



State of AI & Automation for HR

2026 Benchmarks Report

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Introduction

Artificial intelligence (AI) is everywhere. Today, it's in every headline, product launch, and vendor pitch. Nearly every HR technology provider now claims to be "AI-powered." But claiming AI and delivering measurable outcomes with AI are not the same thing.

The real questions aren't about who has AI, it's about who has adopted it, who has it running live in their workflows, and who is using it to solve actual business problems. The difference between having AI and applying AI is the difference between experimentation and impact.

Today's talent challenges demand more than surface-level solutions. Organizations are facing unprecedented pressures: skills shortages that limit growth, high-volume hiring demands that strain capacity, competitive labor markets that raise the cost of every open role, and shifting employee expectations that require faster, more personalized experiences. Traditional HR processes, built on manual tasks and disconnected systems, can't keep pace.

Applied AI addresses these challenges directly. It accelerates hiring, strengthens development, and improves retention by automating repetitive work and adding intelligence to critical decisions. But to realize these outcomes, organizations need clarity: where do they stand today, what does maturity look like, and how do they move forward?

This report was created to provide that clarity. It establishes a baseline for AI and automation adoption in HR, defines what good looks like across maturity levels, and offers a roadmap for organizations to identify their current state and establish relevant next steps. Most importantly, it moves the conversation beyond hype and into measurable progress, because results, not intentions, are what matter.



SECTION 1

WHY AI & AUTOMATION ARE CRITICAL NOW

AI and automation are not abstract technologies. For HR, they serve as practical tools that transform how people are hired, developed, and retained. But they are not the same, and understanding the difference is critical to building the right strategy.

Automation focuses on execution. It eliminates repetitive, manual tasks like screening, scheduling, or sending campaigns by following predefined rules and workflows. It does exactly what it's told, the same way every time, freeing recruiters and managers from time-consuming processes.

AI, on the other hand, adds intelligence. It goes beyond automation by learning from data, understanding skills, predicting fit, matching candidates to roles, personalizing experiences, and generating insights that support better decisions. While automation improves efficiency, AI improves decision-making.

Automation handles the "what" and "when" of a task, while AI informs the "who," "why," and "how." Together, they create connected, efficient, and scalable talent workflows, where the right people are found faster, employees see clear paths to growth, and organizations can respond quickly to changing workforce needs.

Why Applied AI?

Companies will never stop hiring, developing, and retaining talent. But how they hire nurses, develop engineers, and retain retail associates are fundamentally different, and what's at stake demands a purpose-built approach.

For more than a decade, Phenom has built an AI infrastructure designed specifically for HR. It understands the unique needs of industries, departments, and roles. This is AI that knows company DNA, powered by Engines that harmonize data and orchestrate workflows, Ontologies that guide every decision with industry-specific intelligence, X AI that creates hyper-personalized experiences, and Agents that work alongside teams with unprecedented speed and precision.

This is Applied AI: responsible, enterprise-secure, compliant, and always explainable. It enables organizations to harness people data for strategic decisions, automate workflows across the talent lifecycle, eliminate manual busywork, predict outcomes with explainable logic, and dominate talent markets with speed and scale.



Key Use Cases

Understanding where AI and automation is applied brings their differences into sharper focus. Here are a few examples of how AI and automation can help HR:

AI USE CASES

ANALYZING

resumes and profiles to grade candidate fit

MATCHING

employees to internal opportunities based on skills and career paths

PERSONALIZING

career site experiences based on behavior and intent

GENERATING

interview questions, job descriptions, and campaign content

IDENTIFYING

workforce skills gaps and recommending targeted development plans

AUTOMATION USE CASES

AUTOMATICALLY

posting jobs and triggering campaigns when new roles are opened

SCHEDULING

interviews by syncing candidate and hiring team availability

SENDING

reminders, follow-ups, and status updates based on candidate activity

AUTOMATING

onboarding tasks such as provisioning accounts or assigning checklists

Strategic Transformation

Beyond individual capability gains, maturity progression enables broader organizational transformation:

DATA-DRIVEN DECISION MAKING

As organizations advance through maturity levels, they accumulate structured data on candidate quality, time-to-fill, conversion rates, and hiring outcomes. This data shifts HR from reactive to predictive — enabling workforce planning, pipeline forecasting, and evidence-based strategy adjustments.

COMPETITIVE ADVANTAGE IN TALENT MARKETS

Speed and experience differentiate employers in competitive labor markets. Organizations at higher maturity levels move faster (reduced time-to-fill), engage better (personalized experiences), and hire smarter (AI-driven fit assessment) — creating measurable advantages in securing top talent.

SCALABILITY WITHOUT HEADCOUNT GROWTH

Higher maturity levels allow organizations to handle increased hiring volume without proportional recruiter headcount increases. Automation and AI absorb repetitive work, allowing existing teams to do more with less — a critical advantage in cost-constrained environments.

EMPLOYEE DEVELOPMENT AND RETENTION

Internal mobility, career pathing, and talent marketplace capabilities (typically introduced at Levels 2-3) transform how employees view growth opportunities. Visibility into career paths, skills-based matching, and AI-powered recommendations reduce attrition by helping employees find their next role internally rather than externally.

FOUNDATION FOR CONTINUOUS INNOVATION

Organizations at Level 3 or higher have the infrastructure, data, and organizational readiness to adopt emerging capabilities rapidly. They're positioned to pilot new AI agents, test autonomous workflows, and experiment with innovations, creating a continuous improvement cycle that compounds over time.

SECTION 2

THE AI & AUTOMATION MATURITY MODEL FOR HR

Most organizations know they need AI and automation. What they don't know is what good looks like, what capabilities exist, or how they compare to their peers. Without a clear framework, it's difficult to assess where you are, identify where you should go, or justify the investment required to get there.

Phenom's proprietary AI & Automation Maturity Model provides that framework. It's designed to help organizations understand their current state, benchmark against industry standards, and chart a path toward greater maturity. The model recognizes that AI and automation adoption is a journey, not a destination, and that progress happens incrementally as organizations build capability, confidence, and measurable outcomes.

Each model consists of six levels, from Level 0 to Level 5. **Automation** starts at *No Automation*, Level 0, and ends with *Fully-Integrated Automation* at Level 5. **Intelligence** (which refers to AI in this model) starts at *No Intelligence*, Level 0, and ends with *Fully-Integrated Intelligence* at Level 5.

Organizations advance independently across both dimensions. For example, a company might be Automation Level 2 (Partial Process Automation) while simultaneously operating at Intelligence Level 3 (Conditional Intelligence), reflecting strong AI capabilities without full workflow automation, or vice versa.

Understanding these levels provides clarity on what's possible, what's practical, and what's next. It also reveals where AI and automation deliver the most value, and where investments should be prioritized to achieve measurable business impact.

Let's take a look at the framework.



The Levels of Intelligence & Automation

INTELLIGENCE

<p>No Intelligence</p> <p>All HR tasks are performed manually by humans, with no AI involvement.</p>	<p>Assisted Intelligence</p> <p>AI assists with specific tasks, but humans are still required to make decisions.</p>	<p>Semi-Automated Intelligence</p> <p>AI handles more complex tasks, but humans are needed to finalize decisions.</p>	<p>Conditional Intelligence</p> <p>AI can autonomously manage processes, but requires human intervention for exceptions.</p>	<p>High Intelligence</p> <p>AI handles more complex tasks, but humans are needed to finalize decisions.</p>	<p>Fully-Integrated Intelligence</p> <p>AI autonomously handles all HR functions, with no human intervention required.</p>
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0 - FOUNDATIONAL

1 - STREAMLINED

2 - INTEGRATED

3 - INTELLIGENT

4 - OPTIMIZED

5 - TRANSFORMED

AUTOMATION

<p>All HR tasks are performed manually without any technological assistance.</p> <p>No Automation</p>	<p>Basic automation of specific repetitive tasks to improve efficiency & accuracy.</p> <p>Task-level Automation</p>	<p>Automation of entire HR processes, with streamlined workflows and some human intervention.</p> <p>Partial Process Automation</p>	<p>Advanced automation that can perform most tasks, but may require human oversight for complex situations.</p> <p>Conditional Automation</p>	<p>Full automation with AI/ML, capable of performing all HR functions without human intervention.</p> <p>High Automation</p>	<p>Complete integration of all HR functions that operates autonomously, providing real-time analytics & insights.</p> <p>Fully-Integrated Automation</p>
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Automation Maturity Levels

LEVEL 0 NO AUTOMATION	LEVEL 1 TASK-LEVEL AUTOMATION	LEVEL 2 PARTIAL PROCESS AUTOMATION	LEVEL 3 CONDITIONAL AUTOMATION	LEVEL 4 HIGH AUTOMATION	LEVEL 5 FULLY-INTEGRATED AUTOMATION
<p>All HR tasks are performed manually, with little automation.</p> <p>EXAMPLES</p> <p>Manual data entry for candidate information and status updates</p> <p>Manual email outreach to candidates without templates or triggers</p> <p>Manual interview coordination via back-and-forth email or phone calls</p>	<p>Automation improves efficiency on specific repetitive tasks.</p> <p>EXAMPLES</p> <p>Auto-invitations and email reminders automatically sent based on candidate activity</p> <p>Campaign automation for delivering pre-set messages to targeted audiences</p> <p>Automated job posting distribution to multiple job boards</p>	<p>Entire HR processes are automated with human oversight.</p> <p>EXAMPLES</p> <p>Talent data automation populates and updates candidate profiles without manual entry</p> <p>Basic scheduling automatically coordinates interview times between candidates and recruiters</p> <p>Onboarding automation initiates required tasks once an offer is accepted</p>	<p>Automation can perform most HR tasks, requiring human oversight only for complex cases.</p> <p>EXAMPLES</p> <p>High-volume hiring workflows automatically source, screen, and move candidates through stages</p> <p>Fast-track scheduling advances qualified candidates directly to interviews without manual review</p> <p>Automated credential verification and compliance tracking workflows</p>	<p>Automation manages the majority of HR functions, escalating only exceptional cases to humans.</p> <p>EXAMPLES</p> <p>Seasonal hiring automation initiates and runs repeatable campaigns without manual setup</p> <p>Exception-handling agents detect and address anomalies in workflows</p> <p>Automated end-to-end onboarding workflows from offer acceptance to first day</p>	<p>All HR functions are fully automated, operating end-to-end with real-time analytics.</p> <p>EXAMPLES</p> <p>Agent-driven end-to-end workflows span sourcing, screening, scheduling, interviewing, and onboarding without human initiation</p> <p>Compliance auto-reports are generated, validated, and submitted automatically</p> <p>Autonomous scheduling agents coordinate and reschedule interviews dynamically</p>

Intelligence Maturity Levels

LEVEL 0 NO INTELLIGENCE	LEVEL 1 ASSISTED INTELLIGENCE	LEVEL 2 SEMI-AUTOMATED INTELLIGENCE	LEVEL 3 CONDITIONAL INTELLIGENCE	LEVEL 4 HIGH INTELLIGENCE	LEVEL 5 FULLY-INTEGRATED INTELLIGENCE
<p>All HR tasks are performed manually, with little AI support.</p> <p>EXAMPLES</p> <p>Boolean search used to manually identify and filter candidates</p> <p>Manual resume screening conducted by hand without scoring or ranking assistance</p> <p>Interview feedback collected and consolidated manually without analysis</p>	<p>AI provides assistance but all decisions remain human-driven.</p> <p>EXAMPLES</p> <p>Chatbots capturing basic candidate information or answering FAQs</p> <p>AI search and personalization improve how candidates are surfaced and ranked</p> <p>AI-suggested job matches displayed to candidates on career sites</p>	<p>AI handles more complex tasks but still requires human confirmation.</p> <p>EXAMPLES</p> <p>AI fit scores rank candidates based on predefined criteria</p> <p>Interview intelligence captures, transcribes, and analyzes interview conversations</p> <p>AI candidate recommendations surface best-fit talent for recruiter review</p>	<p>AI autonomously manages processes, with input needed only for exceptions.</p> <p>EXAMPLES</p> <p>AI sourcing continuously identifies potential candidates from multiple channels</p> <p>Frontline fit scores tailored to high-volume and hourly roles refine candidate prioritization</p> <p>GenAI content optimization drafts and refines job descriptions, campaigns, and communications</p>	<p>AI agents work alongside teams, handling most tasks with unprecedented speed and precision.</p> <p>EXAMPLES</p> <p>Voice screening agents conduct 24/7 candidate screenings through conversation</p> <p>Agents build role-specific test scenarios evaluate skills and experience against defined role requirements</p> <p>Workforce intelligence agents monitor trends and identify gaps in hiring pipelines</p>	<p>AI operates independently, with human intervention no longer required.</p> <p>EXAMPLES</p> <p>Autonomous sourcing agents continuously identify, engage, and pipeline talent</p> <p>Autonomous screening agents make qualification decisions at scale</p> <p>Autonomous interviewing agents conduct, evaluate, and advance candidates based on defined criteria</p>

SECTION 3

ABOUT THE REPORT



Methodology and Data Collection

This analysis examined nearly 500 organizations using Phenom Applied AI over 12 months through September 2025, scoring each on AI and automation adoption across six maturity categories (Levels 0-5) using Phenom's proprietary maturity framework.

Our analysis captured activity across jobs, campaigns, automation, and AI features, measuring how frequently each was applied in practice. For automation, we measured the use of technology including Talent CRM automation recipes, screening, scheduling, hiring automations, and campaign activity. For AI, we examined how deeply intelligence was applied through capabilities such as AI Discovery, Fit Score, Interview Intelligence, and the deployment of AI agents. This provided insight into both the scale of adoption and the depth of engagement, ultimately connecting usage to measurable business outcomes.

Company Scores

We assessed each company's use of AI and automation through a points-based framework. Points were awarded for adopting capabilities, with additional points given for the depth of engagement: how extensively those capabilities were applied in real workflows. Scores were assigned across two key areas across Automation and Intelligence (AI).

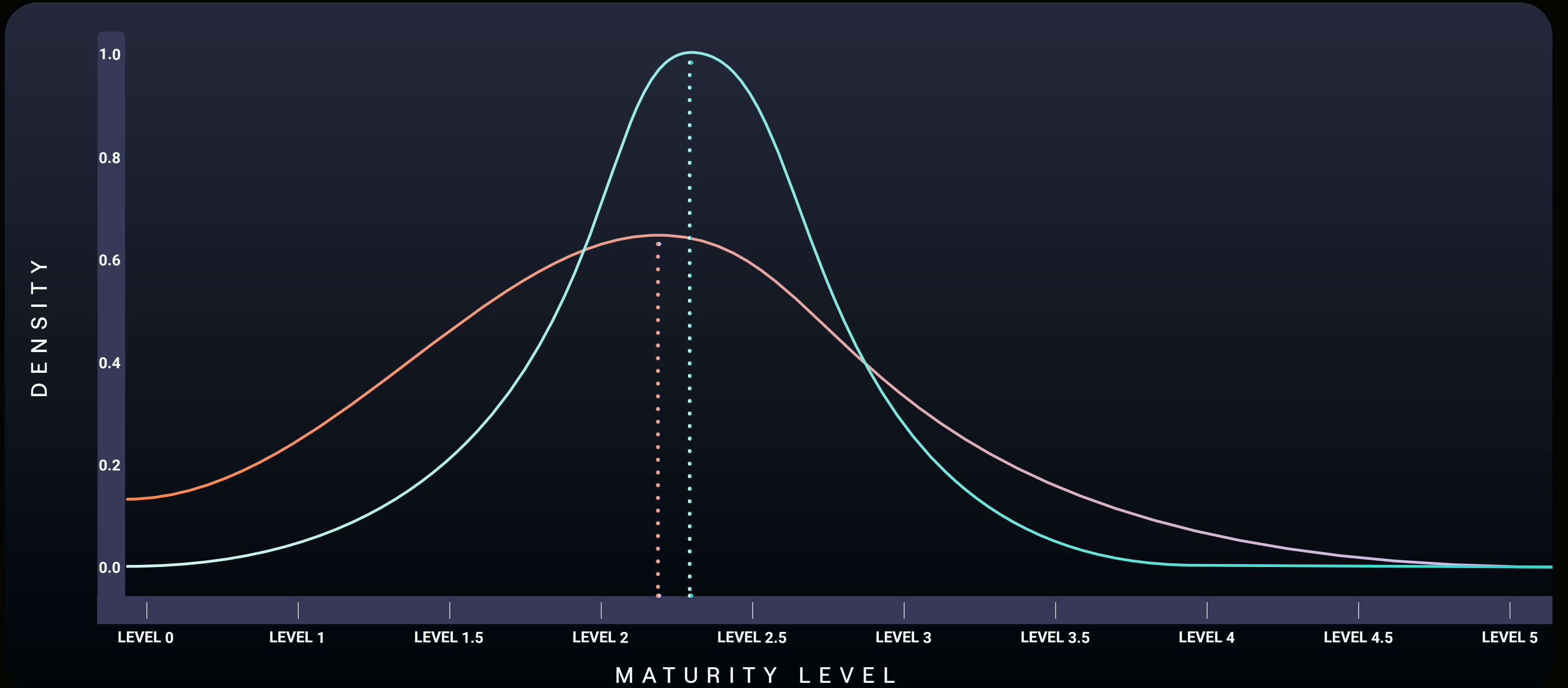
Using company scores, organizations were categorized into six levels of maturity (Level 0 through Level 5). This Maturity Model highlights where companies fall in their use of intelligence and automation, and offers a roadmap for improvement. It also shows where intelligence and automation are delivering the most business value today, while providing benchmarks organizations can use to measure progress and guide future investments.

Each company has been assigned an Automation and Intelligence level from 0 to 5, based on their score. For this report, half-step levels were captured to reflect real-world adoption patterns: companies often progress incrementally, and can operate across multiple stages at once. This allows for more accurate benchmarking across the broader industry and a more practical path to maturity.

Overall Key Findings

AI & AUTOMATION DISTRIBUTION

- AUTOMATION
- INTELLIGENCE



Overall Key Findings

1.

Most Organizations Cluster in the Middle, While Advanced Adoption Remains Rare

The majority of organizations (83%) fall between Level 1.5 and Level 2.5 for Automation, with only 17% reaching Level 3 or above. For Intelligence, the concentration is even more pronounced: 86% of organizations operate at Level 2.5 or below, with a striking 57% concentrated at exactly Level 2.5. This reveals that while organizations have moved beyond basic manual processes, very few have achieved advanced or autonomous capabilities. The bell curve clearly shows that breakthrough adoption — where AI and automation deliver transformational impact — is still the exception, not the norm.

3.

The Path to Maturity is Steep: Only 5% Have Reached Level 4

Only 5% of organizations have reached Level 4 Automation maturity, and less than 1% have achieved Level 4 Intelligence maturity. The data reveals a significant gap between aspiration and execution: while most organizations have adopted some AI and automation, true maturity — where these technologies manage the majority of HR functions autonomously — remains exceedingly rare. The distribution shows a steep drop-off after Level 3, suggesting that the transition from applied intelligence to intelligent agents represents a meaningful capability leap that few organizations have successfully navigated.

2.

Intelligence Adoption Outpaces Automation, But Only Slightly

Nearly half of all organizations (48%) have slightly higher intelligence maturity than automation maturity, suggesting that companies are investing in AI capabilities like fit scoring and candidate matching before fully automating their core workflows. However, the gap is narrow, and 39% of organizations maintain equal levels across both dimensions. This indicates that while organizations recognize the value of AI-driven insights, there are opportunities to leverage additional automation to scale those insights into consistent, repeatable workflows.

4.

The Opportunity for Competitive Differentiation Is Massive

With 83% of organizations at Level 2.5 or below for Automation and 86% at the same level for Intelligence, the competitive opportunity is significant. Organizations that reach Level 3 or higher gain measurable advantages in speed, quality, and candidate experience, creating compounding returns as they attract better talent, fill roles faster, and free recruiters to focus on strategic work. Maturity progression requires strategic, phased adoption: start with capabilities that address urgent pain points, build automation infrastructure before deploying advanced AI, scale successful capabilities across the organization before adding new ones, and measure outcomes continuously to iterate based on data.

SECTION 4

KEY TAKEAWAYS: AI & AUTOMATION MATURITY BY INDUSTRY

HEALTHCARE >

MANUFACTURING >

ENERGY & UTILITIES >

PROFESSIONAL SERVICES >

TRANSPORTATION >

PHARMACEUTICALS >

CONSUMER GOODS AND SERVICES >

FINANCIAL SERVICES >

RESTAURANTS >

HOTELS AND TRAVEL >

RETAIL >

GOVERNMENT >

OTHER INDUSTRIES >

Healthcare Industry

Healthcare organizations face constant, high-volume hiring demands across clinical and non-clinical roles. Staffing shortages, competitive labor markets, and compliance requirements create operational pressure that drives technology adoption. The industry's relatively high maturity reflects these urgent needs and demonstrates that workforce challenges can accelerate AI and automation deployment.

Healthcare Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

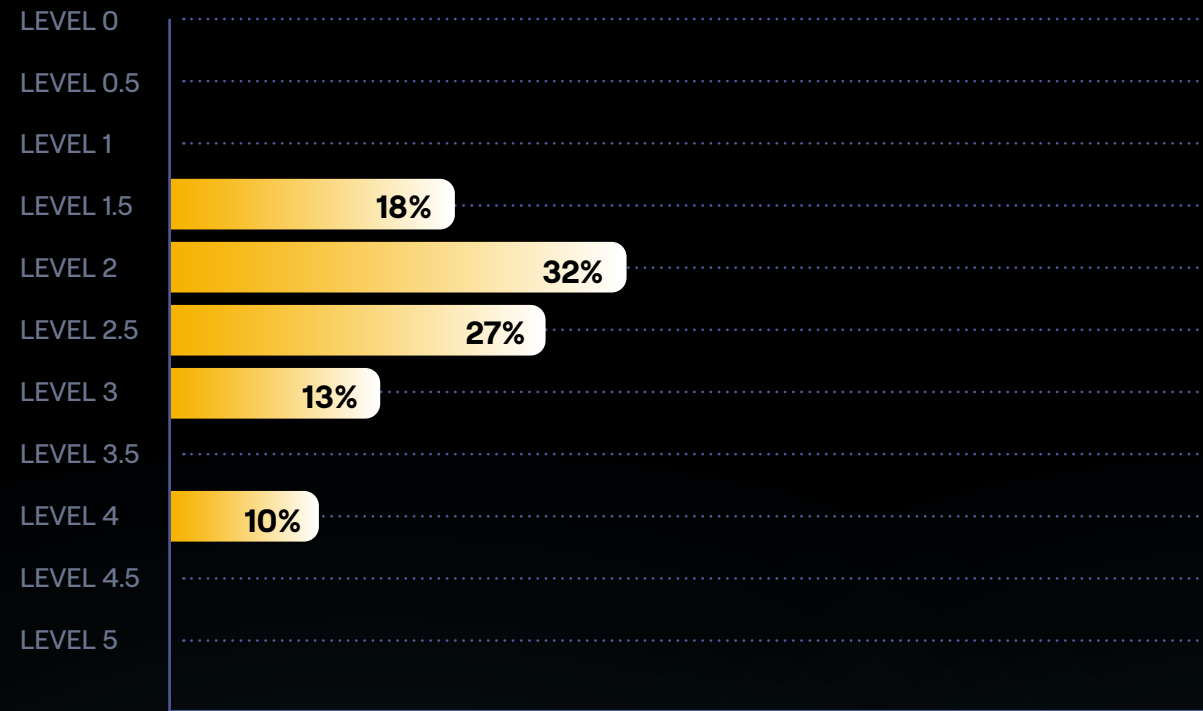
Automation Average

2

Intelligence Average

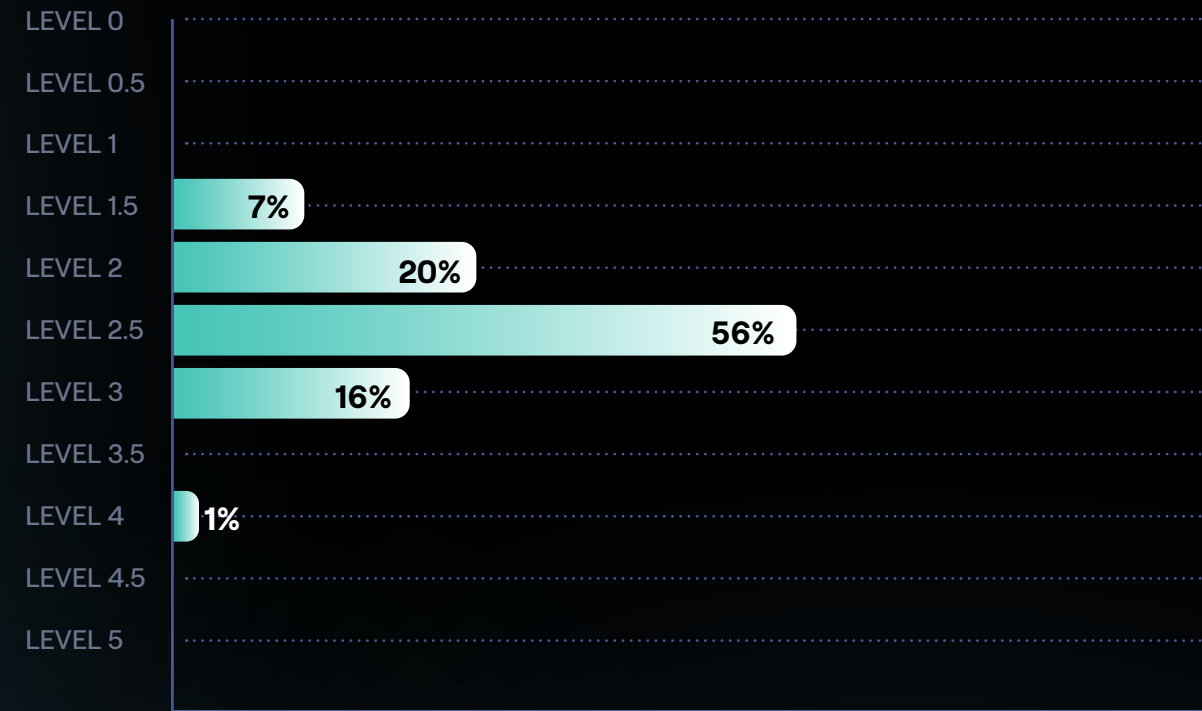
2.5

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

59% of organizations reached Partial Process Automation (Levels 2 and 2.5)

76% of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

83% of organizations fell between Assisted Intelligence and Conditional Intelligence (Levels 1.5 and 3)

Key Areas of AI & Automation Adoption Across Healthcare

90%

use automated candidate campaigns and nurturing

77%

use AI for candidate sourcing and discovery

63%

use AI for candidate matching and fit

46%

use automated interview scheduling

18%

use advanced automated screening

13%

use automated workflows for high-volume hiring

Key Takeaways

1. Healthcare Leads in Advanced Maturity

Healthcare represents 40% of all Level 3+ organizations, making it the most mature industry in the dataset

2. Campaign-Driven Engagement

With nearly 90% adoption of automated candidate campaigns (the highest across all industries) healthcare organizations excel at proactive candidate engagement and relationship building.

