

HR.com's Future of Recruitment Technologies 2025-26



Unlock the full potential
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OCTOBER 2025

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CONTENTS



3 Executive summary

6 Elevating the Impact of Talent Acquisition Technology

14 Improving Recruitment Measurement for Better Hiring Outcomes

18 Job Advertising Channels

23 Expanding Mobile Capabilities for More Effective Hiring

28 Addressing Risks and Opportunities of AI in Recruiting

38 Future-Focused TA Strategies

43 Key Takeaways

Executive Summary

This year's HR.com's Future of Recruitment Technologies report uncovers a paradox: while most organizations have embraced recruitment tools, fewer than half of respondents believe that these systems deliver real value. Only 43% rate their technology stacks as "good" or "excellent," exposing a persistent gap between adoption and meaningful impact.

Behind this dissatisfaction lies uneven adoption. Applicant tracking systems dominate the landscape (78%), but more advanced tools such as recruitment analytics (35%) and video interviewing (31%) remain relatively rare. The uptake of Artificial Intelligence (AI) is similarly cautious. Thirty-seven percent of organizations avoid it entirely, and only 14% use it extensively. Organizations that use AI most often apply it to supporting tasks such as writing job descriptions rather than driving smarter decisions or enhancing candidate engagement.

Mobile optimization is another missed opportunity. While 58% have mobile-friendly job application processes, only a small minority leverages tools such as text-to-apply (16%), mobile apps (20%), or chatbots (11%). The result is a recruitment experience that too often feels functional but far from transformative.

The clear exception is among the organizations that rate their TA stacks as strong, AKA technology leaders. These leaders consistently outperform laggards (organizations that rate their TA stacks as relatively weaker) across recruitment outcomes, candidate experience, efficiency, and cost control. Their success comes from integrating AI, mobile, and analytics into a cohesive, data-driven strategy. Their practices show what is possible when technology is not only adopted but fully leveraged.

The following key findings highlight areas where progress is happening, where gaps persist, and what sets recruitment technology leaders apart in a rapidly evolving hiring landscape.

About the Survey

"HR.com's Future of Recruitment Technologies 2025" survey ran from July to September 2025. We gathered responses from 225 HR professionals in virtually every industry vertical. Respondents are located all around the world, but most of them are from North America, especially the United States.

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

Major Research Findings

Major Finding 1

TA technology stacks are improving, but are still uneven.

- Only 43% of organizations rate their TA technology stack as good or excellent, compared to 39% in 2023, and 45% in 2024.
- TA tech stacks in most organizations remain at average or below-average levels.
- Only a few TA technologies are used by a majority: Applicant Tracking Systems (78%) and employment hiring platforms (67%).
- The most common job advertising channels are company website (85%), job boards (84%), and social media (82%).

Major Finding 2

Mobile optimization and engagement are inconsistent.

- Almost three-fifths (58%) of organizations report mobile-optimized or device-agnostic application processes.
- Most common mobile uses: phone interviews (49%), texting candidates (42%), and mobile-accessible career sites (44%).
- Advanced mobile solutions such as text-to-apply (16%), mobile apps (20%), social recruiting (25%), and chatbots (11%) are limited, leaving opportunities to enhance candidate experience and completion rates.

Major Finding 3

Regrettable hires remain a challenge.

- Only 23% would rehire 76–100% of the employees hired in the past year.
- About two-fifths would rehire half or fewer, highlighting ongoing gaps in selection, onboarding, or alignment.

Major Finding 4

AI adoption is growing, but cautious.

- Thirty-seven percent of organizations do not use AI in TA, 49% use it to some extent, and only 14% use it extensively.
- Common uses of AI in TA are:
 - ▶ writing job descriptions (65%)
 - ▶ interview questions (67%)
 - ▶ candidate communication (43%)
 - ▶ resume filtering (44%)
- The top concerns of using AI in TA are:
 - ▶ bias (58%)
 - ▶ depersonalization (51%)
 - ▶ liability for unintentional discrimination (50%)
- The most common recognized benefit of AI is time savings (70%).

Major Finding 5

Future TA technology priorities focus on candidates and analytics.

- Over the next two years, organizations plan to emphasize candidate experience (65%), analytics and tracking (59%), efficiencies and optimization (58%), and system integration (55%).
- Over half (53%) expect AI use in recruitment to increase.

Major Finding 6

Recruitment technology leaders significantly outperform laggards.

- Compared to laggards, leaders are much more likely to adopt advanced tools such as background checks (70% vs. 49%), referral platforms (58% vs. 26%), and recruitment analytics (55% vs. 20%).
- Leaders expand reach through advanced channels such as programmatic advertising (33% vs. 4%), talent communities (42% vs. 24%), and aggregators, while laggards rely mainly on basic channels.
- Leaders are up to three times more likely than laggards to successfully measure outcomes such as:
 - ▶ time to fill (54% vs. 18%)
 - ▶ retention of new employees (62% vs. 33%)
 - ▶ hiring manager satisfaction (52% vs. 25%)
 - ▶ cost per hire (41% vs. 13%)
- Leaders also apply AI more broadly, including candidate communications (56% vs. 31%), automated notetaking (49% vs. 20%), and initial screening (31% vs. 9%).

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

Elevating the Impact of Talent Acquisition Technology

Defining small, mid-sized, and large organizations

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

Finding: Most TA technology stacks deliver only average value

Two-fifths of HR professionals rate their talent acquisition (TA) technology stack as average in enhancing recruitment and hiring capabilities, while 43% consider it good or excellent, and 16% view it as poor or below average. This imbalance shows that many organizations are not fully realizing the benefits of their TA investments. [Research](#) indicates that integration challenges and poor alignment with strategic goals often limit technology's effectiveness.

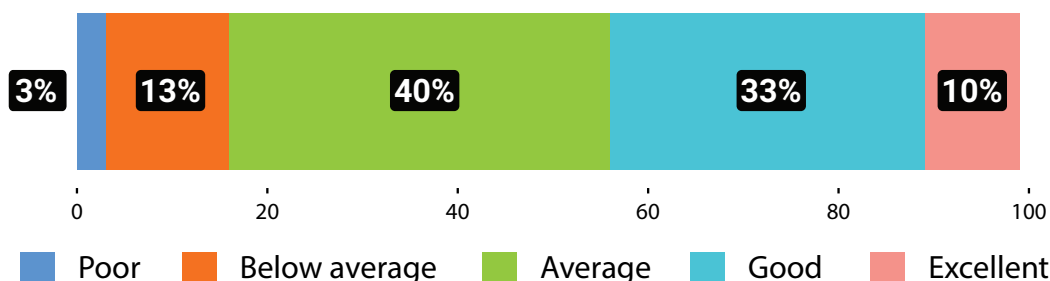
Differences by organizational size

Recruitment technology seems to be an area where economies of scale matter. Respondents in large organizations (55%) are more likely to say their technology stack is good or excellent at improving recruitment than are small and mid-sized organizations (both at 33%).

TA technology stack ratings show gradual improvement but remain uneven

The share of organizations rating their TA technology stack as good or excellent increased from 39% in 2023 to 45% in 2024, before dipping slightly to 43% in 2025, indicating modest overall progress in perceived effectiveness. However, this leveling off suggests that organizations may be reaching a plateau, which could stall innovation and limit competitive advantage if not addressed with continued investment and modernization.

Please rate your TA technology stack in terms of its ability to improve your organization's overall recruitment and hiring capabilities.



Editor's note: In the original data, 2% of respondents replied, "Don't know." For this chart, we removed those responses and recalculated; so this chart only shows percentages for those who selected one of the other options. Numbers do not add up to 100% due to rounding.



Only 10% rate their TA tech as excellent

Recruitment technology-based cohorts

We wanted to take a closer look at what differentiates organizations that have more capable TA technologies from others. To do this, we separated our sample into two cohorts.

- **Recruitment technology (RT) leaders** are those organizations that answered the question, "Please rate your TA technology stack in terms of its ability to improve your organization's overall recruitment and hiring capabilities" as "excellent" or "good."
- **Recruitment technology (RT) laggards** are organizations that answered "average," "below average," or "poor" to the same question.

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

Results of chi-square test

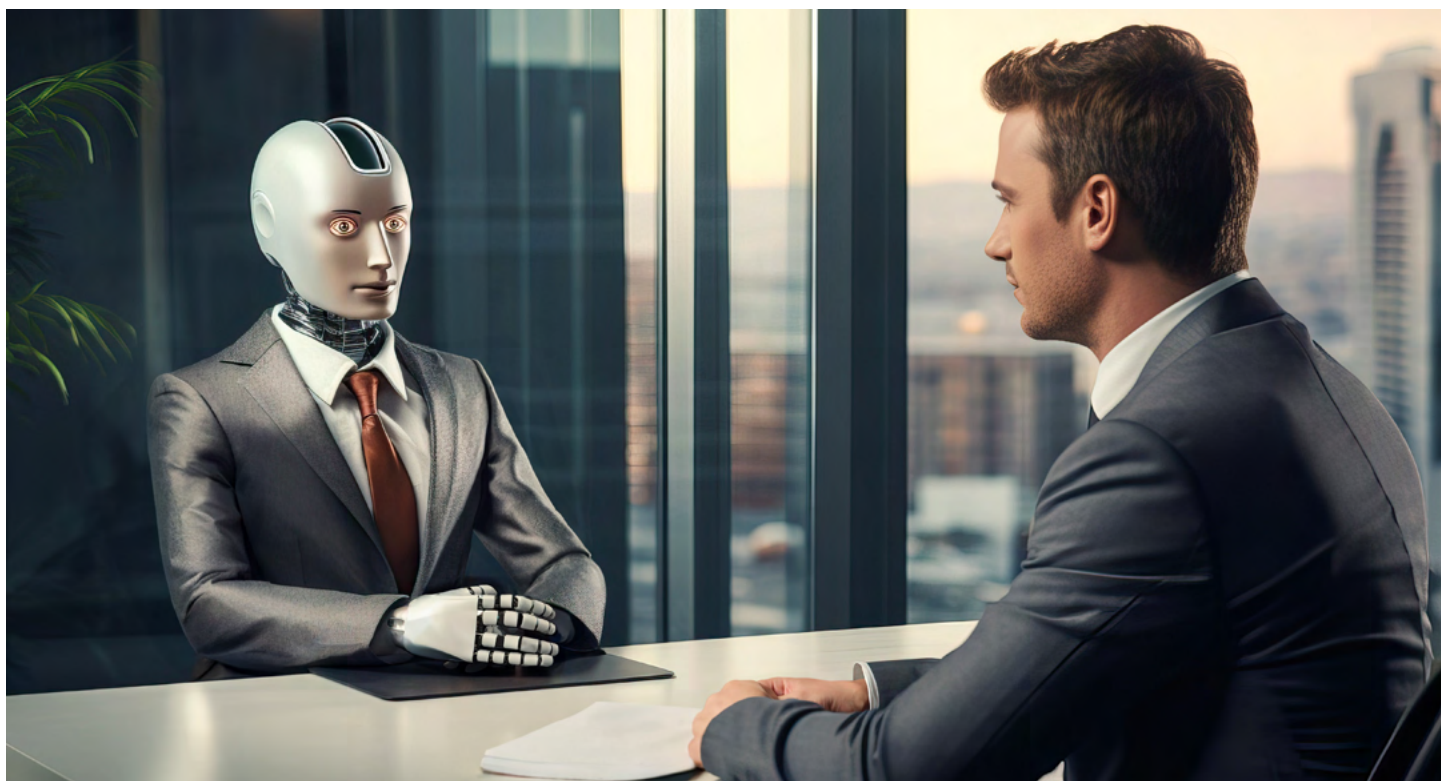
A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use the listed TA-related technologies.

