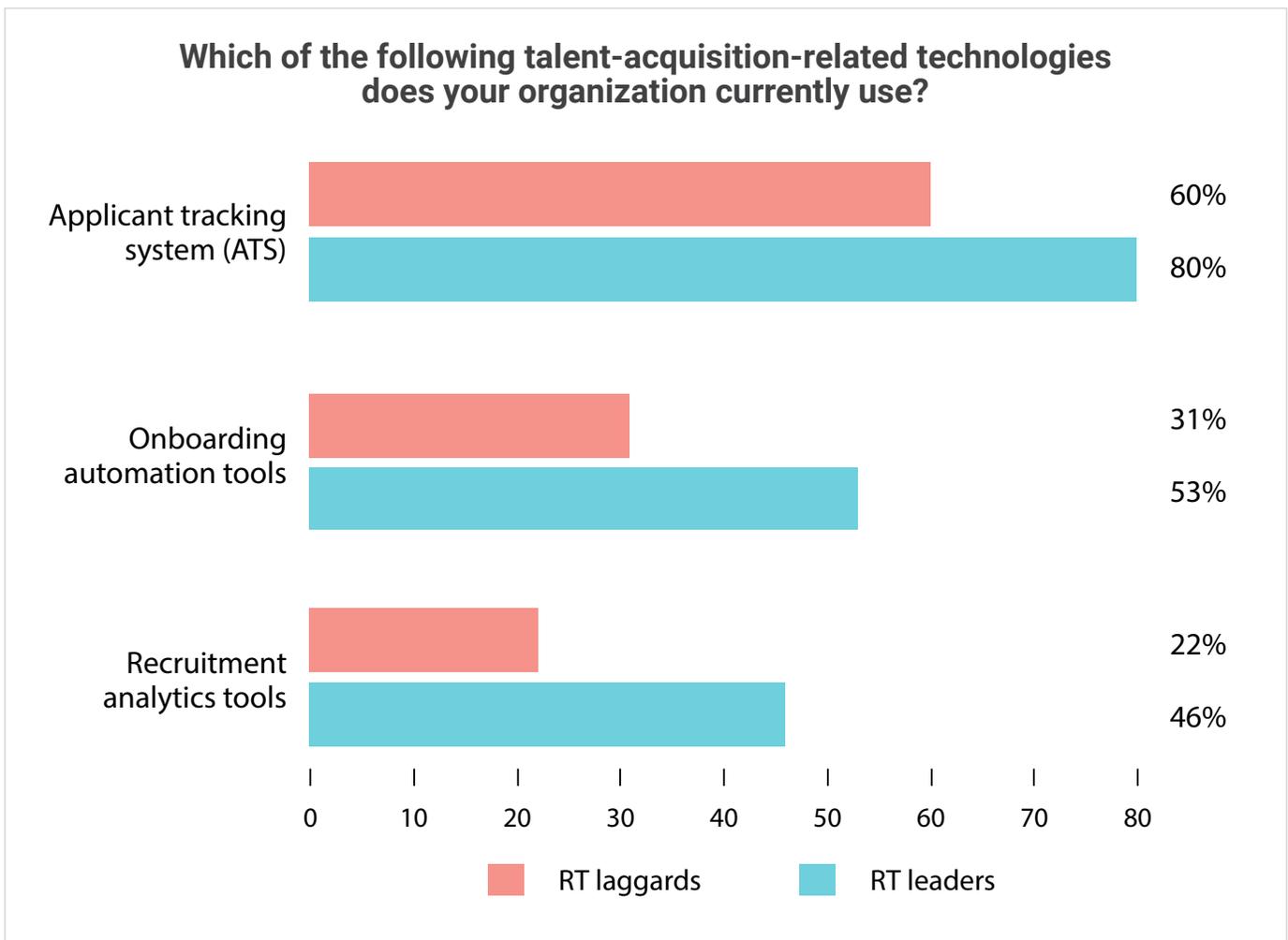
Just 22% use candidate relationship management systems

Results of Chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use ATS, onboarding automation tools, and recruitment analytics tools.

Finding: Recruitment technology leaders use recruiting technologies to a greater extent than laggards do

Recruitment technology leaders are those whose technology acquisition stack gives good or excellent results. One likely reason for this success is that leaders use technologies to a greater extent than laggards. Below are the three technologies that leader organizations use significantly more than do laggards. The largest difference is observed in recruitment analytics tools, where we see more than a two-to-one ratio.



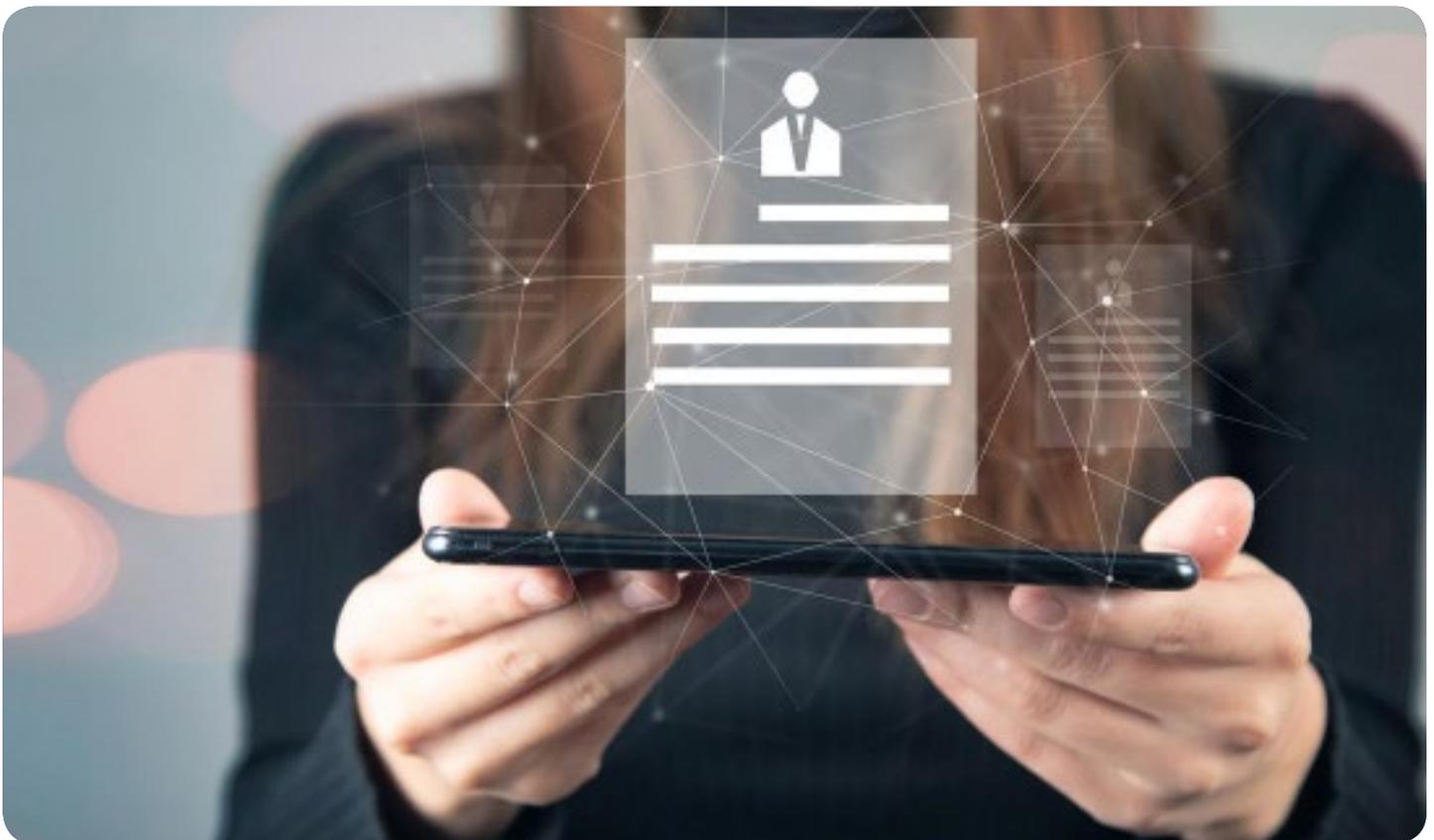


Finding: The most used technologies are also the most effective, but a gap exists between usage and effectiveness

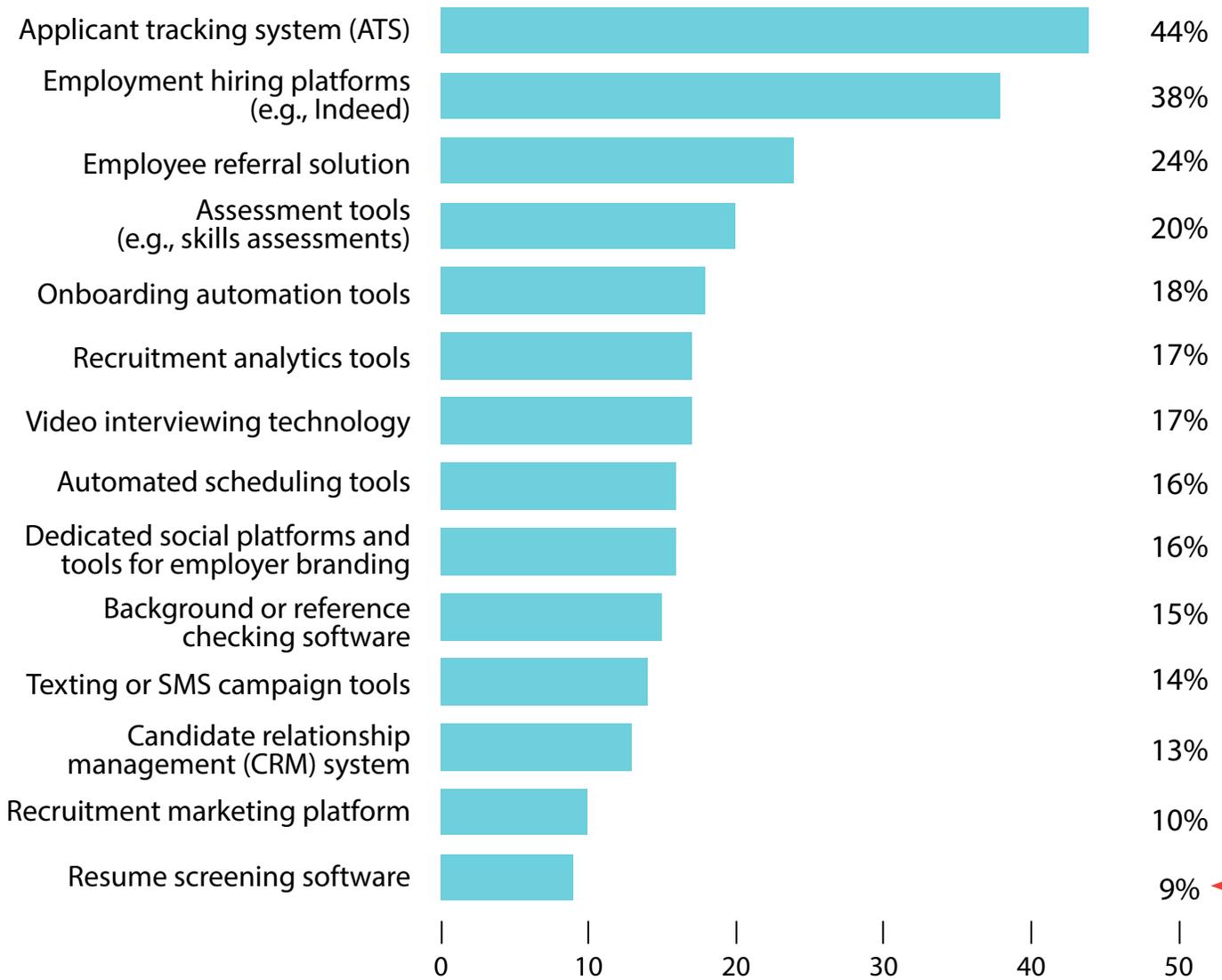
The two most widely used talent acquisition technologies are reportedly the most effective ones as well. That is, 44% felt their ATS effectively increased talent acquisition success, while 38% felt the same about employee hiring platforms. This usage/effectiveness correlation applies across all the technologies we included in our research.

Of course, effectiveness alone does not explain usage rates. Usage depends on other factors as well, such as user friendliness, cost, viability of integration with existing tools, etc.

Still, the fact that effectiveness rates are lower than usage rates indicates that even the most widely used technologies could be improved in coming years.



