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## Boutique Staffing Firm Internship: How AI is Changing the Staffing Industry

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**Boutique Staffing Firm Internship: How AI is Changing the Staffing Industry**

**By**

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**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of  
Science in Business Administration in Finance.**

**Sam M. Walton College of Business  
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## **Introduction**

During the summer break before my senior year and the winter break of my senior year, I had the pleasure of being an Accounting, Finance, and Recruiting Intern for Kenbrook Staffing. Kenbrook Staffing is a boutique staffing firm located in the Memphis suburb of Collierville, Tennessee.

Kenbrook Staffing is a small-size staffing firm that staffs temporary, temporary-to-permanent, and permanent roles. During my time, we boasted anywhere from six to eight employees. We took pride in our small size because we felt that it allowed us to tailor our approach to each client and maximize the attention our clients received. My employer, Shay Dorr, worked at a large staffing firm in Chicago, Illinois before starting her own smaller staffing firm, Direct Hire Group. She changed the name to Kenbrook after having two daughters and relocating to Atlanta, Georgia. Kenbrook originates from a mashup of my employer's daughters' names, Kennedy and Brooke. While we could fill any job opening we could find, we specialized in administrative, sales, marketing, accounting-finance, advertising, information technology, and social media roles. The majority of our clients were located in the Chicago area, and we had a few clients in the Memphis and Atlanta areas. Every once in a while, we would get a client from a random location such as Los Angeles. Our clients ranged from apartment operators to healthcare services to haircare producers.

## **Personal Learning Objectives**

Coming into the internship, I had a variety of goals for improvement in my professional abilities that ranged in specificity. First of all, I wanted to improve my Excel skills. I had taken FINN 3103- Financial Modeling the spring semester before, so I was eager to utilize my new knowledge and build upon it. I had seen how effective Excel was and knew it would be crucial in my professional life. Secondly, I wanted to use this experience to learn what to look for in my potential career. My dad has always told me, "Figure out what you like and what you don't like. Try to find a career with as many of the aspects that you like and as few of the aspects that you don't like." I sought to further identify what type of jobs I should be looking for as my graduation approached. Next, I wanted to become fluent in a program besides Excel or Word. I understood that there were many types of software essential for certain businesses to operate, so I wanted to expand my knowledge. Additionally, I wanted to grow my professional network. I wanted to prove myself to my coworkers and show that I could be trusted to complete tasks. Finally, I knew that the summer could be the last time I lived in the same city as my family, so I wanted my internship to only be part-time. I already had a job lined up for a portion of the fall semester, so I wanted to be able to spend as much time as possible with my friends and family. When I went remote for the second half of the summer, I wanted to explore whether I would prefer an in-person, hybrid, or remote role. I wanted to see whether I thought I was more efficient in the office or at home. As I returned home for Winter Break, I resumed my internship for a couple of weeks. During that time, I sought to apply my new knowledge from FINN 3063- Investments, SEVI 3013H- Honors Strategic Management, and FINN 4003H- Honors Finance Colloquium to my internship. Unfortunately, I knew going into Winter Break that I would not be able to apply much knowledge from FSC 2401- Uncorked: Vines to Wines to my internship. More importantly, I wanted to see if my recent discovery of ChatGPT by OpenAI could aid me in the tasks of my internship, and I wanted to explore if any other artificial intelligence programs could assist me in my duties.

