

# HONITON TOWN COUNCIL

## RECRUITMENT, SELECTION AND INDUCTION POLICY AND PROCEDURE

### 1. Policy Statement

1.1 Effective recruitment and selection is central and critical to the successful functioning of Honiton Town Council. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Council's objectives and the ability to make a positive contribution to the values and aims of the organisation.

1.2 The Council is permitted by the LGA 1972 to employ Officers.

1.3 The Council must provide value for money and therefore must ensure that salary budget is used to employ the most appropriate person who is best placed to fulfil the role and in doing so provide the Council's objectives.

1.4 The Town Council recognises the value of recruiting a diverse, multi-cultural workforce and is committed to meeting its social and legal obligations to maintain and encourage diversity through recruitment practice.

1.5 This recruitment policy will be reviewed regularly to ensure that the recruitment and selection processes are operated fairly and equitably and do not discriminate unlawfully against any candidates on the grounds of age, disability, sex, gender assignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origin), sexual orientation, religion or belief, or because someone is married or in a civil partnership; nor on the grounds of their membership or non-membership of a trade union. 'Positive action' will be considered where appropriate.

1.6 All people involved in recruitment will adhere to Council policy on equality and diversity and the Code of Conduct. Failure to do so may result in other actions.

1.7 The intention of the recruitment policy is to ensure that Honiton Town Council can attract and retain high calibre employees into its job vacancies. We will ensure that vacancies are advertised to the widest possible pool of potential candidates and seek to encourage applications from groups who may be under-represented. Council recognises the advantages of recruiting individuals with specialist knowledge and experience of local needs.

1.8 Recruitment decisions will take account of the results of any testing, presentations and interviews and appointment decisions will be made on merit.

1.9 As part of the Council's commitment to developing its own colleagues, it will consider internal secondments and acting up arrangements where appropriate.

1.10 The Council also offers a range of flexible working opportunities such as job sharing, part time working, agile working and home-based working (where possible).

1.11 If a contractor is used to provide all or part of the recruitment process, we will verify that the agency has an appropriate policy on equality and diversity and will

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agree with the agency how the personal data handled by the contractor will be used and disclosed.

1.12 Coaching, training and/or advice on the recruitment and selection process including equality and diversity issues will be provided to those involved in the recruitment process.

## 2. The recruitment process

2.1 Recruitment decisions are decisions of the Full Council, Councillor decisions and not Officer decisions. However, the Town Clerk can be charged with implementing the administration of the recruitment process and act as advisor.

2.2 Throughout the process (authorisation, advertisement, shortlisting, selection and decision), it is likely that various stages will be led by Councillors, including the interview, selection and recommending appointment to Committees and Full Council.

2.3 It is likely that a non-decision making interview panel of Councillors will be selected by Council to implement the process, with the Town Clerk as advisor (including for example reviewing remuneration, JD, PS, hours or work, workplace, advertising, shortlisting, interview and selection) and make recommendations to Full Council and/or the HR Committee to confirm and make the appointment decision.

2.4 Before embarking upon the selection process, the Town Clerk should have recruitment authority from Full Council, an updated job description and an accurate person specification. Prior to seeking Council approval to advertise, the level of remuneration will be considered by the HR Committee, and a recommendation made to Council.

2.5 Advertisements will be placed appropriately to allow maximum exposure to all sectors of the community. Alternatively, Council may decide on secondment/acting up arrangements.

2.6 The Town Clerk is responsible for the process of employee recruitment in consultation with the interview panel and/or HR Committee. Each recruitment process is owned and led by the Town Clerk but decisions made by Councillors.

2.7 Where an existing position becomes vacant, the Town Clerk and HR Committee should first review whether the post is still required and whether there needs to be some revision to the role and responsibilities. When creating a new post, approval must first be obtained from the Full Council. If there is a need to recruit, the person specification and job description should be reviewed or produced as appropriate.

2.8 Job description:

Each job will have an up to date job description that accurately reflects the main duties and responsibilities of the post; it should be written in a clear and concise manner in the agreed Council format and should be reviewed, discussed and decided upon prior to the commencement of the recruitment process.

