



# How can recruiters become true talent advisors?

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# Two things are collapsing at once.

## COLLAPSE ONE

### The cost of the transactional work

The administrative half of hiring is close to free now. That part of the shift is real, and it is already happening in most of your teams.

## COLLAPSE TWO

### The trustworthiness of every signal

Every candidate can now look qualified. The résumé, the cover letter, the polished answer. All of it is cheap to manufacture at scale.

So the winning operating model is not just more automation.  
It is automating the low-risk work so you can afford far stronger judgment where it actually counts.



# True talent advisors. Three conditions. In this order.

ONE

## Capacity

Nobody advises from a full calendar. Roughly 80% of the day is transactional, and this is where almost all current investment goes.

TWO

## Capability

Freed time does not become advice on its own. Automation creates a vacuum. What fills it is a deliberate choice.

THREE

## Contract

A capable recruiter with time still gets ignored if the scorecard measures throughput and someone else owns the relationship.



# The market is buying only one of the three.

Where the money actually went in the last twelve months

**45%**

of organisations cut TA headcount

**78%**

held or grew their TA technology budget

**64%**

rank technology and tooling as their top 2026 priority

**20%**

rank capability and upskilling as their top priority

Technology gets more than three times the mindshare of upskilling. Hackett finds the same shape across HR: 9% more workload, fewer people, and a 9% rise in technology spend.



# Eighty tasks in a hire. Eighteen are genuinely human.

We broke down every discrete task in an enterprise recruiting process and sorted them

**30**

## Automatable

Mechanical, rule based, no meaningful judgment call involved.

**32**

## Hybrid

AI drafts, structures, aggregates or flags. A person reviews, personalises or decides.

**18**

## Human only

Judgment, negotiation, relationship, accountability. Nothing here is mechanical.



# Your recruiting process, all 80 tasks.

What AI can own end to end, what stays hybrid, and what stays human. The full list.

● Automatable (30) ● Hybrid (32) ● Human-Only (18)



## AUTOMATABLE

30 of 80 tasks · 37.5%

Mechanical, rule-based, no meaningful judgment call.

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| 4 Create job requisition (ATS)        | 47 Chase interviewers for feedback   |
| 16 Publish job ad                     | 58 Run background/RTW checks         |
| 17 Distribute to job boards           | 64 Issue formal written offer        |
| 18 Post to social/referral channels   | 66 Confirm start date/notice         |
| 21 Boolean/X-ray sourcing search      | 67 Send rejections to remaining      |
| 24 Follow up with non-responders      | 68 Collect candidate feedback/NPS    |
| 27 Manage inbound applications        | 69 Preboarding paperwork/IT setup    |
| 28 Triage resumes vs. minimums        | 70 Coordinate Day 1 with HR          |
| 29 Run knockout/eligibility questions | 71 Close out requisition (ATS)       |
| 33 Verify basic candidate facts       | 72 Update pipeline/pool records      |
| 35 Send screen-stage rejections       | 73 Maintain ATS data hygiene         |
| 40 Schedule interviews (calendars)    | 74 Produce pipeline/funnel reports   |
| 41 Coordinate interview logistics     | 75 Track time-to-fill/source-of-hire |
| 42 Send interview confirmation/prep   | 77 Maintain decision audit trail     |
| 44 Administer skills tests            | 78 Stakeholder status updates        |



## HYBRID

32 of 80 tasks · 40%

AI drafts or flags; a person reviews and decides.

