



AI IN THE
FRONTLINE
WORKFORCE
WORKBOOK

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Let's co-create the future.

How we can help you.

AI powers the world's best frontline teams.

Scan or click the QR code to the right to hear from leading employers on the use case for AI and the impact it has already had on their frontline teams.

Scan or click to view the below case studies and more.



Rachel Allen
Head of TA
talks about cutting time to hire from ten days to under three.



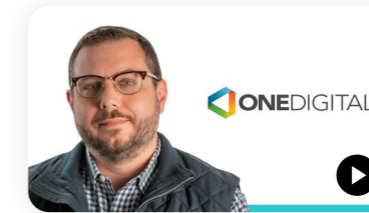
Mark Gibson
Director of HR Technology
explains how they save 900,000 hours every year with AI.



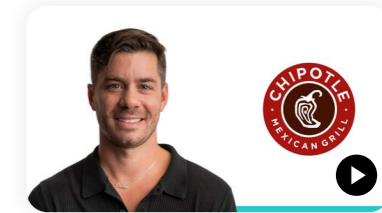
Jessica Manucy
Senior Director of TA
speaks about saving \$1.8M in 12 weeks with a new career site.



Stef Nikitas
Director of TA
explains how they use AI to schedule 200+ interviews daily.



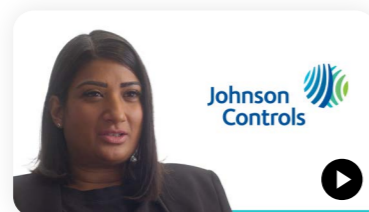
John Bruce
VP of People Technology
talks about saving \$120,000 annually in scheduling costs.



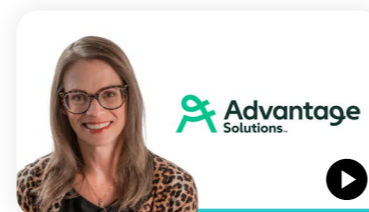
Chad Hewitt
Senior Product Manager
explains why AI will drop time to hire by 75%.



Sara Piper
Exec. Director of TA
chats through hiring 6,500+ people in 3 months.



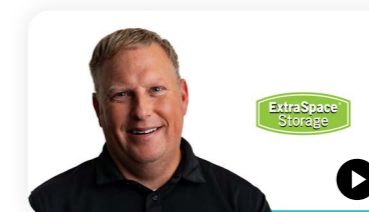
Seema Shah
Global TA Operations Manager
shares how being multilingual translates to ROI.



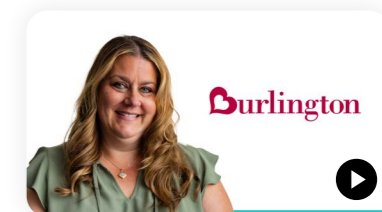
Katy Shaddock
VP, TA Operations
explains how they reach 1,500,000 candidates every year.



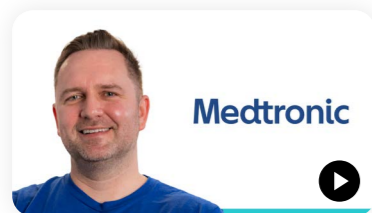
Abby LaLiberty
TA Program Manager
explains how they saved 23,000 hours in two years.



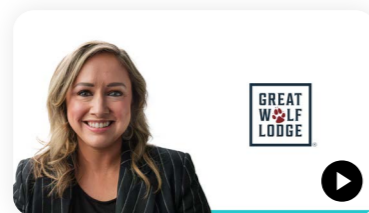
Tyler Jacobsen
Senior Director, HR
talks about reducing time to hire by 45%.



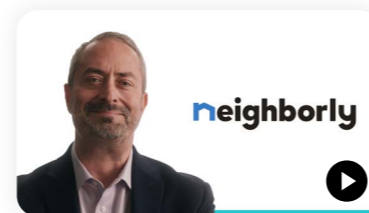
Tracy Aguilar
VP, TA
discusses getting to know candidates better with AI.



Mark Smith
Global VP of TA
talks about beating well-known tech brands for top talent.



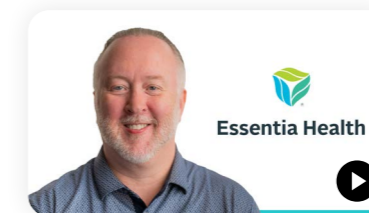
Rachel O'Connell
CHRO
details how AI has helped them save \$700,000 annually.



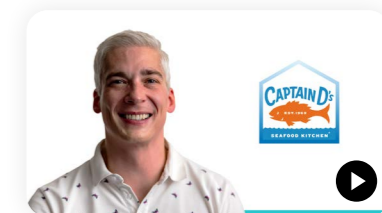
Craig Gjelsten
Director of Deployment
shares how they are decreasing average cost per hire by 54%.



Cassie Vasco
Senior Director, HR Systems
reveals how they decreased time to hire by 60%.



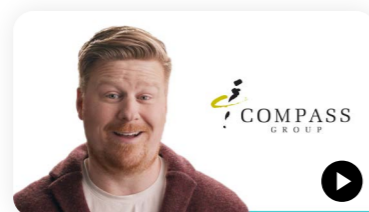
John Higgins
VP, Talent Management
explains the impact of being able to hire 24/7.



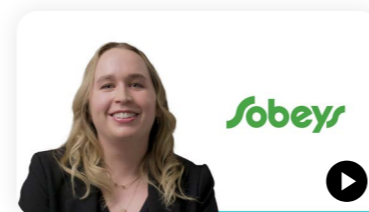
Michael Ditrich
Senior Director, TA
discusses how they're able to decrease short-term turnover.



Darnell Hill
VP, TA
talks about increasing internal mobility with better hiring.



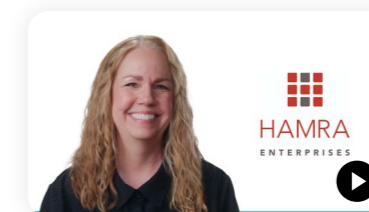
Shay Johnson
VP, Strategic HR Partnerships
reveals how they hired 160,000 people with 20 recruiters.



Claire Wildman
Manager, TA Strategy
discusses hiring in under two days with conversational AI.



Jada D. Reese
Chief People Officer
shares how they convert top grocery candidates into hires.



Sonja Breuer
Director, HR
reveals how they hire in four days with an AI-powered ATS.



Steffanie Chaviano
VP, TA
shares how they increased offer acceptance through AI.

Scan or click to read the report



New research on frontline hiring.

Hot off the press.

With **15.7 million people on the payroll in 2025**, restaurants and foodservice businesses employ roughly **10% of the entire U.S. workforce**. While the worst of the staffing crisis has passed — the share of restaurants reporting insufficient staff dropped from 78% in 2021 to just 22% in 2025 — demographic headwinds are approaching. A smaller population means fewer people looking for jobs.

This data paints a clear picture: Operators who invest in attracting and retaining great people will be the ones who are staffed when competition for talent heats up.

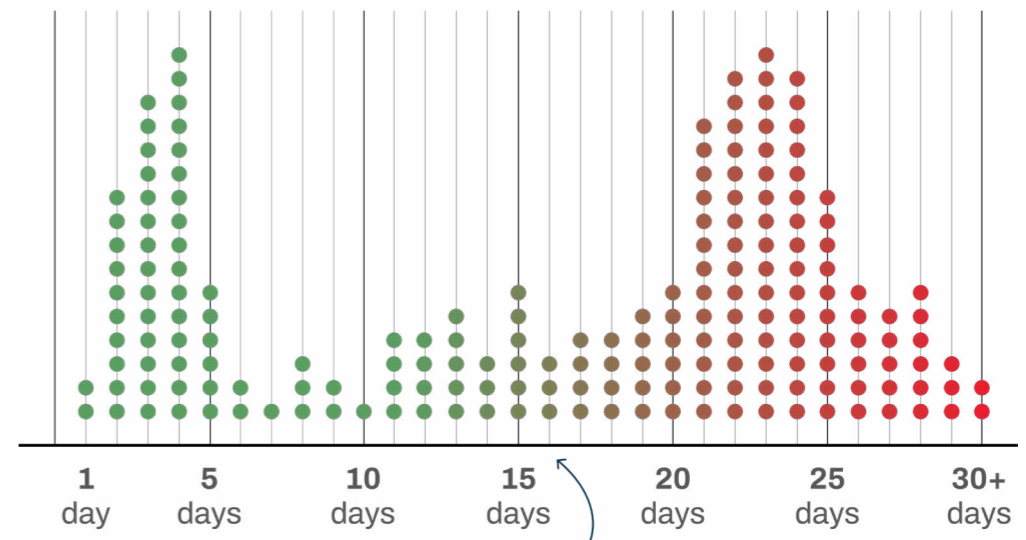


Takeaways for frontline companies.