3. Intelligence Outpaces Automation

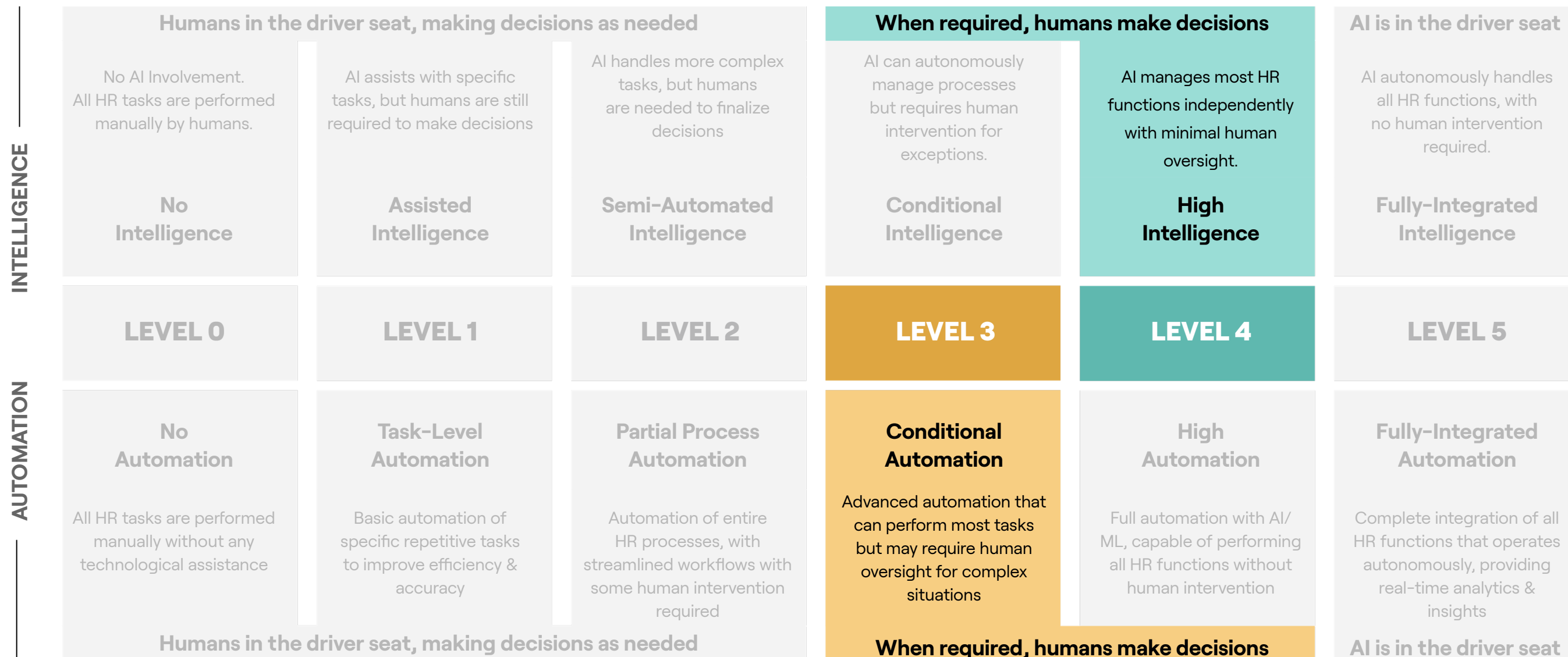
Healthcare's intelligence maturity slightly exceeds automation maturity, suggesting investment in AI-driven decision support before full workflow automation.

4. Scaling Gap for Frontline Roles

Despite leading in maturity, only 13% use high-volume hiring workflows—revealing that even advanced healthcare organizations struggle to automate recruitment for CNAs, medical assistants, and patient care techs at scale.

Where Healthcare Should Be: AI & Automation Maturity

In an ideal state, AI transforms healthcare’s talent challenges into competitive advantages. Organizations seamlessly manage high-volume hiring across hundreds of roles with 24/7 automated candidate matching and engagement. Credential verification that once took weeks happens in hours. Candidates experience personalized, responsive interactions that reduce risk of accepting competing offers. Most importantly, faster hiring breaks the vicious cycle of understaffing and burnout – fully staffed teams mean sustainable workloads, better retention, and a self-reinforcing cycle of success.



Growing with AI & Automation

HEALTHCARE INDUSTRY

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank clinical candidates based on licensure, certifications, and experience



Activate AI job matching on your career site to surface relevant nursing and clinical roles based on candidate credentials



Implement interview intelligence to capture and analyze feedback from clinical panel interviews



Enable AI candidate search to quickly identify qualified candidates with specific credentials (RN, LPN, CNA)

AUTOMATION



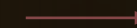
Automate interview scheduling for high-volume clinical roles to eliminate calendar coordination



Set up automated nurture campaigns for passive clinical talent with 3-6 month engagement cycles



Create automated onboarding workflows that trigger credential verification and compliance training once offers are accepted



Deploy automated status updates and reminders to reduce candidate drop-off during lengthy hiring processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI credential verification that validates nursing licenses and clinical competencies



Deploy frontline fit scoring for high-volume roles (CNAs, medical assistants, patient care techs)



Activate GenAI to draft personalized job descriptions and outreach for hard-to-fill specialties



Enable AI sourcing that continuously identifies passive clinical candidates from multiple channels

AUTOMATION



Launch high-volume hiring workflows that automatically source, screen, and advance candidates for frontline clinical roles



Implement fast-track scheduling that advances pre-qualified candidates directly to hiring manager interviews



Deploy automated credential tracking that monitors license renewals and certification expirations



Create automated campaigns for seasonal hiring surges (flu season, summer coverage)

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of clinical candidates without recruiter involvement



Activate an agent to build role-specific test scenarios that evaluate clinical skills and scenario-based responses



Implement workforce intelligence agents that monitor staffing trends and predict shortages



Enable skills gap analysis agents that identify missing competencies and recommend targeted recruiting

AUTOMATION



Launch seasonal hiring automation for predictable demand (summer nurses, flu season staffing)



Deploy exception handling agents that detect workflow anomalies and alert teams



Implement intake agents that capture requirements from nurse managers and feed them into workflows



Activate automated compliance reporting for credential verifications and regulatory requirements

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and pipeline clinical talent



Activate autonomous screening agents that make qualification decisions at scale for frontline roles



Enable autonomous interviewing agents that conduct competency assessments and make advancement recommendations



Implement predictive workforce planning agents that forecast staffing needs and initiate hiring automatically

AUTOMATION



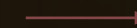
Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding



Deploy autonomous scheduling agents that coordinate and reschedule interviews dynamically



Activate autonomous compliance workflows that generate and submit regulatory reports automatically



Enable autonomous offer management that extends offers and processes acceptances within approved parameters

Healthcare in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A multi-hospital healthcare system with 2,700+ open requisitions was struggling with a basic ATS and manual recruiting processes. Recruiter burnout, high new-hire churn, and overwhelming candidate volume were creating operational strain and impacting their ability to fill critical clinical roles.

SOLUTION

The organization implemented intelligent career site personalization, automated campaigns, chatbot engagement, and one-way video assessments to streamline hiring and improve candidate experience. This resulted in their Automation level advancing from 1.5 to 2.5 and their Intelligence level advancing from 1.5 to 3.

RESULTS

↑20%

Net Promoter Score increased from 64 to 77 through personalized candidate experiences

25%

hiring rate at Spring events, with over 1,000 attendees

2,900

applications facilitated by chatbot alone, producing 500+ hires

142

applications in a single weekend from one targeted campaign

Healthcare in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A large healthcare system struggled to manage overwhelming application volumes for clinical roles, causing delays and recruiter bottlenecks during the repetitive phone-screen process.

SOLUTION

The organization took a phased approach. Phase 1 implemented hiring automations and automated interview scheduling to handle higher candidate volumes and accelerate the interview process. Phase 2 deployed voice agents to handle initial screening in high-volume regions. This resulted in their Automation level advancing from 2.5 to 4 and their Intelligence level advancing from 1.5 to 4.

RESULTS

2X

better candidate quality with hire ratio improving from 7:1 to 3:1

85%

completion rate for voice screening agent

60%

faster screening, cut from 20 to 8 minutes per candidate

Manufacturing Industry

Manufacturing organizations hire across diverse role types, from engineers and skilled technicians to frontline production workers. Seasonal demand fluctuations, shift-based scheduling, and geographically distributed facilities create complexity. The industry's below-average maturity suggests technology adoption hasn't kept pace with operational needs.

Manufacturing Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

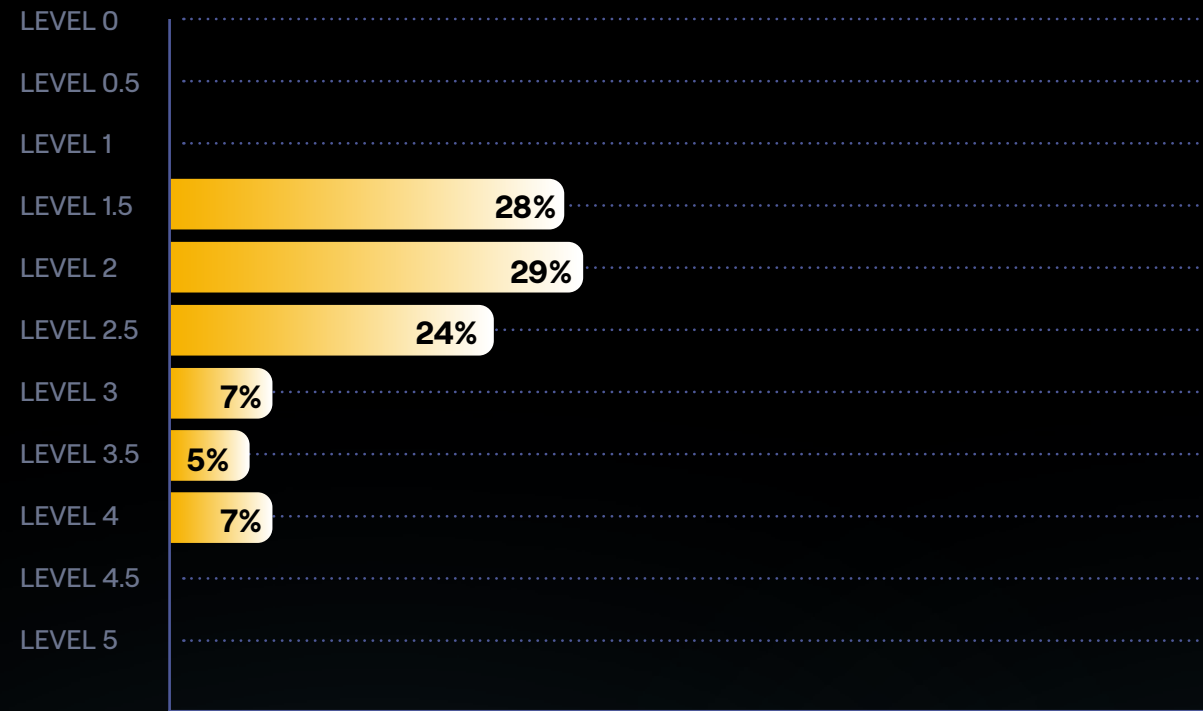
Automation Average

2

Intelligence Average

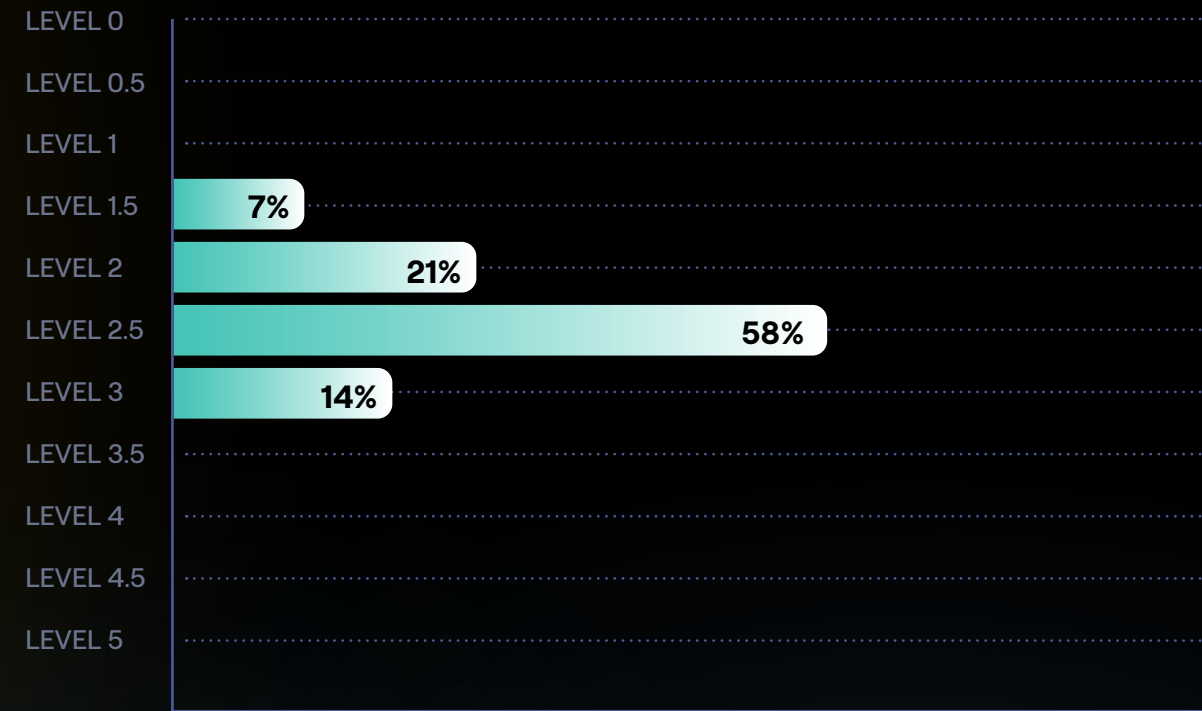
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Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

57%

of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2)

72%

of organizations fell between Semi-Automated Intelligence and Conditional Intelligence (Levels 2.5 and Level 3)

5%

of organizations reached Level 3 or higher for both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Manufacturing Companies

66%

use AI for candidate matching and ranking

67%

use AI for candidate sourcing and discovery

60%

use automated candidate campaigns and nurturing

40%

use automated interview scheduling

18%

use advanced automated screening

4%

use automated workflows for high-volume hiring

Key Takeaways

1. Largest Industry Segment, Below-Average Maturity

Compared to the industries reviewed in this analysis, manufacturing lags behind the overall average in both automation and intelligence.

2. Intelligence Investment Without Automation Infrastructure

Manufacturing shows strong AI-driven candidate matching adoption (66%) but weak automated campaign usage (60%), suggesting AI capabilities aren't fully activated through automated workflows.

3. Low High-Volume Hiring Adoption

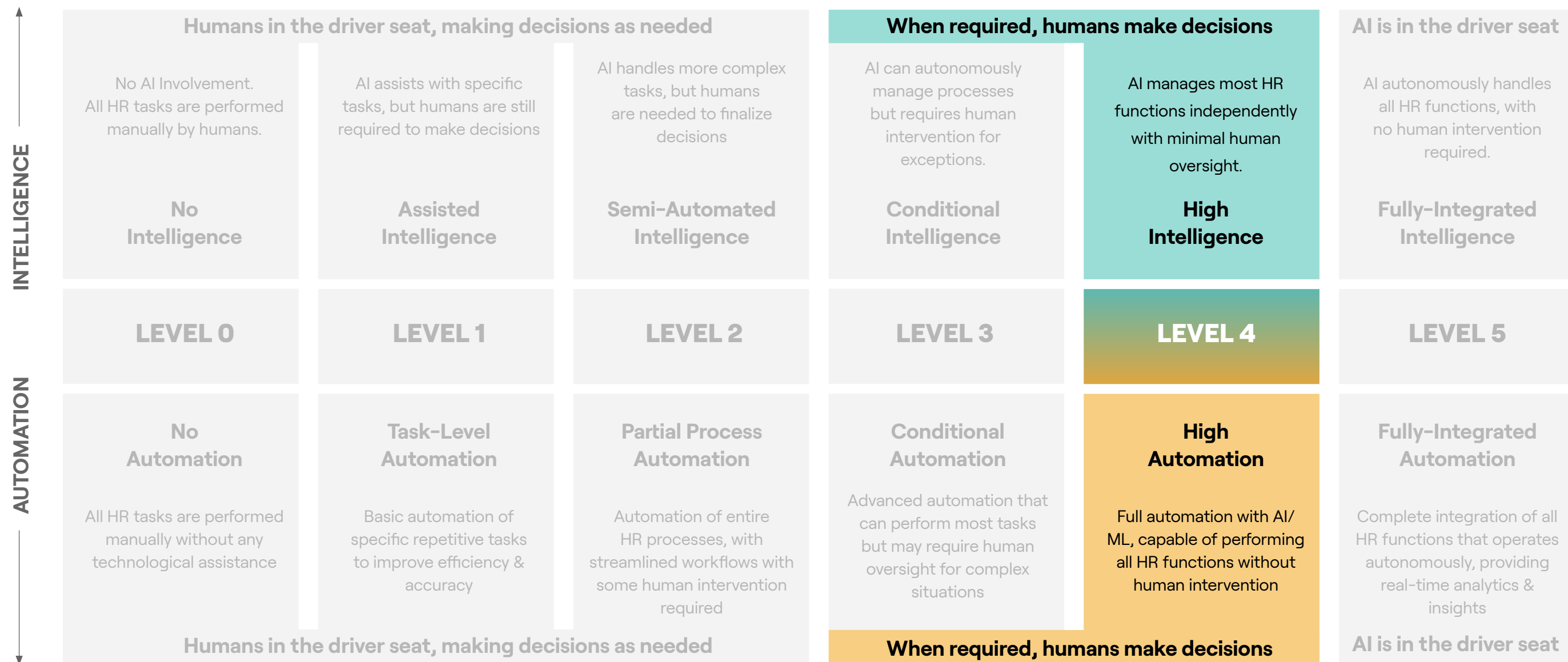
Only 4% use high-volume hiring workflows despite frontline hiring demands, indicating missed opportunities to scale recruitment for production and warehouse roles.

4. Frontline Hiring Remains Manual

Despite 70%+ of manufacturing hiring being for hourly production roles, only 4% have automated high-volume workflows and 18% use advanced screening, leaving frontline recruitment heavily dependent on manual processes that can't scale.

Where Manufacturing Should Be: AI & Automation Maturity

In the ideal state, AI transforms manufacturing's workforce challenges into operational advantages. Organizations fill hundreds of frontline roles through 24/7 automated screening and engagement, while AI-powered skills matching identifies qualified candidates with the right trade certifications from overlooked talent pools. Complex shift-based scheduling becomes fully automated across all locations. This speed breaks the costly turnover cycle: faster hiring and better day-one experiences improve retention and keep production lines fully staffed. Even seasonal demand spikes become manageable with AI systems that instantly scale hiring capacity based on production needs.



Growing with AI & Automation

MANUFACTURING INDUSTRY

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank production candidates based on certifications, trade skills, and safety training



Activate AI job matching to surface relevant assembly, warehouse, and technician roles based on candidate experience



Implement interview intelligence to capture feedback from shift supervisors and plant managers



Enable AI candidate search to identify qualified candidates with specific skills (forklift certification, welding, machining)

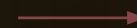
AUTOMATION



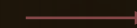
Automate interview scheduling across multiple shifts and plant locations to eliminate coordination friction



Set up automated nurture campaigns for skilled trade candidates with 3-6 month engagement cycles

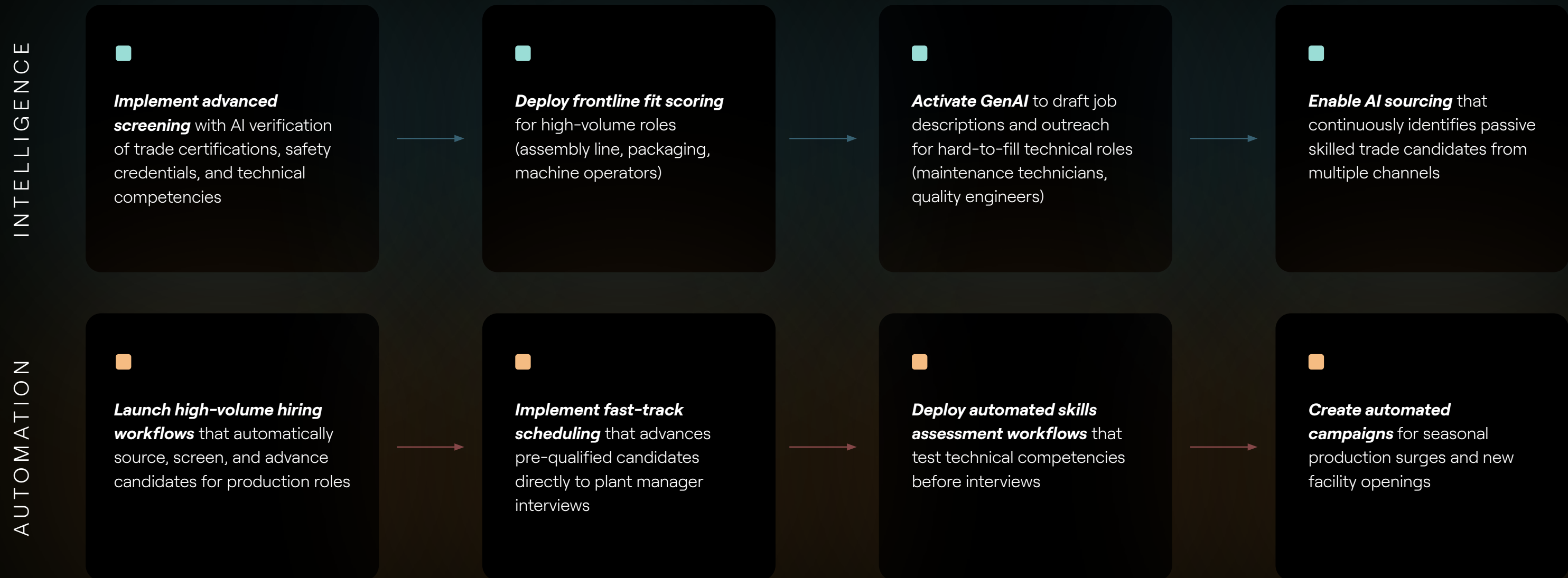


Create automated onboarding workflows that trigger safety training, equipment certifications, and facility access once offers are accepted



Deploy automated shift availability matching to align candidate schedules with production needs

FROM
LEVEL 2 → **LEVEL 3**



FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of production candidates across time zones and shifts



Activate an agent to build role-specific test scenarios that evaluate technical skills, safety knowledge, and hands-on experience



Implement workforce intelligence agents that monitor production staffing levels and predict shortages by shift



Enable skills gap analysis agents that identify missing technical competencies and recommend targeted recruiting or training

AUTOMATION



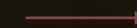
Launch seasonal hiring automation for predictable production ramps (holiday season, model year changeovers)



Deploy exception handling agents that detect workflow anomalies (high drop-off rates, credential verification delays)



Implement intake agents that capture requirements from plant managers and production supervisors automatically



Activate automated safety compliance tracking for all production hires

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and pipeline skilled trade and production talent



Activate autonomous screening agents that make qualification decisions at scale for frontline production roles



Enable autonomous interviewing agents that conduct technical assessments and make advancement recommendations

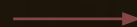


Implement predictive workforce planning agents that forecast production staffing needs and initiate hiring automatically

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for production roles



Deploy autonomous scheduling agents that coordinate interviews across multiple shifts and plant locations dynamically



Activate autonomous compliance workflows that generate and submit safety training and certification reports automatically



Enable autonomous offer management that extends offers and processes acceptances within approved compensation parameters

Manufacturing in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A Fortune 250 agriculture and manufacturing company with 9,000+ employees needed to quickly fill remote manufacturing roles when COVID-19 spiked demand for their products and threatened the nation's food supply.

SOLUTION

The organization launched a targeted digital campaign with a dedicated landing page, AI-powered job matching based on candidate location, and geo-targeted social ads around key facilities. This resulted in their Automation level advancing from 0 to 2 and their Intelligence level advancing from 1 to 2.5.

RESULTS

Campaign landing page became the second most visited page on their career site in just one month

16K

page views generated in 11 days, almost surpassing their home page in traffic

75%

of open positions filled from the campaign alone

Substantial traffic spikes from both new and returning job seekers

Manufacturing in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A consumer electronics manufacturer with 37,000+ employees struggled with employer brand visibility and couldn't effectively reach candidates at scale with just a small careers section on their corporate site.

SOLUTION

The organization executed a complete career site rebrand with personalized job recommendations, conversational chatbot guidance, and real-time analytics to optimize the candidate experience. This resulted in their Automation level advancing from 0 to 2 and their Intelligence level advancing from 0 to 2.5.

RESULTS

↑ **140%**

increase in completed applications following rebrand

↑ **45%**

increase in total page views

↑ **40%**

increase in total job seekers

↓ **25%**

decrease in apply time

85%

average application completion rate

20%

lift in unique job seekers engaging with chatbot

Financial Services

Financial services organizations prioritize quality of hire and cultural fit for specialized roles in banking, wealth management, fintech, and advisory services. Regulatory requirements, risk management focus, and reputation sensitivity drive conservative but strategic technology adoption. While the industry's intelligence-first approach reflects priorities around quality of hire and risk management, these same challenges present opportunity to accelerate AI deployment across the talent lifecycle.

Financial Services Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

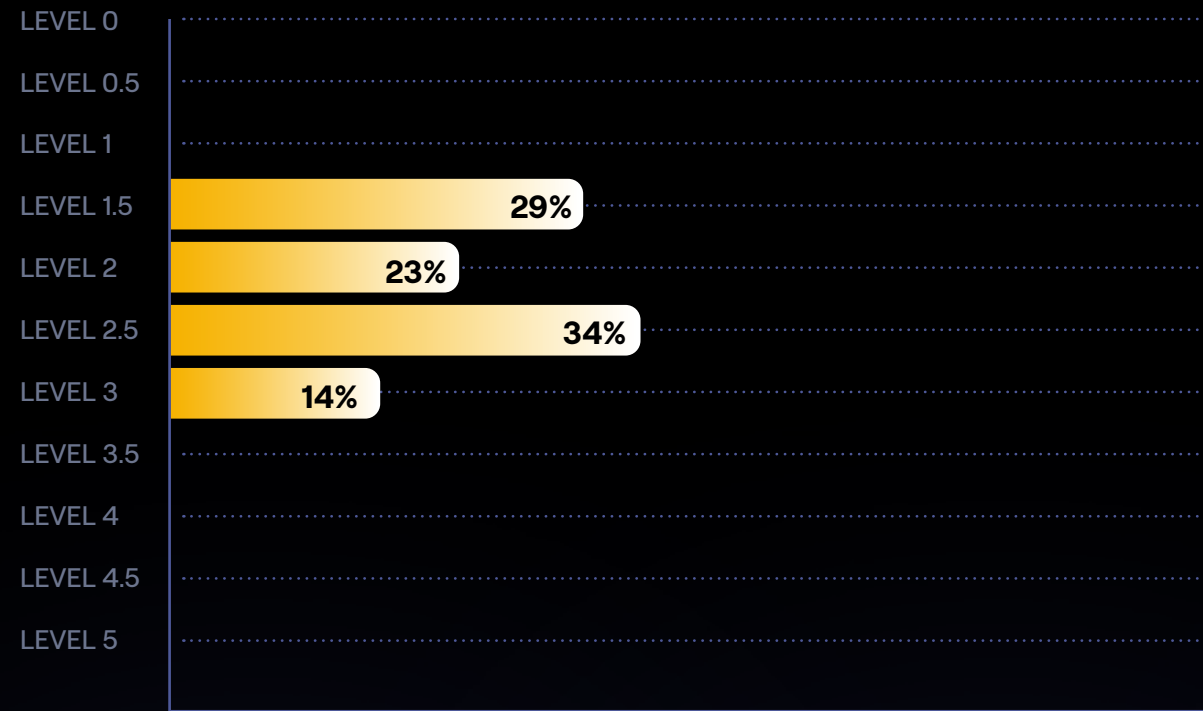
Automation Average

2

Intelligence Average

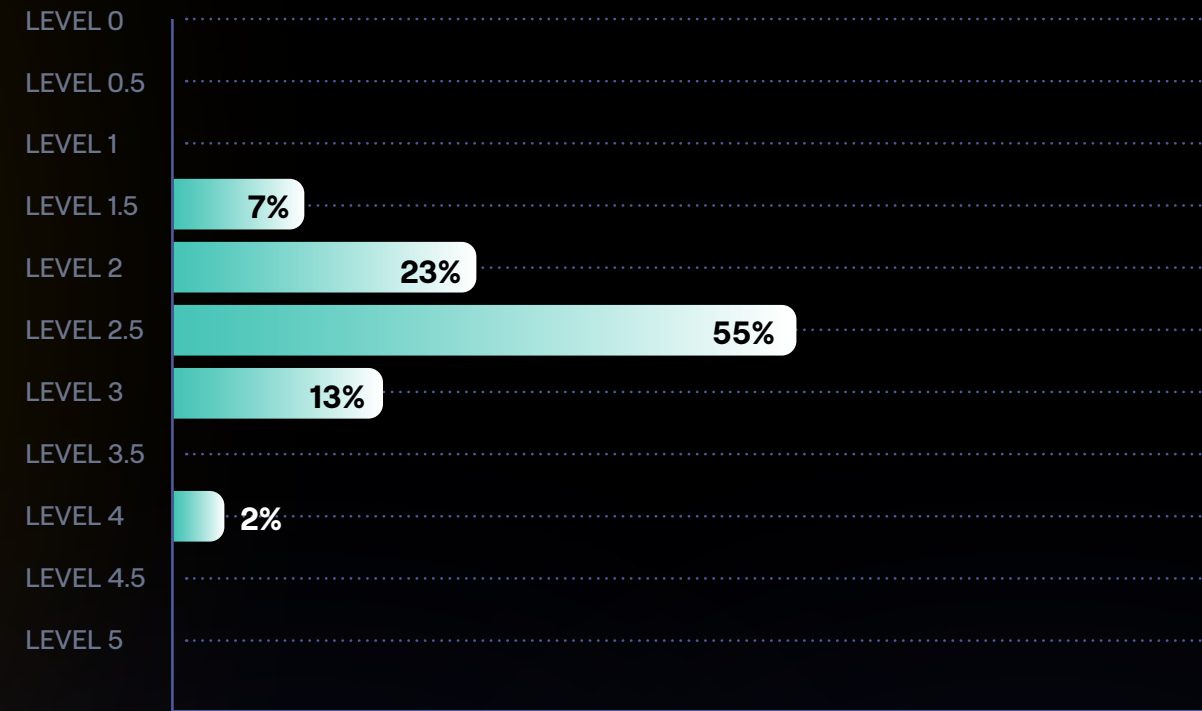
2.5

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

57%

of organizations reached Partial Process Automation (between Levels 2 and 2.5)

55%

of organizations reached Semi-Automated Intelligence (Level 2.5)

86%

of organizations fell between Task-Level Automation and Conditional Automation (Levels 1.5 and 3)

9%

reached Level 3 or higher for Intelligence and Automation

Key Areas of AI & Automation Adoption Across Financial Services

71%

use automated candidate
nurture campaigns

71%

use AI for candidate
sourcing and discovery

68%

use AI for candidate
matching and fit

48%

use automated interview
scheduling

20%

use advanced automated
screening

2%

use automated workflows
for high-volume hiring

Key Takeaways

1. Intelligence-First Strategy

Financial services shows the widest gap between intelligence and automation, indicating strong AI adoption without corresponding workflow automation.