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| 1 Headcount planning vs. budget     | 31 Run screening calls               |
| 5 Set salary band/comp range        | 34 Disposition w/ reason codes       |
| 7 Run the intake meeting            | 36 Shortlist for hiring manager      |
| 8 Clarify scope & must-haves        | 39 Adjust search on feedback         |
| 9 Agree success criteria            | 43 Brief interviewers on focus       |
| 10 Agree interview process design   | 46 Submit interview scorecards       |
| 11 Review JD for compliance         | 48 Consolidate feedback (all stages) |
| 12 Draft the job post               | 49 Flag red-flag feedback            |
| 14 Brief the interview panel        | 50 Reschedule/handle no-shows        |
| 15 Build interview guide/scorecards | 51 Manage candidate questions        |
| 19 Manage referral submissions      | 52 Keep candidates warm              |
| 20 Build sourcing strategy          | 54 Compare candidates side-by-side   |
| 22 Build talent pipeline            | 57 Conduct reference checks          |
| 23 Personalised outbound outreach   | 60 Build offer within bands          |
| 25 Manage agency/vendor submissions | 76 Legal/compliance checks           |
| 30 Screen resumes vs. criteria      | 79 Prioritise own workload           |



## HUMAN-ONLY

18 of 80 tasks · 22.5%

Judgment, negotiation, relationship, accountability.

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| 2 Build the business case           | 53 Facilitate decision debrief     |
| 3 Get req approved (Finance/HR)     | 55 Make final hire recommendation  |
| 6 Confirm budget/headcount sign-off | 56 Get decision sign-off           |
| 13 Get job post signed off          | 59 Resolve background-check issues |
| 26 Attend/organise talent events    | 61 Get offer approved internally   |
| 32 Assess motivation & salary fit   | 62 Extend the verbal offer         |
| 37 Present shortlist to HM          | 63 Negotiate offer terms           |
| 38 Gather HM feedback               | 65 Manage counter-offers           |
| 45 Conduct structured interviews    | 80 Calibrate with HMs on the bar   |



CARA IN ACTION · 1

# Supporting an intake

Thirty seconds inside Slack. What smart automation of the middle actually looks like.

Mercer

● Naomi Bailey



CHANNELS

# talent-acquisition

# interview-team

# hiring-tech-role

# recruiting-ops

APPS



Cara

● Active



Naomi Bailey  
Online

# hiring-tech-role

Cara coordinates the hiring workflow in your existing systems



Message #hiring-tech-role

+ Aa @





CARA IN ACTION · 2

# Supporting an interviewer

Same idea, other end of the funnel. The draft arrives; the judgment stays human.

## Mercer

● Gavin Jones



### CHANNELS

# talent-acquisition

# interview-team

# hiring-jordan-lee

# recruiting-ops

### APPS



Cara

● Active



Gavin Jones  
Online

## # hiring-jordan-lee

Second-round interview · Jordan Lee



Message #hiring-jordan-lee

+ Aa @





# AI owns the middle. Humans own the two ends.

Where the eighteen human tasks actually sit in the process

## BEFORE THE REQUISITION

### Is this the right role at all?

The business case. Requisition approval. Budget and headcount sign-off. Getting the job signed off in the first place.

Tasks 2, 3, 6, 13

## THE FUNNEL

### Finding, sorting and moving people

Sourcing, screening, scheduling, coordinating, reporting. Almost entirely automate and hybrid. This is where the tooling lives and where the capacity comes from.

Tasks 14 to 52, with few exceptions

## AT THE DECISION

### Is this the right person?

The interview. The debrief. The recommendation. The negotiation. Calibrating the bar with a hiring manager.

Tasks 53 to 80

Advisory is not one thing. It is judgment at both ends: what we should be hiring for, and who we should hire.



# Automating 62 tasks is how you afford to take the 18 seriously.

## AUTOMATE

### is Capacity

Where you win back the day. Front loaded: fix the waste at the top of the funnel and the effect runs downstream through everything after it.

## HYBRID

### is Capability

Where capability is built or quietly lost. Knowing when to trust the draft and when to override it is the skill, not the tool landing.

## HUMAN ONLY

### is Contract

Whether you have the mandate and the metrics to protect these eighteen as real work, rather than something squeezed the moment volume spikes.

This is not a headcount argument. It is a capacity argument.



# The proven return is still automation, not decision-making.

**32%**

average improvement in time-to-fill and time-to-hire

**72%**

average improvement in automation of hiring activities

**70%**

increase in recruiter efficiency on daily tasks

## Talent Advisor 1.0



## Talent Advisor 2.0





The question isn't how many hours AI removes.  
It's where you reinvest them.