Average time-to-hire is 16 days, but that's not the story. While that average is faster than a few years ago (~21 days), the number is skewed by two very different data clusters:

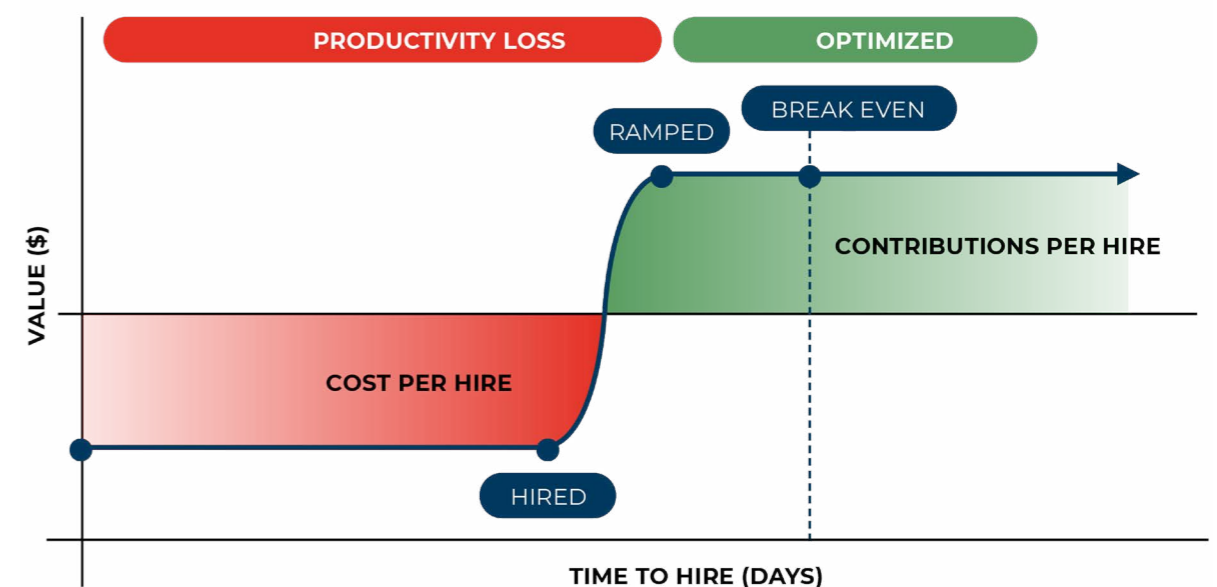
Early tech adopters make hires in just **2-4 days**.

The other cluster? **Over 20 days**.



Average time-to-hire: **16 days**.

Don't sacrifice quality in the hiring process. It takes hourly hires **31.8 days** for their value to exceed the cost of hiring, onboarding, and training. Interestingly, hiring faster typically yields better retention rates.



**Analyzing
the frontline.**



Figuring out how to improve.

As it stands today, what are your 3 main hiring challenges?

1

2

3

Frontline report card.



Take a moment to rate different aspects of your frontline experience for team members and managers.

Step	Rating (1-10)	Strengths	Opportunities
 Applicant Quantity			
 Candidate Experience			
 Hire Speed/Efficiency			
 Hire Quality			
 Onboarding			
 Retention			
 Employee Experience			
 Manager Experience			

Who do you hire?

Who are the people you need to bring in to fuel business success?

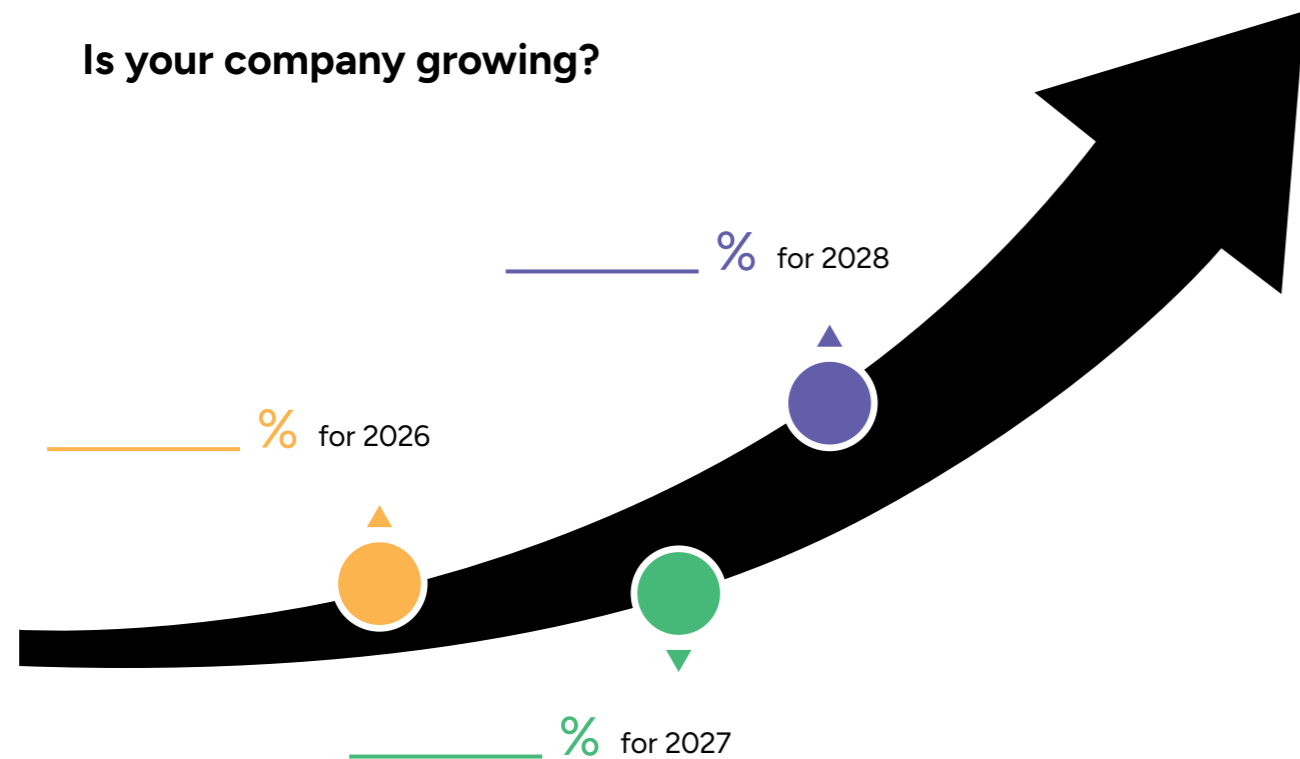
Current number of employees:

New hires per year:

How many frontline hires:

How many corporate hires:

Is your company growing?



Who does your hiring?

Let's break down who handles your hiring today and what that costs. Now, consider this alongside your projected company growth rate. What will this team need to be if you scaled proportionately?



Recruiters / Sourcing

Number of recruiters / sourcers:

Average annual cost per headcount (salary and benefits):

Total compensation (headcount x avg annual cost per headcount):

Number of hires this group will make this year:



Admin / Operations

Number of admin / operations:

Average annual cost per headcount (salary and benefits):

Total compensation (headcount x avg annual cost per headcount):

Number of hires this group will make this year:

Typically not directly responsible for hires



Location managers

Number of location managers:

Average annual cost per headcount (salary and benefits):

Total compensation (headcount x avg annual cost per headcount):

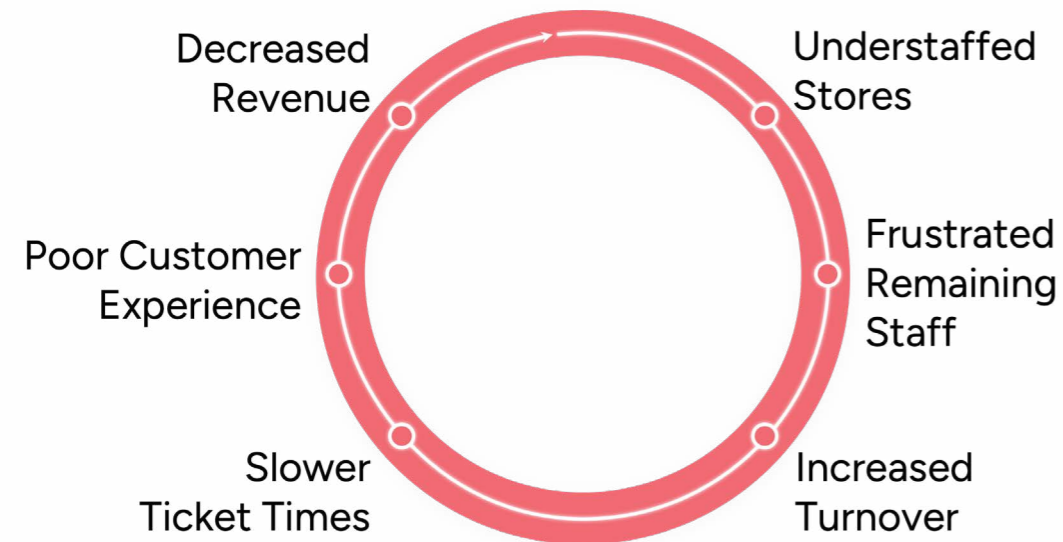
Number of hires this group will make this year:

