

Hype Cycle for Talent Acquisition Technologies, 2023

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Initiatives: [HR Technology Strategy, Transformation and Management](#); [Recruiting](#)

This research informs recruiting leaders who support talent acquisition technology decisions about the latest technological innovations on the market. Insights into the maturity of key technologies will help prioritize investments in a time of relative uncertainty.

More on This Topic

This is part of an in-depth collection of research. See the collection:

- [2023 Hype Cycles: Deglobalization, AI at the Cusp and Operational Sustainability](#)

Strategic Planning Assumption

By 2025, the recruiting technology landscape will further consolidate, with 20% fewer point solution vendors in the marketplace.

Analysis

What You Need to Know

Ever-changing priorities in the recruiting function call for a continuous review of the technology landscape and consideration of new technologies. This need is further compounded by the noise of hundreds of offerings, spanning close to 50 subcategories of technology in the space.

Based on the sheer volume of providers, prolific marketing and a quickly evolving landscape, most HR leaders supporting talent acquisition (TA) technology struggle to know what capabilities are available and how they're evolving beyond the hype. In its debut year, this 2023 Hype Cycle for Talent Acquisition Technologies provides greater clarity and offers a point of view on how the recruiting technology market is responding to innovation trends such as generative AI. GenAI, alongside other AI models, form the majority of technologies represented in the Innovation Trigger phase.

This year's highlighted themes include:

- While AI is not altogether new to recruiting, AI-enabled technologies dominate the entire length of the rising Innovation Trigger slope, including:
 - Generative AI in recruiting
 - AI-enabled interview intelligence
 - AI-enabled skills management
 - AI-enabled candidate sourcing
 - AI-enabled recruitment marketing
- Labor market intelligence and internal talent marketplace both reach the Peak of Inflated Expectations as their tremendous potential is realized and calibrates against reality.

The Hype Cycle

Recruiting consistently ranks among the top domains for HR investment, including people and technology. With so much investment flowing into recruiting, leaders must grasp where these investments are trending, what's fueling that trajectory and what their competitors may be leveraging above and beyond their own organization's capabilities.

HR leaders responsible for TA technology should use this Hype Cycle to:

- Stay ahead of potential competitors for talent by anticipating innovative technologies — rather than reacting to them — to successfully transform the recruiting function.
- Determine the best fit and mix of emerging and more established technologies to pilot, reexamine or scale to successfully transform the recruiting function.
- Better understand the dynamics of the vendor landscape (including ongoing vendor consolidation) for these technologies to optimize investment plans.

Talent acquisition technology is a particularly important area to monitor for strategic opportunities: Gartner's CHRO Survey identified lack of the right HR technology as the top barrier preventing HR restructuring efforts from improving impact.¹ To meet their demanding and continuously evolving hiring needs, recruiting leaders must rely on a portfolio of mature as well as emerging capabilities that balance the need for operational excellence, an engaging candidate experience and digital innovations. For this timely reason, Gartner has released this first-ever Hype Cycle dedicated to recruiting technologies.

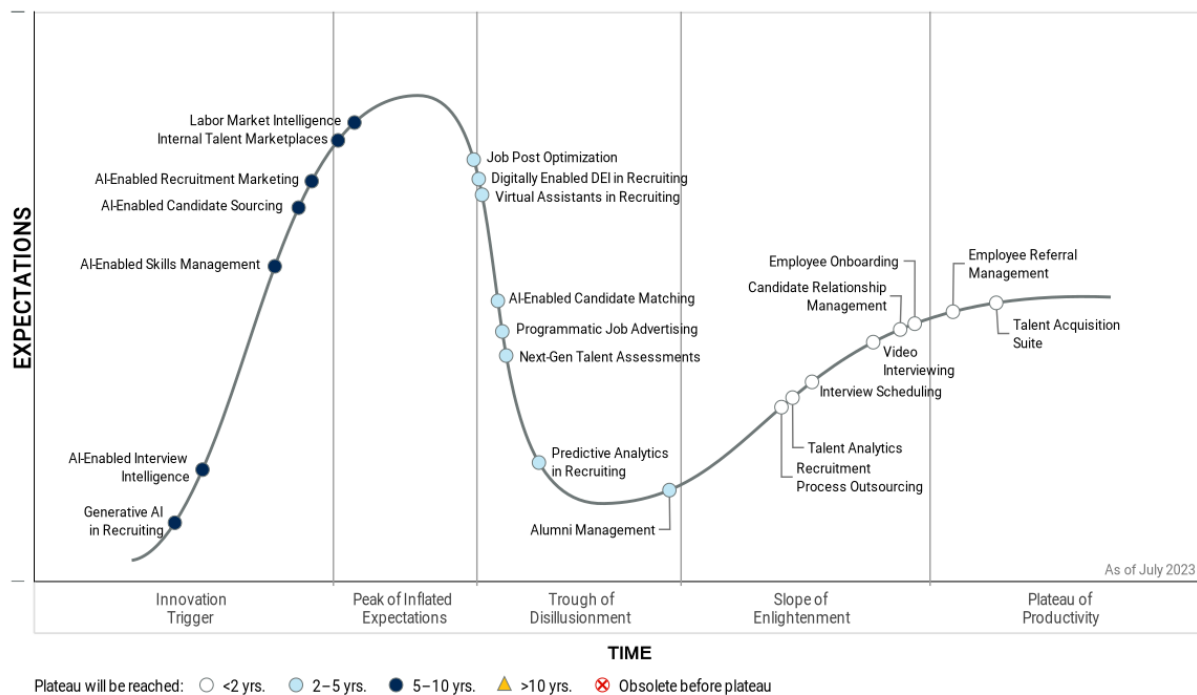
Examining the Hype Cycle, we observe:

- Technologies to the left of the Hype Cycle reflect the emerging trends that should be on a recruiting leaders' radar to investigate or pilot.
- A cluster of hyped technologies promise numerous and transformative benefits but have yet to demonstrate successful and scalable organizational adoption.
- A number of technologies are heading toward the bottom of the Hype Cycle as we monitor for signs of struggle to continue demonstrating the expected benefits well into maturity.
- A healthy number of tried-and-true technologies on the right side of the trough continue to demonstrate maturity and ability to scale, and generate return on investments.

The 2023 Hype Cycle for Talent Acquisition Technologies distills the variety of research insights, best-practice examples, emerging technologies and applied frameworks that Gartner profiles each year into a succinct set of highly relevant recruiting technologies. For each technology, we describe its potential transformational benefits, market penetration and maturity, and provide guidance for successful adoption. These technologies span the full spectrum of the recruiting funnel, from top-of-funnel talent attraction and sourcing capabilities to engaging candidates early in the process, selecting applicants to prioritize, and interview, and finally, hiring, onboarding and mobilizing new hires.

Figure 1: Hype Cycle for Talent Acquisition Technologies, 2023

Hype Cycle for Talent Acquisition Technologies, 2023



Gartner

Source: Gartner (July 2023)

The Priority Matrix

The Priority Matrix groups included technologies in terms of their potential level of benefit and the number of years until they reach mainstream adoption. For example, generative AI will transform recruiting by increasing automation possibilities and enabling greater personalization throughout the recruiting funnel, particularly for (but not limited to) recruiters. Internal talent marketplaces support new, agile ways of working. They impact how employees find work and growth opportunities, how managers and project managers find and use talent, and how staffing and personnel budget decisions are made.

Gartner has assigned a benefit rating to each technology according to the expected outcome of its deployment in the majority of cases. Thus, for example, we believe investing in job post optimization will offer a moderate benefit, but it might be of transformational (or other) benefit in some cases for particular organizations.

All of the technologies in this Hype Cycle have been included because Gartner has identified them as being important and potentially interesting to recruiting and related application leaders who are transforming talent acquisition.

Table 1: Priority Matrix for Title not defined

(Enlarged table in Appendix)

Benefit ↓	Years to Mainstream Adoption			
	Less Than 2 Years ↓	2 - 5 Years ↓	5 - 10 Years ↓	More Than 10 Years ↓
Transformational			Generative AI in Recruiting Internal Talent Marketplaces	
High	Candidate Relationship Management Employee Onboarding Employee Referral Management Talent Acquisition Suite Talent Analytics	Digitally Enabled DEI in Recruiting Virtual Assistants in Recruiting	AI-Enabled Candidate Sourcing AI-Enabled Skills Management Labor Market Intelligence	
Moderate	Interview Scheduling Recruitment Process Outsourcing Video Interviewing	AI-Enabled Candidate Matching Alumni Management Job Post Optimization Next-Gen Talent Assessments Predictive Analytics in Recruiting Programmatic Job Advertising	AI-Enabled Interview Intelligence AI-Enabled Recruitment Marketing	
Low				

Source: Gartner (July 2023)

On the Rise

Generative AI in Recruiting

Analysis By: Hiten Sheth

Benefit Rating: Transformational

Market Penetration: Less than 1% of target audience

Maturity: Emerging

Definition:

Generative AI technologies can generate new derived versions of content, strategies, designs and methods by learning from large repositories of original source content. Generative AI has profound business impacts, including on content discovery, creation, authenticity and regulations; automation of human work; and customer and employee experiences. In recruiting, GenAI leverages large language models to generate outputs such as contextualized job descriptions and candidate outreach messages.

Why This Is Important

GenAI techniques, including large language models, are rapidly expanding. In recruitment, companies are testing it to generate real-time personalized job descriptions, outreach messages, and marketing content. Additionally, it powers virtual assistants and chatbots, enabling interactive communication. Recruiting leaders see its benefits in providing tailored content and elevating candidate experience. They exercise caution as it relates to the potential for fake candidates, bias or wrong information.

Business Impact

To start with, generative AI in recruitment will primarily focus on text generation. By enabling personalized and contextually relevant job descriptions, recruiting/onboarding content, and candidate communication, Generative AI built on top of large language models can enhance recruiter efficiency, enhance talent attraction and engagement, and improve quality of hires.

Drivers

- Accelerating hype — The hype around generative AI is accelerating, and HR leaders are showing curiosity and interest in potentially experimenting with these tools.

- Vendor attention — HR technology vendors — especially in the recruitment space — have either started or, are potentially planning to, integrate generative AI techniques into their solutions. This will allow HR functions to gain access to and take advantage of GenAI features through applications such as CRM, ATS, HCM Suites or point solutions.
- Efficiency enhancement — Recruitment leaders view generative AI's capabilities — such as generating contextualized job descriptions or notification templates and summarizing résumés — as a means to boost productivity.
- Content generation — Recruiters find large-language-model-enabled content creation attractive in recruitment as it enables them to create contextual recruitment content, which drives personalized experiences for candidates and employees.

Obstacles

- Regulatory challenges — Generative AI development and usage, especially related to personal and employee data, may be hindered by regulations.
- Accuracy — The text generated by generative AI is sometimes inaccurate and, therefore, must be monitored.
- Bias amplification — Generative AI has the potential to perpetuate human biases if the training data contains discriminatory patterns.
- Fake candidate data — Generative AI, when used for nefarious purposes like generating fake candidate profiles, can burden recruiters workload or lead to bad hires.
- Subpar providers — Some providers may build or infuse subpar generative AI solutions into their products to keep pace with the current hype. Therefore, HR leaders may not use or benefit from the true potential of mature generative AI solutions.
- Expectation gap — Organizations may inflate expectations of use cases and value drivers for applying generative AI versus the reality, leading to deflated motivations for its future exploration in HR.

User Recommendations

- Investigate how generative AI benefits your function, industry or sector. Determine initial use cases where you can rely on purchased capabilities or collaborations with trusted vendors to introduce generative AI capabilities.

- Examine and quantify the advantages and limitations of generative AI in improving candidate experience and recruitment service delivery. Use it first to improve an existing process.
- Work closely with current recruitment technology vendors to understand how they are bringing generative AI capabilities in their product roadmap.
- Prioritize vendors who promote the responsible deployment of models by publishing usage guidelines, enforcing those guidelines, documenting known vulnerabilities and weaknesses, and proactively disclosing harmful behavior and misuse scenarios.
- Ensure ethical and legal compliance to prevent employees from using any inaccurate or biased data that may be provided by generative AI and put guardrails for the future.

Gartner Recommended Reading

[Quick Answer: Can ChatGPT be Used in HR?](#)

[Current State of Generative AI: HR Leader Perspective](#)

[Innovation Insight for Generative AI](#)

[Board Brief on Generative AI](#)

[ChatGPT Research Highlights](#)

AI-Enabled Interview Intelligence

Analysis By: Jackie Watrous, Hiten Sheth

Benefit Rating: Moderate

Market Penetration: 1% to 5% of target audience

Maturity: Emerging

Definition:

Interview intelligence tools are new to the market. These solutions often leverage natural language processing and machine learning to transcribe video interviews and compare interview highlights across candidates. They also aim to improve interviewer skills through guidance and coaching before, during and after the interview. This strategy can promote equity by providing better objective insight and feedback rather than relying on inadequate interviewer notes and memory.

