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## **St Aubyn's School Safer Recruitment and Selection Policy and Procedure**

## CONTENT

- Section 1:** Policy Statement  
Legislation and Compliance  
Equal Opportunities  
Scope
- Section 2:** Roles and Responsibilities;  
New and vacant Jobs  
Job description  
Person Specification  
Approval to Recruit  
Job Application Pack  
Advertising the Vacant Job  
Closing date
- Section 3:** Processing Applications  
Rehabilitation of Offenders  
Retaining Documents and Data Protection  
Freedom of Information (Fol)  
Shortlisting  
Invite to Interview Letter  
Identification Checks and Documentation
- Section 4:** Selection Tests and Presentations  
Interview Panel  
Selection Interviewing  
Interview Preparation  
Interview Questions and Interview Scoring Grid  
Interview Pack
- Section 5:** Making a Decision after Interview  
➤ Conditional Offer of Employment and Acceptance  
Feedback - Unsuccessful Candidates  
Pre-employment Checks  
➤ References  
➤ Secretary of State Prohibition Orders  
➤ Disclosure & Barring Check  
➤ Rehabilitation of Offenders  
➤ Right to Work Check  
Occupational Health  
Reasonable Adjustments
- Section 6:** Appointment  
Terms and Conditions of Employment  
Salary  
Induction  
Breaches of policy

## **Section 1:**

### **Policy Statement**

This policy sets out the minimum requirements needed to recruit and retain high calibre staff based on their merits, abilities and suitability for the post, whilst deterring, identifying and rejecting prospective applicants who are unsuitable for work with children and young people.

The policy also forms part of the St Aubyn's commitment to Safeguarding and promoting the welfare of children and young people by carrying out all the necessary and thorough pre-employment checks.

The safety and well-being of all our pupils is our highest priority. We all share an objective to help keep children and young people safe by contributing to providing a safe environment for children. Therefore, everyone at St Aubyn's takes great care in the recruitment and selection process in order to ensure we achieve this.

This policy and procedure is to be used in conjunction with the Managers Toolkit, which includes comprehensive guidance notes and templates.

### **Legislation and Compliance**

St Aubyn's ensures compliance with all relevant legislation, recommendations and guidance including:

- Keeping Children Safe in Education (DfE statutory guidance for schools and colleagues)
- St Aubyn's Child Protection Policy and Procedure
- Independent Schools Inspection
- Disclosure and Barring Service (DBS).
- St Aubyn's Equal Opportunities policy:
- Equality Act 2010
- Data Protection Act 1998,
- Requirements for compliance with UK Immigration legislation

### **Equal Opportunities**

St Aubyn's is committed to tackling discrimination and promoting equality and diversity. In doing so we aim to ensure that all job applicants are considered equally and consistently; that no job applicant is treated unfairly on any grounds including race, colour, nationality, ethnic or national origin, religion or religious belief, sex or sexual orientation, marital or civil partner status, disability or age;

### **Scope**

All those involved in the recruitment and selection of staff are responsible for familiarising themselves with and complying with the provisions of this policy. This

includes St Aubyn's Governors, external panel members; recruitment agencies and media sources.

## **Section 2:**

### **Roles and Responsibilities**

The roles and responsibilities are split between the Recruiting Manager (this is usually the person who will line-manage the post holder when recruited), the Human Resources (HR) Manager and Support staff as outlined below.

#### Recruiting Manager will:

- Meet with the HR Manager to discuss possible options outlined below
- Ensure the job description (JD) and person specification (PS) are up to date before seeking approval to recruit
- Obtain approval to recruit (form)
- Assist in drafting text for the advert, including internal adverts and St Aubyn's website; highlighting any specific requirements e.g. a required start date
- Collate information for the Job Application Pack
- Manage the overall selection process including short listing; interview scheduling; co-ordinating the interview panel, room bookings.
- Produce interview packs for all panel members including drafting of interview questions.
- Ensure any reasonable adjustments required by the candidate are made on the day of interview
- Take comprehensive notes during the interview
- After the interview, inform the successful candidate of a conditional offer
- If successful candidate accepts, notify unsuccessful candidates
- Provide HR with all the information required including; copies of interview notes, suggested start dates etc.
- Confirm arrangements for candidate's first day including start time, desk, computer, phone, induction programme, systems access and setting up an e-mail address