**The outsized impact
of understaffing.**



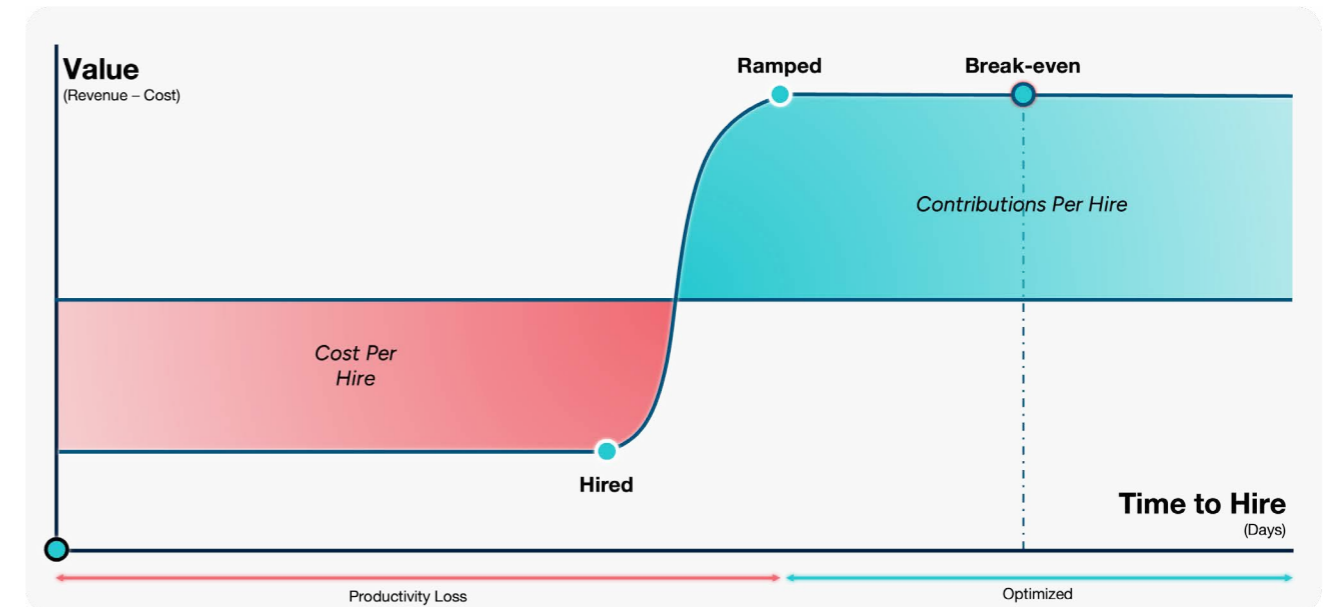
The vicious cycle of understaffing.

When just one location is understaffed, it creates a feedback loop that leads to unhappy team members, poor customer experiences, and less revenue.



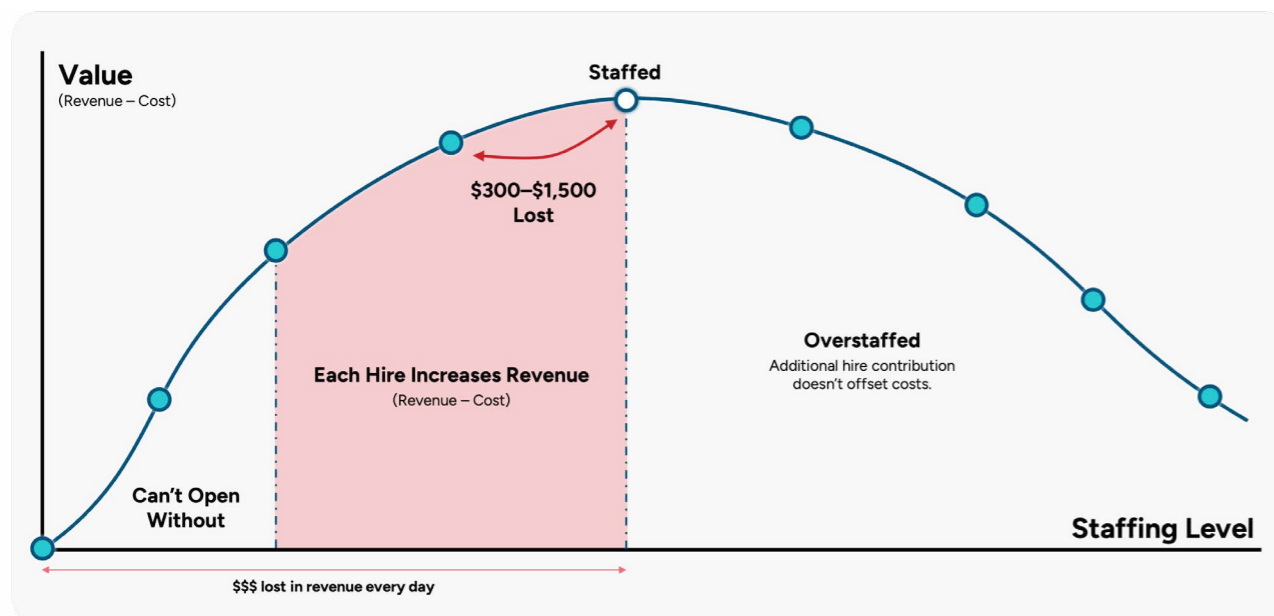
Time-to-hire matters in frontline.

Hires don't bring value on their first day. Productivity loss goes far beyond the time it takes to merely staff your store — each day they're not ramped loses you money.



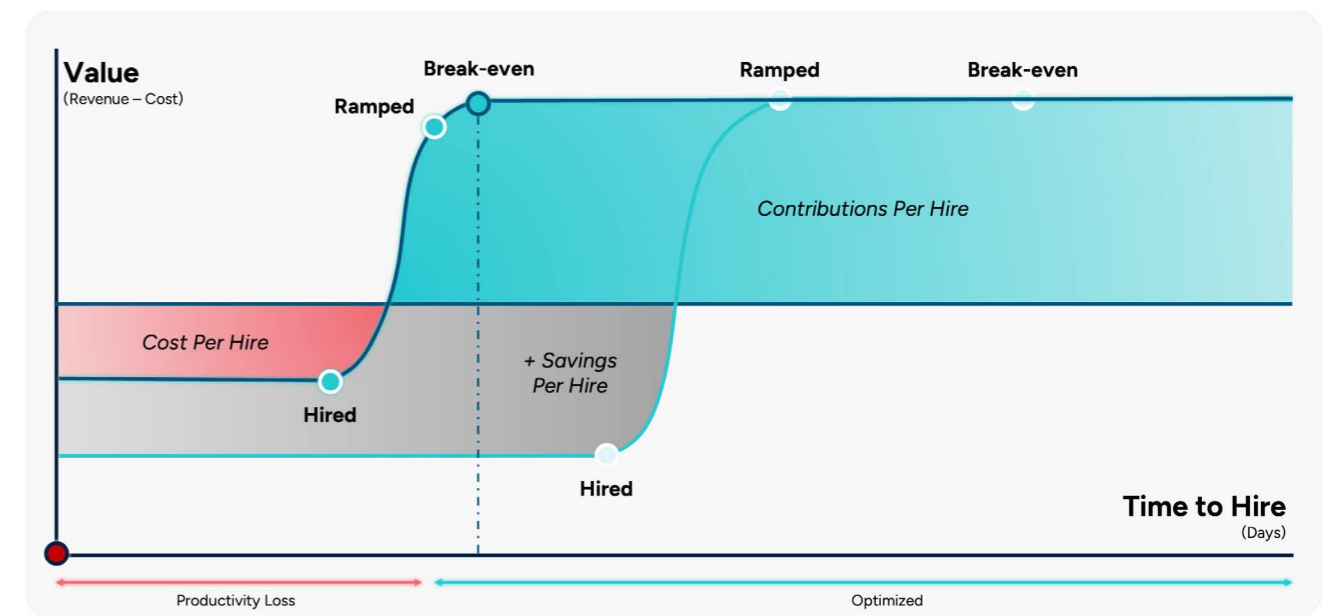
How staffing impacts revenue.

Staffing levels exist for a reason. Do you think you're understaffed or overstaffed, but you're not seeing any negative implications? Then you're actually just staffed!



Why you need to be faster.

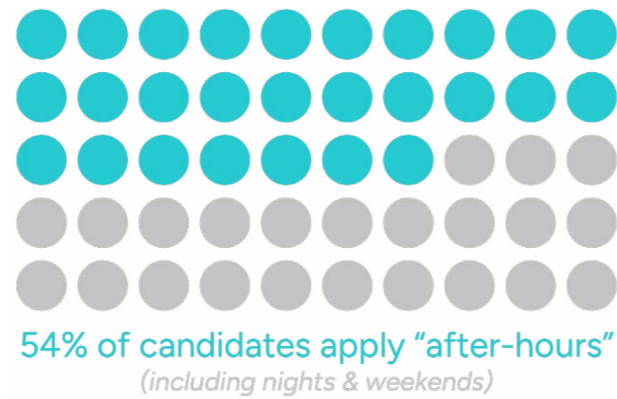
The average time-to-hire in frontline industries is 16 days. Imagine if you could reduce that to just three...