2. Strong AI-Powered Sourcing and Matching

With 71% using AI-powered candidate sourcing and 68% using AI-driven candidate matching, financial services invests heavily in AI-driven candidate identification and ranking.

3. Limited High-Volume Hiring Adoption

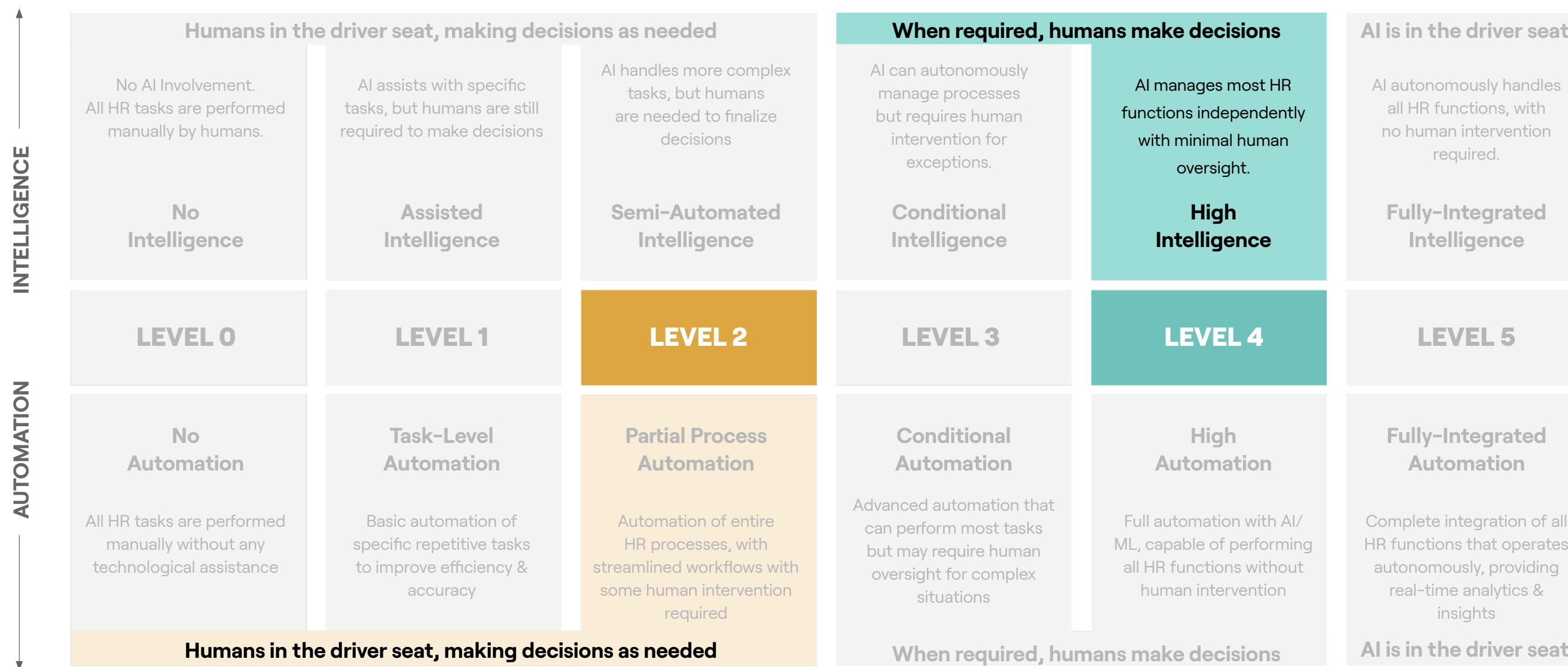
Only 2% use high-volume hiring workflows, reflecting a focus on specialized, professional hiring rather than frontline or hourly recruitment.

4. Advanced Screening Underutilized

Only 20% use advanced automated screening, forcing most financial services organizations to manually review candidates for specialized roles despite having strong AI matching capabilities in place.

Where FinServ Should Be: AI & Automation Maturity

In the ideal state, AI transforms financial services talent acquisition into a competitive differentiator. Organizations gain a competitive edge for hiring specialized talent – quants, engineers, data scientists – through intelligence that identifies passive candidates competitors miss. Regulatory clearances and background checks process automatically in parallel, eliminating weeks of delays. AI assesses both technical skills and critical soft skills like judgment and client communication through predictive analytics. Multi-stage interviews compress from months to weeks with intelligent stakeholder coordination. Most strategically, intelligent sourcing expands talent pools and removes bias, enabling firms to exceed diversity targets while elevating hiring quality.



Growing with AI & Automation

FINANCIAL SERVICES

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



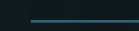
Deploy AI fit scoring to rank candidates based on financial certifications, regulatory knowledge, and technical skills



Activate AI job matching to surface relevant roles (financial analysts, advisors, compliance officers) based on candidate expertise



Implement interview intelligence to capture feedback from multi-stage interviews with hiring managers and senior leadership



Enable AI candidate search to identify qualified candidates with specific credentials (CFA, Series 7, CPA, risk modeling experience)

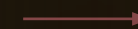
AUTOMATION



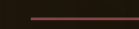
Automate interview scheduling across multiple stakeholders (hiring managers, department heads, compliance teams) to eliminate coordination delays



Set up automated nurture campaigns for passive finance professionals with 6-12 month engagement cycles



Create automated onboarding workflows that trigger background checks, regulatory screenings, and compliance training once offers are accepted



Deploy automated status updates to keep candidates engaged during lengthy multi-stage evaluation processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of financial licenses, certifications, and regulatory clearances



Deploy specialized fit scoring for niche roles (quantitative analysts, risk managers, compliance specialists)



Activate GenAI to draft personalized job descriptions and outreach for hard-to-fill specialties (fintech engineers, data scientists)



Enable AI sourcing that continuously identifies passive candidates with specialized financial expertise from multiple channels

AUTOMATION



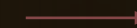
Launch structured hiring workflows that automatically move candidates through multi-stage evaluations (technical screen, case study, panel interview)



Implement fast-track scheduling that advances highly qualified candidates directly to senior leadership interviews

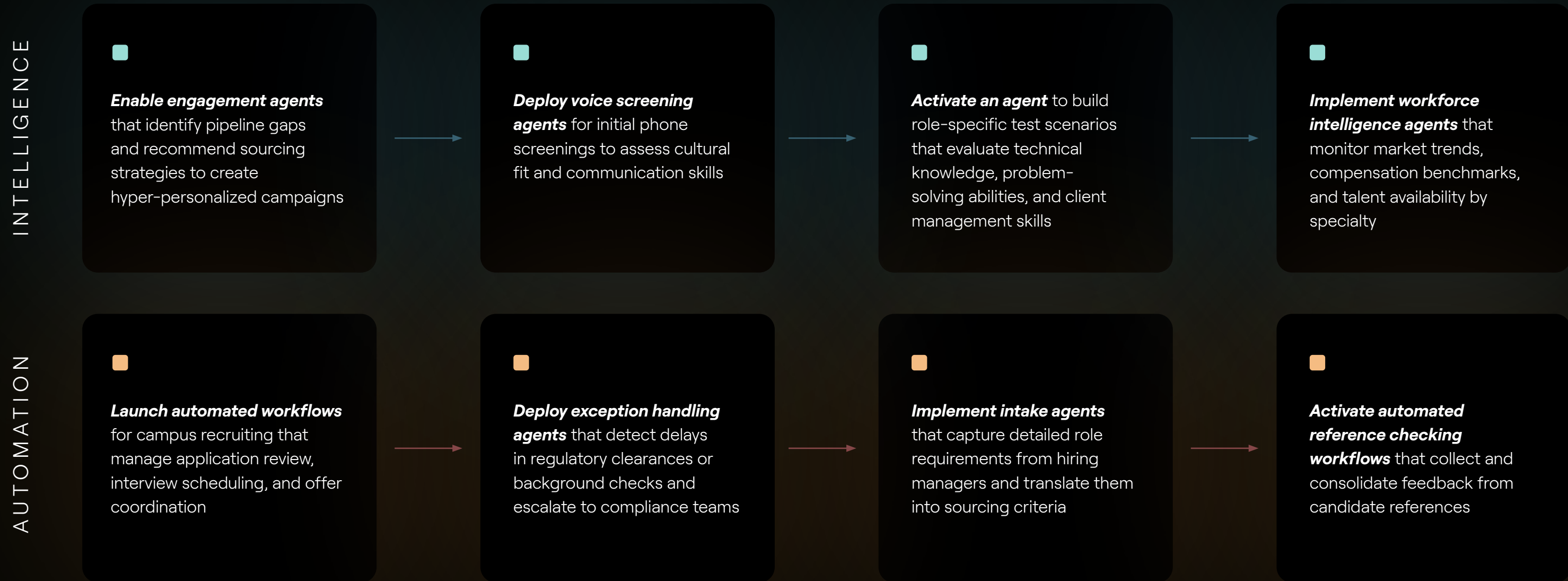


Deploy automated compliance documentation workflows that capture hiring decisions and rationale for audit requirements



Create automated campaigns targeting alumni networks and industry-specific talent communities

FROM
LEVEL 3 → **LEVEL 4**



FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage passive candidates with niche financial expertise



Activate autonomous screening agents that evaluate technical qualifications, soft skills, and cultural fit at scale



Enable autonomous interviewing agents that conduct behavioral and competency-based assessments for entry and mid-level roles



Implement predictive workforce planning agents that forecast talent needs based on business growth, attrition, and market expansion

AUTOMATION



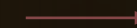
Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for standard financial roles



Deploy autonomous scheduling agents that coordinate complex multi-stakeholder interviews dynamically across time zones



Activate autonomous compliance workflows that generate regulatory reports and maintain audit trails automatically



Enable autonomous offer management that extends offers, negotiates within approved ranges, and processes acceptances

Financial Services in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A global financial services organization struggled to manage high candidate volumes for early career and skilled financial analyst roles, with manual screening and scheduling creating bottlenecks that delayed hiring and risked losing top candidates.

SOLUTION

The organization implemented video-based skill assessments for initial screening and automated interview scheduling to eliminate manual coordination across multiple stakeholders. This resulted in their Automation level advancing from 1.5 to 3 and their Intelligence level advancing from 1.5 to 3.

RESULTS

5k+

candidates screened with an 80%+ completion rate in just 2 days

13+

hours saved per recruiter per week through streamlined scheduling

90%+

positive candidate satisfaction with the screening process

1k+

hours of interviews scheduled weekly with an 87% reduction in time to schedule

Financial Services in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A major full-service banking provider needed to attract diverse talent with a refreshed employer brand while replacing time-consuming manual processes for high-volume, multi-incumbent roles that strained recruiting capacity.

20%
faster hires

8x
more candidates engaged

7k+
pre-qualified candidates
in talent community

SOLUTION

The organization created a personalized career site experience and built a thriving talent community through automated nurturing campaigns. Candidates received weekly updates on relevant positions, incomplete assessment reminders, and real-time communication via text about their application status, offers, and onboarding. This resulted in their Automation level advancing from 1.5 to 3 and their Intelligence level advancing from 1.5 to 3.

Retail

Retail organizations face extreme seasonal fluctuations, high turnover, and constant demand for frontline workers across stores, distribution centers, and e-commerce operations. Compressed hiring timelines, competitive labor markets, and the need for consistent candidate experiences across hundreds or thousands of locations also create operational pressure. While the industry has invested in candidate engagement, opportunity exists to accelerate automation deployment to streamline high-volume workflows and reduce time-to-hire at scale.

Retail Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

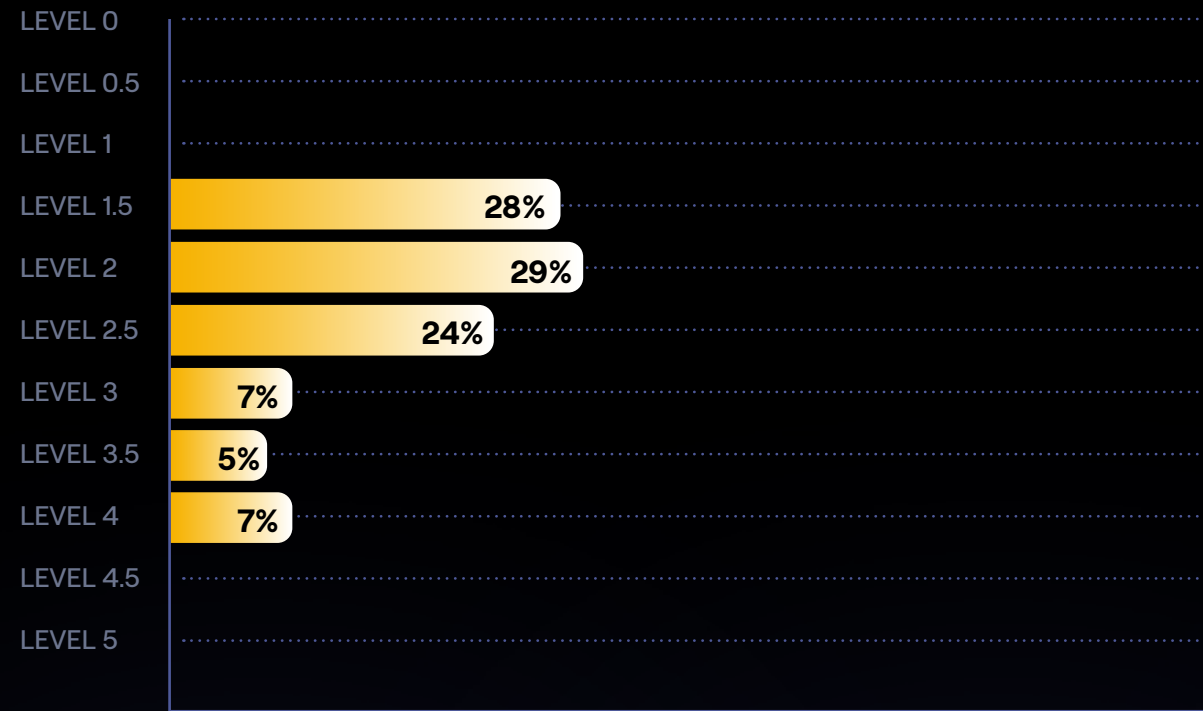
Automation Average

2

Intelligence Average

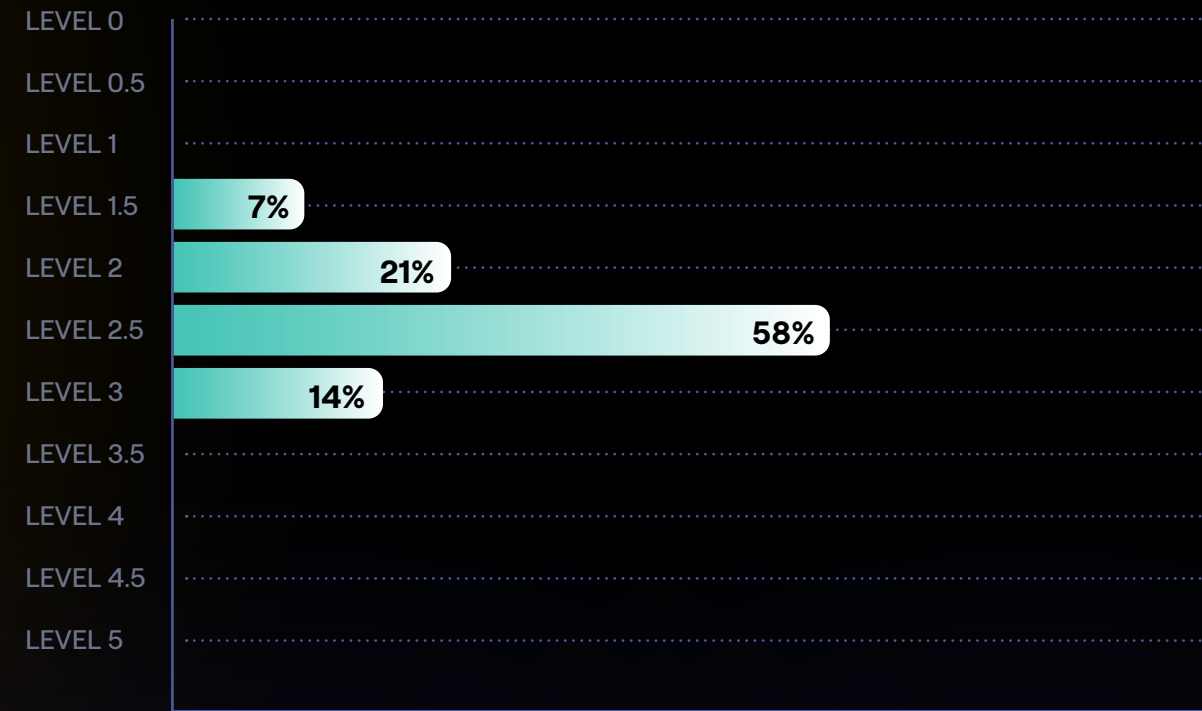
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

57%

of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2)

72%

of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

5%

reached Level 3 or higher for both Intelligence and Automation

81%

of organizations fell between Task-Level Automation and Conditional Automation (Levels 1.5 and 3)

Key Areas of AI & Automation Adoption Across Retail Companies

81%

use automated candidate campaigns and nurturing

71%

use AI for candidate sourcing and discovery

62%

use AI for candidate matching and fit

48%

use automated interview scheduling

17%

use automated workflows for high-volume hiring

12%

use advanced automated screening

Key Takeaways

1. High Campaign Adoption, Low Automation Depth

Retail leads in automated campaign usage (81%) but underutilizes advanced automated screening (12%), suggesting surface-level adoption.

2. Seasonal Hiring Opportunity

Despite 17% adoption of high-volume hiring workflows, higher than most industries, retail has significant room to scale these capabilities for peak seasons.

3. Middle-of-the-Pack Maturity

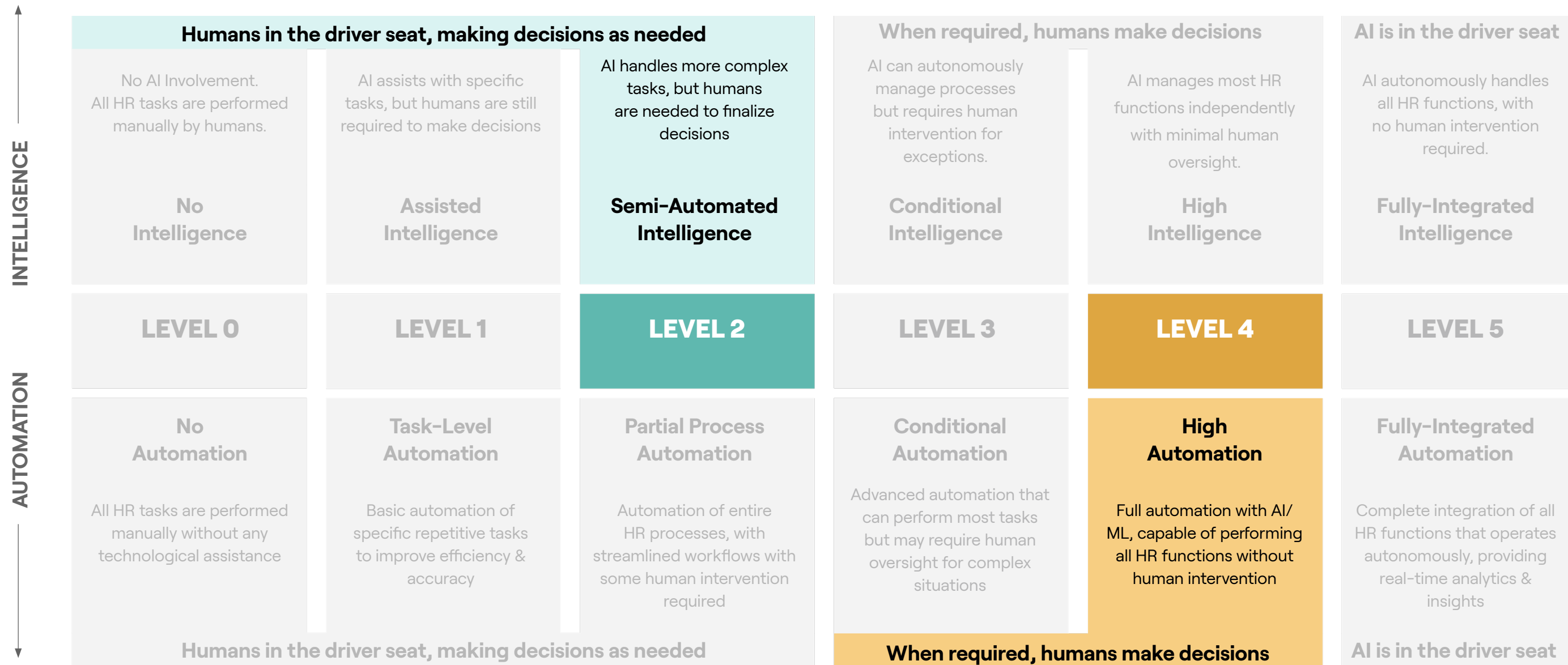
Retail's overall maturity places it near the industry average, indicating neither leadership nor laggard status.

4. High Turnover Without Automation Infrastructure

Despite retail turnover rates exceeding 60% and requiring constant hiring, only 12% use advanced screening and 17% use high-volume workflows, leaving most retailers dependent on manual processes that can't keep pace with perpetual hiring needs.

Where Retail Should Be: AI & Automation Maturity

In the ideal state, AI transforms retail's high-velocity talent challenges into competitive advantages. Organizations seamlessly scale for seasonal surges, hiring thousands of workers in days through automated screening and mobile-first engagement. Applied AI turns 60%+ turnover from crisis to manageable flow, keeping stores continuously staffed. Multi-location complexity disappears as intelligent systems coordinate hiring across hundreds of sites simultaneously. Roles fill in days not weeks, while automated shift-matching eliminates scheduling friction. The result: stores stay staffed, customers stay happy, and seasonal peaks become opportunities rather than operational nightmares.



Growing with AI & Automation

RETAIL INDUSTRY

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates for store associate, cashier, and warehouse roles based on availability and experience



Activate AI job matching to surface relevant retail positions based on candidate location, schedule preferences, and skills



Implement interview intelligence to capture feedback from store managers and district supervisors



Enable AI candidate search to quickly identify qualified candidates with retail experience and customer service skills

AUTOMATION



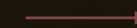
Automate interview scheduling across multiple store locations and shifts to eliminate coordination friction



Set up automated nurture campaigns for seasonal hiring pools (holiday workers, summer staff) with 3-6 month engagement cycles



Create automated onboarding workflows that trigger uniform ordering, POS training, and shift assignments once offers are accepted



Deploy automated text-based status updates to reach hourly candidates on mobile devices and reduce drop-off processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of availability, shift preferences, and retail experience



Deploy frontline fit scoring for high-volume store roles (cashiers, stock associates, sales floor staff)



Activate GenAI to draft job descriptions and SMS outreach for seasonal hiring campaigns



Enable AI sourcing that continuously identifies local candidates available for immediate start dates from multiple channels

AUTOMATION



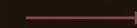
Launch structured hiring workflows that automatically source, screen, and advance candidates for seasonal and peak hiring periods



Implement fast-track scheduling that advances pre-qualified candidates directly to store manager interviews within 24-48 hours



Deploy automated availability matching that aligns candidate schedules with store staffing needs by shift and day



Create automated campaigns for holiday hiring that activate 90 days before peak season

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of retail candidates to assess customer service skills and availability



Activate an agent to build role-specific test scenarios that evaluate communication skills, problem-solving, and situational judgment



Implement workforce intelligence agents that monitor store-level staffing, predict shortages, and recommend hiring interventions



Enable location-based matching agents that prioritize candidates based on proximity to store locations and commute feasibility

AUTOMATION



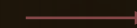
Launch seasonal hiring automation for holiday periods that initiates campaigns, screening, and hiring without manual setup



Deploy exception handling agents that detect high drop-off rates or scheduling conflicts and alert store managers



Implement intake agents that capture hiring needs from store managers and district leaders automatically



Activate automated shift assignment workflows that place new hires into schedules based on availability and store needs

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage local candidates for store positions



Activate autonomous screening agents that make qualification decisions at scale for frontline retail roles



Enable autonomous interviewing agents that conduct phone assessments for store associate roles and make advancement recommendations



Implement predictive workforce planning agents that forecast store staffing needs based on sales forecasts and foot traffic patterns

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for retail associates



Deploy autonomous scheduling agents that coordinate interviews across multiple store locations and adjust for manager availability



Activate autonomous shift scheduling workflows that assign new hires to optimal shifts based on store needs and candidate preferences



Enable autonomous offer management that extends offers for hourly roles and processes acceptances within approved pay ranges

Retail in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A leading supermarket and retail chain struggled with recruiting efficiency across thousands of outlets and hundreds of thousands of applicants annually. They needed to dramatically reduce time-to-hire for both walk-in and full-process candidates while improving experiences for candidates, recruiters, and managers.

SOLUTION

The organization implemented a personalized career site with social sign-on capabilities, conversational chatbot and SMS engagement, and video assessments to evaluate key skills remotely. Automated candidate detection and AI-powered fit scoring helped recruiters efficiently track and engage talent pipelines. This resulted in their Automation level advancing from 0 to 2.5 and their Intelligence level advancing from 0 to 2.5.

RESULTS

7,000
hires in just two weeks

10-day
reduction in overall time-to-hire

8-hour
time-to-hire for qualified
walk-in candidates

Retail in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A major online retailer of audio and musical equipment with 2,500+ employees relied on homegrown HR technology that created heavy manual lifts for recruiters. Every task, from application review to interview scheduling, was manual, limiting their ability to quickly hire high-quality talent and meet aggressive seasonal hiring targets.

SOLUTION

The organization implemented a branded career site with self-service content management, automated resume parsing from job boards, and targeted candidate campaigns with personalized communications. Automated workflows triggered by hiring stage changes instantly sent assessments and scheduled interviews without manual intervention. This resulted in their Automation level advancing from 0 to 2 and their Intelligence level advancing from 0 to 2.5.

RESULTS

↓ **98%**

decrease in time to schedule an interview

↑ **82%**

increase in completed applications

↑ **Increase of 500+** applications per recruiter per week

Transportation

Transportation organizations, including logistics, trucking, airlines, and public transit, face persistent hiring demands for specialized staff across distributed locations and shift schedules. Strict compliance requirements (CDL licenses, DOT certifications), 24/7 operational needs, and intensifying competition for qualified talent create operational pressure that drives technology adoption. These urgent workforce challenges present significant opportunity to accelerate AI and automation deployment to streamline credentialing, reduce time-to-fill for critical roles, and maintain continuous coverage across operations.