Finding: ATS adoption dominates, but advanced tools lag behind

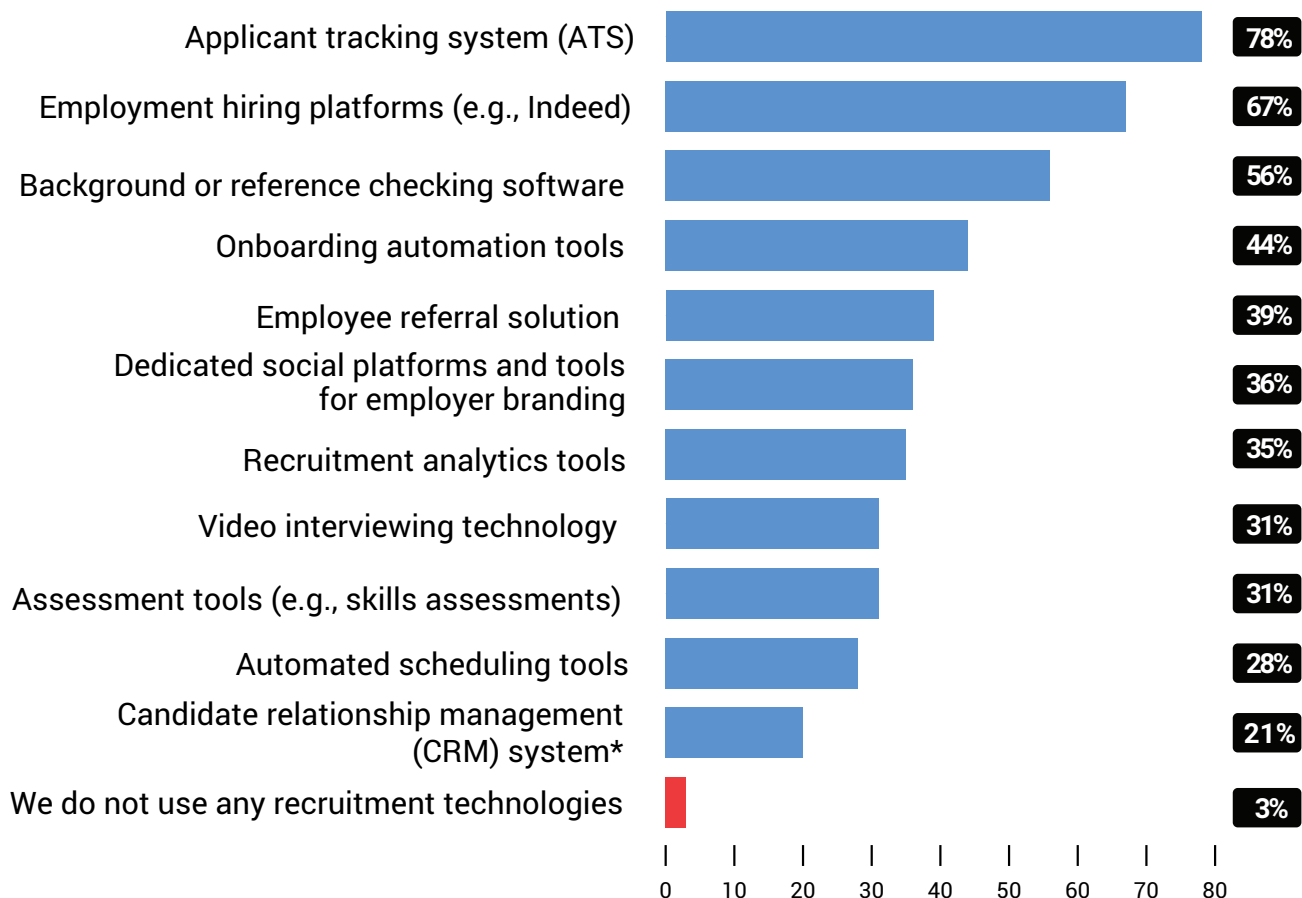
Nearly 8 in 10 (78%) of HR professionals report using an applicant tracking system (ATS), making it the most widely adopted TA technology. ATS has remained the top choice for TA-related technologies over the last two years. In fact, a [survey](#) for Glassdoor claims that 98% of Fortune 500 companies use an ATS, a testament to their popularity.

Usage then drops to 67% for hiring platforms and 56% for background checking software, with less than half of organizations adopting tools such as referral platforms (39%) or onboarding automation (44%). More advanced solutions, such as recruitment analytics (35%), video interviewing (31%), and skills assessments (31%), see much lower adoption rates.

The steep decline from ATS to newer, insight-driven tools suggests that many organizations remain focused on operational basics rather than investing in data-rich or candidate-centric technologies that could strengthen decision-making and employer branding.



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



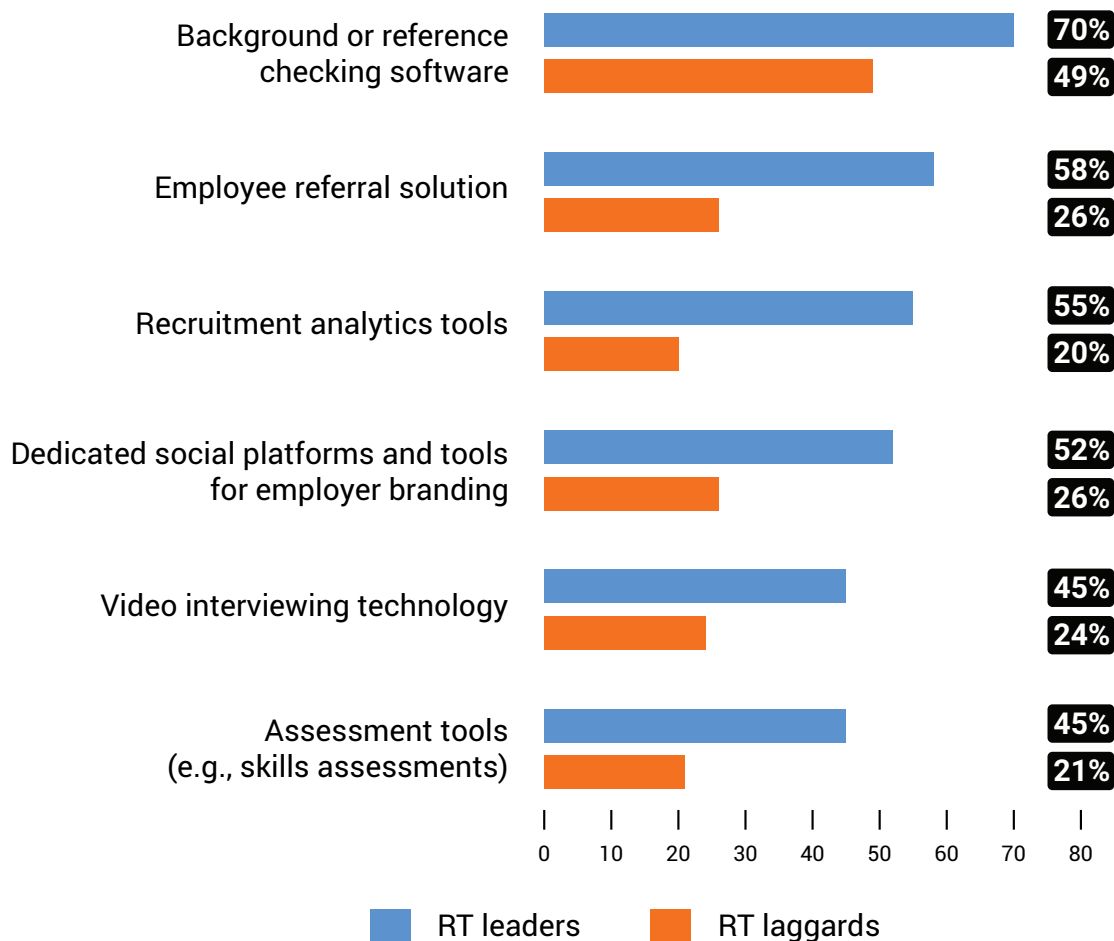
*This 21% statistic is based on a smaller sample size than the other data in this chart and so has a larger margin of error.



Finding: Recruitment tech laggards risk falling behind by underinvesting in essential hiring technologies

Leaders are leveraging advanced tools like background checks (70% vs. 49%), employee referral platforms (58% vs. 26%), and recruitment analytics (55% vs. 20%), while laggards rely on a narrower tech stack. Gaps in skills assessments, employer branding, and video interviewing weaken their ability to attract, assess, and retain talent effectively, underscoring the urgent need for a more data-driven and candidate-centric approach.

Which of the following TA-related technologies does your organization currently use?



Less than one-quarter of laggards use recruitment analytics or video interviewing tools

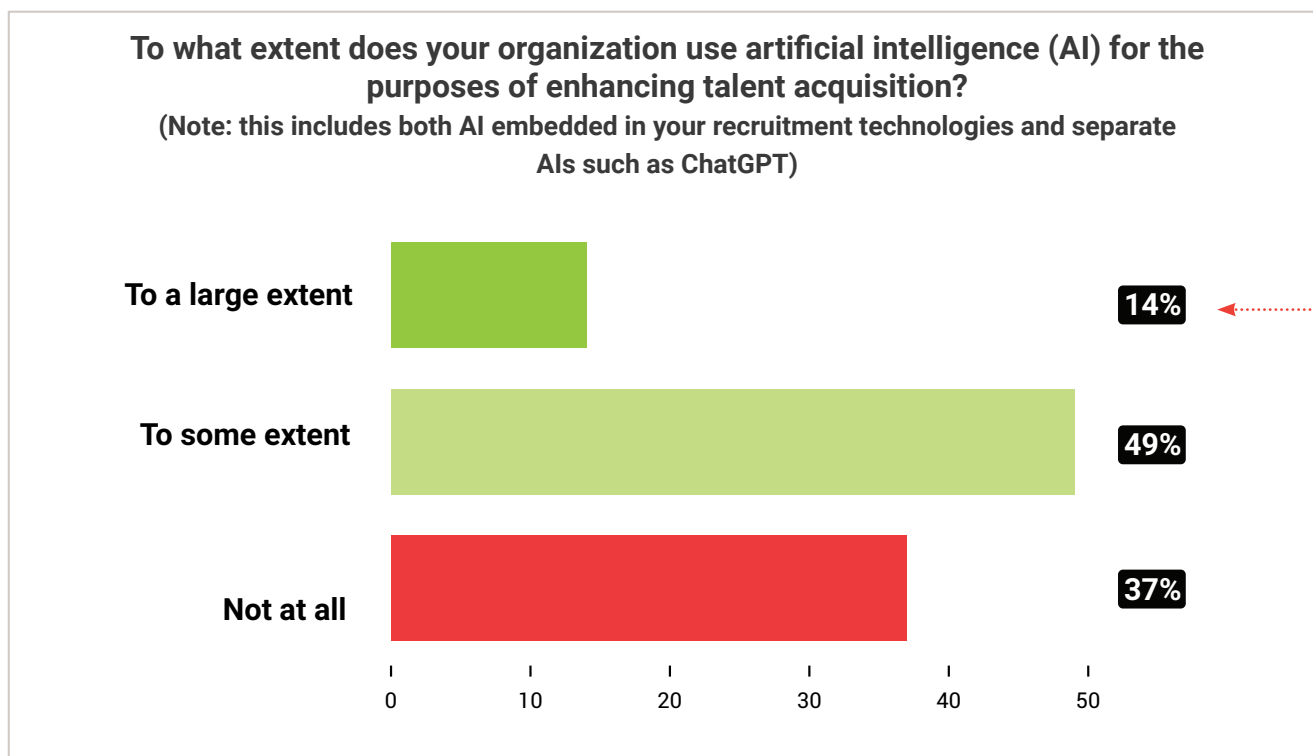


Finding: AI adoption in talent acquisition remains limited

Thirty-seven percent of HR professionals report not using AI at all in talent acquisition, while 49% use it to some extent, and only 14% use it to a large extent. The moderate adoption of AI likely contributes to why only 43% of professionals rate their TA technology stack as good or excellent. Integrating AI more fully could enhance system effectiveness, improve candidate engagement, and support data-driven hiring decisions.

