

Interview feedback, an approved offer, and a new hire

Continuing from [A job requisition becomes a candidate pipeline](#): a candidate who has reached the Interview stage still needs a documented evaluation, a decided offer, and finally a converted employee record before any of this becomes a real hire. This page walks through those three real screens.

Illustrative demonstration prepared using publicly available company context and synthetic data. This page does not represent a production deployment, customer endorsement, or use of real employee data.

<https://www.youtube-nocookie.com/embed/JzB6quZFukA>

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The company this page follows

Same illustrative demo structure as [The connected HR lifecycle](#), [Branches, departments and job positions](#) and [A job requisition becomes a candidate pipeline](#): one fictional company, Meridian Interiors. Its name, its roles and every person shown are synthetic; none of it represents a real customer, a real headcount or a real hiring decision.

Interview feedback is a real, separate screen

Each interview has its own scorecard: an interviewer records an overall rating, a Hire / No Hire / Hold recommendation and free-text comments, submitted once and then locked — it cannot be

silently edited afterward. Until every assigned interviewer has submitted, each one sees only their own scorecard; a recruiter or HR, scoped to the company, sees the live partial state at any time. Once the panel is complete, everyone sees the full panel summary: how many submitted, the recommendation counts, and the average overall score.

A panel's recommendation does not gate the move to Hired

Feedback is informational, not a lock. Moving a candidate to the Hired stage is a recruiter/HR action — the same authority check used everywhere else candidates are moved between stages — and it does not require a complete panel or a particular recommendation first. A recruiter can move a candidate to Hired with the panel still incomplete, or wait for every scorecard first; the product does not force either choice.

An offer is proposed, approved by someone else, then sent

Raising an offer is a separate action from deciding on it. One person creates the offer against a salary template and an annual CTC — the gross-to-CTC breakup is computed by the compensation engine, never typed in by hand — and submits it, which freezes its terms. A different person, with approval authority, then approves or rejects it; the same maker-checker rule used for requisitions applies here too. Only after approval can the offer be sent: a one-time, token-based link the candidate opens without logging in, to accept, decline, or ask for more time.

Accepting starts, rather than finishes, onboarding

A candidate's acceptance does not convert them into an employee by itself. It requests an onboarding hand-off, which a company-scoped user then explicitly starts (consumes). Only with both an accepted, effective offer **and** a started hand-off does **Convert to employee** become available on that candidate's row — the same protected, single conversion path used for every hire, which refuses outright if either condition is missing.

What conversion actually creates

Converting a candidate creates the employee record — department, job position and (when the hire came through a job requisition that carries one) branch, carried over automatically — plus a **draft** payroll contract built from the offer's frozen package. Nothing activates itself; who reviews and activates that contract is a separate step, covered on its own page.

Related reading

- [The connected HR lifecycle](#)
- [A job requisition becomes a candidate pipeline](#)
- [How recruitment works](#)

Created 2026-10-02 01:49:58 UTC by Docs Publisher (CI)

Updated 2026-10-02 02:10:20 UTC by Docs Publisher (CI)