Transportation Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

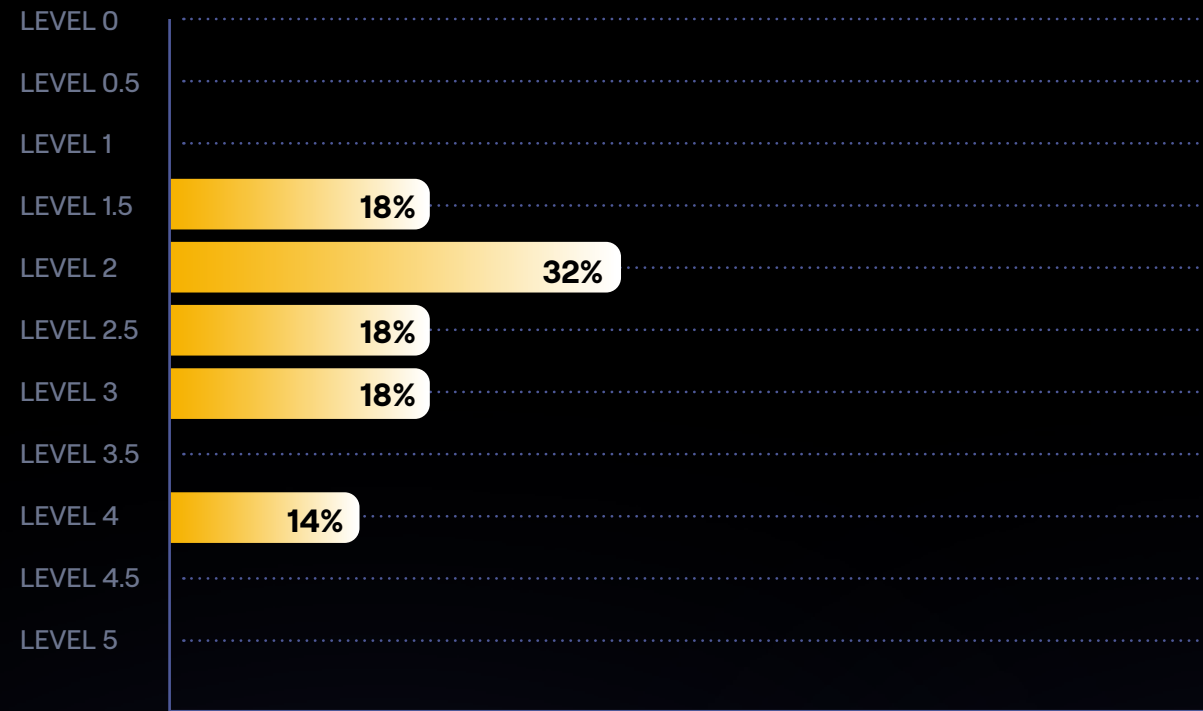
Automation Average

2.5

Intelligence Average

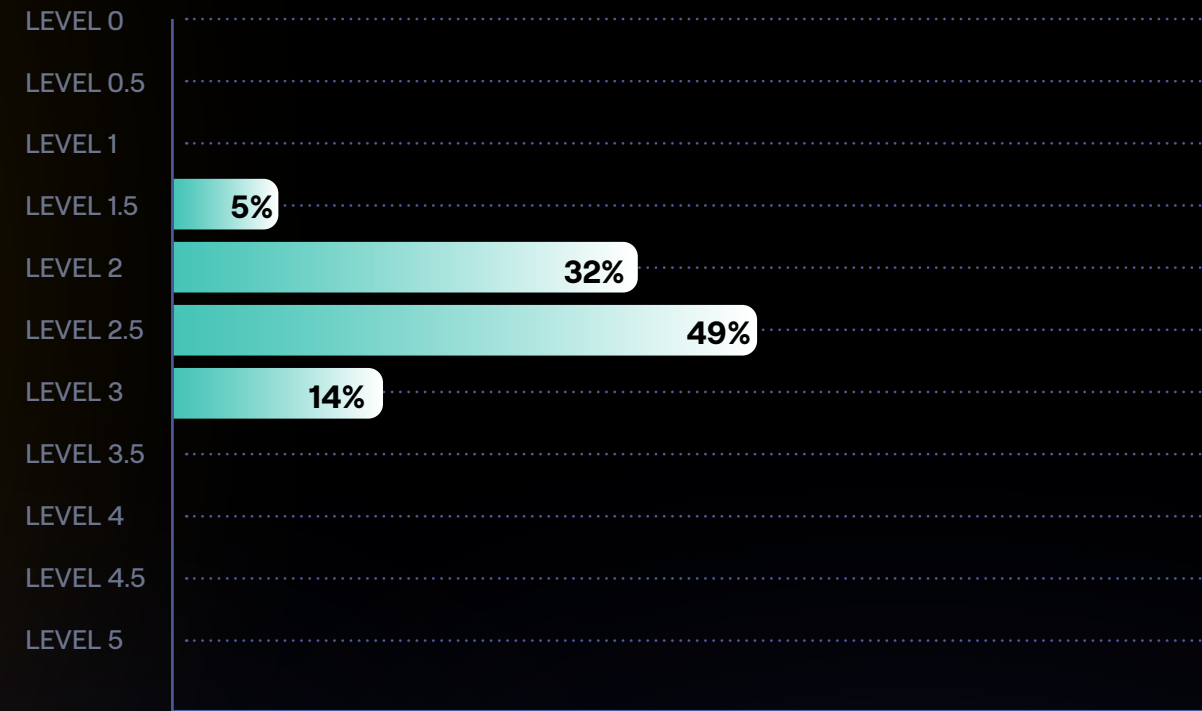
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

68% of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2.5)

86% of organizations fell between Assisted Intelligence and Conditional Intelligence (Levels 1.5 and 3)

5% of organizations reached Level 3 or higher for both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Transportation

82%

use automated candidate campaigns and nurturing

63%

use AI for candidate sourcing and discovery

59%

use automated interview scheduling

50%

use AI for candidate matching and fit

27%

use advanced automated screening

14%

use automated workflows for high-volume

Key Takeaways

1. Highest Automation Maturity

Transportation leads all industries in automation maturity driven by operational demands for drivers, technicians, and logistics workers.

2. Automation Outpaces Intelligence

Unique among industries, transportation's automation exceeds intelligence, suggesting investment in workflow efficiency before AI-driven insights.

3. Strong Scheduling and Screening

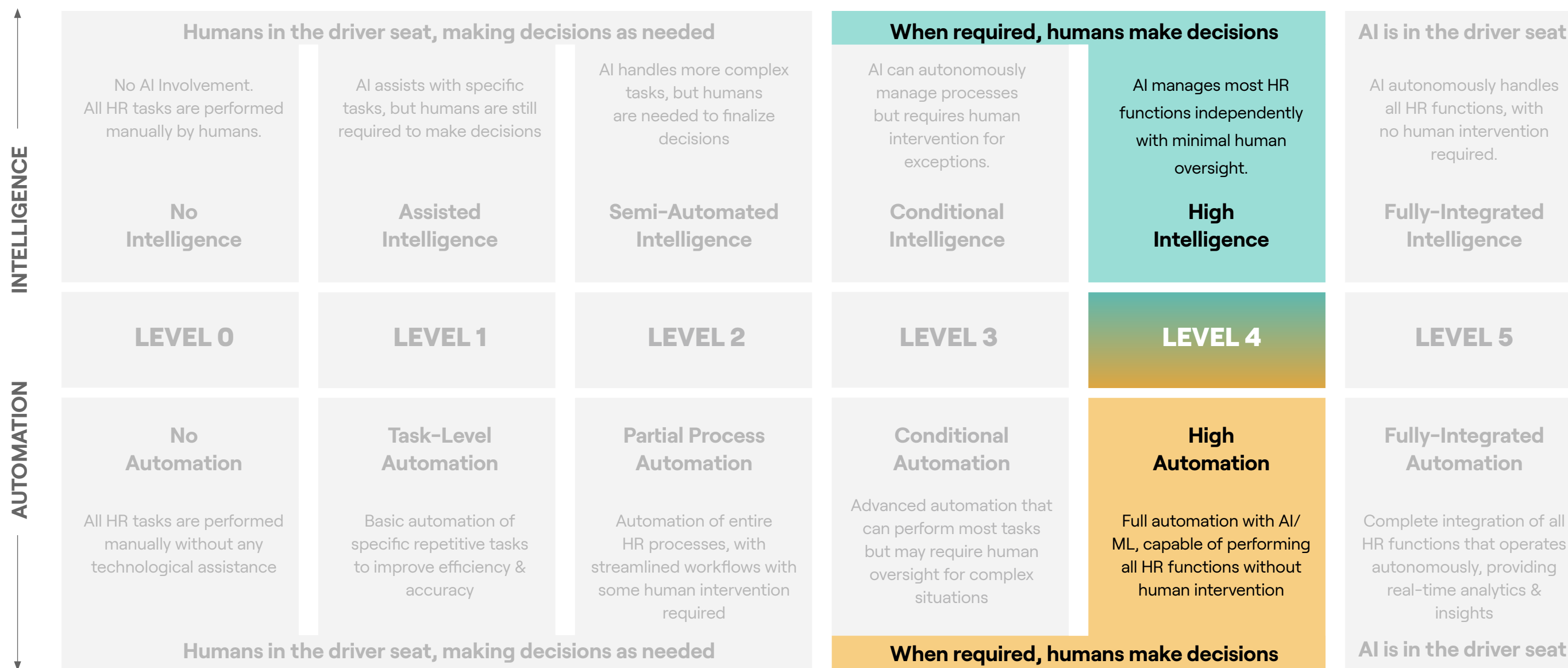
Transportation shows above-average adoption of automated interview scheduling and advanced automated screening, reflecting coordination challenges for distributed, shift-based hiring.

4. Intelligence Investment Lags Behind Automation

While transportation leads in automation, intelligence maturity trails behind, suggesting organizations focus on workflow efficiency without fully leveraging AI for better candidate matching and qualification decisions.

Where Transportation Should Be: AI & Automation Maturity

In an ideal state, AI changes transportation’s compliance-heavy hiring into a competitive advantage. Safety requirements, including background checks, drug screenings, CDL verifications, and DOT certifications, process automatically in parallel, eliminating compliance bottlenecks. AI coordinates hiring across distributed terminals, depots, and routes nationwide while intelligent scheduling matches interviews to driver availability across shift-based, 24/7 operations. High driver and technician turnover shifts from perpetual hiring pressure to predictable flow, with intelligence maintaining a constant pipeline of qualified, pre-screened candidates. The result: trucks keep moving, compliance stays perfect, and routes remain fully staffed.



Growing with AI & Automation

TRANSPORTATION INDUSTRY

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point.

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank driver and technician candidates based on CDL class, endorsements, safety records, and experience



Activate AI job matching to surface relevant roles (long-haul drivers, local delivery, mechanics) based on candidate certifications and location



Implement interview intelligence to capture feedback from operations managers and safety coordinators



Enable AI candidate search to identify qualified candidates with specific licenses (CDL-A, CDL-B, hazmat endorsements, DOT certifications)

AUTOMATION



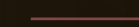
Automate interview scheduling around driver availability and operational hours (early morning, late evening, weekends)



Set up automated nurture campaigns for passive drivers and technicians with 3-6 month engagement cycles



Create automated onboarding workflows that trigger DOT physicals, drug screenings, and safety training once offers are accepted



Deploy automated SMS communications to reach drivers on mobile devices during non-traditional hours

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of CDL licenses, DOT certifications, MVR records, and safety scores



Deploy route-based fit scoring that matches drivers to specific routes, terminals, and schedules based on proximity and preferences



Activate GenAI to draft job descriptions and outreach for hard-to-fill roles (hazmat drivers, refrigerated transport, diesel mechanics)

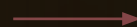


Enable AI sourcing that continuously identifies passive drivers and technicians from multiple channels

AUTOMATION



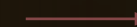
Launch high-volume hiring workflows that automatically source, screen, and advance candidates for seasonal driver surges



Implement fast-track scheduling that advances pre-qualified drivers with clean records directly to operations manager interviews



Deploy automated credential tracking that monitors CDL renewals, medical card expirations, and endorsement updates



Create automated campaigns for fleet expansions and new route launches

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of driver candidates to verify licensing, experience, and route preferences



Activate an agent to build role-specific test scenarios that evaluate safety knowledge, driving experience, and compliance understanding



Implement workforce intelligence agents that monitor driver availability by region, predict shortages, and recommend proactive hiring

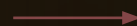


Enable location agents that match drivers to optimal routes based on home location, schedule preferences, and experience level

AUTOMATION



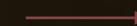
Launch seasonal hiring automation for peak shipping periods (holiday season, back-to-school, harvest season)



Deploy exception handling agents that detect credential verification delays or failed background checks and escalate to safety teams



Implement intake agents that capture driver requirements from dispatch managers and operations supervisors automatically



Activate automated compliance reporting for DOT requirements, drug testing, and safety training completion

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage drivers and technicians across regions



Activate autonomous screening agents that make qualification decisions at scale for driver roles based on credentials and safety records



Enable autonomous interviewing agents that conduct phone assessments for driver positions and make advancement recommendations



Implement predictive workforce planning agents that forecast driver needs based on shipping volume, seasonal patterns, and fleet expansion

AUTOMATION



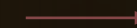
Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for driver roles



Deploy autonomous scheduling agents that coordinate interviews around driver schedules and terminal operations dynamically



Activate autonomous compliance workflows that generate and submit DOT reports, drug testing records, and safety certifications automatically



Enable autonomous offer management that extends offers to drivers and processes acceptances within approved compensation parameters

Transportation in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A major U.S. airline sought to enhance their candidate experience to match their renowned employee experience and improve recruiting efficiency across corporate and frontline roles.

SOLUTION

The organization took a phased approach. Phase 1 deployed automated interview scheduling across all roles and video screening for corporate and frontline positions. Phase 2 added interview intelligence to capture structured feedback and hiring automations to streamline workflows. This resulted in their Automation level advancing from 1.5 to 4 and their Intelligence level advancing from 1.5 to 4.

RESULTS

1M

new career site visitors connected with their brand story

↑26%

increase in likelihood candidates would apply in the future

↑17%

increase in likelihood candidates would refer someone

8 hours

saved per recruiter per week, boosting efficiency

Transportation in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A global logistics company struggled with hundreds of disjointed career sites and limited ATS integrations. They needed to unify their employer brand, fill a high volume of positions annually, and attract both frontline workers and specialized knowledge workers in technology, engineering, and aviation across multiple countries.

SOLUTION

The organization consolidated career sites and implemented a unified platform with personalized job recommendations, conversational chatbot engagement, automated interview scheduling, and omni-channel campaigns across multiple sites and languages. Real-time analytics enabled the team to measure performance and optimize continuously. This resulted in their Automation level advancing from 1.5 to 2.5 and their Intelligence level advancing from 1.5 to 3.

RESULTS

1

unified global employer brand

40%

faster time-to-hire (14 days vs. industry average)

5x

more quality job seekers per month

Pharmaceuticals

Pharmaceutical organizations face intense competition for specialized scientific and clinical talent, including researchers, regulatory affairs specialists, clinical trial managers, and medical affairs professionals. Lengthy hiring cycles, stringent credentialing requirements, and the scarcity of highly qualified candidates create additional operational pressure. While the industry's intelligence-first approach reflects the need for precision in sourcing rare talent, opportunity exists to accelerate AI and automation deployment to expand candidate pipelines and reduce time-to-fill for critical research roles.

Pharmaceuticals Industry

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

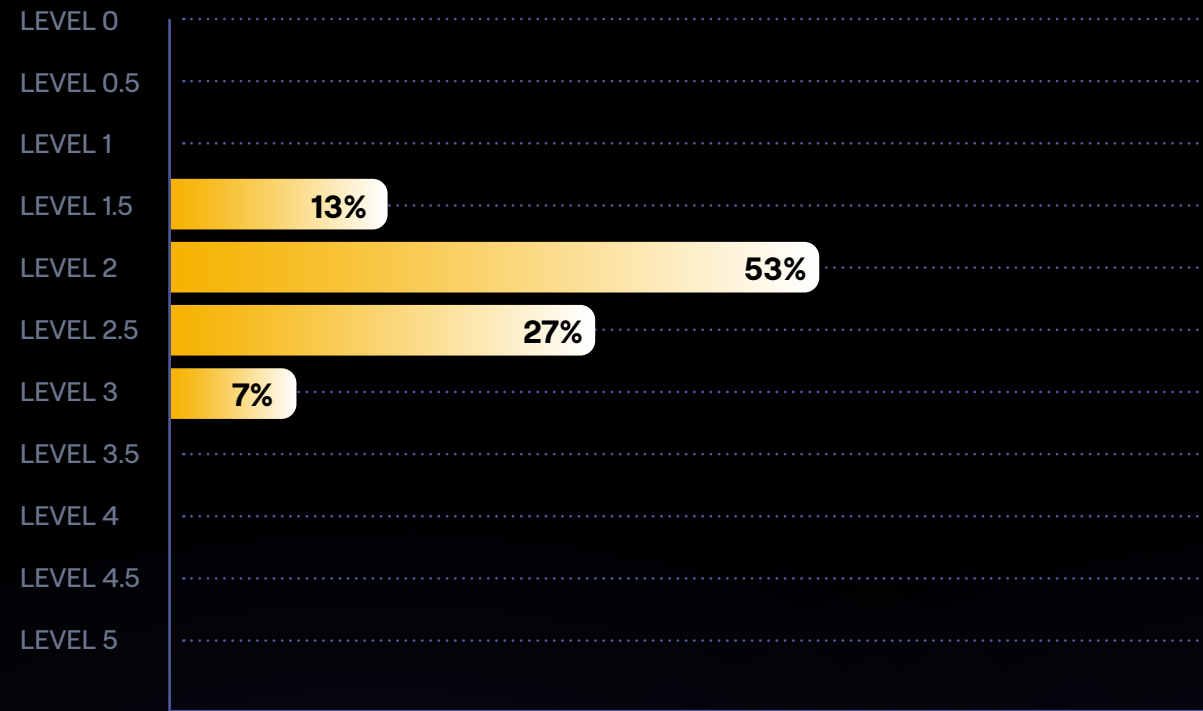
Automation Average

2

Intelligence Average

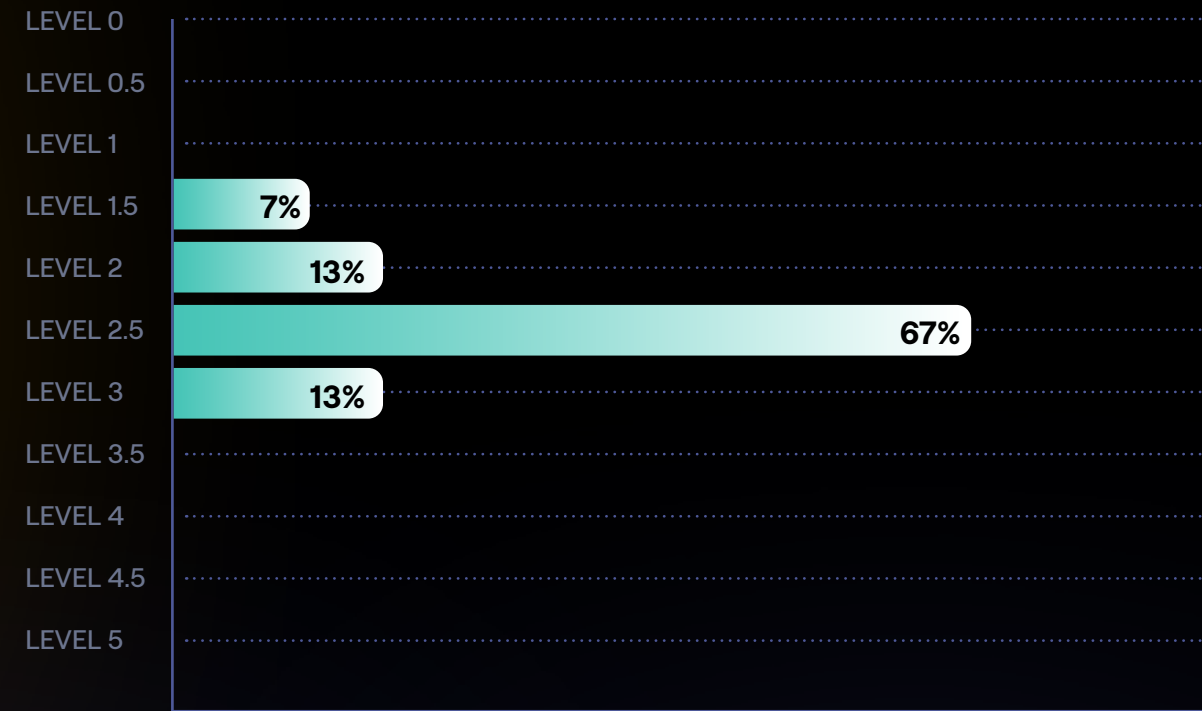
2.5

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

66% of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2)

80% of organization reached Semi-Automated Intelligence (Levels 2 and 2.5)

93% of organizations fell between Task-Level Automation and Conditional Automation (Levels 1.5 and 3)

Key Areas of AI & Automation Adoption Across Pharmaceuticals

80%

use AI for candidate sourcing and discovery

67%

use AI for candidate matching and fit

60%

use automated candidate campaigns and nurturing

40%

use automated interview scheduling

13%

use advanced automated screening

Key Takeaways

1. Intelligence Investment Without Automation

Pharmaceuticals shows strong intelligence maturity but weak automation maturity, indicating AI adoption without workflow automation.

2. High AI-Powered Sourcing Adoption

80% of pharmaceutical organizations actively use AI-powered candidate sourcing (the second highest across all industries) reflecting focus on specialized talent identification.

3. No High-Volume Hiring

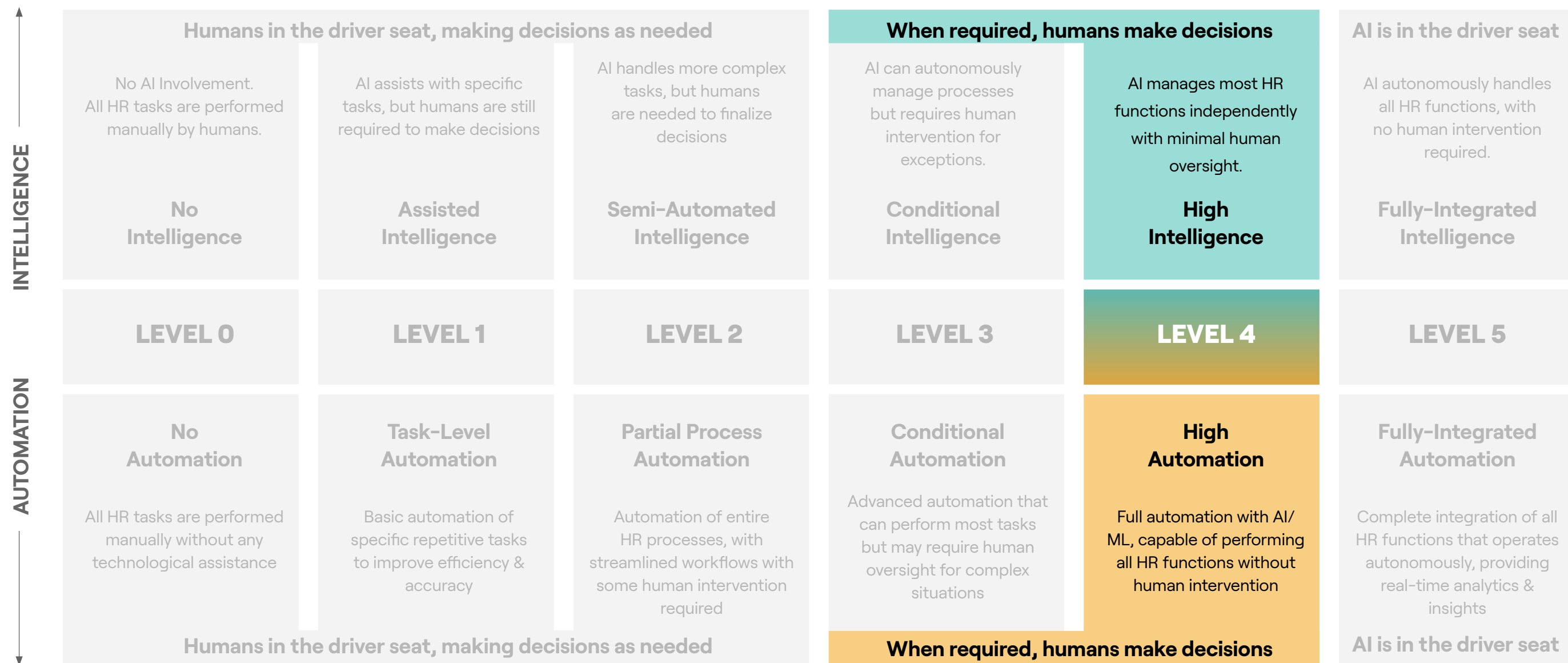
Zero pharmaceutical organizations use high-volume hiring workflows, consistent with a focus on specialized, scientific roles rather than frontline hiring.

4. Advanced Screening Underutilized for Complex Roles

Only 13% use advanced automated screening despite rigorous evaluation requirements for scientific roles, forcing most pharmaceutical organizations to manually assess PhDs, research experience, and technical competencies.

Where Pharmaceuticals Should Be: AI & Automation Maturity

In the ideal state, AI helps Pharmaceutical companies get a competitive edge for hard-to-find scientific talent, hiring specialized researchers globally while automating regulatory clearances. Clinical trial teams scale instantly through intelligent sourcing and matching. Intelligent career mapping retains top researchers by showing clear advancement paths. The result: breakthrough therapies developed faster by world-class teams.



Growing with AI & Automation

PHARMACEUTICAL INDUSTRY

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point.

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank scientific candidates based on advanced degrees, research experience, and publication records



Activate AI job matching to surface relevant roles (research scientists, clinical trial managers, regulatory affairs) based on candidate specializations



Implement interview intelligence to capture feedback from scientific panels, principal investigators, and department heads



Enable AI candidate search to identify qualified candidates with specific expertise (immunology, oncology, gene therapy, regulatory submissions)

AUTOMATION



Automate interview scheduling across multiple scientific stakeholders (lab directors, research teams, compliance officers) to eliminate coordination delays



Set up automated nurture campaigns for passive scientific talent with 6-12 month engagement cycles



Create automated onboarding workflows that trigger credential verification, compliance training, and lab access once offers are accepted



Deploy automated status updates to keep candidates engaged during lengthy evaluation and clearance processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of PhDs, MDs, certifications, publication records, and clinical trial experience



Deploy specialized fit scoring for niche scientific roles (principal investigators, biostatisticians, pharmacovigilance specialists)



Activate GenAI to draft personalized job descriptions and outreach for hard-to-fill specialties (rare disease research, cell therapy, bioinformatics)

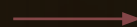


Enable AI sourcing that continuously identifies passive candidates with specialized scientific expertise from academic institutions and competitor firms

AUTOMATION



Launch structured hiring workflows that automatically move candidates through technical assessments, scientific presentations, and panel interviews



Implement fast-track scheduling that advances highly qualified PhD candidates directly to senior leadership interviews



Deploy automated credential verification workflows that validate degrees, publications, and regulatory certifications



Create automated campaigns targeting academic conferences, professional societies, and scientific networks

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy agents that evaluate scientific presentations, research proposals, and technical writing samples



Activate an agent to build role-specific test scenarios that assess research methodologies, analytical capabilities, and regulatory knowledge



Implement workforce intelligence agents that monitor therapeutic area staffing, pipeline development needs, and market talent availability



Enable agents that assess candidate research impact through citation metrics and collaboration networks

AUTOMATION



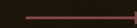
Launch automated clinical trial staffing workflows that manage CRA and site coordinator recruitment for study launches



Deploy exception handling agents that detect credential verification delays or regulatory clearance issues and escalate to compliance teams



Implement intake agents that capture hiring needs from scientific leaders and translate them into technical requirements and sourcing criteria



Activate automated reference checking workflows that collect feedback from academic advisors and research collaborators

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage passive scientific talent across academic and industry networks



Activate autonomous screening agents that evaluate technical qualifications, research experience, and publication records at scale



Enable autonomous assessment agents that evaluate research proposals and technical presentations for early-career scientist roles



Implement predictive workforce planning agents that forecast hiring needs based on pipeline development, regulatory milestones, and therapeutic area expansion

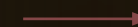
AUTOMATION



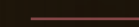
Create autonomous end-to-end workflows spanning sourcing, screening, technical assessment, interviewing, and onboarding for scientific roles



Deploy autonomous scheduling agents that coordinate complex scientific panel interviews across research sites and time zones



Activate autonomous compliance workflows that generate credential verification reports and regulatory documentation automatically



Enable autonomous offer management that extends offers for research positions and processes acceptances within approved compensation ranges

Pharmaceuticals in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A global life sciences company struggled to retain scientific talent and maximize internal skills utilization, with employees unaware of internal growth opportunities and the organization unable to efficiently match talent to open roles.

SOLUTION

The organization implemented an internal talent marketplace with intelligent career pathing that surfaced personalized opportunities to employees based on their skills and experience. Intelligent matching connected internal candidates to relevant roles automatically, enabling the company to look internally first before external hiring. This resulted in their Automation level advancing from 2 to 4 and their Intelligence level advancing from 1.5 to 3.

RESULTS

40%

of roles filled internally through intelligent talent matching

↑ **Improved employee retention** by surfacing internal opportunities

↑ **Enhanced skills utilization** across the organization

Consumer Goods and Services

Consumer goods and services organizations, including personal care, security, household products, and consumer electronics, hire diverse roles from supply chain and manufacturing to marketing and sales. Fluctuating consumer demand, competitive labor markets, and the need for agility in scaling workforce capacity create operational pressure that drives technology adoption. The industry's balanced maturity reflects investment in both workflow efficiency and intelligent insights. However, significant opportunity exists to accelerate AI and automation deployment to unify talent processes across disparate roles and respond faster to shifting frontline workforce conditions.