Why This Is Important

Interviews are a critical piece of the selection process where hiring teams engage a candidate to assess job, skill and culture fit. However, this approach often relies on business partners who do not interview often or are doing it “off the side of their desk” with little preparation, which can lead to unreliable results and poor hiring decisions. These solutions provide interviewers with interviewing guidance before, during and after the interview, along with candidate analysis.

Business Impact

By leveraging AI, ML and NLP, these platforms can significantly improve the efficiency and accuracy of the interview process, ultimately reducing costs and enhancing the overall candidate experience. It also surfaces valuable candidate analysis and insights, enabling hiring teams to make better, data-driven hiring decisions. Last, candidates benefit from a prepared interviewer and a structured interview.

Drivers

- Increase engagement between interviewer and candidate, and promote collaboration among hiring team members.
- Improve confidence in hiring decisions as hiring teams use the platform to review interview highlights and make informed comparisons between candidates.
- Guide and coach interviewers to improve their interview performance.
- Provide candidates with a personalized, engaging and well-structured interview session.
- Elevate the hiring process, making it faster, more equitable and higher quality.
- Hiring teams can use the data captured to share silver medalist candidates with other team areas for alternative consideration.

Obstacles

- Interview intelligence will require significant change management to ensure successful adoption, including revised interview processes.
- These tools will work best with video-based interviews and will need to discuss with vendors how the solution will support other mediums, such as phone or in-person interviews.
- Quality of candidate and job description data will affect the accuracy of the insights generated.
- Leaders must partner with their IT team during vendor selection to ensure there is an established integration with their applicant tracking system (ATS).
- The organization must consider security and privacy needs. Storage of candidate data must adhere to all local privacy regulations. These data protection regulations typically refer to candidate consent for processing, storing and retaining data.

User Recommendations

- Assess how interview intelligence fits into your overall talent acquisition strategy, and clearly identify your business objectives before investing.
- Carefully evaluate which features you need in this space during vendor selection; some solutions offer interview intelligence alongside video interviewing and automated interview scheduling; some vendors include interview intelligence as part of their suite or platform offerings.
- Prioritize security and privacy requirements during vendor selection by evaluating vendors' data protection policies, how and where candidate data is collected, and vendors' auditing practices.
- Ask vendors for details regarding the integration with your ATS, including ability to pass résumés and/or link back to the full candidate profile. Seamless integration to your ATS, which manages the overall candidate workflow, is especially important to achieve efficiency.

Sample Vendors

BrightHire; Phenom People; Pillar

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Ignition Guide to Designing a Virtual Interview](#)

[Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience](#)

AI-Enabled Skills Management

Analysis By: Helen Poitevin

Benefit Rating: High

Market Penetration: 1% to 5% of target audience

Maturity: Emerging

Definition:

AI-enabled skills management is a foundational capability within talent and day-to-day work contexts that applies natural-language processing, knowledge graphs and other AI techniques to build a dynamic representation of skills data. It is used to automate skills inference for people, content, work tasks, career paths and jobs.

Why This Is Important

Skills are described as the new currency for talent. They are a foundational element for managing the workforce within any industry. Improved and automated skills detection and assessment allow for significantly greater organizational agility. In times of uncertainty, or when competition is fierce, organizations with better skills data can adapt more quickly and be more dynamic in acquiring and deploying talent.

Business Impact

Properly architected and deployed AI-enabled skills management improves the following:

- Productivity and capacity utilization when used to prioritize and distribute work assignments.
- Quality of hire when used to match internal and external candidates to open positions.

- Strategy execution when used to support continuous strategic workforce planning activities.
- Impact of reskilling and upskilling initiatives when used to automate learning and career path recommendations.

Drivers

Although adoption progress is somewhat hampered by data complexity and technical constraints, interest in AI-enabled skills management has increased due to the following:

- The increasing pace of degradation of skills within roles and emergence of new roles.
- Geopolitical and other disruptions increase uncertainty for many organizations. This drives the need for more visibility into skills in order to plan and respond effectively.
- Digital transformation and automation efforts that change the skills footprint in many professions.
- The impact of AI and automation on jobs, and the use of skills models to forecast further impacts.
- Increasing use of AI in matching talent to job opportunities in talent acquisition systems and internal talent marketplaces.
- Changing hiring patterns from location-based to skills-based for many types of roles in many geographies.
- Tight labor markets where organizations can benefit from tapping into AI-enabled and skills-based labor market insights in support of recruiting and workforce planning efforts.
- Increased demand for using skills data to automatically tag and recommend learning content.
- Increased need for visibility into skills and knowledge in order to more easily find and connect with experts across teams in hybrid work environments.
- Improvement in availability and maturity of graph techniques and technologies.
- Improvement in natural language processing techniques to automatically detect and infer skills data in unstructured text, in multiple languages.

Obstacles

Technical and organizational obstacles include:

- Access to sufficient data about what work is done, to better codify skills. Data from HR systems is often low in detail. Internal data is often difficult to access and is inconsistent.
- Insufficient progress in natural language processing techniques for skills and proficiency inferences across highly varied datasets.
- The amount of processing power needed for the most detailed and complete skills ontologies.
- Standards and language to describe the same skill varies significantly across contexts.
- Skills data can be complex to visualize and analyze.
- Too many skills approaches from too many providers, and difficulties in sharing data and models across systems.
- Readiness to think of jobs and the organization of work in terms of skills.
- Fear that the skills inferences show inaccurate information. Desire to more tightly control the validation and assessment of skills.
- Attachment to existing, and less-detailed, competency frameworks.

User Recommendations

Application leaders transforming HCM should:

- Identify data sources that can be used to enhance skills detection and inference. This is essential if you are building your own skills graph. This is also important if you are working with a provider with their own skills ontology, who also allows you to add organization-specific skills and knowledge.
- Plan on leveraging AI to identify, infer and track skills instead of relying on competency libraries or time-consuming manual skills updates. Plan how employees can interact with skills data to improve quality over time.

- Leverage labor market analytics with in-depth skills analysis and forecasts to enhance and improve your strategic workforce planning efforts. Use this data to benchmark internal skills forecasts against broader market trends.
- Check your current vendor roadmaps for inclusion of skills data in their platforms across HR domains, and their use of AI.

Sample Vendors

Eightfold AI; Gloat; JANZZ.technology; Lightcast; Phenom; Reejig; retrain.ai; SkyHive; TechWolf; Visier

Gartner Recommended Reading

[Innovation Insight for AI-Enabled Skills Management](#)

[Future of Work Reinvented: Shifting Talent and Skills](#)

[Workforce Planning — How to Use Technology to Support Planning Processes](#)

[Video: How to Best Assess HCM Technology Providers' AI Capabilities](#)

AI-Enabled Candidate Sourcing

Analysis By: Rania Stewart

Benefit Rating: High

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Leveraging AI to source outbound talent from social search is in high demand, particularly for experienced, professional roles. As a complement to traditional sourcing providers, these tools leverage skills inference and matching AI to find and engage high-demand, passive (not actively job-seeking) candidates with specialized skills and backgrounds that you would not have otherwise identified.

Why This Is Important

Identifying viable talent that may be a good fit for new or high-demand roles is difficult, expensive and time-consuming for the recruiting function. Job boards are for active job seekers. Programmatic job advertising is more targeted in its approach, but still for active, inbound job seekers. AI-enabled candidate sourcing plays a vital and unique role in sourcing qualified passive talent that isn't currently seeking opportunities.

Business Impact

Because sourcing qualified talent is difficult and time-consuming, it can have a negative effect on key metrics, like cost of hire, time to hire and quality of hire. AI-enabled candidate sourcing can help decrease spending with traditional sourcing vendors. It can drive better business outcomes by surfacing those hard-to-find candidates with the right qualifications. The AI algorithms can also ensure the profiles sourced reflect a diverse slate.

Drivers

- **Improved pipeline diversity:** AI-enabled candidate sourcing is good at inferring skills that a person has (to match against the job's requirements), and can also provide intelligence on demographic information, such as gender or race. A key driver is to inject greater diversity of all kinds into your recruiting funnel from the start.
- **Less emphasis on mandatory requirements:** Recruiters and hiring managers want to know who can do the job. Who has the skills? Sometimes hard education requirements or tenured experience requirements are more arbitrary than not, in addition to severely limiting in reaching a greater swath of potentially capable candidates who can do the job.
- **Centralized sourcing dashboard:** Scattered and disparate candidate sources is a costly challenge. Many providers in this area offer a sourcing dashboard/gateway that can integrate all of your sourcing inputs (e.g., LinkedIn, Indeed, candidate rediscovery from your ATS, current employees or past employees from your core HRIS, etc.) for one-stop recruiter/sourcer searches. This solution includes the net new talent sourced by way of the provider's AI. Sourcers find this aggregation highly valuable.
- **Automated outreach to prospective candidates:** Identification of candidate "prospects" is step one. The next step is reaching out in a personalized and contextualized way as a means of engaging those candidates and turning them into viable candidates to woo through your targeted candidate relationship management campaigns. Some vendors in this space are leveraging generative AI to create first draft emails along these lines. This approach is increasingly becoming a driver of adjacent evolution in this niche space.

Obstacles

- **Risk management:** New regulations on the use of AI in recruiting processes has some legal and compliance teams hesitant to lend their immediate support. This is less the case in preapply versus postapply application (i.e., using AI-enabled candidate matching to prioritize and disposition active applicants). Establishing a process that keeps decision making with the sourcer or recruiter is paramount.
- **Change management:** Process change management is critical when introducing AI-enabled skills matching capabilities to ensure your hiring teams understand their roles in reviewing candidates alongside this technology. Critically, the human must stay in the loop.
- **Resource management:** IT resources may be needed to support integration and implementation depending on the number and kind of other candidate sources you may be funneling into the offering as a means of providing a one-stop-shop sourcing dashboard for your sourcers/recruiters.

User Recommendations

- Assess how AI-enabled candidate sourcing fits into your overall talent acquisition strategy; clearly identify your business objectives before investing.
- Include your legal and/or AI governance teams during vendor selection; ensure the vendor can articulate what data and criterion is used to get to the rankings (most providers will share third-party AI audit results upon request).
- Look for explainable AI whose outcomes are directly shown to recruiters during candidate review, and monthly or quarterly analytics that demonstrate outcomes and evidence of a fair process.
- Identify early-adopter stakeholders to do a pilot rollout. This approach will allow teams to streamline the process and assess whether the AI provides accurate recommendations.
- Change management and training will be most important for successful implementation. When reviewing the new functionality, evaluate how your candidate review process will change. Emphasize human decision making and fair consideration for all candidates.

Sample Vendors

Censia; Fetcher; Findem; hireEZ; humanpredictions; Paycor; Seekout; SilkRoad Technology (Entelo)

Gartner Recommended Reading

[3 Best Practices for Sourcing Underrepresented Talent](#)

[3 Steps to Build a Competitive Talent Sourcing Strategy](#)

[Innovation Insight for AI-Enabled Skills Management](#)

AI-Enabled Recruitment Marketing

Analysis By: Jackie Watrous

Benefit Rating: Moderate

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

AI-enabled recruitment marketing solutions extend the traditional capabilities. AI drives career site personalization and job recommendations based on content views and stores this detail for return visits. Some platforms also include digital assistants to further drive candidate engagement and calls to action. Marketing automation further sustains candidate interest; allowing AI to push the right messages to the right audience at the right time.

Why This Is Important

Organizations continue their focused investment in sourcing, candidate attraction and candidate engagement technology capabilities. AI advancements serve to elevate the candidate experience, giving a personalized view of the content that matters to them most. Further, AI-enabled matching sources public data to curate leads for newly opened job requisitions, improving the ability to identify and convert prospects into qualified candidates.

Business Impact

AI-enabled recruitment marketing solutions communicate your employee value proposition (EVP), giving candidates confidence in company and career fit early in the recruiting process to maximize conversion and sustained interest. Personalized content and job recommendations engage candidates who may not have found a job fit in a traditional career site search. Add lead generation, and these solutions have a significant impact on the quality of your pipeline for current and future roles.

Drivers

- **Find and engage passive candidates:** Organizations looking to have an impact on sourcing and attraction consider AI-enabled recruitment marketing to identify and engage passive candidates who may not have found their organization otherwise.
- **Meet candidate expectations:** Candidates are looking for personalization and best-fit position recommendations beyond what they can find using the traditional keyword and location search on a career site.
- **Do more with less:** Organizations trying to manage a higher volume of open positions with fewer resources require technology solutions that will curate leads and build ready-now pipelines of candidates within new and existing channels.
- **Nurture candidate relationships:** Candidates appreciate targeted campaigns that let them know you are aware of their interests. This provides an early start to the relationship and keeps them engaged pre- and postapplication.

