

Un Llais Cymru



One Voice Wales

Recruitment, Induction and Retention of Clerks



SLCC
For Local Council Professionals®

TABLE OF CONTENTS

Introduction.....	4
-------------------	---

PART ONE - RECRUITMENT

Salaries & Conditions of Service	5
--	---

The Role of the Clerk	9
-----------------------------	---

Job descriptions	10
------------------------	----

Person specifications	13
-----------------------------	----

Advertising & the Media	16
-------------------------------	----

The use of Application Forms.....	19
-----------------------------------	----

Recruitment Information	22
-------------------------------	----

Short Listing Guidance.....	23
-----------------------------	----

Interview Preparation.....	26
----------------------------	----

Selection Interview Questions & Guidance.....	28
---	----

How to assess Candidates.....	40
-------------------------------	----

The Appointment Process.....	43
------------------------------	----

PART TWO - INDUCTION

Induction.....	45
----------------	----

Probation	48
-----------------	----

PART THREE - RETENTION

Retention	53
-----------------	----

Performance Appraisal	56
-----------------------------	----

Exit Interviews	61
-----------------------	----

APPENDICES

Appendix 1 – Job Profile Benchmarks	63
Appendix 2 – Specimen Recruitment Process Action Plan	68
Appendix 3 (a) - Specimen job description for the post of Clerk to the Council and Responsible Financial Officer	72
Appendix 3 (b) - Specimen alternative job description for the post of Clerk to the Council and Responsible Financial Officer	78
Appendix 3 (c) – Specimen job description for the post of Responsible Financial Officer	84
Appendix 3 (d) – Specimen pro forma job description	88
Appendix 4 (a) - Specimen Person Specification for the post of Clerk to the Council	89
Appendix 4 (b) - Specimen Person Specification for the post of Responsible Financial Officer	92
Appendix 5 (a) - Specimen advertisements for the post of Clerk to the Council and Responsible Financial Officer	95
Appendix 5 (b) - Specimen advertisements for the post of Clerk to the Council and Responsible Financial Officer	96
Appendix 5 (c) – Specimen advertisement for the post of Responsible Financial Officer	97
Appendix 5 (d) - Guidance on Recruitment Advertising	98
Appendix 6 (a) - Specimen Application Form	114
Appendix 6 (b) - Request for recruitment pack and application form response	121
Appendix 6 (c) - Recruitment information pack request record	122
Appendix 6 (d) - Application acknowledgement	123
Appendix 6 (e) - Applications received record	124
Appendix 6 (f) - Equalities monitoring form.....	125
Appendix 7 - Example Recruitment Information Pack for the post of Clerk to the Council	127
Appendix 8 - Rejection letter following short listing and no interview	129
Appendix 9 (a) - Short-Listing Application Analysis Matrix for the post of Clerk to the Council	130

Appendix 9 (b) - Short-Listing Application Analysis Matrix for the post of Responsible Financial Officer	133
Appendix 10 (a) - Interview schedule.....	136
Appendix 10 (b) - Initial interview invitation	137
Appendix 10 (c) - Rejection letter after initial interview	139
Appendix 10 (d) - Final interview invitation.....	140
Appendix 10 (e) - Rejection letter after final interview.....	142
Appendix 10 (f) - Reference request and letter Private and Confidential	143
Appendix 11 (a) – Interview Script for the post of Clerk to the Council	144
Appendix 11 (b) - Specimen Questions for the post of Clerk to the Council	146
Appendix 11 (c) - Specimen Questions for the post of Responsible Financial Officer	151
Appendix 12 (a) - Specimen Selection Interview Assessment Matrix for the post of Clerk to the Council	156
Appendix 12 (b) – Selection Assessment Matrix for the post of Responsible Financial Officer	159
Appendix 12 (c) – Selection Assessment Methods.....	162
Appendix 13 (a) - Letter of offer of employment for the post of Clerk to the Council	164
Appendix 13 (b) - Letter enclosing contract of employment/statement of main terms and conditions of employment once the offer is accepted.....	167
Appendix 13 (c) - Letter issuing both the offer and contract of employment/statement of main terms and conditions of employment.....	168
Appendix 14 (a) - Specimen Induction Checklist for the post of Clerk	170
Appendix 15 (a) - Letter confirming successful completion of probation period.....	176
Appendix 15 (b) - Probation period extension letter	177
Appendix 15 (c) - Termination letter after unsuccessful probationary period	178
Appendix 16 - Specimen Exit Interview Form.....	180

Introduction

Over the past few years, the sector has been facing an unprecedented challenge in attracting and retaining Community and Town Council sector Clerks. Research indicates that there are many reasons for this, including:

- The increasing workloads and demands of the job
- Salary levels failing to keep pace with these demands
- Paid working hours not matching actual working hours
- The poor (perceived) 'clerical' status of the role
- Regular evening work creating a difficult work/life balance for those with family/caring responsibilities
- Poor induction and support for on-going training
- Harassment and bullying by individual Councillors
- A general lack of appreciation of the post holder

As a result, this guide has been commissioned to address the key issues with the recruitment, induction and retention of clerks.

Recognising the workloads and pressures that clerks are experiencing, this booklet has been designed to provide an easy-to-read guide, with more detailed supporting information and documents in the appendices, to be referenced only where this is needed. The appendices also include a range of specimen forms and letters which can be customised to suit the circumstances of the vacancy.

Much of the information contained in this booklet is distilled from the guide 'Civility & Respect', produced in collaboration with the NALC, SLCC, OVW and County Associations in England.



PART ONE – RECRUITMENT

Salaries & Conditions of Service

1. To undertake recruitment properly takes time and effort and, as with all major decisions, you need to invest properly in the process. How a Council handles their recruitment, together with the experience of the candidate, can often determine whether an individual takes the job, even if it's offered on the terms they seek.
2. The selection process must also be legally sound to avoid the risk of successful challenge to the process once completed. Even more importantly, having a fair and fully inclusive recruitment process will allow you to take advantage of all the talent and experience available, and enable you to fill your positions with a diverse workforce which reflects the community it serves.
3. Recruitment needs to be **effective** (to attract the right candidates), **efficient** (cost effective) and **fair**. Failure under the latter could lead to potential claims for discrimination on the grounds of one of the following protected characteristics under the Equality Act 2010:-
 - sex
 - race
 - marriage and civil partnership
 - age
 - gender reassignment.
 - pregnancy and maternity
 - disability
 - religion or belief
 - sexual orientation

It is important that you have sound and thorough equal opportunities, equality and Inclusions policies in place, and observe them fully at every stage and in all actions during the recruitment and selection process.

4. One of the first tasks is to agree the details of the role, together with the salary and other conditions of service. So, for example, as a starting point you will need a job and person specification. Do not just assume that you will be replacing like with like. Where an individual has been in post for a number of years, you may find that their job specification, the number of contracted hours etc are now out of date (especially if their contract and terms were not subject to regular review). You should ask whether the proposed hours are appropriate for the current workload and whether the salary is still competitive.

5. NALC and the Society of Local Council Clerks (SLCC) have jointly agreed the appropriate salary ranges and core terms and conditions for the Officers of Community and Town Councils. The Terms and Conditions are based on the National Agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services, and Councils are strongly recommended to adopt this agreement, and to conduct their employment relations in line with its guidance.
6. The Council should act as a responsible employer in the recruitment, employment and management of its staff, and make use of good employment practice in conducting its relations with its staff. The Clerk is the holder of a responsible public position and requires many qualities to properly administer the Council's affairs as well as carry out the wider role of the Council, as a representative and ambassador.
7. NALC, OVW and SLCC strongly advise that the starting salary of a Clerk to the Council should, as a minimum, be paid in accordance the agreed scales linked to the ranges set out below. These has been derived from an independent bench marking exercise carried out on behalf of the SLCC and NALC across a sample set of Clerk's positions. The full job profiles for the benchmarks are included in [Appendix 1](#) at the end of this booklet. Councils and Clerks should establish the appropriate similar job specification, taking account of the particular realities of the role in question. On request to OVW & SLCC, a specific job evaluation can be carried out to set the salary baseline for any local council. However, there will be a charge for this service.

Scale	Points below substantive range	Substantive benchmark range	Points above substantive range
LC1	5 & 6	7 - 12	13 - 17
LC2	18 & 23	24 -28	29 - 32
LC3	33 - 36	37 -41	42 -45
LC4	46 - 49	50 - 54	55 - 62

8. Where the Clerk has exceptional responsibilities which would not be sufficiently remunerated by the LC4 upper range, it is recommended that a salary is fixed following a formal evaluation and joint consultation with OVW and the SLCC.
9. Having established the benchmark salary for the post, the Council will **EITHER**

- Adopt a salary scale within the range. The salary will rise annually, by automatic increase on the 1st of April each year (or such other date as may be agreed between OVW and SLCC) by incremental steps, to the scale maximum. **OR**
- Adopt a single salary point (a 'spot salary') within the range. Where a single salary point is adopted, the Council should review the salary annually.

In either case, the starting point or single salary point is to be chosen by reference to the following factors, insofar **only** as they **vary** from the description of the benchmark post:

- experience and expertise
- qualification(s)
- whether the clerk is also the responsible Financial Officer
- the extent of functions devolved from the principal authority
- staffing levels

Under the National Agreement, professional development through a recognised institution or programme is rewarded by a salary movement of one upward point on the spinal column in respect of each level attained.

10. There are two model contracts of employment and apart from salary, the general terms and conditions for clerks follow the principles of proper employment practice in the case of one of the models and specifically the general agreement by the National Joint Council for Local Government Services in relation to the other. The model contracts covers such things as pension entitlement, holiday pay, sickness allowance, grievance and disciplinary procedures and other good practice arrangements.
11. The standard working week for full-time Clerks to the Council and other Officers is 37 hours. For part-time officers, the Council must ensure that the staffing provision, is sufficient to meet the demands of the Council's work.
12. The National Agreement requires that part-time officers are remunerated *pro rata* at an hourly rate derived from the full-time salary. Historically the calculation of hourly pay for local councils has been reached by dividing the annual salary by 52 weeks and then by 37 hours. This is different from the recommendation of the Joint Council which calculates hourly rates by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week). This marginal difference causes some confusion, and it is intended that from April 2024 this shall move to the approach recommended by the National Joint Council.

13. Under employment legislation any part-time member of staff must be offered on a *pro rata* basis the same terms and conditions as those of a full-time worker in a comparable post. This includes supervisory enhancements, expenses, overtime/time-in-lieu, leave, pension or gratuity, etc.
14. Before taking the decision to recruit, it is helpful to develop an action plan to schedule the key events. A specimen is enclosed at [Appendix 2](#). As well as helping to monitor progress to keep to your required timetable, it can also form a record as part of the documentary trail should any subsequent challenge be forthcoming.
15. Your Council may have a Personnel / HR committee which manages HR Policy matters. This committee can also be the vehicle by which the Council's recruitment and selection policy and processes can be managed and overseen, particularly for an appointment to a Clerk's vacancy. The Committee should have terms of reference which will provide details of the relevant governance structure.

Recommended One Voice Wales courses.

You may find that attendance at the following One Voice Wales courses to be help.

- Module 14 - Equality & Diversity
- Module 3 - The Council as an Employer

The Role of the Clerk

The council's power to employ people is contained in section 112 of the Local Government Act 1972. It provides the power to take on staff to help councils to exercise their statutory functions. Legislation allows these duties to be undertaken by the 'proper officer' of a council – usually known as the Clerk.

The clerk's role is key to the operation of the council, and a competent clerk underpins a good council. Sometimes the clerk is the council's only employee. However, where a council has more than one employee, the clerk will usually be the line manager for all other staff.

The Clerk is the Council's principal 'executive' and adviser and, for most smaller local councils, will be the officer responsible for the administration of its financial affairs. The appointment of the right person, on an appropriate number of hours is key to the successful operation of the Council. There is a prevailing view amongst many Clerks that the current job title of Clerk does not reflect the extensive range of duties and responsibilities of the post. Councils may wish to consider an alternative job title such as Chief Executive, Chief Officer, Chief Officer and Town Clerk or even Principal Officer. To ensure this is achieved, the Council needs to answer the following questions:-

Job Analysis

The aim of any job analysis should be to answer the following questions:-

- What is the purpose of the job? / What is the post holder expected to do?
- What level of responsibility and decision making is required?
- What are the competencies required?
- What skills, knowledge and experience are required?
- If there is an existing post, does it need to be reviewed and re-organised now that it has fallen vacant?
- How many hours a week are needed?

Once these questions have been considered you should review the specimen job descriptions shown in [Appendix 3](#).

What does the Clerk do?

The job description lists the duties in detail but a useful summary is given below.

- Ensures that the council conducts its business lawfully
- Administers all the council's paperwork and governance (including policies)
- Ensures that meeting papers are properly prepared and the public is aware of meeting times
- Is responsible for the financial affairs of the council
- Communicates the council's decisions
- Oversees the implementation of projects
- Manages and leads the staff
- Keeps property registers and other legal documents
- Keeps up to date by training/qualification
- Monitors the well-being of staff
- Manages the Health and safety of workplaces and council premises

No job description can cover every eventuality, so an element of flexibility and adaptability may be needed depending on local circumstances.

Job descriptions

An accurate, precise and up-to-date job description is key to the successful recruitment and performance of the clerk to the council. Whilst it is not a legal requirement, it will provide clarity of the job requirements to a prospective candidate and reduce the possibility of a dispute arising later on during the employment about what is expected.

The job description should therefore include the scope and purpose of the job, the main duties and responsibilities and give the potential candidate a clear indication of how the job fits into the work of the Council. It will be important for Councils with a combined Clerk/Responsible Financial Officer (RFO) to separate out the role of the RFO in the job description, Both roles require different skill sets and potential candidates need to be fully aware of the overall job-related requirements.

Remember, **it is not a description of the person** performing the role but an outline summary of the job together with a list of the main duties and responsibilities.

Specimen examples of job descriptions are shown in [Appendix 3](#).

Remember, it is a key document in the recruitment process and will form part of the contract of employment and ongoing performance management process.

It is recommended, that where possible, Councils adopt one of the template documents rather than draw up their own version. However, where this is the preference of the council (or where changes are required to reflect local circumstances), you should ensure that you include the following:

- Job Title
- Location – outline whether home-working or office-based or a flexible mix
- Responsible to – reporting structure
- Responsible for - list the staff, premises and resources for which the job is responsible including, where required, the level of budget involved
- Job Purpose - what is the purpose of the job and how is this purpose meant to be achieved? State the objectives of the job in concise, clear and unambiguous terms.
- Duties and Responsibilities - list the key duties and responsibilities of the job
- Special Terms of Employment – for example evening meeting attendance
- The number of hours per week – Councils must be careful to ensure that sufficient hours are contracted to fully cover all the requirements and responsibilities of the role. Don't forget to include an allowance for holidays (this also applies to clerks who work part time).

In 2023 the SLCC conducted a survey of its members in England and Wales about their working hours. The survey showed that the role of clerk comprises “basic duties” and “additional duties”. “Basic duties” are those common to most clerks, e.g., meeting preparation whereas “additional duties” vary from one clerk to another, depending on the size of council and the services and functions they provide. An example of “additional duties” would be managing a burial ground.

At the time and based upon a detailed analysis of the results of the survey, the working group recommended the following minimum number of hours per month for part-time clerks as shown below. However, it is recognised that since that time, there have been significant additional demands on clerks, and it therefore recommended councils should consider adding at least 15% to the previously suggested hours.

Typical duties	Recommended minimum hours per month	Plus 15%
One meeting every two months – minimal services	17.5	19.5

One meeting a month – minimal services	26	30
One meeting a month – limited services (such as allotments, village green) – no employees.	30.5	35
Two or more meetings (council and committees) a month - limited services.	33	38
Two or more meetings (council and committees) a month – several services (such as village hall, recreation ground).	35	40

Specimen Job Descriptions

Alternative specimen job descriptions for the post of Clerk to the Council and Responsible Financial Officer are shown at [Appendix 3 \(a\)](#) and [Appendix 3 \(b\)](#) which may be customised and adapted to suit your Council's circumstances. A specimen job description for a Responsible Financial Officer is attached at [Appendix 3 \(c\)](#).

The same principles apply to any job and so a specimen blank pro forma job description is enclosed at [Appendix 3 \(d\)](#).

Consideration should also be given to the following when drawing up a job description:

- Do not draft it to recruit an identical replacement to the person leaving or with a certain person in mind
- Do not try to make it an exhaustive list of all the tasks to be completed
- Ensure the wording is accurate and the duties reasonable in relation to the intended status, rate of pay etc
- Do not use jargon, abbreviations or technical data unless necessary
- Build in an element of flexibility with a "such other duties etc" clause
- Ensure that the job description does not discriminate directly or indirectly against any potential applicant or unnecessarily restrict suitable candidates applying unless there is a justifiable reason for this.

All job descriptions should be reviewed periodically to ensure they reflect current circumstances. Once agreed, job descriptions, become part of the offer of employment and

can be included as an appendix to the Statement of Main Terms and Conditions of Employment (or referred to in that document).

Person Specifications

Although there is no legal requirement to have a person specification when advertising, having a profile of the candidate you need is extremely helpful for the selection process. A Person Specification should be designed to help you prepare a picture of the right candidate you will be seeking to appoint.

It can also be used to evidence that your recruitment and selection decisions have been based on non-discriminatory factors. In conjunction with the Job Description, it will ensure consistency of approach and fairness in defining the factors to be measured in the selection process. The Person Specification should always be compiled before decisions are made about drafting an advert for the job.

The Person Specification should identify and describe, in measurable terms, the factors/attributes necessary for the successful performance of the duties and responsibilities set out in the Job Description, and to the level and standard required.

To avoid the potential for discrimination and bias, always ask yourself **why** you are including a factor or attribute in the specification. This will help you to avoid directly or indirectly discriminating and/or stereotyping.

You should include a number of key factors such as:-

- Qualifications and experience - What specific full or part professional or technical qualifications are necessary? Is there a statutory qualification requirement? Is any particular occupational / job related training / industry experience required?
- Knowledge - What does the jobholder need to know to do the job in terms of work processes, procedures, systems, legislation, regulations, equipment etc?
- Personal qualities and attributes - What sort of person is required to do the job and fit the team? Does the job require some special behaviours or personal characteristics e.g., creative, analytical, flexibility, sensitivity, self-motivation, loyalty, competitiveness persistence, self-reliance etc? Are there any particular physical or health requirements to do the job e.g., strength, vision, appearance etc? (N.B. Take care these are not discriminatory as you may need to justify your inclusion of a requirement that excludes a protected group from applying.) If you include restrictions also consider if with training, adjustments, aids or adaptations the job could be performed.

- Skills or abilities - What particular skills or aptitudes are needed e.g., creative, numerate, verbal and written skills, interpersonal, social, computer literacy, supervisory, management, organisational etc? What degree of accuracy is required?
- Special conditions - Does the job involve any special working conditions e.g., unsocial hours of work, working weekends/bank holidays, possession of driving licence etc? Are there any health risks?
- Make sure any knowledge, skills, aptitudes or experience specified are appropriate to the job
- Do not specify years of experience as this may discriminate on the grounds of age
- Ensure that you can justify a requirement by reference to the job itself and do not include any potentially discriminatory issues (ensure that you are aware of the provisions of the Equality Act 2010 and the protected characteristics/groups)
- Do not make the specification too restrictive, and differentiate between those factors/attributes which are **genuinely essential** for the successful performance of the job vs those that are desirable – they would be **beneficial** but are not critical to successful performance in the role
- Do not describe an ideal (but possibly unattainable) candidate. Over-specifying can mean that potentially good candidates do not apply or recruits have higher aspirations than can be met in the job
- Do not simply model the person specification on the previous jobholder
- Do not use a qualification level in order to control the number of applications – only require a qualification if it really is a genuine requirement
- Do not specify any physical requirements that cannot be truly justified to ensure the successful performance of the job
- Consider how each part of the Person Specification may be tested and assessed during the selection process, for example:

Qualifications	verification of certificates, application form, interview, work examples, references
Knowledge	application form, interview, tests, work examples, references
Skills and abilities	interview, tests, practical exercises, work examples, references
Qualities and attitudes	interview, references, personality profiling
Special conditions	interview

Again, refer to the specimen Person Specification for the post of Clerk to the Council is shown at [Appendix 4 \(a\)](#) and based on the requirements of the specimen job description shown in [Appendix 3](#).

The principle is the same for all posts of the Council and a specimen person specification for the post of Responsible Financial Officer is shown at [Appendix 4 \(b\)](#) for your adaptation and use.

Advertising & the Media

Once the job description and person specification are complete, the next stage is to consider how to attract candidates for the vacancy. This can be done in a number of ways:-

- Social media – is used a lot in the public and private sector for signposting
- Your website
- Local community notice boards
- Traditional newspaper advert – (but may have limited reach)
- On-line job boards
- Professional or trade journal – a local government publication could draw candidates from beyond the local area.

Careful consideration should be given to where you place an advert so that the general community can see it and use the following design mnemonic

- A = Attention (must catch the attention of the target audience)
- I = Interest (must hold interest while the whole advert is read)
- D = Desire (should arouse desire for the job on offer)
- A = Action (stimulate action in the form of a contact or an application).

A good job advertisement should:-

- be concise but give enough information so candidates can decide whether to apply
- be clear on the skills and experience needed
- draw attention to itself
- be non-discriminatory; (be aware of unconscious bias)
- explain how the candidates should apply
- include a timeline/deadline
- include:

Be careful: The content of advertisements, including online, can in certain circumstances constitute a contractual offer. Any mistakes, if uncorrected, could be difficult to overturn once the job offer has been accepted.

Choosing the right media

Your choice of media is crucial to obtaining a good response and finding the right candidate. Apart from your own direct sources (e.g., local newsletters, website etc) you may want to reach out by using local or regional media or trade/professional magazines). In addition,

internet sites which can reach a wide audience quickly or have a database of candidates that you can search.

Other alternatives include:

- Your Principal Council internal vacancy list, website or job bulletin boards
- Your existing employees - can also introduce friends/family (but beware of relying on this alone as it can be discriminatory).
- Word of mouth and networking – again, beware as it can be discriminatory
- Professional, specialist or technical journals e.g., SLCC
- Local job centre and/or online at Jobcentre Plus
- Internet recruitment websites (be aware you may be inundated with many unsuitable applications automatically generated by the use of keywords)
- Liaison with local colleges or other relevant community organisations in the area
- LinkedIn or other business/professional networking sites.

Cost is a major consideration and your choices from the above must be realistic given the level of the post and the likelihood of a relevant response being achieved, versus the potentially high cost of advertising, say in a national newspaper.

A further consideration is your responsibility to have a diverse workforce, reflecting the community you serve.

- You must ensure your advertising reaches the right communities (e.g., ethnic groups, those with disabilities, across age ranges etc), and
- you do not inadvertently target your recruitment methods only on one group at the exclusion of others

The key is to generate applications from the right candidates!

The following tips may be helpful.

- Advise candidates that they should complete the application form in full and not leave any sections blank.
- CV s are not acceptable as an alternative to completing a full application form, but may be attached along with any supplementary information or documents in support
- Advise candidates that they will be asked to show documentary proof of any qualifications they claim to hold if they are offered an appointment.
- Similarly, candidates should be made aware that, in accordance with their legal obligations, the Council will require them, before commencing employment, to provide proof that they are legally able to reside and work in the UK.

- Advise candidates whether the Council will require a criminal record check processed through the Disclosure and Barring Service (DBS) as part of its recruitment process

Specimen Advertisements

Specimen advertisements for the post of Clerk and Responsible Financial Officer are enclosed at **Appendix 5 (a) and 5 (b)**, along with one for a Responsible Financial Officer at **Appendix 5 (c)**, for your Council to consider (and amend as necessary for your post).

If you are seeking to improve the diversity of your workforce, you can add a legally acceptable statement encouraging applicants from specific protected groups. However, if you plan to do this you should seek further guidance as this is a sensitive area and you need to be aware of the Equality Act 2010.

The Use of Application Forms

What information do we require from candidates?

There is no legislation covering the application process and so you can ask candidates to apply in any way you feel is appropriate e.g., letter of application, application form, C.V. etc However, you must make it clear in your advertisement, or your brief to the recruitment agency, how you want candidates to apply.

A well-designed application form can ensure you get the key information you need. A CV, with an account of the person's education, qualifications and previous work experience can also be very useful.