**Of the following technologies your organization uses, which do you believe are most effective at improving talent acquisition success?
(select all that apply)**



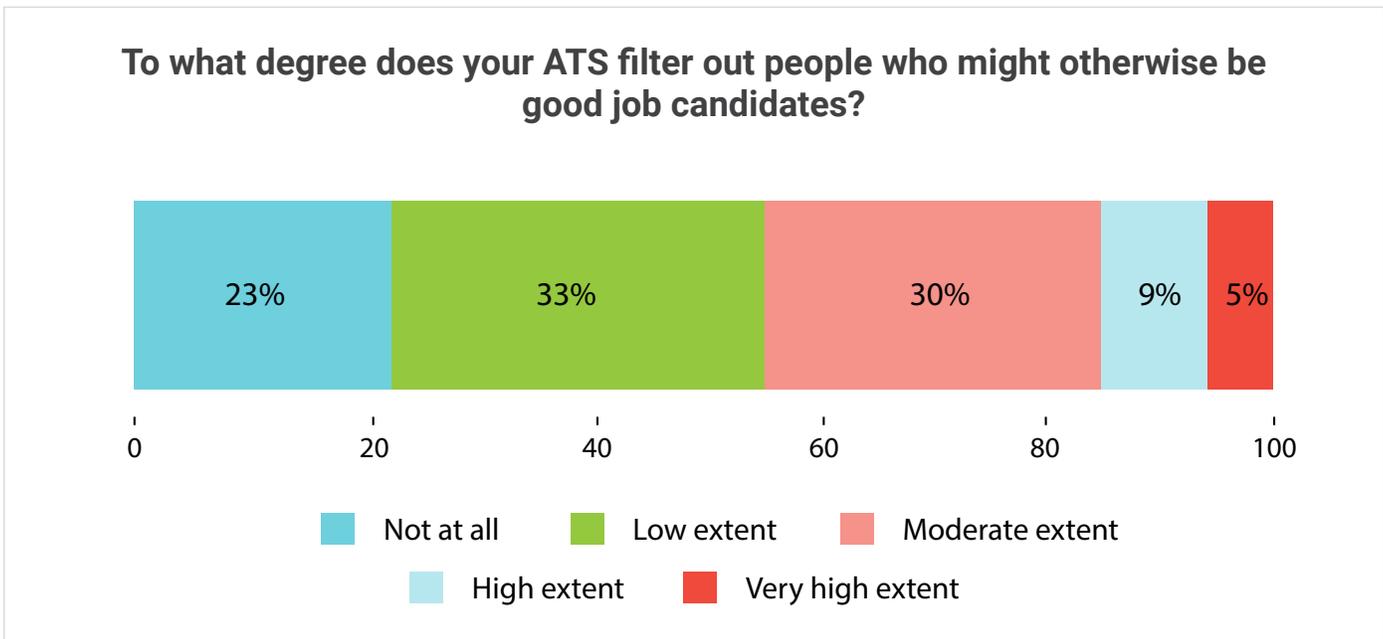
Under a tenth find resume screening software to aid TA success



Finding: Most applicant tracking systems do not filter out good candidates to a great extent

One of the main features of applicant tracking systems is that they can help filter out unsuitable applicants from the candidate pool. But over the years, some critics have raised the possibility that the systems may sometimes filter out good applicants as well. To test this claim, we asked respondents about the degree to which their ATS filters out possible good candidates.

We found that, among organizations that use applicant tracking systems, only 14% report that ATS filters out good choices to a high or very extent, but another 30% say it does to a "moderate extent." These numbers are concerning, of course, indicating that human judgment should not be eliminated from the application selection process in most organizations.



Editor's note: Those who responded "don't know" were removed from the data set and the numbers were recalculated.

The Effectiveness of Recruitment Metrics



Finding: Only a little over a quarter (28%) rate themselves as at least above average in successfully measuring cost per hire

We asked respondents to rate themselves on a five-point Likert scale ranging from poor to excellent in regard to their ability to successfully measure six recruitment metrics. The data shows a mixed response.

Quality, Time, and Retention Measures

Organizations tend to give themselves the highest ratings in two areas: new employee retention and quality of hire (42% rating themselves as “above average” or “excellent” in both). We expected to see retention rates as a more widely used metric since it tends to be both useful and relatively easy to measure.

However, the degree to which organizations successfully measure the quality of hire is more surprising. A number of our research advisory board members noted that quality of hire can be difficult to measure because there are often subjective elements associated with it. It may include everything from performance reviews to satisfaction rates among reporting managers.

So, why do many organizations prioritize quality of hire? We believe it's because quality of hire is so critical. After all, the cost of making a bad hire is much more expensive than the cost of, say, delaying a hire for several days.

Cost Measures

One item that stands out here is the cost per hire. Only 28% say they are above average or excellent in measuring it. Maybe that's because it involves multiple elements such as employee hours, the cost of technologies, time away from other work, etc. Some of these are difficult to accurately measure. On the other hand, this metric can be critical to gaining top leadership's support for the TA function.

Time to fill (38%) is a metric that is related to cost. After all, the longer a position remains open, the more it tends to cost companies, both in terms of recruitment resources and actual work that is not getting done. Lost time can have a large effect on the [business's bottom line](#).

Measuring Intangibles

Two other metrics—candidate experience and hiring manager satisfaction (both at 36%) seem relatively straight forward but it can be tricky to collect related data. For example, do you acquire data on all applicants or only on candidates who were assessed and interviewed? And, at what point or points in the process do you gather data from hiring managers?

Differences by organizational size

When comparing by organizational size, those in small organizations (49%) are most likely to say they are “above average” or “excellent” at successfully measuring candidate experience. Large organizations are in second place at 43%, while just 23% of midsize organizations say they measure candidate experience successfully.



Results of Chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to have the capability to successfully measure all the listed metrics.

Finding: Recruitment technology leaders are significantly more likely than laggards to be successful with their recruitment metrics

Looking across all the listed recruitment metrics, recruitment technology leaders are at least twice as likely as laggards to rate their success as above average or excellent. While on most of the listed measures, the leaders are 2 to 3.5 times more likely to be successful, it is noteworthy that they are over eight times more likely than laggards to successfully measure cost per hire.

The data indicate a correlation between a high-quality TA technology stack and the ability to measure recruitment outcomes well. This suggests that organizations may be able to make advances in the area of metrics by implementing more effective recruiting technologies.



Please rate your organization in terms of its ability to successfully measure the following. (% responding "above average" or "excellent")



HRR Strategic Recommendations

Based on our findings, we have the following recommendations:

- Include some form of metrics to quantify your recruitment function's success (or, a lack of it). Metrics help senior leaders better understand recruitment needs. This helps recruitment professionals gain leadership's support for future TA initiatives.
- Quality of hire is a useful metric but every organization needs to work out for itself how to define and measure it.
- Strongly consider creating a cost per hire metric that makes sense for your organization. It is highly correlated with the successful usage of recruitment technology.

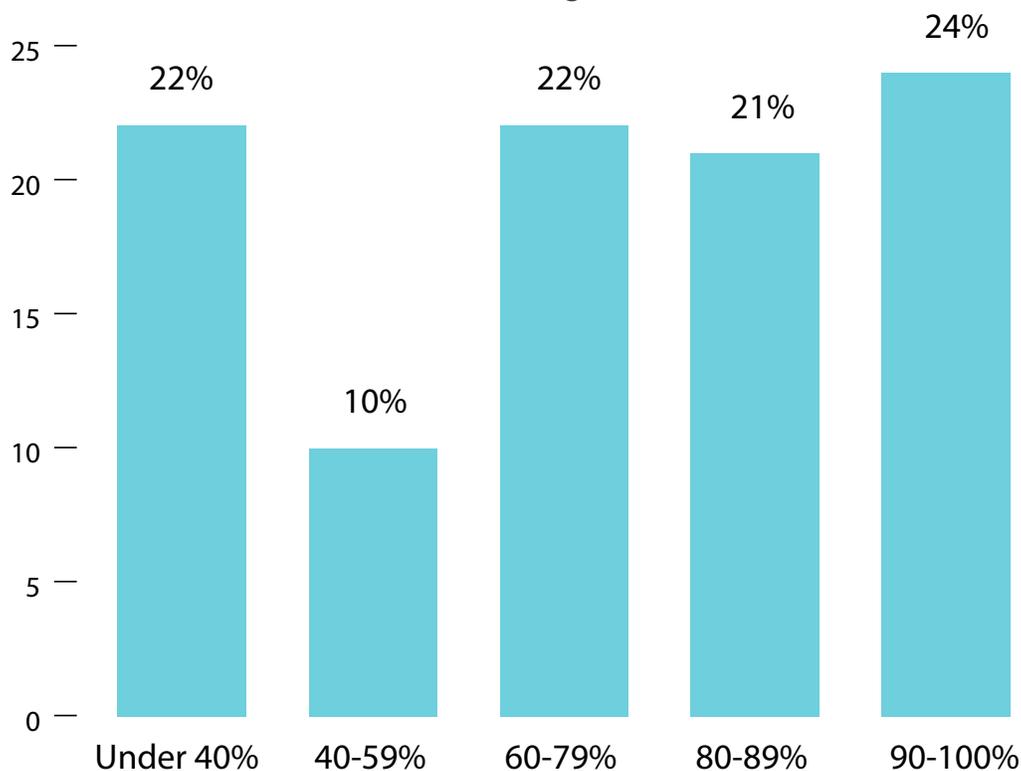


Finding: Only about a quarter would rehire 90% or more of the people hired over the last 12 months

One way to measure the quality of hire is to ask recruiters and hiring managers if they would rehire employees brought on board over the last two months. It turns out that only 24% of respondents feel they would rehire 90% or more of their last year's hires. And, just 45% would rehire 80% or more.

This indicates that many organizations have problems with so-called regrettable hires, and it implies that they could substantially improve the quality of their recruitment function.

Out of the employees you or your group hired in the past 12 months, approximately what percentage would you rehire if you had the chance to do it over again?



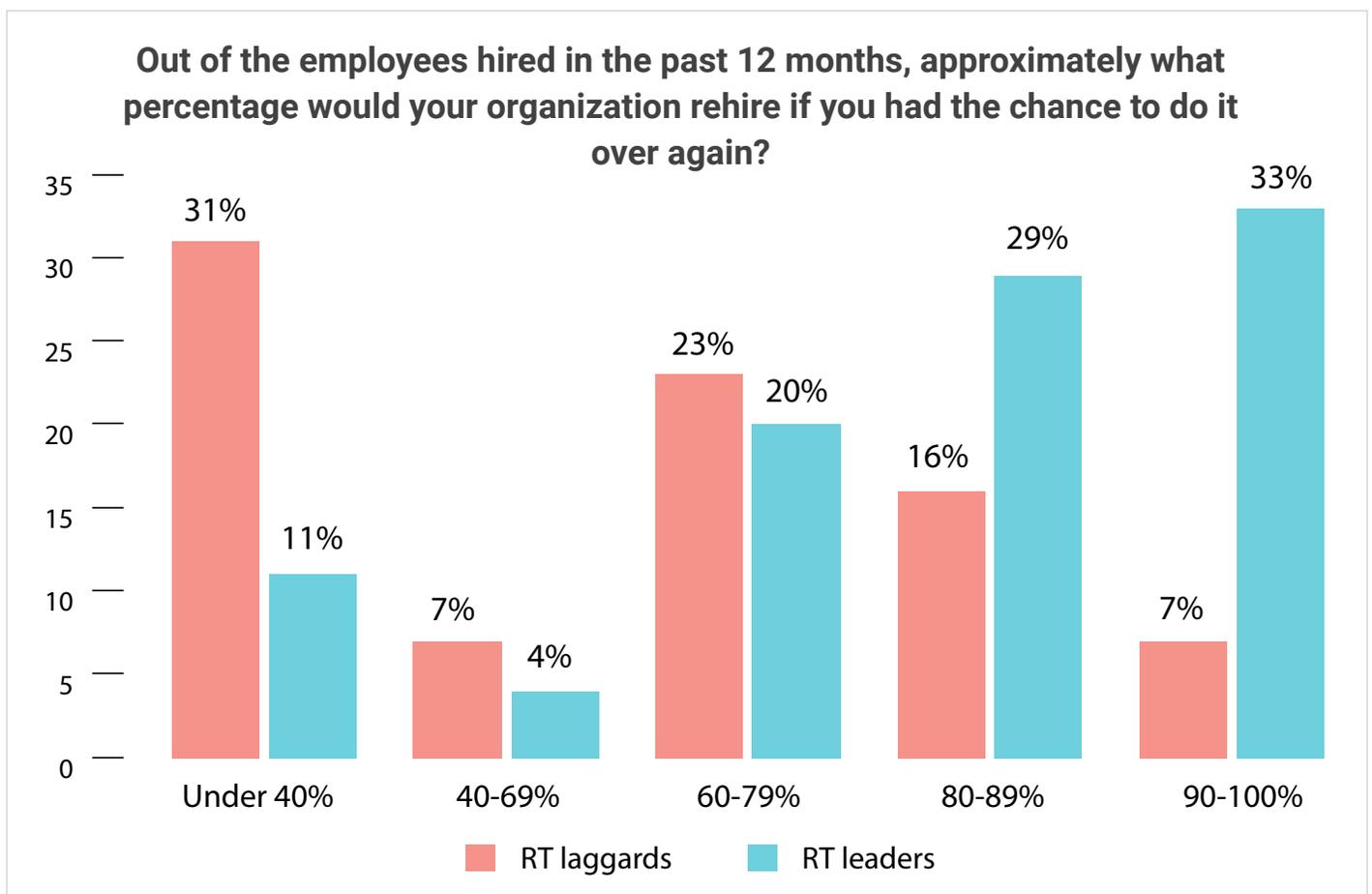
Cohorts by percentage they would rehire



Finding: RT leader organizations are far more likely to rehire their past year's hires

We found that organizations making better use of recruitment technologies tend to make fewer regrettable hires. Among recruitment technology leaders, fully 62% would rehire at least 80% of employees brought on board over the last 12 months. By comparison, only 23% of RT laggards would.

Why is there a strong correlation? We can't know for sure, but perhaps better recruitment technologies are boosting the quality of hire by ensuring a better fit between chosen candidates, the roles they fill, and the culture of the larger organization.



