TALENT ENGINEERING ACADEMY

Stakeholder, Hiring Manager and Recruiter Responsibilities

PRACTICE WORKBOOK

Create clear decision ownership, useful discovery conversations and a route through conflicting expectations.

PATHWAY	Talent Engineering Practitioner
LEVEL	Practitioner
EDITION	2026.09
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Free learning. Practical work. Better recruitment.

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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

A decision-rights map and hiring-manager working agreement.

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/stakeholder-responsibilities

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

Decisions and accountable owner

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

YOUR WORKING NOTES

WORKSHEET 02

Contributors and required evidence

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

YOUR WORKING NOTES

WORKSHEET 03

Candidate communication owner

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

YOUR WORKING NOTES

WORKSHEET 04

Escalation conditions and route

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

YOUR WORKING NOTES

WORKSHEET 05

Meeting purpose and decision record

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

YOUR WORKING NOTES

WORKSHEET 06

Commitments and review date

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

Assign decisions rather than vague roles

YOUR PRACTICE TASK

Map decision rights for six decisions in a fictional search.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A fictional hiring panel has five members, each assuming someone else approves compensation. The revised map assigns approval to the budget owner, evidence recommendations to assessors and candidate communication to the recruiter.

SELF-REVIEW GUIDANCE

Use one clearly accountable role per decision and describe the authority it actually holds. Separate recommending a candidate from authorising spend. Include a deputy or escalation route for absence.

LESSON 02 / 04

Contract for a productive working relationship

YOUR PRACTICE TASK

Draft a six-point working agreement for a manager with limited availability.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A manager cannot review daily but can reserve Tuesday and Thursday decision slots. The recruiter batches evidence beforehand and tells candidates the expected timing. This is more useful than a nominal daily deadline nobody observes.

SELF-REVIEW GUIDANCE

Include evidence format, review slots, decision owner, candidate updates, urgent escalation and the rule for changing requirements. Make each commitment observable and achievable rather than demanding instant responses.

LESSON 03 / 04

Resolve disagreement through evidence

YOUR PRACTICE TASK

Write a facilitation script for two conflicting candidate recommendations.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

One assessor calls a candidate too quiet while another values the candidate’s precise incident response. The chair asks whether verbal fluency is essential to the role and what evidence exists against the agreed communication criterion.

SELF-REVIEW GUIDANCE

Ask for observations, criterion links and missing evidence before discussing the final recommendation. Record the owner’s decision and unresolved risks. Do not substitute consensus pressure for a reasoned judgement.

LESSON 04 / 04

Maintain trust when priorities change

YOUR PRACTICE TASK

Prepare an internal decision note and a candidate update for a paused role.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A budget freeze pauses two searches. The recruiter confirms the decision, updates candidates promptly, records agreed follow-up preferences and closes obsolete scheduling tasks. It does not keep interviewing merely to maintain an activity target.

SELF-REVIEW GUIDANCE

The internal note names the owner and dependency. The candidate update is clear about the pause, avoids confidential financial details and offers an honest choice about future contact. Neither implies that an offer is still imminent.

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: Recruitment

Professional context for the recruitment lifecycle.

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

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.