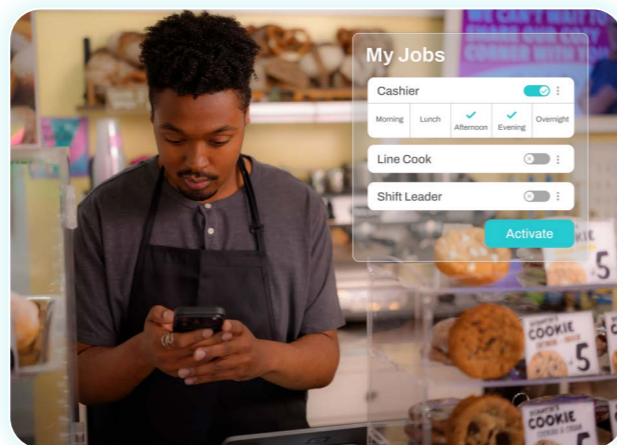
Why is frontline hiring hard?

Hiring for frontline roles presents a set of unique challenges that can extend time-to-hire.

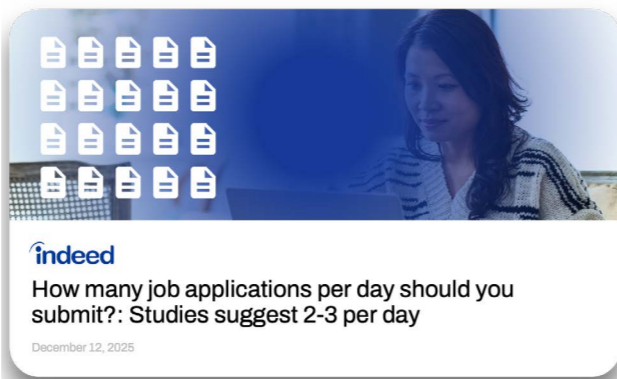
Candidates apply when **your team is asleep.**



Typically, managers **are our recruiters.**

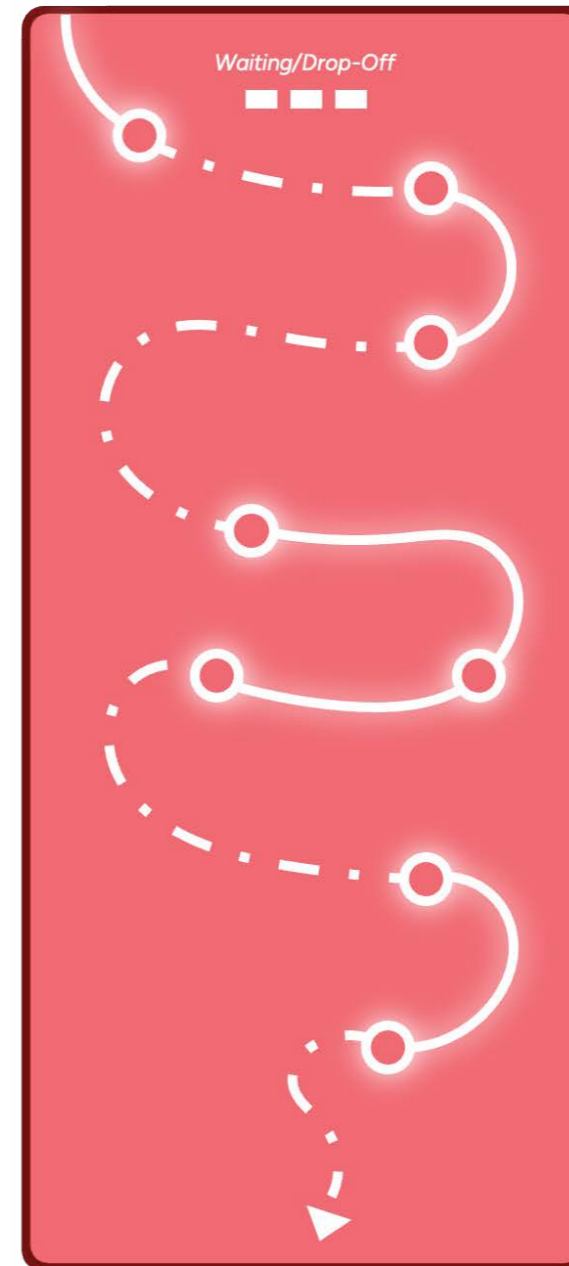


Applicants are applying to **15–20 jobs at the same time.**



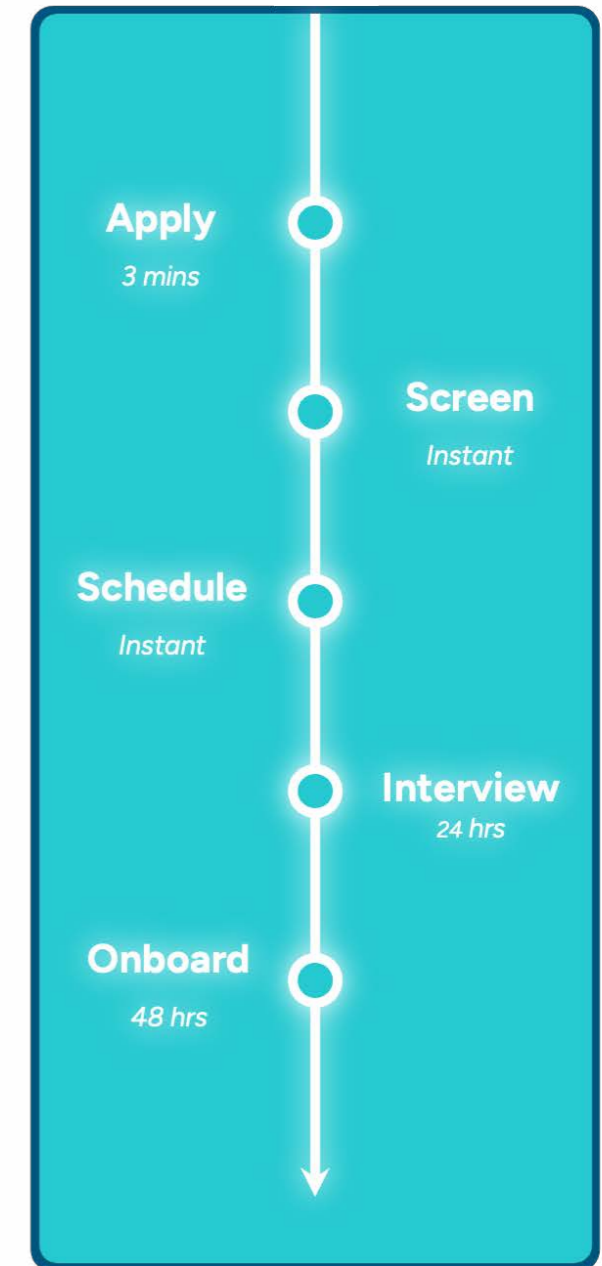
Current

~21 Days



Goal

~3 Days



The hiring process takes **too long.**

**Remove friction
to staff faster
and better.**



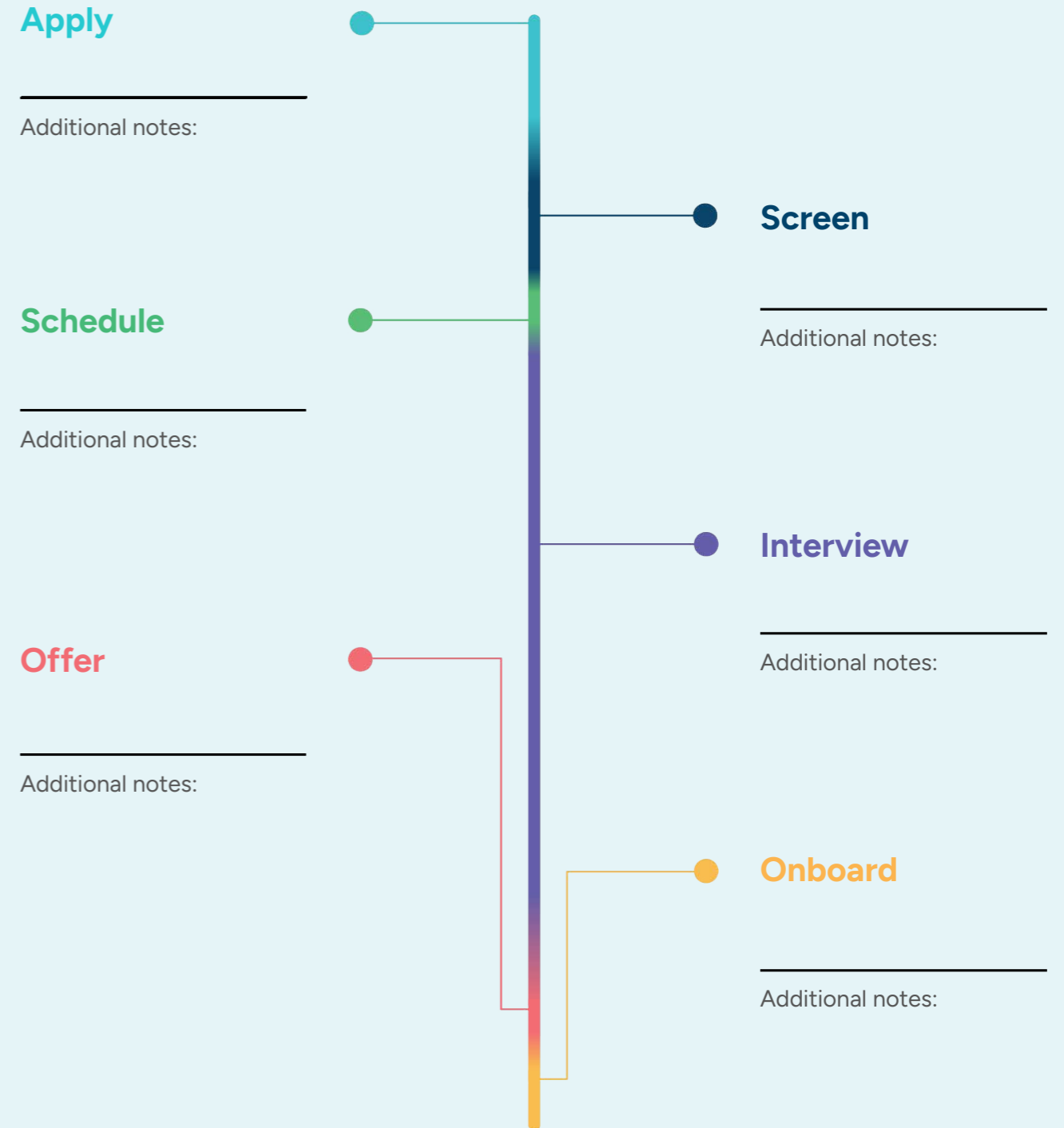
Time-to-hire (Paradox benchmark).