Job Advertising Channels



Finding: A majority of organizations typically use their website and job boards for advertising job postings

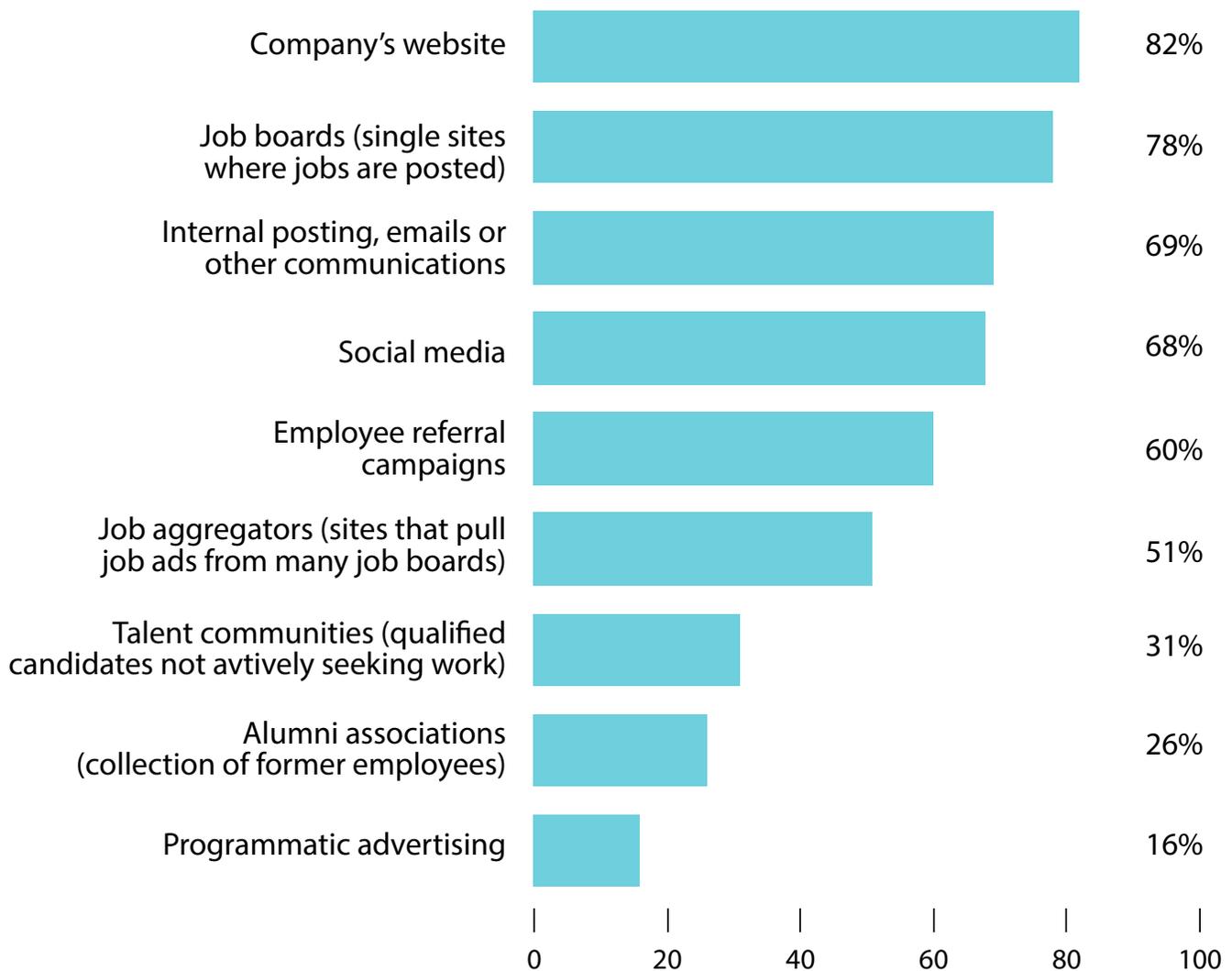
More than two-thirds of the responding organizations use the following four ways of advertising job postings:

- company website
- job boards
- internal postings
- social media

Employee referral programs (60%), which are cited nearly as frequently and have become more widely adopted in recent years, can be a low-cost but highly effective way to hire qualified candidates. [Research](#) shows that referred candidates are more likely to accept an offer, stay longer, and perform better. This is especially the case if the candidate has a personal connection to the referring employee.



Which of the following ways does your organization advertise job postings? (select all that apply)

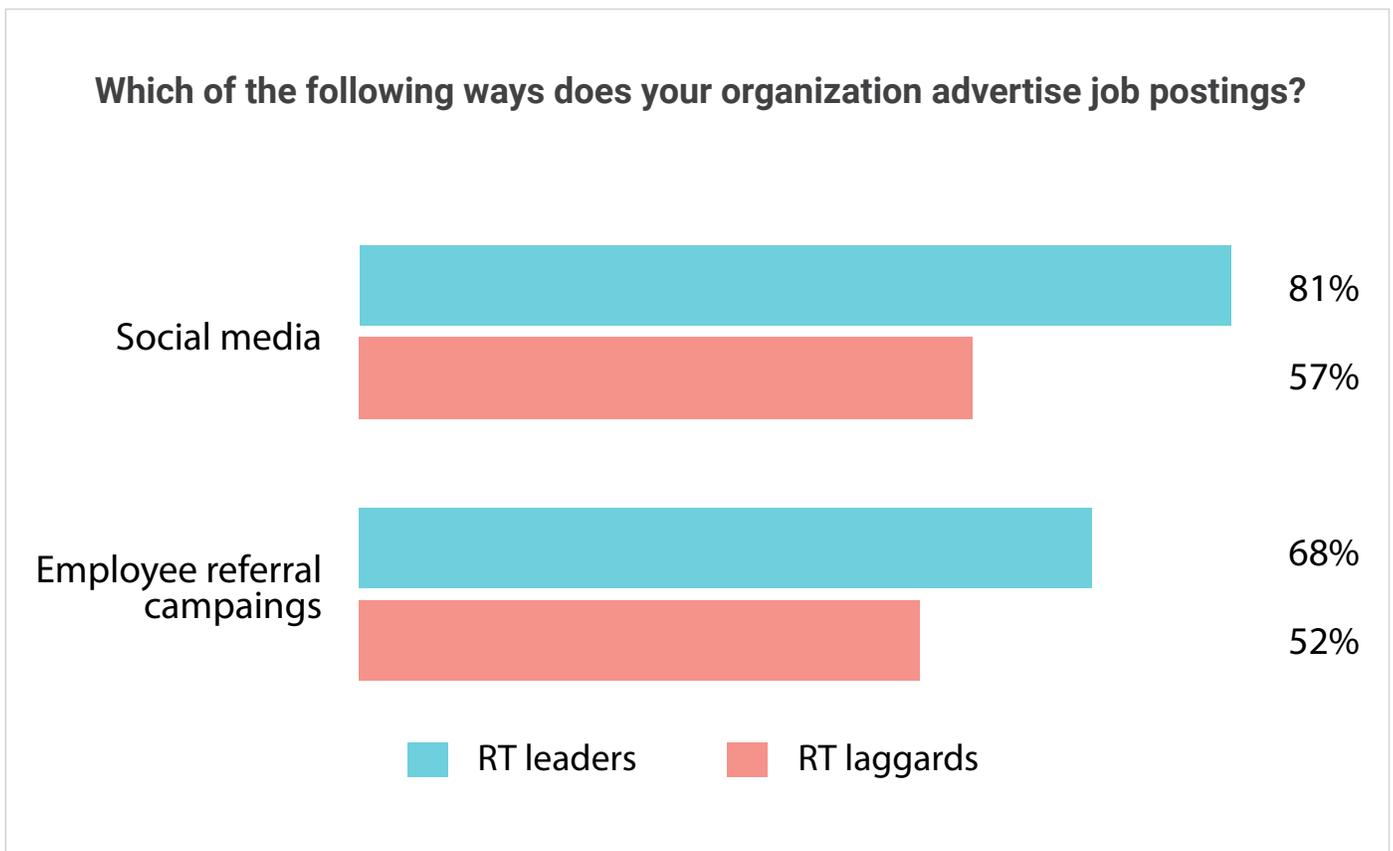


Results of Chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use social media and employee referral campaigns.

Finding: Recruitment technology leaders are more likely to rely on social media and employee referrals

Attracting qualified candidates in a tight labor market relies on using various job advertising methods and technologies. RT leaders are more likely to use two channels to a large extent—employee referrals and social media. Fully 81% of leaders use social media, compared to just 57% of laggards.



Leader-laggard difference

RT leaders are significantly more likely than RT laggards to find their company website (43% vs. 24%) and employee referrals (43% vs. 23%) more effective as job advertising methods. These differences are statistically significant on a chi-square test.

Finding: Job boards are the most effective methods for advertising job postings

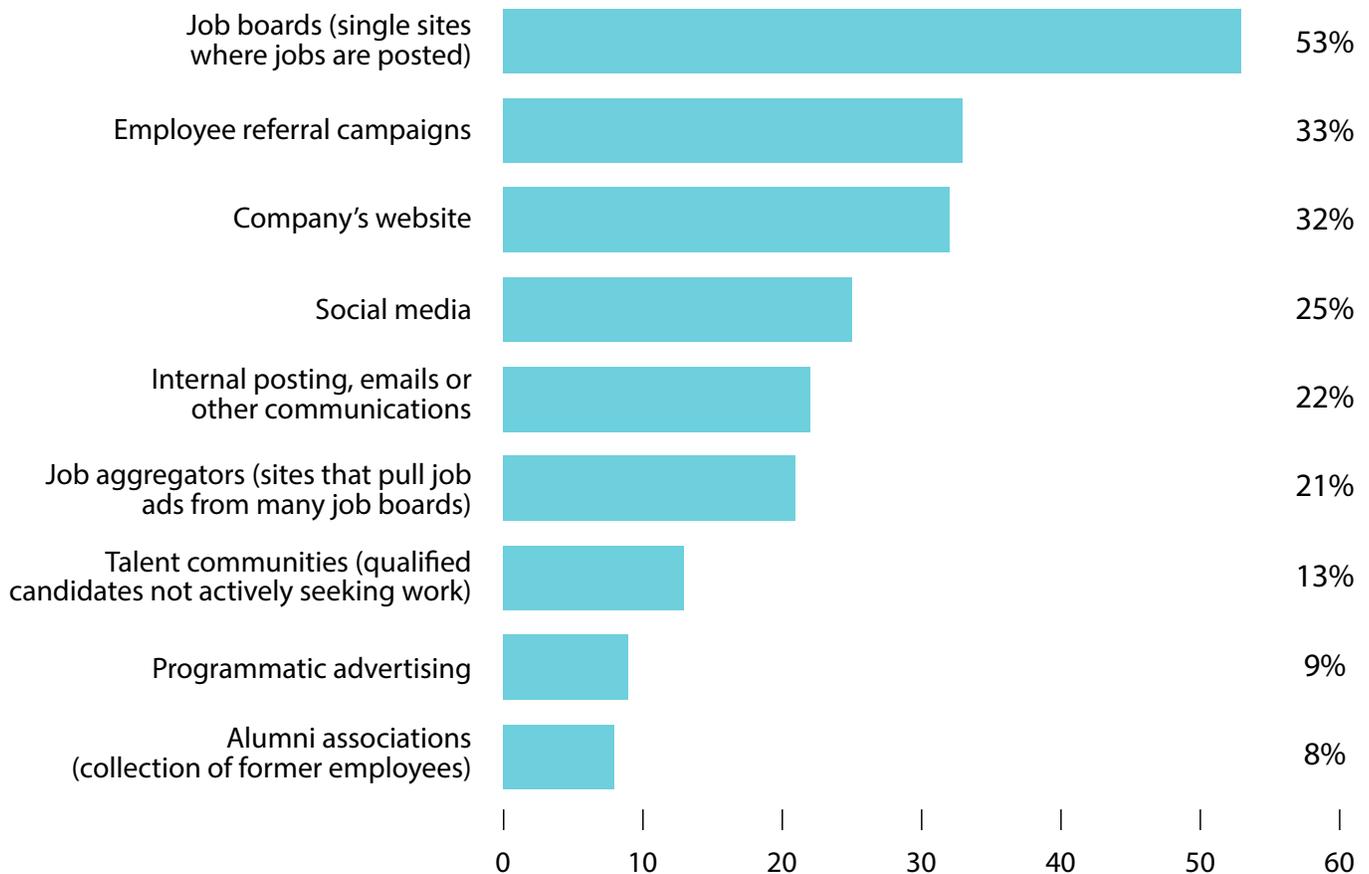
In the findings above, we looked at the degree to which various job advertising channels are used by employers. Here, we look at their perceived effectiveness. Generally speaking, effectiveness is correlated with usage, but effectiveness rates tend to be lower overall. We conclude that, although organizations tend to use channels that they perceive as more effective, many are still underwhelmed by the efficacy of these channels.

For example, we found that although 78% of companies use job boards, only 53% consider them effective. Such differences are common. All of the eight other methods have been cited as effective by under a third of the respondents. Why do organizations continue to use channels with limited effectiveness? We assume it is because many channels tend to be budget-friendly and easy to use. For example, it is relatively inexpensive and easy to leverage a company website for job postings even if they are less efficacious than job boards.

We should also note there are some interesting differences in terms of rankings. For example, although employee referral campaigns are only the fifth most widely used channel, they are second in terms of perceived effectiveness.



Of the following ways that your organization advertises job postings, which are most effective?



HRR Strategic Recommendations

Based on our findings, we have the following recommendations:

- Alumni associations have gained more popularity among survey respondents (15% in 2023 vs. 26% in 2024). Consider these associations seriously while advertising jobs. Considerable resources can be saved in rehiring alumni employees in terms of onboarding costs and time spent in orientation.
- Usage of employee referral campaigns, a new survey option this year, are used by 60% of respondent organizations. Also, RT leaders are more likely to find them more effective. Being a potentially less expensive option, organizations could focus more on this method and get better returns. Employers can also leverage referrals from alumni employees.
- As many RT leader organizations do, consider leveraging all your social media handles in advertising job postings to get the maximum return from your media following.