NORTH AMERICA

**44%**

reinvest capacity  
into capacity

EMEA

**56%**

convert capacity  
into capability



Before the requisition

The funnel

At the decision

# The first half of advisory: should this role exist at all?

The talent advisor has to own this. It happens before TA is usually in the room.

## The questions nobody is resourced to ask

- Should this role exist at all?
- Is the level and the scope right?
- Is the salary remotely realistic?
- Build, buy, borrow, or redesign the work?
- Is this location viable for this skill?
- Could someone inside already do it?

## Why it never happens

Because it happens before the req, and TA is not usually in the room before the req. That is a Contract problem, not a capability gap.

It is also the highest-leverage advisory work there is. A role that should not have been opened is the most expensive thing in the funnel.

### Thales

Talent intelligence showed the problem was not recruiter performance. A manufacturing site had drifted away from its labour market. The work supported a business case to relocate the facility.



Before the requisition

The funnel

At the decision

## The second half of advisory: claim, evidence, identity.

At the decision end, the work is no longer screening claims. It is producing evidence.

### CLAIM

#### The résumé

Still useful as an index. It tells you where someone says they worked and what to ask about. It can no longer prove any of it.

### EVIDENCE

#### The assessment

Structured interviewing, work samples, probing a claim until something real is behind it. This is the skill that gets scarce exactly as it gets valuable.

### IDENTITY

#### The authentication

Running through the funnel rather than bolted on at the end. Discovering someone doesn't exist after five interviews is an expensive place to find out.

The résumé hasn't become useless. It's become unaudited testimony.



# The eighteen are not human for the same reason.

Contract is whether you have the mandate to protect each kind

## ALWAYS WAS

The business case. The offer negotiation. The counter offer. Calibrating with a hiring manager on the bar. Relationship and negotiation work, and no tooling changes that.

## THE LAW NOW SAYS SO

Once AI materially influences a hiring decision, a genuine human path to review and change it is required. Not a rubber stamp on something nobody read.

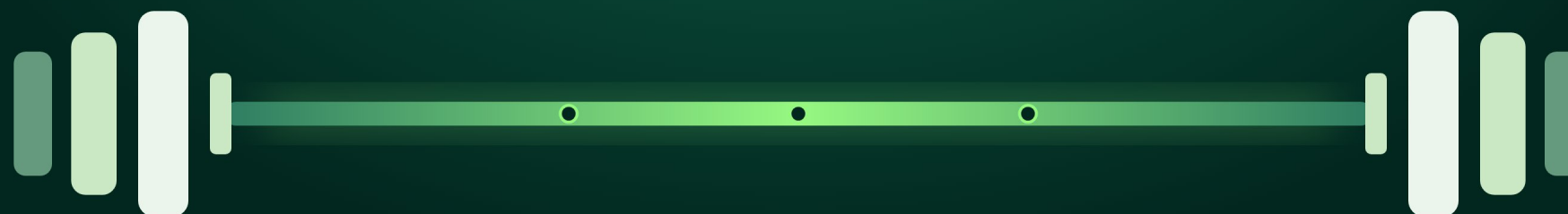
## NOTHING ENFORCES IT

The structured interview. The moment someone who does not pattern match on paper gets to make their case. This is the one that erodes the moment volume spikes.

Know which is which before you are under pressure to erode it.



# Automation owns the middle. The talent advisor owns both ends.



START

**What to hire for**

Human judgment

THE MIDDLE

**The 62 in between**

Automated

DECISION

**Who to hire**

Human judgment

## 30 Capacity

Automate the middle and the time comes back.  
Nobody advises from a full calendar.

Fully automated · 37% of tasks

## 32 Capability

Training and practice, so the work AI drafts is actually  
judged well rather than waved through.

Hybrid · 40% of tasks

## 18 Contract

The business agrees this is the recruiter's job, asks for  
it, and measures it.

Explicitly human · 23% of tasks

Capacity. Capability. Contract. **That is how recruiters become true talent advisors.**