The advantages of using application forms are: -

- It ensures all candidates supply the same key information you require and in a form that makes comparison and short-listing easier
- It should improve consistency and fairness resulting in the process
- it is more difficult for candidates to hide gaps in their employment

Make sure the application form:-

- is realistic and appropriate for the job
- uses clear language
- is straightforward to complete
- only requests relevant information
- acquires information to help assess the applicant against the Person Specification
- states how and when references will be taken up
- it helps you meet your equal opportunity obligations
- if the form contains a requirement to certify the truth and accuracy of the details submitted it will be enforceable if the job has been obtained under false pretences

Take Care!

- avoid unconscious bias by ensuring you separate questions about any personal identifying characteristics (e.g., name, age, marital status, family or health) from the application form.
- you must always be careful to avoid possible discriminatory questions in the application form or later at interview.

- having to complete a form might disadvantage some candidates e.g., those with learning or language difficulties or without easy access to technology

What are the advantages of only requesting CVs?

Requiring candidates to supply a CV only:-

- bypasses the need to create a job-specific application form
- allows you to gauge the candidate's written style
- creates an immediate opportunity to rate the candidate on their communication skill and style, attitude and approach by showing initiative in choosing to include a covering letter

The disadvantages are:-

- it may take more management time at interview to establish key facts or fill in gaps in the information provided
- it could be more difficult to compare the skills and experience of different candidates and is therefore potentially less fair
- candidates might only give the information they want to and leave gaps in their employment history, skills or experience
- candidates might use the same CV for all job applications which might not be tailored to the needs of your particular job description and person specification
- candidates might supply personal information that you would not ask for in an application form

What should be included in an application form?

- personal details such as their name, address, telephone numbers and email address.
- educational and/or professional qualifications but consider those applicants who may have attended a primary school or secondary school 30 years ago as how relevant their GCSE/CSE results will be to the current job role. Therefore, post school leaving age qualifications/training might be more appropriate particularly if they are in a profession and with a CPD record.
- full employment history but consider if a full history of say someone with 40 years' work experience is actually relevant and whether perhaps the last 10 years would be more relevant.

- relevant knowledge, skills and work experience linked to the person specification.
- training and development undertaken; consider the relevance of historic learning and the specific type and subject matter.
- right to reside and work in the UK. You need to forewarn applicants that the Council has a legal duty to ask for evidence of the successful candidate's right to reside and work in the UK.
- two referees related to current and/or past employment.
- You may wish to ask for additional information e.g., leisure interests, any specific job requirements e.g. languages or possession of a driving licence etc if they are relevant for the job and the application form must contain a requirement for the candidate to make and sign certain legal or technical declarations.
- A section on declaring offences within the Rehabilitation of Offenders Act is required as this is separate from a requirement for a Disclosure and Barring Service check, you need to mention the need for a DBS check if clearance is required for this job role e.g., if working with children or vulnerable people or whose duties will be covered by the Financial Services Authority.

Specimen Application Form and Letters

A specimen Application Form is enclosed for use in the recruitment of your Clerk to the Council and to ensure that all relevant information is obtained. The Council may decide whether a C. V. is acceptable as an enclosure but it should not be allowed as a replacement for the application form.

The Application Form may be customised to use for other jobs as you feel appropriate. You should use a separate equality monitoring form where candidates have the option of providing details of their ethnicity, gender, disability, age etc and which the public sector may now be obliged to have for equality monitoring and auditing purposes.

The following specimen forms are provided and may be adapted to suit your Council and the job needs.

Appendix 6 (a) - application form

Appendix 6 (b) - request for recruitment pack and application form response

Appendix 6 (c) - recruitment information pack request record

Appendix 6 (d) - application acknowledgement

Appendix 6 (e) - applications received record

Appendix 6 (f) – equality and diversity monitoring form.

Recruitment Information

Providing sufficient and appropriate information about the job and the Council is key for candidates and the Council's image. Relevant information should therefore be issued to potential candidates before applying. A Recruitment Information Pack is ideal for this. It can provide potential candidates with key information so they have a good picture of the Council, the job, the terms of employment, the challenges ahead and the performance level required. It will also help reduce the time taken up at the interview with questions which you will have answered beforehand.

The pack can include:

- a welcoming introduction
- the role of a Clerk
- a brief history and profile of the Council
- the council area and environment
- the council history and background details
- the council structure
- staffing information

You may also wish to include:

- the job advertisement
- key terms and conditions of employment
- the intended application and selection process and timetable
- the job description and person specification

An example Recruitment Information Pack is enclosed at [Appendix 7](#) for the post of Clerk to the Council. It can be amended to suit the post of Responsible Financial Officer or indeed any other job by substituting relevant job information.

All of these documents should, if possible, be made available to candidates by downloading from the Council's website along with an application form. In addition, to ensure that all potential candidates are able to apply, if the information is requested in an alternative format e.g., in large print, then this should be provided.

Short Listing Guidance

The short-listing of applications should follow a process that is open and fair and ensures that only candidates who, at least, appear to meet the essential requirements are selected for interview. It is a waste of everyone's time to interview anyone who does not meet this minimum requirement.

Using a form and matrix for analysing the applications received helps focus attention on the key requirements, ensures consistency in your approach and judgement, and help eliminate any prejudice or possible discrimination.

Shortlisting Process

Short-listing should begin soon after the advert closing date and/or all applications have been received. Short-listing can impinge on many aspects of employment and equality law, so to help avoid a successful challenge your short-listing should be based solely on the information contained in the application form against the essential requirements in the Person Specification. On no account should any prior knowledge of a candidate influence the exercise, or assumptions be made about their abilities.

One way in which you can avoid some of the discriminatory pitfalls is **to delete the names and any personal details** from all the applications

Short-listing involves weeding out candidates who do not appear to have the essential attributes in the Person Specification. Decisions based on any other factors can present a serious risk of challenge. To help avoid this, the following screening process is recommended:-

- enter the key essential and desirable criteria from the Person Specification that can be measured from the application form into a short-listing application matrix
- allocate a value and weighting if appropriate to each criteria e.g., 15 points for the critical criteria, 10 for the next most important etc and a lower score for less desirable criteria
- determine the minimum points total from the essential criteria to allow a candidate to proceed to interview
- number every application form as they are received and record them on your

applications received record form

- analyse each application against the short-listing criteria in the matrix
- look primarily for evidence of the essential qualifications, training, skills and experience required which can be further tested as part of the selection process
- do not make assumptions – if something is not stated assume it does NOT exist and score the candidate as nil
- do not make judgements or decisions on irrelevant information
- check for gaps in employment which can be explored at interview if in all other respects the candidate is sufficient to go forward to interview
- do not be affected by points raised in the application that simply match or interest you personally or your career pattern
- determine the candidates to proceed to interview that meet the **essential** criteria minimum total
- if there are too many potential candidates for interview at this stage, then you could measure them up against the **desirable** qualities you are also looking for
- ensure that you eliminate candidates who do not meet the basic requirements
- notifying candidates who are not being invited for interview quickly after completing the short-listing.

The criteria for short-listing must be applied consistently to all candidates and the exercise should be undertaken by more than one person e.g., the selection panel and/or their adviser, to avoid possible bias.

Where academic qualifications are one of the criteria for short-listing it must not be assumed that qualifications obtained overseas are of a lesser standard than comparable qualifications from the UK.

You must make sure that you do not discriminate against applicants on the grounds of any protected characteristics. Where a disability or a medical condition becomes known it should be excluded from the selection decision. However, questions may need to be asked at or after the interview (if the person is to be appointed) about for example any necessary adaptations as long as there is a justifiable reason under the Equality Act.

The completed matrix form should be retained for future reference in case the Council is challenged within the period allowed by law.

All candidates who meet the agreed short-listing criteria and total should be called for interview. Where applying the short-listing criteria produces an unmanageable shortlist, you

should consider holding initial interviews and/or tests or assessments to examine say, technical areas to finalise a reduced shortlist for full assessment. On the other hand, if only one candidate meets the criteria minimum level the interview should still proceed. You should not seek to artificially produce a shortlist just to meet a preferred number of candidates for interview.

Candidates who are not being forwarded to the relevant interview stage should be informed as soon as possible.

Specimen Short-Listing Application - Analysis Matrix

You should consider advising candidates not being invited to interview as quickly as possible and a specimen letter is enclosed at [Appendix 8](#) for your adaptation.

A specimen Short-Listing Application Analysis Matrix for the post of Clerk to the Council is enclosed at [Appendix 9 \(a\)](#) based on the requirements of the specimen job description and person specification.

A specimen matrix for the post of Responsible Financial Officer is enclosed at [Appendix 9 \(b\)](#) for your adaptation. If your post of Clerk to the Council is also the Responsible Financial Officer then some of the key items from the latter may be included in a combined matrix form.

Essentials criteria should be considered in the first instance. In the event that either too few, or too many, candidates are identified, desirable criteria should then be taken into account.

Interview Preparation

What is the purpose of the interview?

An interview is “*a controlled conversation with a purpose*”. It is a two-way process to enable the candidate to decide if they want to work for the Council and you to decide if they are right for the job.

At the end of the interview the Council should be clear on who is the right candidate for appointment, and that the selected candidate will want to work for you!

What planning and arrangements should the Council make for the interviews?

Planning and preparing an effective interview strategy and structure is essential to success. Recognising the importance of the interview setting (in the same physical room or virtual meeting space), is critical, as are the arrangements to invite and receive candidates. The following therefore needs to be agreed and/or provided in advance of the interviews being held:-

- the selection panel should ideally be comprised of more than one person but ideally no more than three (too many people on the panel will inevitably make for a disjointed interview and increase the anxiety of the candidates);
- a pre-interview meeting should be held by the selection panel to prepare and agree the arrangements, and plan who asks the questions etc
- everyone involved in the interviews should be properly briefed and trained;
- candidates should be given adequate notice and details of the interview location (providing a map if appropriate), date and arrangements (including whether or not you are paying travelling expenses), what is expected of them e.g., tests, presentation and anything you wish the candidate to bring with them and to whom to report on arrival;
- request candidates inform the Council of any special needs in advance of the interview so you can take appropriate actions;
- decide when you wish to obtain references;

- the time allocated for each interview may vary depending on the nature of the job;
- the selection panel must be fully conversant with the job description, person specification and all other relevant information about the job;
- the interview format and structure must be agreed in advance by the Panel;
- the interviews should be confidential and no interruptions should be allowed;
- relevant staff should be advised of the candidate reception arrangements;
- the interview room should be quiet and private with no distractions and facilities must be suitable for all applicants;
- the layout, seating (sit around a table rather than across a desk if possible), lighting etc of the interview room should be best arranged to provide a comfortable environment to get the best out of candidates;
- any specialist equipment or appropriate adjustments should be provided with due regard to a candidate's needs;
- hospitality arrangements should be considered;
- internal and external candidates should be treated identically throughout the process;
- you should come to each interview with an open mind
- The appointment of a Clerk, RFO or Clerk/RFO should be ratified by the Council as soon as possible after the interviews and a recommended candidate is determined.

Specimen Interview Documents

The following specimen selection of forms and letters for the post of Clerk to the Council, which may also be adapted for other jobs, to help with the interview arrangements are enclosed as follows:-

- **Appendix 10 (a)** - interview schedule
- **Appendix 10 (b)** - initial interview invitation
- **Appendix 10 (c)** - rejection letter after initial interview
- **Appendix 10 (d)** - final interview invitation
- **Appendix 10 (e)** - rejection letter after final interview
- **Appendix 10 (f)** - reference request and letter.

Selection Interview Guidance & Questions

How should the interviews be structured?

The Council should have a clear picture of the job and the person required. Some evidence will have been obtained from the application form and possibly references. The purpose of the interview is to test the evidence provided and further examine the candidate's suitability for the role.

The interview is also critical in enthusing a candidate to join the Council. Remember, during the interview, the candidate will be forming an opinion about the role and the Council as their future employer which will affect their decision as to whether or not to accept the post if offered.

To ensure that there is consistency in both the approach and fairness the interview should follow a number of recognised stages namely:-

- greeting
- acquiring information
- giving information
- parting.

Greeting involves:-

- introducing all present
- establishing a calm and informal atmosphere
- explaining the interview format and structure
- advising the candidate that members of the panel might take notes
- establishing rapport and credibility early
- checking if any adjustments not already notified are necessary or if the panel needs to know anything that might affect a fair and transparent interview taking place.

Acquiring information involves:-

- questioning to collect evidence on which to base a decision
- starting with low-threat questions e.g., safe topics such as biographical information
- encouraging candidates to talk about their skills and experience
- using techniques to increase the candidate's contribution with open-ended and follow-up questions with careful use of silence and encouragement

- asking for examples from current or past experience to underpin or illustrate claims
- reassuring, such as nods, smiles, eye contact
- asking probing questions where responses are not as detailed as they could be allowing candidates time to think and speak
- assessing attributes and traits – focussing on both strengths and weaknesses
- keeping the interview on course if the candidate or panel is going off track.

Giving information involves:-

- providing any further information about the job and the Council
- inviting questions from the candidate
- stating what happens next.

Parting involves:-

- making candidates aware of the next steps in the process e.g., appointment, second interview, tests and timescales as appropriate
- ensuring you have the candidates' contact details and they are clear when they will hear from you
- thanking the candidate for their time and attending.

All members of the selection panel should prepare for each set of interviews using this approach.

A good interview is one that gathers enough relevant information against each of the essential and desirable criteria set out in the Person Specification to make a reasoned, fair decision with any potential discriminatory issues avoided.

Remember – you are looking for the right candidate not necessarily the best technically qualified one!

A recommended structure for the selection interview is set out in the above guidance and reflected in the specimen Interview Script for the post of Clerk to the Council enclosed at **Appendix 11 (a)**. Whilst this script is relevant to the appointment of the Clerk to the Council it can apply once appropriately amended for most jobs.

Questioning Techniques

The aim of the interview is to obtain as much relevant information about the candidate as possible. To achieve this there are questioning and listening techniques that will improve both the rapport with the candidate and/or elicit more relevant information or opinions. Understanding and using the following questioning techniques will help secure a successful conclusion.

Questioning Types

Interviewers tend to use three types of selection questions namely:-

- general questions – the same generic questions asked of all candidates
 - specific questions – used to focus on any issues arising based on the needs of the job
 - confirmation questions – used to clarify information already gained.
-

Useful Forms of Question

- **Open-ended questions**

Use to invite interviewees to express opinions or articulate using their own style of words as they cannot be answered “yes” or “no”. This can be helpful to explore their ability to think and communicate. The questions often start with “*Why....*”, “*How.....*”, “*What.....*”, “*Tell me about.....*” etc.

- **Probing questions**

Use to pursue a line of questioning or thought (often leading on naturally from open questions) to dig for more information e.g. “*Why do you think.....? Tell me more about...*” etc “*That is interesting - give me some examples so that I can understand fully what you mean.*”

- **Clarifying questions**

Use to check what the employee said e.g. “*I’m not quite clear about ... would you explain it a bit more?*” “*When you say that..... what exactly do you mean?*”

- **Linking questions**

Use to link to earlier answer or hold issue for later e.g., “*you said earlier that How does that fit in with?*”

- **Summarising and Feeding Back**

Use to clarify, correct, explain, get further information, bring together responses to give more significance e.g. *“Let me see if I understand that?”* *“In other words, you mean?”* etc

Not –So-Useful Questions

- **Closed or Direct Questions**

Questions which allow only an answer of “yes” or “no” or some other short response. They get little real information and do not get the interview flowing freely or promote discussion.

However, they may be useful to establish simple facts, to round off a topic, to shorten a conversation or to test your understanding by exploring a response further if followed up by an open question or to summarise.

- **Hypothetical questions**

With these you are asking candidates how they would handle a situation and may be useful to introduce ideas in a non-threatening way. However, they only tell you something about mental agility or creativity but nothing about how they have handled a situation in real life or their skill at tackling problems.

Hypothetical questions often just get hypothetical answers so try to concentrate on what the candidate has done not what they would do unless to do this is a factor in the job role.

- **Multiple questions**

Asking employees to respond to two or more issues in one question can simply get candidates confused and they invariably answer only one of the questions – generally the one they prefer. Simply ask the questions separately.

- **Leading questions**

These questions suggest the expected answer you want to hear and force agreement so give no useful information and the candidate’s knowledge or ideas are not discovered e.g. *“You do agree that don’t you?”* *“I take it you welcome the chance to take on more responsibility?”*

In appropriate cases this may can be used to test if employee will disagree with you but care is needed if trying this tricky approach.

- **Value-Laden questions**

Leading questions that give away your own feelings, especially negative ones, so influence the reply. Sometimes imply criticism of the person and destroy rapport e.g., “*Surely you do not mean that?*”.

- **Vague or Redundant questions**

These questions get little reliable or meaningful information e.g. “*So, you are pretty keen on sport?*”

Guidance

The key to using a successful questioning technique is to plan ahead and use as many open questions as possible which relate to real events and issues that encourage the employee to talk about their actual experiences, knowledge and abilities. Use closed questions only to confirm or establish facts.

Whilst the overall purpose is to obtain as much relevant information from the candidate as possible, this should be done in a consistent and structured way to get the best results and ensure fairness. Candidates must be judged solely on the evidence of their ability to do the job and their answers will be key in helping you make this judgement.

The selection panel should determine, in advance, a set of questions that should be asked of all candidates. Some tips include:-

- using information from the candidate's application form or CV
- looking for any gaps in education or employment, or things that don't seem to add up
- be aware of possible discrimination in the questions you ask, which could mean you miss the best candidate and which may be unlawful
- knowing the job description and person specification really well so that your questions help you compare candidates
- if two or more people are interviewing, decide who will deal with what topics
- thinking about what information candidates may want about the job and the Council.

The questions should be structured to relate to the Person Specification and you need to be clear about which particular category or criteria they are designed to help inform and/or assess. You are strongly recommended to avoid using trick or gimmicky questions that just make the interviewer think how clever they are and do nothing to gain necessary information about the candidate!

The candidate's key responses and assessment scores should be noted before the start of the next interview. It is possible that any such notes might have to be produced at an Employment Tribunal if the selection is subsequently challenged.

Avoiding Discrimination in Questioning

Always avoid discriminatory questions, comments and assumptions. You should:-

- be sure questions can be put fairly to all candidates
- not ask questions about such matters as
 - ◆ health or disability
 - ◆ family intentions
 - ◆ trade union membership
 - ◆ pregnancy/maternity/paternity
 - ◆ marital or civil partnership status
 - ◆ gender
 - ◆ sexual orientation
 - ◆ relationships
 - ◆ childcare or dependency arrangements
 - ◆ partner's employment
 - ◆ age
 - ◆ beliefs (religious, cultural or political)
 - ◆ heritage/nationality

Unless in the rare case that any of these issues are a justifiable occupational requirement of the job:-

- avoid questions about a candidate's criminal record unless relevant
- do not make a judgement based on appearance unless there is a justifiable requirement for a standard of appearance or clothing
- be prepared for those who dress according to their culture or religion – there are real

issues and ethics related to religious dress and what is or is not acceptable and it would be best to have a clear policy on this before interviews take place.

Ensure that all candidates are treated the same and are asked the same general selection questions.

You should also be aware of any possible cultural differences e.g., handshaking, words, body language and gestures, eye contact etc, but equally not make any unreasonable changes at the applicant's behest e.g. no women on the panel.

Specimen Questions

A specimen selection of example questions for an interview for the posts of Clerk to the Council and Responsible Financial Officer (which may be adapted to match the Person Specifications and the Council's particular needs), are enclosed at **Appendix 11 (b) and Appendix 11 (c)** respectively, which can also be adapted for other jobs. Obviously not all will be needed, and the Selection Panel should prepare for the interviews by choosing those to be used and by whom they will be asked.

Active Listening Guidance

Ideally, during the interview the candidate should talk for at least 80% of the time. To achieve this the interviewer needs to indicate to candidates that they are genuinely listening to what the candidate is saying. Techniques to help with this are:-

- to concentrate on the conversation between the two of you and ignore distractions
- to make sure the interview takes place in a quiet place where you will not be disturbed
- to encourage the candidate to contribute and give their opinions first so that they are not intimidated by what you have to say
- to create the sort of atmosphere where the person feels comfortable speaking freely
- to not feel frightened of silence.

Useful Techniques

You should show the candidate that you are concentrating on what is being said and the way it is being said and this can be done by techniques such as:-

- **the Nod**

Every so often give a slight nod to indicate you acknowledge and understand the response.

- **the Pause or Silence**

Do not be embarrassed by silences as long as they do not go on unreasonably. Allow silences for the employee to think. Look at the employee expectantly.

- **Casual Remarks**

Say something that may encourage the candidate to continue or expand on what has just been said e.g. *“I see...”* *“That’s interesting...”*

- **Reflecting**

Repeat the candidate’s remarks to check your understanding.

- **Summarising**

Check you have understood the candidate’s overall response to key issues and give them a chance to correct if necessary.

Rapport will be established by creating a friendly, encouraging atmosphere in which the candidate can speak freely and active listening will ensure that the person knows you are interested in their responses.

Helpful and Hindering Behaviours General Guidance

Your body language and gestures will send powerful signals to the candidate being interviewed. The following checklist of helpful and hindering behaviours will help the interview flow and get the best out of the candidates.

Helpful Behaviours

- Leaning forward with hands open, arms and legs uncrossed.
- Looking at the candidate for at least 80% of the time.
- When listening nod and make “I’m listening” noises such as “um”, “yes”, “really?”
- Smiling.

- Sitting around a table or at least at a 90-degree angle to the candidate.
- Using the candidate's name early in the interview.
- Summarising back to the candidate.
- Saying things that refer back to what the candidate has said.
- Encouraging open discussion.
- Try matching the candidate's body posture to make person feel you are in tune with them.

Hindering Behaviours

- Leaning away with hands clenched, arms crossed and legs crossed.
- Looking at the employee for less than 50% of the time.
- Listening silently with no continuity noises.
- Interrupting before the candidate has finished their response.
- Having a blank or disinterested expression.
- Sitting opposite the candidate across a large table.
- Using the candidate's name too often or in a jarring way.
- Sticking rigidly to only general or routine issues.
- Not acknowledging the employee's responses or point of view.
- Picking holes or arguing with the candidate's response or views.
- Criticising the candidate or commenting on the Council's existing staff.
- Having visual and verbal behaviours out of step with each other.
- Remaining aloof from the candidate.
- Fiddling with pens, hair, papers on desk, looking at watch etc.
- Doing other things e.g., writing long notes, staring out of the window etc.

The above is not an exhaustive list but interviewers should practice doing less of the hindering behaviours and more of those that will help.

Common Interviewing Flaws

Some of the common flaws that affect interviews are as follows and you should be aware of them and try hard to avoid them:-

- **devil/angel** – some interviewers will decide that a candidate is either very good or very bad then fail to identify any evidence to the contrary so you need to build up a

- rounded picture of the candidate not one that focuses on their positives or negatives
- **like me** – interviewers will tend to feel an affinity for candidates that remind them of themselves - avoid recruiting in your own image!
 - **primacy** – interviewers can put too much emphasis on the first few minutes of the interview and make their mind up then!

Other Selection Methods

Use of Tests General

There are other ways of helping to select the right candidate and some options might include:-

- practical tests
- psychometric tests e.g., ability tests, aptitude tests, personality profiling
- assessment centres
- biodata

Tests can be done before or at the time of the interview but should not be used as the sole method of candidate selection. Keep in mind that such tests could also be unlawful if they discriminate against candidates for example of a particular race, sex or age or who have a disability.

You should use such tests only if they have been validated and are relevant to the job and well designed. When thinking about using any kind of test, you should also weigh up the benefits against the costs of organising them.

Practical tests

For the post of Clerk of the Council practical tests might include making a presentation, report writing, etc.

For other Council jobs, the following may be more appropriate:

- jobs where trade skills are required, such as facilities management or grounds management – some practical tests
- administrative jobs – MS Word or other software packages can be used to test competency such as word processing skills
- reception staff – telephone skills can be tested
- finance roles – practical tests on industry financial software or MS Excel

Psychometric tests

Interviews combined with other selection methods e. g. tests and/or psychometrics are regarded by some as a more effective predictor of an individual's ability to do the job.

Psychometric tests can be useful when choosing a candidate from a group of people who do not have easily comparable skills or experience. They are more likely to be used when a senior manager is being sought. Psychometric tests can be used to measure intelligence, personality or aptitude for specific tasks.

You should bear in mind that these tests:-

- are not always a good indicator of future performance
- should not be used unless there is a proven need and a suitably qualified person to administer them and interpret the words back to the selection panel
- often require a fee when you use them.