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#### **2.9 Person specification:**

A person specification will be prepared for every job reflecting the qualifications, experience, skills and qualities required to undertake the job and reviewed and agreed prior to the recruitment process. A standard format together with guidance on usage will be issued separately and a criteria relevant to the requirements of the job. The criteria should not be unnecessarily restrictive so as to exclude particular disadvantaged groups, since this may be viewed as indirect discrimination and therefore unlawful.

2.10 All stated requirements must be clearly justifiable in terms of the principal function of the job vacancy, literacy, numeracy, qualifications, age and educational level achieved. If the job is to work directly with members of ethnic minorities in promoting their welfare or providing personal services, it may be considered a genuine occupational qualification for a post.

2.11 In applying for posts, all candidates will be provided with a job description and person specification, details of the appropriate conditions of service and details about Honiton Town Council. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held.

2.12 All new posts should be evaluated prior to recruitment using the NALC evaluation scheme or similar, including benchmarking with similar jobs and location. Existing posts should be re-evaluated if there are significant changes in the job.

2.13 Secondments and acting up opportunities will be advertised internally and should be for a specific period and purpose. These will be recruited to by agreement between the Council and employee and will not normally be advertised, promoted or consulted upon outside the Council and therefore the normal recruitment process is not followed.

2.14 The Town Clerk and interview panel or HR Committee will agree a timetable for recruitment. Adverts will be placed with a closing date of at least two weeks from the date of publication, five days should be allowed for short-listing and seven days prior to interviewing. This is to ensure that there is enough time to contact candidates and for them to ensure their availability and to carry out any pre-interview preparation, presentation and testing.

2.15 Interview panel members should be informed of the recruitment timetable and the Town Clerk should liaise with them to agree the common interview questions at least five days before the interview/s.

2.16 Recruitment information relating to the appointment will be retained on file for 6 months from date of appointment and will then be destroyed.

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2.17 If the successful candidate fails to take up the offer of employment or the post becomes available within 6 months of the original appointment, the Council may approach the next most suitable candidate with an offer of employment.

#### 3. Advertising

3.1 Whilst there is no legal or general duty to advertise vacancies, there is a general duty not to discriminate against employees or potential employees. All posts will be advertised external unless a secondment.

3.2 It is good practice to advertise widely allowing for a fair, equitable and cost-effective recruitment process and due regard must be given to the Equality Act 2010 throughout the recruitment process; with particular regards to protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation). Publicity material must reflect Council's Equal Opportunity and Diversity Policy.

3.3 Positions may be advertised for example as follows: local newspaper for two consecutive weeks, Council's website, DALC, SLCC website, Job Centre, Council notice boards and local press.

3.4 Advertisements must be clear and unambiguous, so that applicants will be able to determine their own suitability.

3.5 If a particular group is under-represented we may, under 'positive action', seek to encourage applications by advertising in a publication targeted towards that group.

3.6 Council application forms should be used for recruitment purposes which should include a section on equality monitoring and will include an overview of Council's services and facilities.

3.7 The Council is committed to ensuring that advertisements are placed so that they reach a diverse range of potential candidates. Recruitment aims to attract the widest possible response to any employment vacancy. All permanent and fixed term posts will also be advertised internally. Council may only advertise the position internally and not externally.

3.8 The Council is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

3.9 Employees on maternity leave, sick leave or otherwise not at the Office will receive all advertisements for posts advertised by the Council during their absence.

#### 4. Information for applicants

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4.1 Candidates for all posts will be asked to complete a common application form, in order that they can be judged on the basis of comparable information. CVs will not normally be accepted.

4.2 All candidates will receive information about the job, this will include:

4.3 How to apply

An Equal Opportunities monitoring form

A job description and person specification for the post

A summary of the relevant terms and conditions of employment

Relevant background on the Council and the job

Any additional information relevant to the post

4.4 All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974.

4.5 For posts that involve working with children and vulnerable adults / finance work, applicants will be asked to reveal details of 'spent' and 'unspent' convictions. Successful candidates for such posts will be required to provide the necessary documentation in order to complete a standard criminal records disclosure. Posts, which require such a disclosure, will be clearly indicated on the conditions of service and appointment procedure.