Communication Devices in Recruitment

Leader-laggard difference

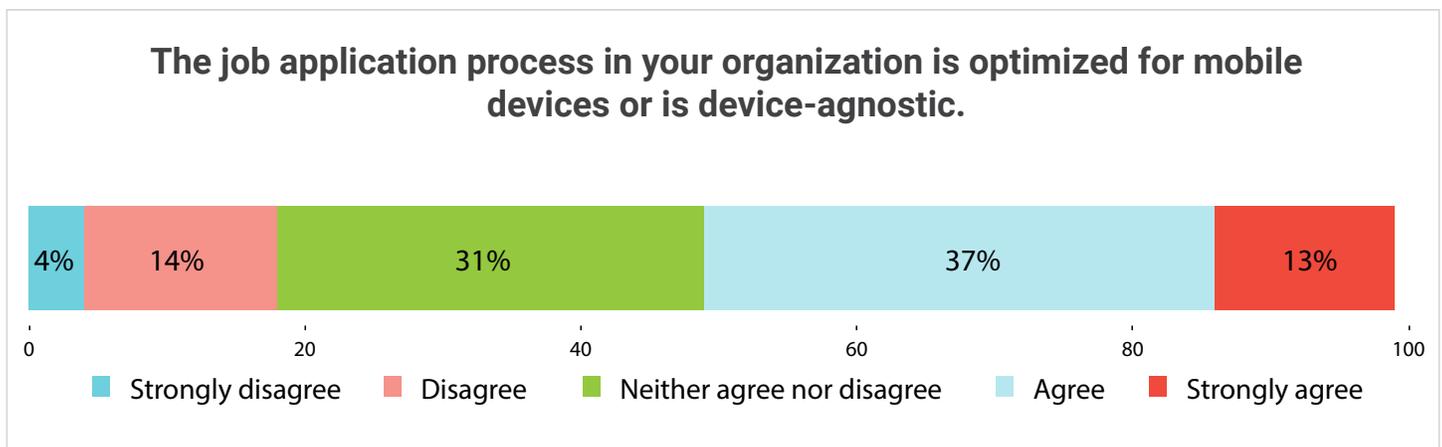
Sixty-three percent of RT leaders agree or strongly agree that their job application process is optimized for mobile devices (or is device-agnostic) compared to just 38% of laggards that claim the same.

Finding: Only half of organizations say their job application process is optimized for mobile devices or is device-agnostic

Most people, especially younger ones, spend a lot of their [time on their smartphones](#). Presumably, one of the things they do on the phone is apply for jobs. As such, mobile recruiting makes sense for reaching candidates who spend much of their time on their phones.

However, the use of this technology is still far from universal. Only half of the respondents agree or strongly agree that their job application process is optimized for mobile devices or is device-agnostic. This still leaves another half scrambling to catch up with this basic technological update.

Organizations that do not take advantage of mobile technology for recruiting are losing out. Mobile recruiting reaches a larger pool of applicants, facilitates response times, and increases the candidate's experience through the ease of applying on the go.



Editor's Note: Those who responded "don't know" were removed from the data set and the numbers were recalculated.



Finding: For recruitment purposes, mobile devices are most likely to be used for interviews and texting

The only mobile-related application used by more than 60% of respondents is the most obvious one: phone interviews. The two other most commonly used applications are mobile-accessible career sites and text messaging. These applications are used by over 40% of the respondents, a substantial increase from the 2023-24 study. On the other hand, only 21% say their organization leverages mobile recruiting apps. Such apps can allow candidates to use their mobile devices for things such as job searches or filling out online applications.

Which mobile-related technologies does your organization use for talent acquisition? (select all that apply)



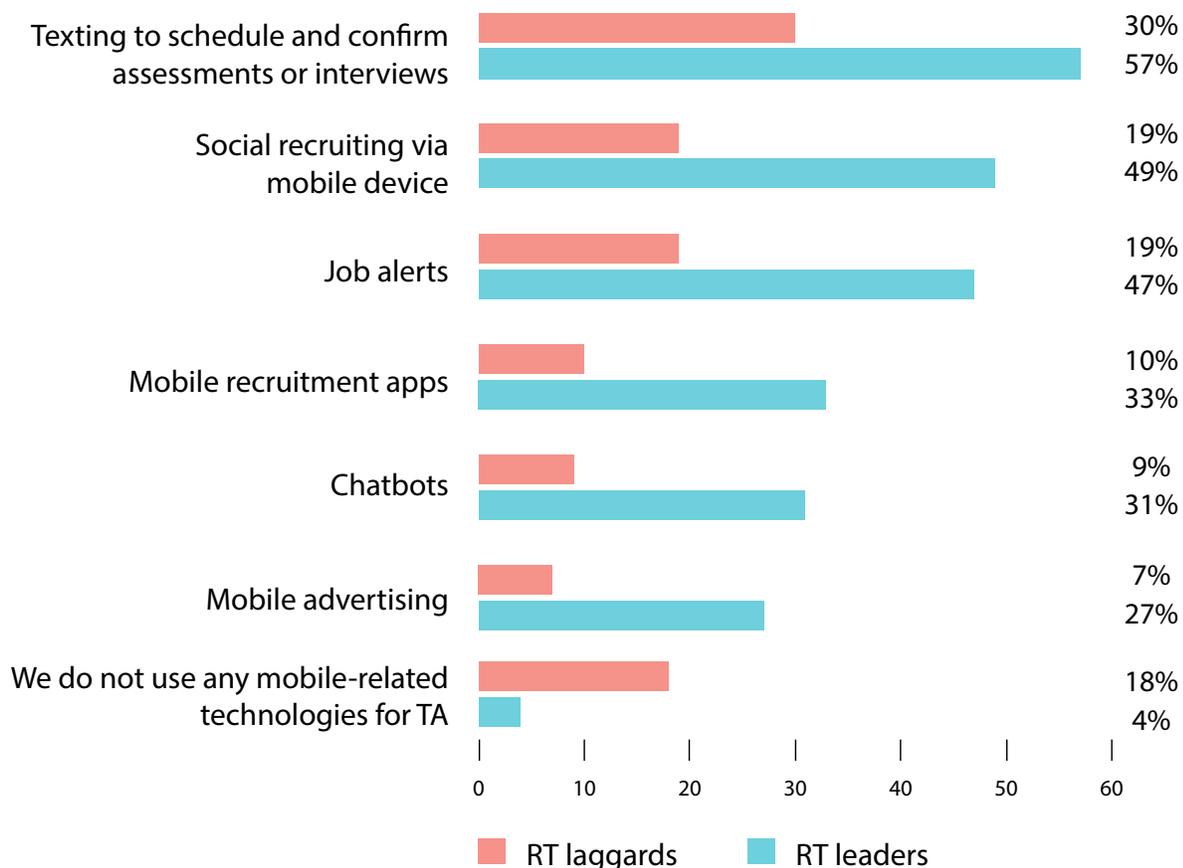
Phone Interviews continue to be the most used mobile-related technology applications for TA



Finding: RT leaders are far more likely to use a variety of mobile-related technologies for TA

Among the technologies we listed in our survey, RT leaders reported using all of them to a greater extent compared to the RT laggards. The largest differences are observed among the technologies listed in the chart below. Mobile recruitment apps, chatbots, and mobile advertising are used far more extensively by leaders.

Which mobile-related technologies does your organization use for talent acquisition?



HRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Begin with small steps when it comes to mobile-based recruiting. For example, SMS alerts about application review progress could help candidates stay updated and help in creating a better experience for them.
- Chatbots are useful tools to answer questions for candidates during the application process. Try a pilot program among select applicants with a set of FAQs and gauge how they react and rate the tool in terms of helpfulness and improving their experience.

The Use of AI in Recruiting

What Is Artificial Intelligence?

For the purpose of this study, we define AI to cover a wide variety of techniques, such as:

- machine learning
- neural networks and deep learning
- data mining, knowledge discovery, and advanced analytics
- rule-based modeling and decision-making
- expert system modeling
- case-based reasoning
- natural language processing
- visual analytics and pattern recognition

Finding: The usage of AI in recruitment is growing quickly

A little over half (53%) of organizations are using AI in the recruitment function. Forty-three percent use AI to “some extent” and another 10% use it to a “large extent.” But that still leaves a large group that does not use it at all.

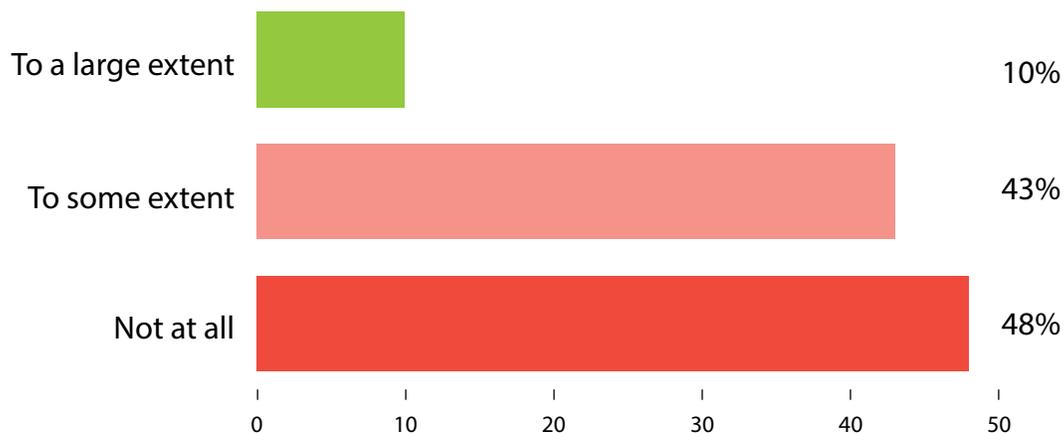
These percentages have almost doubled since our 2023-24 study, when only 26% used AI to “some” or a “large extent.”

Of course, we need to take some AI-related responses with a grain of salt. In some cases, HR professionals may use AI that is embedded in their recruiting platforms and not fully realize it.

Differences by organizational size

Those in large organizations are most likely to use AI for talent acquisition to at least “some extent” (59%). Forty-seven percent of small organizations say the same, closely followed by midsize organizations at 46%.

To what extent does your organization use artificial intelligence (AI) for the purposes of enhancing talent acquisition? (Note: this includes AIs embedded in your recruitment technologies and separate AIs such as ChatGPT4)



Results of Chi-square test

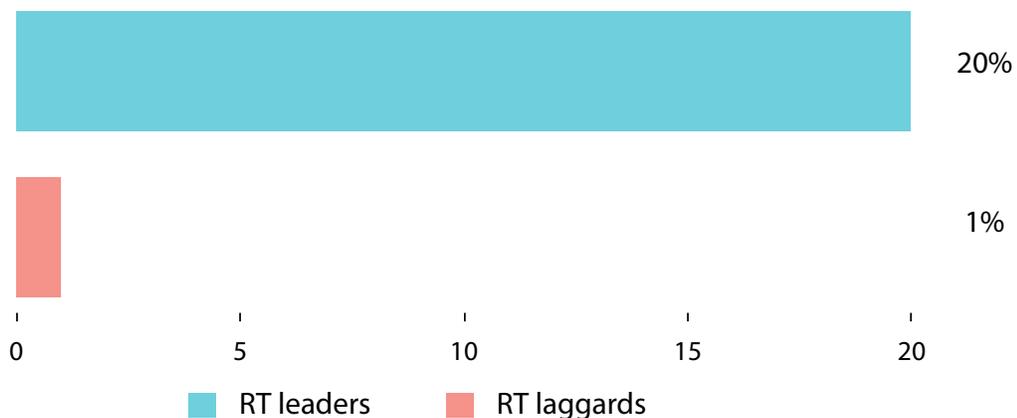
A chi-square test of independence shows that RT leaders are statistically highly likely compared to RT laggards to use AI in their recruitment to a "large extent."

Finding: Recruitment technology leaders are far more likely than laggards to use AI in talent acquisition to a large extent

Recruitment technology leaders are far ahead of laggards in terms of being "power users" of AI. Twenty percent of RT leaders use AI to a "large extent," while the number of RT laggards using AI to that extent is just 1%. If we look at combining all uses, the leader usage still exceeds laggard usage but to a smaller degree (46% to 38%).

Our 2023-24 report claimed that AI could mark the beginnings of radical change in HR technology. As it turns out, the use of AI for recruiting has increased a lot among the leader organizations (last year, only 12% were "power users"). The laggards have a lot of catching up to do if they want to stay in the race.

To what extent does your organization used artificial intelligence for enhancing talent acquisition? (% responding "to a large extent")





Finding: Automated job descriptions represent the most common use of AI

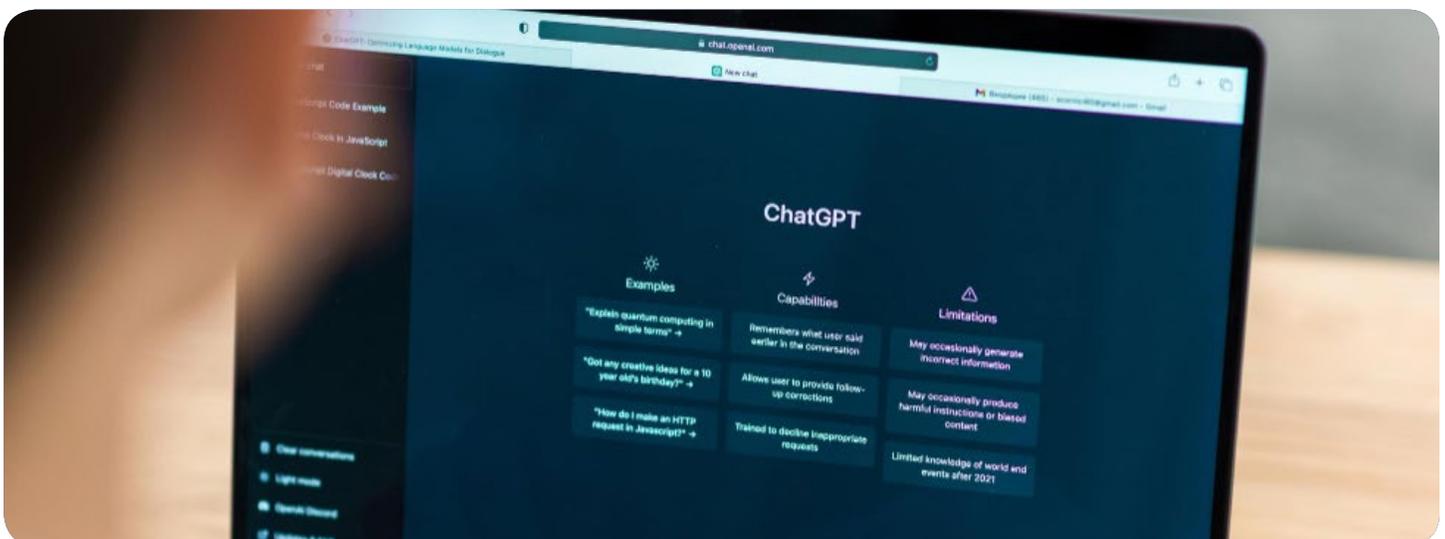
So, AI usage in recruitment has grown dramatically in just a year, but how exactly is it being used?