Differences by organizational size

Those in large organizations are most likely to use AI for talent acquisition to at least some extent (70%). Fifty-one percent of small and mid-size organizations say the same.



Editor's note: In the original data, 6% of respondents replied, "Don't know." For this chart, we removed those responses and recalculated; so this chart only shows percentages for those who selected one of the other options.



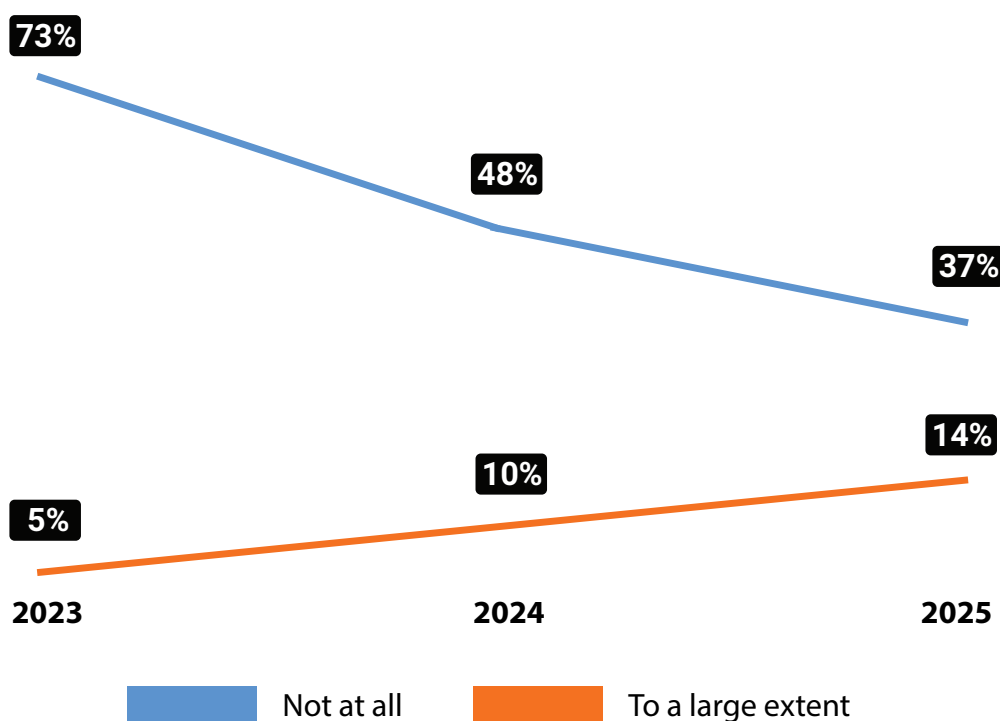
Only 14% leverage AI extensively in TA

AI adoption in talent acquisition is steadily increasing

The proportion of organizations not using AI at all has declined from 73% in 2023 to 48% in 2024 and 37% in 2025, while those using AI to a large extent have grown from 5% in 2023 to 10% in 2024 and 14% in 2025. This trend indicates gradual adoption and growing comfort with AI, highlighting opportunities to expand its use across sourcing, screening, and candidate engagement.

To what extent does your organization use artificial intelligence (AI) for the purposes of enhancing talent acquisition?

(Note: this includes both AI embedded in your recruitment technologies and separate AIs such as ChatGPT)



Results of chi-square test

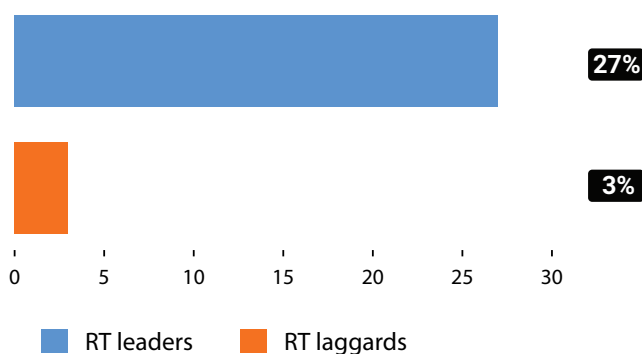
A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use AI in their recruitment to a large extent.

Finding: AI adoption separates recruitment leaders from laggards

Over a quarter of recruitment tech leaders use AI to a large extent, compared with only 3% of laggards. In fact, a [study by Gallup](#) shows that by late 2024, 93% of Fortune 500 Chief Human Resource Officers (CHROs) had begun integrating AI tools and technologies to enhance business practices.

This stark contrast shows that advanced organizations are leveraging AI to enhance [efficiency](#), candidate engagement, and data-driven decision-making, while laggards risk falling behind by underutilizing AI capabilities.

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



HRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Conduct a full audit of your ATS and related tools to identify underutilized features, integration gaps, and redundant platforms.
- Implement AI-driven modules for candidate screening, resume parsing, and engagement to increase efficiency and consistency in hiring.
- Pilot advanced tools such as recruitment analytics dashboards, video interviewing, and skills assessments to inform decision-making and improve quality of hire.
- Align TA technology purchases with business priorities, ensuring that tools support strategic workforce planning, employer branding, and candidate experience initiatives.
- Deliver hands-on training sessions for recruiters on new TA technologies, including AI features and analytics, to maximize adoption and measurable outcomes.

Improving Recruitment Measurement for Better Hiring Outcomes



Finding: Measuring retention outpaces other recruitment metrics

About half of HR professionals rate their organization above average or excellent at measuring retention of new employees, making it the best-tracked metric. Other key indicators, such as candidate experience (36%), hiring manager satisfaction (38%), and quality of hire (38%), show moderate measurement capabilities.

Metrics tied to cost efficiency, like time to fill (35%) and cost per hire (27%), are less effectively measured. This pattern suggests that while organizations track outcomes related to employee integration, they may struggle to accurately quantify efficiency and cost, limiting data-driven decision-making in workforce planning.

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



Editor's note: In the original data, 2% to 7% of respondents replied, "Don't know." For this chart, we removed those responses and recalculated; so this chart only shows percentages for those who selected one of the other options.



Only about a quarter track cost per hire effectively

Results of chi-square test

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

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

Across all listed metrics, recruitment technology leaders consistently outperform laggards in their ability to measure outcomes. Leaders are up to three times more likely to rate their measurement as above average or excellent, with the largest gaps seen in time to fill (54% vs. 18%), retention of new employees (62% vs. 33%), and hiring manager satisfaction (52% vs. 25%). Cost per hire remains the weakest area overall, but leaders still measure it more effectively than laggards (41% vs. 13%).

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



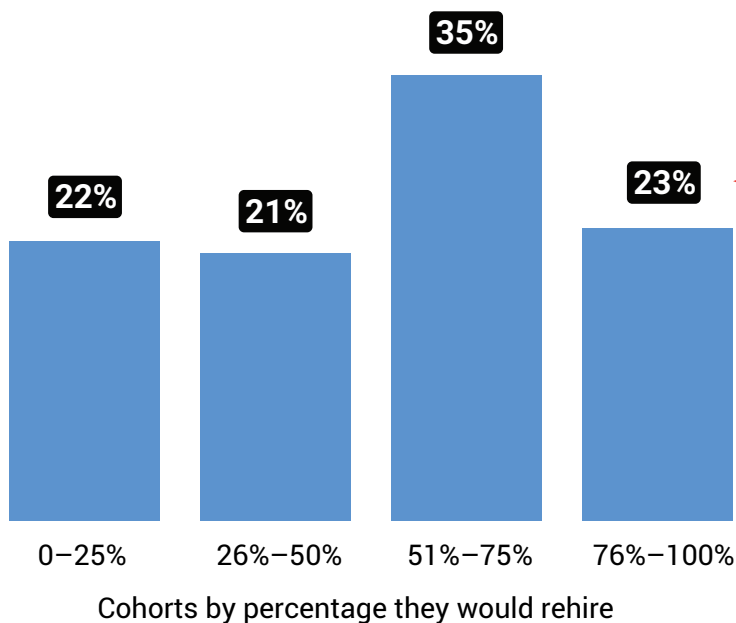


Finding: Most organizations would rehire more than half of their recent hires

About 35% of HR professionals indicate they would rehire 51% to 75% of employees hired in the past 12 months, while 23% would rehire 76% to 100%. Fewer organizations would rehire less than half of their new hires, with 22% reporting 0% to 25% and 21% reporting 26% to 50%. This distribution suggests that while most organizations feel generally confident in their hiring decisions, there remains a notable portion of hires that may not meet expectations, highlighting potential gaps in selection accuracy or onboarding effectiveness.

This finding aligns with our earlier discussion on the effectiveness of TA technology stacks, revealing how average technology value may contribute to ongoing recruitment quality challenges that impact rehiring willingness.

Of the employees hired in the past 12 months, approximately what percentage would your organization rehire if given the chance?



Only 23% would rehire nearly all recent hires

HRRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Implement [standardized dashboards](#) to track key recruitment metrics including time to fill, cost per hire, and quality of hire alongside retention.
- Conduct structured post-hire evaluations to identify why some employees succeed and others do not, and feed insights into selection and onboarding improvements.
- Use candidate feedback surveys and hiring manager input to better quantify experience and satisfaction throughout the recruitment process.
- Introduce predictive analytics to anticipate retention risks and identify high-potential candidates before hiring.
- Align measurement practices with business objectives, ensuring efficiency and cost metrics are monitored alongside integration and performance outcomes.



Job Advertising Channels



Finding: Traditional job boards and company websites dominate, but emerging channels see limited use

Most organizations rely on the company website (85%), job boards (84%), and social media (82%) to advertise job postings. Internal communications (66%) and employee referral campaigns (57%) support broader outreach, while newer or niche channels such as job aggregators (43%), talent communities (32%), and alumni associations (25%) see lower adoption. Programmatic advertising remains rare (16%). This pattern indicates that while organizations cover core channels, they underutilize innovative or proactive recruitment methods that could attract passive or highly specialized talent.