Assessment centres

These are generally used by large organisations, particularly when making senior appointments. Individual and group exercises take place, sometimes over a few Assessment centres can however be expensive and time- consuming and need to be organised with professional help to gain maximum benefit.

How should the Council use any of these tests?

Whilst the use of selection tests are encouraged as interviews alone are a limited measure of a candidate's abilities and suitability, they should be relevant, meet one or more of the person specification criteria and approached with care using professional help if necessary. The results of any tests used should only be applied where they provide evidence not easily obtained through an interview alongside the interview outcomes which will always be used as the main factor in deciding who to appoint. Tests should never be used as the only basis for the final selection.

Testers must be trained and/or accredited to administer and interpret the tests

Recording the Selection Process

You need to keep records of the whole process in case of challenge by an unsuccessful candidate including:-

- backing up interviews with a detailed record of the procedure, completed as soon as possible after the interviews
- using the forms provided as part of this selection manual
- if you make notes, you should only record what has been said in the interview and how the selection decision was made and not your beliefs or thoughts about the candidate
- video or audio recordings, but always tell candidates that you are using them and for how long they will be retained.

You should be aware that candidates who later make a complaint to an Employment Tribunal have the right to ask for copies of any notes made during the interview and of other evidence you may need them for defending any possible discrimination case relating to the process.

Only record or keep personal data after an interview if it is necessary and relevant to the recruitment process or in respect of a discrimination challenge. Data that is kept should be securely stored and you should bear in mind the data protection legislation and the right of a person to access to any information kept on

How to Assess Candidates

The justification for selecting the successful candidate needs to be fair and transparent. In case of challenge, the reasons for selection (or not) must have been clearly recorded. The selection decision should be based on the assessment made throughout the process and by the Selection Panel measuring candidates against the tasks required by the job description and person specification, and the other candidates, in order to make the right appointment.

The best way to do this is to enable all members on the Selection Panel to **independently** consider each candidate through the interview and other parts of the selection process and then jointly make the comparisons between candidates by using a Selection Interview Matrix of the key factors to help reach a collective decision. It is suggested that members of the Selection Panel make their own notes after each interview and mark each candidate on their individual Selection Interview Assessment Matrix.

Handling the selection assessment process

You must be cautious of first impressions of the candidates and avoid making snap decisions. Selection decisions must not be influenced either by stereotypical racial or sexual profiles or prejudices generally. Where a candidate with a disability is identified as best meeting the person specification, it is the Council's responsibility to ensure that the needs of the employee are, where possible, practicable, with any aids or adaptations agreed and provided to allow him/her to carry out the duties of the job.

The final marking and decision of the Selection Panel should be recorded for future reference with the completed Matrix retained along with the application forms and any interview notes for all candidates in case the appointment is challenged by an unsuccessful candidate.

All candidates interviewed should be notified as quickly as possible of the decision, either verbally and/or in writing and the Council should be prepared to offer and give feedback, if requested, for the unsuccessful candidates.

Situations where there is no clear choice

You need to have agreed a process for dealing with this situation – in law a toss of a coin has been accepted as a fair way to decide but there are other ways namely:-

- review the scores given to the individual candidates
- call each candidate in and re-interview
- set a new task or mini project related to the job role
- ask the candidates to consider one or more case studies and how they would deal with the scenarios
- use a technical test if not already used.

Positive Action Provision

Where you have previously determined you are under-represented in certain categories such as sex or race you will need to consider the following when making a final selection decision. To use positive action provisions in a tiebreaker situation, you must first establish that the candidates are of equal merit. If this is the case, then you may offer the appointment to the person representing the under-represented group.

However, you should ensure that any criteria do not indirectly discriminate against people who share a protected characteristic – for example, a requirement that staff must work shift patterns that mean they have to be on-call at certain fixed times might put women, who are more likely to be responsible for childcare issues, at a disproportionate disadvantage. This would be unlawful indirect discrimination unless it could be shown that the need for these work patterns could be objectively justified.

Specimen Selection Interview Assessment Matrix

The enclosed specimen Selection Interview Assessment Matrix for the post of Clerk to the Council at **Appendix 12 (a)** will achieve the aims set out above and should be completed for each candidate interviewed. The Matrix may be adapted as appropriate for your post, the Council's priorities and/or workload. A Matrix is also enclosed for the post of Responsible Financial Officer at **Appendix 12 (b)**. It may be revised and used for any post using other relevant assessment factors and values.

Appendix 12 (c) sets out examples of how you can take the key factors in the job description and person specification and identify the appropriate methods of assessment.

The Appointment Process

Once the Council has made the decision on who to appoint the post should be offered as soon as possible verbally to the successful candidate but ensuring that this is made subject to any conditions such as a Disclosure and Barring Service (DBS) check, vetting processes, legal working in UK or satisfactory references being obtained.

When an indication of their acceptance has been received, issue a letter of offer (with any conditions) and once accepted and all conditions met, issue the full contract of employment.

Contract of employment

There is no legal requirement to provide a written contract of employment, although an employer must provide a Statement of the Main Terms and Conditions of Employment (Section 1 Employment Rights Act 1996). This is in effect the contract of employment (but remember the job advert, job description and person specification are also evidence of a contractual relationship together with any staff handbook).

This statement of employment terms and conditions must be provided to the employee before, or no later than the first day of their employment.

It must include the following:-

- name of the employer and employee
- date when the employment began
- date on which the employee's period of continuous employment began
- title of job which the employee is employed to do or a full job description
- period for which the employee is employed if the contract is not permanent
- place of work
- scale or rate of remuneration or how remuneration will be calculated
- intervals at which remuneration is paid, be it weekly, monthly etc
- terms and conditions relating to hours of work;
- terms and conditions relating to:-
 - holiday entitlement and pay
 - incapacity for work due to sickness or injury, including provisions for sick pay; and
 - pensions and pension scheme and whether a contracting-out certificate is in place
 - the notice the employee is obliged to give and entitled to receive to terminate the employment

- any collective agreements which affect the terms and conditions of the employment e.g., National Agreement on Pay and Conditions of Service
- the Council's disciplinary and grievance procedures (not the detailed procedures just where they are located e.g., a staff handbook or a policy manual).

There are various template statements used by different employers but whichever approach is used it is important that you:-

- are prepared to negotiate within reason when offering the job to the successful candidate
- always make offers conditional on satisfactory references, DBS clearance (where relevant) right to work and reside in UK requirements, validation of qualifications (where essential)
- put a time frame of receipt of the successful candidate's response to the written offer or acceptance of the contract of employment
- decide if it is necessary to make the offer to the successful candidate conditional on medical clearance and attach a Medical Questionnaire for completion by the candidate requesting their consent to approach their GP or an Occupational Health Practitioner if anything subsequently requires clarification.

Specimen Offer Letters and Contract of Employment

The following specimen documents are enclosed as Appendices for adaptation by the addition of any necessary local detail or removal of anything that is not applicable:-

- **Appendix 13 (a)** - letter of offer of employment for the post of Clerk to the Council
- **Appendix 13 (b)** - letter enclosing contract of employment/statement of main terms and conditions of employment once the offer is accepted
- **Appendix 13 (c)** - letter issuing both the offer and contract of employment/statement of main terms and conditions of employment

Although all the appendices enclosed are job specific, the principles are the same for all posts.

PART TWO - INDUCTION

Induction

A formal induction process is key to helping new employees adjust and acclimatise themselves to their new job and working environment. A poor, or even worse, no induction at all for a new employee can lead to:

- poor integration into the team
- low morale, particularly for the new person
- loss of productivity
- failure to work to their highest potential
- making expensive or dangerous mistakes.

In extreme cases, the new person leaves early which results in:-

- additional cost for recruiting a replacement
- wasted time for the inductor
- lowering of morale for the remaining staff
- detriment to the leaver's employment record
- having to repeat the (unproductive) learning curve of another new recruit
- damage to the Council's reputation
- claims for wrongful dismissal or discrimination.

Every Council, large or small, should therefore have a well-considered and structured induction programme. Staff who have a well-thought-out induction are more likely to stay with the Council. **This is an important element of staff retention.**

The Induction Process

An effective induction programme has to provide all the information that new staff members need, without overwhelming or diverting them from the essential process of integration into a team and starting work. The induction process should therefore be spread over a reasonable period of time.

The length and nature of the induction process depends on the complexity of the job and one size does not fit all.

However, a good programme should therefore contain the following elements:-

- orientation (physical) – touring the work locations and facilities
- orientation (organisational) - showing how the role fits into the team and the Council's strategy and goals
- awareness of other functions within the Council and how the role fits with them
- introductions with the Councillors and staff
- health and safety information - this is a legal requirement
- an explanation of the key terms and conditions of employment, policies and procedures
- detail of the Council's history, services, culture and values
- a clear outline of the job/role requirements
- systems and procedures including the IT packages.

There are also a number of things that should be avoided such as:-

- providing too much, too soon - the inductee must not be overwhelmed by a mass of information on the first day - keep it simple and relevant to begin with
- pitching information at an inappropriate level
- leaving the induction to one person – it should be a shared process
- creating an induction programme which generates unreasonable expectations by overselling the job

Specimen Induction Checklist and Timetable

It is useful for reasons of consistency and completeness to use a checklist of the areas of induction training to be provided, received and ideally countersigned by the individual. This helps to ensure new staff receive all the information they need and provides a useful record in the event of, for example, a health and safety inspection.

Key aspects that may be covered are:-

Pre-employment

- joining instructions
- proof of the right to work in the UK
- key terms and conditions of employment
- Council literature

Organisation and structure

- workplace office and other sites
- first aid
- telephone system
- computer system
- organisation chart
- Council services
- security pass and procedures
- car parking arrangements
- Data Protection Act and General Data Protection
- Regulations
- Freedom of Information Act

Terms and conditions, policies and procedures

- absence/sickness procedure
- working time, including hours, flexitime etc
- arrangements for breaks
- holidays/special leave
- probation period
- performance management system
- disciplinary procedure
- grievance procedure
- Internet and email policy
- equality issues
- whistle-blowing procedure
- data protection compliance

Financial

- pay, payment date and method
- tax and national insurance benefits
- pension/stakeholder pensions
- expenses and expense claims

- Bribery Act provisions

Health and safety

- roles and responsibilities
- emergency exits
- evacuation procedures
- first aid facilities
- health and safety policy
- accident reporting
- protective clothing
- specific hazards
- policy on smoking
- risk assessment

Training

- training policy
- training opportunities and in-house courses
- CPD and Personal Development Plan.

The enclosed Specimen Induction Checklist at [Appendix 14 \(a\)](#) for the post of Clerk to the Council will achieve the aims set out above and should be completed for each new post holder. The checklist may be adapted as appropriate for your post.

Don't forget that in addition to the face-to-face discussion or training you can also use a workbook approach, where information is provided with the new member completing specific activities and tasks before their responses are signed off as satisfactory.

It may be worth considering retaining the previous Clerk to the Council for a month or two to work alongside the new appointee to provide additional guidance.

The impressions made when someone starts work for the Council will have a lasting impact on how they see their employer and it is important therefore that the induction process is not seen as a tick box exercise. By planning and investing time in these activities you can help the new Clerk to the Council become productive more quickly and become a loyal, and hopefully, long serving employee.

Probation

It is normal practice for staff to be required to work a probationary period at the start of their employment. You should therefore have a process in place to review progress in the new job to ensure the Council is satisfied that the appointment can be confirmed.

An offer of employment can be conditional not only for example on receipt of references but also on satisfactory completion of a prescribed probationary period. This period gives both parties time to consider whether they have made the right choice.

Employees need two years' service (**NB - there is no service criteria in a case involving any form of discrimination**), before they have a right to make a claim of unfair dismissal to an Employment Tribunal.

The normal period of probationary service is three to six months depending on the post, but it can be for any reasonable period you choose. It should be included in the contract of employment and/or in your Principal Statement of Particulars of Employment.

The service qualification period may not be circumvented by issuing short-term contracts of a few months. Even if these are separated by short periods the 'employment' may be held to be continuous after, for example, two years' service.

During the probationary period the post holder's performance must be monitored and so their progress should be reviewed and assessed with them face to face on a regular basis and if appropriate any necessary improvements highlighted and training or assistance provided as required.

As part of this process, it is the responsibility of the Council therefore:-

- to provide guidance and support and ensure that the newly appointed member of staff receives an effective induction;
- to define clearly the set of performance standards and the required procedures to ensure the newly appointed Clerk to the Council understands what is required of them;
- to monitor and assess the performance and competence during the probation period to ensure the member of staff meets the required standards;
- to ensure that relevant guidance and support is given during the probationary period and any appropriate development and training opportunities are provided.

As explained above, a probationary period may be of any length, but the Council must make it clear to the new member of staff that a decision will be made about confirming the appointment (or not), and by the stated end date.

The probationary period may be extended if the work, attendance or other relevant performance criteria are deemed unsatisfactory. This is usually only where progress has been made but there are one or two areas that could still be made satisfactory with a bit more time. If the employee is almost completely not meeting the standard required or set of requirements then an extension is not appropriate.

It is usual practice to extend a probationary period only for as long as the required improvements can reasonably take place.

Successful completion of the probationary period will result in confirmation in the post in writing at the end of the probationary period or this may come into force automatically depending on how the employment contract is written.

During or at the conclusion of the probationary period the employment may be terminated in writing by either side if suitability for the post is not established. There is no specific notice period for such termination if the Clerk to the Council has worked for less than one month but during the remainder of the probationary service period one week's notice in writing is usually required by either side.

Monitoring performance during the probationary period

A monitoring process should be put in place to prompt any necessary action before the end of the probationary period and give the member of staff sufficient time and opportunity to rectify any concerns. It is recommended that, for example, if the probationary period is six months, the first formal review meeting should be after three months and then at least a month before the end of the period. However, if serious performance concerns or potential misconduct arise the member of staff should be informed as soon as those problems arise and addressed, if relevant, through the relevant performance or disciplinary procedure as appropriate.

During the probationary period, progress should be continually reviewed and any performance or other employment related issues addressed. Similarly, the employee is expected to raise any concerns on their part during the probationary period.

Before the end of the probationary period, the Council must consider the employee's progress and make a decision to:-

- confirm the appointment on a permanent basis; or
- agree an extension of the probationary period in the event of uncertainty; or
- to terminate the employment on notice.

If the probation period is extended the situation should still continue to be monitored and an appropriate decision made prior to the end of the extended period either to confirm the person's employment on a permanent basis or to terminate the employment.

No decision to dismiss should be taken until a formal review meeting has taken place at which time the post holder can have an opportunity to respond. As soon as concerns arise the Council should discuss them with the post holder as soon as possible and thereby hopefully achieve the improvement or change in behaviour required. The Council must not wait to the end of the probationary period before considering whether the Clerk to the Council's performance is adequate or not – it is unprofessional and unfair and may even result in a breach of contract.

Responsibility for monitoring performance during the probationary period

The Council must decide who will be responsible for monitoring the performance of the Clerk and in particular who will have authority to take the final decision to confirm or otherwise terminate the appointment at the end of or during the probation period. With other staff this is likely to be the Clerk, but in the latter case the Council needs to determine formally where this responsibility will rest. It can rest with the full Council, the HR Committee or any other Committee with responsibility for human resources and/or staffing matters and if so this will need to be made clear in their terms of reference. Additionally, depending on the normal manner in which such decisions are made by a Council, provision may also need to be made for the Chair of the relevant HR or Committee to call an Extraordinary General Meeting of the Council to make or endorse the decision. This will need to be covered in the Council's Standing Orders.

Whichever approach is preferred, the Council must make sure that responsibility and authority to act in the probation process is clear and lawful. The Council also needs to bear in mind that, if the contract of employment allows for an appeal (if termination is the outcome), persons other than those involved in the initial decision should hear the appeal.

Specimen Probation Letters

The following specimen letters are for adaptation and use in connection with the completion of the probation period of a new Clerk or other staff member are attached:-

- **Appendix 15 (a)** - letter confirming successful completion of probation period
- **Appendix 15 (b)** - probation period extension letter
- **Appendix 15 (c)** - termination letter after unsuccessful probationary period.

PART THREE - RETENTION

Retention

The last few years have seen an increasing turnover of Clerks in the Community and Town Council sector. Whilst some of the leavers simply reflect the normal retirement and progression of staff, there is now strong evidence of a number of other factors which have increased the rates at which Clerks have taken the decision to leave.

Surveys undertaken by One Voice Wales have shown a consistency in the feelings of Clerks across Wales which are helping to focus priorities on how these issues must be addressed. Whilst work continues centrally to address some of the issues identified, there are a number of initiatives which can be taken locally, particularly if any of the factors listed below are considered relevant to your Council.

Key Themes

Recent OVW surveys and feedback from Clerks and Member Councils has identified the following key themes which it is felt are contributing to the high turnover of Clerks.

a) Poor, or in some cases no induction of newly appointed Clerks to the role

The impact of poor or no induction is fully covered in a previous section, and the suggested guidance here should be followed. A Buddy Scheme, where an experienced Clerk would support/guide a newly appointed or less-experienced Clerk can also be considered. A networking group amongst local Clerks has been established by some Councils to provide support and share best practice. As we have seen, inadequate induction is likely to lead to poor integration within the team, low morale and productivity, and the likelihood of increased turnover, increased disruption and recruitment costs.

b) Concerns over Grading and Salary/Pay

To help avoid issues here it is recommended that you adopt the agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services. Councils are then encouraged to conduct their employment relations in line with its guidance. The agreement, model contract and the guidance on good employment practice all provide a framework for attracting, retaining and motivating staff. Full details are provided in the section covering Salaries & Conditions of Service

c) Hours of Work not matching the workload requirements

It is important that you use an appropriate job description and refer to the suggested hours under the section 'The Role of the Clerk'. You should ensure that the hours adopted accurately reflect the workload(s) of your particular Council.

d) Civility & Respect from Councillors (bullying and harassment)

It is important to have a bullying and harassment policy and to make sure that all Councillors and staff are provided with a copy.

e) Appraisals & Appreciation (poor performance management and lack of recognition)

You must ensure that regular (minimum annually) performance appraisals are undertaken, ideally supplemented with half yearly / quarterly updates to check that everything is on track and deal with any training or support, capability or grievance issues, in accordance with the Council's policies and procedures.

f) A lack of, or poor Training & Development

The Local Government and Elections (Wales) Act 2021 introduced a **statutory requirement** for all Councils to have an annual training plan in place. This should cover training for all Councillors, Officers and staff. It should be published, and updated on a regular basis, with its implementation tracked to ensure that training is delivered to meet the Council's requirements.

g) Unsatisfactory working arrangements (resulting in poor work-life balance)

Regular evening work can be difficult and off-putting, especially for those with family/caring responsibilities. It is important that your Council recognises the personal circumstances of its officers and works in such a way as to mitigate the need for, and impact of unsocial hours, where this is possible.

h) Clerks do not always receive the recognition or acknowledgement of the work they undertake – they are seen as 'administrators' only

Ensure that the role of your Clerk is 'celebrated', particularly in any media stories which cover the successful delivery and implementation of services to residents. The impact that Clerks have, and their 'value' on the smooth running of, and success of the Council should be regularly acknowledged.

It should be recognised that many of the issues raised above do not occur in isolation, and many may be interlinked. For example, causes of bullying may include the Clerk's workload, expectations of the role, and their pay/salary. All of these may be underpinned by the lack of, or inadequacy of a clear Job Specification at advertisement stage, or in later years, when the role may have changed significantly to that which was originally advertised.

Performance Appraisal

Performance reviews are an important element in the management of the Council team. They help to inform pay and promotion decisions and support professional development and personal improvement. They can provide the opportunity for employees to discuss their performance and talk about future development opportunities with their manager. It is also a great time for the 'employee' to request additional support and training.

Performance reviews can also open up a discussion about the Council's objectives, the Clerk's focus, both of which should be based on the Council's annual plan. They are usually held as a face-to-face meeting between 'manager' and 'employee' with some form of written record of what was discussed, together with any agreed actions for implementation.

Traditionally, performance reviews were held annually, and often formed part of the salary review process. However, over recent years the focus has become much more about improving performance, and hence it is argued that they should be held much more frequently; perhaps six-monthly, or even quarterly, maybe as more informal 'conversations'.

The Benefits of Performance Appraisal

- They provide employees the opportunity to express their professional development needs and a longer-term ambitions.
- They can be motivational when the manager shares positive feedback.
- They can increase employee engagement and retention by enabling them to see their own value by how their actions have affected the Council's performance in the Community.
- They allow for conversations which usually wouldn't take place in the normal working environment during the day. There are no distractions and managers are better able to provide assistance and feedback.
- They help provide Council's with an insight into its workforce strengths and 'weaknesses'
- They provide an early opportunity to resolve any employee grievances by actively listening and acknowledging and resolve any brewing issue

Common Mistakes

- The reviews aren't sufficiently frequent.
- There's too much focus on past performance, with little attention paid to future performance improvement, learning and development.
- Using feedback from a single source which gives too narrow a view.
- Assessments are too subjective, and are not a reliable reflection of actual performance based on objective outcomes
- The process becomes excessively bureaucratic and time consuming, or nothing more than a tick box exercise with little positive outcome for anyone.

Measuring performance

Performance is often assessed through a number of ways, namely:

- By drawing on 'metrics, that is the outcomes of any 'targets which were set as part of the annual performance objectives. e.g., hold three engagement events during the year, reduce the waste collection costs by 5%.
- However, not all measures need to focus on outcomes. They can also relate to an employees' behaviours and attitudes against an organisation's values, or to their learning and development.

Additional performance measurements can include:

- Task performance, that is the core activities included in one's job.
- Contextual performance. That is activities that go beyond the normal job remit, and which benefit the organisation as a whole.
- Adaptive performance: the ability to respond to unexpected changes (for example, handling a crisis situation or providing innovative solutions to old problems).

Feedback and performance conversations

Giving feedback requires well-developed people skills. These include:

- Asking good questions – knowing when to use open or closed questions, and how to probe in a way that encourages people to expand on their experiences, views or feelings.

- Active listening – to take in what the employee is saying in conjunction with their body language.
- Giving constructive feedback – by focusing on the evidence and actual examples, and not subjective opinion, and by reinforcing positives and strengths. .Get the employee to identify what’s gone well for them and why. There’s strong evidence that it’s the employees’ reactions to the feedback, rather than the feedback itself, that influences future performance.
- Not focussing almost exclusively on weaknesses or problem areas to try and fix them. Research suggest a better approach is to help employees build on their strengths and successes to replicate them in other areas. Don’t ignore underperformance, but rather focus on what’s already working well.

Some example areas to explore during an Appraisal

- What does the employee think they achieved? What do they think they could they do better? What might their peers think be their strengths and weaknesses?
- What are the things that can be done better? What is required from Councillors team to improve the Council’s performance?
- What is it that the employee is satisfied with in their role? Are they achieving what they want to achieve or can they do more? How could this happen?
- What has been decided about how we move forward? What are the timescales? How will our success be evaluated?

Tips for delivering effective performance appraisals

1. **Brush up on your appraisal skills** - if you haven’t received training on performance management, request it. Even if you have, consider a refresher course.
2. **Be prepared** - Arrange a private meeting venue with as few distractions as possible. Give your employee plenty of notice (two weeks is ideal) and an overview

of the process in advance. Make sure you have read any appraisal notes from the employees last few appraisals and you are fully up to speed with their current performance.

3. **Encourage a two-way, open discussion** - Offer positive feedback, thanks and praise for areas in which they have excelled. Invite the employee to share their thoughts on their performance. Acknowledge any areas for development and steer the conversation towards ways in which these might be improved through training or additional support.
4. **Remember to listen** - Don't interrupt the employee when they are speaking, (although you may wish to ask questions to clarify / check any issues). Take a moment to summarise the conversation on each area before moving on.
5. **Discuss any challenges and successes** - Ensure the reasons for each are understood and what they might mean for the future
6. **Discuss ideas for development and agree any actions to be taken** - Focus on what the employee can do moving forward to achieve their objectives and contribute towards the Council's goals. That's what motivates many people to work and to stay with their employer
7. **Offer regular feedback** - give staff the opportunity to discuss their performance on an ad-hoc basis - not just at their annual performance review. Avoid "saving up" feedback for the performance appraisal. Remember there should be no surprises at the annual review, so if you have concerns about an employee's performance or behaviour you should raise the issue with them as soon as possible.
8. **Summarise the meeting and ensure any agreed objectives are SMART** - specific, measurable, achievable, realistic and time-bound. Make sure the employee is in agreement with all of these points before finalising the objective, as they may have a different view.