AI's three top current uses in recruiting are automated job description (61%), candidate communication (55%), and resume filtering (45%). Especially for large organizations, automated job descriptions can save immense amounts of time because of numerous job openings in different areas.

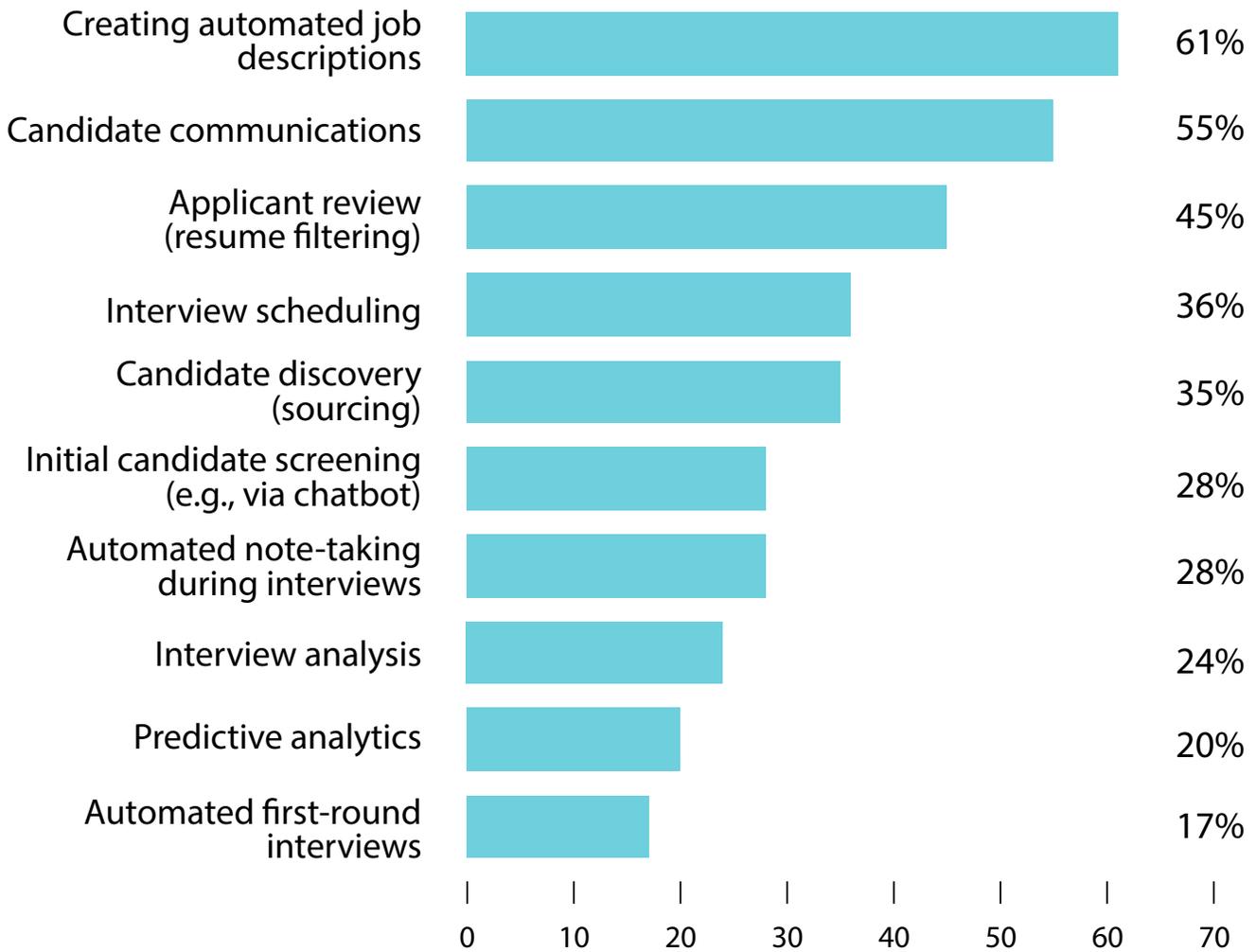
AI can also be used to communicate with candidates, either through automated messages or by helping draft responses unique to the individual.

As for helping to filter candidates, this has long been a capability of many applicant tracking systems. New forms of AI are only making it easier. It can enable employers to better match candidates' skills, experience, and competencies to those required for the job.

However, AI is not perfect, and we think experienced recruiters should constantly check the accuracy of AI-generated outputs. Candidate matching can be especially tricky because there can be potential issues related to bias and the accuracy of job matches.



**In what talent-acquisition activities does your organization use AI?
(select all that apply)**

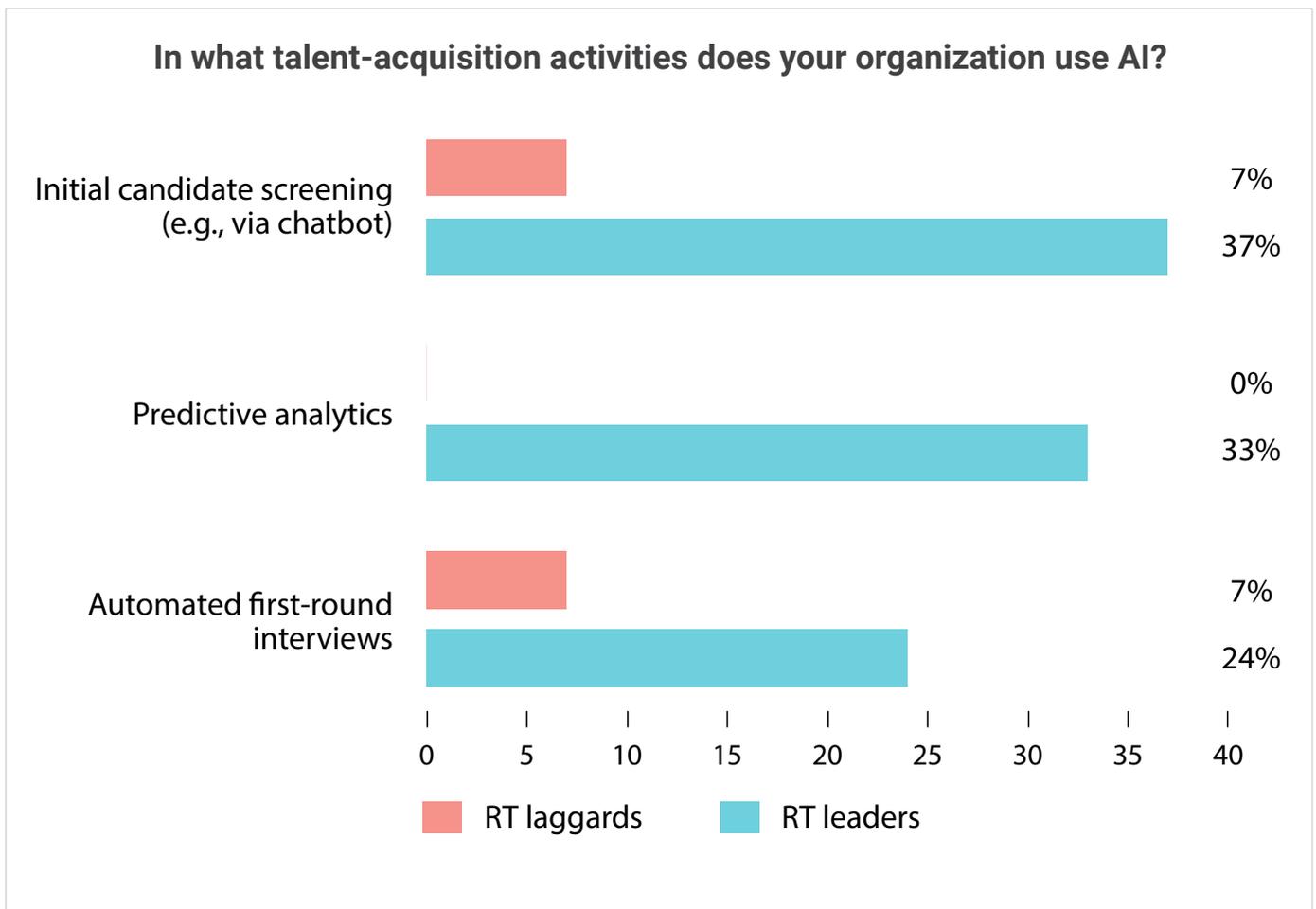


Only two of the listed AI application areas are cited by more than half of the organizations



Finding: RT leaders use AI more extensively in three of the listed TA activities

RT leader organizations are already using AI for their initial candidate screening and the first round of interviews far more extensively compared to the laggard organizations (three to five times more likely). But what especially sets them apart is their use of AI in predictive analytics (33% vs. 0%). Predictive analytics is already a large part of many of today's recruitment technologies, of course, but with the advent of AI, RT leaders may gain greater competitive advantages.





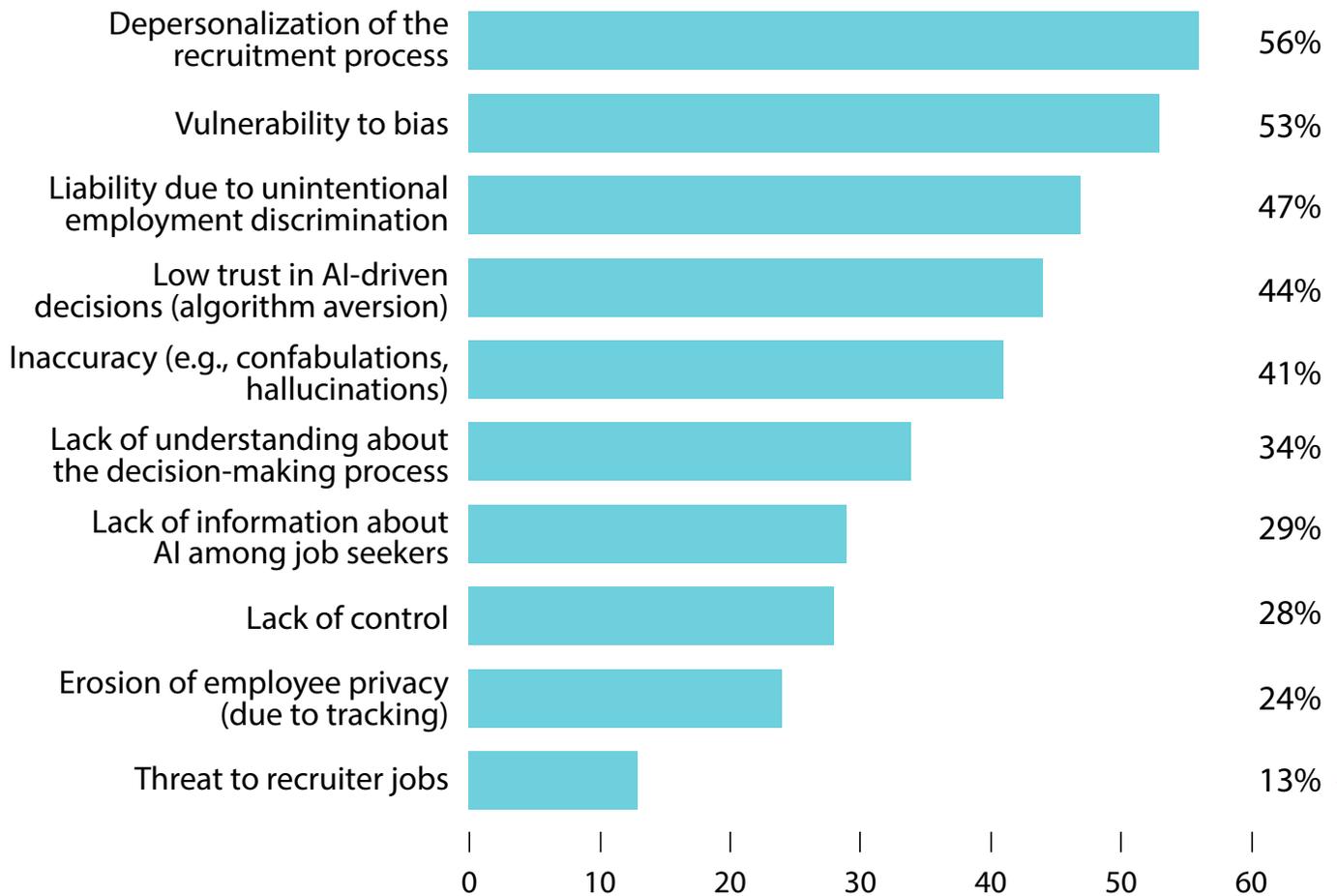
Finding: Depersonalization remains a concern about AI usage

Topping the list of concerns about AI usage—and sustaining the top spot from last year—is depersonalization (56%). There is a six-percentage-point increase from 2023, suggesting this issue may be becoming more prominent as AI applications advance.

Another concern cited by over half of the respondents is vulnerability to bias (53%). Machine learning tools that screen applicants are at risk of being biased due to flawed training data. This may have slowed AI's adoption in the recruitment space. Today's generative AI models such as ChatGPT can have some of the same drawbacks regarding bias. Recruiters need to be careful because these bias-related issues can lead to potential legal complications like those faced by [iTutorGroup Inc.](#) in 2023.