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



Only 16% use programmatic advertising to reach candidates

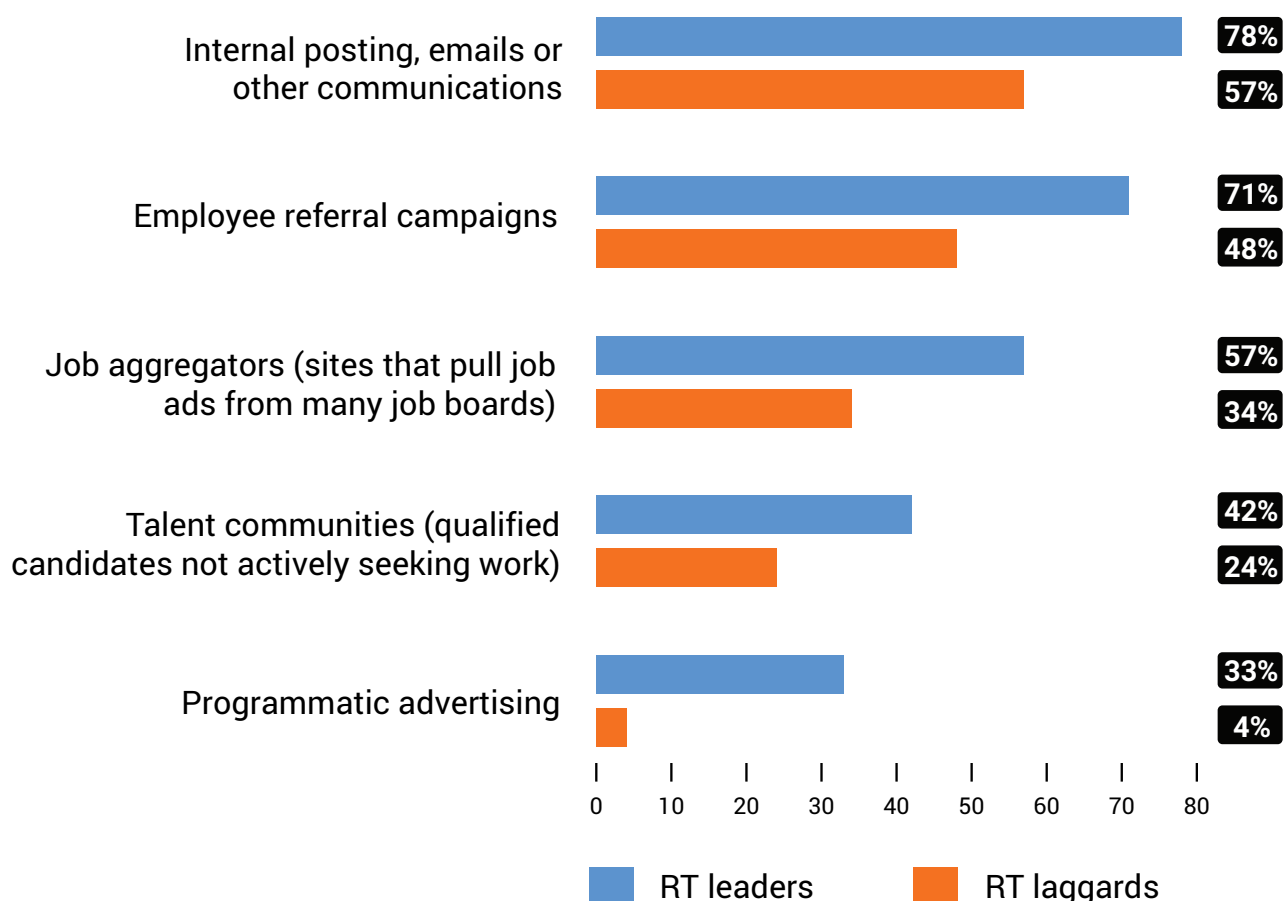
Results of chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use the listed ways to advertise job postings.

Finding: RT Leaders use diverse and proactive channels for job advertising

Recruitment tech leaders consistently adopt advanced and targeted advertising methods, including programmatic advertising (33% vs. 4%), talent communities (42% vs. 24%), and job aggregators (57% vs. 34%), alongside strong use of employee referrals and internal communications. Laggards rely mainly on basic or reactive channels, limiting access to passive and specialized talent pools.

Which of the following ways does your organization advertise job postings?

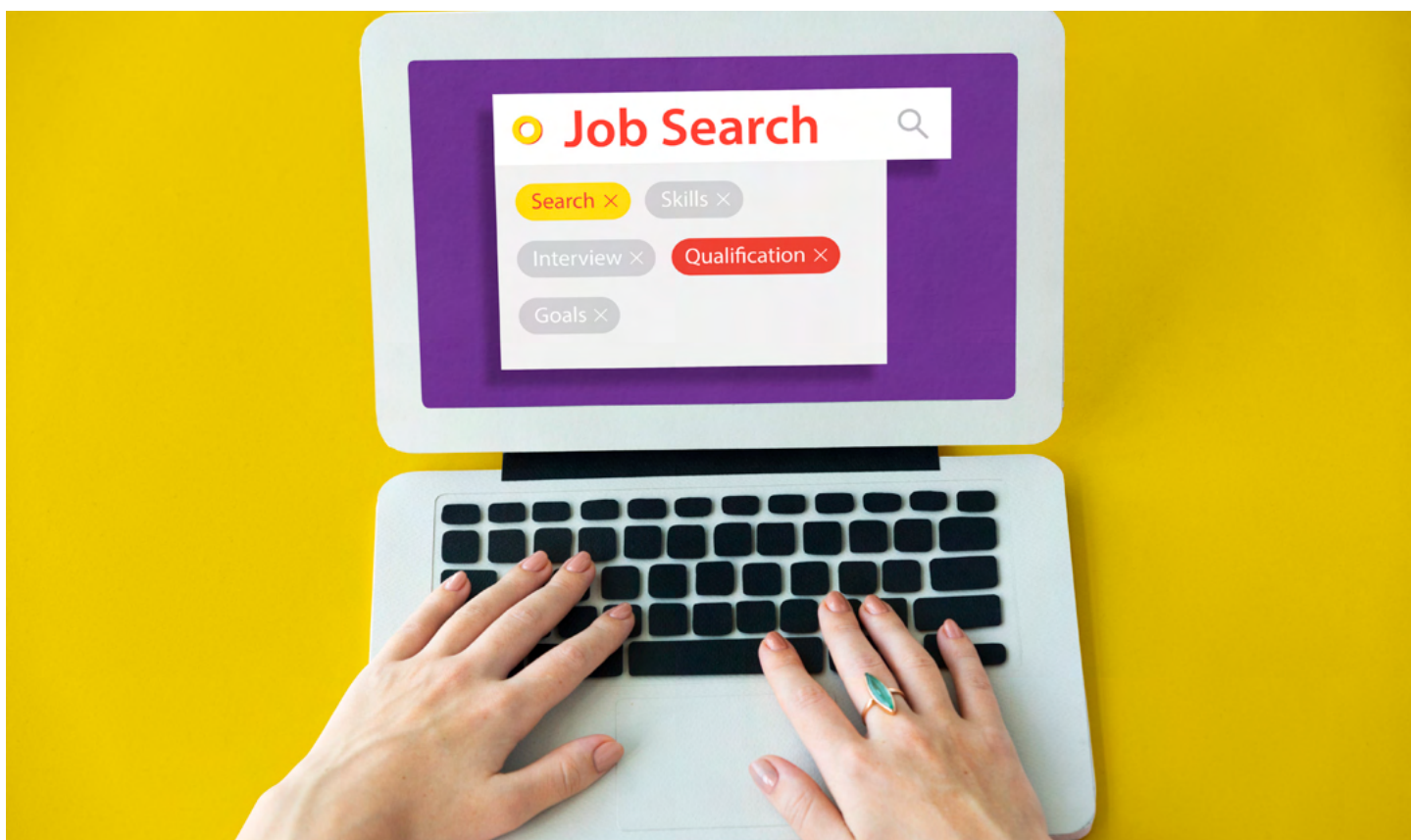




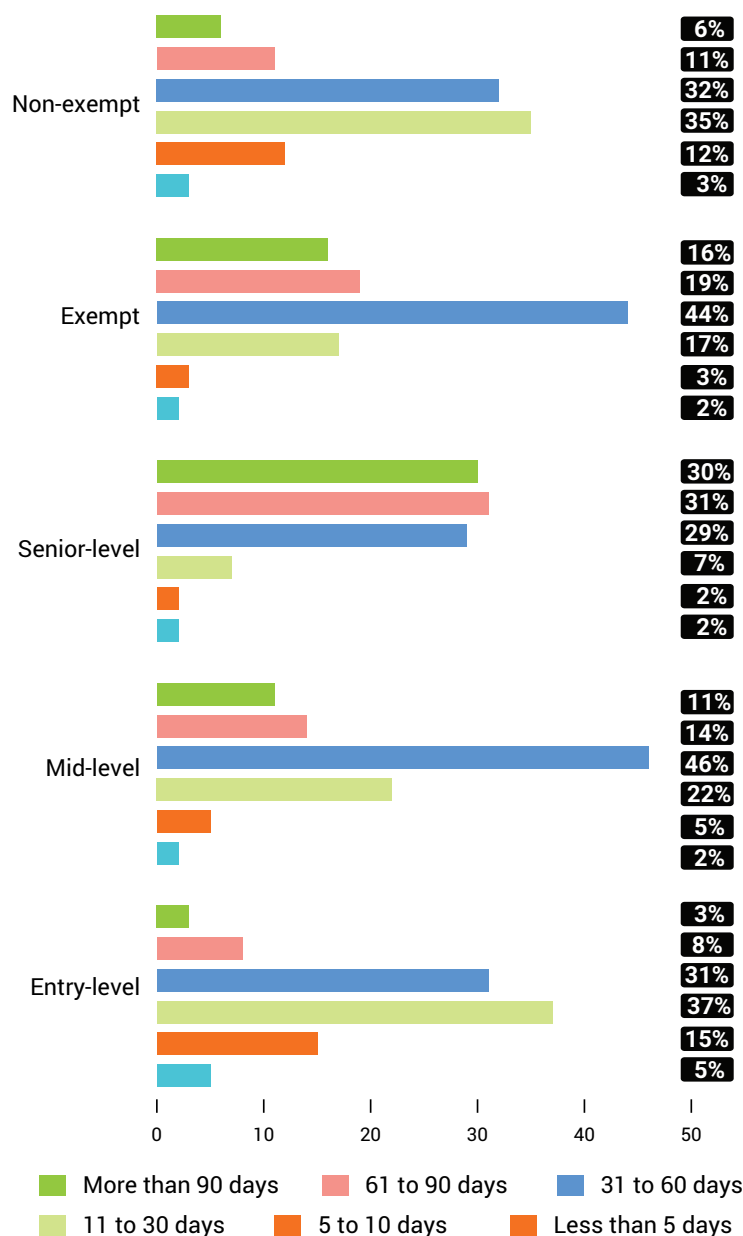
Finding: Senior-level positions take the longest to fill

Entry-level roles are filled relatively quickly, with most positions (37%) taking 11 to 30 days and only 3% taking more than 90 days. Mid-level roles shift toward longer timelines, with nearly 46% taking 31 to 60 days and 11% exceeding 90 days. Senior-level positions face the greatest delays, as 30% take more than 90 days and 31% take 61 to 90 days. There are [several factors](#) that complicate hiring for senior-level positions, such as evolving job roles, and discreet recruitment practices are shaping the dynamics of executive hiring.

Exempt and non-exempt roles mirror mid-level and senior trends, respectively, with roughly 44% of exempt and 32% of non-exempt positions filled in 31 to 60 days. This data shows that complexity, experience requirements, and role seniority directly extend time-to-fill, signaling that HR professionals should tailor recruitment strategies and pipelines for critical or hard-to-fill positions.