## **Weekly Reviews**

### **Week One Overview: May 31-June 3**

During my first week as a Finance, Accounting, and Recruiting Intern for Kenbrook Staffing, I was onboarded and introduced to various programs I would be using throughout my internship. I was given a binder for all new hires to read. It told me about Kenbrook and the staffing industry as a whole. I learned the difference between temporary, temporary-to-permanent, and permanent workers. I also learned various recruiting tactics and the main roles that Kenbrook fills. My boss made me an email account and an Intuit Quickbooks account. It was made clear to me that Kenbrook prioritized codified knowledge to the point where any questions, concerns, or comments should be sent through emails. I would have to send a group email to everyone saying “Good morning” or something along those lines when I arrived at work. I found it trivial at first, but I then realized my boss uses those in case of a discrepancy for hours when payroll comes around. I was told I would use Quickbooks to invoice clients. I was emailed previous invoices to use as examples for my first invoices the next week, and I was emailed a list of all the current temporary workers with all of their information necessary for the invoices, including pay and bill rates. For temporary roles, Kenbrook paid the wages of the workers and invoiced the clients for the wages plus markup. I was sent timesheets from all of the clients’ temporary workers, and I would have to organize them on an Excel sheet in the groups that they were invoiced. We would invoice the clients every two weeks, concurrent with the pay periods. For permanent roles, Kenbrook would invoice the client for a fee that would be a percentage of the new hire’s first-year salary. The invoice date would typically be the new hire’s first day of work. The due dates for the invoices would vary depending on the client and the type of role filled.

### **Week One Reflection**

After the first week of my internship, I learned a lot about the staffing industry and Kenbrook Staffing. I learned how the staffing industry operates and how Kenbrook fits into it. I learned that part of how we separated ourselves was by being a small-size company that could be more personal with the clients. I also learned our niche in the staffing industry of various business positions at companies of all sizes and locations. I was also informed of our company culture of codifying everything, which I had never done before. Additionally, it was my first time having a desk job, so it required some adjustments. I was not used to sitting down all day. We had adjustable desks, so I worked standing up at times.

### **Week Two Overview: June 6-June 10**

For the second week of my internship, I hit the ground running. I sent my first invoice and many others. All of the invoices I sent this week were for temporary workers. I ran into some timesheets where the total hours were not added up correctly, so I had to embark on the process of correcting them before I could invoice the client. This involved printing the timesheet and writing the correct number of hours on the paper. I would then send the corrected timesheet to the supervisor I received it from to get it approved. Once it was approved, I could use the corrected hours for the invoice. I messed up an invoice, and I had to go back and edit it before I resent it. It was not as detrimental as I thought it would be because the new invoice would not be due for another thirty days. For each client, there was a different process for attaching the pertinent timesheets to the invoice. For certain clients, I could simply add the timesheet(s) as an

attachment to the invoice on Quickbooks, but this could only be done for invoices with a small number of timesheets. For the invoices with a larger amount of timesheets, I had to email a person in human resources for the company all of the timesheets and include the invoice number in the subject of the email. Moreover, I witnessed one of the full-time recruiters land a new client and observed her as she attempted to fill the new roles. I hoped to do the same at some point.

### **Week Two Reflection**

As I finished the second week of my internship, I realized that I had made some more progress. I learned how to correctly and incorrectly send invoices. I made some mistakes that I learned from and would not repeat. I also learned how to fix other people's mistakes. I was informed of the different processes of sending timesheets associated with invoices to various clients and how to label them. Most importantly, I witnessed the success of a recruiter, and it gave me something to strive for. With my first full week in the books, I was excited to see what the coming weeks had in store for me.

### **Week Three Overview: June 13-June 17**

As the third week progressed, I had some new tasks. I sent some more invoices at the beginning of the week and the timesheets that went with them. My employer sent me a sales database in the form of an Excel file with an abundance of representatives from various companies and their contact information. She asked me to organize the database by state and send it back to her. Additionally, I was asked to fill out some forms pertaining to unemployment claims for two employees of previous clients. They were attempting to claim unemployment benefits when the means of their separation did not warrant that they receive unemployment compensation, so I had to answer some questions from the state of Alabama about the nature of their separation. I then was sent multiple email templates and was told to use the database that I sorted by state for my boss to use some leads in Tennessee to send sales emails. I received a plethora of automatic replies and undeliverable messages. Most of the automatic replies dealt with the recipient being on vacation or no longer working at the specific establishment, and the undeliverable messages mainly dealt with deactivated email addresses. I was yet to receive a promising response.