4.6 Applicants will also be required to declare if they are related to any Councillor or member of staff within the Town Council. Canvassing of members of the Town Council is not permitted. No councillor should be put into a position where he or she is asked to interview a person to whom they are related.

4.7 Applicants details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process and decision. The information collected will be solely used for the purposes of equality monitoring.

4.8 All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

4.9 All application forms will be collated by Town Clerk and supplied to the HR Committee and interview panel for shortlisting purposes.

4.10 All unsuccessful Applicants' details will be stored for six months and thereafter destroyed.

## **5. Shortlisting**

5.1 Applicants should be shortlisted against the criteria as set in the person specification.

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5.2 Telephone tests or other tests may be used as part of the shortlisting process.

5.3 No more than eight candidates will normally be shortlisted and the criteria for shortlisting must be consistently applied to all applicants.

5.4 The application form should not be used as a test of literacy unless a high standard of literacy is required as a genuine requirement of the job.

5.5 Reasons for not meeting the shortlist must be recorded for incorporation within the monitoring process.

5.6 The Town Clerk will normally prepare the shortlisting for agreement by the HR Committee or interview panel.

5.7 Applicants will be asked if they wish to make the Council aware of any disabilities, as defined in the Disability Discrimination Act 1995, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria in the person specification for a job will be interviewed, and considered on their merits

5.8 It is the Town Council's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.

## **6. Selection**

6.1 Selection will be made by the interview panel or HR Committee. The interview panel will normally consist of both the Chairman of the HR Committee, and other members who are decided upon by the Council. The Town Clerk will act in an advisory capacity only and will not make recruitment decisions.

6.2 Councillors selected for the interview panel will have previous experience of the selection and interview process and are sufficiently competent and experienced in this field.

6.3 Members making selection decisions are Councillors and de facto will also be members of the interview panel, to allow for continuity and will be able to vote on Full Council selection decisions.

6.4 Interview panel members will be provided with copies of the application pack as provided to all candidates and a copy of completed application forms, excluding the monitoring forms.

6.5 Councillors must ensure that they do not breach the Council's Code of Conduct and ensure compliance with the seven general Nolan principles.

6.6 Specific reference will be made to the job description and person specification with each candidate being assessed against the job requirements and selection will

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only be based on the information contained in the application form, interview and tests, if any.

6.7 Assessment criteria is based exclusively upon the person specification for the post.

Second interviews may take place at the discretion of the panel.

#### **7. Interview panel**

7.1 The Councillor chairing the interview panel must be familiar with the equality and diversity and recruitment policies. All panel members may have received training on equality and diversity. A member of HR Committee will normally be part of the interview panel and also ensure the process is followed fairly and consistently.

7.2 The composition of the interview panel will vary from post to post but general guidelines are that where possible the panel should be mixed in relation to race and gender and should normally be made up of at least two Councillors. More senior positions will normally require a panel of at least three Councillors.

7.3 The Town Clerk will attend the interviews with the interview panel in an advisory capacity.

#### **8. Interview and assessment**

8.1 All stages of the selection process will focus on the needs of the job and the skills needed to perform effectively. The Town Clerk and councillors will ensure that questions they ask job applicants are not in any way discriminatory or unnecessarily intrusive.

8.2 Candidates must be given reasonable notice for interviews and of any tests they will be expected to do. Candidates invited to interview where possible will be given at least one week's notice. The Town Clerk should ensure that reasonable adjustments are made where the candidate has a disability, for example provision of specialist equipment or allowing more time.

8.3 The interview panel should allow sufficient time for it to meet in advance of the interviews to discuss and agree the process. Questions should cover all areas relating to the requisite skills, knowledge or experience as well as any matters arising from the candidate's application form and from any profiling. For the purpose of consistency and fairness, all candidates should be asked the same core questions. Interview questions will be set in advance of the interviews will be developed from the current job description and person specification for the post. The interview panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience.