What is the average amount of time it takes for your organization to fill the following types of positions? (please provide your best estimate)

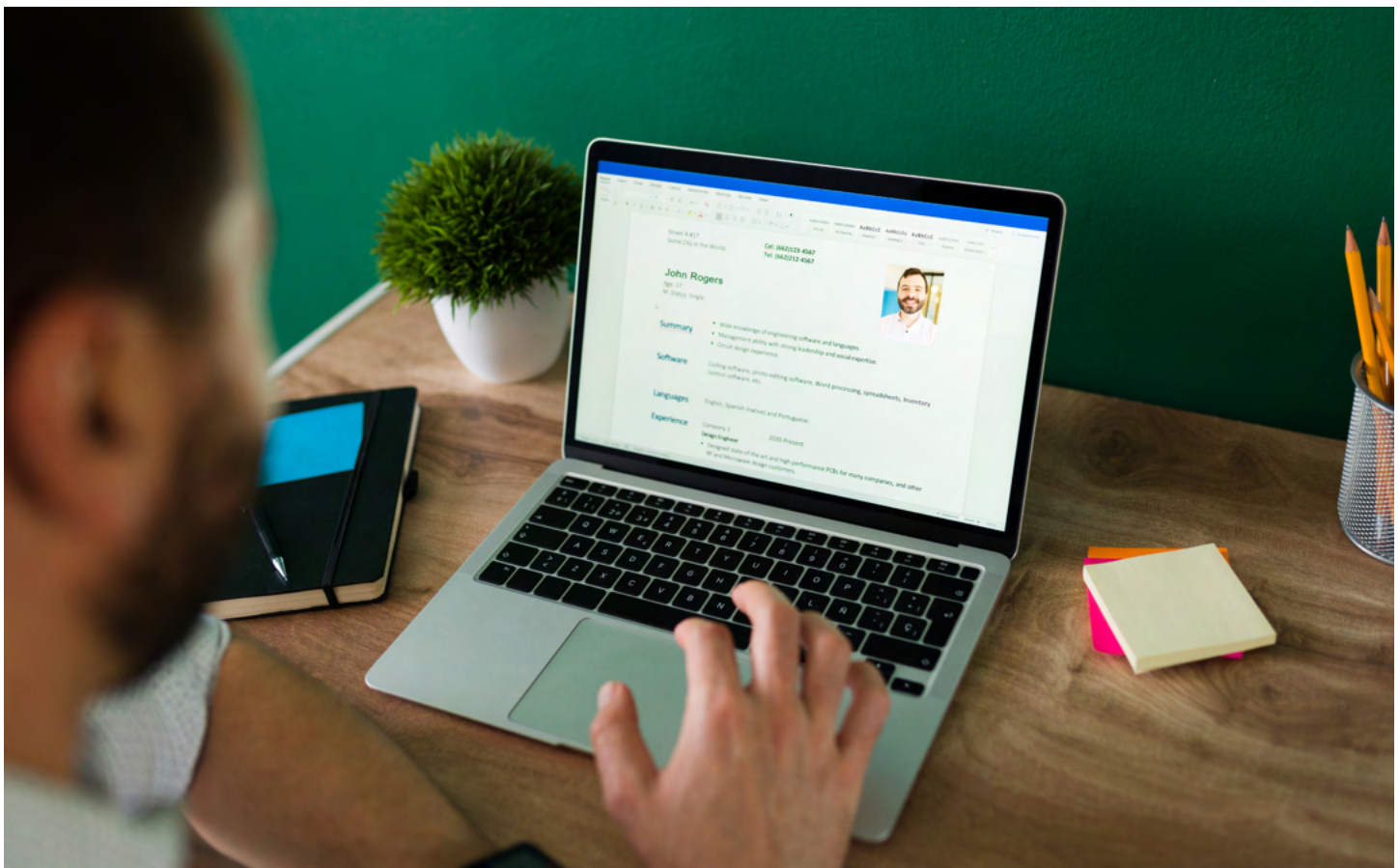


Note - An entry-level position refers to a job role that typically requires minimal or no prior work experience and is suitable for recent graduates or individuals new to the job market. A mid-level position refers to a job role that requires a moderate level of experience, skills, and responsibilities. Mid-level status generally entails answering to an individual of greater seniority while also holding administrative authority over less senior staff. A senior-level position refers to a job role that demands extensive experience, advanced skills, and significant responsibilities, often involving managerial or leadership duties within an organization. An individual is exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) if they are classified as an executive, professional, administrative, or outside sales employee. An individual is non-exempt if they are not exempt from the FLSA's overtime provisions and may be paid on a salary, hourly, or other basis.

HRRI Strategic Recommendations

Based on our findings, we have the following recommendations:

- Diversify recruitment channels by actively using talent communities, alumni networks, and niche job aggregators to reach passive candidates.
- Implement programmatic advertising campaigns for hard-to-fill and senior-level positions to increase reach and reduce time-to-fill.
- Create specialized sourcing strategies for mid- and senior-level roles, including targeted outreach and executive networks.
- Track time-to-fill by role type and adjust recruitment resources and processes for positions with longer lead times.
- Develop internal talent pipelines and succession planning for critical roles to reduce dependency on external recruitment for senior positions.



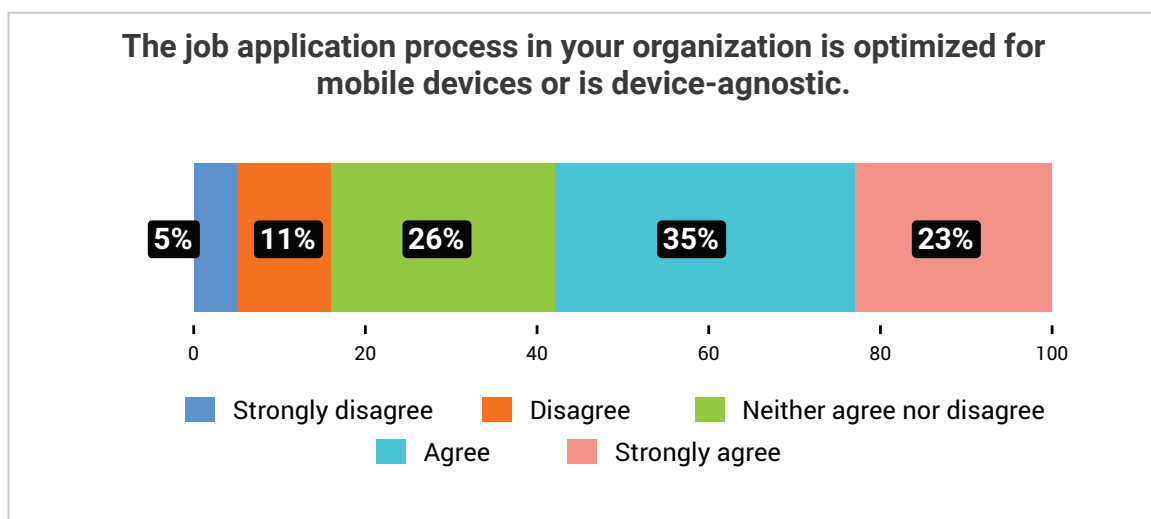
Expanding Mobile Capabilities for More Effective Hiring



Finding: Most organizations optimize the job application process for mobile

About 58% of HR professionals agree or strongly agree that their job application process is optimized for mobile devices or is device agnostic, while 16% disagree and 26% remain neutral. This indicates that the majority of organizations recognize the importance of mobile accessibility, but some organizations have yet to fully embrace device-agnostic applications.

With [certain reports](#) saying over two-thirds of job applications are completed on mobile devices, mobile optimization can directly affect candidate experience and application completion rates, making it a strategic area for improvement.



Editor's note: In the original data, 3% of respondents replied, "Don't know." For this chart, we removed those responses and recalculated; so this chart only shows percentages for those who selected one of the other options.

Results of chi-square test

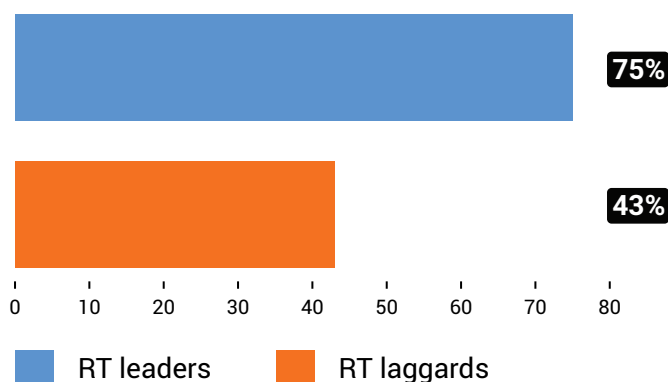
A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to say the job application process in their organizations is optimized for mobile devices or are device-agnostic.

Finding: Leaders prioritize mobile-optimized and device-agnostic applications

Three-quarters of recruitment tech leaders report that their job application process is optimized for mobile, compared with less than half of laggards. This gap highlights the risk laggards face in candidate drop-off and poor application completion rates, emphasizing the need for mobile-first design and testing across devices.

The job application process in your organization is optimized for mobile devices or is device-agnostic.

Agree or strongly agree



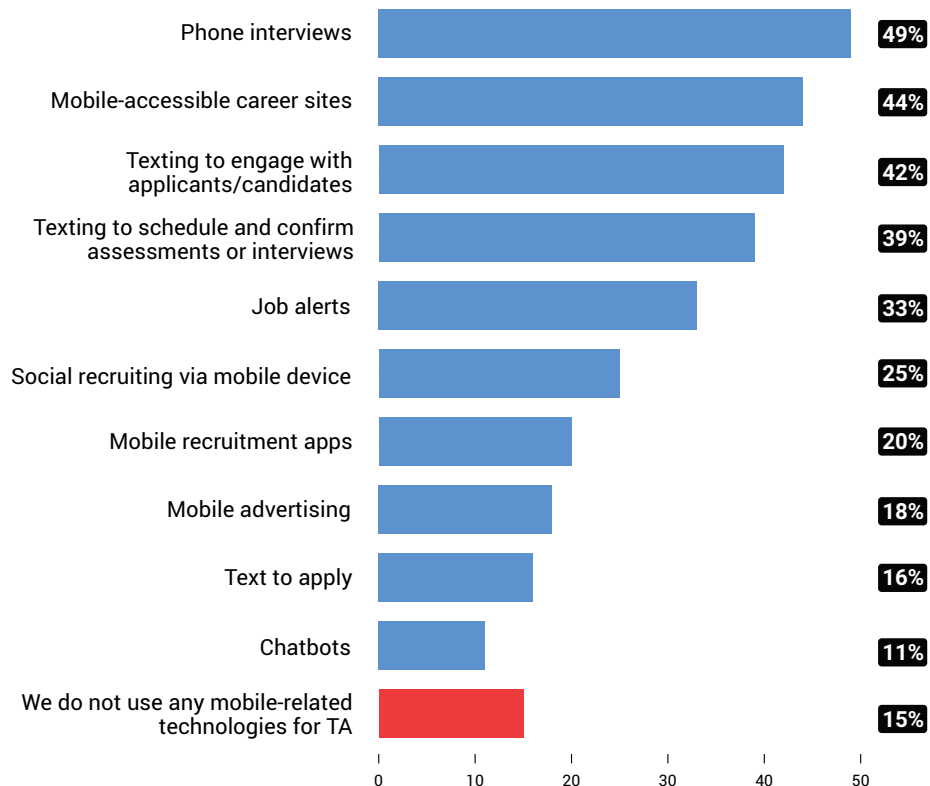


Finding: Mobile engagement is common, but advanced mobile tools are limited

About half of HR professionals use mobile-related technologies to conduct phone interviews, and 44% offer mobile-accessible career sites. Scheduling via text (39%) and job alerts (33%) are also common. However, adoption of advanced mobile solutions such as social recruiting (25%), mobile advertising (18%), text-to-apply (16%), mobile recruitment apps (20%), and chatbots (11%) remains limited. This slow uptake may stem from factors such as budget constraints, uncertainty about ROI, integration challenges with existing systems, and lingering concerns about candidate experience or data privacy.

Around 15% of organizations do not use any mobile-related technologies for talent acquisition. This suggests that while organizations prioritize basic mobile engagement, most have yet to fully leverage mobile innovations to enhance candidate experience and streamline hiring.