Summary

Effective performance appraisals are key to both team and individual performance. When carried out effectively, performance appraisals offer positive benefits, including improved

motivation, better working relationships and higher levels of employee retention. Whilst traditionally, performance appraisals have tended to reflect on past performance, it's equally important to focus on the future and how further training and professional support can help both the individual and Council to successfully deliver the annual plan for the benefit of the local Community.

Exit Interviews

Exit surveys and interviews seek to establish why people are leaving their employment with a Council so that lessons can be learned and applied within the Council to address issues of management style, employee development, terms and conditions of employment, pay and benefits, and the culture and climate of the Council.

Exit interviews provide an opportunity to obtain rich data and can provide a therapeutic experience for the departing employee and end the employment relationship on a positive note.

Because exit interviews may need to touch upon difficult personal issues, such as the relationship between the leaver and their manager and/or councillors, it is always best to have an exit interview conducted by a neutral party if at all possible. The interviewer should be aware of the potential conflicts that may operate in the situation, and in particular must also be careful to avoid making statements to the leaver that may disbenefit the Council in any subsequent legal process, and/or in any discussions with trades unions. Careful notes need to be kept of the interview, bearing in mind that they may be called upon by the leaver themselves, or as evidence in a legal process (e.g., a complaint of discrimination, or for unfair or constructive dismissal).

The Council should have a clear policy on the format and conduct of exit interviews in order to ensure consistency of approach.

Some recommendations for conducting an exit interview include the following:

The leaver should be contacted as soon as possible to see if they are prepared to be interviewed before they leave.

Interviewers need to be aware that the situation may be difficult for the leaver. The leaver may be emotional, angry or withdrawn, depending upon the cause(s) of their departure. Thus, the interviewer must be prepared for a range of behaviours that might range from tears to verbal abuse.

The interview should be conducted in a friendly manner but remain neutral about the incidents and issues.

The questions should be as open-ended as possible, and proceed broadly as follows.

Thank the interviewee for attending and set out the broad aims, which are to establish the circumstances of the employee leaving, and recording the employee's perspective on that, in order that the Council can make improvements where appropriate.

Ask the employee to discuss their reasons for leaving (the interviewer may already know these and should be happy to reveal that if appropriate).

Invite the employee to describe the circumstances that led to their decision to leave.

Invite the employee to tell you their views and opinions about the organisation, so that lessons can be learned from the employee's experience of working there.

Ask the employee if there are any suggestions for improvements that they think might have led them to make a different decision about leaving.

Ask if there are any other issues that they wish to raise.

Thank them again for giving up their time to be interviewed and wish them well for their future career.

The results of the interview should be acted upon as appropriate, and a copy of the interview notes plus a record of any direct actions resulting from the interview should be kept in the employee's file. Note that the employee may be entitled to ask for a copy of the notes under Data Protection legislation.

However, it must be noted that some organisations have found exit interviews to be poor indicators of why employees leave because they:

- can be over-focused on the immediate cause of leaving rather than on any underlying issues
- may exhibit what psychologists call a “social desirability response” — telling the interviewer what they think the interviewer wants to hear
- may emphasise “bad” feelings about the Council, tasks and colleagues rather than highlight good experiences.

In addition, really disgruntled employees may refuse to participate in an exit interview process.

An exit interview form is included in [Appendix 16](#).

APPENDICES

Appendix 1 – Job Profile Benchmarks

Please note that when reviewing job terms and conditions, under the Employment Rights Act 1996, a new scheme of terms and conditions cannot be implemented to the detriment of the current post holder. If the implementation of a new scheme implies a reduction in salary, existing post holders will have protected rights for a period of 5 years.

Councils and Clerks should contact their respective County Officer or SLCC advisor for guidance in this event.

PROFILE 1 (275 Points)

The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge. **e.g., Small or medium council.**

The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.

The job involves.

- Exchanging orally or in writing varied information with a range of audiences, **or:**
- Exercising advisory, guiding, negotiating or persuasive skills: **e.g., Up to 6 meetings a year**

The job involves working within recognised procedures, which leave some room for initiative. The work may involve responding independently to unexpected problems and situations. The jobholder generally has access to guidance on unusual or difficult problems. **e.g. No devolved functions**

The job involves some direct impact on the well-being of individual, or groups of people, through undertaking tasks or duties, which are to their direct benefit, or impact directly on their health and safety.

The job involves limited, or no direct responsibility for the supervision, direction or co-ordination of other employees. The work may involve demonstration of your own duties, or advice and guidance, to new employees, or others **e.g. No Staff**

The job involves some direct responsibility for financial resources. The work regularly involves **either**:

- Handling of cash, or processing of cheques, invoices or equivalent **or**:
- Being accountable for small expenditures from an agreed budget or equivalent income **e.g., Typical budget of up to £25,000**

The job involves some direct responsibility for physical resources. The work regularly involves **either**:

- Some responsibility for security of buildings, external locations or equivalent, **or**:
- Day-to-day maintenance of equipment or premises: **or**
- Ordering or stock control of a limited range of supplies.

PROFILE 2 (313 points)

The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge e.g. **Small or medium Council.**

The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.

The job involves **either**:

- Exchanging orally or in writing varied information with a range of audiences: **or**:
- Exercising advisory, guiding, negotiating or persuasive skills e.g., **6 – 12 meetings per year.**

The job involves working within recognised procedures, within which the jobholder is required to organise own workload. The work involves making decisions as to when and how duties are to be carried out and responding independently to unanticipated problems and situations. The jobholder generally has access to guidance on serious problems e.g., **2 devolved functions.**

The job involves considerable direct impact on the well-being of individual, or groups of, people e.g. **Many statutory functions.**

The job involves considerable direct responsibility for the supervision, direction, co-ordination or training/development of other employees. The work involves the allocation of work to a small group or team, checking work, and the direction of staff, including, where appropriate, on-the-job training. **e.g. Small team of up to 10 staff.**

The job involves considerable direct responsibility for financial resources. The work involves **either:**

- Accounting for large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important **or:**
- Being accountable for considerable expenditures from an agreed budget or equivalent income. The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spending of budgeted sums.
e.g. Typical budget £25,000 – £250,000

The job involves considerable direct responsibility for physical resources. The work involves **either:**

- Cleaning, maintenance and repair of a range of equipment, buildings, external locations or equivalent **or:**
- Security of buildings, external locations or equivalent **or:**
- Ordering, or stock control of, a range of equipment and supplies

PROFILE 3 (451 Points)

The job requires theoretical plus practical and procedural knowledge in a Specialist area or an equivalent level of organisational, procedural and policy Knowledge e.g., **Large council/small town.**

The job requires analytical and judgmental or creative and developmental skills, where there is need to interpret information or situations and to solve varied problems or develop solutions or plans over the short term.

The job involves:

- Exercising developed advisory, guiding, negotiating or persuasive skills in order to encourage others to adopt a particular course of action: **or**
- Exchanging orally and in writing complicated or sensitive information with a range of audiences e.g. **12 meetings plus 2 committees.**

The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access guidance. The jobholder consults a supervisor/ manager for advice on policy or resource issues **e.g., 3 delegated functions**

The job involves a high direct impact on the well-being of individual, or groups of people **e.g. Most statutory functions.**

The job involves high direct responsibility for the supervision or management, direction, co-ordination or training/development of other employees. The work involves supervising, directing and coordinating the work of a group of staff covering more than one area of activity or in more than one workplace, including allocation of work, and evaluation and appraisal of the work carried out. **e.g., Large team 10-20 staff.**

The job involves high direct responsibility for financial resources. The work involves either: Accounting for very large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important or: Being accountable for large expenditures from an agreed budget or equivalent income. The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spend of budgeted sums **e.g., Typical budget £250,000 –£750,000**

The job involves high direct responsibility for physical resources. The work involves **either:**

- Adaptation, development or design of a wide range of equipment, land, buildings, other construction works or equivalent **or:**
- Security of a range of high value physical resources **or**
- Ordering of a wide range of equipment and supplies

PROFILE 4 (576 points)

The job requires advanced theoretical, practical and procedural knowledge across a specialist area or an equivalent level of organisational, procedural and policy knowledge **e.g., Large town.**

The job requires analytical and judgmental or creative and developmental skills to analyse and interpret complex information or situations and to solve difficult problems or develop solutions or plans over the medium term.

The job involves.

- Exercising highly developed advisory, counselling, negotiating or persuasive skills, or advocacy, in order to convince others to adopt courses of action they might not otherwise wish to take **or**
- Exchanging orally and in writing complex and contentious information with a range of audiences, including non-specialists: **e.g., 12 meetings per year plus 5 committees**

The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access to others.

The job involves a major direct impact on the well-being of individual, or groups of people. The jobholder has responsibility for taking decisions which may affect the future well-being and circumstances of individuals. **e.g. Most statutory functions in large town.**

The job involves a major direct responsibility for the management, direction, coordination and development of significant numbers of other employees, covering several different areas of activity or in several geographically dispersed workplaces. The work involves the organisation, allocation and reallocation, as appropriate, of areas of work and the evaluation of activities and working methods **e.g., 20 + staff.**

The job involves a major direct responsibility for financial resources. The work involves being accountable for very large expenditures from an agreed budget or equivalent income. The responsibility includes contributing to the setting and monitoring of the relevant budget(s) and ensuring effective spend of budgeted sums **e.g., Budget in excess of £750,000**

The job involves a major direct responsibility for physical resources. The work involves **either:**

- Security of a wide and very high value range of physical resources **or:**
- Ordering of a wide and high value range of equipment and supplies.

Appendix 2 – Specimen Recruitment Process Action Plan

XXXXXXXXXXXXXXXXX COUNCIL

RECRUITMENT PROCESS ACTION PLAN

Task	Lead Responsibility	Target date
Consider and confirm with the Council the need for the post and the rationale making the appointment		
Agree recruitment timetable and action plan		
Agree composition, scope and responsibilities of Selection Panel/Sub-Committee and then engage any required professional advisers		
Review and, if necessary, update and re-evaluate the current recruitment/selection policies used by the Council checking particularly that no indirect discrimination arises		
Create or update the Job Description and clarify reporting channels and responsibilities for the post checking particularly that no indirect discrimination arises		
Create/update and agree the Person Specification for the post making sure that none of the criteria could directly or indirectly discriminate		

Confirm the key terms and conditions of employment		
Establish and agree the budget for recruitment		
Develop advertisement and determine the timeframe and closing date		
Consider and agree on the advertising and other media to be used checking that all parts of the community are accessed and able to respond (e.g., those with hearing or sight difficulties)		
Obtain costs and agree advertising media to search the relevant marketplace		
Prepare forms to record applications requested and received.		
Agree selection process including the interview location, dates and tests to be used using the Person Specification as the core selection tool		
Define processes and responsibilities for short listing and selection interviews and exercises and tests to demonstrate the skills and aptitudes being sought avoiding direct or indirect discrimination.		
Arrange advert insertions in a variety of media.		
Prepare application form and recruitment information pack as suggested in this Manual		

Develop short listing application analysis matrix against person specification that avoids direct or indirect discrimination		
Make arrangements and prepare records for applications to be received and recorded. confidentially		
Following closing date, undertake short listing and selection of candidates for interview against short-listing matrix		
Agree when and how to deal with obtaining references		
Inform unsuccessful candidates		
Prepare interview schedule and invite short listed candidates to interview		
Prepare interview questions and agree range of key questions to be asked of all candidates and allocate questions per panel member		
Prepare the selection interview assessment matrix for completion by interviewers and ensure it avoids direct and indirect discrimination		
Undertake selection interviews and assessment tests to make selection decision (if appropriate undertake initial interviews and then final interviews) avoiding direct or indirect discrimination		

Make offer of employment subject to relevant pre-employment checks and agree start date		
Prepare and issue contract of employment (Statement of Main Terms and Conditions of Employment)		
Consider any adjustments, aids or adaptations necessary to support the new employee e.g. accommodating specific needs due to having a disability, religious beliefs, pregnancy, being transgender, etc.		
Make arrangements for appropriate checks, including legal working, qualifications etc., prior to employment commencing		
Advise unsuccessful candidates and be prepared to justify decisions not to appoint and advise on how long details will be kept (DPA 2018)		
Map out induction and probation period monitoring processes and share with successful candidate		
Prepare for successful candidate commencement date and undertake induction process		
Monitor performance and suitability during probation period and take appropriate action if issues arise or confirm appointment following successful probation period		

Appendix 3 (a) - Specimen job description for the post of Clerk to the Council and Responsible Financial Officer

XXXXXXXXXXXXXXXXX COUNCIL

JOB DESCRIPTION

Job Title: Clerk to the Council and Responsible Financial Officer

Responsible to: Full Council

Responsible for: All Council staff, property and financial resources

Employment Status: Full-time (37 hours per week) including some evening work

Salary scale: *Enter salary range.*

Job Purpose:

1. To ensure that the Council's civic and administrative functions and services are performed professionally and in accordance with all relevant statutory obligations.
2. To carry out all the functions required by law of a local authority's Proper Officer in a timely manner and to issue all statutory notifications.
3. To ensure that the Council's Standing Orders and Financial Regulations are correctly observed and implemented.
4. To manage the Council's employees effectively and to be the Council's principal adviser on policy matters, to be responsible for all aspects of Health and Safety, manage the provision of Council services, buildings, land and resources and to promote the Council.
5. To be responsible for ensuring that the instructions of the Council in connection with its function as a Local Council are carried out and to produce all the information required for making effective decisions and to implement constructively all decisions.

Duties and Responsibilities

1. To ensure that statutory and other provisions and notices governing or affecting the running of the Council are observed and to advise the Councillors on all meeting procedures and regulations.

2. To be the Council's principal adviser on all policy issues, to keep services and activities under continuous review and to identify, plan and implement improvements in quality, efficiency and effectiveness.
3. To keep up to date with changes in legislation and forthcoming changes and advise the Council accordingly ensuring that all Council policies and procedures meet statutory requirements.
4. To prepare and publish, in consultation with appropriate Members of the Council, agendas for meetings of the Council and Committees in accordance with all statutory requirements and prepare minutes for approval, other than where such duties have been delegated to another Officer.
5. To ensure that all meetings of the Council and all meetings of its Committees, Sub Committees and Working Parties are clerked, attending personally other than where such duties have been delegated to another Officer, and to maintain Councillor's attendance records.
6. To action all necessary and appropriate correspondence and documents on behalf of the Council as a result of the instructions, or the known policy of, the Council or, when appropriate, bring relevant items to the attention of the Council.
7. To sign, seal and deliver any agreements, contracts, conveyances, licenses, consents, approvals etc. on behalf of the Council. To ensure the Council's planning obligations are met.
8. To provide general advice to the Council on the budget preparation process and ensure that all Management Reports are presented to the Council and the statutory External Audit requirements are completed each year.
9. To ensure that Council's budget is prepared and balanced and accounts raised and invoices paid and prepare records for audit purposes and VAT.
10. To prepare and publish the Council's Annual Report.
11. To study reports and other data on activities of the Council and on matters bearing on those activities and where appropriate, to discuss such matters with consultants and specialists in particular fields and to produce reports for circulation and discussion by the Council.
12. To head the Council's paid service and manage all other members of staff in keeping with the policies of the Council and employment law and to ensure they perform to expected standards.

13. To arrange and/or undertake staff annual performance appraisals or reviews and deal with any redundancy, disciplinary, capability or grievance issues in accordance with the Council's policies and procedures.
14. To undertake all necessary activities in connection with the management of salaries, conditions of employment and work of other staff.
15. To apply the principles of equality and equal opportunities as embodied in the Council's policies and practices in order to promote equality of opportunity and treatment and the appropriate attitude and behaviour for all employees.
16. To monitor the implemented policies of the Council to ensure they are achieving the desired result and where appropriate suggest modifications.
17. To be responsible for the management, maintenance and use of all the Council's properties and facilities, whether through direct management or through contracts, agreements or partnerships with other parties or providers.
18. To act as the official representative of the Council at meetings of other relevant organisations as required.
19. To issue notices and prepare agendas and minutes for the Annual Council Meeting, attend the Annual Council Meeting and to implement the decisions made by the Council.
20. To maintain effective and positive press and public relations and prepare, in consultation with key Councillors, press releases about the activities of, or decisions of, the Council.
21. To take appropriate public relations action to enhance the profile and image of the Council and promote and protect the views/interest of the Council with all relevant external organisations or individuals.
22. To develop effective liaison and an effective working partnership with other relevant City/District/Borough/County Councils/Unitary Authorities, other public authorities, statutory and voluntary bodies and other agencies as the Council's representative, to ensure that the Council plays a full and effective role in issues affecting the area.
23. To work to improve, develop and up-date the Council's website.
24. To lead the development and publication of the Council Plan and produce a rolling business plan, as required.
25. To have an understanding of planning and development issues as they affect the Council area, in particular Neighbourhood Plans, the Local Development Plan, the Local Strategic Partnership, economic strategies and the Emergency and Resilience Plan and advise Councillors accordingly.

26. To ensure the casual vacancy process is followed when a Councillor vacancy arises. To explain the requirements of Ordinary Elections to all Councillors and undertake publicity for recruitment.
27. To ensure that the Council's obligations for financial risk assessment and insurance are properly met and that health and safety obligations under the Health and Safety at Work Act and other related legislation are met.
28. To be the principal adviser to the Council on matters of ceremony, civic protocol, and develop relevant cultural, community and commercial links.
29. To make appropriate arrangements for civic functions and occasions and attend the Council on any ceremonial occasions.
30. To attend training courses or seminars on the work and role of the Clerk and the Council's activities as required by the Council.
31. To obtain the Certificate in Local Council Administration (if not already gained) as a minimum requirement for effectiveness in the role.
32. To manage the arrangements to comply with the Data Protection Act 2018 and the General data Protection Regulations 2018.

Duties and Responsibilities: Responsible Financial Officer

1. As the Council's Responsible Financial Officer to be responsible for all financial procedures and records, and the careful administration of its finances, in compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council including:
 - (a) being responsible as and carry out all the functions required by law of the Council's Responsible Financial Officer under S151 of the Local Government Act 1972 for all financial matters and records of the Council;
 - (b) acting as the Council's principal adviser on financial matters, and to be responsible for the careful administration of the Council's finances, and the proper application and maintenance of the Council's Standing Orders and Financial Regulations;
 - (c) ensuring that the Council's finances are effectively managed and monitored, and to advise the Council on its financial forward plan, strategy and policies;
 - (d) advising the Council and its Committees on and prepare the annual budget estimates of income and expenditure for revenue services, the capital budget programme and annual Precept requirements;

(e) monitoring and managing the Council's budget expenditure and income, and to provide the Council and Committees with a regular statement of income and expenditure under each heading in the approved annual revenue and capital budgets;

(f) ensuring that all Management Reports are reported to the Council, and the statutory internal and external audit requirements are undertaken and completed each year, and any consequential action taken;

(g) issuing and reporting on invoices for goods and services to be paid for by the Council, and to ensure such accounts are met and that: -

- all necessary activities in connection with the management and payment of salaries and expenses are administered accurately and legally
- all payments made to the Council are recorded, any necessary receipts issued, all cash and cheques received banked, all associated records kept and any queries are investigated
- invoices are prepared and issued on behalf of the Council for goods and services to ensure payment is received
- all necessary records in connection with the above are maintained
- all necessary administration and banking procedures are arranged to ensure that all full- and part-time staff wages and salaries are paid
- petty cash accounts are operated properly, and all associated records of purchases are maintained
- all relevant rents or charges are collected for relevant Council services and facilities
- all necessary Revenue and Customs, VAT, SSP and pension financial returns and/or payments are completed and dispatched on time
- records, returns and public notices for the annual audit are prepared and the necessary public notices displayed
- appropriate financial IT systems are in place and operated securely;

(h) monitoring and ensuring that the Council's accounts are controlled, and the Council is informed of the ongoing financial situation;

(i) ensuring all necessary records are prepared for audit and VAT purposes;

(j) ensuring that the Council's obligations for financial risk management, including risk assessments, are properly met and where necessary risks are properly insured;

(k) ensuring that adequate financial security, and internal financial and accounting controls, are in place and periodically reviewed, and the accounting records of the Council are maintained and kept up to date in accordance with proper practices;

(l) ensuring that an annual equipment inventory and asset register are in place;

- (m) advising the Council on and assist in the raising of funds by way of grants and sponsorship etc. by following the necessary consultations and processes.
- (n) ensuring that all surplus Council funds are invested securely and income maximized;
- (o) to ensure that the Bribery Action requirements are complied with.

General Duties

1. To continue to acquire the necessary professional knowledge required for the efficient management of the affairs of the Council and to attend training courses or seminars on the work and role of the Clerk & Responsible Financial Officer and the Council's activities as required by the Council.
2. To attend the Conference of the One Voice Wales, Society of Local Council Clerks, and other relevant bodies, as a representative of the Council as required.
3. To undertake such other duties commensurate with the level of the post and job purpose as required by the Council from time to time.

Appendix 3(b) - Specimen alternative job description for the post of Clerk to the Council and Responsible Financial Officer

XXXXXXXXXXXXXXXXX COUNCIL

JOB DESCRIPTION

Key Terms

Job Title:	Clerk to the Council and Responsible Financial Officer
Responsible to:	Full Council
Responsible for:	All Council staff, property and financial resources
Employment Status:	Full-time (37 hours per week) including some evening work
Salary scale:	<i>Enter salary range</i>

Job Purpose

As Head of the Paid Service to develop and manage policy, strategy and operations across the Council's services by working with Councillors, external bodies and staff and to carry out functions required by law as the Council's Proper Officer whilst providing inspirational leadership to all Council staff and seeking opportunities to develop the Council's services and facilities to meet the needs of the community.

Duties and Responsibilities: Clerk

In compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council:-

1. To carry out all the functions required by law as the Proper Officer of the Council, and in particular to serve or issue all the statutory notifications required of a Local Authority's Proper Officer in a timely manner, including:-

(a) ensuring that all meetings of the Council and of its Committees, Sub-Committees and Working Parties are clerked and minutes approved, attending personally other than where such duties have been delegated to another Officer, and maintaining Councillors' attendance records;

(b) understanding planning and development issues as they affect the Council, and ensuring the Council's planning application obligations are met;

(c) ensuring the confidentiality of those Council matters which are not in the public domain to comply with all relevant law;

(d) preparing and publishing the Council's Annual Report;

(e) taking appropriate action to ensure that all Council elections are arranged and held successfully;

(f) ensuring that all health and safety obligations required by the Health and Safety at Work Act and other related legislation are met and all necessary risk assessments are undertaken.

2. To advise the Council on, and assist in the formation of, all necessary procedures and policies to be followed in respect of the Council's activities, and in particular to produce all the information required for the Council to make effective decisions,

including:-

(a) being the Council's principal adviser on all policy issues, including keeping up to date with current and forthcoming changes in legislation, advising the Council accordingly, and ensuring that all Council policies and procedures meet statutory requirements.

(b) receiving, issuing and drawing to the attention of the Council all correspondence and documents relevant to the activities, instructions or policies of the Council;

(c) evaluating reports and other data relating to the activities of the Council, drawing up proposals and preparing reports for consideration by the Council (where appropriate drawing on external expertise), and advising on both the practicability and likely effects of the proposed courses of action;

(d) ensuring that, in consultation with appropriate Councillors, agendas for meetings of the Council and Committees are prepared and published;

(e) being the principal adviser to the Council on matters of ceremony and civic protocol, making appropriate arrangements for civic and/or ceremonial functions and occasions, and attending such occasions to support the Chair of Council.

3. To record and ensure the implementation of the instructions of the Council in connection with its function as a Local Council, in accordance with its policies, including:-

(a) monitoring the implementation of the policies of the Council to ensure they are achieving the desired result and where appropriate suggesting modifications;

(b) undertaking all necessary actions required by the any existing plans and similar exercises affecting the Council, including all necessary consultations;

(c) organising and managing complex Community / Town Council projects, including arranging all necessary actions including consultations, communications, and legal and technical requirements to achieve the objectives required by the Council;

(d) applying the principles of equality and equal opportunities as embodied in the Council's policies, in order to promote equality of opportunity and treatment, the appropriate attitude and behaviour of its employees.

