The Human Side of Hiring

Where human interaction makes the biggest difference

Hiring is more than a series of steps. Communication, judgment, trust, and human connection all influence how hiring works and how people experience it. Technology can remove friction and save time, but automation does not automatically make hiring more effective.

The goal is not to choose between people and technology. It is to understand where human interaction adds value, where technology helps, and where the balance needs to change.

FOUR AREAS TO EXAMINE

1. Communication & Trust

Are candidates and hiring teams getting the information, clarity, and follow-through they need?

2. Recruiter & HM Partnership

Are recruiters and hiring managers aligned on the role, priorities, decisions, and expectations?

3. Judgment & Decision-Making

Are people using context, evidence, and sound judgment, or relying too heavily on rigid steps and assumptions?

4. Technology & Automation

Is technology removing unnecessary work while preserving the interactions that improve hiring?

"Where in our hiring process does a meaningful human interaction prevent a bigger problem later?"

1 UNDERSTAND THE PROBLEM

When the human element is missing or misplaced, business outcomes suffer. Unclear communication degrades candidate trust; poor recruiter-manager alignment slows hiring speed and reduces decision quality; and rigid reliance on automation leads to lost talent and wasted capacity.

Signals worth investigating in your hiring process include:

- Candidate uncertainty or drop-off at key interview stages
- Avoidable misunderstandings between recruiters and hiring managers
- Hiring decisions made without sufficient context or objective evidence
- Confusing or impersonal automated candidate communications
- Excessive human effort spent on purely administrative or repetitive tasks

Note: These symptoms are signals to investigate, not immediate proof that a system is broken.

2 WORK THROUGH THE QUESTIONS

Candidate Experience

- Where are candidates feeling informed and valued vs. confused or ghosted?
- Where does personal communication directly build candidate trust?

Partnership & Alignment

- Are intake and debrief conversations collaborative or transactional?
- Do recruiters and managers share real accountability for outcomes?

Judgment & Decisions

- Are screening tools filtering out strong candidates prematurely?
- Where is human context essential for evaluating potential vs. experience?

Technology & Business Impact

- What admin work can be automated to free up recruiter capacity?
- How does our balance of technology impact hiring speed and cost?

3 CAPTURE WHAT YOU FIND

Observation Focus	Specific Example or Feedback	Who is Affected & Business Impact
Critical Human Touchpoints Where interaction matters most		
Gaps or Friction Missing or unnecessary interaction		
Automation Opportunities Admin tasks taking human time		

4 DECIDE WHAT TO DO NEXT

Preserve
Keep interactions that clearly add value and build trust.

Improve
Make key conversations and decisions more effective.

Simplify
Remove unnecessary steps or administrative effort.

Investigate
Gather more evidence before making a process change.

"Are we removing unnecessary work, or removing an interaction that helps hiring work?"

"The goal is not to add more human touchpoints everywhere. It is to be intentional about where people, judgment, and communication make hiring more effective, and where technology can remove friction without losing what matters."

Need a deeper look? Amy DePonte Consulting helps organizations understand how people, processes, and systems shape the hiring experience, and identify where changes can make the biggest difference.