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



Only 11% use chatbots for mobile recruitment

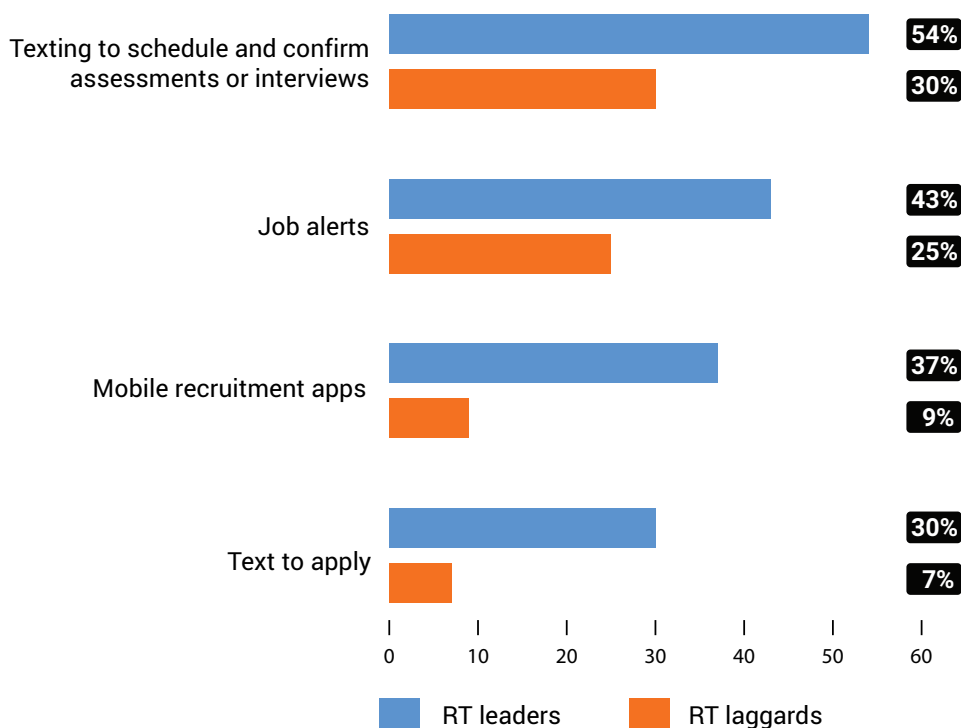
Results of chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use the listed mobile-related technologies for TA.

Finding: Advanced mobile engagement differentiates leaders from laggards

Recruitment tech leaders use texting for scheduling (54% vs. 30%), job alerts (43% vs. 25%), mobile apps (37% vs. 9%), and text-to-apply (30% vs. 7%) at much higher rates than laggards. This gap shows that leaders focus on real-time engagement and convenience for candidates, whereas laggards risk lower application completion and weaker candidate experience.

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



Only 7% of laggards offer text-to-apply

HRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Ensure all job applications are fully mobile-optimized and device agnostic to improve completion rates. Test applications regularly on multiple devices to identify and fix any barriers candidates face.
- Implement texting and mobile alerts for scheduling, reminders, and candidate engagement.
- Pilot advanced mobile recruitment tools such as mobile apps, chatbots, and social recruiting to enhance the candidate experience. Collect candidate feedback during pilots to refine and scale successful solutions.
- Track candidate drop-off rates on mobile devices and refine workflows to reduce friction in the application process.
- Provide training for TA teams on leveraging mobile tools effectively for outreach, engagement, and real-time communication.



Addressing Risks and Opportunities of AI in Recruiting

Respondents who indicated that their organizations use AI at least to some extent were asked follow-up questions about specific TA-related activities in which AI is used, the top benefits of using AI, and safeguards employed.



Finding: Most organizations are exploring AI agents rather than fully using them

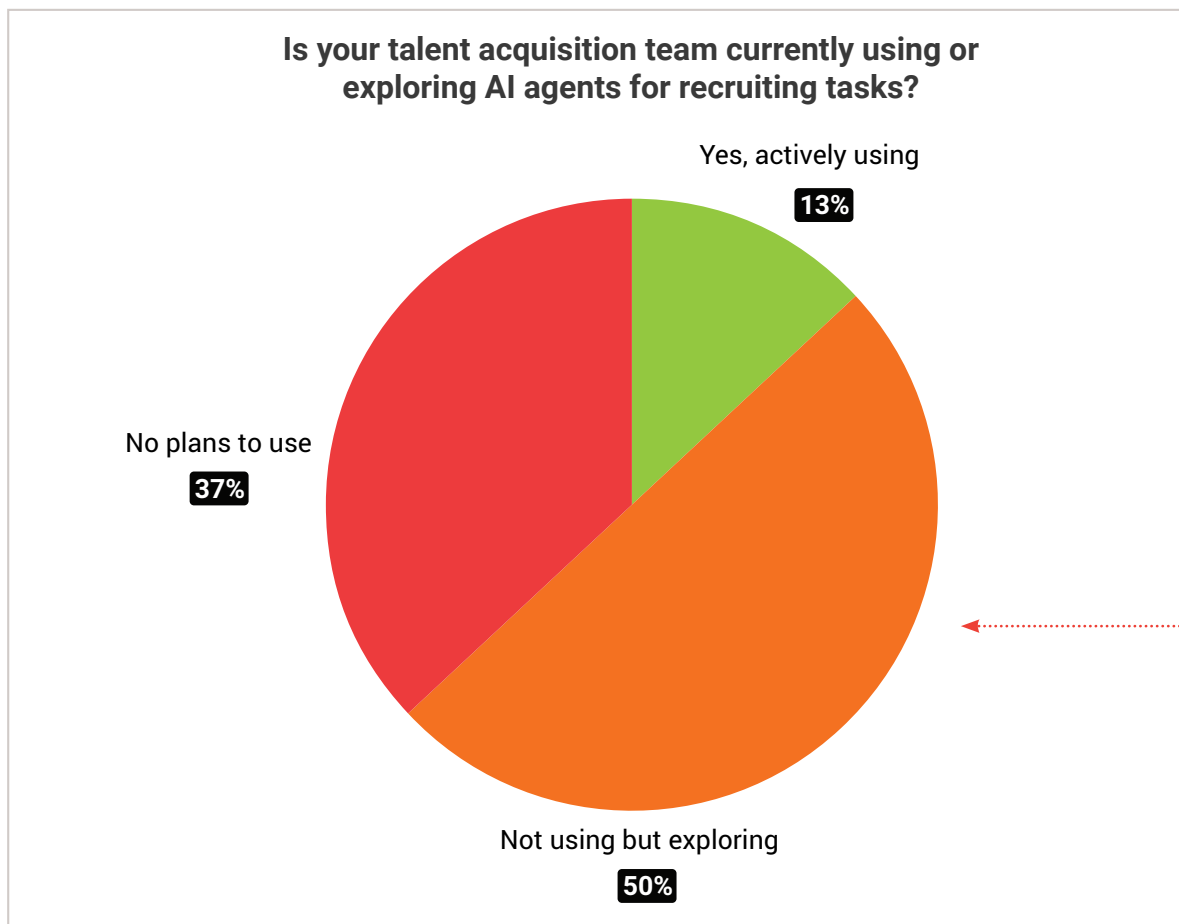
About 13% of HR professionals report actively using AI agents for recruiting tasks, while 50% are exploring their potential. A notable 37% have no plans to use AI agents. This indicates that while interest in AI agents is high, actual adoption remains limited, reflecting cautious implementation due to [concerns around bias](#), depersonalization, and transparency.



What are AI agents?

AI agents are autonomous or semi-autonomous software programs capable of initiating and executing multi-step actions across platforms independently, [far beyond](#) the reactive nature of typical chatbots.

In recruitment, they behave like mini-recruiters: searching for candidates, reaching out to them, and scheduling interviews without needing human prompts. AI agents can [enhance](#) the recruitment process by making candidate search faster, more thorough, and more effective, streamlining key tasks to help HR teams identify top talent more efficiently.



Editor's note: In the original data, 9% of respondents replied, "Don't know." For this chart, we removed those responses and recalculated; so this chart only shows percentages for those who selected one of the other options.



Nearly half of organizations are exploring AI agents but not yet using them

Results of chi-square test

A chi-square test of independence shows that RT leaders are significantly more likely than RT laggards to use AI for the listed TA-related activities.

Finding: AI is mainly used for content creation in talent acquisition

About two-thirds of HR professionals use AI to write job descriptions (65%) and create interview questions (67%), making content generation the primary application. Fewer organizations apply AI to candidate communications (43%), resume filtering (44%), sourcing (36%), or automated note-taking (34%).

This indicates that while AI is widely adopted for generating content, its use in decision-making, candidate engagement, and workflow automation is limited, suggesting untapped potential for enhancing efficiency and candidate experience.

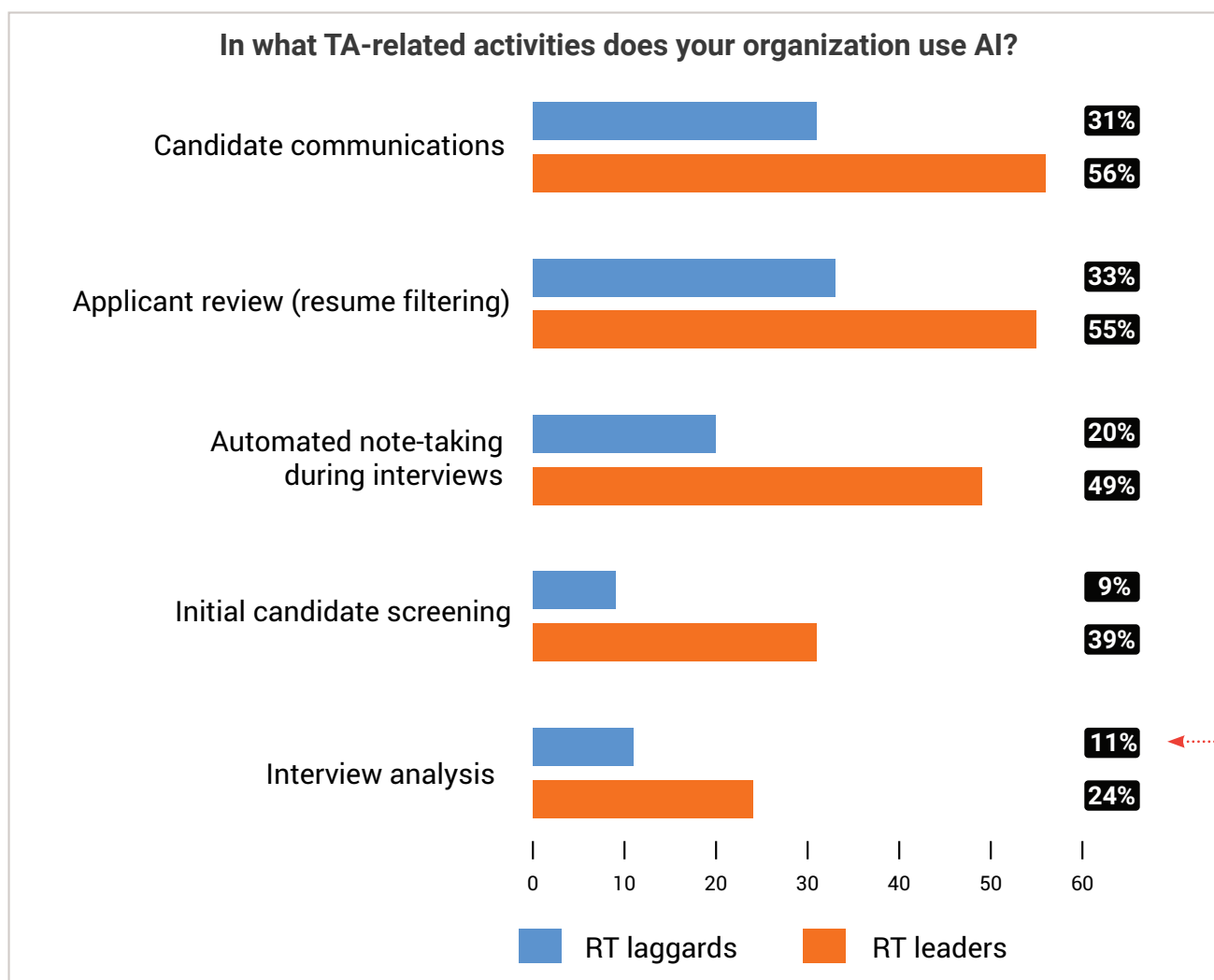
In what TA-related activities does your organization use AI? (select all that apply)





Finding: Leaders use AI across a broader range of recruitment activities

Recruitment tech leaders apply AI to candidate communications (56% vs. 31%), resume filtering (55% vs. 33%), automated notetaking during interviews (49% vs. 20%), initial candidate screening (39% vs. 9%), and interview analysis (24% vs. 11%) at far higher rates than laggards. This shows that leaders leverage AI not just for administrative tasks but also for decision support and candidate engagement, whereas laggards remain limited in AI application, potentially slowing hiring efficiency and reducing insight-driven decision-making.



