



AI TRANSFORMATION PLAN

AI-DRIVEN RECRUITMENT: ACHIEVING FAIRNESS AND EFFICIENCY WITH GENERATIVE AI

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1. Executive Summary

The transformations in talent requirements in the age of artificial intelligence and the reshaping of numerous jobs within the next five years are placing significant pressure on talent management and acquisition. **61% of talent management leaders** agree that new demands exceed their capacity to deliver. In fact, by **2030, over 85 million jobs are projected to remain unfilled globally** (Gartner, 2025).

This poses a serious operational risk for rapidly growing companies and highlights the necessity of transforming **human-driven HR processes through AI**. AI has the potential to make talent acquisition **faster, more reliable, and cost-effective**.

Currently, **33% of federal-level tasks** can be completed by **GenAI** (HRD, 2023), and AI automation in recruitment reduces the operational burden on HR teams. Moreover, **AI-supported hiring systems lower recruitment costs by 30%** (Deloitte, 2023).

This project focuses on helping companies transition from **human-driven** recruitment processes to **AI-powered, generative AI-based systems** and aims to provide a structured roadmap for this transformation.

The primary goal is to **reduce the 45-day hiring period, minimize manual errors, and optimize recruitment with AI to enhance transparency, speed, and cost efficiency**. This transformation is a **critical step** in achieving corporate growth objectives.

Table 1 Corporate Goals

Goal	Current State	Target	Timeframe
Hiring Duration	45 days	22 days	12 months
Candidate Evaluation Consistency	65%	85%+	6 months
HR's Strategic Task Time	30%	60%	18 months

2. Introduction

Target Audience (Company) and Problem Definition

Due to **industry transformation, including AI, 23% of global jobs will change within the next five years**, and **62% of candidates** state that they only apply for jobs that meet most of their **Employee Value Proposition (EVP) requirements**. This places **finding the right talent quickly** at the center of HR priorities while also increasing the necessity for HR professionals who can **analyze and understand the new world of talent**.

For companies that heavily rely on **human-driven HR processes and have high-volume recruitment needs**, responding to both of these major challenges while maintaining **scalability and sustaining growth** is becoming increasingly difficult. To achieve the necessary **scalability and flexibility**, external solutions may be leveraged (Forbes, 2024). At this point, **AI-driven HR transformation** and the **collaboration between humans and AI** are more critical than ever.

For companies that **predominantly rely on manual HR processes**, the **general business process issues, root causes, and proposed solutions** are clearly defined in the following table.

Table 2 Business Problem

Business Problem	Root Cause	Proposed Solution
Manual Job Posting and CV Screening	Manual CV processing and inefficiency in handling large application volumes.	AI-powered CV screening and competency matching for 100% application analysis.
Delayed Hiring Due to High Applicant Volume	Lack of an automated system to identify suitable candidates, slow manual processes.	AI-driven candidate matching system to automatically shortlist the best candidates.
Inconsistent Evaluations	Different interviewers providing subjective candidate assessments.	AI-powered video interview system analyzing facial expressions, tone, and key phrases for objective evaluations.
Time Loss	HR teams spending excessive time on job postings, manual candidate communication, and advertising strategies.	Automating job posting management and candidate communication through AI.
Interview Fatigue and Inefficiency	Multiple interviews with the same candidates, consuming unnecessary HR time.	AI-powered pre-screening system to filter top candidates and reduce unnecessary interviews.

3. Strategic Plan Layout

3.1 Gen-AI Competency Matrix for Recruitment Processes

For companies to **transform their HR processes with AI**, it is essential first to evaluate **the capability of generative AI** in meeting these business needs. Below is an assessment of generative AI's potential in recruitment processes.

Table 3 Gen-AI Competency Matrix

Task	Gen-AI Potential
Job posting creation and announcement	High
Candidate screening and pre-selection (CV analysis, talent matching)	High
Interview process management (video interview analysis, evaluation)	High
Recruitment tests and case studies	Medium*
Candidate experience management	Medium

A "Medium" rating indicates that human intervention is necessary for either the process or final decision-making. For example, if a candidate is shortlisted after a video interview, an HR professional should personally meet them.

3.2 AI Development vs. Purchase Decision

With the competencies that generative AI provides, **should we build a team to develop an in-house AI recruitment system, or should we opt for an AI solution purchase?**

To answer this question, we will evaluate **the project's goals, strategic concerns, and risks** using **Gartner's AI Planning Framework** and then apply the **FAB-4 approach** for structured decision-making.

