TALENT ENGINEERING ACADEMY

Onboarding Handoffs and Quality-of-Hire Feedback

PRACTICE WORKBOOK

Connect recruitment evidence to a supported start and learn from outcomes without oversimplifying performance.

PATHWAY	Assessment and Hiring Decisions
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 onboarding handover and a quality-of-hire learning plan.

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/onboarding-quality-of-hire

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

Confirmed role expectations and commitments

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

YOUR WORKING NOTES

WORKSHEET 02

Permitted handover information

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

YOUR WORKING NOTES

WORKSHEET 03

Onboarding owners and dependencies

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

YOUR WORKING NOTES

WORKSHEET 04

Thirty, sixty and ninety-day questions

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

YOUR WORKING NOTES

WORKSHEET 05

Outcome measures and confounders

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

YOUR WORKING NOTES

WORKSHEET 06

Feedback into the next search

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

Transfer commitments, not an unfiltered dossier

YOUR PRACTICE TASK

Create a handover for a fictional technician, including one development commitment.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

The candidate was promised a structured training period on a new machine. The handover assigns the training owner and schedule rather than leaving the promise in a recruiter’s private email thread.

SELF-REVIEW GUIDANCE

Separate essential operational information from unnecessary assessment history. Confirm receipt by the onboarding owner and identify unresolved dependencies with dates.

LESSON 02 / 04

Define quality of hire as a learning question

YOUR PRACTICE TASK

Define three outcome measures for a fictional quality lead with observation times and limitations.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A new hire leaves after a manager changes the shift pattern. Treating this as proof of poor candidate selection ignores a material change in the employment experience. The review examines both hiring expectations and later conditions.

SELF-REVIEW GUIDANCE

Include a capability or delivery measure, an experience measure and a retention-related question. Explain what each can and cannot tell you about the recruitment process.

LESSON 03 / 04

Collect feedback without rewriting history

YOUR PRACTICE TASK

Write a thirty, sixty and ninety-day feedback guide with two questions at each stage.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

After sixty days, a manager says the hire lacks leadership, but the role was briefed as an individual contributor. The review records the changed expectation instead of retroactively declaring the candidate unsuitable for the original brief.

SELF-REVIEW GUIDANCE

Ask about supported start, progress toward agreed outcomes and expectation gaps. Identify who sees responses and how concerns are handled. Keep later role changes distinct from the initial selection criteria.

LESSON 04 / 04

Close the loop into recruitment design

YOUR PRACTICE TASK

Write a feedback-to-action record with evidence, cause hypothesis, owner and next test.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

Several starters struggle with shift handovers because induction never covers the local system. The action improves onboarding rather than adding a pre-employment test of company-specific software that applicants have never used.

SELF-REVIEW GUIDANCE

Place the intervention where the evidence points. Distinguish recruitment design from management or onboarding problems, and state how the next review will test whether the action helped.

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.

CIPD: Selection methods

Professional context for selection methods and their limitations.

https://www.cipd.org/uk/knowledge/factsheets/selection-factsheet/

GOV.UK: Discrimination in recruitment

UK legal context. Obtain advice for your jurisdiction and circumstances.

https://www.gov.uk/employer-preventing-discrimination/recruitment

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.