Only 11% of laggards use AI for interview analysis

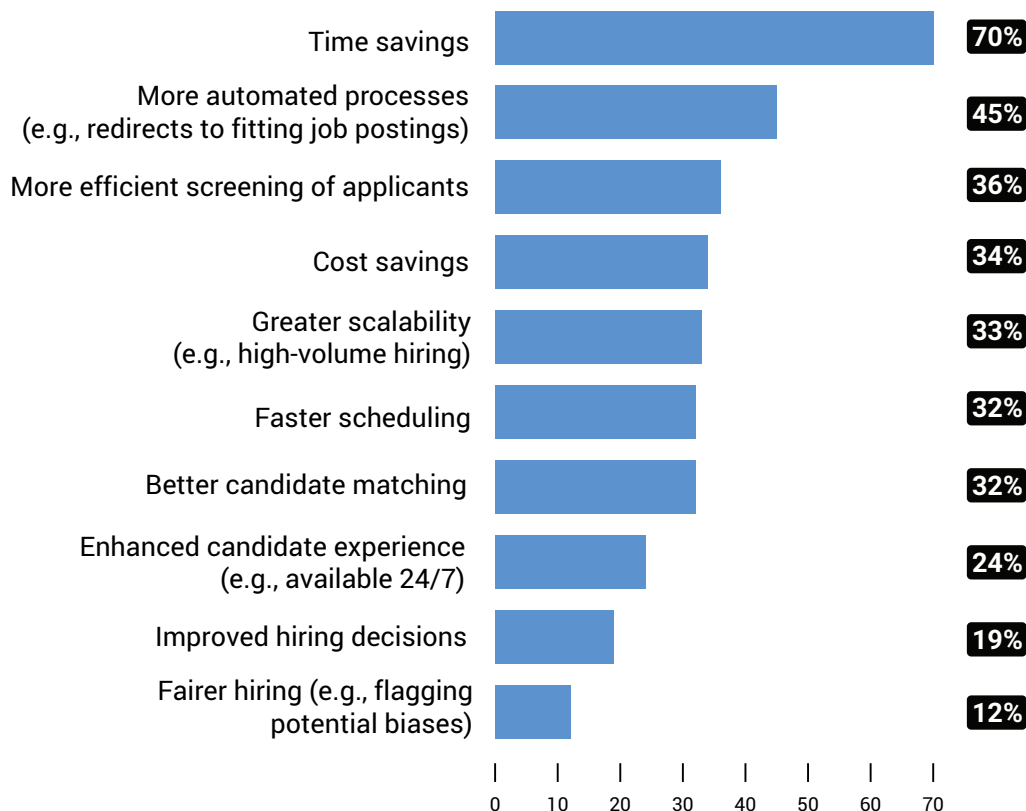


Finding: Time saving is the primary benefit of AI in recruitment

About 70% of HR professionals report that AI saves time, making it the most recognized benefit. Other commonly cited advantages include more automated processes (45%) and more efficient applicant screening (36%). Benefits such as better candidate matching (32%), cost savings (34%), and greater scalability (33%) are recognized by about one-third of organizations.

While AI offers clear operational benefits, its limited adoption and primary focus on content creation mean that many organizations are not yet leveraging AI to achieve strategic advantages such as improved hiring quality, candidate engagement, or fairness.

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



Time savings is the top benefit of AI, noted by nearly 70% of HR professionals



Finding: Depersonalization remains a concern about AI usage

About 58% of HR professionals cite risk of bias in AI systems as a top concern, followed by depersonalization of the recruitment process (51%) and legal risks such as noncompliance (50%). These have remained the top concerns over the past two years. Inaccuracy (43%) and low trust in AI-driven decisions (38%) are also notable concerns. These concerns help explain why most organizations use AI only to some extent and primarily for content generation rather than decision-making or candidate engagement.

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



Almost three-fifths of HR professionals worry about bias in AI recruitment tools



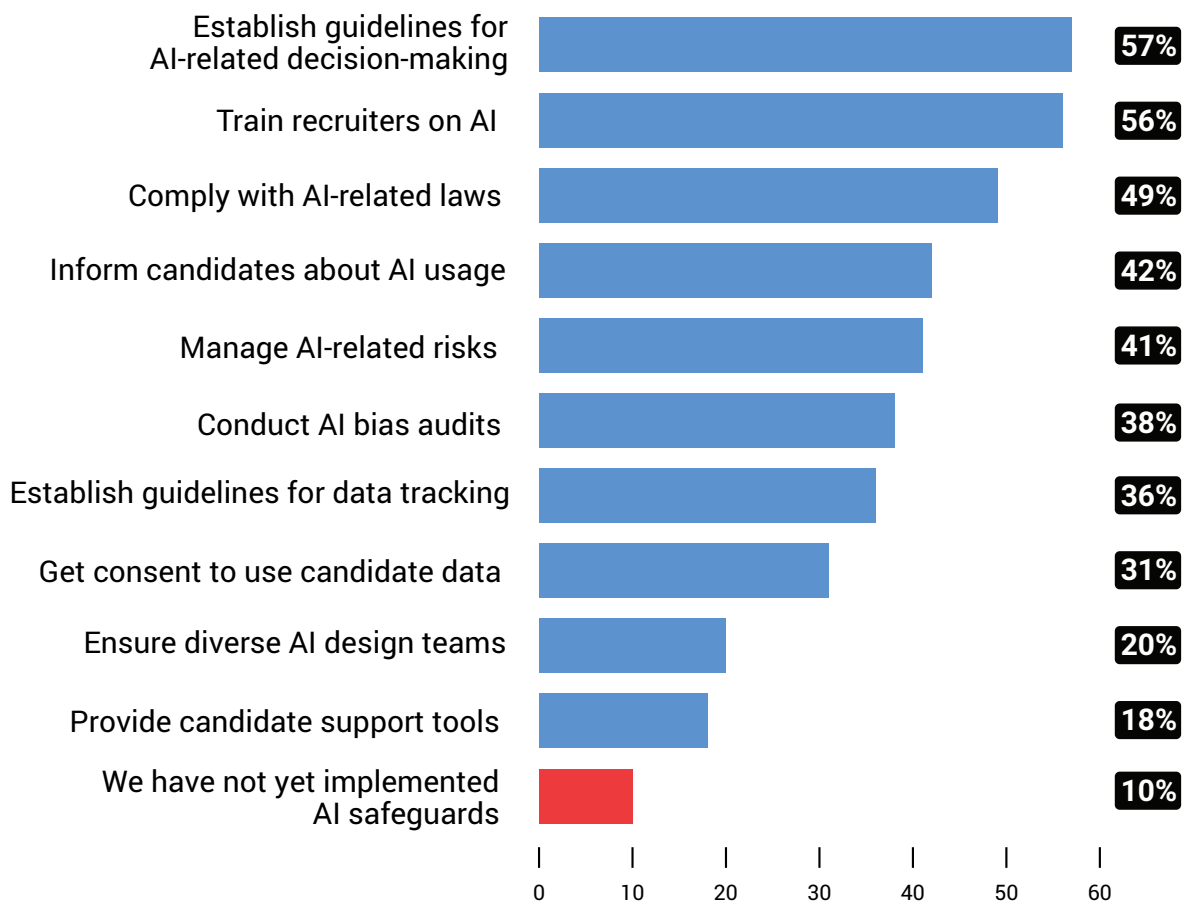
Finding: Guidelines and training are the top safeguards for AI use in recruitment

About 57% of HR professionals identify establishing guidelines for AI-related decision-making as the most important safeguard, followed by training recruiters on AI (56%) and complying with AI-related laws (49%). Informing candidates about AI usage (42%) and conducting AI bias audits (41%) are also widely recognized. Fewer prioritize guidelines for data tracking (36%), candidate consent (31%), diverse AI design teams (21%), or candidate support tools (18%). The lack of emphasis on diversity in AI design teams may partly reflect the broader slowdown and pushback on DEIB-related initiatives, with some [organizations deprioritizing](#) DEIB in response to the political climate surrounding the issue.

Only 10% report they have not yet implemented safeguards. Emphasizing these safeguards can help overcome the limited adoption of AI and address top concerns such as bias, depersonalization, and low trust, creating a foundation for more effective and responsible use of AI in recruitment. Failing to implement safeguards may also carry legal risks, including potential violations of [employment](#), [anti-discrimination](#), and [data privacy laws](#), which could result in regulatory penalties, litigation, or reputational damage.



In your opinion, which five safeguards are most important to the successful use of AI in recruitment with your organization? (select up to five)



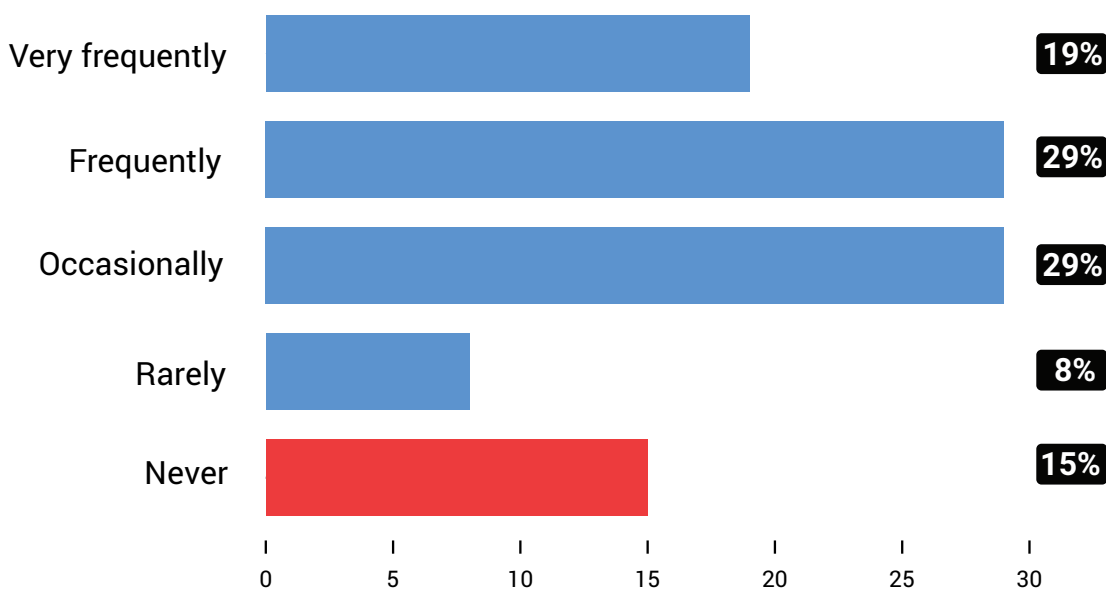
Almost three-fifths prioritize establishing AI decision-making guidelines



Finding: Over three-fourths say candidates use generative AI in the application process at least occasionally

About half of HR professionals report encountering candidates who use generative AI tools frequently (29%) and very frequently (19%). Fewer report rare usage (8%) or never (15%). This indicates that generative AI is becoming a common tool for applicants, affecting resumes, application materials, and assessments. HR professionals may need to adapt evaluation processes and provide training to assess AI-assisted materials fairly while maintaining hiring standards.

In the past 12 months, please estimate how often your organization has encountered candidates using generative AI tools (e.g., ChatGPT, Gemini) to assist with resumes, application materials, or assessments?