Obstacles

- Resources will be required to develop personalized career site and campaign content that is authentic and meaningful to your targeted talent segments. Overlooking this can damage your brand and adversely impact candidate conversion rates.
- Measuring ROI of these solutions can be difficult without the right baseline data, such as candidate drop off and conversion rates. The ability to show impact will be critical to your continued spend justification.
- Recruitment marketing applications are often layered on top of applicant tracking systems (ATSs), and as a result require seamless integration to maintain a cohesive recruiter and candidate experience.

User Recommendations

- Assess how AI-enabled recruitment marketing fits into your overall talent acquisition strategy and clearly identify your business objectives before investing.
- Circumvent any capacity issues by considering the resources required from your recruiting team, or perhaps from marketing and employer brand teams, to drive content. Some organizations create channel management teams to manage this and other sourcing initiatives.
- If adding this solution on top of your ATS, minimize the disruption of multiple systems by clearly defining the transition process for your recruiting teams. For example, identify the point where the team will shift from the marketing/CRM platform to the ATS, where they will complete the selection process.
- If integrating with an ATS, ensure an effective end-to-end process and data flow, and the ability to generate outcome data by making full use of any integration capabilities.

Sample Vendors

PageUp; Radancy; Recruitics; SmartDreamers; Symphony Talent

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Top 3 Recruiting Technology Macro Trends for 2023](#)

[Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience](#)

At the Peak

Internal Talent Marketplaces

Analysis By: Emi Chiba

Benefit Rating: Transformational

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Internal talent marketplaces (ITMs) are intelligent platforms that match internal or contingent workers to work opportunities without recruiter involvement. They provide personalized recommendations aligned to workers' unique skills and experiences. Opportunities include gigs, time-boxed projects, stretch assignments, mentoring or full-time roles. ITMs offer marketing features, matching algorithms and feedback functionality, while aligning with adaptive organizational design principles.

Why This Is Important

Continued market uncertainty and demand for new skills have made adaptability and resilience critical. Volatility combined with worker demands for increased mobility and development opportunities has led to the adoption of ITMs. ITMs provide organizations with valuable insight into skills and workers equitable insight into available growth opportunities. They are key to enabling adaptability, resilience and experiential learning.

Business Impact

Adopters of ITMs use them to:

- Understand workforces through a different lens — focused on the skills needed, rather than the role.
- Gather skills data and support talent through experiential learning and hands-on opportunities.
- Encourage and track employee development and collaboration in new ways, with a focus on skills.

- Address rapidly changing business priorities, and redeploy or reskill existing employees in order to improve organizational sustainability, while increasing employer brand appeal.

Drivers

- **Business agility and composability:** Agile and composable organizations require more flexible deployment of workers across projects, products and other initiatives. Composable businesses are architected for real-time adaptability and resilience in the face of uncertainty. They need people with learning agility to adapt to changing skills demands. They also need to be able to align a highly networked workforce to the work that needs to get done in a dynamic way.
- **Talent visibility:** HR and other organizational leaders benefit from the data and insights from ITMs to support workforce planning and other talent processes. Team, project and product leaders within organizations benefit from more flexible staffing and improved visibility into talent.
- **Worker demand for growth opportunities:** Deployed correctly, ITMs provide employees and contingent workers with better visibility into work opportunities. They can stretch and build up their skills and experiences in order to grow their portfolio of work and careers.
- **Technology availability:** Hype around the ITM has increased. The market for these platforms consists of human capital management (HCM) suite providers, talent acquisition vendors, learning platforms and specialist point solutions. Maturity in applying AI to detect, infer and map relationships between skills has increased, as has the use of AI techniques to automatically match talent to work opportunities.

Obstacles

Organizational challenges impeding adoption include:

- Lack of cultural readiness for more dynamic and adaptive organizational models and project- or gig-based work.
- Talent hoarding due to fear of lack of resources. Managers may discourage team members from seeking outside opportunities as they only see talent engaging in work for other teams, and fear not having enough talent to get assigned work done on their own team.

- Lack of psychological safety. Workers may not be confident enough to bid on projects or gigs for fear that they will not be selected. Uncertainty can also exist around how performance on projects will impact annual performance reviews.

Data-related challenges include:

- Access to data regarding worker and worker experiences, knowledge and skills.
- Use of organization-specific and more granular skills to enable better matching.
- Difficulties in balancing privacy and the need for a significant amount of talent data to enable better user experiences through more relevant matching.

User Recommendations

- Pilot ITMs within business units that use adaptive or agile organization models, or work with progressive talent management leaders who want to deliver agile skills development.
- Invest in design thinking, work design and workplace ethnography. Allowing workers to bid for projects and gigs, represents a significant change to management practices.
- Inventory current skills ecosystem and data sources to decide what may feed into matches and recommendations in the ITM prior to vendor evaluation.
- Evaluate vendors by assessing user experience, ability to incorporate diverse sources of data and skills ontologies. When evaluating vendors with similar capabilities, prioritize user experience as user adoption is critical to the adoption and success of an ITM.
- Market the ITM, as it gets adopted within your organization, as an essential, growth-focused part of your differentiated employer brand.

Sample Vendors

365Talents; Degreed; Eightfold AI; Fuel50; Gloat; Oracle; ProFinda; SAP; Workday

Gartner Recommended Reading

[Market Guide for \(Internal\) Talent Marketplaces](#)

[Innovation Insight for AI-Enabled Skills Management](#)

Market Guide for Talent Acquisition (Recruiting) Technologies

Future of Work Reinvented: Shifting Talent and Skills

Labor Market Intelligence

Analysis By: Emi Chiba, Rania Stewart

Benefit Rating: High

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Labor market intelligence (LMI) solutions offer external labor market data to serve an organization's strategic workforce planning process and make informed planning, hiring and skilling decisions. Using job postings, publicly available résumés or talent profiles, census data or dynamic skills taxonomies, they provide insight on labor (compensation, unemployment, size/composition of available workforce) and skills trends (supply, demand, availability by location, disappearing/emerging skills).

Why This Is Important

In response to volatile market conditions, organizations rely on strategic workforce planning to align organization strategy and workforce initiatives to ensure the right mix of talent, technologies and employment models. Labor market insights are an essential part of making strategic, data-informed workforce planning decisions at scale. They provide a more complete picture of the relative gaps between talent supply and demand both in and outside of the organization (ideally by blending labor market insights and organizational data simultaneously).

Business Impact

LMI platforms help organizations answer the build, buy or borrow question and enable resiliency and adaptability. They can be especially valuable when introducing new products or expanding into new markets, as they make workforce considerations an active part of business strategy planning. Without LMI, workforce considerations only appear in the later execution phase of the change initiative, rather than planning. This potentially introduces sizable, late-stage risk that can thwart success.

Drivers

- **A need for skills insight both in and outside of the organization:** As the new currency for talent, skills are central to many talent strategies. Without a complete view of skills availability in the greater market or understanding how skills are viewed in the market, organizations cannot adequately plan their own talent strategies.
- **A need for diverse data sources:** LMI platforms use a variety of external data sources to provide insight info, including skills availability based on location or industry, pay and titles associated with certain skills, competitor or industry trends for skills supply, and competition or difficulty in recruiting for certain skills.
- **Strategic workforce planning initiatives:** Labor market insights are vital to strategic workforce planning. Separate strategic workforce planning solutions are a growing market, but many organizations supplement their existing operational workforce planning solutions with LMI platforms.
- **Competitive labor markets that require changing hiring patterns:** To support hiring in competitive or tight labor markets, many organizations are moving from location-based hiring to skills-based, regardless of geography.
- **Tailored, relevant insights:** Improvements in machine learning and natural language processing enable these platforms to take large amounts of unstructured data and automatically detect and contextualize skills across geographies, providing relevant insights unavailable from labor market or economic data alone.

Obstacles

- Labor market insights do not solve workforce planning questions on their own and instead offer a more complete picture of skills and overall labor market availability. On their own, they provide limited utility but are part of a greater set of workforce planning tools. Furthermore, not all organizations need strategic workforce planning and may instead be focused on operational workforce planning or workforce optimization. For those organizations, insights into the broader labor market may not be necessary.
- There is a lack of relevant data. Not all jobs or industries may be represented in publicly available data and can therefore be difficult to track.
- There is limited support for languages or APIs for diverse data sources. Some LMI vendors lack APIs to transfer and combine internal data with external insights. Language support outside of English may be limited, or the language used to describe skills may vary widely.
- Not all LMI providers use AI for dynamic and emerging skills sensing, instead relying on fixed skills taxonomies.

User Recommendations

- Identify the required scope and type of workforce planning activities by engaging with business leaders and executives to review their priorities. Decide whether strategic workforce planning and thus labor market insights are necessary.
- Focus on data sources, skills ontologies, languages and data privacy when evaluating labor market insight platforms.
- Pair labor market analytics with in-depth skills analysis and forecasts to enhance and improve strategic workforce planning efforts. Use this data to benchmark internal skills forecasts against broader market trends.

Sample Vendors

Coresignal; Draup; Horsefly; LaborIQ; Lightcast; LinkedIn; Magnit; People Data Labs; SkyHive; TalentNeuron

Gartner Recommended Reading

[Use Labor Market Intelligence to Make Build/Buy/Borrow Talent Decisions](#)

[Workforce Planning — How to Use Technology to Support Planning Processes](#)

Job Post Optimization

Analysis By: Rania Stewart

Benefit Rating: Moderate

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Job post optimization is the process of using data-driven strategies, techniques and tools to improve the content and format of job postings. Its goal is to attract and engage qualified candidates, increase visibility on job boards and search engines, reduce bias, and improve candidate experience. It also provides an opportunity to advertise and drive the narrative of the overall employee value proposition.

Why This Is Important

Organizations rely on job post optimization to attract top talent efficiently. Job post optimization enables organizations to target and engage qualified candidates effectively, resulting in improved candidate quality, and increased job post visibility. Additionally, it helps organizations create a strong employer brand and communicate their employee value proposition effectively.

Business Impact

Optimized job postings enhance employer brand perception, promote diversity and inclusion, and improve the overall candidate experience. This translates into improved talent acquisition outcomes that elevate candidate quality, reduce time-to-hire and drive cost efficiencies. Transparent and stronger employee value proposition bolsters brand reputation, and enables strong and diverse talent pipelines.

Drivers

- More diverse candidates to apply — By leveraging targeted strategies and inclusive language in job postings, organizations attract a more diverse pool of candidates and drive a more inclusive workforce. Job post optimization uses AI models to augment content to optimize job posts and other outreach with branded, inclusive (unbiased) language. This is one of the clearest examples of bias mitigation in recruiting.
- Clear and compelling job descriptions — Clear and compelling job descriptions can include a clear list of skills needed to be successful in the role, a realistic preview of the job's day-to-day activities, and possible career paths.
- Talent competition — Job post optimization helps organizations stand out in a competitive job market by effectively showcasing their open positions.
- Evolving candidate expectations — To navigate a job search, candidates are expecting clear, transparent and engaging job information that aligns with their personal and professional goals.
- Employer branding and candidate experience — Well-optimized job postings that articulate a clear list of skills, flexibility attributes with limitations and realistic preview of what the job's day-to-day on looks like provide a glimpse into an organization's values, culture and opportunities. This not only attracts candidates who resonate with the employer brand but also can lead to higher retention rates.
- Cost efficiency — By leveraging job post optimization strategies, organizations attract qualified candidates more efficiently and reduce their dropout rates leading to decreased time-to-hire and associated costs.

Obstacles

- Integration with the core HR system is key if that is ATS's source of job descriptions. These point solution offerings should sit on top of your core system of record to pull in job descriptions, which can be difficult to do.
- While it's easy to measure diverse candidate conversions throughout the hiring process, it's incredibly difficult to attribute it to optimized job descriptions.
- Job postings are one of the many ways candidates decide to apply. However, 50% of candidates apply based solely on a job posting.
- Organizations may not have appropriate internal expertise to dedicate toward optimizing job postings effectively.
- Compliance with different local regulations may make it challenging to drive consistent job optimization posting experience.

User Recommendations

- Deploy job post optimization solutions as part of a multipronged DEI strategy that has been integrated and well-socialized into your larger, overarching people-related strategies.
- Do not spend too much on job post optimization as the ROI is very difficult to gauge.
- Identify whether this offering integrates with your ATS or core system of record for job descriptions to ensure seamless and streamlined recruiter workflow. Follow best practices for writing compelling and descriptive job descriptions that attract candidates.

