



Bring Hospitality to Hiring

**AHLA Resort Committee
Conversation Session**

Brainerd, Minnesota
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The workforce is aging faster than it's growing.



5.5M

**net new workers
projected in 2025-35**

(vs. 13.7M added the prior decade)



73M baby boomers at retirement age

US Workforce numbers drop materially by 2030.



Workers 16 to 24

shrink by 2 million by 2035.



Participation rate

61.4% 2026, 61.1% projected 2034.

You don't control volume. You control conversion.



80%

of free applicant flow gone since
the March marketplace change



Applicant volume

Harder to control. You will pay more every year to rent it.



Conversion rate

Entirely in your control. Your career site converts at 6%.
Internal referrals convert at 34%. Job boards convert at 2%.

Source: Hireology platform data

Hospitality starts fast. Then loses momentum.

Application

Screening

Interview

Offer



11 hours:

Time to first outreach



10 days:

Time to first interview

Where it breaks ahead of the interview: Initial outreach is often automated or centralized, scheduling can depend on property-level managers and introduces manual coordination

Source: Hireology platform data- hospitality, Lightcast Q3 2026 dataset.

Use AI where hiring breaks. Not where judgment matters.



You keep the decision. AI keeps the process moving.



AI

Surfaces the candidate, summarizes the file, and keeps the process moving while people are busy.



Your managers

Review, question, and make the hire.
The decision never leaves the room.

What the best operators do differently.

Three things that separate the operators who win on hiring from those who don't.

1



Know your funnel

Measure how long candidates sit in every stage. You can't manage a bottleneck you cannot see.

2



Manage the bottleneck

We are not cutting steps.
We are automating the waiting inside them.

3



Manage the result

Time to fill is the scoreboard.
How long do your open jobs stay open?



Thank You!
Questions?