Consumer Goods and Services

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

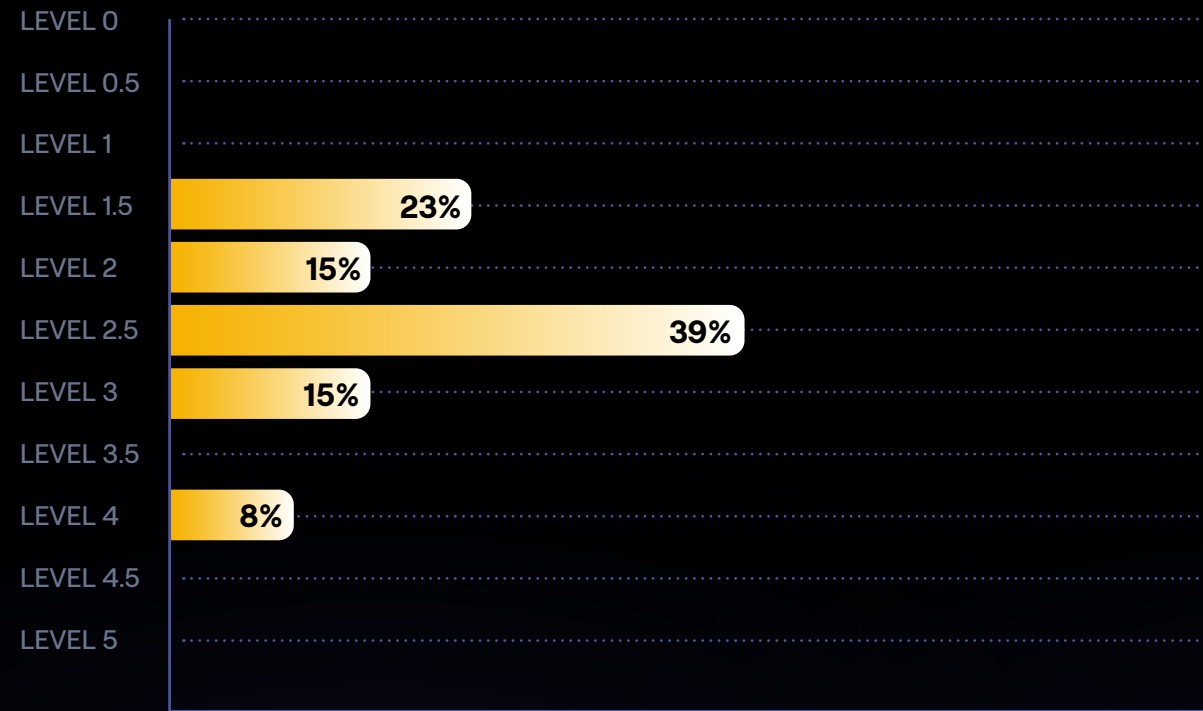
Automation Average

2

Intelligence Average

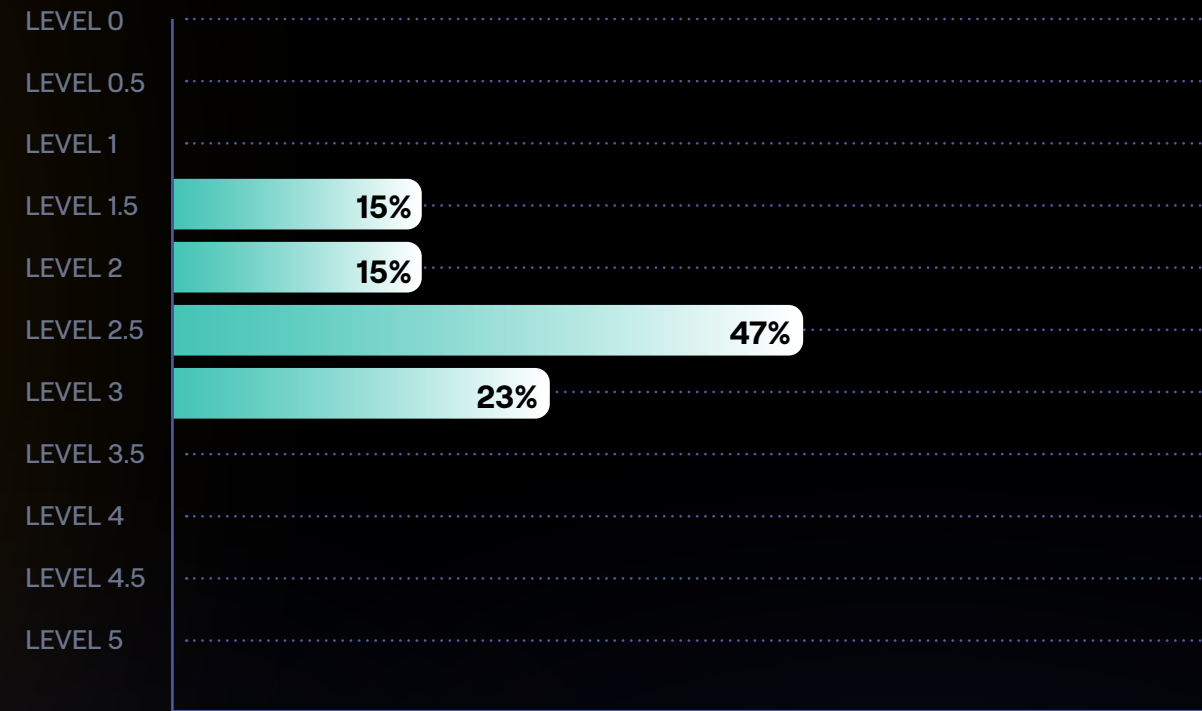
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

54% of organizations reached Partial Process Automation (Levels 2 and 2.5)

62% of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

15% of organizations reached Level 3 or higher across both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Consumer Goods & Services

77%

use AI for candidate sourcing and discovery

62%

use automated candidate campaigns and nurturing

46%

use automated interview scheduling

46%

use AI for candidate matching and fit

31%

use advanced automated screening

Key Takeaways

1. Strong AI Adoption in Sourcing

77% of organizations use AI for candidate sourcing and discovery, demonstrating widespread adoption of intelligent tools for talent identification across diverse roles.

2. High Concentration of High Performers

15% reached Level 3 or higher for both dimensions, the second highest percentage across all industries.

3. Advanced Screening Lags Industry Needs

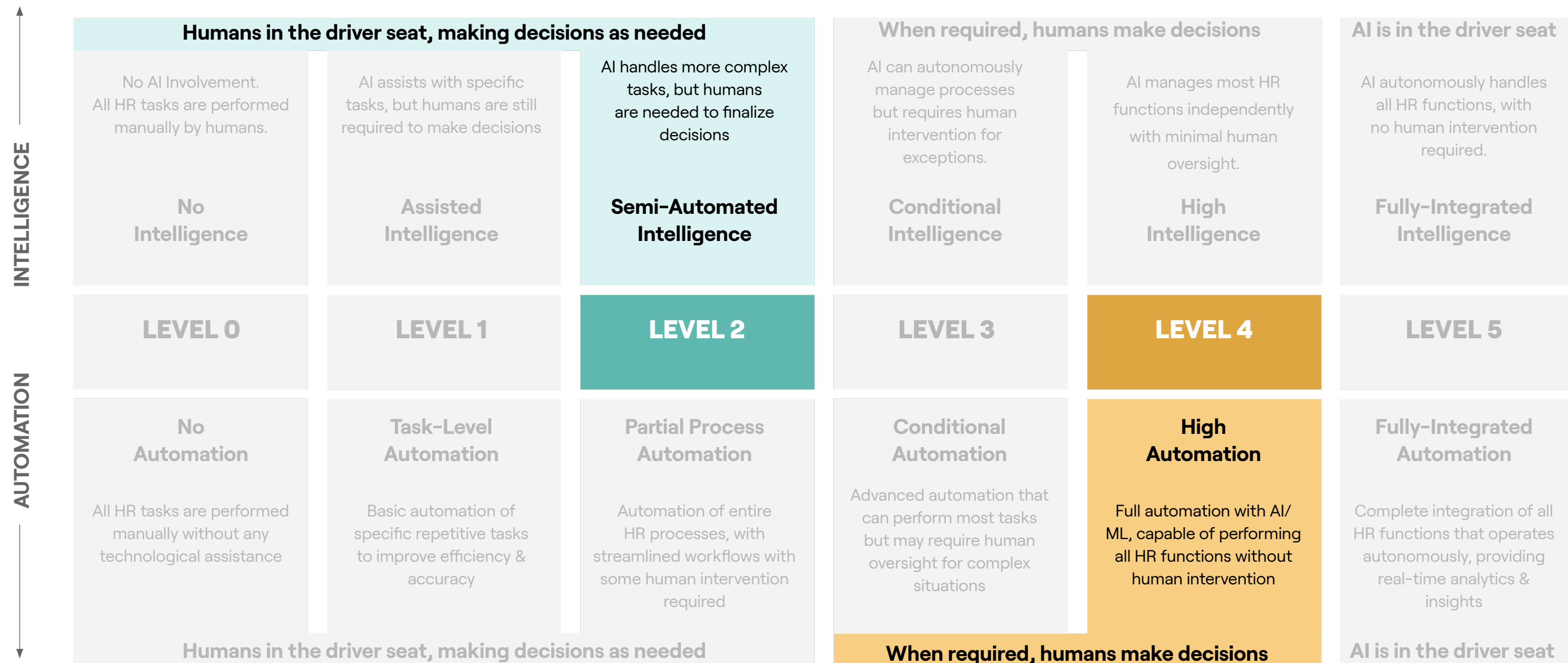
Only 31% have adopted advanced automated screening, a surprisingly low rate for an industry that could benefit significantly from automated qualification of high-volume, repeatable roles.

4. Operational Hiring Lacks Automation

Majority of the industry is not using hiring automation workflows to streamline hiring for repetitive, high-volume roles.

Where Consumer Goods and Services Should Be: AI & Automation Maturity

In an ideal state, AI unifies consumer goods hiring across all functions, from manufacturing to marketing. AI identifies brand-aligned candidates while filling critical supply chain roles instantly. Seasonal hiring surges scale effortlessly for product launches. Digital transformation accelerates as AI finds e-commerce and analytics talent for direct-to-consumer growth. The result: agile brands fully staffed to win.



Growing with AI & Automation

CONSUMER GOODS & SERVICES

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates across diverse roles (supply chain analysts, brand managers, sales representatives) based on skills and experience



Activate AI job matching to surface relevant positions based on candidate expertise in manufacturing, marketing, operations, or sales functions



Implement interview intelligence to capture feedback from hiring managers across multiple departments and functions



Enable AI candidate search to identify qualified candidates with specific skills (demand planning, brand strategy, category management, e-commerce)

AUTOMATION



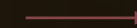
Automate interview scheduling across multiple departments, regions, and functional leaders to eliminate coordination delays



Set up automated nurture campaigns for passive professionals with 3-6 month engagement cycles



Create automated onboarding workflows that trigger system access, product training, and team introductions once offers are accepted



Deploy automated status updates to keep candidates engaged during multi-stage hiring processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of relevant certifications (APICS, Six Sigma, PMP) and functional expertise



Deploy specialized fit scoring for diverse role types (supply chain optimization, digital marketing, sales operations, product development)



Activate GenAI to draft personalized job descriptions and outreach for cross-functional roles and emerging skills (e-commerce, data analytics, sustainability)



Enable AI sourcing that continuously identifies passive candidates with consumer goods experience from competitor brands and retailers

AUTOMATION



Launch structured hiring workflows that automatically move candidates through functional assessments, case presentations, and leadership interviews



Implement fast-track scheduling that advances high-potential candidates directly to senior leadership interviews



Deploy automated brand alignment assessments that evaluate cultural fit automatically



Create automated campaigns for seasonal hiring surges (product launches, promotional periods, peak seasons)

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy assessment agents that evaluate case study submissions, market analysis, and strategic thinking for marketing and brand roles



Activate an agent to build role-specific test scenarios that assess cross-functional collaboration, innovation mindset, and consumer-centric thinking



Implement workforce intelligence agents that monitor staffing by function, predict needs based on product launches, and recommend hiring strategies

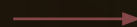


Enable skills gap analysis agents that identify missing competencies for digital transformation and recommend targeted recruiting

AUTOMATION



Launch automated campus recruiting workflows for supply chain, marketing, and sales rotational programs



Deploy exception handling agents that detect scheduling conflicts across multiple interviewers and propose alternative panels



Implement intake agents that capture hiring needs from brand managers, operations leaders, and sales directors automatically



Activate automated reference checking workflows that collect feedback from previous employers and functional leaders

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage passive talent across consumer goods and retail industries



Activate autonomous screening agents that evaluate functional expertise, brand affinity, and cultural fit at scale



Enable autonomous assessment agents that evaluate case studies and strategic presentations for marketing and product management roles



Implement predictive workforce planning agents that forecast hiring needs based on product pipeline, market expansion, and seasonal demand

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, assessment, interviewing, and onboarding for standard functional roles



Deploy autonomous scheduling agents that coordinate multi-functional interviews across regions and business units dynamically



Activate autonomous brand experience workflows that deliver personalized product information and company culture content to candidates automatically



Enable autonomous offer management that extends offers, negotiates within approved ranges, and processes acceptances for standard roles

Consumer Goods & Services in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A global organization faced a talent market shortage and needed to modernize their talent acquisition approach. Their basic HR tools couldn't meet the business needs, and they lacked the ability to engage passive candidates or collaborate effectively across global teams.

SOLUTION

The organization digitalized their talent acquisition processes by building a dynamic career site and talent community, implementing automated candidate nurturing campaigns, deploying intelligent candidate matching and fit scoring, adding video screening, and automating interview scheduling. This resulted in their Automation level advancing from 1.5 to 2.5 and their Intelligence level advancing from 1.5 to 3.

RESULTS

↓ **51%**

decrease in incomplete applications

↑ **84%**

increase in application conversion rate

78%

time savings with automated scheduling

↓ **9%**

decrease in time-to-hire

Restaurants

Restaurant organizations face extreme turnover, constant hiring for servers, cooks, managers, and delivery drivers, and tight labor markets. Compressed hiring timelines, seasonal demand spikes, and the need for consistent staffing levels create operational pressure that drives technology adoption. The industry's high campaign adoption reflects strong candidate engagement, but low AI activation suggests untapped opportunities to streamline high-volume hiring and reduce time-to-fill for critical frontline roles.

Restaurants

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

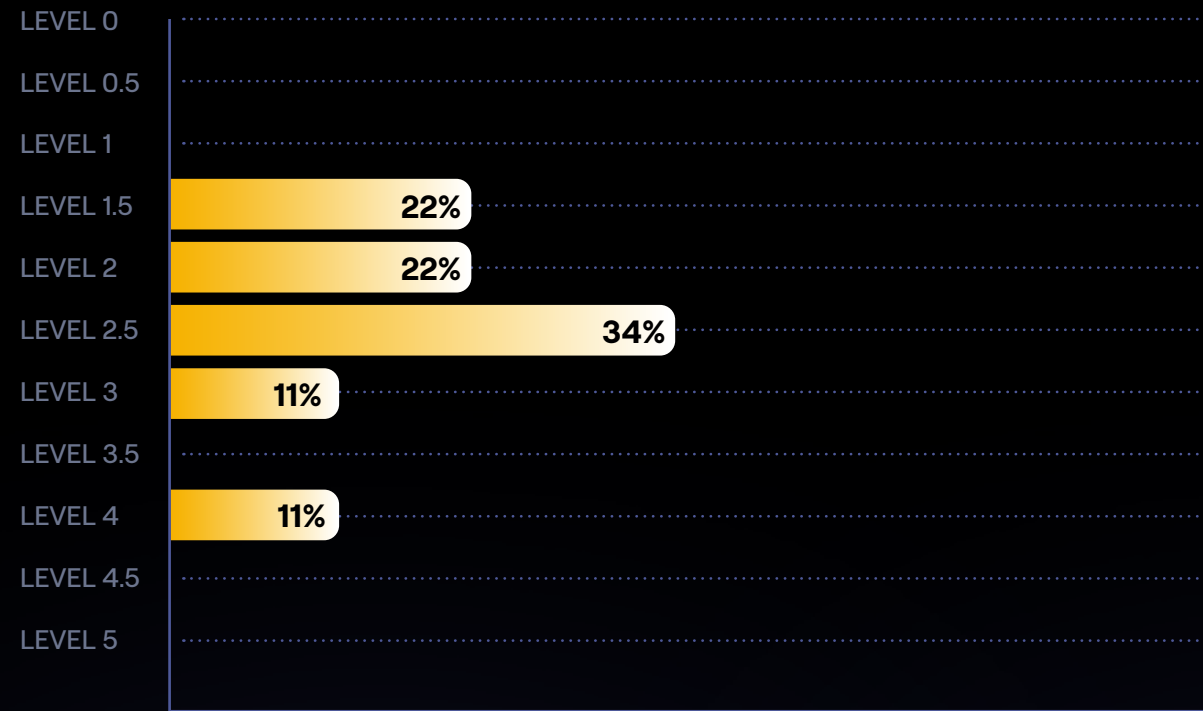
Automation Average

2

Intelligence Average

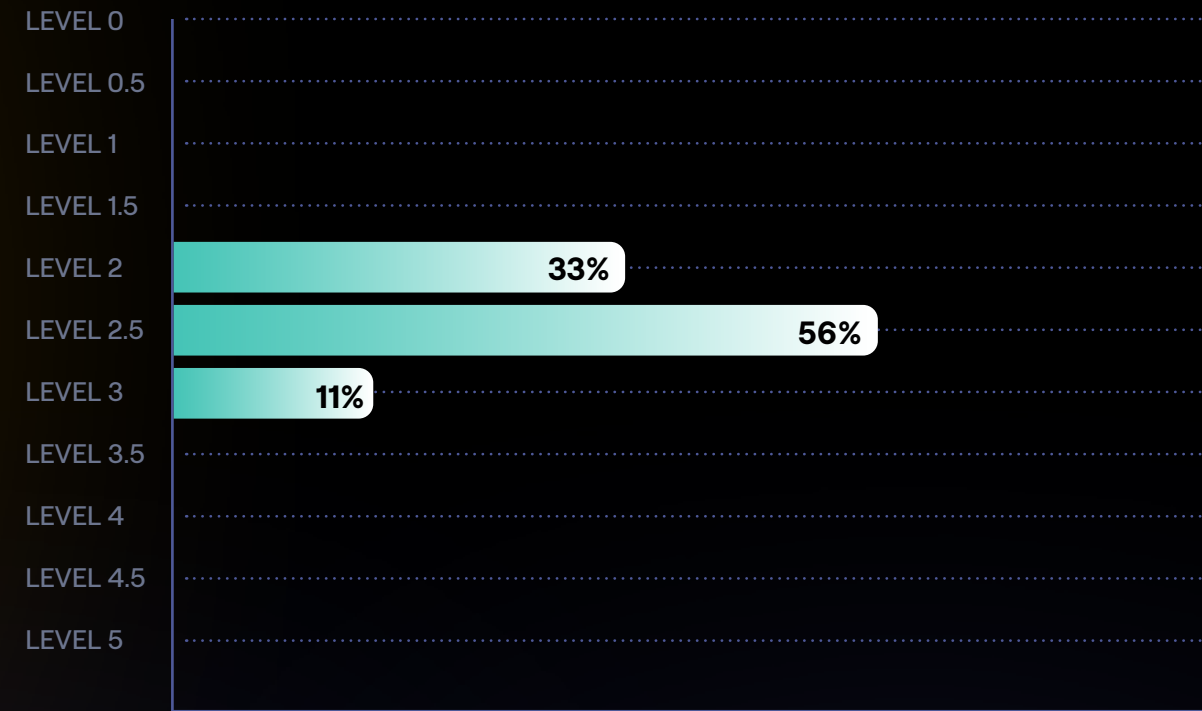
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

78%

of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2.5)

89%

of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

22%

of organizations fell between Conditional Automation and High Automation (Levels 3 and 4)

Key Areas of AI & Automation Adoption Across Restaurants

89%

use automated candidate campaigns and nurturing

56%

use automated interview scheduling

56%

use AI for candidate sourcing and discovery

44%

use AI for candidate matching and fit

11%

use advanced automated screening

Key Takeaways

1. High Campaign Adoption

Restaurant organizations lead in automated campaign usage (89%), reflecting aggressive candidate engagement for high-turnover frontline roles.

2. Automated Scheduling a Standout, Yet Still Behind

With 56% of restaurants using automated scheduling, the industry ranks second in adoption. But nearly half still rely on manual coordination, slowing hiring for roles like servers and line cooks. Closing this gap would reduce drop-off, improve show-up rates, and help staff shifts faster in a competitive market.

3. Low AI Activation

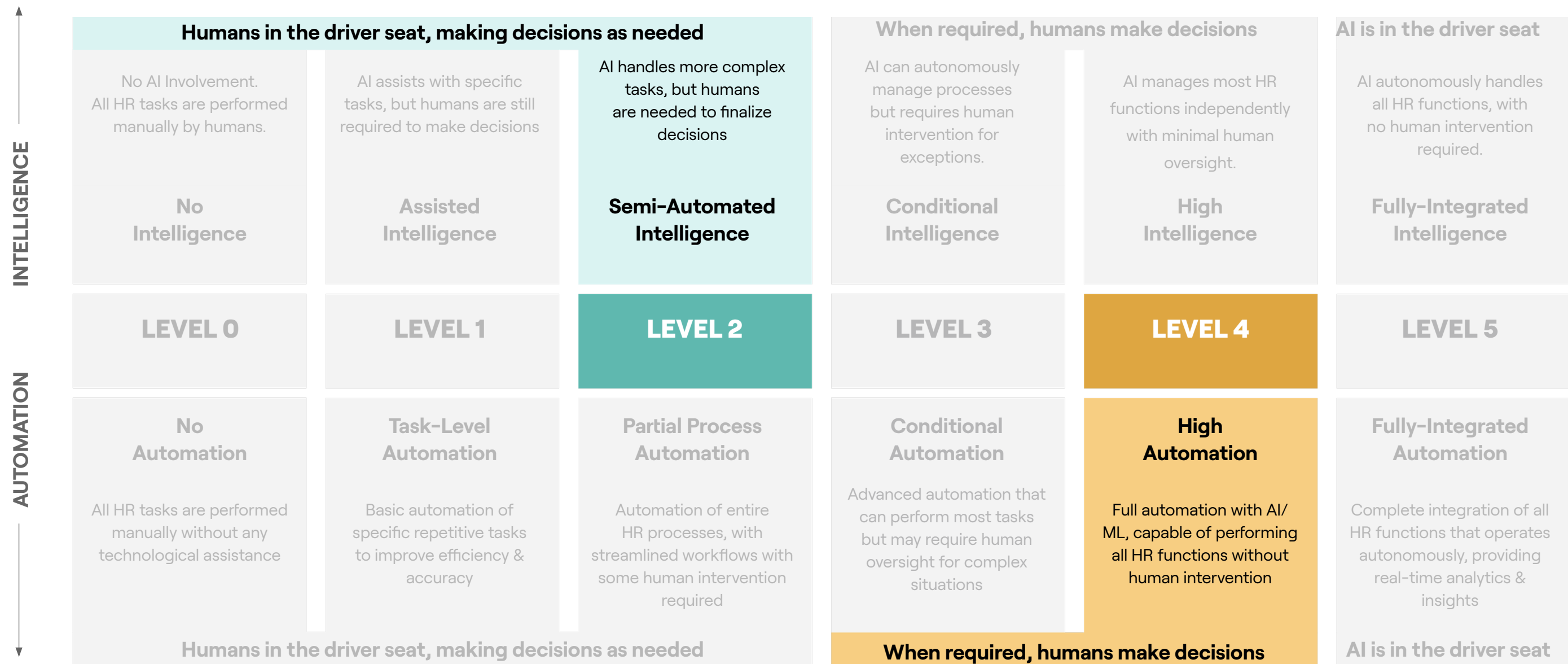
Despite strong automated campaign usage (second highest across all industries), intelligent sourcing (56%) and candidate matching (44%) lag, suggesting engagement without intelligent insights.

4. Screening Severely Underutilized

At just 11%, advanced automated screening adoption is one of the lowest across all industries. This forces your teams to manually review countless applications for high-volume, standardized roles (such as servers, line cooks, and delivery drivers) where automated qualification could dramatically reduce time-to-hire and help staff shifts faster in tight labor markets.

Where Restaurants Should Be: AI & Automation Maturity

In an ideal state, AI turns restaurant hiring chaos into clockwork. More than 70% turnover becomes manageable through constant candidate pipelines. Multi-location hiring scales instantly while automated shift-matching eliminates friction. Roles fill in days through mobile engagement that reduces no-shows. The result: fully skilled staffed restaurants delivering great experiences year-round.



Growing with AI & Automation

RESTAURANTS

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point.

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates for server, cook, and delivery roles based on availability, experience, and customer service skills



Activate AI job matching to surface relevant positions based on candidate location, schedule preferences, and restaurant experience



Implement interview intelligence to capture feedback from general managers and shift supervisors



Enable AI candidate search to quickly identify qualified candidates with food service experience and availability for immediate start

AUTOMATION



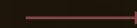
Automate interview scheduling across multiple restaurant locations and shifts (breakfast, lunch, dinner, late-night) to eliminate coordination friction



Set up automated nurture campaigns for seasonal workers and returning employees with 3-6 month engagement cycles



Create automated onboarding workflows that trigger food safety training, uniform ordering, and shift assignments once offers are accepted



Deploy automated SMS communications to reach hourly candidates on mobile devices and reduce no-shows

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of availability, shift flexibility, food handler certifications, and restaurant experience



Deploy frontline fit scoring for high-volume roles (servers, line cooks, dishwashers, delivery drivers)



Activate GenAI to draft job descriptions and SMS outreach for hard-to-fill shifts and positions (weekend openers, late-night closers)



Enable AI sourcing that continuously identifies local candidates available for immediate hiring from multiple channels

AUTOMATION



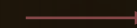
Launch high-volume hiring workflows that automatically source, screen, and advance candidates for seasonal surges and new restaurant openings



Implement fast-track scheduling that advances pre-qualified candidates to manager interviews within 24-48 hours



Deploy automated availability matching that aligns candidate schedules with peak service hours and staffing gaps



Create automated campaigns for holiday hiring and special events (Valentine's Day, Mother's Day, graduation season)

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of restaurant candidates to assess customer service skills, availability, and experience



Activate an agent to build role-specific test scenarios that evaluate communication skills, teamwork, and situational judgment for customer-facing roles



Implement workforce intelligence agents that monitor location-level staffing, predict turnover, and recommend proactive hiring by shift



Enable location-based matching agents that prioritize candidates based on proximity to restaurant locations and reliable transportation

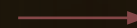
AUTOMATION



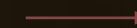
Launch seasonal hiring automation for predictable demand periods (summer, holidays, special events) without manual campaign setup



Deploy exception handling agents that detect high no-show rates or sudden turnover spikes and alert general managers



Implement intake agents that capture hiring needs from general managers and area supervisors automatically



Activate automated shift assignment workflows that place new hires into optimal shifts based on availability and restaurant needs

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage local candidates for front-of-house and back-of-house positions



Activate autonomous screening agents that make qualification decisions at scale for server, cook, and delivery roles



Enable autonomous interviewing agents that conduct phone assessments for hourly positions and make advancement recommendations



Implement predictive workforce planning agents that forecast staffing needs based on reservation trends, foot traffic patterns, and seasonal demand

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for restaurant hourly roles



Deploy autonomous scheduling agents that coordinate interviews across multiple locations and adjust for manager availability and peak service hours



Activate autonomous shift scheduling workflows that assign new hires to optimal shifts and adjust dynamically based on coverage gaps



Enable autonomous offer management that extends offers for hourly roles and processes acceptances within approved pay ranges and tip structures

Restaurants in Action

CUSTOMER SPOTLIGHT

CHALLENGE

With 10,000+ employees globally, this popular restaurant chain faced high-volume, high-turnover hiring where managers had little time to review and prioritize applicants, creating inefficiencies in the screening process.

SOLUTION

The organization implemented a comprehensive hiring automation system including an intelligent career site, automated workflows, campaigns, and interview scheduling. Qualified candidates were fast-tracked through an inline experience with the ability to auto-schedule calls with hiring managers, who could toggle scheduling on and off as needed. This resulted in their Automation level advancing from 0 to 2.5 and their Intelligence level advancing from 0 to 2.5.