Nearly 40% encounter candidates using generative AI frequently or very frequently

HRRI Strategic Recommendations

Based on our findings, we have the following suggestions:

- Pilot AI agents for low-risk tasks such as interview scheduling, resume filtering, automated note-taking, and routine candidate communications to gradually build trust and expertise.
- Integrate AI into candidate sourcing, initial screening, and engagement processes to reduce administrative workload and improve efficiency.
- Develop and communicate clear AI policies including decision-making guidelines, bias monitoring, and transparency measures to ensure compliance and maintain trust.
- Conduct regular training sessions for recruiters on AI tools, including practical exercises on interpreting AI outputs, detecting errors, and mitigating bias.
- Monitor candidate use of generative AI in resumes, assessments, and application materials, and adjust evaluation criteria to fairly assess AI-assisted submissions.
- Use AI analytics to track recruitment metrics such as time savings, applicant screening efficiency, and candidate engagement, and refine processes based on insights.



Future-Focused TA Strategies



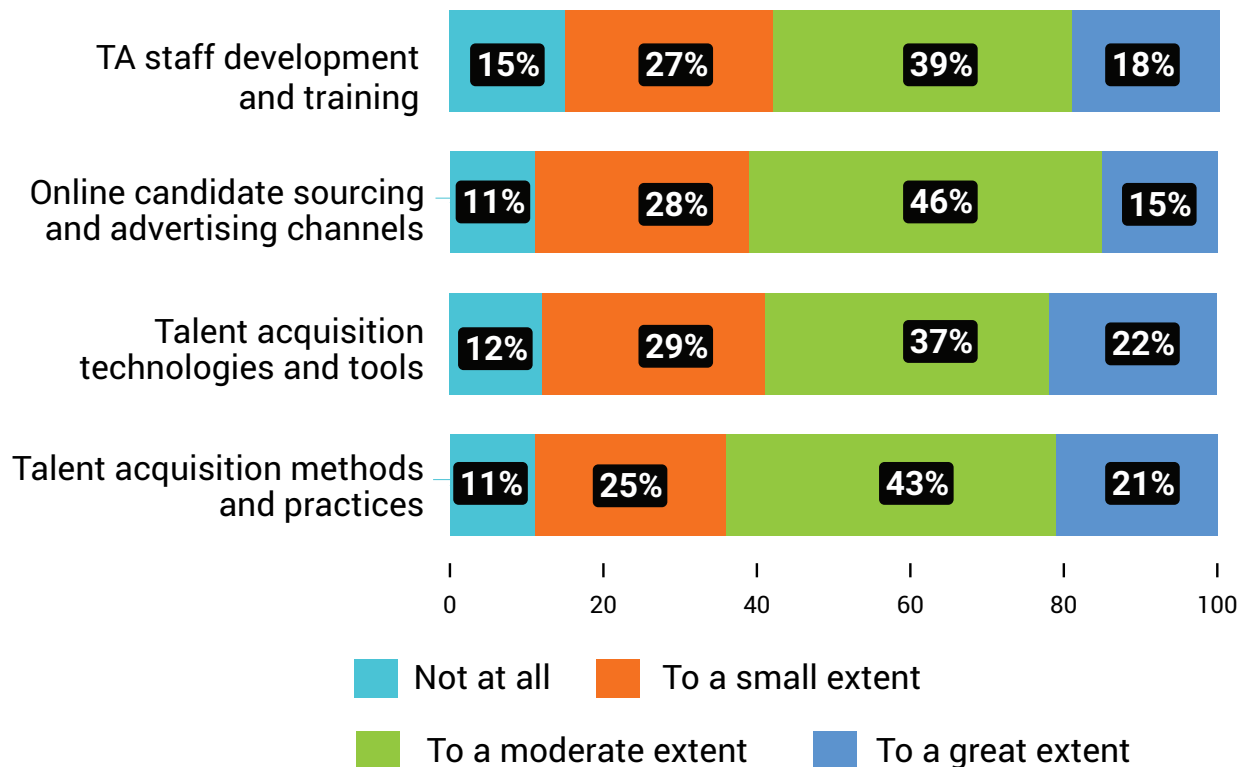
Finding: Organizations plan moderate to strong investment in TA practices and technologies

Most organizations plan at least moderate increases across all four areas, with online candidate sourcing (46% moderate, 15% great) and TA methods and practices (43% moderate, 21% great) leading the way. Investment in TA technologies and tools also looks strong, with 59% expecting moderate or great increases. Staff development is slightly lower, but still, more than half (57%) anticipate moderate or great increases.

Strengthening TA methods and practices supports more consistent and engaging hiring processes, enhancing both hiring manager satisfaction and candidate experience. Investment in TA technologies and tools promises efficiency gains through automation and improved data-driven decision-making, potentially reducing costs over time. Meanwhile, continued focus on staff development builds deeper recruitment expertise and adaptability, contributing to better onboarding and longer-term employee retention. Together, these investments position talent acquisition as a more agile and strategic function that can better align with future business priorities and labor market dynamics.



To what extent are you planning on increasing resources or focus in the following areas over the next two years?



Nearly three-fifths plan at least a moderate increase in online sourcing and advertising



Finding: Candidate experience, analytics, and operational efficiency drive TA technology priorities

About 65% of HR professionals consider candidate experience the most important capability when selecting TA technologies, followed by efficiencies and optimizations (58%) and analytics/tracking (59%). Integration with other systems (55%), talent attraction and employer branding (51%), and identification of best candidates (52%) remain key priorities.

These priorities align with planned increases in resources for TA methods, technologies, and online sourcing, highlighting that organizations are focusing investments on improving candidate experience and operational effectiveness while exploring AI and mobile tools to support these goals.

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



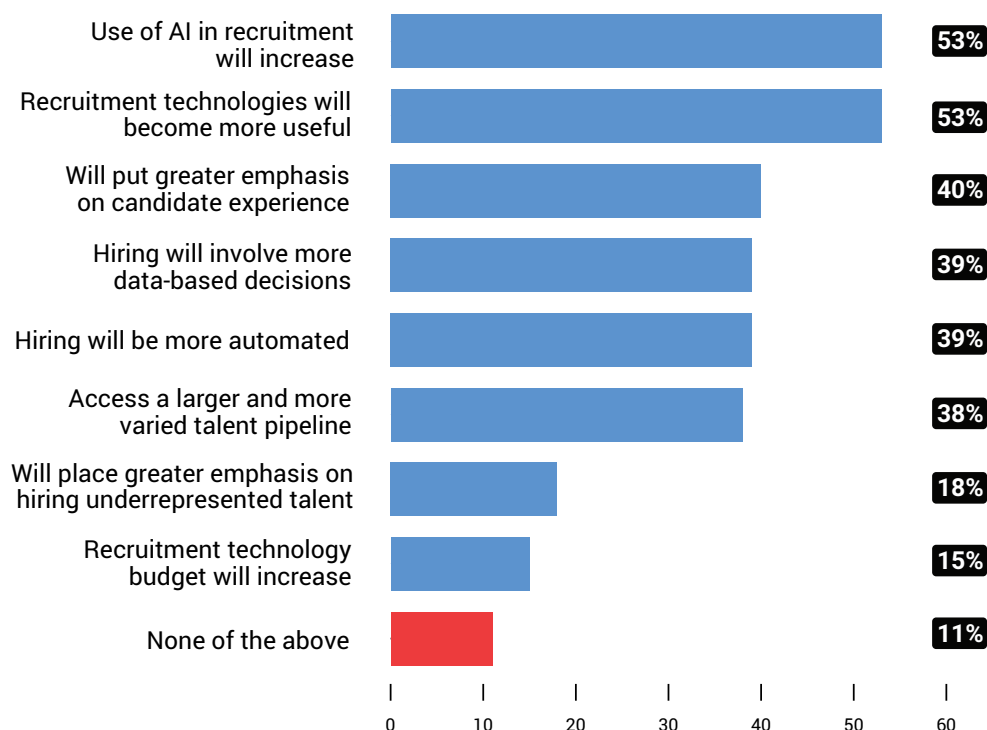


Finding: AI adoption, utility of recruitment tech, and emphasis on candidate experience are expected to rise

About 53% of HR professionals expect AI use in recruitment to increase, and that recruitment technologies will become more useful. Greater emphasis on candidate experience is expected by 40%, while more automated hiring (39%) and data-driven decision-making (39%) are also anticipated. Similar proportions expect access to a larger and more varied talent pipeline (38%). Fewer organizations plan to emphasize hiring underrepresented talent (18%) or increase recruitment budgets (15%), and 11% do not expect any of these changes. These expectations build on current trends where AI adoption remains moderate and TA technologies are primarily focused on efficiency and candidate engagement, suggesting organizations plan gradual expansion rather than immediate transformation.



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



Over half of organizations expect AI use in recruitment to grow in the next two years

HRR Strategic Recommendations

Based on our findings, we have the following suggestions:

- Conduct a TA gap analysis to identify which methods and technologies will deliver the greatest impact and allocate resources toward those areas first.
- Prioritize technologies that improve candidate experience and operational efficiency within current budgets, ensuring they integrate seamlessly with ATS, CRM, and analytics platforms.
- Invest in targeted recruiter training on AI tools, mobile platforms, and advanced sourcing techniques to maximize adoption and effectiveness.
- Pilot emerging sourcing and advertising channels such as talent communities, job aggregators, and social recruiting, tracking engagement and application completion rates.
- Establish performance metrics and dashboards to monitor time-to-hire, candidate engagement, AI adoption outcomes, and workflow efficiency, adjusting investments based on results.

Key Takeaways

Key Takeaway 1

Audit and optimize your TA technology for better outcomes. Most TA technology stacks deliver average value. Conduct a full audit of ATS and related tools to identify underutilized features, integration gaps, and redundant platforms, ensuring each system contributes effectively to recruitment goals.

Key Takeaway 2

Expand adoption of advanced recruitment tools. Applicant tracking systems dominate adoption, but advanced tools like recruitment analytics, video interviewing, and skills assessments remain underused. Piloting these tools can strengthen decision-making, improve the quality of hire, and enhance overall hiring efficiency.

Key Takeaway 3

Integrate AI into broader recruitment processes. AI adoption is moderate and mainly used for content creation. Integrate AI into candidate sourcing, initial screening, engagement, and workflow automation to reduce administrative workload and improve consistency across hiring processes.

Key Takeaway 4

Leverage AI to improve efficiency and hiring quality. Time savings is the primary benefit of AI. Expand usage to enhance candidate experience, improve quality of hire, and use predictive analytics to anticipate retention risks and identify high-potential candidates early.

Key Takeaway 5

Prioritize candidate experience and operational efficiency. Candidate experience and efficiency are top priorities when selecting TA technologies. Align technology investments with business goals, ensure smooth integration with existing systems, and train recruiters to use analytics and AI tools to drive measurable outcomes.

Key Takeaway 6

Tailor strategies for hard-to-fill and senior roles. Senior-level and high-complexity positions take the longest to fill. Develop proactive sourcing strategies, create talent pipelines, and apply predictive hiring analytics to reduce time-to-fill while maintaining quality.

Key Takeaway 7

Maximize mobile engagement across the candidate journey. Mobile optimization is common but uneven. Ensure all applications are fully mobile-friendly, implement texting and alerts for scheduling, and pilot advanced tools like chatbots and mobile apps to enhance engagement and completion rates.

Key Takeaway 8

Address AI risks to build trust and compliance. Concerns about bias, depersonalization, and compliance slow adoption. Develop clear AI policies, conduct bias audits, provide recruiter training, and educate candidates on AI usage to foster trust and responsible implementation.

Key Takeaway 9

Improve recruitment measurement and analytics. Retention metrics are better tracked than efficiency or cost indicators. Use standardized dashboards and structured post-hire evaluations to monitor time-to-fill, cost-per-hire, quality of hire, and integration outcomes for data-driven decisions.

Key Takeaway 10

Invest strategically in TA practices, technologies, and people. Organizations plan moderate to strong investment in TA methods, tools, and staff development. Prioritize targeted training, pilot programs for AI and mobile tools, and continuous process improvements to support gradual and effective transformation.



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