### **Week Three Reflection**

Looking back on the third week of my internship, I learned a lot from my new tasks. I was finally able to utilize my skills with Excel even though it was not a very daunting task. Additionally, I dipped my toes into the recruiting world and learned that it was not easy. I realized that it would be very arduous to deal with automatic replies. I also gained a new perspective on the process of obtaining unemployment benefits within the state of Alabama at least.

### **Week Four Overview: June 20- June 24**

Compared to the previous weeks, the fourth week was uneventful. I received more timesheets and sent some more invoices. I sent sales emails every chance I had to no avail. I was still only receiving automatic replies. My boss told me about some invoices that had been paid, so I had to go into Quickbooks and check them off as paid. The most exciting part was that I witnessed one of our recruiters close a high-paying permanent role that had been open for some time.

## **Week Four Reflection**

Despite a lack of excitement in the fourth week, I still learned a lot. I further honed my invoicing skills and viewed more timesheets. I learned the process for entering paid invoices into Quickbooks and hoped to soon see some of the invoices that I created as paid. I continued attempting to gain new clients through sales emails, and I received further motivation from the recruiters.

## **Week Five Overview: June 27- July 1**

For the fifth week of my internship, I did a lot of the same tasks that I had previously. I continued to put my best effort forward into sales emails, hoping to gain my first client. I received nothing more than automatic replies. My boss gave me some more invoices to mark as paid, and some of them were ones that I had sent out. That felt extremely rewarding. Most importantly, I sent out some more invoices. I continued to send out invoices for temporary workers, but I also had the privilege of sending out invoices for permanent roles that the recruiters had closed. The process for that started with receiving the offer letter for the specific closed role. I then would date the invoice for the start date of the new employee and price the invoice as a percentage, usually ten, of the starting salary. I would then send the invoice and attach the offer letter in a similar manner to the timesheets for the invoices of temporary employees.

## **Week Five Reflection**

Upon concluding the fifth week of my internship, I felt optimistic as I had finally reaped what I sowed. I had been working long enough to finally see my invoices being paid. I was continuing to build on my skills as I was now adept at invoices for temporary and permanent employees. I also felt privileged to gain some knowledge on appropriate salaries for various roles through viewing the offer letters for permanent employees. I found it interesting to see what people of various experience levels and skills would be making in their first year.

## **Week Six Overview: July 5- July 8**

For the duration of the sixth week of my internship, I sent a multitude of invoices. I received a lot of timesheets and offer letters that needed to be turned into invoices. There was another timesheet error that needed to be corrected, and it was. Moreover, I was tasked with analyzing the profitability of Kenbrook. My boss provided me with the necessary revenue streams and expenses to analyze the profitability of the business. I was happy to be able to apply some more of my Excel skills. I also continued to send sales emails.

## **Week Six Reflection**

After completing the sixth week of my internship, I felt like an expert in sending invoices. I was cranking them out. I felt confident in my ability to identify timesheet errors as well. I was excited to utilize more of my Excel skills, and I was interested to see how the business I was employed by was doing financially. I remained optimistic with my sales emails.

## **Week Seven Overview: July 11-July 15**

The entirety of the seventh week was mellow. There were not too many timesheets sent my way, so there were not many invoices needing to be sent. I received a couple of offer letters

and sent invoices that pertained to them. I continued to send sales emails only to receive automatic replies. I continued working on and finished the profitability report of Kenbrook Staffing. I submitted it to my boss, and she was pleased to see the work I had done.

### **Week Seven Reflection**

It was nice to have a more relaxing week this week. It gave me time to appreciate how far I have come since I started this internship, and it allowed me to evaluate what I hoped to further improve. I was still searching for my first client, and I wanted to further improve my Excel skills. I was pleased with my work on the profitability report, and I was hoping to receive some more Excel tasks. I was excited for my final week in the office.

### **Week Eight Overview: July 18-July 22**

In my final week in person, I created and sent an immense number of invoices based on the timesheets that I received. I also sent out some invoices for permanent hires. I continued to send out sales emails when I had downtime. We welcomed a new recruiter to the team, and I was excited to see what he could accomplish. I finished the week by saying my goodbyes as I prepared to go to Fayetteville to move into my new home for the semester. I would continue my internship remotely.