8.4 The length of the interview should be the same for all candidates. The interview panel lead Councillor is responsible for ensuring that interviews keep to the time allocated.

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8.5 Brief notes should be taken during the interview by each interview panel member. All notes should be returned with the application forms and test papers to the Town Clerk for retention at the end of the recruitment process.

8.6 Where appropriate, Assessment Centres will be held to test a range of competencies relevant to the post. These may include verbal reasoning, report writing, IT, presentation, numeracy, analytical, management, technical or specialist skills. Any tests used within the recruitment process must be able to be validated, relevant to the skills, knowledge and experience necessary to carry out the job role and must not be discriminatory.

## 9. Interview process

9.1 Interview dates will be set at a mutually convenient date/time usually in the Council Offices and will take into account of any Government guidelines. Letters will be sent to candidates at least ten days prior to the interview providing details of the date/time, venue (if appropriate) and members of the interview panel. Due regard and provision will be given to candidates regarding any specific requirements or needs to attend interview; this includes flexibility where practicable and possible on interview dates/times.

9.2 Attention is drawn to the need to be in compliance with the Equality Act 2010. Should any changes be required, the Town Clerk will make such adjustments in accordance with guidance from the Equality and Human Rights Commission.

9.3 Normally the lead Councillor for the interview panel will lead at the interview and will:

Introduce the interview panel and explain the interview process

Provide additional information and details regarding the Council and specifically the purpose of this new role.

9.4 The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves. It should be remembered that an interview is a two-way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Council, to ensure that they have a full understanding of the post for which they are applying and the way the Council operates.

9.5 Each candidate will be asked the same series of questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score.

9.6 Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it. The Equality and Human Rights Commission provides examples of inappropriate questioning (could be deemed as sexist or racist).

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9.7 Supplementary questions may be asked of candidates to obtain additional information. Questions will be appropriately scheduled so that the person asking the question is best placed to answer any questions arising from the candidate. All candidates will be provided the opportunity to ask questions to the interview panel and advised that they will normally be notified within three working days of the outcome of the interview.

9.8 At the end of the interview the panel should compare each candidate's answers and scores against the person specification and decide whether there is sufficient evidence to indicate to what extent they meet the skills, knowledge and experience required and how well their experience fits our needs.

9.9 On conclusion of the interviews, the panel will convene to determine which candidate is preferred and therefore will be recommended to Full Council for appointment. The candidate with the highest score is the most successful. All recommendations will be made strictly on merit assessed at the interview and other tests and related to the requirements of the job.

9.10 Interviewers must keep adequate notes and scores of the interview in order to be able to make a fair comparison between candidates. Some interviews may require a skill test which will be publicised as part of the interview process.

9.11 Recommendation to Full Council to appoint will be by consensus based on evidence provided through the assessment tests (if applicable) and interview. Where none of the candidates is considered suitable, the post may be re-advertised.

9.12 Full Council will make the recruitment decision unless delegated, usually on the recommendations of the interview panel or HR Committee.

9.13 The Town Clerk will advise internal candidates of the outcome. The Town Clerk will normally write to all external candidates to advise them of the outcome.

9.14 All letters sent to unsuccessful candidates will be issued as soon as practicably possible after the decision has been made.

9.15 Reserve candidates may be kept 'on hold' for a period of time and should be notified of the delay in finalising the outcome of their application.

9.16 All candidates should be given feedback on request about their performance at interview and any testing or assessments carried out, normally by the recruiting manager to internal candidates and by HR to external candidates.

## **10. Post interview**

10.1 The Chairman or Town Clerk/ Chairman of the HR Committee will contact the preferred candidate, making a verbal offer and if accepted, the Town Clerk may contact other candidates to advise that they were not preferred.

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10.2 Should the verbal offer not be accepted, the interview panel will reconvene to determine the best course of action.

10.3 If accepted, a conditional offer letter will be sent, subject to receipt of satisfactory references and medical assessment (if required). Under the Equality Act, Council is permitted to request a medical assessment once an offer has been made but care must be taken not to discriminate as a direct result of information received from pre-employment checks.

