TALENT ENGINEERING ACADEMY

Building an Independent Recruitment Practice

PRACTICE WORKBOOK

Plan a viable service, operating capacity and professional support before committing to independent delivery.

PATHWAY	Recruitment Commercial and Independent Practice
LEVEL	Practitioner
EDITION	2026.09
UPDATED	2026-09-24

Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

An independent-practice business plan and readiness checklist.

How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/independent-recruitment-practice

PART 1

Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

Service, market and boundaries

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

Business structure and specialist advice

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

Startup and ongoing costs

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

Capacity and cash scenarios

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

Client, candidate and supplier processes

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

Launch readiness and review gates

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

Choose a service you can deliver

YOUR PRACTICE TASK

Write a service menu with three included activities and three explicit exclusions.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A recruiter experienced in permanent engineering search starts with that scope. They do not immediately supply temporary workers without understanding payroll, contractual, regulatory and operational requirements.

SELF-REVIEW GUIDANCE

Explain why each activity fits current capability. Mark models that require further specialist review. Avoid presenting a broad recruitment label as evidence you can operate every service type.

LESSON 02 / 04

Build the business support structure

YOUR PRACTICE TASK

Create an adviser brief with ten questions grouped by business, legal and data operations.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A solo recruiter prepares a checklist for an accountant and legal adviser covering structure, invoicing, tax, engagement terms and the intended recruitment model. They do not copy another agency’s terms without review.

SELF-REVIEW GUIDANCE

Describe your actual service and geography so advice is relevant. Distinguish decisions you can make operationally from those needing professional confirmation.

LESSON 03 / 04

Model runway and delivery capacity

YOUR PRACTICE TASK

Build a six-month fictional cash and time-capacity plan with base and downside cases.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A fictional practice expects its first fee in month three, but the downside case delays cash until month six. The owner reduces fixed costs and sets a review gate before spending the remaining reserve.

SELF-REVIEW GUIDANCE

State every major assumption and avoid treating unsigned opportunities as assured receipts. Include a stop or revise decision when the plan cannot support the intended service.

LESSON 04 / 04

Launch with a controlled operating plan

YOUR PRACTICE TASK

Write a launch checklist and thirty-day operating review.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A recruiter launches with two active-search slots, a weekly cash review and a peer cover arrangement with appropriate confidentiality controls. Capacity expands only after actual delivery effort is understood.

SELF-REVIEW GUIDANCE

Include evidence that each essential process works, not just that an account was purchased. State what would make you delay launch and which limits protect delivery quality.

FINAL REVIEW

Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- ☐ The work distinguishes facts, evidence, assumptions and open questions.
- ☐ Decisions have named owners, dates and review points.
- ☐ Measures connect to the outcome rather than activity alone.
- ☐ Risks, accessibility needs, privacy considerations and limitations are visible.
- ☐ The next action is specific enough for another person to follow.
- ☐ The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

GOV.UK: Set up a business

UK starting point. Business structure and obligations depend on the circumstances.

https://www.gov.uk/set-up-business

GOV.UK: Employment agencies and businesses

UK sector context. Distinguish introducing permanent staff from supplying workers.

https://www.gov.uk/employment-agencies-and-businesses

ABOUT THIS WORKBOOK

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.