



The Hospitality Talent Acquisition & Onboarding Vendor Evaluation Framework

A weighted scorecard for multi-unit hospitality operators evaluating
ATS and onboarding platforms

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About This Framework

Choosing an applicant tracking and onboarding platform is one of the highest-leverage technology decisions a multi-unit hospitality operator will make. Hourly, shift-based hiring at scale looks nothing like corporate recruiting, and a generic ATS built for office hiring will create friction at every property, every shift, and every compliance touchpoint.

This framework distills the evaluation criteria that matter most for hospitality operators — restaurant groups, hotel management companies, franchise networks, and multi-brand portfolios — into a structured, weighted scorecard. Use it to compare vendors on an apples-to-apples basis, build consensus across HR, Operations, and IT stakeholders, and document your decision for leadership or procurement.

Document Purpose	A weighted requirements matrix for evaluating ATS and onboarding platforms for multi-unit hospitality operators
Best Suited For	HR, Talent Acquisition, and Operations leaders comparing vendors for a new or replacement ATS/onboarding solution
Operator Profile	Single-brand and multi-brand operators with distributed, hourly, high-volume hiring needs across multiple locations
How to Score	Complete during or immediately after vendor demos, while requirements are fresh

How to Use This Document

This framework is organized into 7 evaluation categories, each containing 4-6 specific requirements. Each requirement carries a weight (1-5) reflecting its strategic importance to multi-unit hospitality operators. Score each requirement on a 1-5 scale during or after vendor demos. Weighted scores roll up into a category total and a final composite score on the Summary Scorecard at the end of this document. If a requirement is not applicable or unavailable, score it as a 1.

Scoring Scale

Score	Definition
5	Fully meets requirement — demonstrated in product, no gaps
4	Substantially meets requirement — minor gaps or configuration needed
3	Partially meets requirement — meaningful gaps, workarounds required
2	Minimally meets requirement — significant gaps, roadmap dependency
1	Does not meet requirement — absent or requires third-party solution

Category Weighting Summary

Category	Weight	Rationale
1. Compliance & Legal	25%	Non-negotiable for hospitality operators; regulatory exposure is the highest-risk category
2. Multi-Location & Brand Architecture	25%	Multi-property data handling and brand hierarchy are structural requirements for distributed operators
3. Hospitality Workflow Fit	25%	Hourly/shift-worker hiring flows, hiring manager experience, and talent CRM are operationally distinct from generic ATS design
4. Onboarding Depth	15%	Day-one readiness and payroll/POS integration directly impact labor operations
5. Implementation & Support	5%	Critical for operators with limited dedicated IT resources
6. Reporting & Analytics	3%	Useful but secondary to operational requirements at this stage of evaluation
7. AI & Automation	2%	High-value where tied to workflow outcomes; weighted low as a standalone category

CATEGORY 1

Compliance & Legal

Category Weight: 25% of total score | Rationale: Hospitality operators face direct legal exposure for I-9, E-Verify, WOTC, and state/local labor law violations. Non-compliance is not recoverable through workarounds. All requirements in this category are Must Have unless noted.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
1.1 — I-9 Verification (Native)	Must Have	5	---	---	Platform must support Section 1 and Section 2 I-9 completion natively, with remote/virtual I-9 capability. Confirm: is I-9 built-in or third-party dependent? Does it support remote hire workflows?
1.2 — E-Verify Integration	Must Have	5	---	---	Direct E-Verify submission from within the platform. Confirm: is this a native integration or redirect to the USCIS portal? Does it handle Tentative Non-Confirmations (TNCs) in-workflow?
1.3 — WOTC Screening & Submission	Must Have	5	---	---	Work Opportunity Tax Credit screening embedded in the application or onboarding flow. Confirm: is the WOTC questionnaire triggered automatically? Does the platform submit to state agencies or require manual export?
1.4 — Audit Trail & Document Retention	Must Have	4	---	---	Immutable audit log of all compliance actions (I-9 completion, document submission, E-Verify case status). Confirm: retention period, exportability, and whether logs are accessible per-location or only at the operator level.
1.5 — State & Local Variation Support	Must Have	4	---	---	Platform must accommodate state-specific hiring forms (e.g., CA DFEH, NY WTPA) and local labor ordinances. Confirm: how are state-specific document sets managed? Is this configurable per location or does it require vendor intervention?

