Amy DePonte Consulting

TA TOOLKIT GUIDE

Fix the Process Before the Technology

A practical guide to finding workflow problems before changing systems

When hiring feels slow, complicated, or frustrating, the first instinct may be to add a tool, automate a step, or change the system.

But technology cannot automatically fix unclear responsibilities, unnecessary steps, repeated work, or broken handoffs. It may simply make those problems happen faster or move them somewhere else.

Before changing the technology, understand where the work is getting stuck and what is causing the friction.

FOUR AREAS TO CONSIDER

Workflow
Are steps creating unnecessary delays, repetition, or rework?

Ownership
Are responsibilities and handoffs clear, or does work get stuck between people and teams?

Systems
Does the technology support the work, or are people relying on workarounds to get things done?

Business Impact
What does the friction mean for time, cost, recruiter capacity, decisions, and the hiring experience?

Before investing in another technology change, identify the problem you need it to solve.

REFLECTION QUESTION

"If we kept our current technology, what could we improve about the way hiring work gets done?"

Use the questions on the next page to explore where closer examination may be most worthwhile for your team.

QUESTIONS WORTH ASKING

The goal of these questions is to help you understand the problem before jumping to a solution. You do not need to answer every question right away—start with the area where friction is creating the greatest impact.

Workflow

- Where does work stall, repeat, or get sent back?
- Which steps add value, and which may no longer be necessary?
- Does the documented process match what people actually do?

Ownership and Handoffs

- Is it clear who owns each step and decision?
- Where do teams wait for information, approvals, or action?
- Are people duplicating work or maintaining separate trackers?

Technology and Workarounds

- Where does the system help, and where does it create friction?
- What work happens outside the system, and why?
- Could the issue be related to the process, system, training, or more than one factor?

Business Impact

- Who is affected by the friction?
- What does it cost in time, effort, or capacity?
- What would need to improve for a change to be worthwhile?

Business Reminder

Are we solving the underlying problem, or simply moving it into a different tool?

CAPTURE WHAT YOU NOTICE AND DECIDE WHAT COMES NEXT

Use this concise reflection worksheet to note key observations about your current hiring workflow.

Where is the friction? (Identify the workflow step or handoff)

What seems to be happening? (Briefly describe the issue or workaround)

Who or what is affected? (People, time, cost, capacity, decisions, or candidate experience)

What do you still need to understand? (Capture the most important unanswered question)

CHOOSE A STARTING POINT

Preserve: Keep what is working.

Simplify: Consider whether unnecessary steps or repetition can be reduced.

Improve: Identify an area that may benefit from change.

Investigate: Gather more evidence before deciding what to do.

You do not need to solve everything at once. Start by getting clear on the problem and its impact.

> **Closing Thought:** Technology should support the work hiring teams need to do, not force people to compensate for a process that does not work. Understanding where friction starts helps leaders make better decisions about what to change and where technology may genuinely help.

Ready to untangle your hiring process?

If workflow friction, manual workarounds, or unclear ownership are slowing your hiring team down, it may be time to look at how your people, processes, and systems work together.

Amy DePonte Consulting works as an extension of your TA team to identify what is getting in the way, understand the business impact, and determine where changes will make the biggest difference.

Explore how we can work together: **[www.amydeponteconsulting.com]**