3.3 Key Components of Your AI Strategy Framework

This Gen AI strategy and planning framework ensures that AI **recruitment initiatives align with corporate objectives, maintain accountability, and leverage measurable success metrics** to support sustainable transformation. (Gartner, 2023)

3.3.1 Goals

When determining our **AI transformation strategy**, our priority will be to **clearly define goals** and align them with AI/GenAI capabilities.

Table 4 AI Strategy Framework - Goals

Goal	How AI/GenAI Enables That Goal	Use Cases to Pursue (Illustrative Examples)
Optimize Job Posting and Candidate Reach	AI automates job posting creation and identifies the most effective platforms to target suitable candidates.	AI-powered targeted recruitment ads, natural language generation for job descriptions
Enhance CV Screening Efficiency	AI uses NLP to analyze and rank all applications, reducing the manual review workload.	Automated resume parsing, candidate ranking, skills-matching algorithms
Standardize Candidate Evaluation	AI implements a scoring system based on predefined criteria to ensure consistency across evaluations.	AI-driven scoring and feedback systems, interview analytics
Reduce Operational Time in Recruitment	AI automates repetitive tasks, enabling HR teams to focus on strategic initiatives.	Workflow automation, scheduling assistants, chatbots for candidate queries

3.3.2 Business Goals

In our **AI transformation project**, we have defined **success metrics** that directly align with our overall **business goals**. These metrics are essential for evaluating the success of the project and determining the expected improvements.

These AI-driven recruitment strategies and success metrics will ensure a **more efficient, scalable, and data-driven hiring process** while aligning with business growth objectives.

Table 5 AI Strategy Framework - Business Goals

Business Goal	Appropriate Success Metrics
Improved Candidate Satisfaction	Candidate satisfaction score / Net Promoter Score (NPS)
Increased Candidate Reach	Engagement rate of job postings and percentage of targeted candidate reach
New Recruitment Initiatives	Number of implemented new recruitment strategies
Automation of Recruitment Processes	Reduction in time spent on CV screening and evaluation processes
Cost Reduction	Percentage reduction in recruitment costs (advertising and operational)
Enhanced Employee Productivity	Decrease in operational workload for HR teams, increase in time allocated to strategy
Improved Service Accessibility	Annual percentage of recruitment process availability

3.3.3 Strategic Concern

After identifying **potential business benefits** in the **vision stage**, it is crucial to surface **strategic concerns** that may hinder the organization's ability to capture value in the intended way. Below are the key concerns and their respective solutions.

Table 6 AI Strategy Framework - Strategic Concern

Strategic Concern	Solution	Executive(s) Responsible	What the Organization Will Do
Projects must align with corporate goals	Document goals and adopt a portfolio approach for AI opportunities in recruitment processes.	HR Director (CHRO)	Specify which corporate goals should be addressed. Define five or fewer pilots and minimum viable products.
Metrics must support project maturity	Identify metrics that can serve as proxies for financial and risk outcomes.	Finance Director (CFO)	Collaborate with data and analytics teams to discuss measurable and educational points for future projects.
Accountability structures must enhance AI outcomes	Create a RACI (Responsible, Accountable, Consulted, Informed) matrix for AI strategy development and implementation.	Data and Analytics Officers, CIO	Design a comprehensive RACI matrix covering all aspects of AI projects and product development.

3.3.4 Key Types of Risks

Evaluating and mitigating risks is crucial for every project decision. Any **AI implementation** comes with **various risks**, as exemplified in the table below. **GenAI**, in particular, introduces new risks such as **hallucinations, biases, and inaccurate results**. To ensure **responsible AI usage**, organizations must first **identify and understand these risks**.

Table 7 AI Strategy Framework - Key Types of Risks

Key Types of Risks	Risk Category	Executive(s) Responsible	Action Plan
Regulatory	Adherence to employment regulations	CIO/CTO and HR Director	Monitor and adapt to evolving labor and data protection laws. Collaborate with legal and compliance teams to ensure all AI tools meet regulations.
Reputational	Secure and ethical practices	CIO/CTO	Establish transparent AI-driven recruitment processes. Secure candidate data privacy and ensure AI outputs are unbiased and reliable.
Competencies	Training and skill development	CIO/CTO and HR Training Manager	Develop an AI literacy program for HR teams. Build internal expertise to manage and optimize AI tools effectively.