How do you compare to some of our fastest customers by stage? Below are best in class metrics pulled from our latest data for frontline organizations. Note: results vary by industry and role profile.



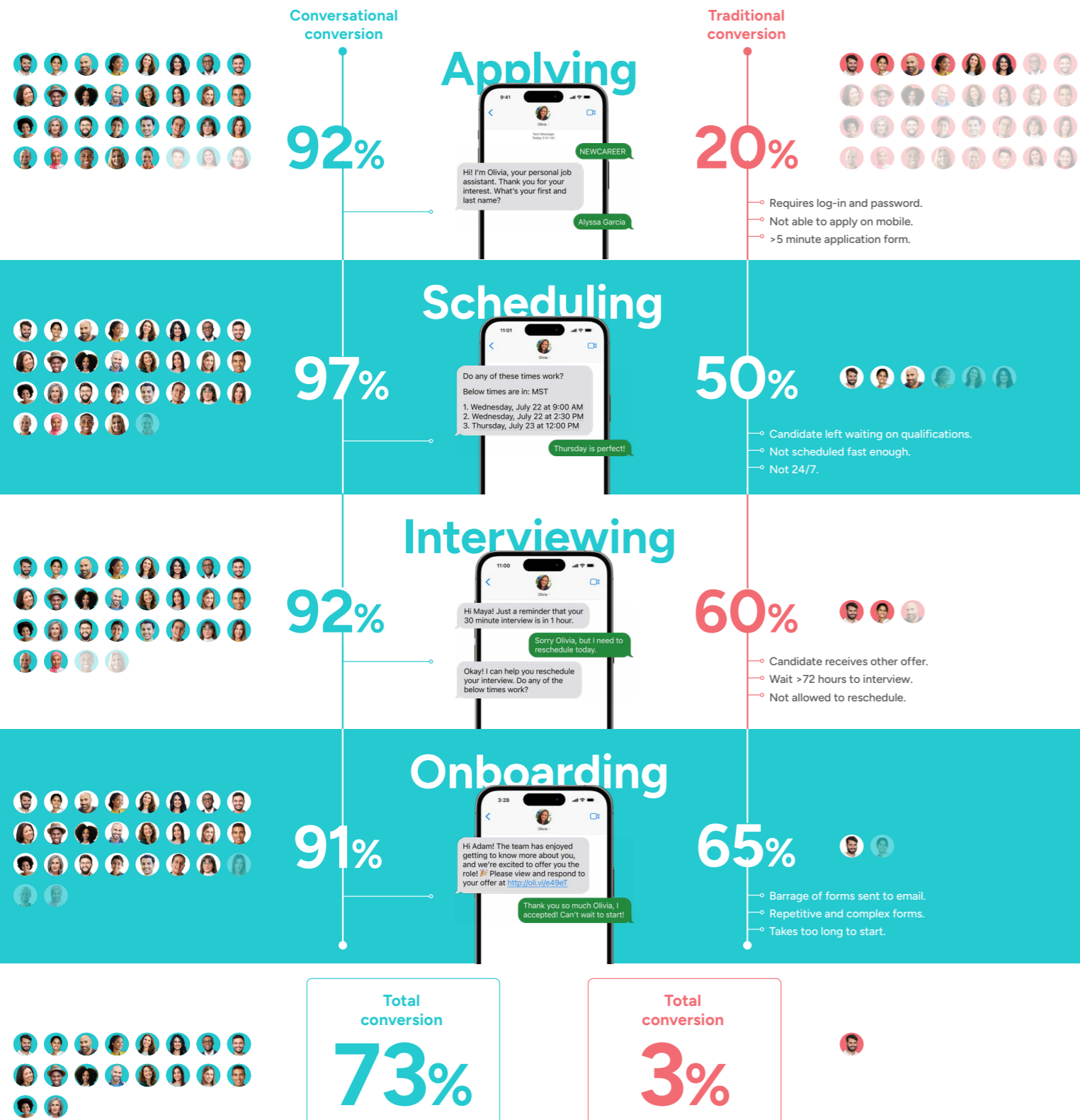
How fast is your organization hiring today?

Map how long (on average) it takes for candidates to move through each stage of your hiring process.



Remove friction to hire better.

The data below shows the difference in conversion rates in frontline hiring between an automated process and a manual one.



What's your current conversion rate?

Fill in the following blanks with your organization's drop-off percentages.

Your conversion rate

Applying

_____ % Additional notes:

Scheduling

_____ % Additional notes:

Interviewing

_____ % Additional notes:

Onboarding

_____ % Additional notes:

_____ % conversion rate.

**Design people-first
AI processes.**



Where to automate by role.

Here is what we are seeing as best practices in where to automate based on role.

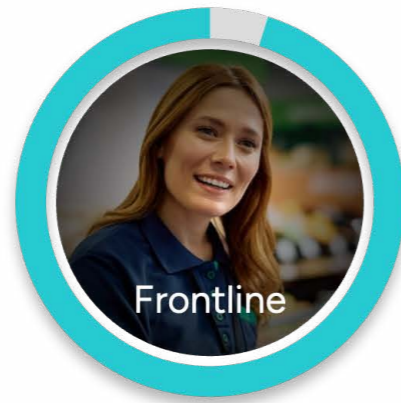
Steps colored in **blue** typically are done manually. Increasingly, steps in **black** are being automated in these hiring profiles.



High-Volume Support

Can be **100%** Automated

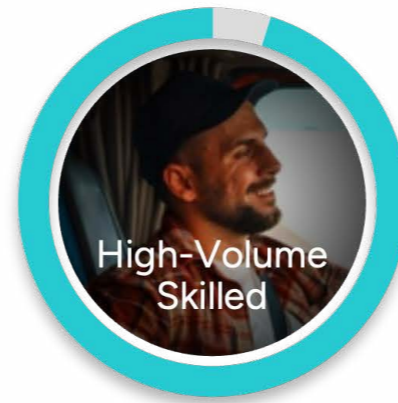
- Apply
- Screen
- Recorded Interview
- Complete Application
- Offer
- Onboarding
- Background Check
- Start



Frontline

Can be **95%** Automated

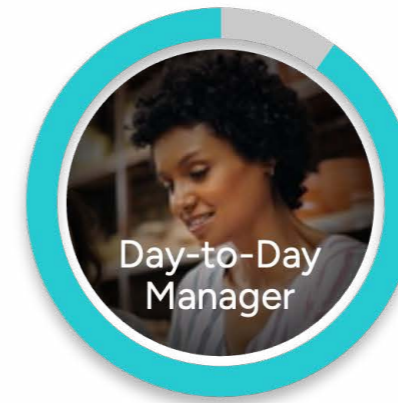
- Apply
- Screen
- Schedule Interview
- Complete Application
- Interview
- Offer
- Onboarding
- Background Check
- Start



High-Volume Skilled

Can be **95%** Automated

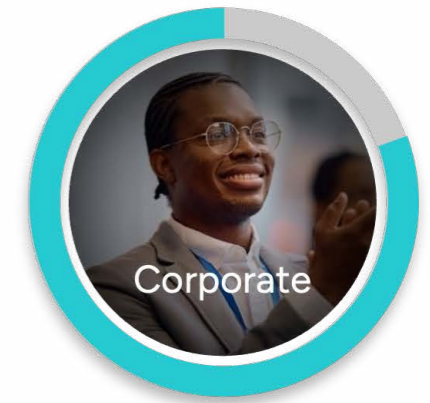
- Apply
- Screen
- Schedule Interview
- Verify License/Qual
- Complete Application
- Interview
- Offer
- Onboarding
- Background Check
- Start



Day-to-Day Manager

Can be **90%** Automated

- Apply
- Screen
- Review
- Schedule Interview
- Complete Application
- 2-3 Interviews
- Reference
- Offer
- Onboarding
- Background Check
- Start



Corporate

Can be **80%** Automated

- Source + Apply
- Screen
- Review
- Schedule Recruiter Screen
- Recruiter Screen
- Schedule Interviews
- Complete Application
- 3-5 Interviews
- Offer
- Onboarding
- Background Check
- Start

Check this out.