### **Week Eight Reflection**

It is always difficult saying goodbye to people you have worked with for an extended period of time because you get accustomed to seeing them, but I was excited to return to Fayetteville and experiment with remote work. I was curious to see how it would affect my productivity. I was very appreciative that my boss was allowing me to return to Fayetteville and work remotely.

### **Week Nine Overview: July 25-July 29**

My first week of remote work had arrived, and I was excited to begin. I was in between my new house and old apartment, but it was working in my apartment because the wi-fi was not set up in the house yet. I continued to work on invoices for temporary and permanent workers, and I sent out an abundance of sales emails.

### **Week Nine Reflection**

In spite of my hectic living situation, I accomplished a lot at work. I continued to grind out some invoices for new hires and current temporary workers. I kept sending sales emails as fast as I could manage. I was looking forward to being fully settled in my new house and being able to focus more.

### **Week Ten Overview: August 1-August 5**

Over the weekend, I finally finished moving all my stuff to the new house and set up the wi-fi. I was ready to begin the work week, I continued to perform the same tasks of invoices of temporary and permanent workers. I also continued to send some sales email blasts. Additionally, I sent my boss a spreadsheet of all the summer hires with their start dates, pay rates, and what type of worker they were as she requested. Being that I was not in the office and had accustomed to the duties of the internship, I had been granted a more flexible schedule so long as I still completed all the necessary tasks. I was also asked to conduct a Zoom interview



with a candidate for an entry-level administrative position. It was my first time being on that side of the hiring process, and I learned a lot. I recommended that we hire her, and my boss and coworker agreed.

### **Week Ten Reflection**

Looking back on the week, I was relieved to be settled in my new home, and it reflected in my work. I was extremely productive despite not working as much in previous weeks. I sent out as many sales emails as I could during my downtime. I also completed invoices for various clients. I felt honored to be able to choose when I work within reason. It instilled confidence in me. I was also pleased to be able to interview a candidate for a position within the company. I was surprised that my opinion would be taken that seriously, and I did not expect to interview anyone for a long time in my professional career.

### **Week Eleven Overview: August 8-August 12**

As my now remote internship continued, I found myself pretty comfortable in my role. I continued to produce invoices for temporary workers and email the associated timesheets to the correct supervisors. I also had a few new permanent hires for whom I invoiced. Additionally, my employer asked me to inform her of the total amount that we had billed our clients for in the past two weeks. One of my coworkers was leaving to pursue another opportunity, which meant I would now be responsible for payroll, so I had a Zoom meeting with her to learn how to do the payroll. Moreover, the lady that I interviewed for the entry-level administrative position had started, and it was my job to get her up to speed on how to do invoices and payroll. I felt honored to have that much responsibility.

### **Week Eleven Reflection**

Because I was already comfortable with my role at Kenbrook, the transition to working remotely was seamless; however, I realized that I did not think I would enjoy starting at new job working remotely. It was easier for my internship because I already knew everyone that I worked with. I felt comfortable emailing my coworkers asking for timesheets and anything else I needed. It was also interesting to see the total dollar amount that I had billed the clients in the past two weeks. I was excited to take on the challenge of doing payroll and training our new hire to do invoices.

### **Week Twelve Overview: August 15-August 19**

For the last week of work before school started back, I had a lot to do. We had a team Zoom meeting early in the week to get everyone on the same page. I was continuing to total up hours from timesheets for payroll and invoices. At the same time, I was training our new hire on payroll and invoices, and I had some newly filled permanent roles to invoice for as well.

### **Week Twelve Reflection**

As my final year of college approached, I had a lot on my plate. I felt honored to have this much responsibility. I felt like an experienced veteran when it came to the administrative work for a staffing company. I felt that my training was progressing well, and the company would be in good hands at the end of my internship. I was also looking forward to the start of my final year of college.