Sample Vendors

Datapeople; Digi.me; HireRabbit; Jobiak; Ongig; Optimal; RoleMapper; Ruutly; Textio; VIZI

Gartner Recommended Reading

[How to Write a Winning Job Description](#)

Sliding into the Trough

Digitally Enabled DEI in Recruiting

Analysis By: Emi Chiba

Benefit Rating: High

Market Penetration: 20% to 50% of target audience

Maturity: Early mainstream

Definition:

Digitally Enabled DEI includes a range of technology solutions to enhance diversity, equity and inclusion in the recruiting process. These solutions enable data-driven decision making and specific value drivers such as transparency, accountability and efficiency across recruiting processes. DEI tools in recruiting focus on candidate attraction, sourcing, assessment and selection.

Why This Is Important

Global social justice movements and changing worker expectations have increased focus on DEI priorities, and shareholder activism has pressured corporate leaders to accelerate progress toward DEI goals. As the beginning of the employee journey, DEI is vital in talent acquisition (TA) as it drives a diverse future workforce and affects brand reputation. A highly visible HR process with tangible ROI and metrics, TA can be one of the primary processes to support an organization's diversity goals.

Business Impact

DEI tools can be used to diversify candidate pools, enable data-driven candidate assessment and improve selection decisions by:

- Automating sourcing through designated specialty sourcing and diversity recruiting platforms
- Searching and filtering for diverse candidates
- Sourcing and matching candidates to jobs based on skills
- Mitigating bias with anonymized candidate data
- Writing inclusive job descriptions with augmented writing tools

- Assessing candidates on skill and ability via standardized assessments

Drivers

- The need to increase and diversify the funnel of potential candidates on top of traditional job board outreach and make data-driven selection decisions.
- Digital DEI capabilities are increasingly available as part of a greater technology market that drives efficiency for recruiters. Digital DEI tools in recruitment can streamline the process and reduce costs by automating candidate screening, matching, optimizing job postings, and providing valuable data insights.
- Broader availability of candidate matching and ranking in core TA and HCM suites in addition to point solutions and the use of AI in recruiting.
- Focus by DEI leaders to increase underrepresented talent acquisition efforts. By providing data-driven insights on the effectiveness of DEI initiatives, Digital DEI tools enable organizations to make informed decisions to improve their DEI efforts.
- Enhanced demand for tailoring candidate experience to the needs of various aspects of diversity across candidates. Digital DEI tools can provide a more personalized and inclusive candidate experience, leading to higher candidate engagement.

Obstacles

- **Narrow DEI focus:** Organizations often concentrate on just a single aspect of diversity (gender or ethnicity) without recognizing intersectionality of identities and less visible forms of diversity (such as sexual orientation, neurodiversity or disability). Similarly, DEI may be solely focused on compliance needs instead of broader business impacts.
- **Narrow focus in recruiting process:** Many technologies focus on a single phase of recruiting, such as increasing diversity in sourcing or mitigating bias in the assessment phase. Without an end-to-end DEI recruiting solution, organizations must acquire multiple tools.
- **Data Privacy Concerns:** DEI tools collect sensitive self-reported demographic information, raising privacy concerns.
- **Disconnects between global and local sponsors/owners of DEI programs:** Conflicts in prioritization between the global team and local operations lead to local purchases that must be consolidated at a later stage.

User Recommendations

- Apply DEI principles and practices throughout the recruiting process, beyond the sourcing or attraction phase, to ensure equal opportunities for all candidates.
- Center DEI capabilities in the broader recruitment automation journey to automate high-touch tasks like sourcing to reduce recruiter burnout.
- Prioritize data privacy and compliance by conducting privacy impact assessments, and encrypting and limiting access to candidate data.
- Increase the scalability and effectiveness of DEI programs by establishing technologies as an integral part of initial design.
- Familiarize DEI leaders with the benefits of available technologies. Leaders may have limited understanding of what is possible.
- Team up with local HR and operations leaders; progressive organizations increasingly blend local variations in their DEI programs to fit local objectives and culture.
- Evaluate existing solutions for their DEI capabilities before acquiring a point solution, as CRM and TA suite capabilities are increasing.

Sample Vendors

Applied; Dapeople; Fetcher; Headstart; HiredScore; Joonko; Mitrtech (Circa); Sapia.ai; SeekOut; Textkernel

Gartner Recommended Reading

[Innovation Insight for Digitally Enabled Diversity, Equity and Inclusion](#)

[Market Guide for Talent Acquisition \(Recruiting\) Technologies](#)

[2023 Diversity, Equity and Inclusion Functional Benchmarking Report](#)

Virtual Assistants in Recruiting

Analysis By: Emi Chiba

Benefit Rating: High

Market Penetration: 20% to 50% of target audience

Maturity: Early mainstream

Definition:

Virtual assistants (VAs) in recruiting use AI to automate and complete talent acquisition (TA) operational tasks via a conversational interface. They improve candidate experience, enhance engagement and recruiter efficiency. Virtual assistants vary in sophistication, from a decision-tree-based chatbot to deploying semantic and deep learning (natural language processing, prediction models, recommendations and personalization) to assist recruiters and candidates in the recruiting process.

Why This Is Important

VA usage is increasing, as organizations seek to optimize and automate processes and improve key TA metrics. VAs improve recruiter efficiency by completing operational tasks and improve candidate experience and engagement by providing 24/7 access to recruiting and onboarding. The introduction of generative AI (GAI) into VAs could further improve efficiency and experience, by generating improved context-specific or personalized communication and job descriptions.

Business Impact

Virtual assistants can drastically reduce time-to-fill to a single day for high-volume or entry-level roles.

For candidates, VAs can:

- Assist with FAQs and navigation
- Deliver a conversational job search, text to apply
- Provide process oversight

For recruiters, VAs can assist with:

- Candidate engagement
- Sourcing/screening of résumés
- Interview scheduling

GAI in VAs can:

- Draft candidate communication
- Summarize candidate information
- Write job descriptions

Drivers

- **Wider application, better technology** — Solutions are moving deeper into the hiring process to support both recruiters and applicants in more advanced activities, such as candidate reengagement, assessment and screening, and strategic campaigning. Algorithms are maturing, getting better at understanding natural language queries from candidates, and providing more than just scripted answers.
- **Recruiter efficiency** — VAs for recruiting streamline routine processes, such as data collection and scheduling to decrease time to hire. This shift enables recruiters to dedicate more time to more complex tasks, candidate experience and key touchpoints in the recruiting process.
- **Candidate experience** — Chatbots provide immediate candidate feedback and can respond to candidates 24/7. Chatbots can be the first filter for candidate inquiries throughout the recruiting process, answering questions when they can and routing candidates through more traditional channels when they cannot. This time reduction for candidate interactions alleviates the burden on recruiters, and can improve the candidate experience by instantly providing accurate answers to common questions.
- **High-volume recruiting** — VAs help with high-volume, high-touch transactional activities throughout the recruitment process, such as applicant inquiry, interview scheduling, feedback collection and offer/onboarding execution. They have been particularly successful in retail and hospitality.
- **Increased availability of solutions** — With broader availability, adoption is rising. Organizations are deploying VAs as a point of differentiation to provide a better candidate experience and improve conversion rates.

Obstacles

- Support for languages other than English varies widely and will affect the adoption of VAs within various geographies.
- Vendors may overstate the capabilities of their VA or chatbot, leaving users frustrated if it doesn't understand the real intent behind the interaction and only delivers a list of predetermined options.
- Keen to capitalize on the hype around GAI, some technology providers may build or integrate subpar generative AI solutions not fit for purpose. Organizations may not be able to immediately use and benefit from the potential of GAI due to hastily added integrations or solutions.
- Algorithms are improving, but user satisfaction varies widely across industries, candidate personas and levels of digital dexterity.
- Virtual assistants that use GAI can produce inaccurate text that must be monitored. Generated text is built on a generic pool of web data which can lead to compliance and legal risk.

User Recommendations

- Identify and prioritize the recruitment steps that will benefit the most from AI and machine learning to improve efficiency and TA outcomes, in accordance with your organization's TA strategy and particular challenges.
- Conduct proofs of concept with providers to test offerings' performance in context, and to gain an idea of how performance may improve over time.
- Speak with reference customers about their experiences with particular solutions and how they worked with the solution providers.
- Invest selectively in emerging TA tools and services using GAI, and prioritize vendors who employ ethical explainable AI and are transparent about use and impact.

Sample Vendors

HireVue; Humanly; Leoforce; Paradox; Pocket Recruiter; Sapia.ai; SenseHQ; Talkpush; XOR

Gartner Recommended Reading

[Quick Answer: Can ChatGPT Be Used in HR?](#)

Emerging Tech Roundup: ChatGPT Hype Fuels Urgency for Advancing Conversational AI and Generative AI

Emerging Technologies: Tech Innovators in Advanced Virtual Assistants

Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience

AI-Enabled Candidate Matching

Analysis By: Jackie Watrous

Benefit Rating: Moderate

Market Penetration: 20% to 50% of target audience

Maturity: Adolescent

Definition:

AI-enabled candidate matching or prioritization leverages AI and ML to match job and candidate attributes to recommend jobs to candidates, source for leads and/or prioritize qualified applicants to the top of the funnel for a specific job opening. These vendors use AI models to identify related and inferred skills to create matches that traditional methods may not have made, helping talent acquisition teams create efficiency, improve user experience and expand their candidate pools.

Why This Is Important

AI-enabled candidate matching offers new capabilities when searching and evaluating new and existing talent for open roles within an organization. These solutions enable recruiting teams to work more efficiently by identifying and moving qualified candidates through the selection process faster. They provide internal and external candidates with job recommendations to make matches that perhaps would not have been evident in a traditional career site job search.

Business Impact

Recruiters efficiently review high volumes of candidates, prioritizing qualified candidates and decreasing time to hire. Recruiters can also improve the quality of hire and retention by recommending open job opportunities to silver medalists (top candidates not selected for initial position) and internal movers. These solutions elevate the recruiter's role, amplifying their impact on the hiring process. It also enhances the candidate experience by providing appropriate job matches.

Drivers

- Improved identification of qualified applicants — Organizations who perform high-volume recruitment need support at the top of the funnel to ensure they are not overlooking best qualified applicants in their lists. This is an effort to bring automation and greater efficiency into the review process.
- Increased exposure to potential leads — These solutions will also bring forward leads who may not yet have applied for the role, improving the health and quality of your pipeline for current and future positions.
- Personalized job-fit recommendations — Candidates are looking for best fit position recommendations beyond what they can surface in the traditional keyword and location search on a career site.
- Matching rationale transparency — Improvements in this space include explainable AI that highlight the qualifications and/or missing attributes of a candidate's profile within the recruiter-facing user interface to ensure transparency in the matching process.
- Supporting diversity — Additionally, vendors are providing standard analytics that regularly assess selection outcomes against diversity, demographic and other data elements to demonstrate a fair process.

Obstacles

- Process change management is critical when introducing AI-enabled candidate matching capabilities to ensure your hiring teams (recruiters and business partners alike) understand their role in reviewing candidates alongside this technology. It is critical that the human is still in the loop.
- New regulations regarding the use of AI in recruiting processes has some legal and compliance teams hesitant to lend their support. Establishing a process that keeps decision making with the recruiter is paramount.
- IT resources will be needed to support integration and implementation if the solution selected is already provided as an embedded feature within your existing applicant tracking system and you are adding a plug-in-point solution.

User Recommendations

- Assess how AI-enabled candidate matching fits into your overall talent acquisition strategy and clearly identify your business objectives before investing.
- Identify early-adopter stakeholders to do a pilot. This allows teams to define the new process and assess whether the AI is providing accurate recommendations.
- Change management and training is most important for successful implementation. When reviewing the new functionality, evaluate how your candidate review process will change and what you will communicate to your teams. Emphasis will need to be on human decision making and fair consideration for all candidates.
- Include your legal and AI governance teams during vendor selection and ensure the vendor can articulate what data and criterion is being used. Look for explainable AI whose outcomes are directly shown to recruiters during candidate review and in regular reports that demonstrate evidence of a fair process.

Sample Vendors

HiredScore; HiringSolved; iCIMS; Oracle Recruiting Cloud (ORC); SAP; SenseHQ; Sovren; Textkernel; Workday

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Top 3 Recruiting Technology Macro Trends for 2023](#)

Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience

Programmatic Job Advertising

Analysis By: Jackie Watrous

Benefit Rating: Moderate

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Programmatic job advertising automates the buying and placement of job openings to job boards and similar marketing opportunities using an algorithm that optimally adjusts your job board spending based on where you are getting the best performance. Performance is not just based on volume of candidates but on candidates who have progressed in your selection process, ensuring the emphasis is on quality versus quantity.