What are the top five concerns with regard to usage of AI for recruitment in your organization? (select up to five)



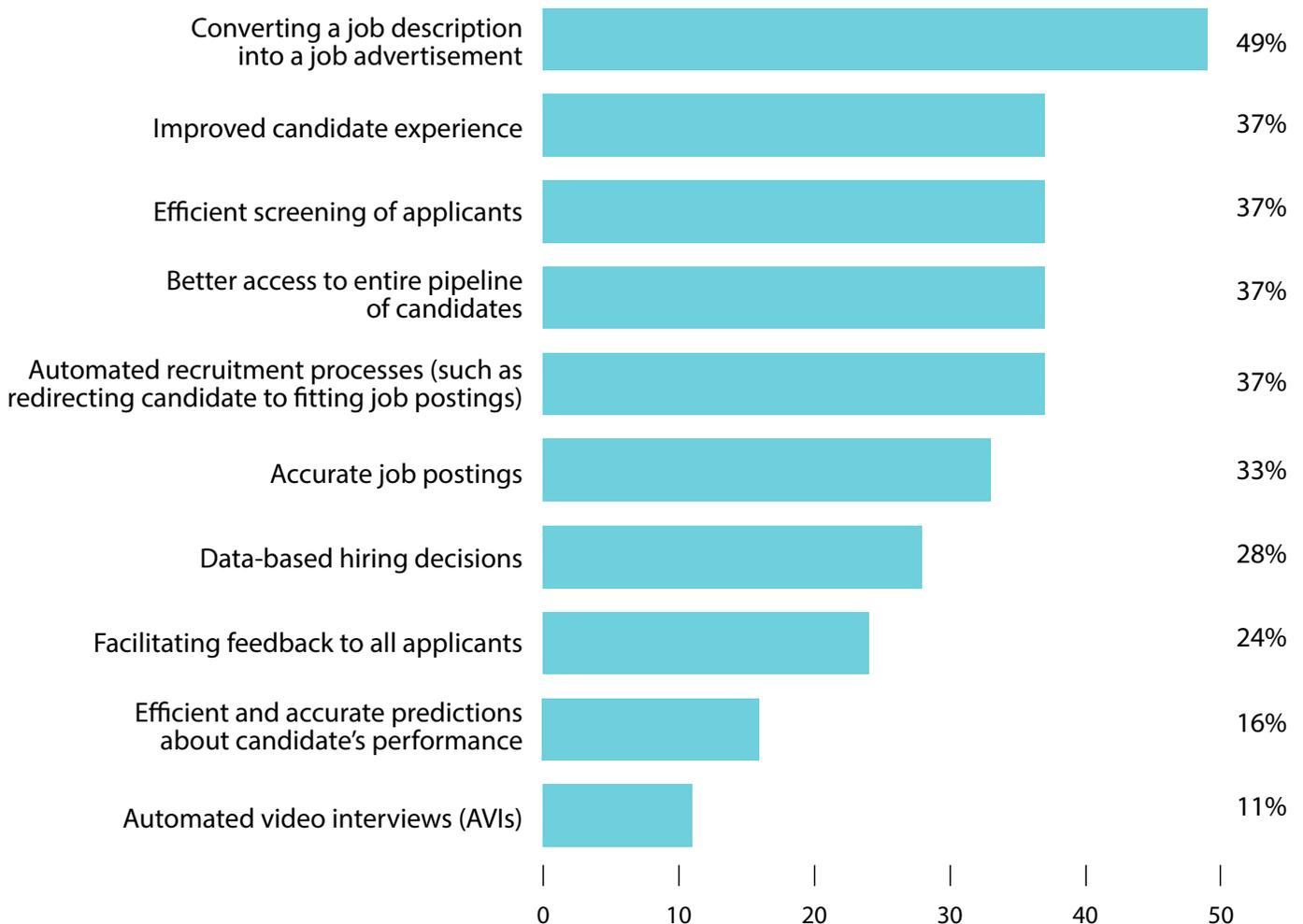
13% think AI can be a threat to recruiter jobs



Finding: Converting a job description into a job ad is the most cited benefit of AI in recruitment

Almost half (49%) of respondents say the most beneficial use of AI is the conversion of a job description into an ad. The top answer from 2023—improving candidate experience—has been pushed to a tie for the second spot after dropping nine percentage points. We suspect that the more specific AI application of helping to make good job ads is becoming widely used in today’s organizations.

Which are the top five benefits of using AI in recruitment in your organization? (select up to five)





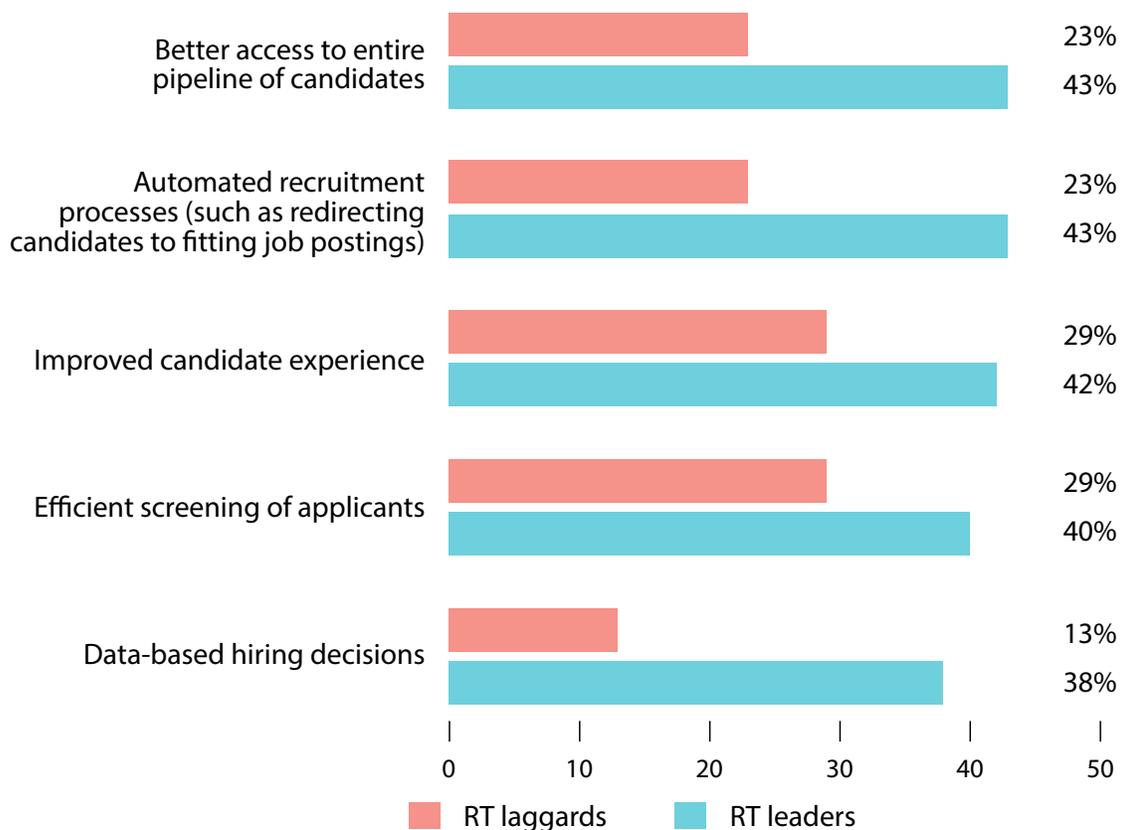
Finding: RT leaders are far more likely to cite automated recruitment processes as an AI benefit

Generally speaking, recruitment technology leaders are more likely to cite benefits from AI than are the laggards. This helps explain why, as previously noted, the RT leaders are far more likely to be “power users” of AI.

Not only are the gaps between leaders and laggards high in this area, but many laggards do not use AI at all for recruitment in their organizations and so could not even respond to this question. Those organizations are, of course, receiving no benefits at all from AI.

Among those that do use AI, the largest gap between the leaders and laggards is in data-based hiring decisions. RT leaders are making greater use of AI in the area of people analytics.

Which are the top five benefits of using AI in recruitment in your organization?





Finding: Safeguards for AI usage in decision-making are the most important for AI application in recruitment

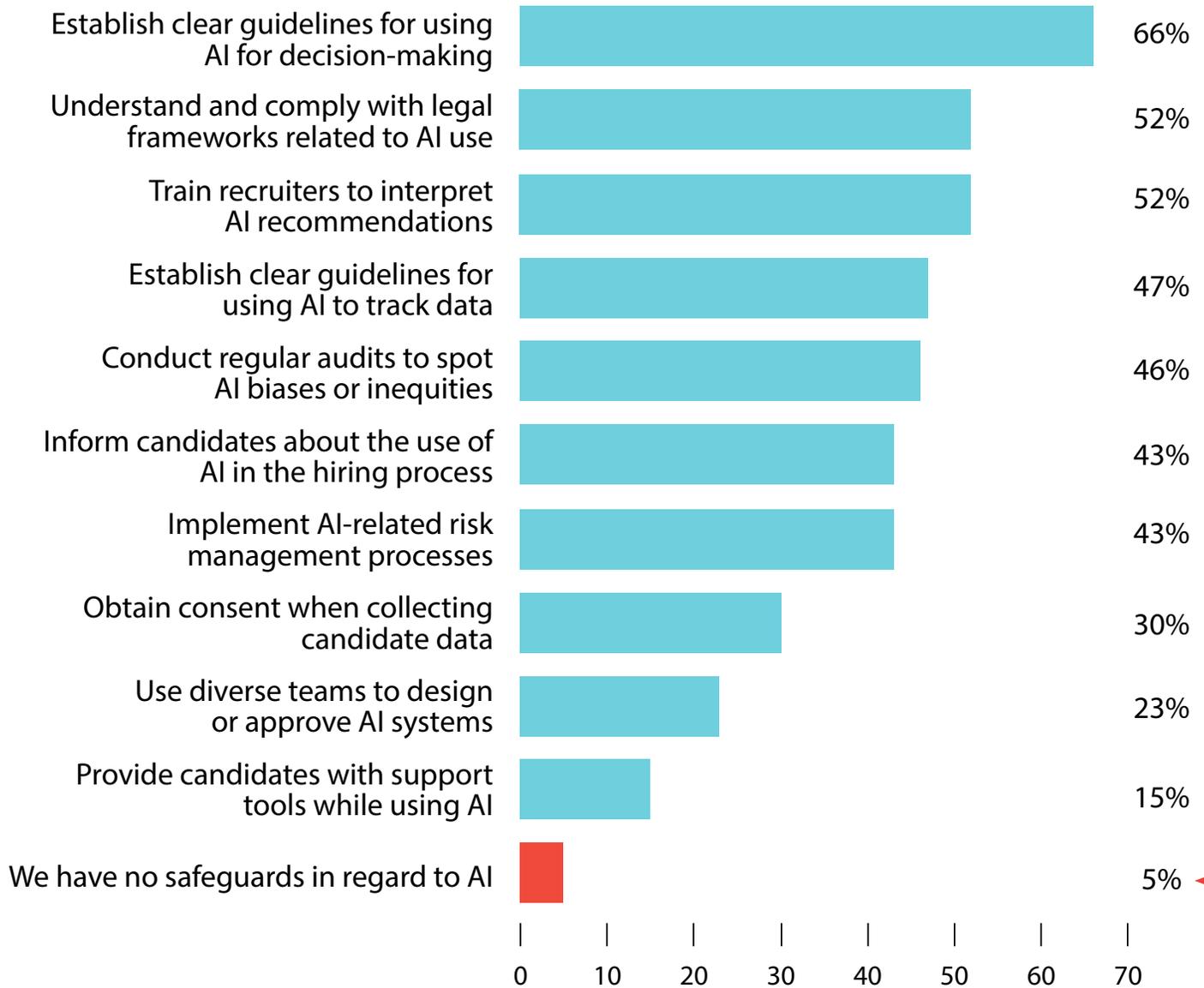
There are various strategies intended to ensure the successful use of AI. Three of the most frequently ones cited are:

- establishing clear guidelines for use in AI decision-making
- training recruiters to interpret AI recommendations
- understanding and complying with legal frameworks

All three of these safeguards are related to quality assurance. They are designed to circumvent problems and shore up the potential weaknesses of their AI processes. Clear guidelines help recruiters understand how best to use AI output, keeping the quality of hire and process fairness in mind. After all, there are legal risks that organizations need to be aware of to ensure that decisions do not unintentionally lead to discrimination (based on race, gender, or age).