4. To be accountable to the Council for the effective management of all its resources and staff, and to ensure that the Council's civic and administrative functions and services are performed professionally, reporting to the Council as and when required, including:-

(a) managing the Council's business planning process effectively including workforce planning;

(b) keeping services and activities under continuous review, and identifying, planning and implementing improvements in quality, efficiency and effectiveness;

(c) heading the Council's paid service, and supervising all staff to ensure they perform to expected standards in keeping with the policies of the Council and within employment law and the Equality Act 2010;

(d) Undertaking all necessary activities in connection with the conditions of employment and work of the staff, including undertaking all staff annual performance appraisals to develop them into an effective and cohesive team.

(e) being responsible for the management, maintenance, cleanliness, use and security of all the Council's properties and facilities, whether through direct management or through contracts, agreements or partnerships with other parties or providers;

(f) instigate and manage disciplinary, redundancy, capability and grievance policy and procedures reporting to the relevant Committee/Sub-committee as required;

(g) ensuring that the Council's IT systems and hardware is sufficient, up-to-date and secure, and kept under review for operational effectiveness;

(h) ensuring that the requirements of the Data Protection Act 2018 and the General Data Protection Act 2018 are complied with;

(i) maintaining such records and systems as are necessary for the effective administration of the affairs of the Council;

(j) producing and maintaining all deeds, leases, contracts, conveyances, licenses and other legal or confidential documents, and ensuring that they are kept in a safe and secure manner.

5. To represent the Council on and to appropriate external bodies, and to ensure effective and mutually beneficial relations with residents and others, including:-

(a) acting as the official representative of the Council at relevant meetings of other relevant organisations as required;

(b) attending meetings as required and developing effective working partnerships with other relevant Local Authorities, other public, statutory and voluntary bodies, and other agencies, and ensuring that the Council plays an informed and effective role in local issues;

(c) developing relevant cultural, community and commercial links;

(d) promoting the Council through its website and ensuring that the information is regularly and accurately updated, and producing and issuing the Council's periodic newsletter or other communications to the agreed deadlines;

(e) issuing notices and preparing agendas and minutes for the Annual Council Meeting and attending such assemblies;

(f) Maintaining effective and positive press and public relations and preparing and issuing press releases and other communications (mindful of potential liability and litigation, and in consultation with the Chair of the Council) about the Council's activities and/or decisions.

Duties and Responsibilities: Responsible Financial Officer

1. As the Council's Responsible Financial Officer to be responsible for all financial procedures and records, and the careful administration of its finances, in compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council including:

(a) being responsible as and carry out all the functions required by law of the Council's Responsible Financial Officer under S151 of the Local Government Act 1972 for all financial matters and records of the Council;

(b) acting as the Council's principal adviser on financial matters, and to be responsible for the careful administration of the Council's finances, and the proper application and maintenance of the Council's Standing Orders and Financial Regulations;

(c) ensuring that the Council's finances are effectively managed and monitored, and to advise the Council on its financial forward plan, strategy and policies;

- (d) advising the Council and its Committees on and prepare the annual budget estimates of income and expenditure for revenue services, the capital budget programme and annual Precept requirements;
- (e) monitoring and managing the Council's budget expenditure and income, and to provide the Council and Committees with a regular statement of income and expenditure under each heading in the approved annual revenue and capital budgets;
- (f) ensuring that all Management Reports are reported to the Council, and the statutory internal and external audit requirements are undertaken and completed each year, and any consequential action taken;
- (g) issuing and reporting on invoices for goods and services to be paid for by the Council, and to ensure such accounts are met and that: -
- (h) all necessary activities in connection with the management and payment of salaries and expenses are administered accurately and legally
- (i) all payments made to the Council are recorded, any necessary receipts issued, all cash and cheques received banked, all associated records kept and any queries are investigated
- (j) invoices are prepared and issued on behalf of the Council for goods and services to ensure payment is received
- (k) all necessary records in connection with the above are maintained
- (l) all necessary administration and banking procedures are arranged to ensure that all full- and part-time staff wages and salaries are paid
- (m) petty cash accounts are operated properly, and all associated records of purchases are maintained
- (n) all relevant rents or charges are collected for relevant Council services and facilities
- (o) all necessary Revenue and Customs, VAT, SSP and pension financial returns and/or payments are completed and dispatched on time
- (p) records, returns and public notices for the annual audit are prepared and the necessary public notices displayed
- (q) appropriate financial IT systems are in place and operated securely;
- (r) monitoring and ensuring that the Council's accounts are controlled, and the Council informed of the ongoing financial situation;
- (s) ensuring all necessary records are prepared for audit and VAT purposes;

- (t) ensuring that the Council's obligations for financial risk management, including risk assessments, are properly met and where necessary risks are properly insured;
- (u) ensuring that adequate financial security, and internal financial and accounting controls, are in place and periodically reviewed, and the accounting records of the Council are maintained and kept up to date in accordance with proper practices;
- (v) ensuring that an annual equipment inventory and asset register are in place;
- (w) advising the Council on and assist in the raising of funds by way of grants and sponsorship etc. by following the necessary consultations and processes.
- (x) ensuring that all surplus Council funds are invested securely and income maximized;
- (y) ensuring that the requirements of the Bribery Act are complied with.

General Duties

1. To continue to acquire the necessary professional knowledge required for the efficient management of the affairs of the Council and to attend training courses or seminars on the work and role of the Clerk & Responsible Financial Officer and the Council's activities as required by the Council.
2. To attend the Conference of the One Voice Wales, Society of Local Council Clerks, and other relevant bodies, as a representative of the Council as required.
3. To undertake such other duties commensurate with the level of the post and job purpose as required by the Council from time to time.

Appendix 3 (c) - Specimen job description for the post of Responsible Financial Officer

XXXXXXXXXXXXXXXXX COUNCIL

JOB DESCRIPTION

Job Title:	Responsible Financial Officer
Responsible to:	Full Council
Responsible for:	No staff report to the post
Employment Status:	Full-time (37 hours per week) including some evening work
Salary scale:	Enter salary range

Purpose of the Post:

1. To occupy the position of Responsible Financial Officer under S151 of the Local Government Act 1972 and act as the principal adviser on financial matters.
2. To assist the Clerk to the Council in the effective and proper management and control of the Council's financial affairs including:-
 - maintaining an overview of the Council's budgets
 - ensuring the Council's financial viability
 - ensuring that proper financial records and procedures are maintained
 - providing all aspects of insurance
 - ensuring that the Council complies with all requirements of Internal and External Audit
 - financial reporting to the Council and Committees.

Main Duties and Responsibilities:

(a) Administration of Financial Affairs

1. To carry out all the functions required by law of a local authority's Responsible Financial Officer and in particular ensure that Financial Regulations are correctly observed, implemented and recommend revisions where necessary.
2. To be the Council's principal adviser on matters of financial management.

3. To manage and monitor the Council's budget expenditure and income and provide Council and Committees with regular reports under each heading in the approved annual revenue and capital budgets.
4. To help the Clerk to the Council in advising the Council on its financial forward plan, strategy and policies and producing a rolling business plan.
5. To produce the draft annual budget, annual statement of accounts and trading accounts for approval by the Clerk to the Council.
6. To advise on and prepare the detailed draft annual budget estimates of income and expenditure for revenue services, the capital budget programme and annual precept proposals.
7. To maintain all relevant financial records of the Council.
8. To ensure that adequate financial security and internal financial and accounting controls are in place and periodically reviewed and the accounting records of the Council are maintained and kept up to date in accordance with proper practices.
9. To ensure that appropriate financial risk assessments are undertaken and relevant internal controls implemented to avoid bribery and corruption whilst ensuring that the Council gets best value for money on new contracts.
10. To ensure that appropriate and adequate insurances are maintained for the Council and claims are processed.
11. To compile and maintain the Council's asset register, annual equipment inventory and terrier of Council property.
12. To work closely with, supply information and complete returns to internal and external audit and ensure that Management Reports are reported to the Council and the statutory external audit requirements are completed each year.
13. To assist the Clerk to the Council in ensuring financial compliance with Financial Regulations and Standing Orders and recommend any necessary amendments to the Clerk to the Council.
14. To assist the Clerk to the Council and/or prepare for approval the statutory external audit requirements for records, returns and public notices for the annual audit.
15. To make arrangements for the opportunity for inspection of the Council's financial records in accordance with the Audit Commission Act 1998 and the Accounts and Audit Regulations 2004.

16. To liaise with and bring to the attention of the Clerk to the Council and Councillors any correspondence or report of the Internal or External Auditors and detail any action to be taken as appropriate.
17. To report any challenge on the accounts to the Clerk to the Council and the relevant Councillors.
18. To advise and assist on the raising of funds by way of grants and sponsorship etc.
19. To ensure that all surplus Council funds are invested securely and to maximize income.
20. To ensure that the Council's obligations for risk assessment are properly met, to assess the financial risks faced by the Council and assist the Clerk to the Council in compiling and maintaining an accurate risk register.
21. To produce any financial management information and reports required by the Clerk to the Council for the Council or its' Committees.
22. To maintain records relating to the procurement of goods and services and ensure sufficient internal controls are implemented to avoid bribery and corruption.
23. To ensure that the requirements of the Bribery Act are complied with.

(b) Accounts

1. To process all purchase invoices for payment to suppliers including computer recording, preparing cheques for signature and final ratification of invoices.
2. To prepare and issue invoices on behalf of the Council for goods and services and ensure that payment is received.
3. To record all payments made to the Council, issue any necessary receipts, receive and bank all income received and investigate and deal with any queries.
4. To maintain and administer the payroll accurately and legally and monitor all salaries/wages PAYE, NI, expenses and pension payments and records to ensure the payroll and banking procedures are correct and staff wages and salaries are paid on time.
5. To complete all necessary Revenue and Customs, VAT, SSP and pension financial returns and make payments on time.
6. To maintain all necessary records in connection with the above.
7. To carry out bank reconciliations as required.
8. To maintain and balance petty cash and postage accounts and maintain all associated records of purchases.

9. To arrange collection of relevant rents or charges for Council services and facilities.
10. To ensure that appropriate payroll and financial IT systems are in place and operated securely.
11. To prepare reports for submission to the relevant Committee of the Council.

(c) General

1. To deputise for the Clerk to the Council on all aspects of the Council's business as required by the Council.
2. To attend, report and make presentations to any necessary meetings of the Council or its Committees, Sub-committees and Working Parties.
3. To undertake all relevant correspondence in connection with the responsibilities of the post.
4. To attend conferences, seminars and training courses associated with the work and role of Responsible Financial Officer as required and authorised by the Council.
5. To undertake such other duties commensurate with the level of the post and job purpose as required by the Clerk to the Council from time to time.

Appendix 3 (d) – Specimen pro forma job description

XXXXXXXXXXXXXXXXX COUNCIL

JOB DESCRIPTION

- **Job Title**
- **Location** – outline whether home-working or office-based or flexible
- **Responsible to** – reporting structure
- **Responsible for** - list the staff, premises and resources for which the job is responsible
- **Job Purpose** - what is the purpose of the job and how is this purpose meant to be achieved? State the objectives of the job in concise, clear and unambiguous terms
- **Duties and Responsibilities** - list the 5 duties and responsibilities of the job
- **General Duties and Responsibilities** - to undertake such other duties commensurate with the level of the post and job purpose as required from time to time
- **Special Terms of Employment** – requirement to attend evening meetings etc.
- **The number of hours per week** – Councils must be careful to ensure that sufficient hours are contracted to fully cover all the requirements and responsibilities of the role, taking into consideration the findings of the report “Clerk’s working hours”,

Please note, the recommendations on hours were based on a 2012 survey; Councils should consider adding at least 15% to the previously Hours recommended hours.
- **Date** - the date from which the job description is effective

Appendix 4 (a) - Specimen Person Specification for the post of Clerk to the Council

XXXXXXXXXXXXXXXXXXXXX COUNCIL

CLERK TO THE COUNCIL - PERSON SPECIFICATION

Factor	Essential	Desirable
Qualifications and experience	<ul style="list-style-type: none"> • Must hold the Certificate in Local Council Administration or be prepared to work towards obtaining it on appointment within 1 year of commencement. • Level 2 or 3 literacy and numeracy education/training/experience which demonstrates high literacy and numeracy skills • Evidence of policy and strategy advice and development • Relevant organisational and administrative experience in a structured environment. • Leadership and staff management experience. • Demonstrable experience of formal Committee work, agenda preparation and minute taking. • Experience of budget setting, monitoring processes, controls and financial management reports • Successful implementation of equality and performance management systems. • Project management experience. 	<ul style="list-style-type: none"> • Educated to degree or HND level. • ACIS qualified. • Previous experience of working for local authority or similar body • Experience of dealing with the public and working on own initiative.

Knowledge •	<ul style="list-style-type: none"> • Knowledge of local government responsibilities, system and procedures. • Knowledge of the governance, operational and legal framework in which the Council operates including local authority planning procedures. • Knowledge of employment and health and safety law and data protection. • Knowledge of relevant accounting procedures 	<ul style="list-style-type: none"> • Knowledge of local area • Knowledge and understanding of importance of good public relations and how to raise the Council's profile in the local community
Qualities & Attributes	<ul style="list-style-type: none"> • Self-reliant and self-motivated with the drive, determination and initiative to achieve results and motivate others with minimal supervision. • Flexible, pro-active and hands on approach to tasks. • Supportive - demonstrating loyalty and commitment to the organisation and staff in past employment. • Trustworthy with confidential information. • Ability to demonstrate tact and diplomacy. • Community focussed. • Ability to develop and maintain good relationships with staff, councillors, external bodies, contractors and the public. • Commitment to the delivery of quality service. • Demonstrable ability to work as part of a team 	<ul style="list-style-type: none"> • Ability and enthusiasm to adapt to change. • Enthusiastic with innovative qualities. • Business perspective and acumen. • Ability to interpret political drivers
Skills & Abilities	<ul style="list-style-type: none"> • Ability to communicate effectively with others at all levels both internally and externally. • Excellent written and oral communication and presentational skills. • Ability to form and maintain sound working relationships. 	<ul style="list-style-type: none"> • Articulate speaker in public.

	<ul style="list-style-type: none"> • Strategic level organisational and administrative skills. • Formal agenda preparation and minute taking skills. • Ability to produce understandable and concise written reports on complex topics. • Ability to develop, implement and monitor effective systems and procedures. • Ability to organise and prioritise own and others work. • Management skills with ability to monitor performance of others to achieve targets and meet deadline • Be able to show ability to work in a logical manner and to strict deadlines. • IT literate (Level 3 IT qualification or equivalent) with sound working knowledge of MS Office, Excel and Windows packages 	
Special Conditions	<ul style="list-style-type: none"> • Willingness to work and/or attend Committees and other meetings and functions in evenings. • Prepared to work varied hours to meet the needs of the post. • Willingness to undergo training to acquire relevant new skills or knowledge relevant to the job. 	

Appendix 4 (b) - Specimen Person Specification for the post of Responsible Financial Officer

XXXXXXXXXXXXXXXXXXXXX COUNCIL

RESPONSIBLE FINANCIAL OFFICER - PERSON SPECIFICATION

Factor	Essential	Desirable
Qualifications and experience	<ul style="list-style-type: none"> • Strategic financial management experience in a complex environment. • Sound budget preparation, management and financial control systems experience. • Experience of financial forward planning. • Previous experience of working for local authority or similar body in a financial role. 	<ul style="list-style-type: none"> • Ideally be at least CIPFA, ACCA or equivalent part qualified and be prepared to work towards obtaining the full qualification within 1 year of commencement. • Experience of Committee work or similar.
Knowledge •	<ul style="list-style-type: none"> • Knowledge of local government financial systems and procedures. • Knowledge of the governance and financial framework in which the Council operates. • Knowledge of budget setting, audit and monitoring processes and financial management reports. • Knowledge of insurance procedures and financial risk assessment. • Working knowledge of accounts and payroll systems and procedures and computer packages. • Working knowledge of procurement processes within a public sector setting. 	<ul style="list-style-type: none"> • Knowledge of the operating environment of the Council

	<ul style="list-style-type: none"> • Implementation of financial systems and controls to prevent bribery and corruption. • Knowledge of KPI and other performance measures 	
Qualities & Attributes	<ul style="list-style-type: none"> • Self-reliant and self-motivated with the drive and determination to achieve results and influence others. • Flexible, pro-active and hands on approach to tasks. • Supportive - demonstrating loyalty and commitment to the organisation and colleagues in past employment. • Trustworthy. • Ability to develop and maintain good relationships with relevant external bodies. • Be able to show ability of being a good team worker. • Commitment to quality service delivery 	<ul style="list-style-type: none"> • Enthusiastic and willingness to adapt to change. • Ability to interpret political drivers. • Business perspective and acumen.
Skills & Abilities	<ul style="list-style-type: none"> • High numeracy and analytical skills. • Sound written and oral communication skills with the ability to communicate effectively with others at all levels both internally and externally. • Ability to form sound working relationships. • IT literate with sound working knowledge of MS Office, Excel and Windows packages. • Ability to produce high quality reports on complex topics. • Ability to organise and prioritise own workload. 	<ul style="list-style-type: none"> • Ability to develop, implement and monitor effective systems and procedures. • Good presentational and reporting skills using relevant IT programmes. • Flexibility and ability to respond quickly to situations.

	<ul style="list-style-type: none"> • Ability to work in a logical manner and to strict deadlines. 	
<p>Special Conditions</p>	<ul style="list-style-type: none"> • Willingness to work and/or attend Committees and other meetings and functions in evenings. • Willingness to undertake training. • Prepared to work varied hours to meet the needs of the post. 	<ul style="list-style-type: none"> •

Appendix 5 (a) - Specimen advertisements for the post of Clerk to the Council and Responsible Financial Officer

XXXXXXXXXXXXX COUNCIL APPOINTMENT OF CLERK AND RESPONSIBLE FINANCIAL OFFICER

Salary within grade xxxxxxxx
(SCP xx – xx - £xxxxxxx - £xxxxxxx p.a.)
Full-time/Part-time (xx hours per week)

If you have a genuine interest in helping our forward thinking and energetic Council develop and deliver timely, quality and innovative services to the local community, this post is ideal.

You will ensure that all legal, statutory, financial and other governing provisions relating to the Council are observed, all Council meetings are properly administered and decisions effectively implemented whilst developing healthy working partnerships with key local and regional bodies.

Suitably qualified (ideally with or be willing to obtain CiLCA – the Certificate in Local Council Administration), highly motivated, enthusiastic and community focused, you will bring sound leadership, staff management, administrative, communication, IT, financial and organisational skills and be flexible in approach and able to meet deadlines.

We offer excellent nationally based terms and conditions of employment for this post which may involve working evenings and weekends

**Please call xxxxxxxxxx on xxxxxxxxxx or email xxxxxxxx at
xx@xxxxxxxx.xxx for a recruitment pack and an application form.**

Closing date for applications: XXXXXXXXXXXXXXXXXXXX

XXXXXXXXX Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

Appendix 5 (b) - Specimen advertisements for the post of Clerk to the Council and Responsible Financial Officer

XXXXXXXXXXXXX COUNCIL APPOINTMENT OF CLERK AND RESPONSIBLE FINANCIAL OFFICER

Salary within grade xxxxxxxx
(SCP xx – xx - £xxxxxxx - £xxxxxxx p.a.)
Full-time/Part-time (xx hours per week)

The Council is seeking highly organised and committed applicants to undertake this key role which is responsible for all day-to-day organisation and management of the Council's services, staff, facilities and finances. You will need therefore to be enthusiastic, flexible and community-focussed with excellent leadership, management, administrative, inter-personal, accounting and IT skills, in order to work successfully with staff, Councillors, external organisations, stakeholders and the community.

Ideally you should possess the CiLCA qualification and have a sound understanding of local authority organisation and management.

The post is full-time (37 hours per week) and some evening meeting attendance is required. We offer excellent nationally based terms and conditions of employment for this full-time post which involves evening and weekend attendance.

**Please call xxxxxxxxxxxx on xxxxxxxxxxxx or email xxxxxxxx at
xx@xxxxxxxxx.xxx for a recruitment pack and an application form.
Closing date for applications: XXXXXXXXXXXXXXXXXXXXXXXX**

XXXXXXXXXXXXX Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

Appendix 5 (c) – Specimen advertisement for the post of Responsible Financial Officer

XXXXXXXXXXXXX COUNCIL

APPOINTMENT OF RESPONSIBLE FINANCIAL OFFICER

Salary within grade xxxxxxxx

(SCP xx to xx - £xxxxxxx - £xxxxxxx p.a.)

Full-time/Part-time (xx hours per week)

If you have excellent financial, Committee and administrative experience in a local authority or similar environment, ideally understand local government financial systems and procedures, accounts, payroll, budget setting and monitoring, risk management and controls, this post is ideal.

You will assist the Clerk to the Council in the effective and proper management and control of the Council's financial affairs by maintaining proper financial systems, records and controls, preparing and monitoring the Council's budgets, organising the payroll, ensuring that the Council complies with all requirements of Internal and External Audit, managing all aspects of insurance and the asset register and reporting to the Council and Committees.

Highly motivated and a good team player, you will be at least CIPFA, ACCA or equivalent part-qualified, bring excellent numerical, analytical, communication, IT and interpersonal skills, have a flexible and "hands on" approach and able to meet tight deadlines.

We offer excellent nationally based terms and conditions of employment for this post which involves occasional evening Committee meeting attendance.

**Please call xxxxxxxx on xxxxxxxxxxxx or email xxxxxxxx at
xx@xxxxxxxxx.xxx for a recruitment pack and an application form.**

Closing date for applications: xxxxxxxxxxxx

XXXXXXXXXX Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

Appendix 5(d) – Guidance on Recruitment Advertising

Job Boards (Recruitment Sites)

For ease of reference and comparison, it is worth noting that Job Boards divide themselves into two main categories:

- Generalist
- Niche

Notwithstanding this categorisation, all sites appear to provide filter options to allow for an element of selectivity / targeting of relevant job seekers.

Generalist

Indeed <https://uk.indeed.com/>

Indeed is reportedly the most popular and the simplest of UK job boards.

It is a generalist job site, which collates thousands of different job advertisements from both company career pages and other job boards, as well as allowing businesses to post on the site directly. Some 250 million people (worldwide) visit Indeed every month (according to Google Analytics), providing Employers with the widest possible field of potential candidates. It is used extensively on mobile devices (some 70% of job searches).

It allows potential employees to search by category (e.g. Local Government) and by location, to list appropriate jobs. Employers can create a company page which might be useful in helping to attract candidates with a genuine interest in the organisation.

It is free to post a new job or many jobs at once, although there are paid options (called sponsorship), to boost visibility and therefore attract more candidates. Given the numbers of jobs advertised daily, without this there is the danger that an 'advert' appears a long way down in the search results, and may therefore be missed by some candidates.

Process

As stated, companies can either post free or use a paid (sponsored) job listing. Free listings are featured in relevant jobseeker search results, but then fall back in the search listing as new jobs are added. Paid adverts retain a higher visibility in search results for as long as they're sponsored. They're visible for longer and to more prospective candidates. It is stated that Organisations only pay for applications that meet their minimum criteria (Companies can mark certain questions as 'deal breakers' to filter out 'unsuitable' candidates). Sponsored posts are considered especially useful where specialist skills are needed, or where the local talent pool is likely to be limited.

Employers who sponsor a job post can use a system called Instant match which presents Employers with a list of candidates whose CVs fit the posted job description. Employers can then invite as many of these candidates as they'd like to apply. The pricing model suggests that we would be charged when any selected candidates applied. It is not clear whether there would be a charge for any candidates we subsequently chose not to interview.

When the job is posted, Employers are prompted to set a minimum criteria by adding screener questions, such as valid licences, certifications or years of experience etc., by ticking the deal breaker box. This gives Indeed permission to place applicants who do not meet these requirements into the Employer's 'rejected tab'. However Employers can still access all applications, even the ones that didn't meet the deal-breaker criteria.

When the applicant meets the criteria for all questions marked as 'deal-breakers', their application would be sent to the Employer for review. If, for whatever reason, employers think the individual is not what they are looking for, they still have the option to reject it within 72 hours of receipt, and wouldn't be charged for it.

The job advert will continue until the employer achieves their target number of applications. Once the target number has been achieved, the job advert will be 'paused'.

Once the job is paused (either by the Employer or automatically), the system will remove the job advert from any job seekers' search results. However, it will remain visible in the employer's dashboard. This is a useful facility, and allows you to pause the process if you were to receive a surprising number of results, and wanted time to consider the applications already received.

Pricing

Unfortunately, pricing is somewhat vague. Indeed will recommend a price per application based on historical hiring data from jobs similar to the one advertised, and their estimate of how many applications they believe you will need to fill the post (how accurate their algorithms are is unknown). However, to control costs, organisations can set a target for the number of applications they need, or manually pause the sponsored job post any time.