Why This Is Important

Programmatic job advertising solves the age-old recruitment problem of “post and wait.” Historically, organizations selected the boards they would invest in and purchased a sizable number of job posting slots to receive volume discounts. This often resulted in lackluster results, leaving many recruiters underserved. The introduction of programmatic job advertising — using algorithms to determine which boards will produce quality candidates per role — is pivotal for more targeted job advertising.

Business Impact

This technology allows HR to avoid buying large job posting packages for underperforming job boards. The breadth of job boards you have access to, including diversity boards, is extended significantly. By using programmatic job advertising, organizations can extend their candidate reach to attract the most relevant candidates, leading to faster and more cost-effective hiring.

Drivers

- Targeted spend — The primary driver for this technology is to increase the ROI of your sourcing channels as the tech will ensure you are not spending money on underperforming job boards.
- Expanded reach — Through the expanded network of job boards, you are able to cast a wider net and reach qualified candidates that you may not have through your traditional sourcing channels.
- More diverse talent pools — Most programmatic job advertising vendors will have a diversity focus, allowing you the opportunity to increase your reach to diverse candidate populations as well.
- Agile hiring — Optimize your spending based on where it is needed within your recruitment strategy. These solutions allow you to temporarily shift your spend to growth markets and functions as needed.

Obstacles

- You will likely experience a transition period as you shift from the traditional job board approach to the programmatic job advertising approach where you could experience disruption if not planned for carefully.
- The programmatic job advertising solution may not be feasible for all organizations; you will likely require a decent sized sourcing budget to make this type of program worthwhile.
- The quality of the candidate source data in your applicant tracking system will be important to assess whether transitioning to this approach benefits your teams. You do not want to be reliant on the programmatic job advertising vendor to provide you ROI statistics.

User Recommendations

- Assess how programmatic job advertising fits into your overall talent acquisition strategy, and clearly identify your business objectives before investing.
- Review your existing job board contracts for volume and expiry date and plan your transition period so you do not leave money on the table or pay for overlapping services.
- Put together baseline analytics regarding your sourcing channels to include volume, performance, diversity and spend so you can properly compare against your new programmatic solution and assess ROI from your end.

Sample Vendors

Appcast; JobAdX; Joveo; PandoLogic; Radancy; Symphony Talent; Talroo; VONQ; Wonderkind

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Top 3 Recruiting Technology Macro Trends for 2023](#)

[Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience](#)

Next-Gen Talent Assessments

Analysis By: Rania Stewart

Benefit Rating: Moderate

Market Penetration: 5% to 20% of target audience

Maturity: Adolescent

Definition:

Next-gen talent assessment tools use advanced analysis techniques to supply insights that inform decisions about the suitability of individual workers for both current jobs and potential future roles. They can also assess a worker's cultural fit to a team by comparing their assessment results to those of existing members. The market for these solutions is broad, and enterprises will often use different assessments across their span of roles.

Why This Is Important

Talent acquisition (TA) teams are shifting from looking for the best talent to seeking the right talent. In addition to traditional skills-based assessments, which screen out candidates based on a narrow set of skills/credentials, organizations use talent-focused assessments to “screen in” external and internal candidates with the potential to succeed. Solution importance is growing, as persistent talent shortages require companies to think differently about what a high-quality candidate might look like.

Business Impact

Next-gen talent assessments improve worker effectiveness by more accurately identifying best-fit external and internal candidates for critical roles. They can reduce costs and improve productivity, since best-fit candidates generally have a longer tenure, both in their initial jobs and in the long term within the enterprise. These assessments reduce offboarding and replacement costs, decrease new hire training costs and speed candidates’ time to productivity.

Drivers

- Extensive data collection and analysis allows organizations to establish cognitive and behavioral models to better predict performance in a given role or organization. Organizations usually have each individual complete a set of tasks, then compare the results to an aggregate profile of top performers in a manner purportedly free from linguistic or cultural bias.
- AI (including deep learning, NLP and pattern analysis across large datasets) can predict fit or skills level. Organizations can use AI-driven assessments to improve predictive accuracy by “learning” over time without explicit programming, based on an ever-growing dataset and usage analysis.
- Gamified user experiences turn tasks into “games” or simulate real-life job situations. Configuration via adaptive digital art and advanced software logic can accommodate different product brands and job roles within an organization.
- Job application volume is down compared to prepandemic levels, but the pace of skills evolution, baby-boomer retirements, low immigration and other factors means there aren’t enough skills to go around. Compounded by workers looking for different things in jobs, the net result is a wider variety of backgrounds, experiences and skills to screen for job fit.
- Employers need new hires to reach productivity faster than ever. Task-based assessments or real-world scenarios are perceived as better predictors of performance.
- Diversity, equity and inclusion initiatives necessitate career development and talent reskilling.

Obstacles

- Next-gen talent assessments show promise, but the fact base of verifiable outcomes is limited, and many are a better fit for high volume and/or early career recruitment use cases where indicators of success or high performance are fairly established and clear.
- Providers vary widely in how they combine the tools and technologies driving this trend, and there is a lack of market agreement on which approaches work best for a given use case.
- Various regulatory agencies have expressed an interest in monitoring how enterprises use these tools, so more legislation is likely. Mitigating bias is an ongoing concern when AI-enabled machine learning is involved.

User Recommendations

- Determine what information an assessment will provide that you don't already have. Be strategic and clear how it fits into indicators you've made a successful hire.
- Evaluate the techniques used to predict fit, and ask for proof of improved accuracy over time. Ask vendors if their offerings integrate to any skills ontologies. Check customer references to verify real-world results.
- Examine integration with recruiting solutions and how results populate the talent profile of your core human capital management or TA suite.
- Partner with a vendor to build a dataset that identifies "top" performance for the affected jobs/roles to reduce bias and validity concerns.
- Determine your organization's willingness to "opt in" to sharing aggregate job and/or performance data to enable benchmarking by segment.
- Evaluate contractual terms and conditions to ensure local standards for privacy and ethical data use are maintained.
- Assess your readiness to extend assessments beyond recruiting to posthire talent management.

Sample Vendors

Arctic Shores; Harver; HireVue (Modern Hire); Logi-Serve; Outmatch; Plum; Sapia; Sciolytix; SHL; Tazio

Gartner Recommended Reading

[Infographic: Artificial Intelligence Use-Case Prism for HCM Technology](#)

[Future of Work Reinvented: Shifting Talent and Skills](#)

[2023 Recruiting Innovations Bullseye Report](#)

[Ignition Guide to Selecting Candidate Assessments](#)

[Why You Must Redefine Quality of Hire \(and How\)](#)

Predictive Analytics in Recruiting

Analysis By: Hiten Sheth

Benefit Rating: Moderate

Market Penetration: 20% to 50% of target audience

Maturity: Early mainstream

Definition:

Predictive analytics is a form of advanced analytics that examines data or content to answer the question, “What will happen?” — or, more precisely, “What is likely to happen?” It is characterized by techniques such as data mining, regression analysis, multivariate statistics, pattern matching, predictive modeling and forecasting. In recruitment, it can help organizations make better hiring decisions by analyzing data to identify top candidates and predict their likelihood of success.

Why This Is Important

Organizations need to find the most qualified candidates quickly and efficiently. By anticipating future trends, such as expected turnover rate, time to fill or quality of hire, predictive analytics allows recruiting leaders to make informed hiring decisions and reduce costs when responding to their evolving talent needs. Additionally, predictive analytics can help reduce bias by evaluating candidates based on objective measures, such as skill set data, rather than subjective factors.

Business Impact

By uncovering likely future scenarios and untapped metrics (e.g., quality of hire, time to fill or attrition risk), predictive analytics enable organizations to be proactive with objective decisions and anticipate threats and opportunities. It also serves to reduce time to hire and allows recruiters to focus on the most promising candidates by identifying talent based on qualifications and potential. It can additionally uncover key skills for success, allowing companies to address skills gaps.

Drivers

- **Better workforce planning:** By identifying key skills and potential future talents, predictive analytics can help organizations make more informed decisions about workforce planning and development, leading to a stronger talent pipeline and more successful outcomes.
- **Faster and more efficient hiring:** In a highly competitive job market, organizations need to identify the best candidates quickly and efficiently. Predictive analytics can help organizations identify future hiring trends, threats and opportunities, resulting in a faster and more efficient hiring process. For example: High turnover rates in certain positions or departments can inform organizational plans to implement targeted recruitment and retention strategies.
- **Increased availability of data:** Recruiting systems with layered CRM capabilities and integrations with human capital management suites have expanded the scope of data elements that are captured as well as increased the availability of data. This shift has led organizations to look for ways to use this data and gain a competitive advantage in recruitment.

Obstacles

- The accuracy of predictive analytics models is limited by the completeness and accuracy of the data used. Fragmented data and data quality are major concerns for successful predictive analytics adoption.
- Predictive analytics alone do not guarantee better decision making but may be marketed as such, creating unrealistic expectations.
- Poor predictive model explainability can hinder their adoption, making it difficult for organizations to understand how the models arrived at their predictions.
- The use of existing employee data to predict success, without careful moderation and consideration of other factors, can hinder diversity and perpetuate biases.
- Collecting and analyzing candidate data may raise privacy concerns, and companies may need to ensure they are complying with relevant data protection regulations.
- Lack of transparency around how complex predictive models work makes it difficult for stakeholders to trust the results.
- Limited data science expertise can hinder its adoption.

User Recommendations

- Build a data strategy for your function that is aligned with wider enterprise data strategy. Incorporate effective data management strategies to integrate, unify and standardize data from different HR technology platforms. Also, make sure the data is accessible for analysis, since predictive analytics success depends on the quality and completeness of the data.
- Do not deploy predictive analytics in a siloed way, but focus on integration and exposure capabilities (such as open API) to maximize impact.
- Iterate and scale. Pilot predictive analytics for specific roles, job openings or specific areas, such as candidate screening and selection, and create prediction-informed action plans. Target areas that can benefit from improved plan and forecast accuracy.
- Orchestrate partnerships with vendors, enabling both prepackaged and customized approaches to more completely meet your needs.

Sample Vendors

Bullhorn (cube19); Crunchr; Foresight; InsightSquared; One Model; PerceptionPredict; Qlik; Survale; Visier

Gartner Recommended Reading

[Overcoming Predictive Analytics Roadblocks to Drive Actionable Talent Insights](#)

[Tool: HR Predictive Analytics Initiative Prioritization](#)

Climbing the Slope

Alumni Management

Analysis By: Rania Stewart

Benefit Rating: Moderate

Market Penetration: 20% to 50% of target audience

Maturity: Mature mainstream

Definition:

Alumni management is a niche technology category that has grown in popularity as organizations look to go beyond mere offboarding (exit experience) and seek to attract former employees back to their organization (boomerang employees) and/or improve their employer brand overall through good Net Promoter Scores (NPSs) of former employees. Capabilities often include an ongoing community network, job opportunities, referrals, community updates, benefits access and even fundraising.

Why This Is Important

Workers move through organizations more fluidly than ever before. While offboarding exit interviews may provide some insights to improve the employee experience (looking backward), keeping track of former employees postdeparture and engaging them as an extension to your current workforce can be highly beneficial in efforts to attract, reattract and even retain talent. More than one in three (35%) candidates would be interested in outreach from their previous organization, and 28% of candidates who recently accepted a job offer said they would stay in their previous job if they had to make the decision again.

Business Impact

If your organization's former employees are perceived to be better taken care of than the average organization's, it informs prospective employees about your company culture and may entice them to (re)apply, interview and accept any offers of employment. While this can reduce the cost of hire (less money on job advertising), the larger draw is to attract better quality, high-demand candidates.

Drivers

- Offboarding is not enough. Even at its best, offboarding is more of a transaction than an experience. While organizations may procure transition services (e.g., résumé and career development services for a number of months postemploy), many instead use this allocated budget toward driving ongoing alumni support and community engagement through such offerings.
- Employer brand recognition typically does not get as much attention as consumer brand recognition; yet, the two are known to synergistically amplify one another.
- For many organizations, referrals are one of the alumni management program's top measures of success. Referrals continue to be one of the best sources of net new talent.
- People who have worked at your organization can be a wealth of experience and institutional knowledge. It's not enough just to keep a list of boomerang talent. Organizations should nurture and provide value for them if they hope to make them an integral part of candidate rediscovery.

Obstacles

- Measuring ROI: Employer brand recognition ROI is difficult to measure beyond referrals.
- Resource allocation: Ongoing administrative resources to feed new community news, virtual events, targeted campaign management, etc. is a newer skill set being incorporated into recruiting functions.
- Nonregrettable turnover: Organizations need to effectively flag employees they do not wish to return.
- Implementation: The size of the alumni network and the initial outreach may be an initial hurdle for organizations. It may also bring some data quality issues to the forefront. As in, if an organization doesn't have robust past data, it may be tough to put it into a system.