### **Week Thirteen Overview: August 22-August 26**

During the final week of my internship, I was extremely busy. It was syllabus week, so I was adjusting to my current semester. I had a zoom meeting with the new administrative hire to finish payroll and invoice training. I sent her all of the necessary materials for these tasks. I did my final round of payroll and invoices, which caused a mix of emotions.

### **Week Thirteen Reflection**

As I thought I was finishing my internship, I was extremely satisfied with everything I had accomplished. I felt that I had learned a lot about the interworkings of the staffing industry. I was extremely knowledgeable on how Kenbrook operated. I learned a lot of functions on Quickbooks, mainly payroll and invoices. I was pleased with all of the responsibility I was given and my performance overall.

### **Week Fourteen Overview: December 19-December 22**

After I finished my first semester exams, I returned home and resumed my internship. We had a new recruiting hire. My boss allowed me to work a hybrid of in-person and remote, being that I already had experience working remote. There were certain days that I had to be in-person, but the other days I could decide for myself. My employer tasked me with doing a bank reconciliation for Kenbrook Staffing for the entire year of 2022. I had to organize all of the revenues and expenses into categories on Excel, and the spreadsheet would be sent to the accountant responsible for doing our taxes. I finished reconciling the first quarter. I continued to do invoices for temporary and permanent roles. I also continued to send sales emails, but I now had ChatGPT at my disposal. With ChatGPT, my sales emails improved greatly. I would group companies based on their size and area of business. For example, I would say to ChatGPT, "Write me a boutique staffing firm sales email to a large accounting firm." ChatGPT responded with, "

Dear [Accounting Firm],

As the owner of [Boutique Staffing Company], I wanted to reach out to introduce our services and see if there might be an opportunity to work with your company.

At [Boutique Staffing Company], we pride ourselves on providing top-quality staffing solutions to businesses in a variety of industries, and we understand the unique needs and demands of the accounting industry. Our team of experienced professionals is dedicated to helping you find the right talent to support your business and ensure that your clients receive the best possible service.

We believe that our personalized and tailored approach sets us apart from other staffing firms, and we are confident that we can help your company succeed by providing the right support at the right time.

If you are interested in learning more about how our services could benefit your accounting firm, we would be happy to schedule a call to discuss your specific needs and how we can help.

Thank you for considering [Boutique Staffing Company] as your staffing partner. We look forward to the opportunity to work with you.

Sincerely,

[Your Name]

Obviously, it was not perfect as is evident in the first line of the body because I was not the owner of Kenbrook Staffing, but it was still an extreme improvement compared to my sales emails. I was very impressed that it told me where to insert certain titles and names like a mad lib. I then said, "Give me a subject for this email." It responded with, "Expert Staffing Support for the Accounting Industry: Find the Perfect Fit with [Boutique Staffing Company]."

### **Week Fourteen Reflection**

After completing the first week of my winter break internship, I was excited about what the remainder of the internship had in store for me. I was happy to be able to work in a hybrid manner. The bank reconciliation project was very interesting and intriguing. At times, it was tedious, but it was also interesting to see where all of our money came from and went. I picked up where I left off with invoices and had no trouble. I was most excited to utilize my recent discovery of ChatGPT for my sales emails.

### **Week Fifteen Overview: December 27-December 30**

During the second week of my continued internship, I finished reconciling the second and third quarter. I was waiting for the bank statement for December to complete the fourth quarter reconciliation. I continued to work on invoices for new hires and temporary workers and explore the sales emails that ChatGPT could create.

### **Week Fifteen Reflection**

Looking back on the second week of my internship during winter break, I was making quick work of the bank reconciliation. I found myself getting into a zone and completing the task very quickly. I was enjoying how comfortable I felt doing invoices, and I enjoyed playing around with ChatGPT in my free time to see how it could benefit me at work.

### **Week Sixteen Overview: January 3-January 6**

For the final full week of my internship, I had to go out with a bang. I finished the fourth quarter reconciliation and submitted it to my boss. She passed along all four quarters to the accountant, and I received some praise from him for how I eased his workload. I continued to send invoices with the attached offer letters or timesheets. Additionally, I continued to see how ChatGPT would ease the workload of recruiters in the future.