Which are the top five safeguards most important to the successful use of AI in recruitment in your organization? (select up to five)

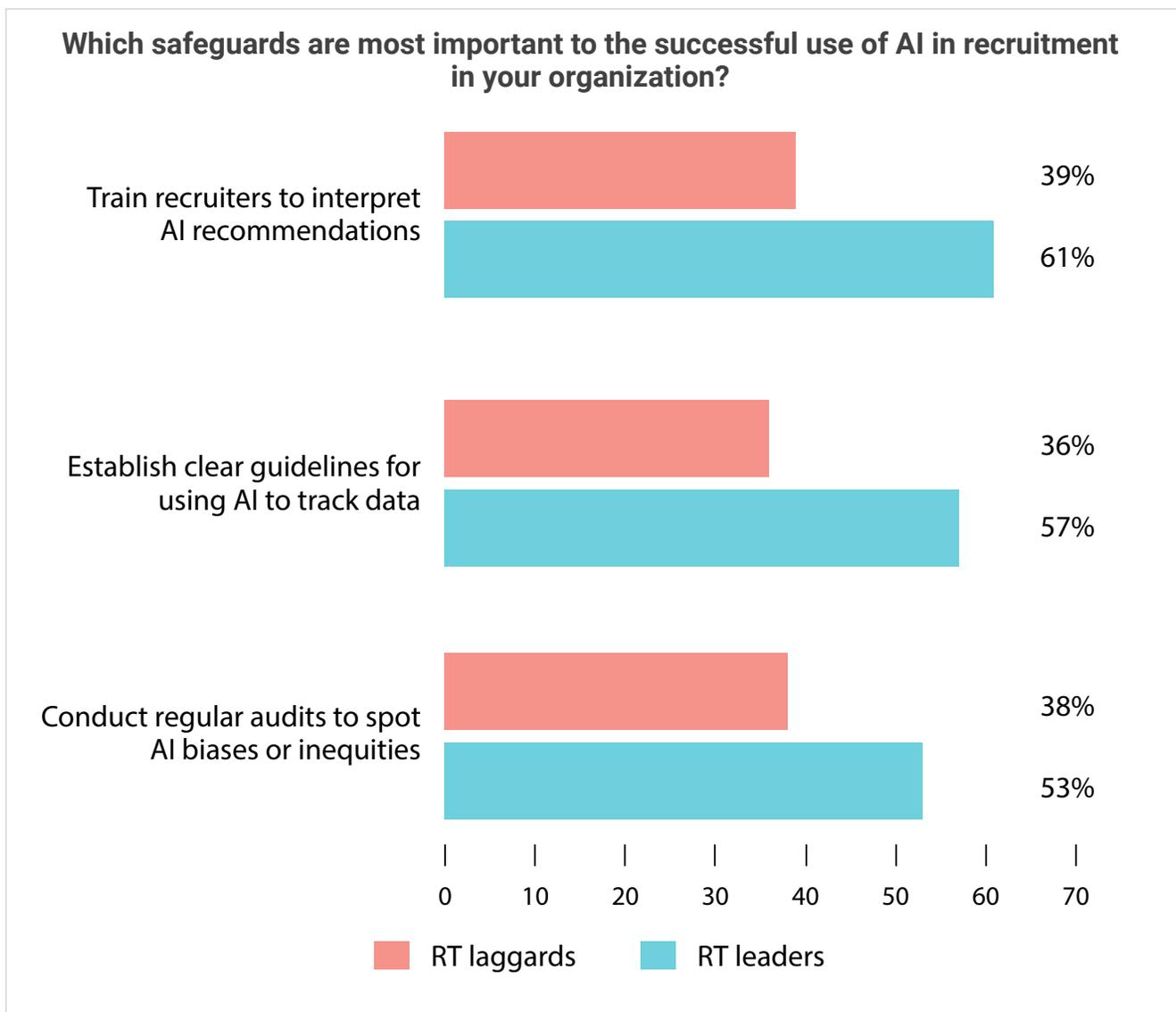


5% of organizations still do not have safeguards in place for AI usage



Finding: RT leaders are far more likely to train recruiters to interpret AI recommendations

When we look at the differences between RT leaders and laggards that use AI, we find three areas where there are considerable differences. The largest gap is in training recruiters to interpret AI recommendations. We believe this is a sensible approach. AI does not operate in a vacuum. It works in coordination with recruitment experts, and those experts will do their best work if they are trained on the AI tools they're using.



HRR Strategic Recommendations

Based on our findings, we have the following suggestions:

- Start by establishing guardrails and guidelines. Consider developing a document that outlines the pros and cons of using AI in the workplace, especially when new hires are involved.
- Be aware of hallucinations, biases, and ethical issues that come with AI. Discuss these issues with the entire HR team.
- When you do implement AI-based initiatives in the recruitment process, do a few trial runs to ensure systems are working as expected. Revise as you go.
- Avoid going overboard with too many AI interventions at once. HR is essentially a human function. Depersonalizations could adversely affect your existing employees as well as new hires/applicants.
- Train your recruiters on AI. AI is a broad umbrella term describing a variety of tools. Recruiters and sourcing professionals must be properly trained on these tools to use them effectively. Moreover, this is not a one-and-done type of training. Today's AI systems are evolving at a rapid pace, so more training must be conducted when AI capabilities change substantially.

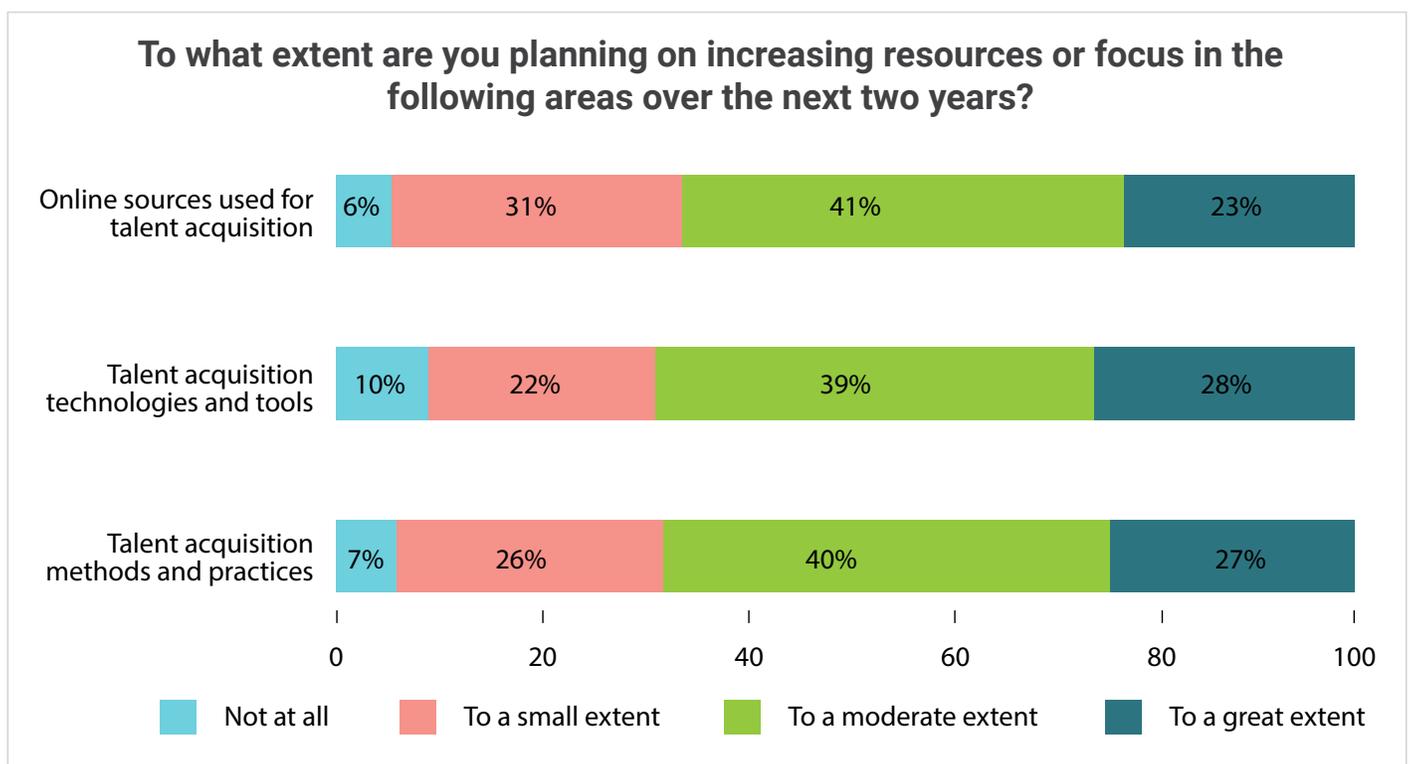


The Future of Recruitment Technologies



Finding: At least one-fifth of organizations have plans to increase resources/focus across three TA areas to a "great extent" in the next two years

Over the next two years, a majority of organizations (a minimum of nine out of 10) plan to increase resources or focus at least to a small extent on three broad areas of talent acquisition: talent acquisition methods and practices, acquiring technologies/tools, and online sources used for talent acquisition. About 23% to 28% plan to do it to a "great extent." Over 60% plan to increase sources and/or focus on talent acquisition technologies and tools to at least a "moderate extent."



Editor's Note: Those who responded "don't know" were removed from the data set and the numbers were recalculated.

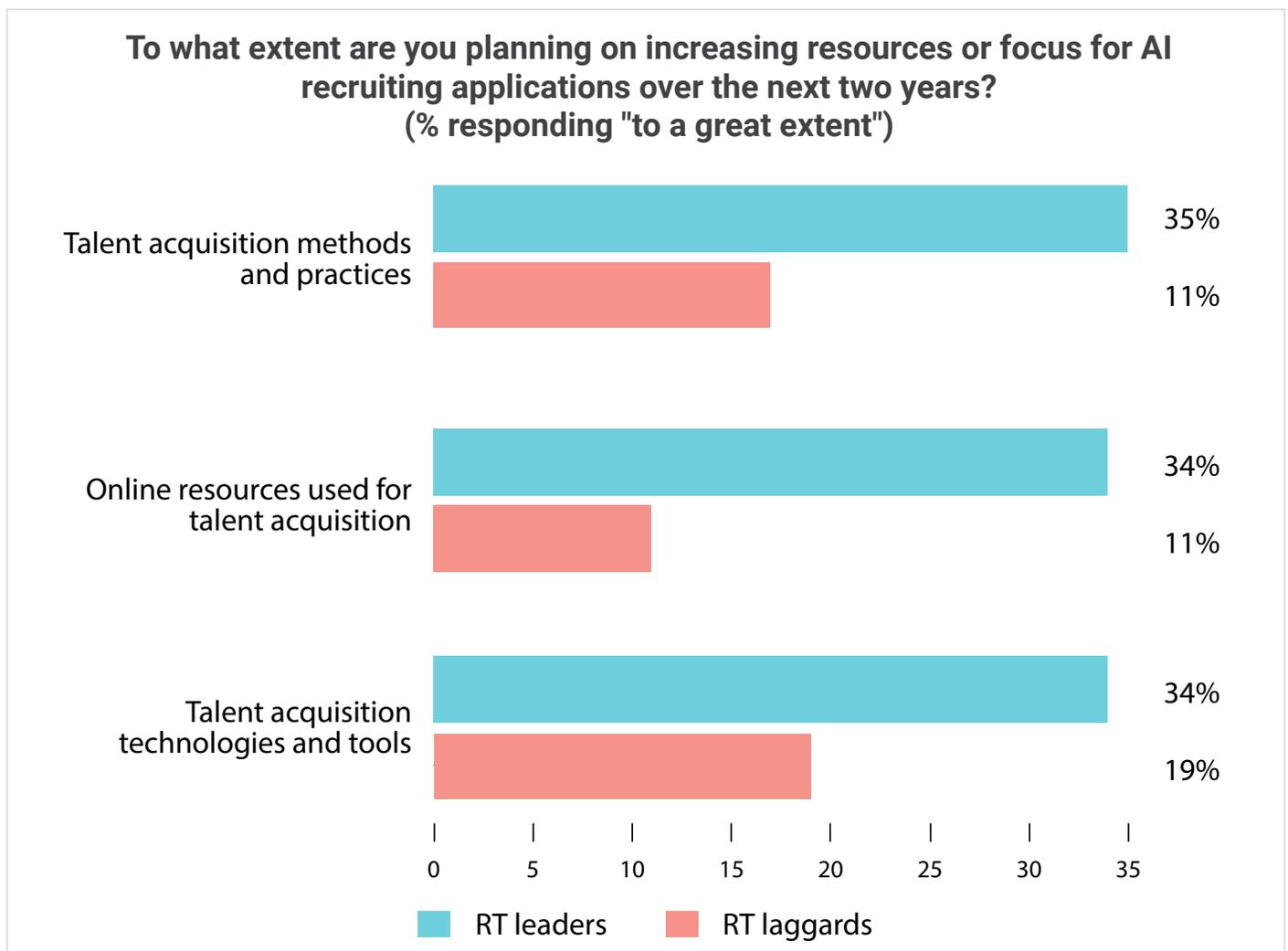
Results of Chi-square test

A chi-square test of independence shows that RT leaders are statistically more likely than RT laggards to invest in TA methods and practices, online resources used for TA, and TA tools and technologies to a "great extent."

Finding: Recruitment tech leaders are more likely to continue investing in technology and practices

While most respondents expect to increase their focus and resources on talent acquisition practices and technologies over the next two years, the RT leaders expect to do more to a "great extent" across all three areas shown below.