User Recommendations

- Determine if HR is ready to adapt a more sophisticated offboarding/postemploy strategy by socializing if and where it might fit in the larger end-to-end employee experience strategy.
- Assign an ongoing resource to administrate and curate news/content for the different key talent segments of your alumni management offering.

- Examine integration with existing solutions to pull in any necessary employee or offboarding data necessary. Pay close attention to timing of data refreshes.
- Evaluate contractual terms and conditions to ensure that local standards for data privacy and ethical data use are maintained.
- Determine which analytics to track operationally, what cadence to track them (to optimize experience) and how to evaluate ROI at periodic intervals. These measures and KPIs will depend on the top priorities aligned to your organization's strategy.

Sample Vendors

Almabase; alumniEX; Beamery; Disciple; EnterpriseAlumni; Graduway; Hivebrite; PeoplePath

Gartner Recommended Reading

[Quick Answer: Attracting Former Employees \("Boomerangs"\) Back to Your Organization](#)

[Quick Answer: What Are the Top Trending Recruiting \(Talent Acquisition\) Technology Investments?](#)

Recruitment Process Outsourcing

Analysis By: Nicole Paripurana

Benefit Rating: Moderate

Market Penetration: 20% to 50% of target audience

Maturity: Mature mainstream

Definition:

Recruitment process outsourcing (RPO) is a type of outsourcing where an organization partners with an external provider that specializes in all aspects of the recruitment process to manage some or all of its recruitment functions on the organization's behalf. This may include activities such as sourcing, interviewing, process management or even full life cycle recruiting.

Why This Is Important

Significant hiring volatility over recent years has led more organizations to reconsider a place for RPO in their operating model. Small or midsize RPOs offer expertise in specific talent segments (e.g., nursing, developers), high-touch models (e.g., for executive hiring), and customized offerings. Alternatively, large RPO providers offer full life cycle recruiting support across multiple segments and use a scalable, technology-based approach. The decision to use an RPO and the choice of provider, will vary based on the organization's needs.

Business Impact

RPOs commonly offer a talent acquisition team that enhances process excellence in a scalable model that flexes in response to changes in hiring demand. They provide cost savings for certain activities and supply their own technology stack and/or market intelligence, and predictive talent analytics. Using an RPO to supplement or replace existing recruiting functions can help an organization find and identify the right talent at speed. In a Gartner survey, 28% of recruiting leaders said they used RPOs in their recruiting function.

Drivers

- Best practice recruiting teams are reviewing their historical hiring trends to determine if shifts in operating model approach are needed within their recruitment strategy, which may include external aid from an RPO provider.
- RPOs offer flexibility to in-house recruiting teams, providing help with certain hiring surges or volumes when hiring needs suddenly shift while avoiding recruitment team headcount reductions when hiring needs slow down.
- RPOs have evolved their capability and scope to meet organizations according to their needs. Organizations can consider a hybrid RPO model (which is part internal and part outsourced staff) based on specific needs (e.g., for a particular staffing project, functional area, or just for sourcing). Other organizations may consider a full RPO in an effort to outsource the whole function. Contracts can be tailored to suit the unique needs of an organization.
- Increasing hybrid workforce opportunities present competition for employer brand differentiation, a growing need for enhanced recruitment tools, or entry to a new talent market within different geographies with localized knowledge that an RPO can provide to an organization.

Obstacles

- Existing recruitment metrics need to be clearly evaluated to weigh the potential ROI of an RPO. In addition, recruiting leaders should provide HR leadership with a clear understanding of what an RPO will and will not perform for proper expectation setting.
- Like any vendor, the performance and relationship management of an RPO need to be regularly reviewed in order to act as an extension of the organization. Responsibility for defining and executing the organization's hiring strategy may become lost between internal HR and the RPO. Both parties should know contractual obligations, pricing variables, and service-level agreements (SLAs), which optimally include time-based outcomes (e.g., time to approve, time to schedule an interview, and time to fill).
- Onboarding an RPO partner can be difficult for stakeholders like hiring managers or function leaders who may be accustomed to a particular recruiting member or process. Once established, RPO staff changes should be monitored to avoid service delays and/or disruption.

User Recommendations

- Define challenges an RPO provider can solve, use clear selection criteria, manage vendor performance, and reassess fit periodically to avoid pitfalls within the contract and the ongoing relationship. Keep strategic initiatives in mind and ultimately own the recruitment strategy, regardless of the source of inception.
- Discuss expectations and remove assumptions from both the organization and RPO to get the most out of the partnership investment. Set specific and measurable SLAs using time-based outcomes when possible. Service changes are subject to cost implications, accountability confusion, reduced autonomy and misunderstandings — thus justifying the need for thorough communication.
- Prepare stakeholders as part of the change management when onboarding an RPO vendor. Not only will the RPO and internal recruiting members need to adapt to new ways of working together, but hiring managers and interview panel members also need to be apprised so as not to disrupt the function.

Sample Vendors

Alexander Mann Solutions (AMS); Allegis Global Solutions; Cielo; IBM; Korn Ferry; PeopleScout; Pontoon; Randstad Sourceright; Sevenstep; WilsonHCG

Gartner Recommended Reading

[Tool: Playbook for Making the RPO Decision](#)

[RPOs: Finding the Right Partnership Model](#)

[Resourcing the Recruiting Function for the High Turnover Future](#)

Talent Analytics

Analysis By: Laura Gardiner

Benefit Rating: High

Market Penetration: 20% to 50% of target audience

Maturity: Early mainstream

Definition:

Talent analytics includes tools that enable HR and business leaders to track the performance of HR processes and program investments in conjunction with business performance. It also enables analysis by workforce segment. This improves performance measurement and contextual decision support throughout an organization, thereby improving overall workforce effectiveness and ongoing productivity.

Why This Is Important

Only enterprises equipped with accessible talent data and insights will meet the fast-paced demands of business and a quick-evolving workplace. All leaders need to understand which talent analytics to focus on, and the skills, data, analytics tools and governance necessary to support it. Talent analytics maturity across enterprises has been increasing, and the most advanced are going beyond HR data to incorporate data from many other enterprise systems.

Business Impact

All organizations need, at a minimum, to have clear visibility into headcount, headcount movements, and employee demographics. They need an overview of HR process completion rates and outcomes. In addition, most organizations leverage talent analytics insights to improve diversity, equity and inclusion, along with employee experience. Most advanced talent analytics teams combine talent and skills-related data with other business data to explore impacts of talent decisions on business outcomes.

Drivers

- Adoption of talent analytics solutions continues to grow. Solutions include prepackaged talent analytics offerings from specialist providers or the talent analytics modules offered by their cloud human capital management (HCM) suite provider. In addition, many have built their own data lakes or data warehouses and reporting solutions on generalist BI platforms.
- Self-service access to trend analysis, standard dashboards, KPIs, and predictive insights are standard parts of talent analytics solutions. The aim is to increase HR team and business leader use of talent insights in decision making.
- The volume of data available to organizations has skyrocketed in recent years, and business leaders are expected to rely on objective, data-driven insights from talent analytics to navigate the uncertainty of a rapidly evolving talent landscape.
- A growing number of solutions offer augmented analytics capabilities to pinpoint talent segments requiring greater focus for improvement efforts.
- Midmarket adoption in organizations with fewer than 2,500 employees is growing as market offerings extend to meet their requirements regarding fast time to value and cost-effectiveness. Acceleration will also happen as business leaders recognize how access to more sophisticated talent analytics can improve their ability to make more strategic and better-informed workforce-related decisions — at the organization, team and individual employee level.
- Highly mature talent analytics practices incorporate data from systems beyond those managing HR processes. This includes behavioral data, operational data from business processes, and external data sources. Advanced talent analytics functions engage in strategic talent analytics projects aimed at using data to drive strategic investment decisions and employee experience design initiatives.

Obstacles

- Difficulties in accessing data from a number of HR and non-HR systems.
- Challenges in setting up and maintaining sufficient data governance.
- Complexities in time series analysis due to frequent changes in organizational structures.
- Metrics can appear stable at the highest level but show great variability across meaningful segments. These meaningful segments can be difficult to detect and act upon.
- Adoption remains a challenge, especially beyond talent analytics teams.
- Some talent analytics teams get stuck rebuilding and adjusting dashboards for headcount and HR process metrics. They struggle to go beyond this work to take on analytics projects and to deliver more meaningful insights.

User Recommendations

- Align talent analytics investments to HR strategy, HCM technology strategy and enterprise analytics strategies. When selecting technology solutions, consider the size of your talent analytics team and any budgetary constraints.
- Invest in data governance for the most critical data points that support baseline analytics, such as headcount, worker, job or functional categories, location, and department.
- Invest in technologies that automate the design and delivery of standard dashboards, metrics and reports. When possible, make sure these technologies contain augmented analytics features to drive adoption across HR roles and business management. Aim to free up talent analytics resources to focus on more strategic talent analytics projects.

Sample Vendors

Crunchr; One Model; Orgvue; SplashBI; Vemo; Visier; ZeroedIn

Gartner Recommended Reading

[Innovation Insight for Talent Analytics Technology Options](#)

[When to Choose a Line-of-Business Analytics Application](#)

Interview Scheduling

Analysis By: Jackie Watrous

Benefit Rating: Moderate

Market Penetration: More than 50% of target audience

Maturity: Early mainstream

Definition:

Interview scheduling solutions automate the process by which a candidate and an interviewer(s) are assigned a scheduled interview. Typically this is done through integration with an organization's calendaring system to present candidates with a list of available options based on the interviewer(s) free/busy information. Once the candidate selects their preferred time slot, the solution automatically sends calendar invitations to all participants with the appropriate content attached.

Why This Is Important

For organizations who have significant hiring volume, manual interview scheduling can take up a significant amount of a recruiting team member's time, often bouncing back and forth between candidate and interviewer(s) to settle on an appropriate time slot. Further, organizations looking to improve their brand and offer an optimized user experience will find these features attractive to all participants in the process.

Business Impact

Automated interview scheduling can save time and reduce administrative overhead, allowing recruiting teams to focus on more strategic tasks. Teams can better manage the volume of interviews, improving time to schedule and therefore time to fill a position. They can also avoid candidate drop-off where manual scheduling has been a roadblock to setting up timely interviews. Users appreciate the automation that these solutions provide.

Drivers

- Hiring teams are looking to reduce manual tasks within the end-to-end recruitment process. Interview scheduling solutions remove the delays associated with manual interview scheduling and therefore reduce the time it takes to fill a position.
- User experience is also in focus for hiring teams and these tools improve both the hiring manager and candidate experience; giving the candidate the ability to select their preferred time slot from the interviewers' real-time calendar availability.
- As hybrid working expands, the complexity of interview scheduling is extended; these tools are designed to handle panel or single, back-to-back interviews, even when hiring teams are in different time zones.
- High-volume recruiting teams require organizational tools to manage their tasks; having a back-end dashboard to look across all interviews scheduled and better manage availability, calendar acceptance and rescheduling requests is very beneficial.

Obstacles

- Interview scheduling adoption is dependent on the typical candidate's digital dexterity.
- Success is further dependent on the candidate's communication method(s) offered, such as email, SMS text or WhatsApp.
- There are many scheduling solutions on the market. Your applicant tracking system (ATS) may have built-in interview scheduling, or your organization may have a nonrecruitment scheduling solution that is recommended for use. Typically, these options will not manage the complexity required, such as back-to-back interviews, panel interviews or interviewers in varied time zones.
- IT commitment and support are required to integrate your interview scheduling solution with your organization's calendaring system (e.g., Microsoft Outlook and Teams) and room booking systems, as applicable.
- If you have hiring team members who fully block their calendars, the solution will not be able to identify free/busy time slots and the automation will fail.

User Recommendations

- Assess how automated interview scheduling fits into your overall TA strategy and clearly identify your business objectives before considering this solution.
- Review any existing scheduling capabilities, either in your ATS or other business areas. If you need to proceed with new tech, consider the full requirements in this space. Some solutions package automated interview scheduling alongside video interviewing and interview intelligence.
- Prioritize solutions that offer required communication methods including email, SMS and WhatsApp.
- Engage IT early in the selection process to vet platform compatibility and compliant integration with calendaring (e.g., Outlook, Teams) and room booking systems, as applicable.
- Ensure seamless integration to your ATS, which manages the overall candidate workflow, to achieve efficiency. Detail the data flow from your ATS and confirm if it can include the candidates' resumes to be attached to the interviewers' calendar invite.