### **Week Sixteen Reflection**

At the conclusion of my final full week of my internship, I felt extremely accomplished with my efforts over the course of the winter break. I was pleased to know that my effort on the bank reconciliation was worthwhile and appreciated.

### **Week Seventeen Overview: January 9**

The final week of my internship only consisted of one day. I finished up any remaining invoices and left my resume with my coworkers and boss to see if they could give me any feedback. I said my goodbyes and wished everyone luck in their future endeavors.

### **Week Seventeen Reflection**

As I completed my internship, I was extremely appreciative for the opportunity to contribute to Kenbrook Staffing. I felt that I learned an immense amount about Quickbooks, bank reconciliations, sales emails, interviewing potential candidates, training new staff, and I improved my Excel skills. On a more personal note, I learned more about what I sought in a career. I realized that my future probably did not lie in the staffing industry. I also learned that I enjoyed working remotely, but only after I had become accustomed to my role and my coworkers. Most importantly, I learned a lot about working at a desk every day, company culture, and how to use all of the resources at my disposal. I am excited to apply my newfound knowledge to my career after my graduation.

### **Literature Review**

The main purpose of a staffing company is to connect employers seeking individuals with the skills needed to fill a role with those particular individuals who at the same time are seeking employment. Indeed.com defines a staffing firm as a “business that provides qualified employees for businesses” (Indeed Editorial Team). Part of what makes staffing firms effective are the excellent recruiters within the firms that can find the roles that need to be filled and find the qualified candidates who can please the employer, but I believe that the emergence of artificial intelligence is threatening the conventional staffing recruiter.

I asked ChatGPT, “How will artificial intelligence change the staffing industry?” It responded by saying, “Artificial intelligence (AI) has the potential to significantly impact the staffing industry by revolutionizing how companies recruit, hire, and manage their workforce.” It identifies resume screening, candidate screening, candidate matching, talent management, candidate scheduling, interview coordination, predictive analytics, video interviewing, and onboarding as the main tasks in which it could aid human recruiters, freeing them to build relationships with clients and potential candidates (ChatGPT).

Additionally, the emergence of text-to-visual AI could streamline the hiring process. One example of text-to-visual is Dall-E 2, which was also created by OpenAI. OpenAI describes Dall-E 2 as “an AI system that can create realistic images and art from a description in natural language.” The capabilities of text-to-image AI are quite astounding and are only limited by the imagination of the user. For example, here are some images of *Tactical Shrimp* that were created using Midjourney.



As can be seen, the current technology of text-to-image AI is capable of extraordinary images. I asked ChatGPT how it believed that text-to-image AI would impact the staffing industry and the main use it saw was the implementation of detailed images in job descriptions to give the candidate a more precise idea of what the job entails. I was unable to use Dall-E 2 because there is no free trial option, so I resorted to using Midjourney to see how text-to-visual AI could change the staffing industry. Fortunately, Harry Guinness of Zapier.com ranks Midjourney as the text-to-image AI with the “best AI image results.” I prompted Midjourney with the phrases, “software developers creating app, modern office space, advanced technology, VR headsets, excitement, innovation, teamwork, realistic.” I then upscaled the image I liked the best, and I was left with the following image:





From this image, a software developer candidate could clearly understand that the role would have the person using a VR headset in an open, team setting, and the company allows for casual attire.

However, the use of AI in the hiring process is nothing new. The staffing industry was one of the early adaptors of AI before the emergence of ChatGPT, text-to-visual AI, and other new phenomena. Staffing practices have turned to rely on Applicant Tracking Systems (ATS). Robert Henderson of Jobscan describes an ATS as a “computer software designed to scan resumes for certain keywords and weed out the ones that don’t match the job description.” Based on research conducted by James Hu of Jobscan, 99% of Fortune 500 companies use ATS in their hiring process with Workday being the most popular. I have applied for numerous jobs using Workday to no avail, and I find it to not be very user-friendly.