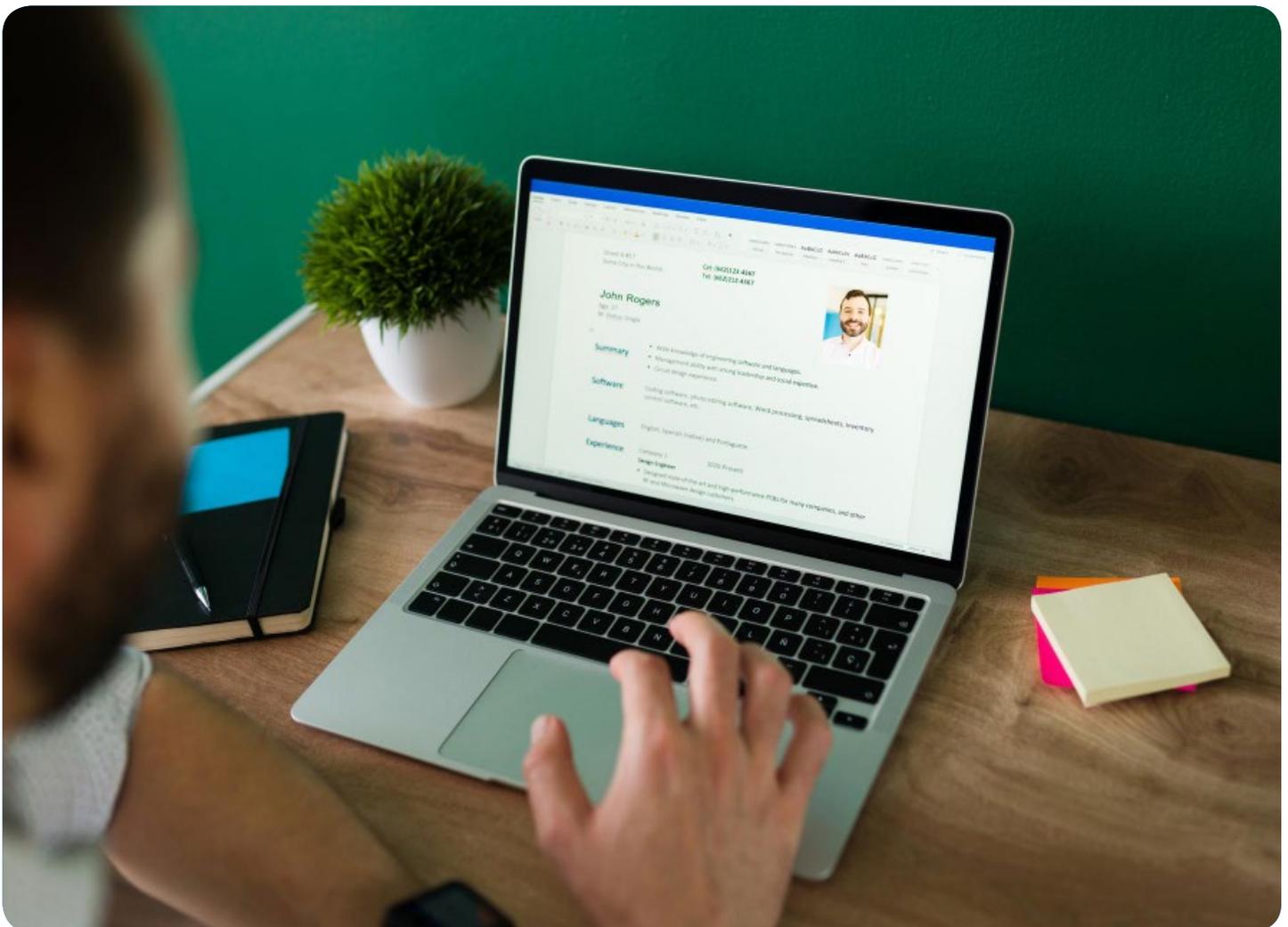
Recruitment technologies continue to evolve rapidly, especially in AI applications. Significant investments and focus will be essential to keep ahead of the curve. Unfortunately, RT laggards run the risk of falling further behind the leaders.



HRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Stay abreast of what competitor organizations are doing in this area. By investing in better technologies, they might gain competitive advantages in terms of being able to hire quality employees at a faster pace.
- Over the next two years, maintain your vigilance around recruitment technology. Whether it be in terms of added budget or increased attention (or both!), most companies are keeping an eye on evolving recruitment technologies. This especially applies to organizations that already excel in these areas.





Finding: The capability that is most likely to be important to organizations will be candidate experience

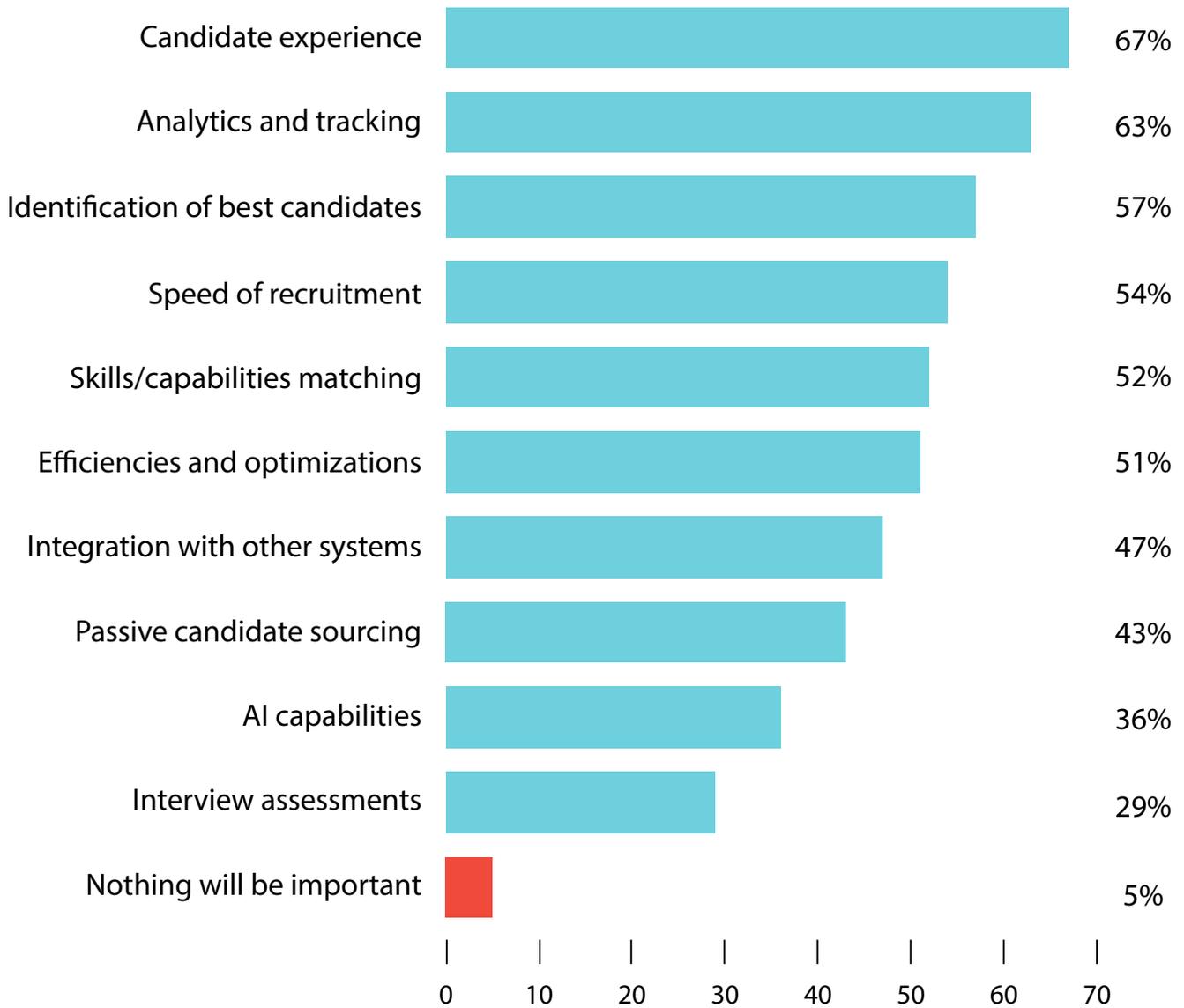
Six capabilities are cited as most important over the next two years by more than half of the respondents when selecting TA technologies or tools. Candidate experience (67%) and analytics and tracking (63%) are cited by over three-fifths of the respondents. Additionally, four other capabilities are chosen by over half of the organizations:

- identification of the best candidates
- recruitment speed
- skills/capabilities matching
- efficiencies and optimizations

Organizations consider multiple capabilities as important while choosing their TA tech. Solution providers who check many of these boxes have greater chances of being successful in this space in the future by offering preferred technologies.



**Which of the following capabilities will be most important to your organization when selecting TA technologies or tools over the next two years?
(select all that apply)**



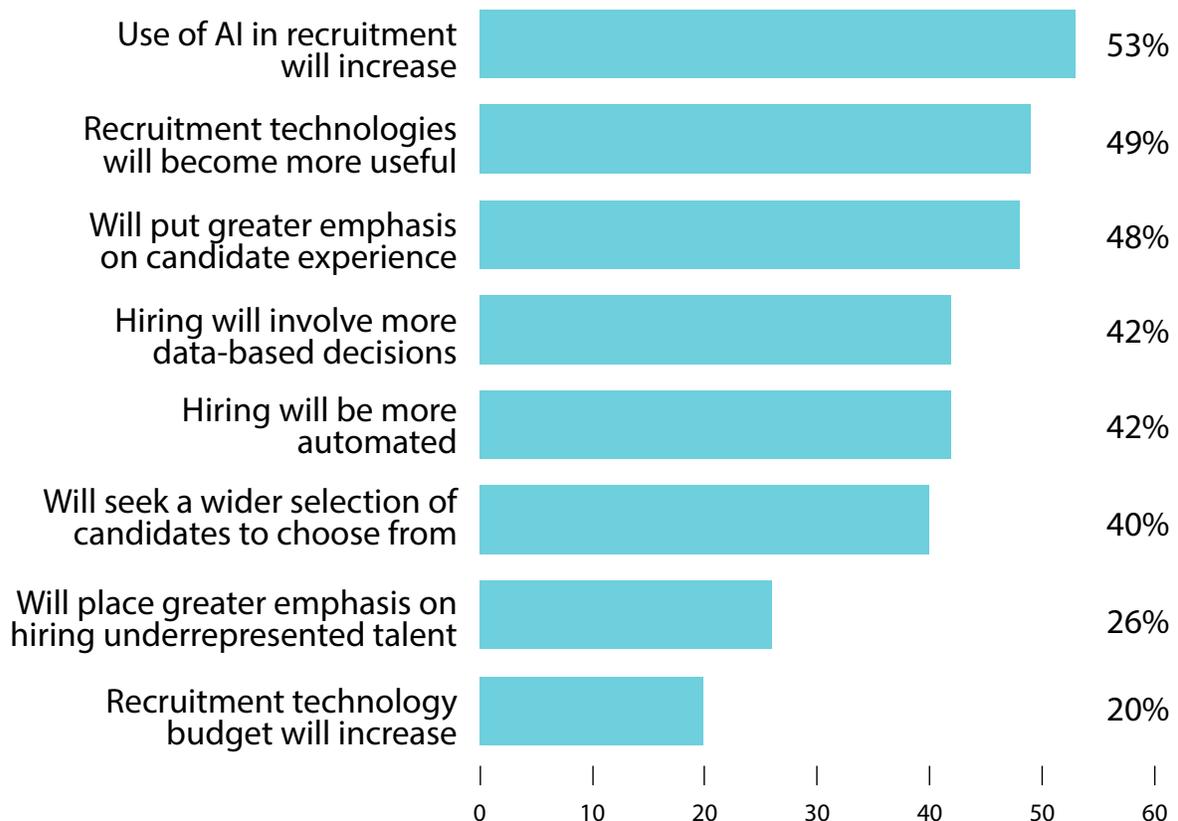


Finding: Technological enhancements top the list of expected changes in recruitment over the next two years

We asked survey participants to identify those recruiting trends they expect to be true in their organization over the next two years. The top answer, chosen by 53%, is that they expect the use of AI to increase. Given the speed at which AI has evolved, it is difficult to predict what AI applications are on the horizon to help organizations improve their recruiting processes.

Nearly half also feel that recruitment technologies will become more useful and that there will be greater emphasis on the candidate experience. Unfortunately, the aspirations of your recruiting team may not match the resources they need. Only one in five expect a budget increase.

Which of the following do you expect to be true in your organization over the next two years? (select all that apply)





Key Takeaways

Key Takeaway 1

Start by identifying your primary goals. Is your organization's main goal to attract top talent, or are there other key goals such as enhancing retention, raising engagement rates, improving candidate experiences, etc.? After conferring with all stakeholders, list the goals by order of priority. Then put a plan together for achieving those goals over time. Also, list the milestones that will help you gauge progress toward each goal. Reevaluate approaches as you learn more.

Key Takeaway 2

Invest in technologies that move the needle. Part of your talent acquisition planning should include recruitment technologies. Which technologies are already working well? Which ones need to be improved or adapted for your organization to meet its recruitment objectives? For example, if one of your goals is to improve candidate experience, then you may need to invest in candidate relationship management (CRM). Of course, there are dozens of possible solutions for recruiting, sourcing, screening, interviewing, assessment, and onboarding, so choosing the right ones for your organization will require research and prioritization. The good news is that some systems have multiple applications already built in.

Key Takeaway 3

Leverage AI but guard against risks. Our study has found that organizations with more effective recruitment technologies also tend to be heavier users of AI. So, we believe organizations should consider adopting useful AI applications that can help in areas such as candidate screening, predictive analytics, and automated first round of interviews. However, employers must also reduce risks associated with AI applications. Keep in mind that a growing number of AI-related laws and regulations have been put in place to protect candidate/employee privacy and minimize potential bias. For example, one New York City law prohibits employers and employment agencies from using an automated employment decision tool unless they ensure a bias audit was done and that candidates are notified that such technologies were used. HR should study these situations and consult their corporate legal teams to ensure compliance. Some companies have set up AI oversight roles to review the use of AI across all uses within their organization. If you have such roles in your company, we advise HR to ensure they have representation on the team.

Key
Takeaway **4**

Deploy good recruitment-related metrics and analytics. Our study found that recruitment leader organizations are considerably more likely to use metrics related to hiring manager satisfaction, time to fill, candidate experience, quality of hire, cost of hire, and more. Be specific about your organizational metrics. For example, determine what “quality of hire” means. It potentially includes a range of metrics such as feedback from hiring managers, turnover rates, levels of engagement, performance reviews, and more. Of course, the analytics you could use depends on organizational priorities, industry, and types of jobs. Use real-time data to make changes to your recruitment processes, ultimately leading to improved efficiency and quality of hires.

Key
Takeaway **5**

Reskill and upskill your recruiting team. Many recruiters do not come from technical backgrounds. Yet, to be effective, a recruiter must master the most up-to-date recruiting technologies. Invest in the continuous development of these skills.

Key
Takeaway **6**

Make recruitment mobile-friendly. It’s been seventeen years since the iPhone was launched, and since that time many people have adopted smartphones as their main means of interacting with the Internet. If your talent acquisition process does not include mobile-friendly technology, you are likely missing out on potential talent.

Key
Takeaway **7**

Think beyond technology. Technologies can help but they can’t replace skilled recruitment specialists who are capable of finding, attracting, and communicating with the best job candidates. So, find the recruitment personnel who can complement your recruitment technology stack.

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