RESULTS

50%

reduction in time to hire
(down to 10 days)

200+

hours saved in interview
scheduling

1,800

hours saved in
profile reviews

Hotels and Travel

Hotels and travel organizations face seasonal surges, high turnover, and constant demand for guest services, housekeeping, and operations staff. Compressed hiring timelines, fluctuating occupancy-driven staffing needs, and intense competition for hospitality talent create operational pressure that drives technology adoption. The industry's low automation maturity suggests traditional hiring practices persist, despite AI investments that can reduce time-to-fill during peak seasons, and maintain consistent guest experience standards.

Hotels and Travel

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

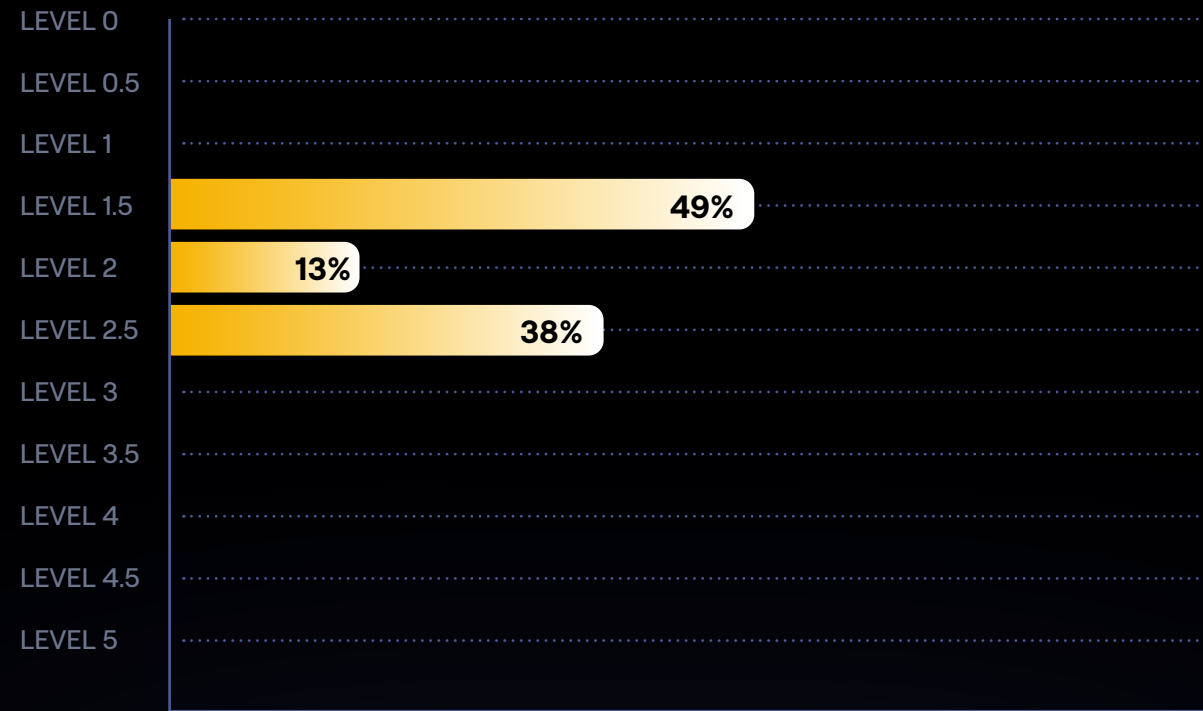
Automation Average

2

Intelligence Average

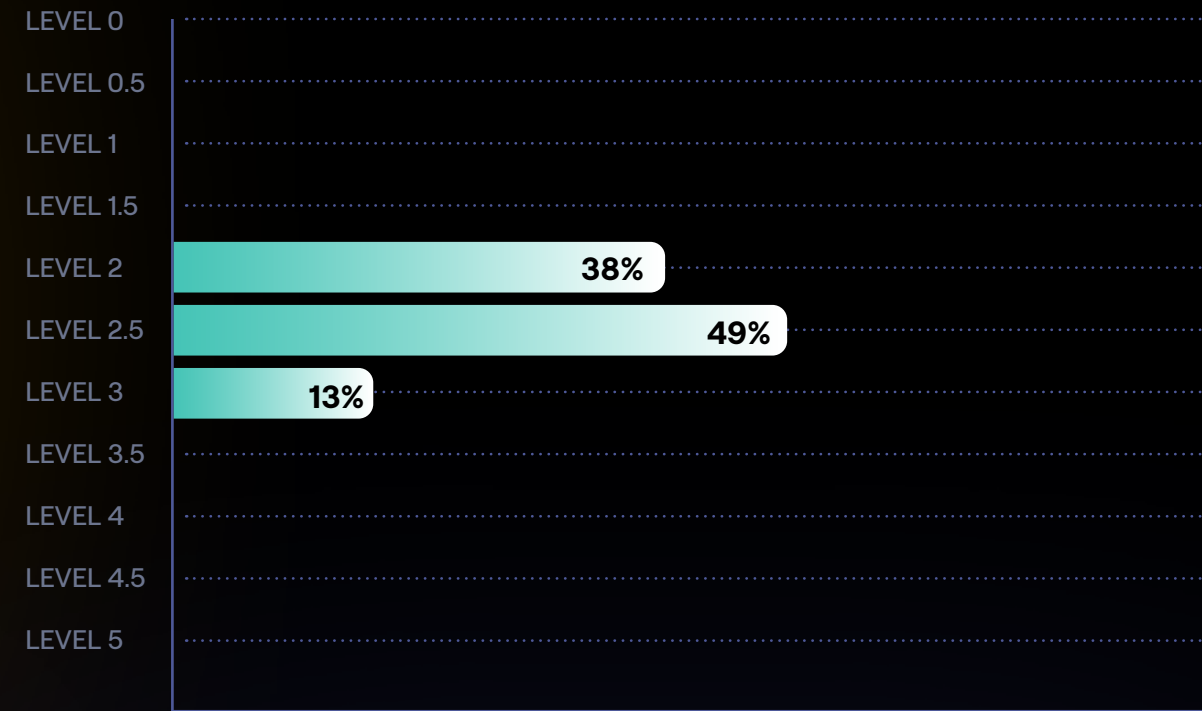
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

62% of organizations fell between Task-Level and Partial Process Automation (Levels 1.5 and 2)

87% of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

Key Areas of AI & Automation Adoption Across Hotels and Travel

75%

use AI for candidate sourcing and discovery

63%

use automated candidate campaigns and nurturing

63%

use AI for candidate matching and fit

50%

use automated interview scheduling

13%

use advanced automated screening

Key Takeaways

1. Low Automation Maturity

Hotels and travel shows the lowest automation maturity across all industries, indicating underinvestment in workflow automation.

2. Intelligence Without Automation

Intelligence maturity exceeds automation maturity, the widest gap of any industry.

3. Screening Bottleneck in High-Turnover Environment

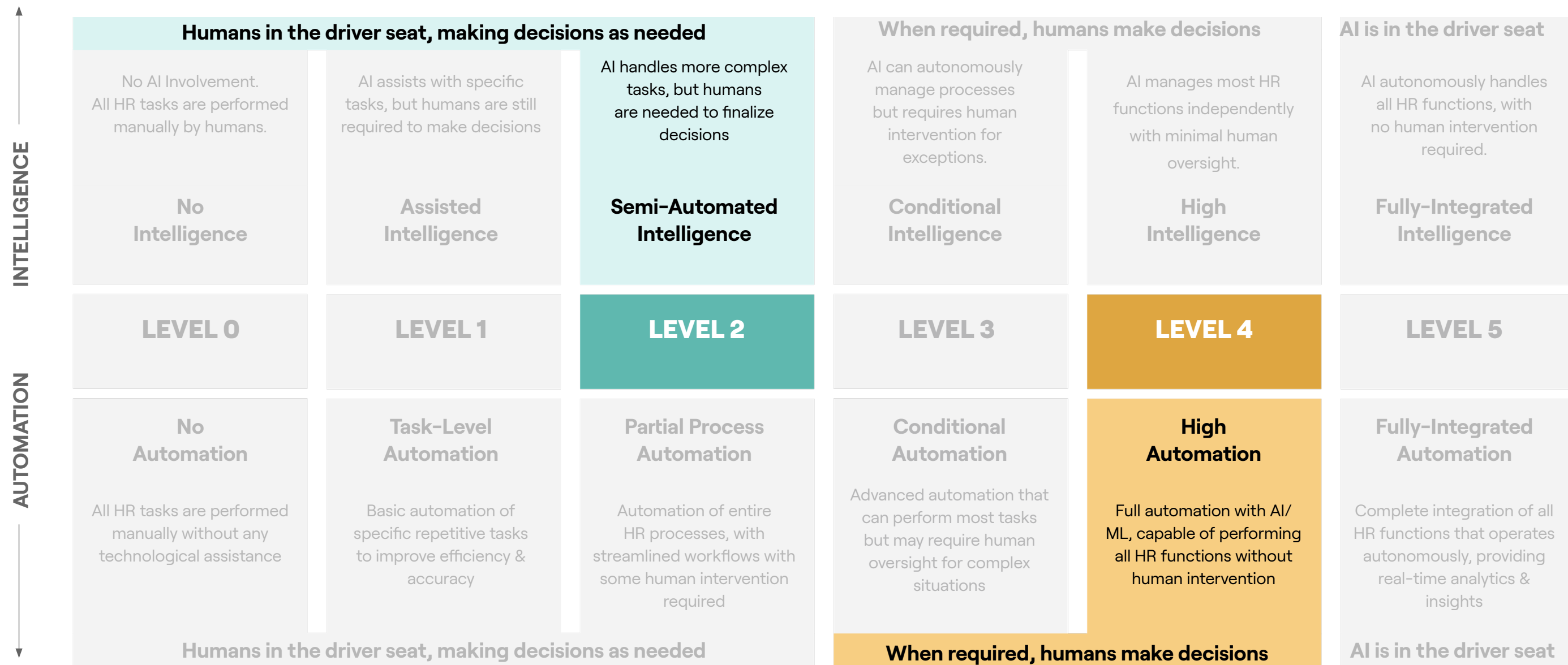
Only 13% use advanced automated screening despite constant hiring needs for roles with standardized qualifications, such as guest services, housekeeping, and operations staff roles, that are ideal for applying automation.

4. Low Interview Scheduling Adoption

With just 50% adoption, half of hotels and travel organizations are still manually coordinating interviews — even during high-turnover periods when speed is essential to maintain service levels.

Where Hotels and Travel Should Be: AI & Automation Maturity

In an ideal state, AI transforms hospitality hiring into competitive advantage. Seasonal surges scale instantly while 60%+ turnover becomes manageable through constant pipelines. AI coordinates hiring across properties while assessing the soft skills that define guest experiences. Roles fill in days for property openings and peak seasons. The result: fully skilled staffed hotels delivering exceptional hospitality year-round.



Growing with AI & Automation

HOTELS & TRAVEL

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



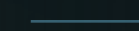
Deploy AI fit scoring to rank candidates for guest services, housekeeping, and front desk roles based on customer service skills and availability



Activate AI job matching to surface relevant hospitality positions based on candidate location, schedule preferences, and hotel experience



Implement interview intelligence to capture feedback from hotel managers, guest services directors, and department supervisors



Enable AI candidate search to identify qualified candidates with hospitality experience and multilingual capabilities

AUTOMATION



Automate interview scheduling across multiple hotel properties, shifts, and departments to eliminate coordination friction



Set up automated nurture campaigns for seasonal workers (summer staff, holiday season) with 3-6 month engagement cycles



Create automated onboarding workflows that trigger uniform ordering, property system training, and shift assignments once offers are accepted



Deploy automated SMS communications to reach hourly candidates on mobile devices and reduce drop-off

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of availability, shift flexibility, hospitality certifications, and guest service experience



Deploy frontline fit scoring for high-volume roles (housekeepers, front desk agents, bellhops, breakfast attendants)



Activate GenAI to draft job descriptions and outreach for hard-to-fill positions (night auditors, concierge, spa therapists)



Enable AI sourcing that continuously identifies local candidates with hospitality experience from multiple channels

AUTOMATION



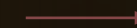
Launch high-volume hiring workflows that automatically source, screen, and advance candidates for seasonal peaks and new property openings



Implement fast-track scheduling that advances pre-qualified candidates to property manager interviews within 24-48 hours



Deploy automated availability matching that aligns candidate schedules with peak check-in times and housekeeping needs



Create automated campaigns for travel season hiring (summer vacation, holiday travel, spring break, conference season)

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



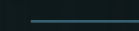
Deploy voice screening agents for 24/7 phone screening of hospitality candidates to assess guest service orientation, communication skills, and availability



Activate an agent to build role-specific test scenarios that evaluate problem-solving, empathy, and conflict resolution for customer-facing roles



Implement workforce intelligence agents that monitor property-level staffing, predict occupancy-driven needs, and recommend hiring interventions



Let an agent keep track of skill data review periods and flag stakeholders when updates are needed.

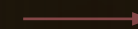
AUTOMATION



Launch seasonal hiring automation for predictable travel peaks (holidays, conferences, vacation seasons) without manual setup



Deploy exception handling agents that detect staffing shortages or high turnover alerts and notify property managers



Implement intake agents that capture hiring needs from property managers and department heads automatically



Activate automated shift assignment workflows that place new hires based on property needs, guest volume forecasts, and availability

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage local candidates for guest services and housekeeping positions



Activate autonomous screening agents that make qualification decisions at scale for frontline hospitality roles



Enable autonomous interviewing agents that conduct phone assessments for hourly positions and make advancement recommendations



Implement predictive workforce planning agents that forecast staffing needs based on booking patterns, event calendars, and seasonal occupancy trends

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for hospitality hourly roles



Deploy autonomous scheduling agents that coordinate interviews across multiple properties and adjust for manager availability



Activate autonomous shift scheduling workflows that assign new hires to optimal shifts based on occupancy forecasts and property needs



Enable autonomous offer management that extends offers for hourly roles and processes acceptances within approved pay ranges

Hotels & Travel in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A leading cruise line faced mounting talent acquisition challenges during expansion, with limited recruiter automation and 20% of applications being fake, clogging their hiring pipeline and preventing them from efficiently identifying qualified candidates.

SOLUTION

The organization implemented automated screening and intelligent matching capabilities along with role-based candidate journeys to transform their hiring process. This strategic deployment allowed them to filter out fraudulent applications, prioritize qualified candidates, and maintain their exceptional service standards while scaling operations. This resulted in their Automation level advancing from 0 to 1.5 and their Intelligence level advancing from 0 to 2.5.

RESULTS

↑40%

increase in recruiter productivity

↑99%

increase in completed applications

300%

more time spent with candidates

Professional Services

Professional services, including consulting, legal, accounting, and advisory firms, must balance competitive hiring demands for specialized talent and prioritizing building relationships with candidates for client-facing roles. The industry's low campaign adoption and absence of high performers suggest traditional hiring practices persist, despite AI investments that can enhance candidate sourcing, streamline hiring processes, and provide a competitive advantage in securing elite talent.

Professional Services

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

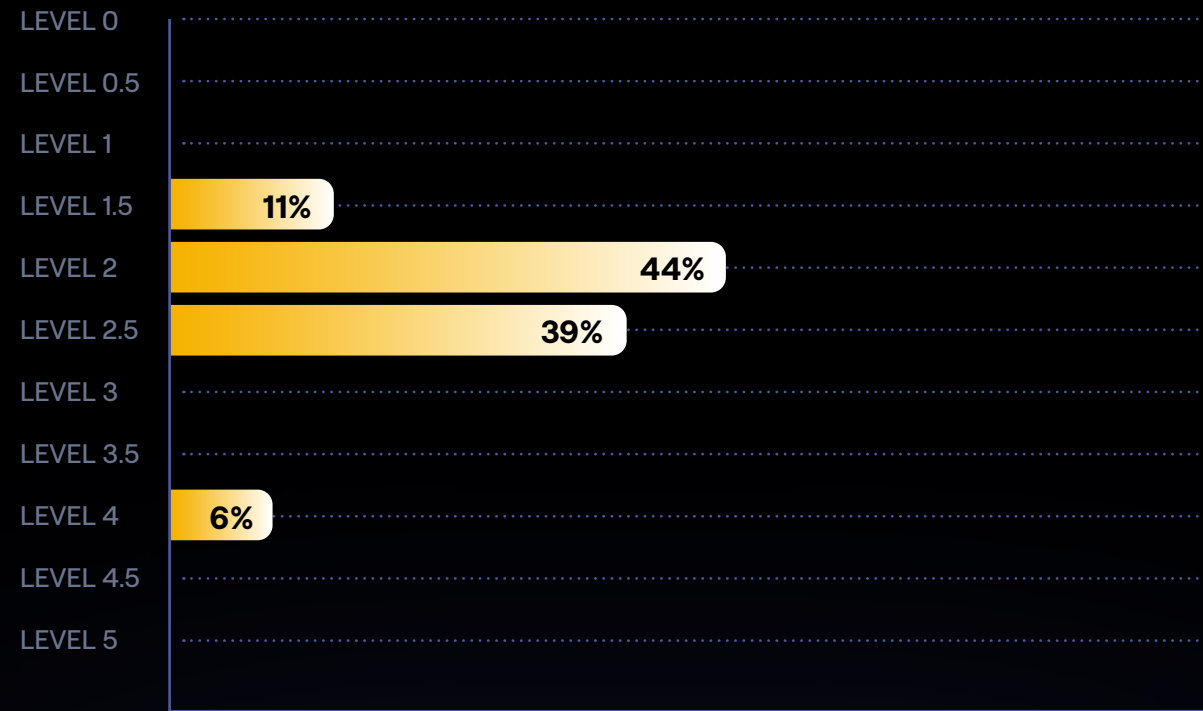
Automation Average

2

Intelligence Average

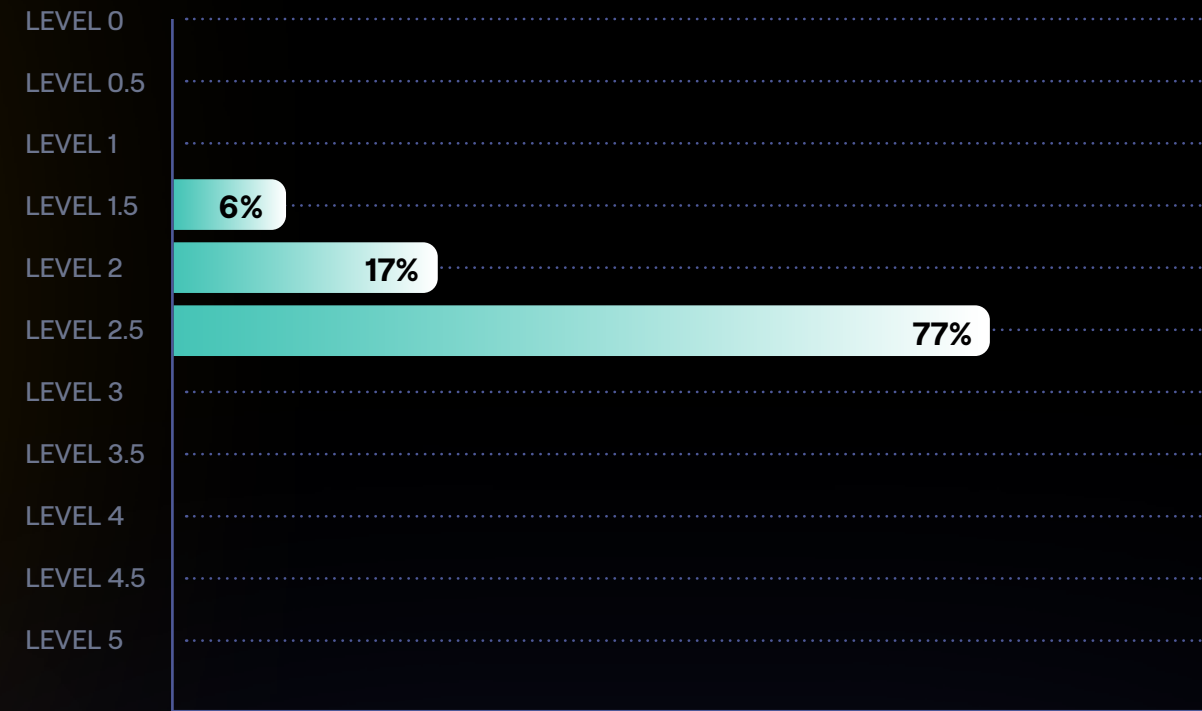
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

55% of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2.5)

94% of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

Key Areas of AI & Automation Adoption Across Professional Services

72%

use AI for candidate sourcing and discovery

61%

use AI for candidate matching and fit

50%

use automated interview scheduling

33%

use automated candidate campaigns and nurturing

17%

use advanced automated screening

Key Takeaways

1. Lowest Campaign Adoption

Professional services show the lowest automated campaign usage (33%) across all industries, indicating underinvestment in proactive candidate engagement.

2. No High Performers

Despite near-average maturity levels, zero professional services organizations reach Level 3 or higher across both dimensions.

3. Strong Intelligence, Weak Activation

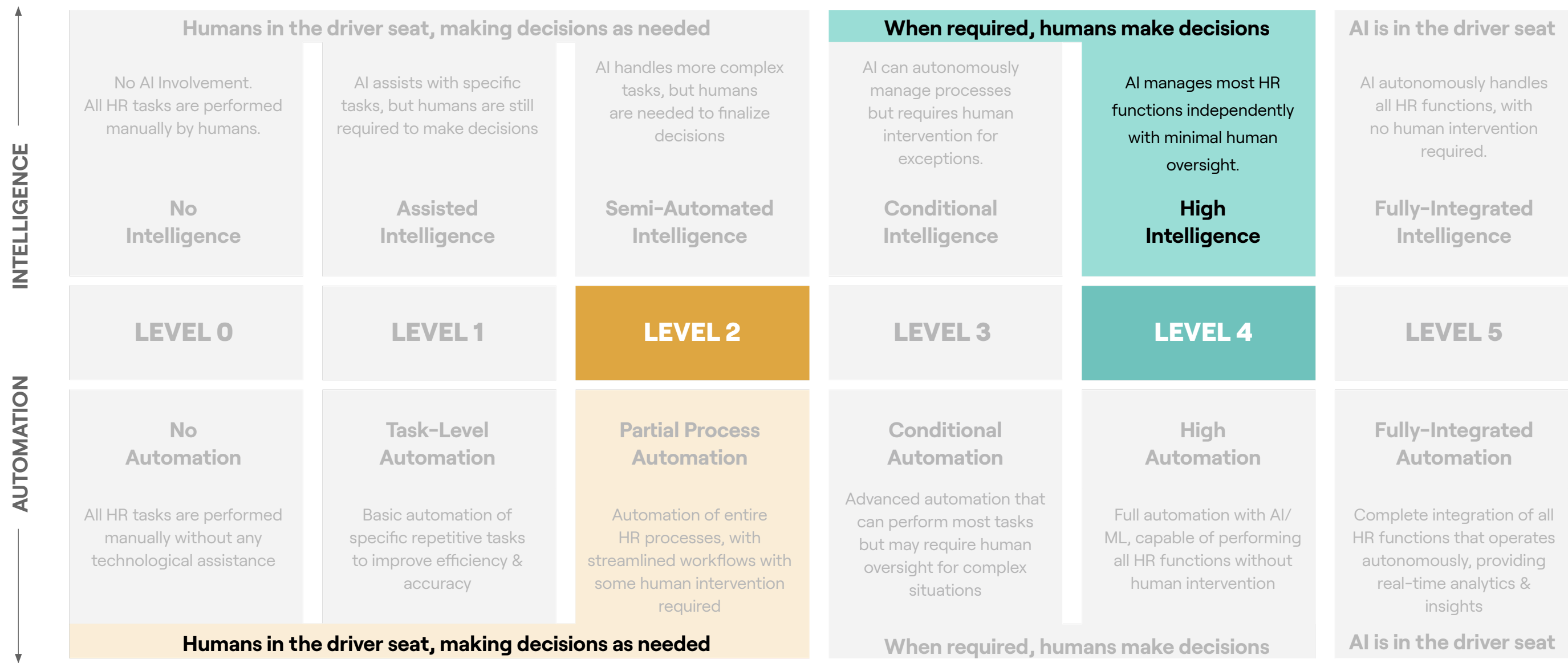
High intelligent sourcing usage (72%) paired with low automated campaign adoption suggests AI insights aren't being activated through automated outreach.

4. Advanced Screening Nearly Absent

Only 17% use advanced automated screening despite rigorous evaluation requirements for consulting, legal, and advisory roles, leaving most firms to manually assess case studies, technical skills, and cultural fit.

Where Professional Services Should Be: AI & Automation Maturity

In an ideal state, AI enhances professional services' relationship-driven hiring rather than replacing it. AI expands networks while maintaining personal touch, assesses consulting skills beyond credentials, and identifies specialized talent competitors miss. Multi-round interviews compress from months to weeks through intelligent coordination. Intelligent career pathing keeps high performers engaged with clear advancement opportunities. The result: exceptional talent delivering superior client outcomes.



Growing with AI & Automation

PROFESSIONAL SERVICES

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates based on technical expertise, client management skills, and cultural alignment



Activate AI job matching to surface relevant consulting, advisory, and specialist roles based on candidate experience and industry knowledge



Implement interview intelligence to capture feedback from partners, practice leaders, and multi-round case interviews



Enable AI candidate search to identify qualified candidates with specific expertise (management consulting, tax law, financial advisory, audit experience)

AUTOMATION



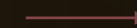
Automate interview scheduling across multiple partners and senior stakeholders to eliminate coordination delays



Set up automated nurture campaigns for passive professionals with 6-12 month relationship-building cycles



Create automated onboarding workflows that trigger client system access, training modules, and mentor assignments once offers are accepted



Deploy automated status updates to keep candidates engaged during lengthy multi-stage evaluation processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of certifications (CPA, JD, MBA), case study performance, and technical competencies



Deploy specialized fit scoring for practice areas (strategy consulting, M&A advisory, legal specializations)



Activate GenAI to draft personalized job descriptions and outreach for niche specialties and lateral hires



Enable AI sourcing that continuously identifies passive candidates with specialized expertise from competitor firms and industry networks

AUTOMATION



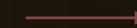
Launch structured hiring workflows that automatically move candidates through case studies, technical assessments, and partner interviews



Implement fast-track scheduling that advances exceptional candidates directly to senior partner interviews



Deploy automated candidate experience workflows that provide case study materials, prep resources, and interview guides automatically



Create automated campaigns targeting MBA programs, law schools, and industry-specific professional networks

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



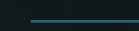
Deploy agents that evaluate case study submissions, problem-solving approaches, and analytical frameworks



Activate an agent to build role-specific test scenarios that assess communication skills, executive presence, and client-readiness



Implement workforce intelligence agents that monitor practice area staffing, project pipeline, and billable utilization rates



Enable alumni network agents that identify boomerang hiring opportunities from former employees now in industry roles

AUTOMATION



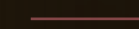
Launch automated campus recruiting workflows that manage application review, interview scheduling, and offer coordination for analyst and associate programs



Deploy exception handling agents that detect scheduling conflicts with senior partners and propose alternative interview panels



Implement intake agents that capture hiring needs from practice leaders and translate them into role requirements and sourcing strategies



Activate automated reference checking workflows that collect feedback from professional references and past supervisors

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage passive professionals with specialized advisory expertise



Activate autonomous screening agents that evaluate technical qualifications, industry experience, and cultural fit at scale



Enable autonomous assessment agents that evaluate case study performance and analytical capabilities for entry and mid-level roles



Implement predictive workforce planning agents that forecast hiring needs based on client engagements, practice growth, and partner promotions

AUTOMATION



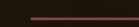
Create autonomous end-to-end workflows spanning sourcing, screening, case studies, interviewing, and onboarding for analyst and consultant roles



Deploy autonomous scheduling agents that coordinate complex multi-partner interviews across offices and time zones dynamically



Activate autonomous candidate experience workflows that deliver personalized prep materials, case frameworks, and interview guidance automatically



Enable autonomous offer management that extends offers, negotiates within approved parameters, and processes acceptances for standard roles

Professional Services in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A networking systems and software company with a one-person talent marketing team struggled with manual processes that spread outreach efforts too thin, making it difficult to remain relevant in the war for talent.

SOLUTION

The organization implemented a personalized career site with AI job recommendations and automated email campaigns targeted to specific audiences and skill sets. Self-service content management enabled consistent branding without relying on outside agencies. This resulted in their Automation level advancing from 0 to 2 and their Intelligence level advancing from 0 to 2.

RESULTS

↑700%

increase in applications through targeted engagement

↑920%

increase in talent community size

↑220%

increase in career site job visits from personalized experiences

420

campaigns run across the globe in first year

Energy & Utilities

Energy and utilities organizations face persistent hiring demands for engineers, field technicians, plant operators, and specialized tradespeople across distributed locations. Regulated environments, safety requirements, and distributed workforces create hiring complexity. The industry's moderate maturity reflects traditional operations undergoing digital transformation, with opportunities to accelerate AI and automation adoption that can help streamline credentialing and expand pipelines for hard-to-fill technical roles.