Moreover, the use of AI does not stop with the use of ATS. Many employers have resorted to using AI video interviews for job candidates. During the height of the pandemic,

Gartner, Inc. saw the use of virtual interviews rise to 86% of the 334 businesses that were represented in the survey (Baker). While this number has most likely dropped since April of 2020, one can assume that many businesses retained the use of virtual interviews as their fixed cost would eventually save money compared to a traditional human resources employee.

### **Comparisons**

While I am a fan of the implementation of AI into the staffing process, I do not believe it can fully replace a recruiting staff at this point in time. I believe that many quality candidates are automatically eliminated from consideration based on the criteria of the AI. According to a survey conducted by Harvard Business School, “88% of employers agree, telling us that qualified high skills candidates are vetted out of the process because they do not match the exact criteria established by the job description. That number rose to 94% in the case of middle-skills workers” (Fuller et al.). In my opinion, based on the fact that many companies use one of few ATS systems, an individual could easily identify the words and phrases that a particular ATS system tends to prefer and utilize that knowledge to more easily reach the next step of the hiring process.

With that being said, the same could be said for an incompetent human resources employee. The previous experiences or inherent biases of a recruiter could be equally detrimental to the hiring process. Often times, in the first round of interviews at least, the candidate is interviewed solely by one individual. I have recently participated in the hiring process for two different companies. In my initial interview for both companies, I was interviewed by only one person. For one company, I was passed on. For the other company, I moved on to the next stage of the process. I easily could have benefited or suffered from the interviewers’ perception of me, my character, and my abilities. An individual recruiter can just as easily allow quality candidates that were more than capable of performing the job slip through the cracks, but it would be impossible to gather data on that.

### **Future Implications**

Although I do not believe that artificial intelligence is ready to completely replace the role of recruiters and human resource workers in the hiring process, I do not believe that it is far from replacing them. I believe that within the next five years, the entire hiring process will be automated. As of now, it seems that various AI can perform almost all aspects of the hiring process. The one area that is slightly lacking is the recruiting of clients and candidates, but with the emergence of ChatGPT plugins, I believe that this particular area is not far behind. The final step after that development would be to tie all of the various AI together into one software that would only need the occasional bug fix.

Should the progress we have seen with AI continue, I believe that it will be replacing an abundance of jobs, not just in the staffing industry. The unique aspect of this industrial revolution is that unlike previous industrial revolutions, the jobs being replaced do not start at the bottom of the wage pyramid. In the past, it was always blue collar workers whose jobs were replaced by new technology. While automation is absolutely a threat to blue-collar workers, it appears that the development of AI is outpacing the development of automation, and the white-collar workers will be impacted before the blue-collar workers. For example, text-to-image applications such as Midjourney and Dall-E have the capability of creating logos, infographics, t-shirt designs, and they can complete other tasks that would usually be left to a graphic designer. However, self-driving trucks do not seem to be a threat to current truck drivers anytime in the

near future. I understand that this is an extremely hyper-specific example of two unrelated careers, but I urge you to play around with some of the new free-to-use AI tools and see whether you believe that college or trade school is the safer choice in the near future.

### **Conclusion**

All in all, I am thankful to have completed my internship with Kenbrook Staffing and my research on the potential of AI, specifically in the staffing industry. Based on my experience and newfound knowledge, I believe Kenbrook will continue to experience success in the short term, but I believe they need to adapt to the changing ecosystem of the staffing industry. I think that it would help Kenbrook to utilize some resume screening AI to free up time for the recruiters to complete other tasks, and I think that they could benefit from using ChatGPT and an email AI to send out sales emails more effectively.

On a more personal note, I am grateful for my experience as an Accounting, Finance, and Recruiting Intern. I learned an abundance of knowledge about the staffing industry, company culture, and effective leadership. I enhanced my skills in Excel and learned new skills in Quickbooks. I recently was hired for a job upon my graduation, and as it turns out, I will be using Excel and Quickbooks in that role. Most importantly, I learned that I am a quick learner in addition to being adaptable and resourceful. I am excited to showcase what I learned in this internship and this thesis overall, and I hope to continue to grow.



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