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
1.6 — Minor Labor Law Restrictions	Nice to Have	3	---	---	Automated enforcement of minor work permit requirements and age-restricted scheduling rules at point of hire. Particularly relevant for QSR and hotel F&B locations. Confirm: is this configurable by state?

Category 1 Max Weighted Score: $(5 \times 5) + (5 \times 5) + (5 \times 5) + (4 \times 5) + (4 \times 5) + (3 \times 5) = 130$ points

Evaluator note: any vendor scoring below 4 on requirements 1.1, 1.2, or 1.3 should be flagged for disqualification review regardless of composite score.

CATEGORY 2

Multi-Location & Brand Architecture

Category Weight: 25% of total score | Rationale: Multi-unit hospitality operators require that each property or entity's data remain appropriately isolated while allowing corporate or ownership groups to maintain brand standards visibility. Generic multi-tenant SaaS architectures frequently fail this requirement at the data layer.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
2.1 — Location-Isolated Data Environments	Must Have	5	---	---	Each property's or entity's applicant, employee, and compliance data must be logically or physically isolated from other locations. Confirm: what is the data isolation model (tenant-level, schema-level, instance-level)? Can one location's admin access another location's data?
2.2 — Location-Level Configurability	Must Have	5	---	---	Job templates, onboarding document sets, and compliance workflows must be configurable at the individual property level, not just at the operator level. Confirm: can a multi-property operator configure different document sets per property?
2.3 — Corporate / Brand Visibility Controls	Must Have	4	---	---	Corporate, ownership, or franchisor stakeholders must be able to view aggregate compliance and hiring metrics across locations without accessing individual property data. Confirm: is there a corporate-level reporting layer? Is it read-only? Can it be scoped by brand or region?
2.4 — Multi-Brand Support	Must Have	4	---	---	Operators running multiple brands or concepts under one entity must be able to manage each brand independently within

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
					a single login. Confirm: how are brand hierarchies structured? Is there a separate org tree per brand?
2.5 — SSO & Access Management by Location	Nice to Have	3	---	---	Single sign-on routing that directs users to their correct location or entity environment without manual tenant selection. Confirm: is SSO available at no additional cost? Does it support SAML/OIDC? Can it be configured per brand?

Category 2 Max Weighted Score: $(5 \times 5) + (5 \times 5) + (4 \times 5) + (4 \times 5) + (3 \times 5) = 105$ points

CATEGORY 3

Hospitality Workflow Fit

Category Weight: 25% of total score | Rationale: Hourly and shift-worker hiring in hospitality operates on fundamentally different timelines and volume patterns than corporate recruiting. Vendors without native hospitality experience frequently require significant configuration to approximate basic functionality that purpose-built platforms deliver out of the box.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
3.1 — High-Volume Applicant Handling	Must Have	5	---	---	Platform must handle 100+ applicants per open role without degraded UX or manual triage burden. Confirm: how does the platform surface qualified candidates when volume is high? Are bulk actions (advance, reject, message) available?
3.2 — Mobile-First Candidate Experience	Must Have	5	---	---	Application, interview scheduling, and onboarding document completion must be fully functional on mobile without an app download. Confirm: is the candidate-facing flow a native app, PWA, or mobile web? What percentage of applications are completed on mobile in the vendor's current customer base?
3.3 — Shift/Availability-Based Application Flow	Must Have	4	---	---	Application flow must capture shift availability and position preferences natively, not as free-text fields. Confirm: can availability data flow into scheduling or WFM systems post-hire? Is this configurable per role type?
3.4 — Interview Scheduling (Self-Serve)	Must Have	4	---	---	Candidates must be able to self-schedule interviews from a manager-defined availability window via SMS or email link.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
					Confirm: does this require a calendar integration? Can managers set rolling availability windows? Is there automated reminder/confirmation messaging?
3.5 — Job Board Distribution	Nice to Have	3	---	---	Native integration with Indeed, ZipRecruiter, and hospitality-specific job boards. Confirm: which boards are included at no additional cost? Are sponsored posting campaigns manageable from within the platform?
3.6 — Branded Career Pages per Property	Nice to Have	2	---	---	Each property can maintain a distinct branded career page reflecting its location, culture, and open roles. Confirm: is this self-serve or does it require vendor setup? Can brand standards be enforced at the template level?