Energy & Utilities

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

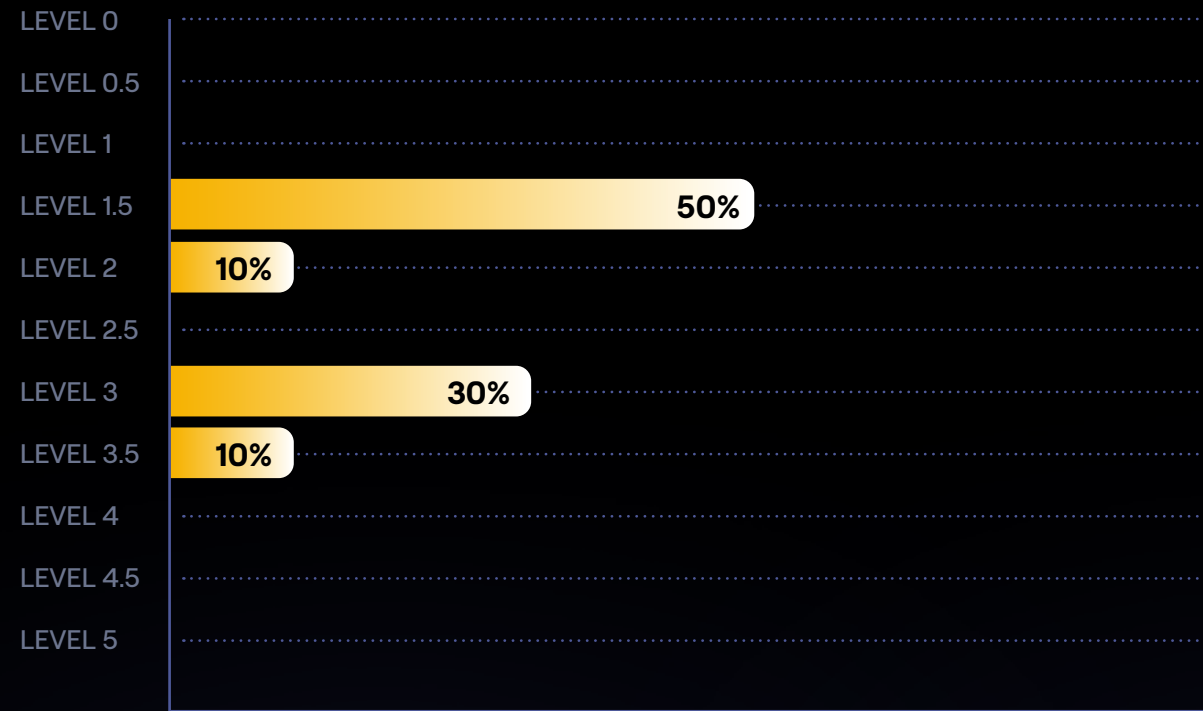
Automation Average

2

Intelligence Average

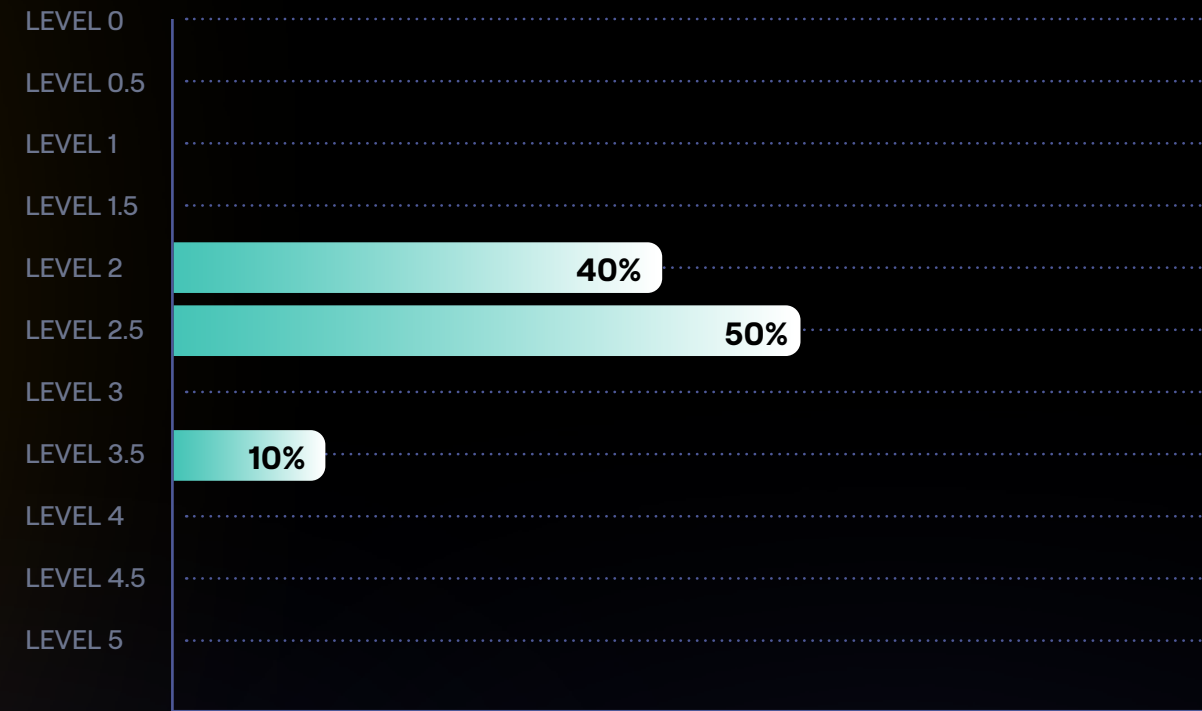
2.5

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

60% of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and Level 2.5)

90% of organizations fell between Assisted Intelligence and Semi-Automated Intelligence (Levels 1.5 and 2.5)

10% of organizations reached Level 3 or higher for both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Energy & Utilities

80%

use automated candidate campaigns and nurturing

60%

use AI for candidate sourcing and discovery

50%

use automated interview scheduling

50%

use AI for candidate matching and fit

10%

use advanced automated screening

Key Takeaways

1. High Campaign Adoption, Weak Screening

Energy & Utilities show strong automated campaign usage (80%) but the lowest advanced automated screening adoption (10%), indicating candidate engagement without automated qualification.

2. Moderate High-Volume Hiring Adoption

20% use high-volume hiring, the third highest across industries, reflecting demand for field technicians and operations staff.

3. Limited Intelligent Matching

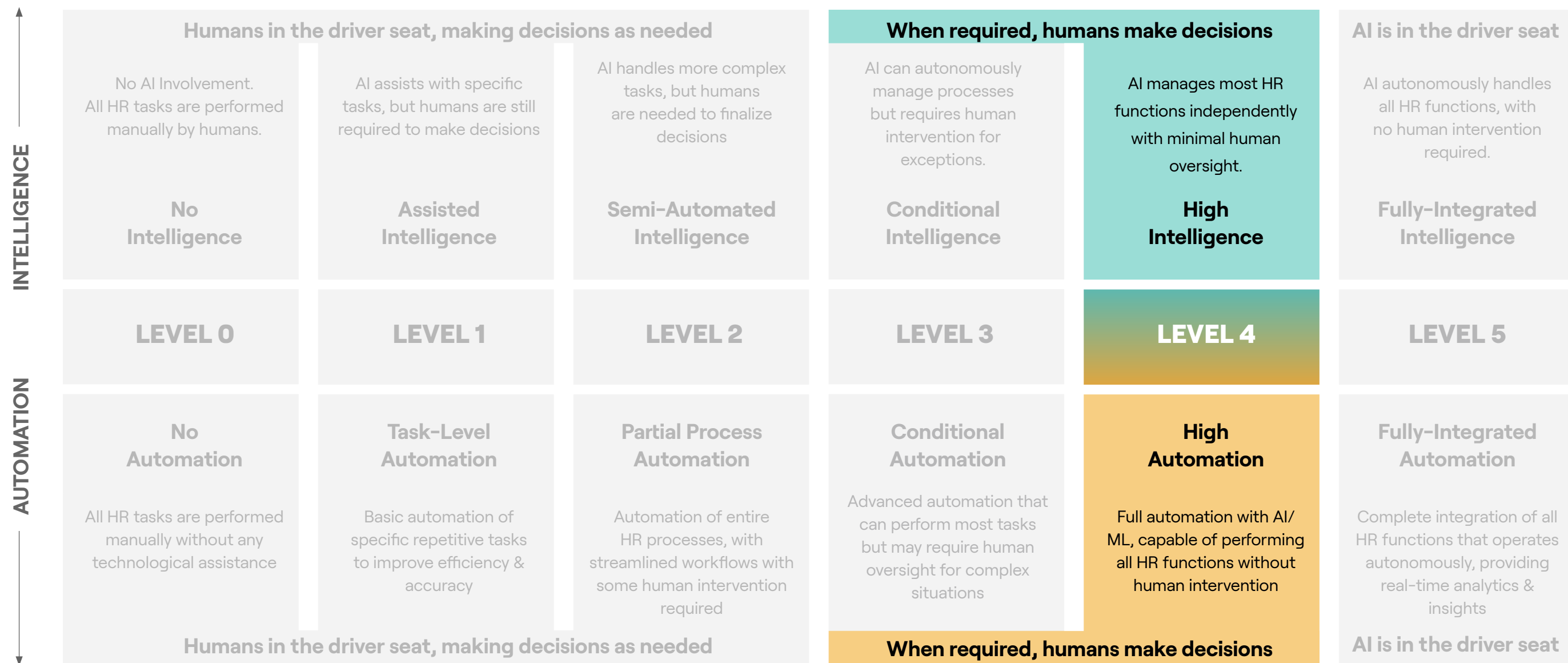
Only 50% use AI-driven candidate matching despite diverse technical requirements across roles, indicating half of energy and utilities organizations are manually matching candidates to positions based on certifications and skills.

4. Screening Bottleneck for Technical Talent

With only 10% using advanced automated screening (the lowest across all industries), energy and utilities organizations are manually reviewing applications for electricians, plant operators, and engineers — despite standardized certification and safety requirements.

Where Energy & Utilities Should Be: AI & Automation Maturity

In the ideal future state, AI powers workforce transformation for Energy & Utilities organizations. Organizations find specialized technical talent while automating safety certifications. AI coordinates hiring across distributed sites and captures retiring workers' knowledge. Most critically, AI matches traditional talent to renewable roles such as solar, battery storage, grid modernization. The result: fully skilled staffed operations driving the clean energy transition.



Growing with AI & Automation

ENERGY & UTILITIES

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates based on technical certifications, safety training, and field experience



Activate intelligent job matching to surface relevant roles (electrical engineers, plant operators, field technicians) based on candidate licenses and specializations



Implement interview intelligence to capture feedback from plant managers, safety coordinators, and engineering supervisors



Enable AI candidate search to identify qualified candidates with specific credentials (PE licenses, NERC certifications, lineman training, renewable energy experience)

AUTOMATION



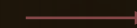
Automate interview scheduling across multiple plant locations, substations, and field offices to eliminate coordination friction



Set up automated nurture campaigns for skilled trades candidates (electricians, linemen, plant operators) with 3-6 month engagement cycles



Create automated onboarding workflows that trigger safety training, equipment certifications, and facility access once offers are accepted



Deploy automated status updates to keep candidates engaged during background checks and security clearance processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of trade licenses, safety certifications, OSHA training, and technical competencies



Deploy specialized fit scoring for technical roles (substation technicians, grid operators, renewable energy specialists)



Activate GenAI to draft job descriptions and outreach for hard-to-fill roles (high-voltage electricians, control room operators, solar installers)



Enable AI sourcing that continuously identifies passive skilled trades candidates from multiple channels and geographic regions

AUTOMATION



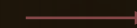
Launch structured hiring workflows that automatically move candidates through safety assessments, technical tests, and supervisor interviews



Implement fast-track scheduling that advances pre-qualified candidates with critical certifications directly to plant manager interviews



Deploy automated credential tracking workflows that monitor license renewals, safety certification expirations, and training requirements



Create automated campaigns for seasonal hiring (storm season crews, outage support, construction projects)

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for 24/7 phone screening of field technician candidates to assess technical knowledge and safety awareness



Activate an agent to build role-specific test scenarios that evaluate hands-on skills, troubleshooting abilities, and emergency response readiness



Implement workforce intelligence agents that monitor regional staffing levels, predict shortages by location, and recommend hiring interventions

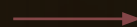


Enable succession planning agents that identify skill gaps from retiring workforce and recommend targeted recruiting for knowledge transfer

AUTOMATION



Launch seasonal hiring automation for storm season and planned outage support that initiates campaigns and hiring without manual setup



Deploy exception handling agents that detect safety certification lapses or background check delays and alert compliance teams



Implement intake agents that capture hiring needs from plant managers and field supervisors automatically



Activate automated safety compliance workflows that track training completion and certification status for all field hires

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage skilled trades candidates across service territories



Activate autonomous screening agents that make qualification decisions at scale for field technician and operator roles



Enable autonomous assessment agents that evaluate technical knowledge and safety competencies for entry-level positions



Implement predictive workforce planning agents that forecast staffing needs based on infrastructure projects, retirement projections, and energy transition initiatives

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for field technician roles



Deploy autonomous scheduling agents that coordinate interviews across multiple plant locations and adjust for shift schedules



Activate autonomous compliance workflows that generate safety training records and certification reports automatically



Enable autonomous offer management that extends offers for technical roles and processes acceptances within union pay scales and approved ranges

Energy & Utilities in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A leading Energy & Utilities provider faced major labor shortages at its top-revenue site, which resulted in missed production targets, high agency spend, long time-to-hire for frontline roles, and coordinators spending most of their day scheduling interviews.

SOLUTION

Intelligent sourcing, automated hiring workflows, and automated scheduling were deployed, which accelerated frontline hiring, reduced agency reliance, and relieved coordinators from the time spent scheduling interviews. This resulted in them advancing their use of Automation from Level 0 to Level 3, and Intelligence from Level 0 to 2.5.

RESULTS

65%

candidate apply conversion rate via a hyper-personalized career site experience

91%

of interviews scheduled and completed

221

recruiter hours saved through automated scheduling

Government

(FEDERAL/STATE/LOCAL)

Government organizations face unique hiring challenges: lengthy approval processes, complex job classifications, competitive disadvantages versus private sector compensation, and public accountability. The high maturity of leading government organizations suggests that necessity, combined with modernization initiatives, drives AI and automation adoption.

Government

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

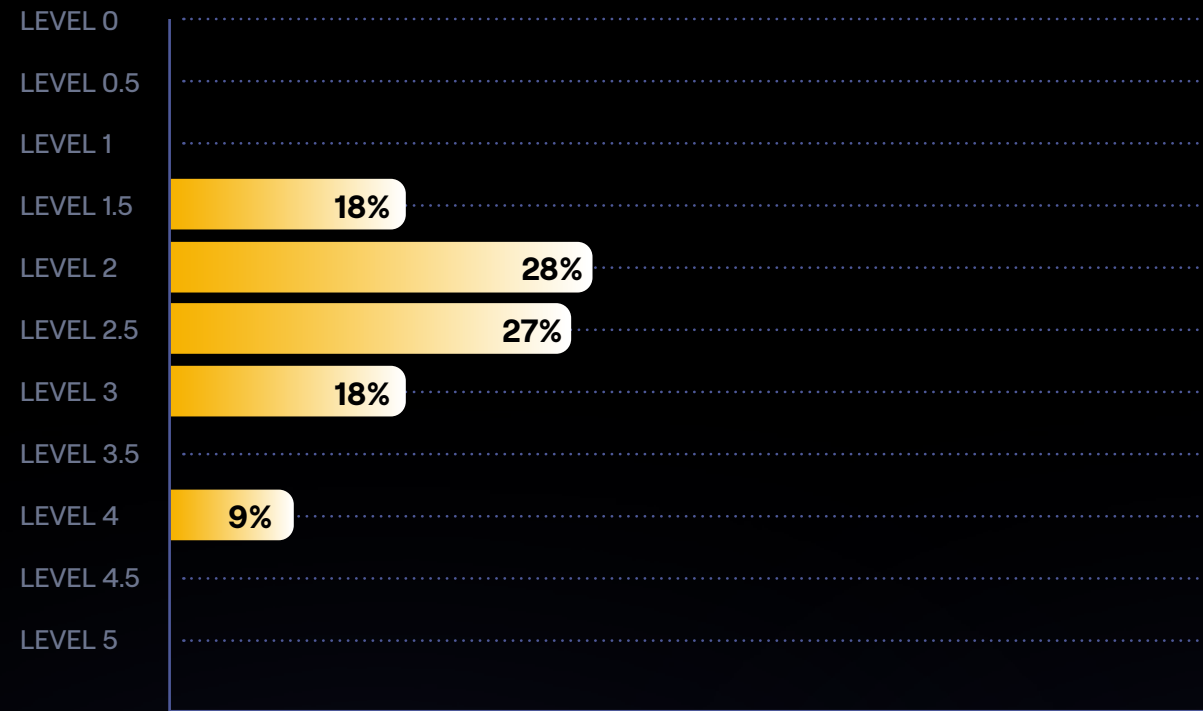
Automation Average

2.5

Intelligence Average

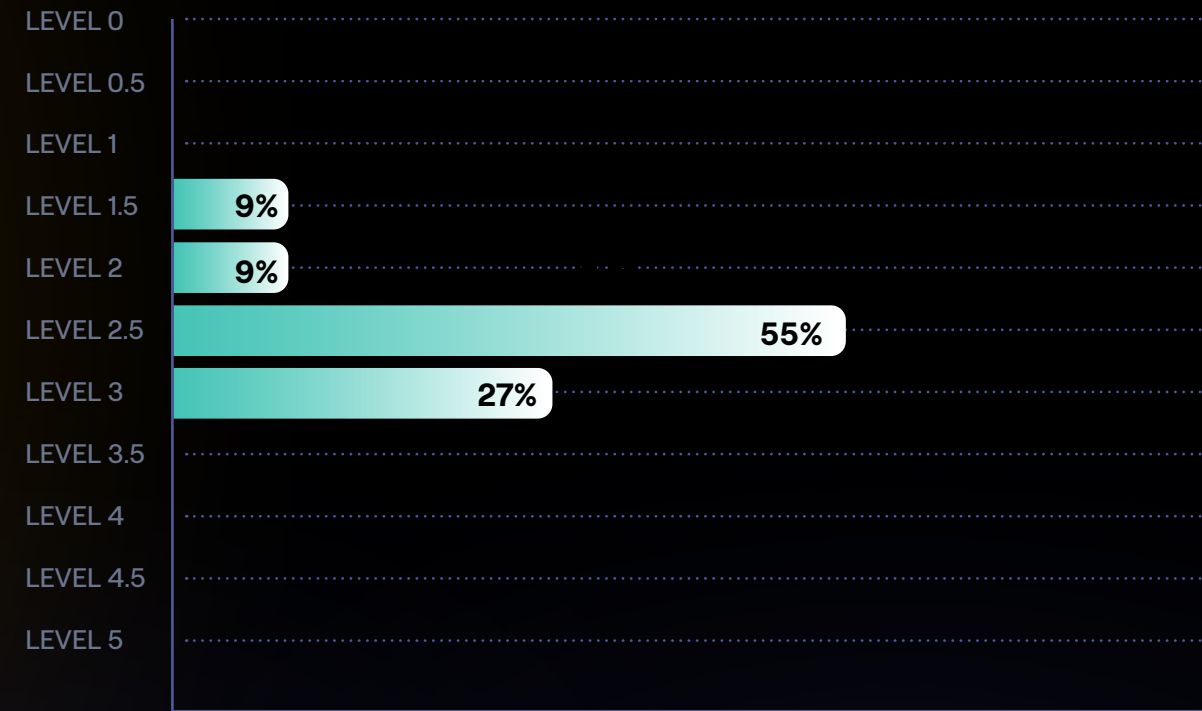
2.5

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

73%

of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2.5)

64%

of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

73%

of organizations fell below Level 3 for both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Government

82%

use AI for candidate sourcing and discovery

73%

use automated candidate campaigns and nurturing

64%

use AI for candidate matching and fit

36%

use automated interview scheduling

36%

use advanced automated screening

Key Takeaways

1. High Intelligence Maturity

Government organizations lead AI-powered candidate sourcing adoption at 82% (highest across all industries), reflecting investment in intelligent talent identification.

2. High Concentration of High Performers

18% of government organizations reach Level 3 or higher for both dimensions.

3. Manual Interview Coordination Persists

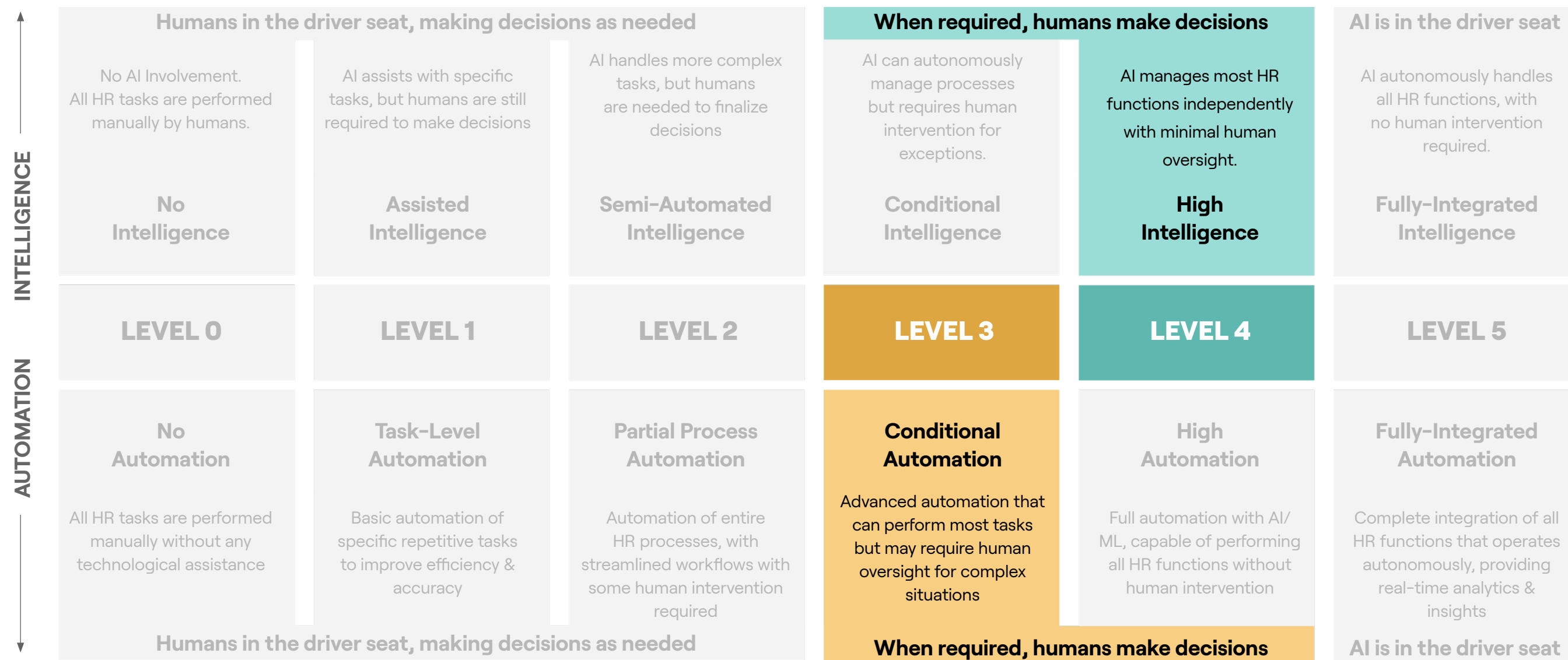
Only 36% have automated interview scheduling, indicating most government organizations are manually coordinating complex panel interviews across multiple stakeholders and approval levels.

4. Advanced Screening Lags Despite Compliance Needs

Only 36% use advanced automated screening despite extensive qualification and security clearance requirements, leaving most organizations to manually verify credentials and eligibility.

Where Government Should Be: AI & Automation Maturity

In an ideal state, AI transforms government hiring from bureaucratic burden to competitive advantage. Months-long cycles compress to weeks through automated approvals and classifications. Agencies attract talent by identifying mission-driven candidates while AI handles civil service complexities. Every decision creates transparent, defensible documentation. Critical cybersecurity and data science roles fill through expanded talent pools and streamlined clearances. The result: fully staffed agencies delivering better citizen services.



Growing with AI & Automation

GOVERNMENT

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates based on civil service qualifications, security clearances, and public sector experience



Activate AI job matching to surface relevant government roles based on candidate skills, education, and specialized expertise



Implement interview intelligence to capture structured feedback from hiring panels and department heads



Enable AI candidate search to identify qualified candidates with specific requirements (security clearances, veterans preference, specialized skills)

AUTOMATION



Automate interview scheduling across multiple stakeholders (hiring managers, HR, panel members) to reduce approval delays



Set up automated nurture campaigns for passive candidates with 6-12 month engagement cycles given lengthy hiring timelines



Create automated onboarding workflows that trigger background investigations, security clearance processing, and compliance training once offers are accepted



Deploy automated status updates to keep candidates engaged during extended approval and clearance processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



Implement advanced screening with AI verification of education credentials, certifications, veterans status, and clearance eligibility



Deploy skills-based fit scoring that maps private sector experience to government job classifications and grade levels



Activate GenAI to draft job announcements and outreach for hard-to-fill roles (cybersecurity specialists, data scientists, policy analysts)

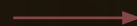


Enable AI sourcing that continuously identifies passive candidates with specialized government-relevant expertise from multiple channels

AUTOMATION



Launch structured hiring workflows that automatically move candidates through multi-stage evaluations (application review, written assessment, panel interview)



Implement fast-track scheduling for priority roles that advances highly qualified candidates through accelerated timelines



Deploy automated compliance documentation workflows that capture hiring decisions, veterans preference applications, and EEO data for audit trails



Create automated campaigns targeting veterans, returning government employees, and specialized talent communities

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy concierge agents for candidate assistance to assess eligibility, clearance status, and veterans preference



Activate an agent to build role-specific test scenarios that evaluate technical knowledge, public service orientation, and mission alignment



Implement workforce intelligence agents that monitor hiring timelines, identify bottlenecks, and recommend process improvements



Enable skills gap analysis agents that identify critical competency shortages and recommend targeted recruiting strategies

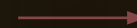
AUTOMATION



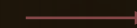
Launch automated workflows for bulk hiring initiatives (census workers, seasonal positions, emergency response staff)



Deploy exception handling agents that detect clearance delays, incomplete documentation, or approval bottlenecks and escalate appropriately



Implement intake agents that capture position requirements from agency heads and translate them into standardized job classifications



Activate automated reference and background check workflows that collect documentation and maintain audit trails

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage passive candidates with government-relevant expertise



Activate autonomous screening agents that evaluate qualifications, veterans preference, and clearance eligibility at scale



Enable autonomous assessment agents that conduct competency evaluations for standardized positions and make advancement recommendations



Implement predictive workforce planning agents that forecast hiring needs based on retirements, mission changes, and budget allocations

AUTOMATION



Create autonomous end-to-end workflows spanning sourcing, screening, scheduling, interviewing, and onboarding for standardized government positions



Deploy autonomous scheduling agents that coordinate complex panel interviews across multiple agencies and approval levels



Activate autonomous compliance workflows that generate veterans preference documentation, EEO reports, and hiring justifications automatically



Enable autonomous offer management that extends tentative offers and processes acceptances within approved pay scales and grade levels

Federal Government in Action

CUSTOMER SPOTLIGHT

CHALLENGE

A national postal service faced a broken talent funnel during critical seasonal hiring with extremely low application rates, lengthy application times, and high abandonment. They needed to rapidly hire seasonal workers while attracting specialized cyber security and technical talent.

SOLUTION

The organization implemented a personalized career site with location-based job matching, conversational chatbot guidance, and automated campaigns to re-engage seasonal workers and incomplete applicants. Intelligent sourcing helped recruiters surface qualified candidates from large talent pools. This resulted in their Automation level advancing from 0 to 2.5 and their Intelligence level advancing from 0 to 3.

RESULTS

↑ **40%**

increase in candidate traffic

↑ **79%**

conversion rate for applicants
(improving from 8%)

↑ **13%**

increase in candidates under 30

↓ **88%**

decrease in time to apply (30 minutes
to 3 minutes and 42 seconds)

Other

The “Other” category includes diverse organizations across industries not classified elsewhere: education, non-profits, media, entertainment, technology services, and more. Overall, below-average maturity suggests varied technology adoption.