10.4 Full Council will make the recruitment decision unless delegated, usually on the recommendations of the interview panel or HR Committee.

10.5 Details of unsuccessful candidates will be retained on file and held in accordance with GDPR and disposed of in accordance with the Council's document and retention policy.

### 11. Prior to commencement of employment

11.1 A draft contract of employment will be sent to the preferred candidate which will be in accordance with the Employment Rights Act 1996.

11.2 References will be applied for, subject to consent being granted from the prospective employee (either by means of the application form or by later written agreement).

11.3 The prospective employee may be requested to undertake an independent medical assessment. This will only be requested once a job offer has made to ensure compliance with the Equality Act 2010 and only where the Council considers it may need to make reasonable adjustments. This adjustment decision will be based on an evaluation of whether changes need to be made to the way things are done, whether any physical changes are required to the workplace and/or whether additional equipment or services need to be supplied.

11.4 At this stage copy of the Council's Employee Handbook may be provided to the future employee which provides details of Council procedures and policies and will form part of the employment contract.

11.5 All offers of employment will be made conditional upon satisfactory results from the following:

a) satisfactory references; one of which must be from the most recent employer or educational institution. If satisfactory references are not received, the Council may not appoint to the preferred candidate.

b) returned signed contract, usually signed by both the Town Clerk (on behalf of the Council) and always by the employee, and

c) medical assessment and report from independent Occupational Health (where requested);

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d) confirmation of the right to work in this country (if appropriate)

e) Criminal Records Disclosure (if appropriate).

11.6 It may be necessary to postpone the employment start date if these documents are not supplied in advance of the employment start date.

## 12. Letters of appointment

12.1 A letter confirming appointment must be sent to the candidate selected by the Full Council. This letter must set out the terms of employment and proposed start date.

12.2 Letters may be sent to unsuccessful candidates and include the name and telephone number of the person to contact if further information or feedback is required (usually the Town Clerk). Reasons for non-selection may be given to candidates if requested as feedback. The reasons will be at the discretion of the interview panel and relevant to the recorded interview assessment.

## 13. Induction process

13.1 The aim of the induction process is to:

help the new employee settle into their new job and surroundings,  
to make them feel part of the team,  
inform them of Council's priorities,  
ensure they understand what is expected of them and how their role will make a valuable contribution to the work of Council,  
to maintain high standards in service delivery by adopting a consistent approach throughout Council services and business,  
to assist with the retention of staff, and  
to make them aware of the health and safety matters at work and do not put them or others at risk.

13.2 The process may vary in time length depending on the role and will apply to new employees, employees that change roles within Council, temporary employees (such as agency staff), and employees returning from a prolonged absence.

13.3 The Town Clerk has overall responsibility for the induction process.  
Documents to be issued to new recruit at induction:

- a) Written terms and conditions of employment – contract and staff handbook.
- b) Health and Safety Policy and procedure.
- c) Job Description

### 13.4 EXAMPLE INDUCTION CHECKLIST – New Employees

YES/NO Have you explained the profile of the organisation and identified key posts and people?

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Have you provided a copy of the Job Description and an outline of a general work plan?

Have you provided written terms and conditions of employment and ensure that the employee fully understands them?

Have you fully explained the pay arrangements and ensured you have all relevant information; e.g. P45?

Have you checked entitlement to work in the UK?

Have you provided Personal Protective Equipment and explained the Council's policy and procedure regarding this equipment?

Have you fully explained the Council's Health and Safety procedure?

Have you fully explained the Council's Fire and evacuation procedure?

Have you conducted a training needs assessment for the new employee?

Have you discussed and agreed a training programme for the new recruit?

13.5 All appointments will be made subject to a probationary period which sets out the early objectives. After three months a review meeting will take place between the post holder and their line manager to discuss progress towards achieving the objectives. At the end of the probationary period, and subject to a satisfactory report by the line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's line manager consider this appropriate.

#### 14. Equality and diversity

14.1 This policy will be implemented with regard at all stages to Council's Equal Opportunity and Diversity Policy, the Equality Act 2010 and subsequent legislation. All persons involved in the recruitment process will be made aware of the above legislation and its implications.