However, if Indeed don't think they have enough data to be able to charge on a price per application basis (i.e. to work out how many applicants you will likely need to fill the post), they will offer the opportunity to pay per 'click'. Unfortunately there is practically no information on this (it was an old charging model which is has now largely been superseded by 'pay per application' and looks far less appealing). It could potentially result in a significant charge for few (maybe no) suitable candidates – which may be why it was replaced by the Price Per Application model.

Companies are billed on the first of the month or when they have spent £500, whichever comes first. If Indeed's budget recommendation doesn't align with our own, we can always adjust the number of applications to meet our preference / budget. However, this might restrict the number of suitable applications.

Reviews / Potential Downsides

- Some job listings are outdated and this can lead to frustration for job seekers.
- Due to the ease of applying, employers can sometimes receive a high volume of unsuitable / un-qualified applicants (even with using the deal breaker questions).
- It's reported by some that the job posting process has become very tedious, with additional information that must be supplied, some of which isn't even posted on the job advert itself.
- The huge volume of recruiters on Indeed means you face a lot of competition. As a result the free posting option is usually not very effective, with job posts likely to get lost in a sea of other ads.
- As a result, sponsored posts are probably the way to go, but this can end up being a pricey option.
- There appears to be no telephone helpline – everything is done on-line.

Overall

Employers report that the platform is user friendly and easy to navigate (for them and prospective employees), with an applicant tracking system to manage everything in one place. As a result, it is a very popular with both employers and employees alike, and appears to have the ability to reach a very wide range of candidates.

LinkedIn <https://business.linkedin.com/>

The basis of LinkedIn is to provide a platform to connect professional people. It has a reputation as an excellent resource for both employers and employees to network, and is considered one of the top UK job boards. It reportedly attracts both active and passive candidates.

It is supposedly quick and easy to advertise, and by using targeted promotion, it's claimed the job advert is shown only to the right candidates. The platform also boasts using recommended matches, which it is stated gets 'smarter' over time, (although this may not be beneficial unless you use the system on a regular / repeat basis). There is a candidate management system which tracks candidates via an easy to read dashboard from the point

of initial application to subsequent hiring. The site is reportedly very popular with HR managers, talent acquisition specialists, and head hunters, and has the second-highest shortlist application rate at 11%.

Process

The process is simple to use. Users simply click on the jobs icon at the top of their homepage and then click on 'Post a Free Job'. This directs users to the 'LinkedIn Talent Solutions' page, from where users complete some basic information on the job / company requirements. From there, they'll go to the 'Job Description' page. Information loaded here will help target the right applicants.

On the Applicant Options page, organisations can complete details to show how they'd like to receive their applications. They will then be supplied with some optional screening questions to help filter their applicants / manage preferences (it sounds similar to the Indeed deal breakers). They can also set up an automated 'not a fit' reply, so that applicants who don't meet the qualifications receive a system generated email, saying this job ad is not relevant to their skillset. (This can be turned off if required).

Pricing

At the point of posting, Companies can continue with the free job post, or pay a fee to promote the listing to be on top of any search results. However, you can only have one free job advertisement open at any one time. Paying a fee can supposedly result in organisations receiving 3x more suitable applicants through a more targeted and broader reach. This is achieved by the promoted job appearing at or near the top of the search results of prospective candidates. It will also be placed in front of qualified candidates based on their profiles and the 'viewed similar jobs' feature. Alerts are also sent to the mobile phones of qualified candidates.

Exact pricing is difficult to establish from the web site. If employers select the 'self-serve' option, job post charges accrue daily, although you can monitor the spend from your account page. The charge is determined by each click on the job, with the cost of each click determined from an algorithm that determines where your job is located and how many competing, similarly titled posts have been created within that market.

Alternatively, if you choose not to 'self-serve', you can opt for a 6–12 month contract with the option to accrue charges per qualified click. (Whether or not a click is qualified is based on the targeting criteria you set). However you need to contact a product consultant to learn if this option is available to you.

Reviews / Potential Downsides

- Although posting is free, organisations pay when candidates view the job post. The amount charged depends on the organisation's daily budget and the number of job posting views from candidates. Some organisations have reported that LinkedIn has proved expensive (in particular premium subscriptions can prove costly). However, if LinkedIn are provided with a budget, they will estimate how many applicants organisations will receive.
- LinkedIn is probably more job type specific than many other sites, and as such there may not be a significantly large enough audience to find the best candidates for more specialist organisations / job roles.
- With close to 60 million companies on LinkedIn there is a lot of competition and job listings can get lost in the regular influx of job ads, many of which are posted by well-known companies.
- Apparently LinkedIn isn't as effective if you're looking for graduate candidates. This is because they are either less likely to update and maintain their profile, or simply haven't had enough experience to include on the platform.

Overall

The ability to target a professional database is the key selling point of LinkedIn, and the reviews are generally positive about the candidates provided. However, it appears that it can prove expensive and time consuming if the correct applicant qualification filters are not set.

Reed www.reed.com

According to 'Market Measures' 84% of businesses use Reed to find their candidates. They are a well-known brand which uses TV advertising to raise its profile and as a result it has become one of the most popular job boards.

Process

Reed claim to use a combination of data and cutting-edge recruitment technology to optimise a company's recruitment solutions.

To start the process employers need to create an account and then simply click on the 'Advertise a job button'. There is then a template to complete, which will prefill with previous details if you have advertised before. At this point you can choose the type of advert you'd like to post (Premium, Premium+, Featured and Display). Once selected you need to enter the job title and then the job description to include preferred skills or qualifications, experience, and / or mention of any other key responsibilities.

Then you choose the industry sector most closely-aligned to the vacancy and you'll be able to choose a role within that sector to place your job under - particularly useful if candidates decide to browse by industry. At this point you include whether the job is part time or full time, permanent or temporary etc. There is also the ability to tick a 'Public Sector' box.

You then set the job skills and salary (the latter not compulsory although it is likely to lead to fewer applicants). Then chose location.

There is then an optional screening questions section to enable you to narrow down the number of applications you receive. You can choose up to five screening questions, the answers to which must be 'yes' or 'no'. If a candidate ticks 'no' to a required skill etc, you have the option to set the system to send an automatic rejection email through to them, without receiving their application. You will still be able to view rejected candidates, however, by going to the 'unsuitable applicants' section of the job advert.

All the job adverts are live for six weeks (longer than many), but this can be shortened if need be. Once live, application progress can be checked by visiting your recruiter homepage.

They advertise a contact help number: 0203 510 2815

Pricing

1. Premium (£150 + VAT). This is Reed's basic job posting and is live for 6 weeks. It is generally recommended for easy to fill roles. It uses a best match system to find the most suitable candidates with applications sent straight to your inbox. There is a facility to include screening questions.
2. Premium + (As Premium but with extra features).

This costs an additional £25 plus VAT (There is, at the time of review, an offer of £89 for the first job advertised).

This is designed for time sensitive roles and supposedly guarantees a response. It enables you to include your brand logo with job details emailed to the 100 best-matching candidates. A CV search access facility is added if you don't receive at least ten applications in the first week.

3. Featured. (As Premium + but with even more features).

This costs a further £100 plus VAT. This is designed for harder-to-fill roles and so includes job posting with added prominence to generate additional responses. The Job details are emailed to the 250 best-matching candidates and are 'featured' on relevant candidates' homepages.

4. Bronze Boost - £225 complete. (As Featured but with yet more features).

The main boast here is that the job advert will receive increased exposure through Reed's 'distribution partners', and as a result they state you may receive up to twice as many applications (subject to job title, salary, location etc – so plenty of caveats!).

Reviews / Potential Downsides

- There's no free option for either job posting or database searching. The cheapest package after the first-time customer deal is £150 for a single job advert.
- The site has around a quarter of a million job listings at any one time, increasing the competition massively. There has been criticism that poor administration by Reed leads to vast amounts of old jobs being left on the site, which is distracting for prospective candidates.
- To ensure your job post is widely seen, you'll probably need to pay for a Featured Ad option.
- It reportedly lacks the advanced candidate matching tools that other job boards have (despite their claims), so you may find yourself sifting through some less relevant applications.
- Some criticise their customer support, stating that it is all on-line, although there does appear to be a helpline number.

Overall

Reed's job pages are considered to have punchy bright advertising, with clear job detail pages designed to sell job opportunities and attract the best applicants. Adding skills can help encourage the right candidates to apply and there is the ability to add screening questions to filter out less relevant candidates. The Employer dashboard is considered an efficient way to manage candidates.

Monster

Another generalist job board, which it is claimed uses advanced technology to match the right people to the right job. As a result it has become one of the most popular job posting sites in the UK. They claim this has been achieved by making the hiring process simple by providing searches from all over the web to quickly find the right talent / candidate for the open position. It is reportedly the number one choice for many hiring professionals.

Process

You can post a job advert by clicking the 'Post a Job' tab next to the Homepage logo and then add the Job Title, Location and Job Type. Salary and associated info is optional. They

consider that the Job Title is key to optimising your search, and recommend using standard industry titles (where available), for the benefit of the various search engines. Inserting a Post Code will ensure the job is better ranked in job search results and make it more likely to be found by candidates nearby (if location is important). Job descriptions can be added together with links to the company website. Monster provide information on best practice tips on job descriptions and what they call 'mobile optimisation'. Company information (Name / Logo) is then added.

The system allows prospective candidates to apply via their Monster account, with applications being sent to the email address provided in the advert. However, there is no mention of being able to add filtering or deal breaking questions. Auto reply emails can be set up, but again there is no mention of any filtering or auto rejection letters.

It is possible to upload your company profile to allow candidates to learn more about your organisation before they apply. With this you can create a company profile / organisational brand - helping an employer to stand out from its competitors.

One selling feature is that Monster lets you capture, record and post video to grab candidates' attention for a new job – all of which can be done from a mobile phone using their app.

There is a number for anyone with any questions which is: 0800 781 4377

Pricing

They have three grades of posting:

1. Pay as You Go Monster + This is really just aimed at single jobs. It can start from as little as £7 a day (it looks as though postings generally last 30 days, although you can cancel at any time). You can only have one active job posted at any one time, and can't view any CVs on the Monster site (this costs extra). They also don't distribute the job to any of their hundreds of partner sites.
2. Standard. This is really aimed at companies with a few jobs to advertise. It costs £299 a month, allows you to post up to 3 jobs at a time, and provides you with the ability to search up to 250 CVs on the Monster database. It does include distribution to their partner sites.
3. Premium – aimed at those with many jobs to fill. It costs £599 and allows for 5 active postings and includes distribution to their partner sites.

Both Standard and Premium appear to offer a free trial, although the exact details aren't apparent without you first creating an account.

Reviews / Potential Downsides

- There is no free job posting available for first-time users. Prices start from £130 for 30 days, with a new customer offer of £89.
- Users reportedly complain of out of date / redundant listings, scam job positions receiving a lot of spam, and it being easy for jobs to get lost in the 'noise'
- Even paid plans provide a relatively limited number of views of their CV database
- There is no apparent ability to add job screening questions
- Monster doesn't attract as many candidates as other prominent sites

Overall

The reviews for Monster are generally very positive, with 80% of users rating it as either 4 or 5 stars (and 64% 5 stars). However 10% gave it only 1 star, with one Employer complaining they were presented with a large bill, despite no local candidates applying through the Monster platform. The company then reportedly switched to Indeed and identified a suitable candidate within a couple of days.

TotalJobs www.totaljobs.com

Total Jobs is specifically aimed at British Job Seekers. They list their job alerts longer than on other sites, with a six-week posting on the web site.

It is reported that organisations can now access almost half of the working population in one place using the TotalJobs combined CV database.

They boast that they deliver:

- 36% more applications
- 10% more interviews
- 2x more hires,

than any other job board

(TNS Global Research, 2017)

Process

Unfortunately there is very little supporting information regarding the advertising, sifting and sorting of candidates using TotalJobs, and so it is impossible to estimate the effort that will be involved in the management of the process. Exposure to the wrong talent pool, or a surge of unqualified CVs may result in wasted time and effort.

There is a helpline number 0333 0145 111

Pricing

They Offer three levels of job postings.

- Standard:

Prices start from £149 (£89 for new job). Five jobs would cost £725, although there is an offer of £80 off for new customers. This allows you to create and post a job advert for 6 weeks during any time within 12 months. They will recommend the most relevant people (presumably through CV matching although it is not specified). Support is provided by email and online resources. There is mention of 'dedicated support', but it is not clear how this is provided.

- Featured

Unfortunately, the cost is not available without speaking to a consultant and providing contact names and addresses. TotalJobs claim that they 'drive' applications to your roles by showcasing the company brand to stand out from the competition. However, if the brand is not well known (OVW?), then this is unlikely to be helpful.

- Premium

Again, unfortunately the cost is not available without speaking to a consultant and providing contact names and addresses. Again this features the ability to 'showcase' your company culture, enhancing it by visual media. The thinking is to engage diverse talent by sharing your company values with branded ads, company logo, photos and videos.

Reviews / Potential Downsides

- There is no free job posting option.
- It is reportedly costlier than other many of its generalist competitor sites.
- You have to pay extra for better branding.
- Users have noted a large number of spam ads or vacancies recycled from months ago.
- When buying a package upfront, you have a limited amount of time to post the number of job listings you've subscribed to. Jobs can't be carried over beyond the subscription time.

Overall

The reviews show very high satisfaction levels (86% 5 star) and only 5% 1 star. Reviewers praise the helpfulness of staff, with numerous agents receiving positive comments for their help and support in sourcing suitable candidates. However, one employer complained of the excessive charges for his small company, and some candidates complained of being sent jobs from way outside of their area. Overall however, they appear to impress both employers and potential employees.

Ad Warrior <https://www.adwarrior.co.uk/>

The organisation was founded by the Directors of a recruitment company who had noticed a gap in the market, with businesses not wanting to pay high recruitment fees but at the same time looking for practical assistance in sourcing staff. They claim to have analysed the recruitment industry over several years and hand selected the best job boards to partner with (those that had the most suitable candidate applications, numbers received etc).

Process

Companies upload a job vacancy through their 'post a job' page, or they can send it to their account manager and Ad Warrior will do it for you. They will also proof read / design the job advert for free. They will ensure the advert is suitable to post, and add any keywords to enhance the performance to ensure it attracts as many quality candidates as possible. The vacancies are listed for 28 days, and all clients are assigned a dedicated account manager, who will be the main point of contact.

The jobs are posted across a very wide range of sites, including:

- Reed (Featured/Sponsored/Premium)
- Total Jobs (Featured/Sponsored/Premium)
- Indeed (Featured/Sponsored/Premium)
- Monster (Featured/Sponsored/Premium)
- Jobsite (Featured/Sponsored/Premium)
- Adzuna
- Glassdoor
- JobRapido
- Jooble
- Trovit
- Ziprecruiter

- Careerjet
- Joinedto
- Job flurry
- Jobsite
- Social media – Facebook and Twitter company share.
- LinkedIn – (stays live for 28 days)
- 100+ other boards based on the job location and role specifics

Clients manage applications (via CV) using the company's Applicant Tracking System (ATS) However, after speaking with Ad Warrior, they have advised that CV applications which pass our screening questions could be sent an email, to direct them to the OVW web site, asking them to complete the standard application form. At present, once completed, these can't be added to the ATS dashboard (although system improvements scheduled for the end of this month may allow this). If not, we would have to agree to them being sent to an inbox somewhere. However, they were comfortable that they would be able to accommodate our requirements.

Pricing

The costs is £299 + VAT per advert. Additional advertising on Indeed (which they recommend), can be purchased for a further £50. However, with a discount for 5 jobs the price we would pay would be £310 + VAT per job. In addition there is currently an offer where the purchase of 5 job credits (they have no expiry and so can be used whenever needed), would provide us with one Guardian Job credit /advert for free. This would normally cost £575 via Guardian Jobs.

Reviews / Potential Downsides

- This Job Board provides incredibly wide coverage across all the key sites
- My experience to date is that there is easy access to a dedicated Account Manager (who, without prompting, has taken the initiative to visit the OVW site and appraised herself on the current 'Digital' vacancy).
- They appear to be a relatively new player, and so by comparison, there are, to date, only a handful of reviews. However they are all extremely positive.
- We have the ability to integrate our own application form into the process to help identify those that really want to work for OVW. Most sites appear to rely on CVs and 'deal breaker' questions to filter candidates. The latter are difficult to set. Too

high a bar, and potentially suitable candidates are excluded. Too low and the filter becomes ineffective.

- On the downside they are not the cheapest, but effective advertising on most other sites would probably require you to use their premium services, which, for the most part, are not far behind in cost terms. In fact Guardian Jobs is even more expensive.

Overall

Recruiters are generally exceptionally pleased with the results of using Ad Warrior, and report the candidates were much better than those previously obtained using Indeed. The portal was reported to be easy to use with the account manager regularly checking that everything was progressing swiftly. They considered Ad Warrior to be great value for money. 88% of respondents gave them 5 stars on Trust Pilot.

Niche Boards in the UK

CV-Library www.cv-library.co.uk

This site was voted the 'Most Popular Job Board' at the Global Recruiter Awards 2019 for the fifth year running. CV-Library's offering is designed to be versatile, offering hiring solutions designed to benefit businesses of all sizes, including recruitment agencies, direct employers, advertising agencies and larger corporate businesses.

This company reportedly has 3 million monthly job hunting applications. The company claims that they generate an average of 16 applications per vacancy. Some 316,000 new and updated CVs are registered every month from candidates in all sectors nationwide.

There is a dedicated account management team that can support the organisation throughout the hiring process. However, the means of contact is not specified.

Process

The process works by allowing employers to post their vacancies or search the CV database for a fee. The job ads are shared across social media and CV-Library's network of job boards for maximum exposure.

There are also higher levels of promotion, namely 'Featured' and 'Premium Featured' (both at extra cost (not specified), which ensure the jobs feature higher up in any job searches, and enables company logo / branding to be used. Both claim a higher number of views and job applications as a result. It is unclear what platform is used. The company boasts that CV's (applications) are sent direct to your in-box. Depending on the number, this may not be desirable.

There is a contact Number: 01252 810995

Pricing.

Pricing starts at £75.00 +VAT for new customers (normally £149) for each job posting, although there are reduced rates (£129 for two). However, you need to call for the discounted rate for 5+ job postings.

Reviews / Potential Downsides

- Users report irrelevant job matches, slow responses and spam emails.
- There's no free option for those on a tight budget. Prices from users are reported to range from £75 to £399, depending on the organisation's needs.
- CV-Library has far from the biggest network, so the pool of potential candidates is much more limited.
- You have to pay for a separate package to search the CV database. This means you may end up paying for two subscriptions - one for posting jobs, the other to access the CV database.
- Job ads are only listed for 28 days (instead of the usual 30 from most other organisations), after which they'll no longer be visible to jobseekers.

Overall

Generally this is another Job Board that is well liked by employers, praising the helpfulness of the account managers who respond swiftly to queries and problems. Complaints included the early (and unexpected) expiry of their job credits. A number of people also complained that they received a number of unwanted emails from CV library, and found it difficult to 'unsubscribe'.

The Guardian Jobs <https://jobs.theguardian.com/>

Regarded as potentially one of the best UK recruitment boards to post job ads on, and reportedly has the highest applicant shortlist rate. It has been a market leader in recruitment for almost 20 years, and so has a wide range of audience.

It is recommended as the best platform to list for high calibre vacancies in sectors such as the NHS, Media, Education, Government, Charities, Marketing, Graduate, Secretarial, Social Care and Arts. Potential employees can learn more about the organisation and the job opportunity before applying, ensuring that you receive applications from informed job applicants.

Process

It has a broad applicant pool with posts appearing on the jobs bookmark and on Guardian Jobs. Candidates can apply via desktop or mobile, and organisations can track and review applications, contact applicants and schedule interviews through messages.

Pricing

Guardian Jobs is available in three subscription plans:

Bronze (£575)

- The job is live for up to 30 days, reaching over one million high quality candidates.
- Allows prominent placement of your logo.
- Applications can go straight to your inbox, or candidates can be redirected to your own website.
- The role will also be posted on The Guardian partner sites for greater reach.

Silver (£975) - The same as 'Bronze', plus:

- The advert receives a mid-way refresh. The listing will be boosted to the top of the search results at the campaign's mid-point.
- The role will appear 75,000 times, to a targeted audience on theguardian.com, maximising exposure to their readership.
- The role will be promoted on selected social media platforms.
- The role will be displayed as a Top Job in candidate search results.

Green (£875) – N/A – Exclusively for jobs that contribute to preserving or restoring the environment (so not relevant).

Reviews / Potential Downsides

Rather surprisingly, reviews are difficult to find. However the main downside appears to be the cost. They are significantly more expensive than most comparable sites. Discounts are available for larger numbers of adverts, but 5 job posts would only receive a 7% reduction in fees.

Overall

The Guardian Jobs Board is ideal for Companies looking to recruit for high-calibre jobs in specific sectors. Vacancies advertised here are often more sector-specific than the average job site. Whilst there are probably fewer listings, they tend to be of a higher quality, and this makes the process of narrowing down suitable candidates seem less overwhelming as a

consequence. For candidates there's an exhaustive section dedicated to the different aspects of job-seeking, and there's a specific section for graduate schemes and graduate-level positions.

(All prices referenced were current in August 2023)

Appendix 6 (a) - Specimen Application Form

APPLICATION FORM

XXXXXXXXXX COUNCIL	APPOINTMENT OF XXXXXXXXXX
-------------------------------------	--

XXXXXXXXXXXXXXXXXX Council is an equal opportunities employer and your application will be judged solely on merit and irrespective of ethnic origin, race, colour, gender, disability, age, trade union activity, marital status, religion, belief or sexual orientation or any other protected characteristic. Please answer all the questions in this form honestly and truthfully and read and sign the declaration and consents at the end of the form to provide the best chance of obtaining an interview. If you require any assistance, please contact **XXXXXXXXXXXXXXXXXX** on **XXXXXXXXXXXXXXXXXX**. **Please complete the form in full in black ink or type and use only A4 size paper for any continuation sheets.**

PERSONAL DETAILS

Family Name:

Forename(s):

Preferred Title:

Post Code:

Home Tel. No:

Mobile No:

Work Tel. No:

Please give details of any outside interests or non-vocational experience which you feel may be relevant and will support your application.

OUTSIDE INTERESTS AND NON-VOCATIONAL EXPERIENCE

REHABILITATION OF OFFENDERS ACT 1974

Please give details of any “unspent” convictions as defined by the Rehabilitation of Offenders Act 1974. Unless the nature of the position allows the Council to ask questions about your entire criminal record we will only ask about “unspent” convictions. A criminal record will not necessarily be a bar to obtaining employment with the Council.

--

Please give details of your education and qualifications obtained plus those currently being pursued.

EDUCATION AND QUALIFICATIONS			
Secondary School, College and/or University	Dates		Subjects studied and/or qualifications/grades obtained
	From	To	

Please note that you will be asked to produce evidence of your qualifications.

PROFESSIONAL AND TECHNICAL BODIES MEMBERSHIP

Please give details of any relevant professional or technical bodies of which you are a member by examination or subscription and any CPD you have undertaken.

Name of Institute/Professional Body	Level of Membership	Year of Award

TRAINING COURSES

Please give details of any relevant short training courses, trade/professional training, Government training schemes or secondments you have completed.

Course Title and Duration	Provider	Date

PRESENT OR MOST RECENT EMPLOYMENT

Employer:

Address:

Post Code:

Job Title:

Current or Final Salary:

Please provide a list of the main duties and responsibilities of your current or most recent job. (Please attach a copy of the job description if you wish.)

Why do you/did you wish to leave your current/most recent job?

EMPLOYMENT HISTORY

Please list all your previous employment history in chronological order using a separate sheet if necessary and please give reasons for any gaps in your employment history,

Name and Address of Employer	Employment Period		Job Title and Salary	Reason for Leaving
	From	To		

RELEVANT EXPERIENCE AND OTHER SUPPORTING INFORMATION

The information you provide in this section is very important in assessing your application. Please give details of your knowledge, qualifications, experience, skills and ability to cope with the demands of the post, relating them to the requirements of the job as laid out in the Person Specification and Job Description within the Recruitment Handout. Please continue on additional A4 sheets if necessary.

PREVENTION OF ILLEGAL WORKING

Are you eligible to work in the UK? Yes No

Do you require a work permit to take up employment in the UK? Yes No

The Council has legal obligations to ensure that you can work legally in the UK. Prior to taking up any employment you will be required to provide evidence of a passport and/or other relevant documents on the approved list to satisfy the Council that you comply with this requirement.