Category 3 Max Weighted Score: $(5 \times 5) + (5 \times 5) + (4 \times 5) + (4 \times 5) + (3 \times 5) + (2 \times 5) = 115$ points

CATEGORY 4

Onboarding Depth

Category Weight: 15% of total score | Rationale: For hourly hospitality workers, time-to-productivity is measured in hours, not weeks. Onboarding that requires paper, manual data entry, or disconnected payroll setup creates direct operational cost. Integration with payroll and POS systems is the key differentiator in this category.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
4.1 — Digital Document Collection	Must Have	5	---	---	All new hire documents (offer letter, tax forms, policy acknowledgments, direct deposit) must be collectable digitally with e-signature. Confirm: is the document builder self-serve? Can custom documents be added per location? Are completed documents stored with audit timestamps?
4.2 — Payroll System Integration	Must Have	5	---	---	New hire data must flow to payroll without manual re-entry. Confirm: which payroll systems are natively integrated (ADP, Paylocity, Paychex, UKG, iSolved)? Is the integration bidirectional? What data fields are synced (name, SSN, pay rate, start date, direct deposit)?
4.3 — Day-One Readiness Tracking	Must Have	4	---	---	Manager-facing dashboard showing which new hires have completed all required pre-start tasks (documents, I-9, direct deposit, etc.). Confirm: are incomplete items surfaced with automated reminders to the new hire? Can managers see completion status by property?
4.4 — POS / Time & Attendance Integration	Nice to Have	3	---	---	New hire profile data (name, role, pay rate) flows to POS or time clock system to enable day-one clock-in without manual setup. Confirm: which POS systems are supported (Toast, Oracle MICROS, Agilysys)? Is this a real-time sync or batch?
4.5 — Configurable Onboarding Checklists	Nice to Have	3	---	---	Onboarding task lists configurable by role, location, or brand — enabling corporate to push brand-standard onboarding steps to all locations. Confirm: can corporate define a base template that locations can extend but not remove?

Category 4 Max Weighted Score: (5×5) + (5×5) + (4×5) + (3×5) + (3×5) = 100 points

CATEGORIES 5-7 — SUPPORTING CRITERIA

Implementation & Support / Reporting & Analytics / AI & Automation

Category 5: Implementation & Support (Weight: 5%)

Many hospitality operators have limited dedicated IT staff. Implementation complexity and ongoing support quality are disproportionately important as a result.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
5.1 — Time-to-Live for New Operator	Must Have	4	---	---	Confirm: what is the typical time-to-live for a multi-property operator? Is there a self-serve onboarding path? What is the minimum IT involvement required?
5.2 — Dedicated Support Model	Must Have	4	---	---	Confirm: is there a named CSM or support tier? What are SLA commitments for critical compliance issues? Is 24/7 support available?
5.3 — Training & Self-Service Resources	Nice to Have	3	---	---	Confirm: is there an in-product help center or LMS? Are training materials available in languages other than English for diverse frontline workforces?
5.4 — Pricing Transparency at Scale	Must Have	3	---	---	Confirm: is pricing per-location, per-employee, or flat? Are compliance modules (I-9, E-Verify, WOTC) included or add-on? Is there volume-based pricing for growing operators?