Other Industries

CURRENT STATE - AUDIT RESULTS

MATURITY
LEVELS

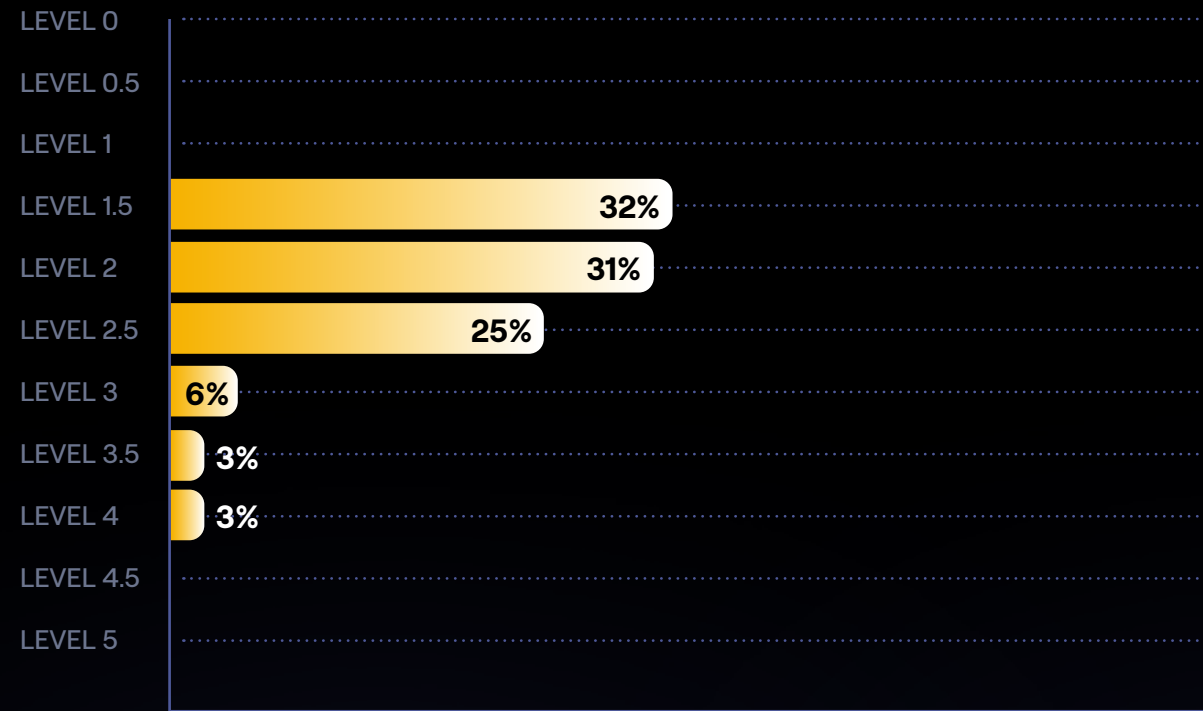
Automation Average

2

Intelligence Average

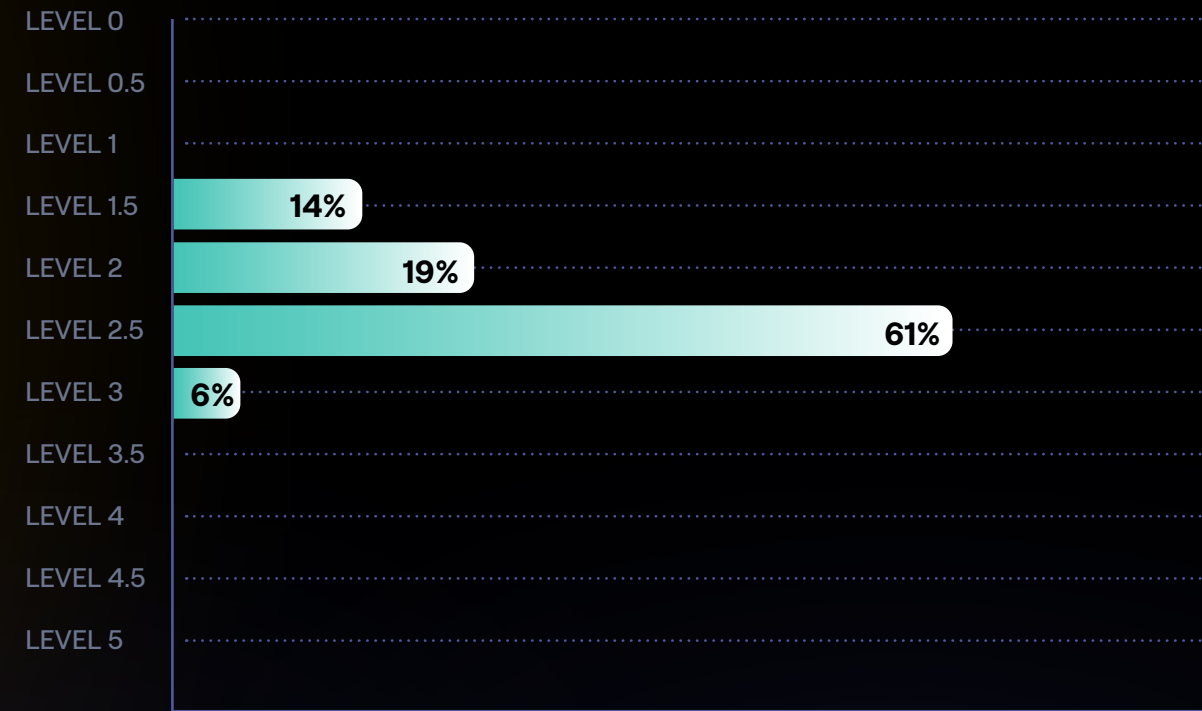
2

Automation Levels



PERCENTAGE OF ORGANIZATIONS

Intelligence Levels



PERCENTAGE OF ORGANIZATIONS

68%

of organizations fell between Task-Level Automation and Partial Process Automation (Levels 1.5 and 2.5)

80%

of organizations reached Semi-Automated Intelligence (Levels 2 and 2.5)

3%

of organizations reached Level 3 or higher across both Intelligence and Automation

Key Areas of AI & Automation Adoption Across Other Industries

75%

use automated candidate campaigns and nurturing

72%

use AI for candidate sourcing and discovery

58%

use AI for candidate matching and fit

36%

use automated interview scheduling

8%

use advanced automated screening

Key Takeaways

1. Below-Average Maturity

“Other” organizations show below-average maturity in both automation and intelligence, suggesting diverse industries with varied adoption.

2. Strong Campaign Usage, Weak Automation

High automated campaign adoption (75%) paired with low advanced automated screening (8%) indicates candidate engagement without advanced automation.

3. Severe Screening Deficit Across Diverse Sectors

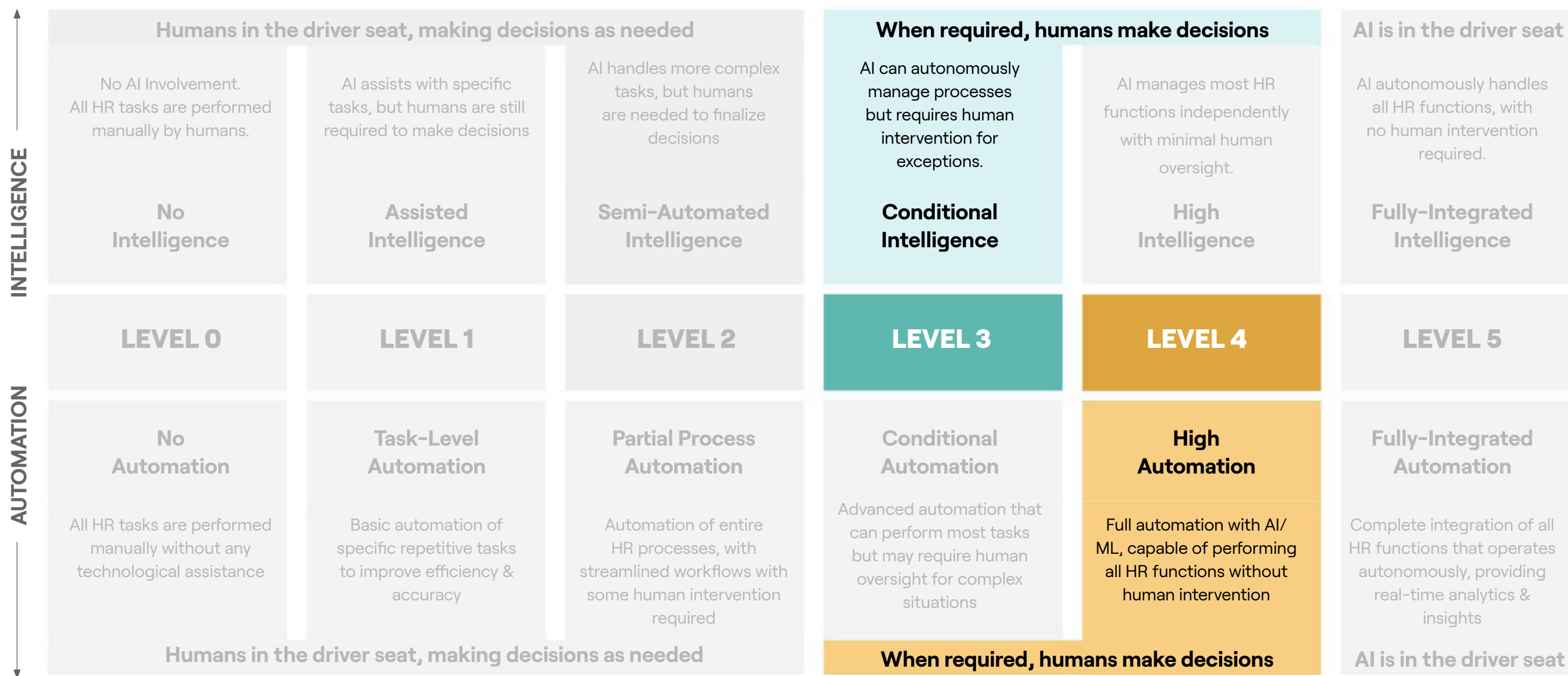
Advanced automated screening sits at only 8%, indicating that organizations are missing opportunities to efficiently qualify candidates for high-volume positions like teachers, production staff, and support roles.

4. Critical Scheduling Gap

With only 36% using automated interview scheduling, most organizations still rely on manual coordination, which is a significant productivity drain for resource-constrained sectors like education and non-profits where recruiting teams are often lean.

Where Other Industries Should Be: AI & Automation Maturity

Given the diversity of organizations in this category, ideal maturity states vary widely. However, AI transforms core hiring challenges across industries. Automated workflows maintain candidate engagement while skills-based matching uncovers hidden talent. Interview coordination becomes frictionless and passive experts emerge through intelligent sourcing. AI-powered internal mobility develops and retains top performers. The result: fully staffed organizations with engaged talent, hired externally or grown from within.



Growing with AI & Automation

OTHER INDUSTRIES

Moving up the maturity ladder isn't about implementing every feature, it's about strategic progression that aligns with business priorities. Organizations at different maturity levels face distinct opportunities for growth, and understanding where to focus next is critical for maximizing impact.

The data reveals clear patterns in how organizations advance through maturity levels. The highest-impact opportunities vary by starting point:

FROM
LEVEL 1 → **LEVEL 2**

INTELLIGENCE



Deploy AI fit scoring to rank candidates based on industry-specific skills, experience, and credentials relevant to your sector



Activate AI job matching to surface roles based on candidate specialization, location preferences, and functional expertise



Implement interview intelligence to capture feedback from hiring managers, creative directors, and leadership teams



Enable AI candidate search to identify qualified candidates with specific certifications, licenses, or portfolio credentials

AUTOMATION



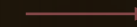
Automate interview scheduling across multiple locations, teams, and stakeholders to eliminate coordination delays



Set up automated nurture campaigns for specialized talent and contract workers with 3-6 month engagement cycles



Create automated onboarding workflows that trigger compliance requirements, system access, and training once offers are accepted



Deploy automated status updates to keep candidates engaged through evaluation and approval processes

FROM
LEVEL 2 → **LEVEL 3**

INTELLIGENCE



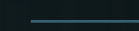
Implement advanced screening with AI verification of licenses, certifications, portfolios, or industry-specific credentials



Deploy specialized fit scoring tailored to different role types and specializations within your industry



Activate GenAI to draft personalized job descriptions and outreach for niche positions and hard-to-fill specializations



Enable AI sourcing that continuously identifies passive candidates from competitor organizations and professional networks

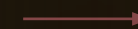
AUTOMATION



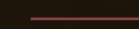
Launch structured hiring workflows that automatically move candidates through assessments, portfolio reviews, and multi-stage interviews



Implement fast-track scheduling that advances high-demand talent directly to senior leadership or creative director interviews



Deploy automated credential or portfolio collection workflows that organize materials for hiring team review



Create automated campaigns for project launches, seasonal surges, or market expansion initiatives

FROM
LEVEL 3 → **LEVEL 4**

INTELLIGENCE



Deploy voice screening agents for initial phone screening to assess industry knowledge, skills, and cultural fit



Activate an agent to build role-specific test scenarios that evaluate specialized capabilities, creative vision, or sales aptitude



Implement workforce intelligence agents that monitor staffing needs by location or project and recommend hiring interventions



Enable predictive agents that identify high-potential candidates based on industry success patterns and performance indicators

AUTOMATION



Launch automated workflows for recurring hiring needs (seasonal projects, program cohorts, market expansions)



Deploy exception handling agents that detect delays in credential verification or approval processes and escalate appropriately



Implement intake agents that capture hiring needs from managers and translate them into requirements automatically



Activate automated compliance workflows that track industry-specific requirements and documentation

FROM
LEVEL 4 → **LEVEL 5**

INTELLIGENCE



Deploy autonomous sourcing agents that continuously identify and engage specialized talent across markets and networks



Activate autonomous screening agents that evaluate qualifications, credentials, and fit at scale for standard positions



Enable autonomous assessment agents that evaluate portfolios, work samples, or aptitude for entry and mid-level roles



Implement predictive workforce planning agents that forecast hiring needs based on business cycles, projects, and growth patterns

AUTOMATION



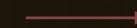
Create autonomous end-to-end workflows spanning sourcing, screening, assessment, interviewing, and onboarding



Deploy autonomous scheduling agents that coordinate interviews across teams, locations, and time zones dynamically



Activate autonomous assignment workflows that match talent to projects, territories, or teams based on skills and availability



Enable autonomous offer management that extends offers and processes acceptances within approved compensation structures

Customer Spotlight: AI & Automation in Action

CHALLENGE

A leading non-profit organization faced an outdated career site with poor visuals and no search functionality, sparse analytics, unsustainable costs, and entirely manual recruitment processes that prevented them from efficiently attracting mission-driven talent.

SOLUTION

The organization implemented a world-class, hyper-personalized candidate experience by equipping talent marketers with a holistic set of tools to craft every part of the candidate journey, including an intelligent career site, talent CRM, and analytics. This resulted in their Automation level advancing from 0 to 2 and their Intelligence level advancing from 0 to 2.5.

RESULTS

32k
job seekers engaged

↑42%
increase in leads

40%
job visit to apply click
conversion rate

SECTION 5

**KEY TAKEAWAYS:
HR'S STANCE ON AI
& AUTOMATION**

Benchmarks tell us what HR teams are doing with AI and automation, where they're experimenting, where they're hesitant, and where maturity is taking shape. But numbers alone only tell part of the story about what's happening.

In this section, we explore why it matters, highlighting survey response data from 100+ HR professionals across recruiting, HR leadership, HRIT, and talent management functions. Respondents represented a cross-industry cohort with varying organizational sizes and HR maturity levels.

These five truths show that AI and automation adoption isn't just a technical journey, it's an emotional one. It's shaped by confidence, bandwidth, fear, trust, and the very real weight of modern HR work. These human realities provide the lens for interpreting the data, related to why some industries move faster than others, and where AI and automation can deliver the most meaningful impact.

TRUTH #1

HR Is Consumed by Manual Work

Survey signals

30%

say they have only *limited knowledge* of how to apply AI in HR

76%

selected *automating manual tasks* and *increasing recruiter productivity* as top reasons to adopt AI

What this really means

HR isn't resisting AI, they're stuck using tools not built for HR or legacy technology. With screening, scheduling, and repetitive admin swallowing hours, teams want relief more than innovation. Automation isn't a "nice to have"; it's a survival strategy.

TRUTH #2

Talent Management Adoption Still Lags Behind Talent Acquisition

Survey signals

66%

say their organization is in *early or no adoption* for AI in talent management

34%

have established or scaled talent management automation

What this really means

HR sees the value of internal mobility and growth, but urgent hiring demands consume their bandwidth. This imbalance means organizations risk developing external pipelines faster than internal ones.

TRUTH #3

AI Adoption Starts Where the Bottlenecks *Hurt Most*

Survey signals

53%

prioritize AI for candidate engagement and matching

51%

identify sourcing as a key area to prioritize

49%

say AI in screening is on their list to tackle

What this really means

Teams are adopting AI where it removes the most friction, and where it directly supports their top goals: automating manual work (77%) and increasing recruiter productivity (65%). Engagement and matching address the moments where candidates stall or drop off, while sourcing and screening target the repetitive, time-draining tasks that slow recruiters down.

TRUTH #4

Trust Isn't Guaranteed, It Has to Be Earned

Survey signals

52% report they'd feel more confident using AI for HR tasks if they had hands-on training, assurance workflows won't be disrupted, clear guidance, and the option to pause or disable the technology

What this really means

This isn't resistance, it's a demand for accountability from people whose credibility is on the line when AI-driven decisions get questioned. Trust has to be engineered into the foundation through explainable logic, human oversight, and governance that gives HR genuine control over the AI working alongside them.

TRUTH #5

Fraud Is Quietly Reshaping Hiring

Survey signals

35%

have experienced at least one form of candidate fraud

THE MOST COMMON ISSUES

- Resume and application inflation
- Candidates using AI tools to help with answers in an interview
- The person we hired is not who ended up doing the work

What this really means

Fraud is no longer rare; it's a steady part of hiring, and manual processes can't catch it. As candidates use AI to inflate answers or identities, organizations need AI-driven detection to spot inconsistencies, verify authenticity, and protect hiring decisions in real time.

SECTION 6

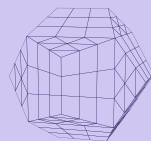
TAKING ACTION

How to Assess Your Next Steps with AI & Automation

Understanding where you stand today is the foundation for strategic advancement. Here's how to begin:

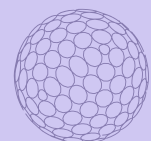
Step 1: Assess Your Current State

Evaluate your organization's current AI and automation capabilities across both dimensions:



AUTOMATION

Review your use of talent CRM campaigns, automated screening, automated interview scheduling, hiring workflows, and process automation



INTELLIGENCE

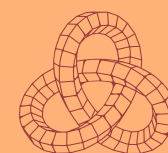
Examine your adoption of AI-powered sourcing, candidate matching, fit scoring, interview intelligence, and AI agents

Be honest about not just what's enabled, but what's actively used in your workflows. Enablement without activation doesn't drive outcomes.





Step 2: Identify Your Maturity Level



Map your capabilities to the maturity model matrix (Levels 0-5) outlined earlier in Section 2. Understanding your starting point clarifies the realistic next steps and required investments.

Step 3: Benchmark Against Your Industry

Compare your maturity to industry peers using the benchmarks in this report:

Where does your organization fall relative to the industry average?

Are you among the high performers (Level 3+) or lagging behind?

Which specific capabilities are you missing that leaders have deployed?

Industry context matters. What's advanced in one sector may be table stakes in another.

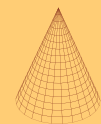
Step 4: Prioritize Based on Business Impact

Not all capabilities deliver equal value. Prioritize based on:



PAIN POINTS

Where are your biggest bottlenecks? (e.g., time-to-fill, candidate drop-off, recruiter capacity)



VOLUME

Where do you hire the most? (High-volume roles benefit most from automation)



STRATEGIC IMPORTANCE

Which roles are hardest to fill and most critical to business outcomes?



QUICK WINS

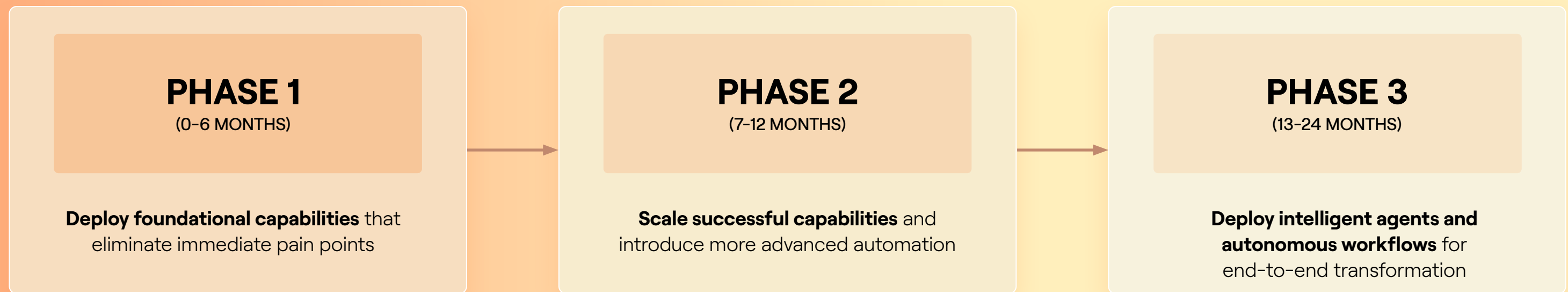
What can be deployed rapidly to demonstrate value and build momentum?

Start with capabilities that address urgent needs and deliver measurable ROI quickly.



Step 5: Create a Phased Roadmap

Maturity progression happens incrementally. Create a roadmap that builds on the last, creating cumulative value and organizational readiness for the next level





Step 6: Measure Progress and Iterate

Define success metrics before implementation:

EFFICIENCY

Time-to-fill, recruiter hours saved, application completion rates

QUALITY

Candidate-to-hire ratios, quality of hire scores, hiring manager satisfaction

EXPERIENCE

Candidate NPS, application abandonment rates, offer acceptance rates

Track these metrics continuously, learn from the data, and adjust your approach based on what's working.

Ready to assess where you stand?

We've created a comprehensive AI & Automation toolkit to help you evaluate your AI and automation maturity, and get a practical framework to guide your strategy.

THE AI & AUTOMATION MATURITY TOOLKIT INCLUDES:

Maturity Model Guide

Read more about our AI & Automation Maturity Model framework showing exactly where and how to apply AI in your HR processes

Interactive Maturity Self-Assessment

Pinpoint where your organization stands today (Level 0-5) and identify your next steps

Expert Advisory Session

Work directly with our AI advisors to create a custom implementation plan for your organization



Download the Toolkit to get started

SECTION 7

HOW PHENOM'S AI & AUTOMATION EMPOWERS ENTERPRISES TODAY

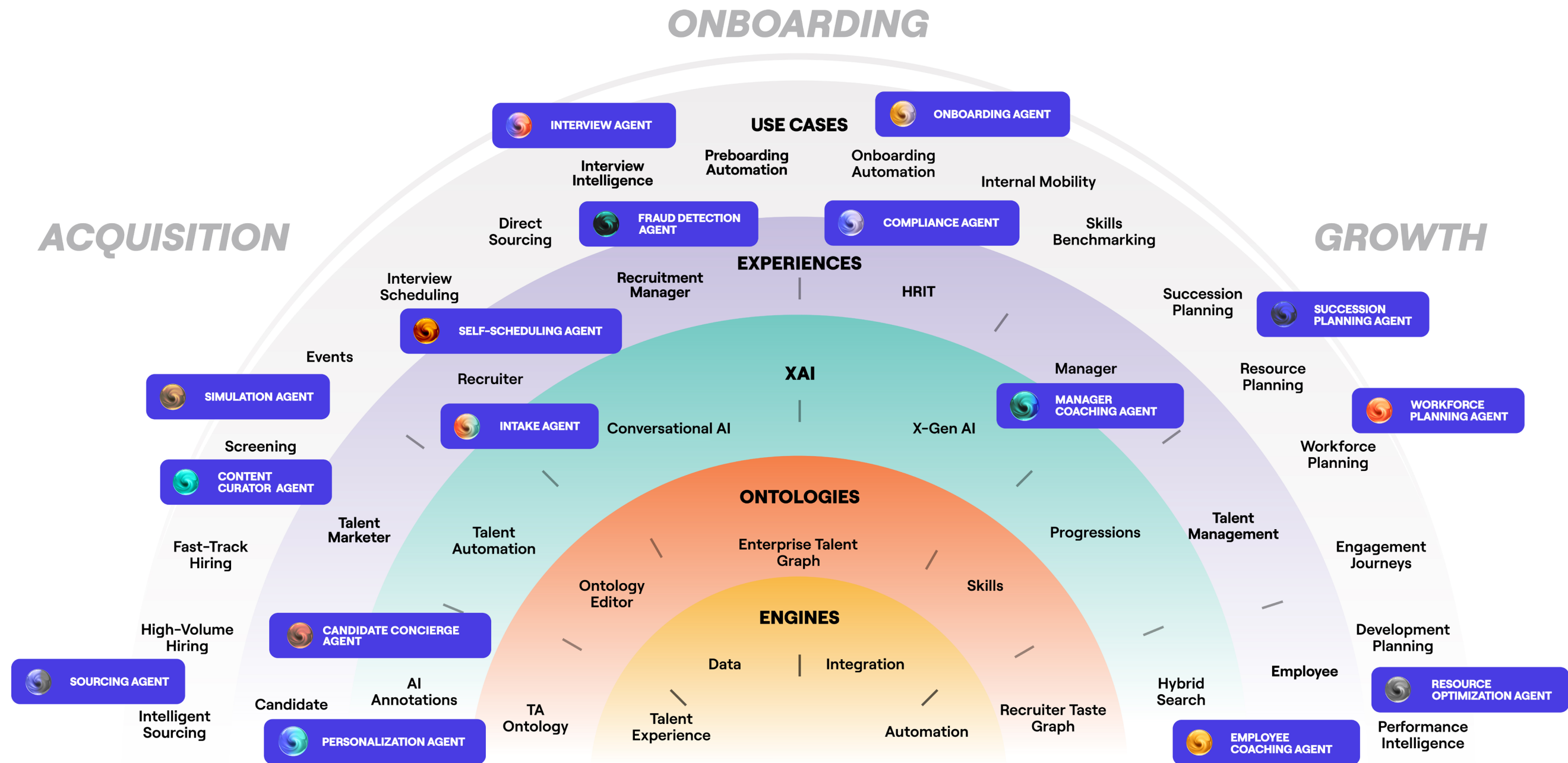
The data is clear: AI and automation are no longer future advantages. They're present necessities for organizations that want to compete for talent. But the gap between aspiration and execution remains wide. Most organizations have implemented basic capabilities, but few have achieved the maturity needed to unlock transformational impact.

This is where **Applied AI** makes the difference.

Applied AI isn't about hype, demos, or pilot projects, it's about AI that's running live in your workflows, solving real business problems, and delivering measurable outcomes by solving real HR problems. It's the difference between *having* AI and *using* AI. Between experimentation and impact. Between talking about transformation and actually achieving it.

Phenom Applied AI is purpose-built to help organizations advance through maturity levels with speed and confidence. It combines **automation, AI, and personalized experiences** to transform how you hire, develop, and retain talent.

For more than a decade, we have built an AI infrastructure designed specifically for HR. It understands unique industry and business needs for departments, teams, employees, and candidates. This is AI that knows company DNA, powered by Engines that harmonize data and facilitate orchestration, Ontologies that guide every decision, X AI that creates hyper-personalized experiences, and Agents that work alongside teams with unprecedented speed and precision. And it's enterprise-secure, compliant, and always explainable.



Industry-Specific AI

Our AI understands the unique challenges of healthcare, manufacturing, retail, financial services, and other industries, delivering capabilities tailored to your operational reality, not generic features

Agentic AI

From sourcing and screening to scheduling and interviewing, our AI agents autonomously manage workflows, freeing your team to focus on strategy and relationships

Full Talent Lifecycle Coverage

Automation and AI work together seamlessly across the entire talent journey, from hiring to onboarding to retention, creating connected experiences that compound impact

Proven Outcomes

Phenom customers achieve measurable results, including 7,000 hires in 2 weeks, 27-day reductions in time-to-hire, 92,000 recruiter hours saved, and 40% of roles filled internally

We're here to guide you through uncertainty, and take action with AI and automation now.

Whether you're at Level 1 and need to automate core workflows, or at Level 3 and ready to deploy intelligent agents, Phenom provides the capabilities, guidance, and partnership to accelerate your maturity journey. Now, it's up to you to determine how quickly you can scale it.

Organizations that have higher AI and automation adoption gain competitive advantages that compound over time: faster hiring, better candidates, stronger retention, and scalable operations that don't require proportional headcount growth. The gap between leaders and laggards widens every quarter.

The path forward starts with understanding where you are today, defining where you need to go, and partnering with a platform built to get you there.



See how Phenom's Applied AI can help you hire faster, develop better, and retain longer.