Are there any restrictions on your residing in the UK? Yes No

DRIVING LICENCE

Do you hold a current driving licence? Yes No If "yes" please state type of licence you hold:

Are you a car owner or do you have a car at your disposal? Yes No

Do you have any current endorsements? Yes No If "Yes", please specify:

REFERENCES

Please give details of two persons who we could contact and would be willing to supply a reference for you. We would prefer your referees to be your most recent employers including your current employer, if applicable.

Name: Position: Address:	Name: Position: Address:
Post Code:	Post Code:
E-mail address:	E-mail address:
Tel. No.:	Tel. No.:
Capacity known to you:	Capacity known to you:

Have you any objection to the references being obtained prior to interview. Yes No

References will be obtained and their authenticity checked if you are offered the appointment.

RELATIONSHIPS

Are you, to your knowledge, related to or have any relationship with an Elected or Co-opted Member or employee of the Council? Yes No

If “yes”, please give details.

DISABILITY DISCRIMINATION ACT 1995

Do you have a disability you wish us to know about at this stage? Yes No

If yes, to assist us in making the interview arrangements please note below if you believe there are any reasonable adjustments we should be making.

DECLARATION AND DATA PROTECTION ACT CONSENT

I declare that all the foregoing details given in this application are true to the best of my knowledge and understand that verification checks may be made. I also understand that if the information I have given is found to be untrue or misleading this will be sufficient grounds for disqualification from appointment or dismissal from any employment gained.

Signed _____ Date _____

DATA PROTECTION CONSENT

I understand that the information given in this form will be processed only by the Council for the purpose of considering my application for employment and if I am successful in my application this form and the information in it will be retained in my personnel file for such time as I am an employee and for up to six years after the end of my employment. Otherwise this form will only be retained by the Council for so long as it is required in connection with the application.

Under the Data Protection Act and GDPR you have specific rights including giving consent for the collection and processing of your personal data. Please see Council’s Data Privacy Statement and Policy on our website for further information. Please indicate below whether you give consent for us to collect, record and process the personal data you have provided for the purposes of recruitment, selection and appointment.

- I give my consent.
- I wish to find out more information or to check what personal data is being collected and processed before giving my consent.

Signed _____ Date _____

NOTIFICATION OF VACANCY

How did you find out about this vacancy? Advertisement Word of mouth Council website Council Notice Board Other

If ‘advertisement’ in which publication or if ‘other’ please explain below.

ACKNOWLEDGEMENT AND RETURN OF COMPLETED FORM

When completed, please return the application form by **XXXXXXXXXXXXXXXXXXXX** to:-

XXXXXXXXXXXX
XXXXXXXXXXXX
XXXXXXXXXXXX
XXXXXXXXXXXX

Please mark the envelope or email “**Confidential – Application for the post of XXXXXXXXXXXX**”. If you would like an acknowledgement of receipt, please enclose a stamped addressed envelope if submitting this application form by post.

INTERVIEW ARRANGEMENTS

It is our intention that if you are selected for interview you will be notified during the week ending **XXXXXXXXXXXXXXXXXXXX** and interviews may be held on **XXXXXXXXXXXXXXXXXXXX**.

Please confirm that you will be available on these dates if selected for interview.

- Yes No



Appendix 6 (b) - Request for recruitment pack and application form response

Name and address XXXXXXXXXXX XXXXXXXXXXX XXXXXXXXXXX XXXXXXXXXXX

Date

Dear Enter name XXXXXXXXXXXX Council

Appointment of Clerk to the Council

Thank you for your responding to the advertisement for the above post.

I am therefore enclosing a recruitment Information Pack which includes:-

- the Recruitment Handout which is intended to give you background details of the post and the Council;
- the job description;
- the person specification;
- details of the current Council budget (optional); and
- an application form which should be completed and returned by XXXXXXXXXXXXXXXXXX.

You may also wish to refer for further information to the Council website at WWW.XXXXXXXXXXXXXX.XXXXX

If you have any questions or need any further information on the appointment or selection process please do not hesitate to contact me.

I look forward to receiving your application by the closing date and thank you for your interest in working for the Council in this role.

Yours sincerely

Name Post title

On behalf of xxxxxxxxxxxxxxxx Council

Appendix 6 (c) - Recruitment information pack request record

XXXXXXXXXXXXXXXXX COUNCIL CLERK TO THE COUNCIL
RECRUITMENT INFORMATION PACK REQUEST RECORD

No.	Date	Detail	Media	Sent
1				
2				
3				
4				
5				
6				
7				
8				

Appendix 6 (d) - Application acknowledgement

XXXXXXXXXXXXX XXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX

Date

Dear **Enter name** XXXXXXXXXXXXX Council

Appointment of Clerk to the Council

Thank you for submitting your completed application for the above post.

I will be in touch after the closing date once the Council has selected their short list of candidates for interview.

If you have any questions in the meantime, please do not hesitate to get in touch. Best regards

Name Post Title

On behalf of xxxxxxxxxxxxxxxx Council

Appendix 6 (e) - Applications received record

XXXXXXXXXXXXXXXXXXXXX COUNCIL CLERK TO THE COUNCIL

APPLICATIONS RECEIVED RECORD

No.	Date Received	Detail
1		
2		
3		
4		
5		
6		
7		
8		

Appendix 6 (f) - Equalities monitoring form

XXXXXXXXXXXXXXXXX COUNCIL EQUALITIES MONITORING INFORMATION

Application Form Stage

Post Applied For:

The Council aims to be an equal opportunity employer and we want to treat everyone equally.

The information requested below will enable us to determine whether or not we are achieving this aim. All information will be regarded as strictly confidential, will be kept separately and will in no way affect the outcome of your application for employment.

By completing and returning this form you are consenting to the sensitive personal data contained within to be used purely for statistical purposes and to be produced as evidence in any legal proceedings for discrimination against the Council. Please read the Council’s Privacy Statement and DPA Statement on the website for details of your rights with regard to data protection.

Please tick the box you consider best describes your situation in each category.

1. Gender

Are you?

Male Female Transgender I prefer not to tell you

What is your age?

16 – 29 30 – 44 45 – 59 60 – 74 75+

I prefer not to tell you

2. Ethnicity

What is your ethnic group?

White British	Bangladeshi
White Irish	Pakistani
Any Other White Background	Indian
White and Black Caribbean	Tamil
White and Black African	Korean

White and Asian		Any Other Asian Background	
Any Other Mixed Background		Caribbean	
Chinese		African	
Any other ethnic background		Any Other Black Background	
I prefer not to tell you			

3. Disability and Health

Do you have a long-term physical, mental health and health condition or disability?

Yes No I prefer not to tell you *

What is the nature of your disability, mental health or other health issue?

Physical/Mobility Sensory Mental health

Learning Other I prefer not to tell you.

*** = It is important that we know of any special needs you may require should you be selected for interview and if subsequently appointed how this may impact on the job role and what, if any, adjustments will need to be explored with you.**

4. What is Your Religion or Belief?

Christian Buddhist Hindu Sikh

Jewish Muslim Atheist Agnostic

Other I refer not to tell you

What is Your Sexual Orientation?

Heterosexual Lesbian Bi-sexual Gay

Other I refer not to tell you

Thank you for taking time to complete this form

Date: _____

Appendix 7 - Example Recruitment Information Pack for the post of Clerk to the Council

XXXXXXXXXXXXXXXXX COUNCIL

APPOINTMENT OF CLERK TO THE COUNCIL - RECRUITMENT HANDOUT

Date: _____

INTRODUCTION

Thank you for responding to the Council’s recent advertisement for this post. We hope that you find this Recruitment Handout together with the job description and person specification enclosed of assistance in deciding to apply.

The information is arranged as follows:-

- role of a Clerk to the Council
- a history and profile of the Council
- council area and environment
- council history and background details
- council structure
- staffing information
- key challenges
- the job advertisement
- key terms and conditions of employment
- the application and selection process.

Also enclosed within the Pack is an application form (CVs alone will not be acceptable). Please email to request an electron version.

This Recruitment Handout will not form part of any subsequent contract of employment. If you have any questions on the Recruitment Information Pack or the recruitment and selection process, require any further information on the Council or the post or you would like an informal discussion on the role, please email or call xxxxxxxxxxxx on xxxxxxxxxxxxxxxxxxxxxxxx.

If as a result of a disability or impairment you would like us to make any special arrangements concerning the completion of your application or attending for interview please let us know.

Contact:

Council Name and address:

Tel:

Email:

Appendix 8 - Rejection letter following short listing and no interview

XXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX

Date

Dear **enter name** XXXXXXXXXXXXXXXXXXXX Council

Appointment of Clerk to the Council

The Council received many applications that have now been considered carefully.

Unfortunately, on this occasion, it has been decided not to take your application further.

I am sorry to disappoint you. The Council would like to pass on its thanks for your interest in the post and the time spent in applying.

With all good wishes for the future. Yours sincerely

Name

Post Title

On behalf of XXXXXXXXXXXXXXXXXXXX Council

Appendix 9 (a) - Short-Listing Application Analysis Matrix for the post of Clerk to the Council

XXXXXXXXXXXXXXXXXXXXX COUNCIL - APPOINTMENT OF CLERK TO THE COUNCIL

EXAMPLE SHORT-LISTING APPLICATION ANALYSIS MATRIX

APPLICANT REFERENCE NO.	1	2	3	4	5	6	7	8	9	10	COMMENTS/EVIDENCE e.g. examples given, documents, certificates
SHORTLISTING CRITERIA											
Essential Criteria ("E")											
Attainments											
Qualifications and training	10										
Organisation and administration	10										
Staff management	10										
Committee work, agenda preparation and minuting	10										
Policy development and strategy advice	10										

Project management	10											
Budget preparation/control and financial management/accountancy procedures	10											
IT Literacy	10											
Knowledge												
Local government systems and procedures including planning	10											
Governance, operation and legal framework in which Council operates	10											
Total "E" Score (Minimum score to proceed = 80)	100											
Desirable Criteria ("D")	Value											
Attainments												
Local government/public sector working experience	5											
Experience of working with the public/working on own initiative	5											

Knowledge												
Knowledge of local area	5											
Employment and health and safety law	5											
Public relations experience and raising profile in community	5											
Total 'D' Score (Minimum score to proceed = 15)	25											
RECOMMENDED TO SHORTLIST												

Note: Short-listing Criteria and Value = The above short-listing criteria and values are only suggestions and may be varied by the Council to reflect their particular post, priorities and key responsibilities in the area.

Appendix 9 (b) - Short-Listing Application Analysis Matrix for the post of Responsible Financial Officer

XXXXXXXXXXXXXXXXX COUNCIL - APPOINTMENT OF RESPONSIBLE FINANCIAL OFFICER
SHORT-LISTING APPLICATION ANALYSIS MATRIX

APPLICANT NO.	REFERENCE	1	2	3	4	5	6	7	8	9	10	COMMENTS/EVIDENCE e.g. examples given, documents, certificates
SHORTLISTING CRITERIA												
Essential Criteria ("E")		Value										
Attainments												
Qualifications and training	10											
Financial experience in a structured environment	10											
Local government/public sector financial systems, controls and procedures	10											
Financial forward planning	10											
Budget setting, audit and monitoring processes	10											

It Literacy	10												
Knowledge													
Accounts and payroll systems and procedures	10												
Working knowledge of procurement processes in public sector setting	10												
Insurance cover and financial risk management	10												
Total "E" Score (Minimum score to proceed = 70)	90												
Desirable Criteria ("D")	Value												
Attainments													
Experience of committee work	5												
Knowledge													
Governance and legal framework in which Council operates	5												
Council operating environment	5												

<p style="text-align: center;">Total 'D' Score (Minimum score to shortlist 10)</p>	<p>15</p>														
<p style="text-align: center;">RECOMMENDED TO SHORTLIST</p>															

Note: Short-listing Criteria and Value = The above short-listing criteria and values are only suggestions and may be varied by the Council to reflect their particular post, priorities and key responsibilities in the area.

That interview will be with the **Council's xxxxxxxxxxxx Sub-Committee/Selection Panel** and as part of the interview you will be required to make a presentation to the **Sub-Committee/Selection Panel**. You will be advised of the final arrangements and the topic for the presentation if invited to proceed to this stage.

There will also be an opportunity to meet the Council's key staff and Councillors informally on that day and prior to the interview you will also be expected to undertake **an online personality profile/psychometric tests**. Full instructions on the latter will also be given after the initial interview.

The Council will reimburse any reasonable expenses involved in attending the interviews and a claim form is attached which should be completed with receipts attached and submitted to me at the above address.

If you have any special requirements either for the attendance at interview or in undertaking the report please let me know straight away.

I hope that you will accept this invitation to attend for the initial interview and should be pleased if you would let me know as soon as possible if you will be attending by either email on xx@xxxxxxxxxxxxxxxxxxxxx.xxxxx or calling me on **xxxxxxxxxxxxx**. If you have any questions about any of these arrangements please do not hesitate to let me know.

I look forward to hearing from you. Yours sincerely

Name Post Title

On behalf of xxxxxxxx Council

Appendix 10 (c) - Rejection letter after initial interview

XXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXX

Date

Dear **Enter name** XXXXXXXXXXXXXXXXXX Council

Appointment of Clerk to the Council

Thank you for attending for the initial interview yesterday for the above post.

Following the interview with the **XXXXXXXXXXXX Sub-Committee/Selection Panel** I regret that I now have to advise you on behalf of the Council that on this occasion your application has not been successful and you are not proceeding to the second interview stage.

I am sorry to disappoint you but the Panel had to make a really difficult decision.

I would like to take the opportunity to thank you for your interest in working for the Council and the time and effort put in to preparing for and attending the interview.

I wish you every success in finding a suitable appointment in the near future. Yours sincerely

Name

Post Title

On behalf of XXXXXXXX Council

Appendix 10 (e) - Rejection letter after final interview

XXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXX

Date

Dear Enter date XXXXXXXXXXXXXXXXXX Council

Appointment of Clerk to the Council

Thank you for attending for interview again yesterday for the above post.

Following the interview with the **XXXXXXXXXX Sub-Committee/Selection Panel** I regret that I now have to advise you on behalf of the Council that on this occasion your application has not been successful.

I am sorry to disappoint you but the Panel had to make a difficult decision.

If you would like a personal feedback on the interview and your application, please contact me on **XXXXXXXXXXXXXXXXXXXXXX**.

I would like to take the opportunity to thank you for your interest in working for the Council and the time and effort put in to preparing for and attending the interview.

I wish you every success in finding a suitable appointment in the near future. Yours sincerely

Name

Post Title

On behalf of xxxxxxxx Council

Appendix 10 (f) - Reference request and letter

Private and Confidential

XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX

Date

Dear **Enter date**

XXXXXXXXXXXXXXXXX Council - Appointment of Clerk to the Council Application of
XXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXX has been interviewed and offered the above post subject to receipt of satisfactory references. **He/she** has given you as a referee in support of the application and I should be pleased therefore if you would provide a reference for **him/her**.

I would be grateful in particular for your views on their suitability for the post as detailed in the Job Description and Person Specification enclosed and in particular, **his/her**

- organisational and administrative ability
- leadership and management skills
- oral and written communication skills
- committee work experience
- motivation and attitudes
- interpersonal skills
- any disciplinary or capability procedures or penalties still in operation
- anything that would adversely affect their ability to undertake the job role or which would cause difficulties for the Council.

We have the permission of this candidate to contact you and can assure you that the information provided will be treated in strict confidence.

We would be pleased to receive your response if possible by **XXXXXXXXXXXXXXXXX**. If you wish to discuss the reference please give me a ring.

I look forward to hearing from you. Thank you in advance for your help in this matter. Yours sincerely

Name Post Title

On behalf of xxxxxxxx Council

Appendix 11 (a) – Interview Script for the post of Clerk to the Council XXXXXXXXXXXXXXXXXXXXXXXX COUNCIL

APPOINTMENT OF CLERK TO THE COUNCIL - INTERVIEW SCRIPT

Interview Date: XXXXXXXXXXXXXXXXXXXXXXXX

The following outlines a possible approach to the structure of the interview. The same format should be followed for each interview.

ACTION	BY WHOM?
<p>Opening the Interview</p> <ul style="list-style-type: none"> • welcome and ice breaking introduction • Panel introductions • any further adjustments necessary? 	
<p>Outline Interview Format</p> <ul style="list-style-type: none"> • explain interview format and likely duration • explain aim to get fuller information on candidate and ensure candidate fully understands job and challenge • stress wish to encourage discussion • opportunity at end for candidate to put questions 	
<p>Questions</p> <ul style="list-style-type: none"> • See attached list of potential questions 	
<p>Opportunity for Employee Questions</p> <ul style="list-style-type: none"> • Do you have any questions on the role or the duties required? • Are you clear on the performance standards expected? • Have you any questions on the terms of employment? 	
<p>Interview Close</p> <ul style="list-style-type: none"> • Are you clear about the job and the standards required and if offered the post would you accept it? • Explain what will happen next and when decision expected. • Thank for coming. 	

Post-interview Action

- Make notes on your view of each candidate immediately after the interview.
- Complete Selection Interview Assessment Matrix.
- Discuss and agree selection or need for further interview.

Appendix 11 (b) - Specimen Questions for the post of Clerk to the Council

XXXXXXXXXXXXXXXXXXXXXXXXX COUNCIL

APPOINTMENT OF CLERK TO THE COUNCIL – QUESTIONS

Interview Date: XXXXXXXXXXXXXXXXXXXXXXXX

The following outlines a selection of potential questions to be considered for the initial interviews.

Not all questions will be needed and the Selection Panel members need to agree which may be appropriate (plus any particular questions of their own) and then who will ask each question. The same format should be used for each interview although there may be different follow up questions depending on each candidate's responses.

Introduction

1. Tell us briefly about your current or most recent job.
2. Why do you want to leave your current job?
3. What has attracted you to this post?
4. What do you see as the key challenges in the post for you?

Relevant Experience and Skills

1. Tell us about your experience of formal Committee work and minute taking.
2. What do you see as the key skills and qualities needed to be successful in this job?
3. How do you feel your previous experience equips you well for this post?

4. What specific and relevant skills can you bring to this post and to benefit the Council?
5. What do you find most challenging in your current post?
6. What do you find most frustrating in your current post?
7. What examples can you give of improvements and changes at work that you have initiated?
8. How do you think the Council can engage better with the community and other relevant organisations to improve its public image?
9. Can you give an example of when you have made a significant impact at work? Probe answer with how did you achieve this?
10. Can you describe an occasion when you actively influenced events perhaps by going beyond the scope of your role? Probe answer with what was the outcome?

Technical Knowledge and Experience

1. How do you feel about the key challenges for the Council over the next few years?
2. What role have you played in budget setting and control?
3. What do you most frequently worry about? Can you think of some specific examples from your work?
4. Are there any aspects of the job description for this post with which you do not feel completely confident?
5. Tell us about your level of IT literacy?
6. What is your experience of meeting the public and dealing with their complaints?
7. How did you feel about making presentations to groups?

8. Can you describe a recent presentation you have made and to whom?

Management

1. What is the highest number of employees you have directly managed?
2. How would you describe your personal management style?
3. What do you regard as the key challenges in managing and motivating your staff?
4. Give an example of how you have dealt successfully with a situation when one of your staff was performing badly or just not getting the job done?
5. How do you ensure that you and your staff meet work targets and deadlines?
6. During your working life who has been your best manager and why?

Personal Qualities

1. What personal qualities will you bring to this post to make you successful in it?
2. How do others describe you?
3. How open are you with other people?
4. What kind of first impression do you think you make on people? Probe answer with how does this change once the relationship is more established?
5. What role do you generally play in group or team situations at work? Probe answer with why do you take this role?
6. What do you think are the benefits or downside of letting people know your opinions?
7. Are there any personal traits or skills on which you could improve?
8. What would you do if the Council made a decision with which you strongly disagree?

9. Tell us how you handled, in any job, problems or pressures that tested your ability to cope.
10. How would you define success in your work?
11. When do you feel satisfied with the work that you have done?
12. What criteria do you use to decide when to call it a day at work and go home?
13. How do you achieve a work/life balance?
14. When was the last time you were under a lot of pressure at work?
15. How did you deal with the pressure of a complex workload?
16. What steps do you take to ensure that your work is of a satisfactory standard?
17. In what situations at work do you tend to react flexibly? Can you describe a specific instance of this?

Organisation/Planning

1. Outline situations where you enjoy working in a planned way. Probe answer with when do you prefer to be spontaneous and react to circumstances as they occur?
2. How do you usually plan your work?
3. Tell us about a project for which you were responsible at work of which you are particularly proud and why?
4. What would you expect to have achieved in the post within the first three months, if appointed?

Personal Questions (Please enter any of your own particular questions or anything you wish to question from the candidate's application form)

1.

.....

2.

.....

Conclusion

1. Looking back on your career is there anything you would have done differently?

2. We are seeing a number of candidates for this post so why should we appoint you?

Appendix 11 (c) - Specimen Questions for the post of Responsible Financial Officer

XXXXXXXXXXXXXXXXXXXXX COUNCIL

APPOINTMENT OF RESPONSIBLE FINANCIAL OFFICER QUESTIONS

Interview Date: XXXXXXXXXXXXXXXXXXXXX

The following list includes a selection of potential questions to be considered for the interviews.

Obviously not all questions will be needed and the Selection Panel need to agree in advance of the first interviews which may be appropriate (plus any particular questions of their own) and then who will ask each question. Once agreed the same format should be used for each interview although there may be different follow up questions depending on each candidate's responses.

Introduction

1. Tell us briefly about your current or most recent job.
2. What has attracted you to this post?
3. What do you see as the key challenges in the post for you?

Relevant Technical Knowledge and Experience

1. Tell us about your range and depth of relevant financial experience in managing annual and capital budgetary expenditure and income, particularly in the public sector.
2. How do you feel your previous experience equips you well for this post?
3. What do you think are the key financial challenges for the Council over the next few years?

4. Please explain your experience of preparing management and trading accounts.
5. Please take us through your most recent budget preparation process.
6. Please outline your experience in financial forward planning, strategy and policy work.
7. What is your experience of raising finance by way of grants or sponsorship?
8. What examples can you give of improvements and changes that you have personally initiated to improve budgetary systems and/or control?
9. How do you ensure that there are adequate financial security and internal controls in place and maintained?
10. Please outline your experience of working with Internal and External Audit?
11. How do you keep up to date with the financial regulations that affect the Council?
12. Please tell us about your experience of arranging relevant insurances to cover the Council's activities.
13. Have you ever compiled an asset register and/or terrier of Council or other property?
14. What is your experience of running a payroll and handling SSP, income tax and VAT matters?
15. Describe the criteria you use for evaluating the reliability of the financial information you receive.

Relevant Skills

1. What specific and relevant skills can you bring to this post to benefit the Council?
2. What do you find most challenging in your current or most recent post?
3. What do you find most frustrating in your current or most recent post?

4. Can you describe an occasion when you actively influenced events at work perhaps by going beyond the scope of your role?
5. How did you feel about making a presentation to groups?
6. Can you describe a recent presentation you have made and to whom?
7. Tell us about your level of IT literacy and the computer systems and software packages with which you are particularly familiar?
8. Explain the different accounting packages you have used recently and tell me which best met your needs.
9. Tell us about a time you handled a complex financial project with a tight deadline that required precise data collection and analysis.

Personal Qualities

1. What motivated you to establish a career in accountancy?
2. What personal qualities will you bring to this post to make you successful in it?
3. How do others describe you?
4. How open are you with other people?
5. What do you most frequently worry about? Probe answer with can you think of some specific examples from your work?
6. Describe a recent tough financial analysis problem you faced at work.
7. Give me an example of when you were not happy with the details of an established procedure and what you did about it.
8. When did you last coordinate your work with others in a team project? Probe answer with what was your most successful contribution?

9. When you are part of a team that is working exceptionally well, what do you think the reasons are for its success?
10. What do you think are the benefits or downside of letting people know your opinions?
11. Are there any personal traits or skills on which you could improve?
12. What would you do if the Council made a decision with which you strongly disagree?
13. Give me an example of how you keep track of things requiring your attention.
14. How would you define success in your work? Probe answer with when do you feel satisfied with the work that you have done?
15. How did you deal with the pressure and a complex workload?
16. How important is it to you to make very last detail correct in your work? How do you control errors in your work?
17. Are there any aspects of the job description for this post with which you do not feel completely confident?
18. What do you regard as the biggest challenges and opportunities facing the accounting profession today?