4. Market Analysis and Global Trends

Monitoring the state and trajectory of AI in global markets provides a **solid foundation for project decisions**. Before making investment decisions, it is crucial to assess whether the investment aligns with **global industry trends**.

AI projects carry **significant risks**, but **AI transformation today extends beyond process improvement and cost savings**. Investing in AI projects is **strategically valuable** as it helps companies shape their **future vision**. In this context, a **global and local AI market analysis** has been conducted to validate the **investment direction**.

Global Data

- The **AI market size** is projected to **reach \$243.70 billion by 2025**.
- The **annual growth rate (CAGR 2025-2030)** is expected to be **27.67%**, leading to a **market volume of \$826.70 billion by 2030**.
- In global comparisons, **the largest AI market will be in the United States, reaching \$66.21 billion by 2025**. (*Statista, Artificial Intelligence – Worldwide*)
- The **adoption of generative AI in HR processes** globally is currently **14%**. (*McKinsey & Company Survey, 2023*)
- **HR staff spend up to 57% of their time on administrative tasks**, leaving little time for more strategic initiatives. (*Deloitte, 2023*)

5. Competitive Assessment and Digital Maturity

Before implementing an **AI transformation project**, companies must **evaluate their digital maturity levels**. **Digital maturity** covers key business dimensions, including:

- **Customer Engagement**
- **Strategy**
- **Technology**
- **Operations**
- **Organization & Culture**

Assessing digital maturity helps organizations **manage their digital transformation effectively** and understand **how prepared they are for change**. This assessment identifies a company's **aspirations and the capabilities needed to achieve them**.

According to **McKinsey**, **71% of companies with high digital maturity levels** are more successful in implementing new technologies. (*Deloitte, 2018*)

For this project, it is **assumed that the companies involved already have a high level of digital maturity**.

6. Step-by-Step Decision with the FAB-4 Approach

Our **AI solution development or purchase decision** was structured in four stages using the **FAB-4 approach**.

- In the **Find** stage, we determined that our data was **suitable for AI usage**, but we **lacked sufficient resources** for both employee training and AI model training.
- In the **Answer** stage, we confirmed the **necessity of AI**, found that our team was **prepared**, but concluded that **purchasing an external solution** would be **more cost-effective and efficient** due to our **limited internal development capacity**.
- Before moving to the **Build** stage, in the **Conclusion** stage, we evaluated various **AI solutions** and decided to purchase:
 - **Scout** for **unique talent mapping, job posting automation, and candidate communication**.
 - **HiringCycle** for **video interview automation** in the recruitment process.

7. Technological Infrastructure and Compliance

When making **development or purchase decisions**, companies must clearly define their **technological infrastructure and integration plans**.

For **digitally mature companies**, these stages are easier to navigate as they have already achieved the necessary **technical and integration capabilities**.

For this project, the following **technical assumptions** were made:

Existing Systems:

- **Workday ATS, AWS cloud infrastructure.**

Integration Plan:

- **Data synchronization between HireVue APIs and Workday.**
- **Data encryption compliant with KVKK (Turkish Data Protection Law) and GDPR.**

8. Performance Measurement

For every project, **performance measurement criteria** are established from the beginning, allowing companies to **track measurable improvements** post-implementation. The key **KPIs (Key Performance Indicators)** for this project are outlined below:

KPIs:

1. **Hiring Duration:** Target of **22 days** (with **5% improvement per month**).
2. **Candidate Satisfaction:** Measured through **surveys** (target: **85%+**).
3. **ROI Tracking:** Monitored via **monthly financial reports**.

Feedback Mechanisms:

- **Employee Feedback:** Monthly meetings with HR teams and managers.
- **Continuous Improvement:** AI models updated **every six months**.

9. Conclusion and Long-Term Vision

This project can serve as a **milestone** for companies in their **journey to AI adoption**, enabling them to **adapt to the new world of work**. The expected **savings and ROI over the first 18 months** will be **customized for each company**, proving the **critical importance of AI investment**.

For **post-2025 AI transformation**, companies should aim for:

- **Integration of AI into performance management and employee engagement processes.**
- **End-to-end automation of all HR operations using AI.**
- **Development of a knowledge management system based on an LLM foundation model** within the organization.
 - This would **support internal AI-driven solution development** and **enable small internal AI teams** to build and optimize generative AI applications.

This transformation will be a **crucial step toward embedding AI into HR processes** and driving **long-term strategic success**.

10. References

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