Sample Vendors

Calendly; Evie; GoodTime; HireVue; Modern Hire; Paradox; Rooster

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Ignition Guide to Designing a Virtual Interview](#)

[Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience](#)

Video Interviewing

Analysis By: Jackie Watrous

Benefit Rating: Moderate

Market Penetration: More than 50% of target audience

Maturity: Mature mainstream

Definition:

Video interviewing is a screening method that enables organizations to evaluate candidates asynchronously (also known as prerecorded or one-way interviews) or through live video interviews. The differentiating features, compared to web conference solutions, are the content and branding offered in the platform (e.g., intro videos) and the back-end interface where hiring teams can review the recorded interviews, perform candidate comparisons and make evaluations and next-step recommendations.

Why This Is Important

As remote and hybrid work became the new norm, the focus on live video interviewing features surged. Borderless teams leverage live video to improve the quality of the remote interview experience, compared to phone interviews, and value the decrease in time to hire and travel costs. In addition, prerecorded interviews allow hiring teams to review a higher volume of candidates in less time. This is particularly impactful in the campus and entry-level space.

Business Impact

Video interviewing solutions improve recruiter and hiring manager productivity, reduce time and cost per hire, and improve hire quality. Engaging, live video conversation gives more insight to hiring teams and candidates than basic phone screening, improving the quality of the selection process. Branded, prerecorded interviewing allows for flexibility outside of traditional work or school hours, which is especially impactful for high-volume recruiting and remote teams.

Drivers

- **Improved efficiency:** Organizations are looking to lower the costs of face-to-face interviews; and to make better use of hiring teams' time. Prerecorded interviewing allows organizations to screen a large number of candidates quickly.
- **Candidate experience:** A dedicated video interviewing solution versus a general web conference tool can create a more consistent, branded experience for the candidate, and reduce digital friction. Hiring teams can include intro videos, realistic job previews and other engaging content as part of the experience.
- **Scheduling availability:** Prerecorded interviewing allows candidates to respond on their own time outside of traditional business or school hours, which is especially helpful in healthcare and when staffing third shifts. It reduces time to hire, as there is no need to coordinate between candidate and interviewer schedules.
- **Remote recruiting:** As more organizations become remote-first, video interviewing effectively brings together candidates and interviewers across varied locations.
- **Geodiversity:** Organizations are able to extend interviews to a broader internal and external candidate pool, enhancing candidate diversity.

Obstacles

- Video interviewing adoption is dependent on the typical candidate's digital dexterity.
- Candidates can feel that there is a lack of human touch if asked to complete a prerecorded interview.
- If adding video interviewing through a point solution vendor, integration with the rest of the recruiting technology stack will be required.
- Security and privacy needs must be considered. Storage and retention of candidate data must adhere to all local privacy regulations.
- Budget-conscious enterprises may defer to in-house web conference tools such as Zoom or Microsoft Teams rather than contracting with a recruiting-specific solution.
- Inconsistent processes can exist where hiring teams phone screen some candidates, meet others through live video and yet others in person. This can put some candidates at a disadvantage.

User Recommendations

- Assess how video interviewing fits into your overall TA strategy, and clearly identify your business objectives before investing.
- Review all interview needs during vendor selection. Some solutions package video interviewing alongside automated interview scheduling and interview intelligence.
- If using prerecorded interviews, develop an intro video and other branded, engaging content to make the candidate feel valued and informed of the selection process.
- Train interviewers on how to use the technology and conduct interviews effectively.
- Ensure consistent interview practices per position. It is best that all candidates come through the same medium, whether phone, live video or in-person. If using a prerecorded interview, all candidates should be asked the same set of questions.
- Discuss security and privacy requirements during vendor selection.
- Ensure seamless integration with your ATS, which manages the overall candidate workflow, to achieve efficiency.

Sample Vendors

CleverConnect; HireVue; iCIMS; interviewstream; Modern Hire; Outmatch; Spark Hire; Tazio; VidCruiter; Yello

Gartner Recommended Reading

[3 Steps to Maintaining an Evergreen Recruitment Technology Strategy](#)

[Ignition Guide to Designing a Virtual Interview](#)

[Deploy Technology Options to Improve Recruiter Efficiency, Hiring Manager and Candidate Experience](#)

Candidate Relationship Management

Analysis By: Hiten Sheth

Benefit Rating: High

Market Penetration: More than 50% of target audience

Maturity: Early mainstream

Definition:

Candidate relationship management (CRM) software includes marketing and intelligence tools for building talent pools, engaging and nurturing prospects, employing social and brand marketing, and attracting passive candidates. CRM solutions not only improve the candidate experience by streamlining data collection and targeting audience personas, but also improve recruiter efficiency (i.e., reduced time to fill, better hire quality, lower dropout rate) by providing ready pools of prevetted talent.

Why This Is Important

CRM solutions have expanded beyond tools to create modern career sites. Their primary function is to help continuously source, cultivate, engage and ultimately “convert” talent pool candidates to highly relevant, motivated job applicants. CRM tools increasingly deliver AI-enabled talent screening and machine learning to also find “hidden prospects.” The incorporation of AI adds personalization capabilities, allowing for a level of automation that increases engagement and relevance.

Business Impact

CRM solutions improve quality, speed and cost of hire. Positions are often filled faster due to the ability to develop and nurture a talent pipeline that can be tapped as needs arise. Additionally, data mining and AI-enabled matching capabilities can help uncover hidden talent that traditional sourcing strategies miss. Evolution in this space is coming from platforms that enhance a recruiter’s capabilities and populate talent pools via enhanced, AI-driven searches.

Drivers

- **Extends the reach of the talent acquisition (TA) function:** With the assistance of CRM, organizations can deploy recruitment marketing, job distribution, candidate sourcing and initial assessments. This continues to be the most sought area of TA technology insights by our clients this year.
- **Improves candidate experience by allowing a quick entry point to express interest:** CRM application streamlines data collection and allows for increased automation, personalization and content relevance. With still intense talent competition, the opportunity to “date” an organization before committing to apply is quickly becoming a must-have versus a nice-to-have in TA technology stacks.
- **Expands traditional talent pools for sourcing:** Shallow talent pools for coveted skills and expanded diversity, equity and inclusion (DEI) initiatives often force recruiters to target new and adjacent talent pools.
- **Personalizes the employment value proposition (EVP) for talent attraction:** Relying on a static, one-size-fits-all EVP offering is no longer the best method of attracting candidates. Audiences are expanding and organizational attributes are shifting as teams leverage new methods of work (see [Reinventing the Employee Value Proposition: The Human Deal](#)).
- **Decreases dropout rates:** With the talent market still competitive, organizations are looking to drive personalized candidate experience to engage and retain candidates through the hiring process.

Obstacles

- **Market confusion:** The buyer journey is complex due to a wide range of options. Competition is increasing due to CRM offerings within applicant tracking systems (ATSs), TA and human capital management (HCM) suites, and point solution vendors that are adding more capability and functionality.
- **Integration Challenges:** CRM applications often are layered on top of a TA suite or ATS, and require seamless integration to maintain a cohesive recruiter and candidate experience.
- **Too many bells and whistles:** Advanced CRM capabilities can overwhelm TA teams and risk increasing their workloads.
- **Inconsistent analytics availability:** Fragmented data availability, limited reporting dashboards, and inconsistencies in data access and quality hinder recruiters from gaining comprehensive insights throughout the recruitment life cycle.
- **Change impact for recruiters:** Adapting to new technologies, and automation can disrupt established workflows and require a significant adjustment period.

User Recommendations

- Prioritize identification of CRM features and capabilities by correlating it with your organization's sourcing and hiring activities before deciding to enable capabilities in current platforms or selecting a new CRM vendor. Offerings in the market are expanding to add functionality, cover more ground in the TA workflow, and incorporate a variety of experience and automation capabilities.
- Build vendor selection requirements from the inside out, as the goals of increased automation and personalization rely on strong integrations with underlying HR data. CRM solutions need strong access to foundational data such as organization structure, job framework, skills taxonomies and other current and historical data in core systems to successfully deliver enhanced automation and personalization.
- Evaluate the selection of stand-alone solutions by discovering specialized providers' existing relationships and experience in building strong integrations with your core systems such as HCM, ATS or TA suites.

Sample Vendors

Avature; Beamery; Eightfold AI; Gem; iCIMS; Phenom People; Radancy; Symphony Talent; Yello

Gartner Recommended Reading

[4 Steps to Drive Adoption of Candidate Relationship Management Technology](#)

[Market Guide for Talent Acquisition \(Recruiting\) Technologies](#)

[3 Steps to Build a Competitive Talent Sourcing Strategy](#)

[Reinventing the Employee Value Proposition: The Human Deal](#)

[Top 3 Recruiting Technology Macro Trends for 2023](#)

Employee Onboarding

Analysis By: Rania Stewart

Benefit Rating: High

Market Penetration: More than 50% of target audience

Maturity: Mature mainstream

Definition:

Onboarding begins when a job applicant accepts a contract or employment offer and ends when that worker is productive at work, often extending well past the first 30 days. Onboarding solutions include forms management to support regulatory compliance, task management to ensure activities are completed efficiently, asset provisioning that includes software access, badges and uniforms, and sociocultural assimilation tools to improve engagement and encourage retention.

Why This Is Important

In the “culture setting” new-hire-transition experience, many organizations are both upgrading and extending their onboarding processes as part of addressing first-year retention challenges. Of note are the sociocultural components (caring, belonging, trust-building) of onboarding that have had the most demand. HR is increasingly looking to improve speed to productivity for internal transitions (cross-boarding), as well as simultaneously enhance/learn from departures (offboarding).

Business Impact

Onboarding products are largely adopted, driven by increases in operational efficiency and a focus on the candidate to pending hire to employee experience. Furthermore, the scope of onboarding now often includes related tasks undertaken by the procurement, security, facilities, finance and IT departments to provide a holistic, integrated approach to onboarding. Onboarding is an opportunity to improve experience, support retention and increase speed to productivity.

Drivers

- **A need to support a greater variety of employee transitions through the talent life cycle:** Increasingly, onboarding software is being purpose-built (or tuned) for additional employee transitions, including promotions/transfers (cross-boarding), acquisitions (massboarding), terminations (offboarding) and “boomerang” rehires (reboarding).
- **An opportunity to apply inherent strengths to “off-label” use cases:** Leveraging efficiency and tracking, employee experience has also become a key focus for using onboarding technologies for organizational moves both figuratively (reorganizations) and literally (on-site office to virtual office).
- **An increase in regrettable turnover for hard-to-fill roles:** The offboarding process, previously focused on compliance, has also become an experience-driven process with organizations seeking to manage process delivery as well as encourage positive feelings (e.g., “closure”) for potential alumni to return or recommend others to work at the organization in the future.

Obstacles

- **Provisioning:** Onboarding systems have embedded links and key contact features for delivering different asset types (e.g., uniforms, laptops, software access), but they often fall short of expectations in this area. This disappointment is largely due to the organization's reliance on integration with other in-house systems (procurement, learning, identity management) needed to fully automate.
- **Forms Processing:** A more recent challenge for remote onboarding can be manual identification verification steps required for forms like the I-9 in the United States. Inquire how this use case is assisted by prospective onboarding solutions.
- **Confusion:** With onboarding's expanding definitions and parameters, leaders often find it hard to accomplish the aspired leap in value proposition (particularly as it relates to improving talent retention) with a single onboarding solution. It may easily take two to three complementary solutions, layered over time, to mature into a world-class onboarding experience.

User Recommendations

- Assess your onboarding needs and your process maturity carefully before committing to a technology or vendor. Ask prospective vendors to be explicit about what areas of onboarding they actually manage versus simply capture as a topical placeholder in a workflow process (leaving the automation burden to your organization).
- Move beyond baseline automation of administrative forms and evaluate onboarding solutions that address learning, cultural orientation and social collaboration. Onboarding is an ideal starting place for applying social software concepts to accelerate activities in the onboarding process and extend networking interactions.
- Make onboarding a part of broader digital transformation initiatives, including an end-to-end approach that integrates activities beyond HR's borders, to improve enterprise efficiency.

Sample Vendors

Appical; Cornerstone; Enboarder; HeyTeam; HiBob; Leena AI; ServiceNow; SilkRoad Technology; Talmundo; WorkBright

Gartner Recommended Reading

[Innovation Insight: Onboarding Technologies](#)

[Onboarding Must Work Better, Especially for Remote Hires](#)

[Onboarding Experience Monitor](#)

[How to Successfully Transition to Virtual Onboarding](#)

Entering the Plateau

Employee Referral Management

Analysis By: Rania Stewart

Benefit Rating: High

Market Penetration: More than 50% of target audience

Maturity: Mature mainstream

Definition:

Employee referrals continue to be a top source of quality candidates, averaging 15% to 20% of hires. As such, organizations continue to offer pay-incentive programs to encourage referral submissions. Specialized solutions provide purpose-built features to help amplify this channel and provide organizations with an efficient way to incentivize and manage the activities associated with referral management.