Organisation/Planning

1. How do you usually plan your work?
2. Tell us about a single project for which you were responsible at work of which you are particularly proud and why?
3. What would you expect to have achieved in the post within the first three months, if appointed?

Individual Panel Member Questions (Please enter any of your own particular questions or anything you wish to question from the candidate's application form)

1.

2.

Conclusion

1. We are seeing a number of candidates for this post so why in just a few words should we appoint you?

Appendix 12 (a) - Specimen Selection Interview Assessment Matrix for the post of Clerk to the Council

XXXXXXXXXXXXXXXXX COUNCIL - APPOINTMENT OF CLERK TO THE COUNCIL

EXAMPLE SELECTION INTERVIEW ASSESSMENT MATRIX

Date:

XXXXXXXXXX

ASSESSMENT FACTORS	VALUE	NAME	NAME	NAME	NAME	COMMENTS/EVIDENCE e.g. examples given, documents, certificate
Attainments						
Qualifications and training	10					
Organisation and administration	10					
Staff Management	15					
Committee work, agenda preparation and minuting	10					
Policy development and strategy advice	10					
Project management	5					
Budget preparation/control and financial management	10					

IT Literacy	5					
Knowledge						
Local government systems and procedures including planning	10					

Governance, operation and legal framework in which Council operates	10					
Employment and health and safety law	5					
Accountancy procedures	5					
Qualities and Attitudes						
Self-reliance and motivation	10					
Flexibility and hands-on approach	10					
Team working and supportive attitude	10					
Community focus	10					
Skill and Abilities						
Written and oral communication skills	10					
Presentational skill	10					
Organisational and administrative skill	10					

Management and leadership skills	10					
Inter-personal skill	10					
Special Conditions						
Willingness to work to meet deadlines and attend evening meetings	5					
TOTAL	200					

RATING SCALE

RATING	Score	Score	Score
	Maximum 15	Maximum 10	Maximum 5
Excellent	15	10	5
Above Average	12 - 14	7 - 9	4
Satisfactory	8 - 11	5 - 6	3
Below Average	4 - 7	2 - 4	3
Poor	1 - 3	1	1

Note:

Assessment Factors and Values = The above criteria and values are only suggestions and may be varied by the Council to reflect their particular post, priorities and key responsibilities in the area

Knowledge						
Accounts and payroll systems and procedures	10					
Working knowledge of procurement processes in public sector setting 10	10					
Governance and legal framework in which Council operates	5					

Insurance cover and financial risk management	5					
Qualities and Attitudes						
Self-reliance and motivation	10					
Flexibility and hands-on approach	10					
Team working and supportive attitude	10					
Community focus	10					
Skill and Abilities						
Written and oral communication skills	10					
Presentational skill	10					

Organisational and administrative skill	10					
Management and leadership skills	10					
Inter-personal skill	10					
Special Conditions						
Willingness to work to meet deadlines and attend evening meetings	5					
TOTAL	195					

RATING SCALE

RATING	Score	Score	Score
	Maximum 15	Maximum 10	Maximum 5
Excellent	15	10	5
Above Average	12 - 14	7 - 9	4
Satisfactory	8 - 11	5 - 6	3
Below Average	4 - 7	2 - 4	3
Poor	1 - 3	1	1

Note:

Assessment Factors and Values = The above criteria and values are only suggestions and may be varied by the Council to reflect their particular post, priorities and key responsibilities in the area

Appendix 12 (c) – Selection Assessment Methods

EXAMPLE METHODS OF ASSESSMENT

Person Specification Factors	Essential	Desirable	Methods of Assessment			
			Application Form	References	Selection Interview	Assessment Tests
Attainments						
Qualifications & Training	E		X			
Staff management	E		X	X	X	
Budget preparation/control and financial	E		X		X	
Project management		D		X	X	
Committee work, agenda preparation	E		X		X	
Knowledge						
Local government procedures	E		X		X	
Accounts & Payroll Systems		D	X		X	
Procurement processes	E				X	
Team working and supportive attitude	E			X	X	

Flexibility and hands-on approach	E			X	X	
Self-reliance and motivation		D		X	X	
Community focus	E		X		X	
Skills and abilities						
Inter-personal skill	E			X	X	
Presentational skill		D			X	X
Written and oral communication skills	E		X		X	X

Appendix 13 (a) - Letter of offer of employment for the post of Clerk to the Council

XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

Date [Enter date]

Dear [Enter name]

XXXXXXXXXXXXXXXXXXXX Council

Appointment of Clerk to the Council

Following your final interview on XXXXXXXXXXXXXXX and our subsequent telephone conversation, I am pleased to write to confirm the offer of employment in the above post on the terms discussed and subject to the conditions set out below.

The terms and conditions of employment are generally in accordance with the National Joint Council Scheme of Conditions of Service and the provisions of the One Voice Wales and the Society of Local Council Clerks Conditions of Service for Clerks of Local Councils or as amended by the Council.

The key personal terms of employment are:-

Job title: Clerk to the Council

Salary range: XXXXXXXXXXXXX

Salary on appointment: XXXXXXXXXXXXX

Working week: The normal full time working week is **xxx** hours per week plus negotiated study/training time as appropriate. Days of work are Monday to Friday.

Hours of work: The office hours are **xxx am** to **xxx pm** but the hours of work will be flexible by agreement to include attendance at evening or weekend meetings and functions for which time off in lieu is granted.

Holidays:	xx working days (xx working days after 5 year's continuous local government service) plus 2 discretionary days and bank and public holidays .
Location:	Home-working/office-based/flexible mix
Pay method:	Salary is paid on the 25th of the month , directly by credit transfer to a bank or building society.
Expenses:	Reasonable subsistence for conference attendance in accordance with National Joint Council Scheme of Conditions of Service.
Pension:	You have an option to become a member of the Local Government Pension Scheme if this is appropriate, which operates a contributory pension scheme and which you are entitled to join. The rate of contribution for the LGPS is based on full time pensionable pay within the range of xxxxxxxxxxxxxxxxxxxxxx .
Car allowance:	Car allowance payable in accordance with the casual user provisions in the National Agreement.
Probationary period:	Xxxxxxxxxxx months
Notice period:	After completion of the probationary period, 3 months on either side in writing.
Commencement date:	To be agreed.

The full terms and conditions of employment will be set out in the Statement of Main Terms and Conditions of Employment which will be issued in due course. The offer of employment is conditional upon receipt of (include such of the following as are appropriate):-

- **satisfactory references (for which application has been made);**
- **qualification certificates;**
- **a satisfactory DBS (CRB) check or other vetting procedures i.e. xxxxxxxxxxxxxxxx;**
- **satisfactory medical clearance (please complete and return the enclosed form);**
- **the documents confirming your right to work in the UK to meet our legal obligations in this regard e.g. your passport, birth certificate, utility bills etc.**

They must be the original documents, not photocopies, and if any of the above is not produced or satisfactory the employment offer will be withdrawn or the employment terminated with immediate effect.

You will also be required before commencing employment to provide details of your bank or building society.

As stated above you will be required to serve a probationary period of three/six months counting from the date when you start work. The main purpose of the probationary period is to give you an opportunity to establish your suitability for the job and confirmation in the post is subject to the satisfactory completion of the probationary period.

I hope that all the above is clear and you indicated when we spoke that you will be accepting this offer of employment. I would be pleased if you would confirm your acceptance by signing the copy of this letter enclosed and return it to me within the next seven days. When doing so it would be helpful to have an idea of your intended start date.

I look forward to hearing from you but if you have any queries or wish to discuss the offer further please do not hesitate to contact me.

Yours sincerely

Name

Post Title

On behalf of xxxxxxxxxxxxxxxx Council

Acceptance

I acknowledge receipt of a copy of this offer of employment and the conditions attached have had the opportunity to discuss or question it with the **xxxxxxxxxxx** Council.

I accept the offer of employment on the terms and conditions set out above.

I confirm that I am not prevented by previous employment terms and conditions, or in any other way, from entering into employment with the Council or performing any of the duties of the post.

I confirm that I will commence employment on _____.

Signed _____ **Date** _____

Appendix 13 (b) - Letter enclosing contract of employment/statement of main terms and conditions of employment once the offer is accepted

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

Date *[Enter date]*

Dear *[Enter name]*

XXXXXXXXXXXXXXXXXXXX

Council

Appointment of Clerk to the Council

Further to my letter of offer of the above appointment and your acceptance of the post I am now writing to enclose your contract of employment (the Statement of Main Terms and Conditions of Employment) for your consideration and acceptance.

Two copies of the documents are enclosed and I would be pleased if you would confirm your acceptance of the terms by signing the "Receipt and Acceptance" endorsement on both copies and returning one copy in the stamp addressed envelope also enclosed.

If you have any questions or queries or require any further information before signing and accepting please do not hesitate to contact me.

I look forward to hearing from you.

Best regards

Name

Post Title

On behalf of XXXXXXXXXXXXXXXXXXXX Council

Enclosures

- Two copies of Contract of Employment/Statement of Main Terms and Conditions of Employment
- Stamped addressed envelope

Appendix 13 (c) - Letter issuing both the offer and contract of employment/statement of main terms and conditions of employment

XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXX

Date [Enter date]

Dear [Enter name]

Offer of Employment as Clerk to the Council

Further to your recent interview and our telephone conversation I am pleased to write on behalf of **xxxxxxxxxxxxx Council** to offer you employment with the Council in the above post on the terms and conditions discussed and as set out in this letter and the **enclosed Contract of Employment/Statement of Main Terms and Conditions of Employment**.

The offer of employment is conditional upon receipt **of (include such of the following as are appropriate):-**

- satisfactory references (for which application has been made);
- qualification certificates;
- a satisfactory DBS check or other vetting procedures i.e. xxxxxxxxxxxxxx;
- satisfactory medical clearance (please complete and return the enclosed form);
- the documents confirming your right to work in the UK to meet our legal obligations in this regard e.g. your passport, birth certificate, utility bills etc.

They must be the original documents, not photocopies, and if any of the above is not produced or satisfactory the employment offer will be withdrawn or the employment terminated with immediate effect.

You will also be required before commencing employment to provide details of your bank or building society.

In addition, this offer is made on the basis that the information provided by you in applying for the position are true and accurate to the best of your knowledge. If any of this information

is later found to be untrue then, as your employer, the Council reserve the right to dismiss you immediately without notice.

This offer is also subject to a **xxxx** month probationary period as set out in the **Contract of Employment/Statement of Main Terms and Conditions of Employment**. During this time your performance and conduct will be carefully monitored and discussed with you and at the end of the probationary period or any extended period if your performance and conduct is considered satisfactory then your employment will be formally confirmed. If, however, your performance and conduct is considered to be unsatisfactory during the original or extended probationary period then your employment will be terminated on one week's notice.

I hope that you will accept this formal offer of employment and will confirm acceptance and your start date by signing the endorsement on one copy of the enclosed Contract of Employment/Statement of Main Terms and Conditions of Employment within the next seven days. The second copy enclosed is for your retention.

I would be grateful if you would confirm your commencement date when returning the signed documents.

Finally, if you have any questions or queries about the job or this offer or require any further information before signing and accepting please do not hesitate to contact me.

The Council looks forward to welcoming you as a member of their team. This is an exciting time for the Council and you will be a key part of our future development and assist the Council in meeting our future objectives.

Yours sincerely

Name

Title

On behalf of xxxxxxxxxxxx Council

Enclosures:

- **Contract of Employment/Statement of Main Terms and Conditions of Employment**
(2 copies)

Appendix 14 (a) - Specimen Induction Checklist for the post of Clerk

XXXXXXXXXXXXXXXXXXXXXXXXX COUNCIL

CLERK TO THE COUNCIL - INDUCTION CHECKLIST

The purpose of the job induction is to help you settle into the job and the business quickly and to inform you about the Council, your job and key terms and conditions of employment and work rules.

Induction commences on your first day of employment and will be completed in accordance with the timetable prescribed. The following checklist assumes that the following pre-employment activities have been carried out:-

- your eligibility to work in the UK has been verified
- any reasonable adjustments agreed during the selection process as a result of your disability have been implemented
- your work station has been prepared e.g. office equipment, stationery provided, system passwords set up.

As each topic has been covered, or the information or documents provided, the form should be initialled and once the full induction completed signed off and the form filed in and stored safely.

EMPLOYEE DETAILS			
Name		Start Date	
Job Title		Induction to be completed by:	

::

INDUCTION CHECKLIST			
(a) To be completed on the first day			
Item	Carried out by	Initial	as complete

General		
Induction programme issues and explained		
Work Colleague introductions		
Tour of workplace/facilities/cloakroom/toilets		
Notice boards		
Car parking arrangements		
Identity card		
Office entry code/ Security pass issued		
Social facilities		
Property and facilities owned and/or managed by the Council		

Personal Details/Documentation Check		
Home Address		
Birth certificate		
Emergency contact details		
Qualification certificates		
Driving licence check		
Pay		
Salary details		
P45/P46		
N. I. Number		
Bank details		
Next of Kin		
Pay method and dates		
Overtime rates		
Deductions		
Pension scheme provisions		
Pay review arrangements		
Terms and Conditions of Employment		
Contract or statement of terms of employment		
Council Staff Handbook		
National Scheme of Conditions of Service		
Probation service procedures		

Notice periods		
Holiday entitlement and leave application process		
Death in service and pension nomination		
Introduction to the Council		
Council and Committee structure		
Committee timetable		
Code of Conduct/Councillor and Officer relationships		
Councillor contact details		
Internal telephone list		
Council Policies/Rules		
No-smoking policy		
Security arrangements/responsibilities		
Provision of all policies and procedures as adopted by the Council		
Health and Safety		
Roles and responsibilities		
Fire precautions and evacuation procedure		
First aid facilities and first aiders		
Accident reporting procedures		
Emergency procedures/location of exits		
Security of personal belongings		
Issue of protective clothing		
To be completed in the first week		
Tour of all Council locations, buildings and services		
Terms and Conditions of Employment		
Days of work/working hours/meal breaks		
Timekeeping/flexitime/reporting procedures		
Sick pay scheme and/or SSP entitlement		
Sickness absence notification/certification rules		
Workplace alcohol and substance use policy		
Committee attendance and allowances		
Use of Council vehicles		

Use of own vehicle on Council business		
Allowances and expenses including car allowance		
Family friendly rights		
Training and Development		
Training and development policy		
Training provision		
Performance management/appraisal scheme		
Job Specific Issues		
Job description and purpose		
Performance standards		
Worker/Employer Relationships		
Trade union membership		
Employee representation		
Consultation and communication		
Disciplinary procedure		
Grievance procedure		
Appeal procedures		
Introduction to the Council		
Councillor introductions		
Committee report procedures and format		
Key priorities for the post		
Key challenges for the Council		
Council Policies and Procedures		
Standing Orders, Financial Regulations, Scheme of Delegation		
IT, email and Internet policy		
Telephone calls		
Use of mobile phones		
General behaviour/dress code		
Personal hygiene		
Planning consultation arrangements		
Equal opportunities responsibilities and practice issues		

Dealing with the media		
Data Protection Act and General Data Protection Regulations		
Any other policies of the Council		
Office Procedures		
Council documentation format and presentation		
Internal and external post system		
Telephone answering standards		
Petty cash		
Expenses claim procedures		
Photocopying/fax arrangements		
Health and Safety		
Awareness of specific job related hazards		
Safety representatives		
Housekeeping and tidiness		
Protective equipment/clothing		
Risk assessment		
(c) To be completed within four weeks		
Introduction to the Council		
Background and history of the Council		
External organisation introductions		
Budget priorities, process and monitoring		
Job responsibilities of all staff		
Council Policies and Procedures		
Harassment and bullying policy		
Bribery and corruption policy		
Data processing policy and rules		
Freedom of Information Act requests		
Confidentiality		
Environmental policy		
Whistle-blowing policy		
Customer care standards		
Complaints procedure		

Health and Safety		
Health and Safety Policy		
Health and Safety manual and rules		
Manual handling		
Violence at work		
Health and safety training		
Use of VDU policy		
Other Matters		

FOR COMPLETION ON BEHALF OF THE COUNCIL			
I am satisfied that the above induction programme has been completed and all the above information and/or training provided by/on the dates shown.			
Signature		Date	
Job Title			

FOR COMPLETION BY EMPLOYEE			
I confirm that the above induction programme has been completed and I have received and understood the induction and/or training provided			
Signature		Date	

Appendix 15 (a) - Letter confirming successful completion of probation period

XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

Date [Enter date]

Dear [Enter name]

Appointment of [Job Title]
Probationary Service Review

As you know, the original offer of employment made to you was subject to completion of a satisfactory xxxxx month probationary period.

Your performance during this period since you commenced on enter date has been monitored in line with the Council's policies and your terms and conditions of employment.

I am pleased to write on behalf of [enter name of Council] to advise you that you have successfully completed your probationary period and to confirm your permanent employment with enter name of Council from [enter date].

The Council appreciate your contribution to date and are looking forward to enjoying a happy and successful working relationship with you in the future and for many years to come.

Yours sincerely

[Enter name]
[Enter title]

Appendix 15 (b) - Probation period extension letter

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

XXXXXXXXXXXX

Date [Enter date]

Dear [Enter name]

Appointment of [Job Title]

Probationary Service Review and Extension

In your recent meeting with [enter name and title], you were reminded that in your offer of appointment dated [enter date] and again in your contract of employment the Council stipulated that your employment was subject to completion of a satisfactory probationary period of [enter number] months from your start date of [enter date].

Your performance during this period since you commenced your performance on [enter date] has been monitored in line with the Council's policies and your terms and conditions of employment.

It is felt that some improvement is needed in your performance and in particular the need for you to [enter details of concerns].

The Council appreciates that it can take time to settle into the role and therefore have decided to extend your probationary period until [enter date], during which time the Council hopes that you will address the above issues and show the improvement required. The Council will continue to monitor your progress and support you in making these improvements, working towards a position of being able to confirm your appointment.

I will meet with you periodically to review the situation.

If you wish to discuss this further with me or have any suggestions regarding any areas where the Council can be of assistance or where you feel you do not have sufficient support please contact me immediately.

Yours sincerely

[Enter name]

[Enter title]

Appendix 15 (c) - Termination letter after unsuccessful probationary period

XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

Date [Enter date]

Dear [Enter name]

Appointment of [Job Title] Probationary Service Review

I write following our meeting on [enter date] which had been arranged to discuss your performance during your probationary period of service.

In our meeting on [enter date], I reminded you that in your offer of appointment dated [enter date] and again in your contract of employment, the Council stipulated that confirmation of your employment was subject to a probationary period of xxxx months.

Present at the meeting were [enter names and roles] and ourselves. **You were given the opportunity of being accompanied by a work colleague or trade union official, which you declined [if appropriate].**

At our meeting on [enter date] it was explained that the Council was concerned over your performance to date and whilst we appreciated that it can take time to settle into the role we were specifically looking for improvement in [enter details].

(Optional clause if appropriate) As a result during this period we agreed to extend your probationary period by [enter xxx months] and we expected to see you achieve the improvement required.

As further discussed and explained on [enter date], we have continued to monitor and assess the progress you have made in the post particularly in respect of our above concerns and in particular [enter details].

You were given every opportunity to respond to the concerns and stated that [enter summary of response].

However after due consideration we regretfully concluded that there has been insufficient improvement and we are therefore unable to confirm your appointment in the post of **[enter job title]**.

As a result I am writing to confirm the notice of termination of your employment in accordance with your contract of employment with effect from **[enter date]**. Your last day of service will therefore be **[enter date]**, Your P45 and any monies due to you will be forwarded as soon as possible.

You have the right of appeal against this decision. Your appeal request should be made in writing to **[enter name/ job title]** within five (5) working days of receiving this letter stating the grounds of your appeal. The appeal will be conducted in accordance with the Council's disciplinary procedure.

You are entitled to be accompanied by a work colleague or a Trade Union official of your choice at the appeal meeting. If you appeal against this decision, could you please inform me prior to the meeting who you intend to have accompanying you. Please contact me if you require any assistance in making the arrangements.

I am sorry that this appointment has not worked out for you or the Council and I wish you good fortune in the future.

Yours sincerely

[Enter name]

[Enter title]

I acknowledge receipt of the original letter of which this is a copy.

I *do/do not wish to appeal against this decision.

Signed: _____

Date: _____

* - delete as appropriate

Appendix 16 – Specimen Exit Interview Form

EMPLOYEE DETAILS	
Name:	Department:
Job title:	Start date:
Leaving date:	Date of interview:

REASONS FOR LEAVING	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>1. <input type="checkbox"/> Insufficient pay</p> <p>2. <input type="checkbox"/> Poor working conditions</p> <p>3. <input type="checkbox"/> No job satisfaction</p> <p>4. <input type="checkbox"/> Lack of promotion</p> <p>5. <input type="checkbox"/> Lack of training</p> </div> <div style="width: 45%;"> <p>6. <input type="checkbox"/> Domestic problems</p> <p>7. <input type="checkbox"/> Poor health</p> <p>8. <input type="checkbox"/> Transport problems</p> <p>9. <input type="checkbox"/> Personal conflicts</p> <p>10. <input type="checkbox"/> Other reasons</p> </div> </div>	
<p>What were your expectations on joining, and how well have they been met?</p>	
<p>How did you feel about your induction to the Council? Do you have any suggestions for improvements?</p>	
<p>How do you feel about the training, development and progression opportunities you have been given?</p>	

What are the highlights of your time with us?	
Was there a specific incident or problem that prompted you to start looking externally for a new role? If Yes, how could the incident have been dealt with to prevent you considering looking externally for a new role?	
Were there any ongoing issues that contributed to your decision to resign?	
How would you describe the Council's culture and values?	
What attracted you to your new employer?	
What are the advantages of your new position relative to your role here?	
What changes would have kept you from considering leaving? What could have been done to encourage you to stay?	

How satisfied were you with each of the following?

1 = dissatisfied

2 = quite dissatisfied

3 = neither satisfied nor dissatisfied

4 = moderately satisfied

5 = very satisfied

Retention factor	Attributes	Score	Comments
Reward <i>[Note: questions should be tailored to the individual organisation]</i> How satisfied are you with:	Your base salary		
	Pension scheme benefits		
	Other benefits, e.g. expenses		
Work–life balance How satisfied are you with:	Your normal working hours		
	Your ability to use all your holiday entitlement		
	Your work environment, e.g. is it stimulating, located conveniently, does it have great facilities, etc?		
	The flexible work policy/arrangements we offer		
	The opportunity to work remotely		
	Childcare/maternity or paternity benefits		
Average score			
Reputation	The Council's external reputation		

How satisfied are you with:	Our values and beliefs		
	The reputation of the Council internally and externally		
	Our reputation for meeting the needs of service users		
Average score			
Work environment			
How satisfied are you that:	You had clarity about the nature of your own role and the roles of any team members		
	Your job was structured to provide broad responsibilities and focus		
	You were given accountability/control over work decisions		
	There was a good personal 'fit' between you and the Council		
	There was good communication and access to information		
	A clear and consistent organisation vision was communicated		

	We provided a supportive, fun atmosphere which enabled you to do your role		
	We recognise employees and are responsive to their needs		
	Employee suggestions were considered		
	You were personally recognised for your contribution to team/Council success		
Average score			
Personal development Do you feel that:	You have been able to participate in diverse projects/activities and share in their successes		
	You were given the opportunity to innovate and take risks		
	You had access to challenging work assignments and learning opportunities		

	We provided financial support, facilities and other resources to assist your personal development		
Average score			
References	<p>Data controller: <i>[insert Council name]</i></p> <p>In order to comply with current data protection obligations, we need your consent to provide employment references about you.</p> <p>Please signify here whether or not you consent to the Council issuing employment references to prospective employers upon request.</p> <p>YES / NO</p> <p>Where consent is given, you have the right to withdraw that consent at any time by contacting <i>[insert details and contact details]</i></p>		

Note

Exit interviews are normally held face to face in a private location away from the employee's usual workplace. They can be conducted by telephone or video conference so long as the employee agrees to this. In these circumstances, before carrying out the exit interview, ensure the employee is happy and has no concerns regarding interruptions, being overheard etc.

At the start of the interview, the interviewer should inform the employee of the reasons why the exit interview is being held and reiterate that any information is confidential and will only be used internally to review and improve working practices.

If the exit interview leads to the employee making a complaint or raising a grievance, this should be dealt with under the Council's normal procedures.

