Who Should Own What in Hiring?

A practical guide to the future of the TA operating model

The Bigger Picture

Hiring involves recruiters, hiring managers, TA operations, HR, and technology. But when responsibilities are unclear, work gets duplicated, decisions stall, and recruiters spend time on activities that may not need their involvement.

As business needs and technology change, it is worth asking whether the way your team works today is still the right approach. This guide helps you spot where ownership may need a closer look and decide what to explore next.

By the end, you'll have:

- A clearer picture of who owns the work today.
- A way to identify duplicated effort, unclear responsibilities, and unnecessary activities.
- A framework for considering what should remain human-led, be reassigned, automated, or stopped.
- A starting point for prioritizing opportunities and next steps.

Who this is for

In-house recruiters, TA leaders, TA operations teams, and hiring managers who want to improve how hiring works.

At a Glance

1. **Understand the problem**
   Recognize signs of misalignment or friction.
2. **Work through the questions**
   Explore ownership, process, people, technology, and business impact.
3. **Capture what you find**
   Organize observations and identify gaps.
4. **Decide what to do next**
   Choose a path and set a first action.

Start here

What part of hiring consumes more time, creates more frustration, or causes more delays than it should?

Practical Worksheet

1. Understand the Problem

Ownership issues often show up as everyday friction. Look for patterns such as:

- Recruiters chasing decisions or handling administrative work that could sit elsewhere.
- Responsibilities overlap, or important tasks fall between teams.
- Unnecessary steps and handoffs slow progress.
- Technology adds workarounds instead of making work easier.
- The team struggles to adapt as business needs or tools change.

These symptoms can have different causes. Understand the friction before adding tools, changing responsibilities, or asking the team to do more.

2. Work Through the Questions

Choose one area of hiring to examine. You do not need to solve everything at once.

OWNERSHIP

- Who performs the work today?
- Who owns the outcome?
- Are responsibilities and decision rights clear?

PROCESS

- Where do delays, duplication, or handoffs occur?
- Which steps no longer add value?
- Are we keeping habits simply because they are familiar?

PEOPLE & TECHNOLOGY

- Where does the work need human judgment or interaction?
- What could be simplified, automated, reassigned, or stopped?

BUSINESS IMPACT

- What does the friction cost in time or capacity?
- Who or what is affected?
- What outcome would improve if this worked better?

3. Capture What You Find

Use this short worksheet to organize your observations. Evidence can be a process example, a recurring delay, feedback from the people doing the work, or a simple measure of time or volume.

Where are we experiencing friction?

What do we think is causing it?

Who or what is affected?

What evidence would help us understand the impact?

4. Decide What to Do Next

CLARIFY	INVESTIGATE	IMPROVE	RETHINK
Responsibilities or decision rights are unclear.	You need more information before deciding.	A process, activity, or handoff needs attention.	The way work is divided across people, process, or technology may need a broader look.

One final question: Are we addressing the underlying problem, or just working around it?

You do not need to redesign everything at once. Start by identifying where work is no longer serving the team or the business, then decide what needs attention first.

Need a deeper look? Amy DePonte Consulting helps organizations understand what is breaking down across people, process, and systems, then focus on the changes most likely to make a difference.