14.2 Applicants are asked to complete an equality and diversity monitoring form as part of the recruitment process. These forms are detached from applications and are not seen by panel members. The information is stored securely and used to provide any reports on equality and diversity to the Council.

#### 15. Right to work in UK and other checks

15.1 It is a legal requirement that checks are made on all new colleagues to establish their right to work in the UK. These must be carried out in a clear and consistent manner. The Council must comply with its legal obligations as well as ensure that the candidates are suitable and competent for the job and that the information they have provided in their application is verified.

15.2 The following checks are to be used to vet all new colleagues, prior to offering employment:

15.3 Proof of identity and right to work in the UK

Reference checks for the whole of the previous 3 years of employment

Proof of qualifications, if relevant to the role.

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15.4 All candidates must have the proof of identity confirmed by the Council before they are offered employment. They must submit original documents (on the approved list) to prove their identity and their right to work in the UK.

15.5 Candidates are required to disclose any unspent criminal convictions under the Rehabilitation of Offenders Act 1974. Possession of a criminal record does not necessarily preclude the candidate from employment. Information which has a bearing on the requirements of the post will normally be discussed with the candidate at interview.

15.6 If information given during the application process is found to be untrue, the offer of employment will be withdrawn.

#### 16. English language requirement

16.1 The Immigration Act 2016 created a duty for public sector employers to ensure that each person who works for them in a customer facing role speaks fluent English.

16.2 Fluency relates to an individual's ability to speak with confidence and accuracy, using accurate sentence structures and vocabulary, all without hesitation and appropriate to the situation in hand. It does not relate to regional accents, dialects, speech impediments or the tone of conversations. Job applicants will demonstrate their level of fluency by competently answering interview questions in English.

#### 17. References

17.1 It is Council's practice to seek the preferred candidate's consent to seek two written references and to ask for documentary proof of qualifications.

17.2 Employment references are required for each new colleague to cover the whole of the previous three years. If relevant work experience is not covered in the three year period, additional references may be required. One must be from their current or most recent employer.

17.3 Where the candidate has no previous employment record, a reference from their school or other educational institution should be obtained where relevant. Other personal references will **not** be accepted.

17.4 Where the candidate was self-employed, they will need to provide evidence that their business was properly conducted, i.e references from clients, bank manager, or accountant.

17.5 The Council will take up references and review to assess they are satisfactory. If there are concerns about a reference, the Council will contact the referee for further information. If this is not possible or there is difficulty obtaining references the Council will contact the candidate for another referee.

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17.6 If satisfactory references are not received within a reasonable timescale, the conditional offer of employment may be withdrawn.

17.7 The Council will contact the preferred candidate to make a conditional offer of employment subject to receipt of satisfactory references. Before any offer is decided by Full Council, the Council will obtain confirmation of the candidate's right to work within the UK. The candidate should be asked to confirm their acceptance in writing and indicate their earliest start date.

17.8 Contracts are issued on receipt of satisfactory references and any other relevant checks where applicable.

17.9 In the event of references not appearing to be satisfactory any conditional offer may be withdrawn.

#### **18. Health Checks**

18.1 Successful applicants who declare a disability or may require adjustments to their work or working environment may be referred to our Occupational Health provider. Where reasonable adjustments are agreed these must be recorded in writing. The candidate should also receive written confirmation of whatever adjustments have been agreed.

#### **19. Exit Interviews**

19.1 All employees who leave the employment of the Council voluntarily will be offered an exit interview with their manager before their last day of employment.

19.2 Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of recruitment and retention policy and practices.

19.3 The line manager should receive all appropriate information arising from exit interviews, such as recommendations made for change, or significant issues raised, whilst bearing in mind confidentiality issues. The exit interview will be retained on the employee's personal file.

#### **20. Monitoring**

20.1 The Town Clerk is accountable for this Policy, will monitor its implementation and effectiveness, and provide regular monitoring reports to the Personnel Committee when recruitment processes are implemented.