Frontline automation checklist.

There's no doubt that AI can help your hiring process. But where in the hiring process should you implement? Well, the answer is: it depends.

Every frontline role is unique. How you support them should be too.

Use this simple checklist to help map and track which roles across different stages of the hiring process you can (and should) leverage AI automation.

And don't forget to double-check your work.

Hiring Profiles	Steps	Automated Today?	Should be Automated?
High-Volume Support	Apply		
	Screen		
	Schedule Interview		
	Video or Live Interview		
	Background Check		
	Onboarding		
	Shift Scheduling		
	Employee Communications		
	Rewards and Recognition		
Customer-facing Frontline	Apply		
	Screen		
	Schedule Interview		
	Video or Live Interview		
	Background Check		
	Onboarding		
	Shift Scheduling		
	Employee Communications		
	Rewards and Recognition		
High-Volume Skilled	Apply		
	Screen		
	Schedule Interview		
	Video or Live Interview		
	Background Check		
	Onboarding		
	Shift Scheduling		
	Employee Communications		
	Rewards and Recognition		
Frontline Manager	Apply		
	Screen		
	Schedule Interview		
	Video or Live Interview		
	Background Check		
	Onboarding		
	Shift Scheduling		
	Employee Communications		
	Rewards and Recognition		

**Build experiences
that drive retention.**



It's time to focus on your frontline.

Frontline workers make up **72%** of the U.S. workforce, **80%** of the global workforce, and command over **\$3,000,000,000,000** of pay and rewards investment.



Read more about The Josh Bersin Company's frontline research initiative.



Tips from Josh Bersin on how to drive **frontline retention**.

Flexibility is Key: Implement flexible scheduling and on-demand pay, which are top predictors of retention for frontline staff.

Build Trust Through Leadership: Move beyond competitive pay to build trust; frontline workers often feel undervalued or "like a number".

Create Clear Career Pathways: Develop career paths that include education, certifications, and mentoring to show a future within the company.

Invest in Manager Capability: Train managers to offer coaching.

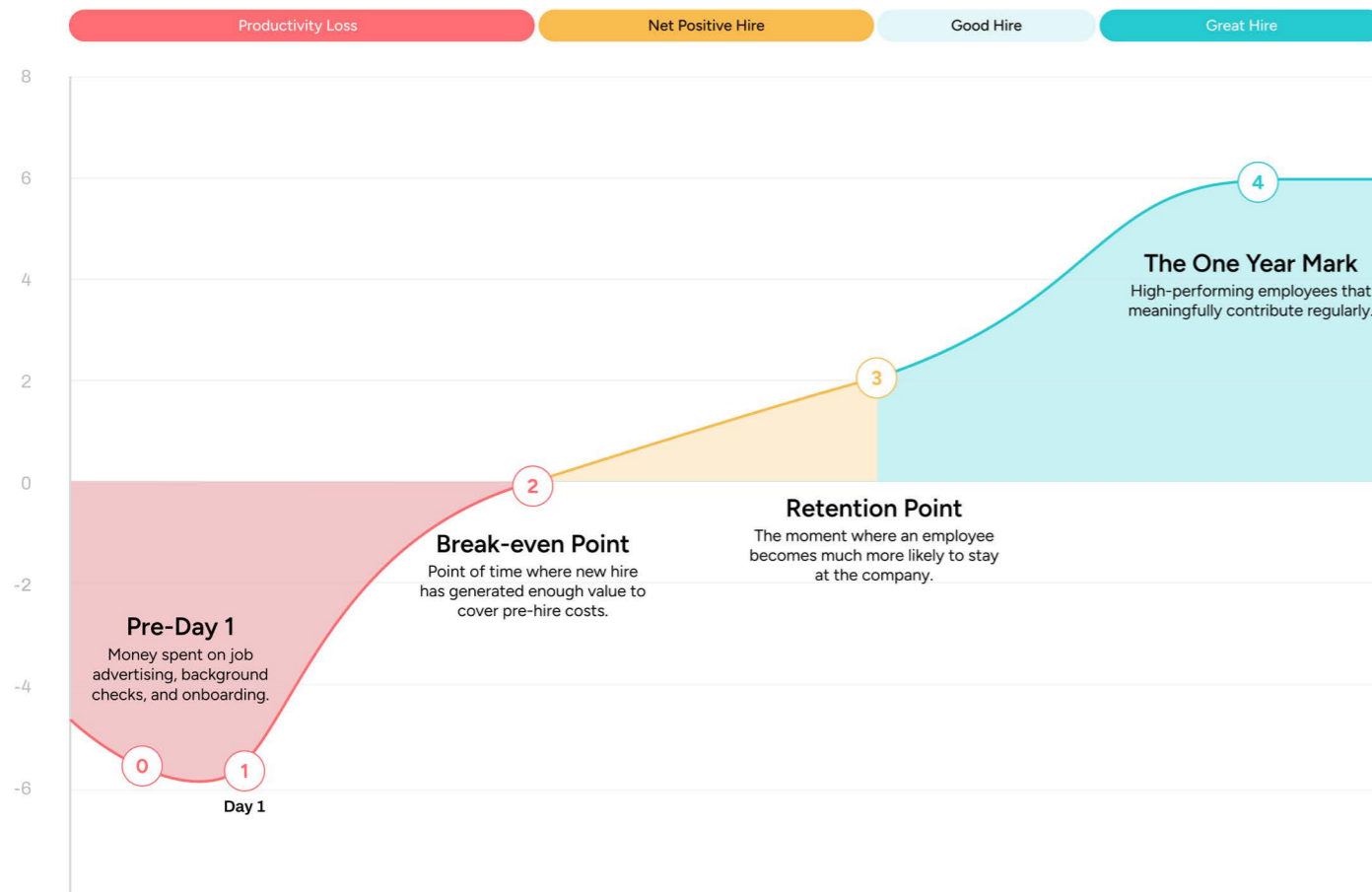
Connect to Strategy: Ensure frontline staff understand their role in the company's purpose, as they are often disconnected from company culture.



Frontline workers feel overworked and underappreciated, **with 51% saying they feel like a number, not a person**. It's time to urgently focus on serving the workforce that organizations depend on the most.

- Josh Bersin





A new way to measure quality of hire.

Frontline hiring can be hard, with churn rates exceeding 150%, which can make it feel like it never ends (it doesn't). But metrics like 90-day or annual turnover don't show whether your hires are boosting or tanking your bottom line — yet this is often what we report to our leadership team.

So let's take a different approach to how we measure frontline turnover and quality of hire that ties directly to business impact. First we will change the storytelling: pivot from seemingly arbitrary points in time (30, 60, 90 day or annual) to timelines tied to business outcomes. The goal is to measure frontline hires based on their actual impact — did they make you money, stick around long enough to justify the onboarding hustle, or maybe even become the kind of employee you wish you could clone?

Fill in your retention points.

Break-even point:

How long it takes frontline employees to make a net positive impact.

Retention point:

The moment an employee becomes more likely to stay at the company.

Let's map your turnover.

For the following exercise, use turnover data from last year.

Remember that all percentages need to add up to 100.

How many total people left your organization?

Total	Total	Total	Total
%	%	%	%
Before break-even point	Between break-even and retention point	Between retention point and one year	After one year

Your managers are your most valuable asset.

The manager multiplier.

Operational success is increasingly defined by leadership rather than logistics:

87% of frontline operators say the most important attribute when hiring a new manager is **the ability to build team culture and morale**. That ranks above cost control, sales performance, and compliance.

This priority reflects what operators know from experience: **Managers are the primary retention mechanism**. Employees leave managers before they leave organizations. A great general manager creates a location where organization and calmness are evident the moment you walk in — even when the GM isn't present. The inverse is equally true. Poor managers accelerate turnover, erode morale, and create operational problems that no scheduling tool can fix.

Given that **72 days** is how long it takes managers to reach net positive value, the financial case for investing heavily in identifying and retaining great leaders is inseparable from the cultural one.

How are your managers using their time?