Why This Is Important

Employee referral programs are more cost-effective than other recruiting strategies and often are the fastest way to find external talent. Employee referral programs have proven to be a cost-effective way to tap into a large, qualified labor pool of passive job seekers, essentially turning all employees into recruiters. Employee-referred new hires also tend to be better performers, and have a longer average tenure with the organization (improved retention) than non-employee-referred new hires.

Business Impact

Employee referral programs have lowered overall recruiting costs and improved HR's ROI by way of decreased sourcing spend via job boards, as well as faster time to hire with a ready-now candidate pool of harder-to-reach passive talent. Well-designed and well-managed referral programs can also improve employee satisfaction, lead to better employee retention rates and may even improve diversity, as employees can tap into participating professional networks (e.g., women in tech, alumni of XYZ, etc.).

Drivers

- **Streamline administration of referrals:** Organizations want to simultaneously save money and automate more (do more with less). Employee referrals can be a quick win in this way by turning employees into recruiters of hard-to-access passive talent.

- **Enhance employee value proposition (EVP):** Referrals have a very direct relationship with employer-centric net promoter score (NPS) in that they answer the question, “Would you recommend someone to work here?” but extend it further to ask, “Who would you recommend?” Now, referrals can both reflect engagement (high NPS indicates higher referral participation) as well influence engagement (e.g., when new employees who are excited to share referrals can reinvigorate more jaded, tenured employees to see their organization through new eyes).
- **Greater participation in referrals:** A centralized, branded referral portal where employees come to refer friends, share jobs, participate in hiring campaigns and receive support. Common features to incentivize participation include: (a) endorse a friend, (b) search LinkedIn connections, (c) send an email or text (d) obtain updates on progress (e) share jobs on Facebook, LinkedIn and Twitter, (f) engage employees with prizes, raffles, games, etc., (g) leaderboards that drive friendly competition, (h) drag-and-drop email editor with prebuilt templates, and (i) analytics to help assess the value of your efforts.

Obstacles

- **Resource allocation:** Ongoing administrative resources to promote and monitor are key to success. Often, organizations are using partial FTEs and spread themselves too thin to have the necessary input into their investment to receive the intended ROI. Even more detrimental, not monitoring your referral program sufficiently can negatively affect the brand.
- **Maintenance Versus Campaigns:** Referral program administration is more than maintaining a system or process. Leading organizations that use referral management create a series of well-timed campaigns and/or align their efforts to various organizational projects and initiatives to drive continuous energy and appeal.
- **Downstream integration:** You may require technical resources to feed your referrals into your sourcing pool of candidates. Many organizations underestimate the work associated with this step when planning for referral management, leaving the concept to fall flat.

User Recommendations

- Determine if HR is ready to adopt a more sophisticated offboarding/postemploy strategy.

- Staff and manage the program appropriately prior to launch to avoid transparency concerns or dissatisfaction. Assign an ongoing resource to administrate and curate news/content for the different key talent segments of your alumni management offering.
- Exercise the existence of referral management with caution, as this introduces a new channel to the HR and talent acquisition team and requires communication to stakeholders and additional performance measurements.
- Fully examine the referral management program's workflow, such as data entering the candidate pool without error, as well as executing a reward to the employee through payroll or other operational members.

Sample Vendors

Aliro; Boon; EmployeeReferrals.com; erin; HireUp; Referral Rock; Staffing Referrals; Teamable

Gartner Recommended Reading

[Organizing Your Approach to Recruiting Metrics and Dashboards](#)

[5 Best Practices for CIOs to Effectively Attract and Hire Top IT Talent](#)

[Quick Answer: What Are the Top Trending Recruiting \(Talent Acquisition\) Technology Investments?](#)

Talent Acquisition Suite

Analysis By: Hiten Sheth

Benefit Rating: High

Market Penetration: More than 50% of target audience

Maturity: Mature mainstream

Definition:

Talent acquisition (TA) suites provide a centralized platform for managing the entire recruiting process with integrated support for candidate relationship management and applicant tracking. They provide a depth of TA capability beyond applicant tracking by offering enhanced features for talent attraction, advanced talent metrics and insights, mobile interfaces, and rich partner marketplaces to extend into specialized TA point solutions.

Why This Is Important

TA suites offer organizations an alternative to human capital management (HCM) applicant tracking systems to automate and streamline entire recruitment processes, providing recruiters with greater efficiency, visibility and control, and reducing time to hire. TA suites have expanded their capabilities to include recruitment marketing and candidate engagement, driving sourcing and engagement at the top of the funnel. Embedded analytics provide insights into recruitment performance for data-driven decisions.

Business Impact

TA suites significantly boost recruiter productivity by automating and optimizing a wide range of recruitment processes, such as attracting and engaging candidates, screening and selecting applications, and managing job offers. They enable businesses to improve their time to hire and reduce recruitment costs. User-friendly interfaces and frictionless job applications enhance the candidate experience. Additionally, data mining and AI-enabled matching capabilities can help uncover hidden talent.

Drivers

- **Talent Competition:** With talent competition still high, organizations need to adopt effective strategies and tools to attract and secure top talent. TA suites are transforming the talent landscape by offering marketing functionality, a higher degree of content personalization, customization and an improved user experience. Quick-apply features, virtual assistants and personalized communication keeps candidates engaged and eases the application process.
- **Operational Efficiency:** Automation and productivity tools within TA suites improve workflows and free recruiters from time-consuming administrative tasks. Automated sourcing and matching capabilities, candidate-status-driven actions, and real-time metrics and dashboards enable recruiters to drive timely engagement with the right candidates. These tools offer greater efficiency and scalability, enabling organizations to handle higher volumes of candidates and to track and measure recruitment success more effectively.
- **Technology and Innovation:** TA suites are incorporating embedded AI and machine learning to automate and personalize recruitment processes, leading to more efficient and effective hiring. AI-enabled tools can identify and match top candidates to suitable roles, and deliver personalized communication and feedback. These technologies are poised to transform recruitment outcomes in terms of process efficiency, time to hire, quality of hire, diversity and inclusion, and overall candidate experience.
- **Strategic Alignment to Skills:** Reskilling and upskilling talent has become a top priority for HR leaders, making it imperative to align TA technologies with broader HR strategies.

Obstacles

- **Market Confusion:** In addition to TA suite providers, many HCM suite vendors also offer some CRM capabilities. The buyer journey is complex, due to a wide range of vendor options with similar capabilities, making it challenging to differentiate and select the best solution. Additionally, there is an increasing competition from specialist CRM vendors expanding their capability to overlap with TA suite functionalities.
- **Integration Challenges:** TA suites need to seamlessly integrate data across multiple HR platforms and vendors. Suboptimal integration channels can lead to data inconsistency, inefficient and manual workflows, poor user experience, and increased costs.
- **Functional Gaps:** TA suites may have a robust set of features, but they may lack advanced capabilities to attract and hire talent. Organizations need to strike a balance between having necessary point-solution vendors and maintaining a seamless, integrated user experience for both recruiters and candidates.

User Recommendations

- Evaluate TA solutions based on a wide range of use-case scenarios and user persona journey requirements. Before selecting a suite, conduct a thorough analysis of your organization's TA needs and goals to ensure the chosen solution aligns with your recruitment strategy and meets your organization's unique requirements.
- Prioritize integration capabilities and support within TA suites to avoid integration challenges between the TA suite and other core systems.
- Assess the suite's ability to leverage AI and automation capabilities to increase efficiency and effectiveness in recruitment processes.

Sample Vendors

Ascendify; Greenhouse; iCIMS; Infinite; Lever; Oleeo; SmartRecruiters; Workable

Gartner Recommended Reading

[Market Guide for Talent Acquisition \(Recruiting\) Technologies](#)

Appendixes

Hype Cycle Phases, Benefit Ratings and Maturity Levels

Table 2: Hype Cycle Phases

(Enlarged table in Appendix)

Phase ↓	Definition ↓
<i>Innovation Trigger</i>	A breakthrough, public demonstration, product launch or other event generates significant media and industry interest.
<i>Peak of Inflated Expectations</i>	During this phase of overenthusiasm and unrealistic projections, a flurry of well-publicized activity by technology leaders results in some successes, but more failures, as the innovation is pushed to its limits. The only enterprises making money are conference organizers and content publishers.
<i>Trough of Disillusionment</i>	Because the innovation does not live up to its overinflated expectations, it rapidly becomes unfashionable. Media interest wanes, except for a few cautionary tales.
<i>Slope of Enlightenment</i>	Focused experimentation and solid hard work by an increasingly diverse range of organizations lead to a true understanding of the innovation's applicability, risks and benefits. Commercial off-the-shelf methodologies and tools ease the development process.
<i>Plateau of Productivity</i>	The real-world benefits of the innovation are demonstrated and accepted. Tools and methodologies are increasingly stable as they enter their second and third generations. Growing numbers of organizations feel comfortable with the reduced level of risk; the rapid growth phase of adoption begins. Approximately 20% of the technology's target audience has adopted or is adopting the technology as it enters this phase.
<i>Years to Mainstream Adoption</i>	The time required for the innovation to reach the Plateau of Productivity.

Source: Gartner (July 2023)

Table 3: Benefit Ratings

Benefit Rating ↓	Definition ↓
Transformational	Enables new ways of doing business across industries that will result in major shifts in industry dynamics
High	Enables new ways of performing horizontal or vertical processes that will result in significantly increased revenue or cost savings for an enterprise
Moderate	Provides incremental improvements to established processes that will result in increased revenue or cost savings for an enterprise
Low	Slightly improves processes (for example, improved user experience) that will be difficult to translate into increased revenue or cost savings

Source: Gartner (July 2023)

Table 4: Maturity Levels

(Enlarged table in Appendix)

<i>Maturity Levels</i> ↓	<i>Status</i> ↓	<i>Products/Vendors</i> ↓
<i>Embryonic</i>	In labs	None
<i>Emerging</i>	Commercialization by vendors Pilots and deployments by industry leaders	First generation High price Much customization
<i>Adolescent</i>	Maturing technology capabilities and process understanding Uptake beyond early adopters	Second generation Less customization
<i>Early mainstream</i>	Proven technology Vendors, technology and adoption rapidly evolving	Third generation More out-of-box methodologies
<i>Mature mainstream</i>	Robust technology Not much evolution in vendors or technology	Several dominant vendors
<i>Legacy</i>	Not appropriate for new developments Cost of migration constrains replacement	Maintenance revenue focus
<i>Obsolete</i>	Rarely used	Used/resale market only

Source: Gartner (July 2023)

Evidence

¹ **2022 Gartner Q4 CHRO Survey:** The 2022 Gartner Q4 CHRO Survey was conducted online from 24 October 2022 through 02 December 2022 and had 74 HR leaders as respondents with representation from various industries across 14 countries.

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[Understanding Gartner's Hype Cycles](#)

[Tool: Create Your Own Hype Cycle With Gartner's Hype Cycle Builder](#)

[Top 3 Recruiting Technology Macro Trends for 2023](#)

[Quick Answer: What Are the Top Trending Recruiting \(Talent Acquisition\) Technology Investments?](#)

[Video: How to Best Assess HCM Technology Providers' AI Capabilities](#)

[Market Guide for Talent Acquisition \(Recruiting\) Technologies](#)

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Table 1: Priority Matrix for Title not defined

Benefit	Years to Mainstream Adoption			
↓	Less Than 2 Years ↓	2 - 5 Years ↓	5 - 10 Years ↓	More Than 10 Years ↓
Transformational			Generative AI in Recruiting Internal Talent Marketplaces	
High	Candidate Relationship Management Employee Onboarding Employee Referral Management Talent Acquisition Suite Talent Analytics	Digitally Enabled DEI in Recruiting Virtual Assistants in Recruiting	AI-Enabled Candidate Sourcing AI-Enabled Skills Management Labor Market Intelligence	
Moderate	Interview Scheduling Recruitment Process Outsourcing Video Interviewing	AI-Enabled Candidate Matching Alumni Management Job Post Optimization Next-Gen Talent Assessments Predictive Analytics in Recruiting Programmatic Job Advertising	AI-Enabled Interview Intelligence AI-Enabled Recruitment Marketing	
Low				

Benefit	Years to Mainstream Adoption			
↓	Less Than 2 Years ↓	2 - 5 Years ↓	5 - 10 Years ↓	More Than 10 Years ↓

Source: Gartner (July 2023)

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Phase ↓

Definition ↓

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