Category 5 Max Weighted Score: $(4 \times 5) + (4 \times 5) + (3 \times 5) + (3 \times 5) = 70$ points

Category 6: Reporting & Analytics (Weight: 3%)

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
6.1 — Standard TA & Compliance Reports	Must Have	3	---	---	Out-of-box reports for time-to-fill, applicant source, I-9 completion rate, and WOTC capture rate. Confirm: are these exportable to CSV/Excel? Can they be scheduled for automated delivery?
6.2 — Corporate Aggregate Reporting	Nice to Have	3	---	---	Corporate-level view of compliance completion rates and hiring velocity across all locations. Confirm: is this a separate reporting tier? Can it be filtered by brand, region, or property type?
6.3 — Turnover & Retention Metrics	Nice to Have	2	---	---	Reporting on 30/60/90-day retention by hire source, role, or location. Confirm: does this

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
					require a WFM module, or is it available in the standalone ATS/onboarding product?

Category 6 Max Weighted Score: $(3 \times 5) + (3 \times 5) + (2 \times 5) = 40$ points

Category 7: AI & Automation (Weight: 2%)

Standalone AI features not tied to compliance or workflow outcomes are weighted low. AI capabilities that directly reduce time-to-hire or compliance risk are captured within Categories 1-4.

Requirement	Priority	Weight	Vendor AScore	Vendor BScore	Evaluation Criteria / Demo Questions
7.1 — Conversational Screening (Chatbot)	Nice to Have	2	---	---	AI-driven candidate screening via SMS or chat that qualifies applicants and schedules interviews without manager involvement. Confirm: is this included in base pricing? What languages are supported? How are edge cases (non-qualifying responses) handled?
7.2 — Automated Candidate Ranking	Nice to Have	2	---	---	AI-assisted ranking of applicants based on role fit, availability match, and prior experience. Confirm: what signals are used for ranking? Is the model explainable? Has it been audited for bias in hourly/hospitality hiring contexts?
7.3 — Predictive Demand / Hiring Forecasting	Nice to Have	1	---	---	Platform uses historical turnover and seasonal data to recommend when to open requisitions. Confirm: does this require WFM integration? What data inputs are needed? Is this available for standalone ATS customers?

Category 7 Max Weighted Score: $(2 \times 5) + (2 \times 5) + (1 \times 5) = 25$ points

Summary Scorecard

Complete this page after all vendor demos. Transfer weighted scores from each category page into the table below. Multiply each category's raw score total by the category weight percentage to calculate the weighted contribution. Sum all weighted contributions for the final composite score. Maximum possible composite score = 100.

Category	Weight	Max Raw Score	Vendor ARaw	Vendor AWeighted	Vendor BRaw	Vendor BWeighted
1. Compliance & Legal	25%	130	---	---	---	---
2. Multi-Location & Brand Architecture	25%	105	---	---	---	---
3. Hospitality Workflow Fit	25%	115	---	---	---	---
4. Onboarding Depth	15%	100	---	---	---	---
5. Implementation & Support	5%	70	---	---	---	---
6. Reporting & Analytics	3%	40	---	---	---	---
7. AI & Automation	2%	25	---	---	---	---
COMPOSITE SCORE (out of 100)	100%	—	—	—	—	—

Weighted Score Calculation Method

For each category: $\text{Weighted Contribution} = (\text{Vendor Raw Score} \div \text{Max Raw Score}) \times \text{Category Weight} \times 100$. Sum all seven weighted contributions to produce the composite score out of 100. Example: if a vendor scores 110 out of 130 on Compliance & Legal, their weighted contribution for that category = $(110 \div 130) \times 25 = 21.2$ points.

Disqualification Flags

Regardless of composite score, any vendor scoring below 4 on requirements 1.1 (I-9), 1.2 (E-Verify), or 1.3 (WOTC) should be escalated for disqualification review. These are non-negotiable compliance capabilities for hospitality operators. Similarly, a score of 1 on requirement 2.1 (Location-Isolated Data) is a structural disqualifier for most multi-unit operating models.

Evaluation Timeline Reference

Use this section to align your team and any procurement partners to a project timeline.

Milestone	Target Date	Owner
Vendor Demos		
Score Compilation & Review		
Shortlist Decision		
Final Vendor Selection		
Contract Execution		

See How Harri Scores

Harri was purpose-built for hospitality — from native I-9/E-Verify/WOTC compliance, to mobile-first hourly hiring, to payroll and POS integrations that get new hires clocked in on day one.

Bring this scorecard to your next demo with our team and we'll walk through every requirement, line by line.

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