Map the tasks where your managers currently spend the most time, and how you would ideally want them to use their time. **Make sure the hours in each column add up to 40.**

Task	Current	Ideal
Hiring	hours	hours
Shift management	hours	hours
Employee admin support/communications	hours	hours
Front of house (with customer/team)	hours	hours
Business analysis	hours	hours
Conflict resolution/Problem solving	hours	hours
Coaching/Team development	hours	hours
Other (fill in)	hours	hours
Other (fill in)	hours	hours

Now take that breakdown and condense it into two categories: high-impact strategic work and low-impact (but necessary!) administrative tasks. Fill in what you believe should be the ideal breakdown.

<div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 150px; height: 40px; margin: 0 auto;"></div> <p>High-impact Strategic Work</p>	<div style="border: 1px solid #00a6c9; border-radius: 10px; padding: 10px; width: 150px; height: 40px; margin: 0 auto;"></div> <p>High-impact Strategic Work</p>
<div style="border: 1px solid #ccc; border-radius: 10px; padding: 10px; width: 150px; height: 40px; margin: 0 auto;"></div> <p>Low-impact Admin. Tasks</p>	<div style="border: 1px solid #00a6c9; border-radius: 10px; padding: 10px; width: 150px; height: 40px; margin: 0 auto;"></div> <p>Low-impact Admin. Tasks</p>
<i>Current</i>	<i>Ideal</i>

**Creating a CFO-proof
business case.**



Business case quick tips.

Here are some tips from Paradox Head of Marketing Joshua Secrest on how to improve your chances for getting your next project approved.

1

For starters, build with your CFO in mind.

Does this make financial sense? Is the math reliable? Are benefits measurable? Is this relatively a better investment than other investments in the company?

2

Separate hard savings and operational benefits.

Show both, but always start with hard cost savings. What can you cover from your budget?

3

Don't buy it if it doesn't save you money.

Period.

4

Make it clear why this is a good investment.

Your CFO is only going to invest in the best projects. So even if your proposal is a net positive, better projects might take priority. So showcase your savings loudly.

5

Take the path of least resistance.

It's much easier to get approval if hard savings in your budget can cover the new investment vs. asking for incremental funds.

6

Write from your company's perspective.

Not the vendor's. When the capabilities and ROI are outlined, just leave the vendor's name and the specifics in the appendix.

7

Start with a one-page executive summary.

Highlight cost and savings, and 1–2 key (specific!) benefits. Don't bury the lede.

8

Under-promise, over-deliver.

Always underestimate savings projections and ROI. It makes it easier to position investments as a win. Don't shoot yourself in the foot with unattainable numbers.

9

Asterisk any math.

You can keep the numbers simple in the proposal, but put your equations in a footnote. Be credible and specific.

10

Know the cost of "not doing."

Sometimes the clearest way to show impact is to juxtapose it with the status quo. Build a multi-year view of what costs look like if you don't use the tech.

11

Show what others are doing.

Include several case studies of other similar organizations doing this and having success. It creates FOMO around not wanting to fall behind.

12

You don't have to give all the savings back.

Figure out what can be saved, but then craft the most effective business case for approval. Showcase savings as well as strategic reinvestments.

The case for next-gen hiring tech.

Cost savings, operational efficiencies, and more — your CFO and CHRO will love this.



Reduce job advertising spend

By reducing candidate drop-off, Paradox can save companies up to 50% of job advertising spend.

Current spend:



Reduce technology

Paradox can replace many recruiting point solutions, allowing you to spend that budget elsewhere.

Current spend:



Reduce / repurpose FT TA headcount

By automating tasks, teams may be able to get more done with less.

Current spend:



Reduce RPO or contract resources

24/7 automation reduces the need to bring on extra help, like RPO or contractors.

Current spend:



Reduce TA coordinator / support headcount

Automating administrative tasks like scheduling and onboarding, coordinators can be repurposed to other departments.

Current spend:



Reduce manager overtime hours

Reducing hiring workload and staffing faster alleviates burden on our hiring managers.

Current spend:

Operational benefits.

Rank the top 3–5 benefits for your organization.



Hire faster and better, 24/7 to get top candidates with less drop-off, improve candidate experience, and avoid disruption from turnover.



Improve business productivity by reducing days of productivity loss caused by understaffing.



Improve customer experience with higher % interactions (days and locations) with fully staffed locations.



Reduce manager hours spent on hiring that can be repurposed on higher impact initiatives like customers, operations and team.



Increase recruiter efficiency to do more with less by reducing hours spent on recruiting admin tasks (scheduling, screening, etc.).



Spend less time on training and support with easy, intuitive technology.



Reduce turnover of both managers and frontline employees by minimizing strain of understaffing and improving quality of hire.

Time to get your business case ready.

How would you build a business case for change in your organization after completing this workbook?

What are the biggest opportunities to impact **business results**?

- >
- >
- >
- >
- >

What process changes would save your hiring teams the most **time**?

- >
- >
- >
- >
- >

Where do you have the biggest opportunities for **cost savings**?

- >
- >
- >
- >
- >

What are the **3–5 points of ROI** you'd make to your CFO?

- >
- >
- >
- >
- >

**Let's co-create
the future.**



Initiate Pay Cycle

Pay Cycle Criteria

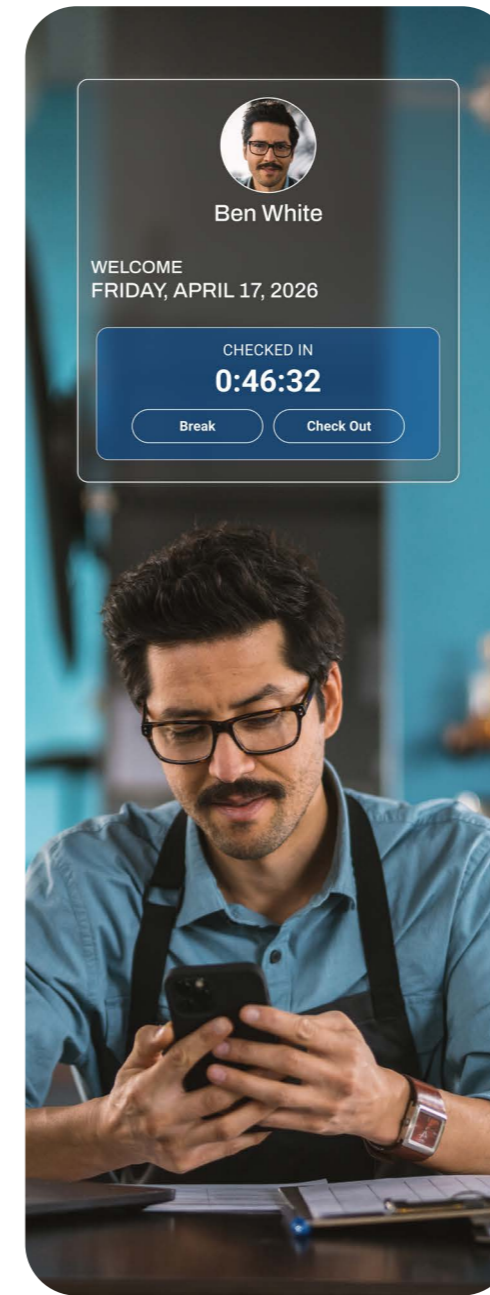
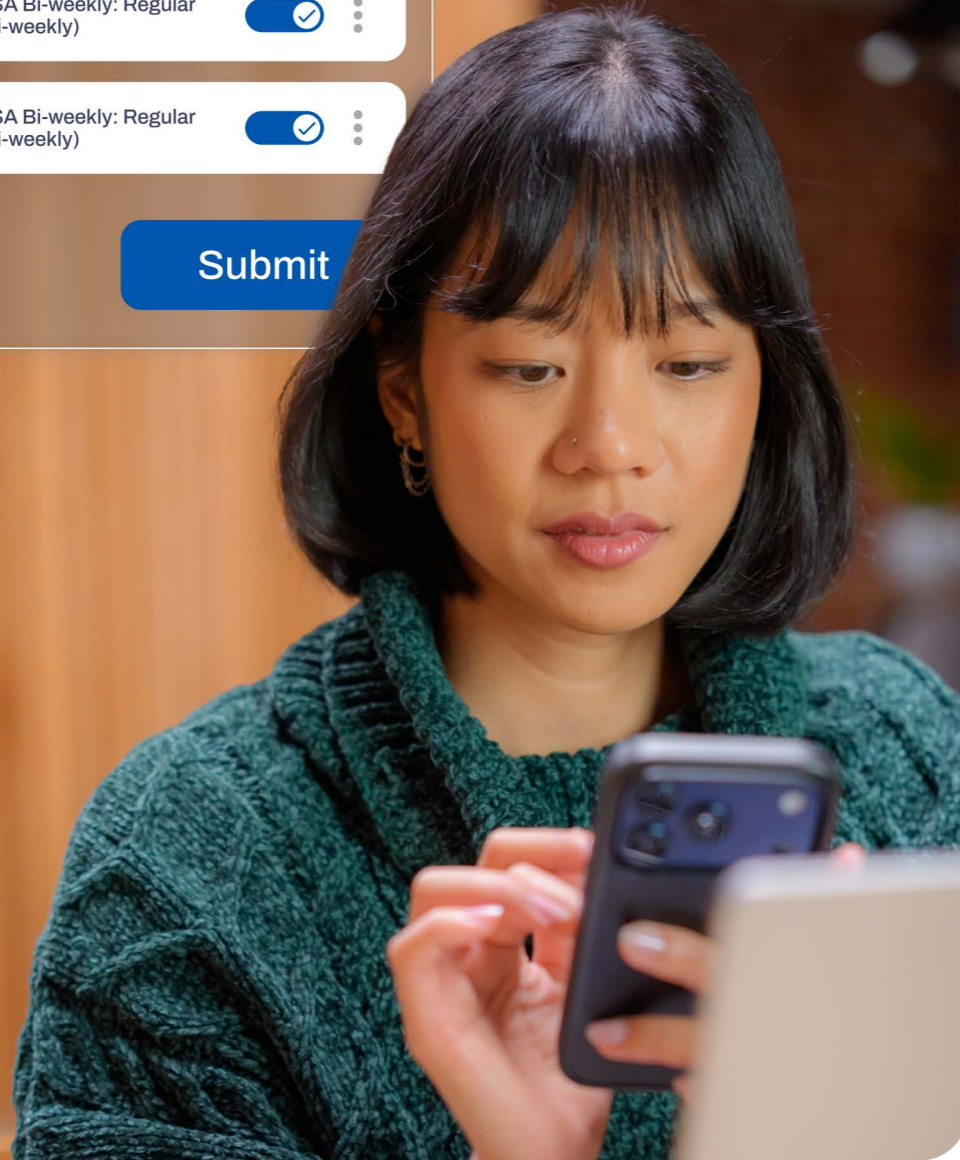
Select Period to Process

USA Bi-weekly: Regular (Bi-weekly)

Select Pay Run Groups

USA Bi-weekly: Regular (Bi-weekly)

Submit



Spend more time with people, not software.

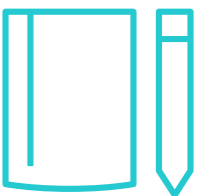
It's time to empower your frontline to drive your bottom line.

Keep managers out of the back office.

Frontline work happens on the floor, in the warehouse, and behind the counter — not in a back office. For too long, work software has been built for the corporate use case and passed down to frontline teams, pulling managers away from their teams and creating more work than solutions.

Workday delivers the next generation in workforce technology, from AI agents that help candidates apply in minutes to self-service shift management, pay, and benefits.

About Workday in the **frontline.**



Tech that works for everyone.

Scan or click to learn more about how Workday can improve your frontline hiring



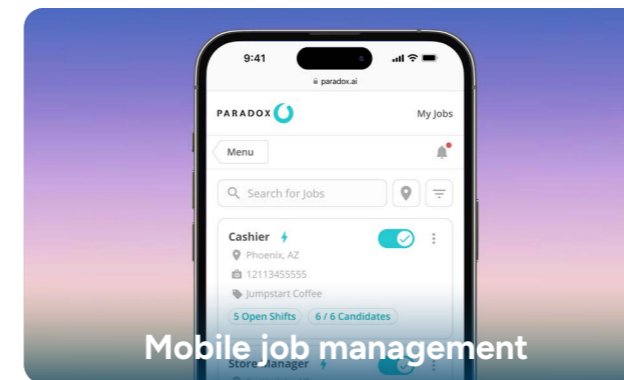
For candidates.



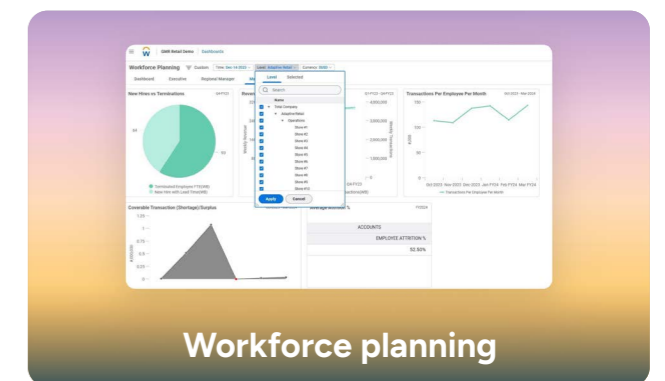
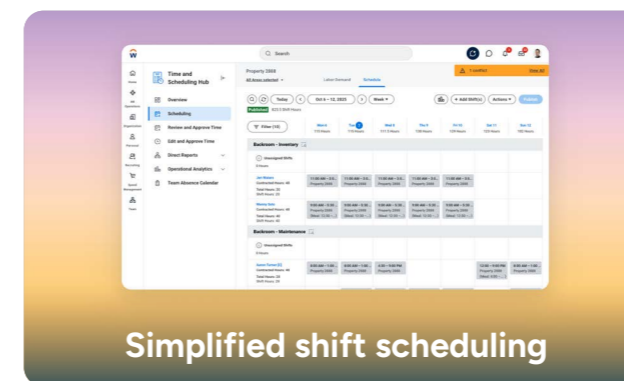
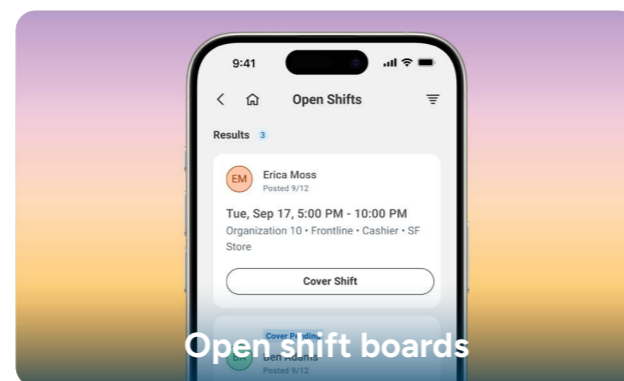
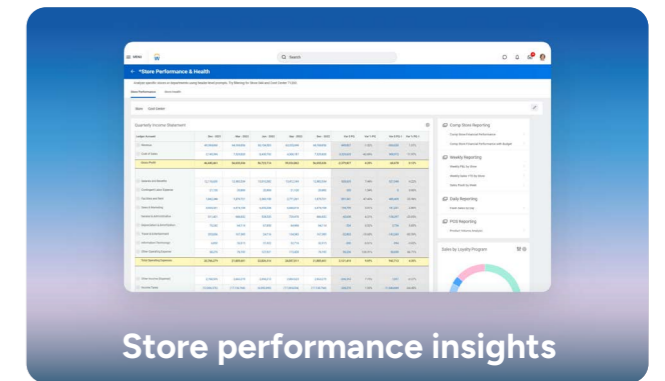
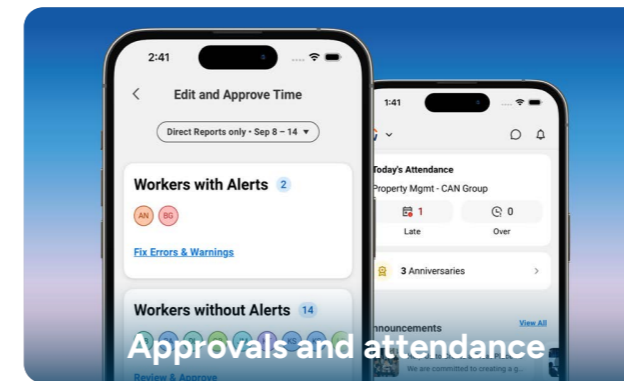
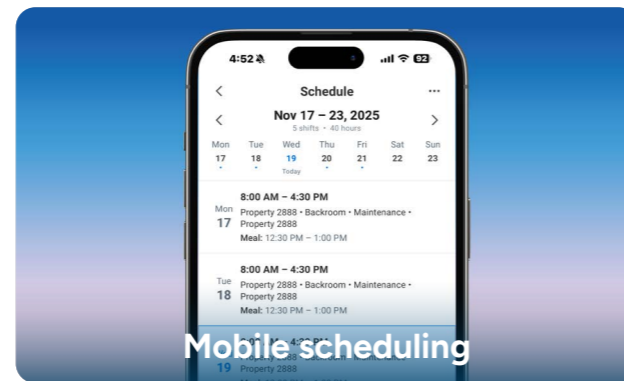
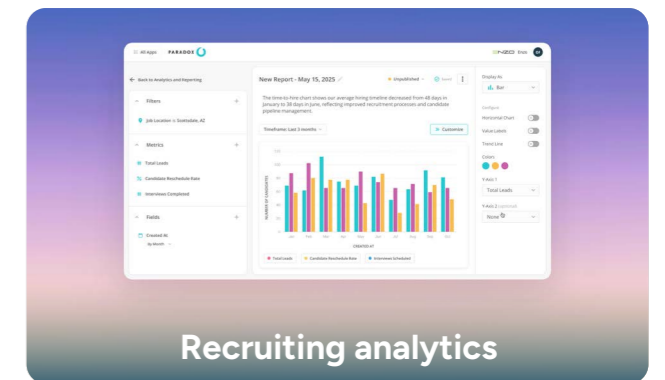
For workers.



For managers.



For business leaders.



Additional notes.



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