#### HR Manager & Support staff will:

- Provide support, advice and guidance on the recruitment and selection process
- Assist with reviewing/redrafting of existing or new JD and PS.
- Evaluate/re-evaluate reviewed/redrafted or new JD and PS
- Place the job advert
- Collate all applications and monitoring forms
- On closing date, provide Recruiting Manager with all applications
- Invite shortlisted candidates to interview
- Check if any reasonable adjustment is required for candidates

- Provide assistance with drafting interview questions and associated templates
- Obtain, check and copy all documentation candidates are required to bring at interview
- Participate in interview (only where a request has been made in advance)
- After the interview and once selected candidate has accepted conditional offer, inform all unsuccessful candidates
- Draft conditional offer.
- Arrange for all pre-employment checks (references, medical, DBS etc.)
- Where necessary co-ordinate all paperwork associated with applications for permissions to work in the UK
- Keep a record of all interview notes returned by the Recruiting Manager

### **New and Vacant Jobs**

As and when vacancies arise, it is an opportunity to review the duties, responsibilities and grade of the job. It may also be an opportunity to consider re-organisation or restructure of the section/department. The HR Manager can be contacted for advice and guidance on this area, especially where the duties of a post have changed significantly. Any considerations for restructure proposals must be discussed fully with the Headmaster and the Bursar in the first instance.

For new jobs consideration will be given as to where the job will 'sit' in the structure. A new job description and person specification will be drafted and HR will evaluate (job evaluation) the salary for the role.

### **Job Descriptions**

A job description is a key document in the recruitment process, and must be finalised prior to taking any other steps in the recruitment process.

It should clearly and accurately set out the duties and responsibilities of the job and must include the:

- Job title (which must be sex and age neutral)
- Location of the job i.e. department/section
- Job number
- Grade of the post
- Who the post holder is responsible to (job title of the line manager)
- Who the post holder is responsible for, if applicable (job title of person or team managed)
- Individual's responsibility for promoting and safeguarding the welfare of children and young person's s/he is responsible for, or comes into contact with.
- Main purpose of the job
- Main duties and responsibilities
- Accountability for resources etc.

- Any special working conditions
- Requirement for a Disclosure and Barring check

In addition there are standard paragraphs which should include in all job descriptions;

*As duties and responsibilities change, the job description will be reviewed and amended in consultation with the post holder.*

*The post holder will carry out any other duties as are within the scope, spirit and purpose of the job as requested by the line manager or Head of Department/Section*

*The post holder will actively follow St Aubyn's policies including Equal Opportunities policies and will maintain an awareness and observation of Fire and Health & Safety Regulations*

The language in job descriptions should:

- Avoid jargon and unexplained acronyms and abbreviations
- Be readily understandable to potential applicants for the post
- Plain English ( <http://www.plainenglish.co.uk/> can proof documents for accessibility and plain, effective English)
- Avoid ambiguity about responsibilities and be clear about the potholder's accountability for resources, staff, etc.
- Use inclusive language - for advice on non-discriminatory language refer to HR Manager.

Managers Toolkit - Job Description Template and Guidance Notes

## **Person Specification**

The person specification is of equal importance to the job description and informs the selection decision. The person specification details the skills, experience, abilities and expertise that are required to do the job. It should be drawn up after the job description and, with the job description, should form the content of the advert.

The person specification details the:

- Qualification
- Experience
- Knowledge and Skills
- Aptitudes

required to do the job, specifying which are essential and which are desirable; these may be different from the attributes of the previous post holder.

### **Essential criteria**

The essential criteria is what the applicant must have in order adequately perform the job.

### **Desirable criteria**

The desirable criterion is what the applicant is required to have to perform the job better or require a shorter familiarisation period.

[Managers Toolkit - Person Specification Template and Guidance Notes](#)

### **Approval to Recruit**

Once the job description and person specification have been reviewed or drafted, approval to recruit must be sought by the Recruiting Manager. This is to ensure consistency of the safer recruitment process and that budget requirements are available. An Approval to Recruit form should be completed and sent to the appropriate authoriser:

Headmaster	for Teaching staff – including Coaching staff and classroom Assistants
Bursar	for Support staff

[Managers Toolkit - Sample Approval to Recruit Form](#)

### **Job Application Pack**

Before a job can be advertised the job application pack will need to be put together. All application packs will contain:

- Job description and person specification
- Application form
- Information on the Department/Section
- Employee Benefits
- A statement explaining that only candidates who are shortlisted will be contacted
- Selection Process e.g. classroom observation, meeting colleagues or team members, interview

[Managers Toolkit - Sample Job Application Pack](#)

### **Advertising the Vacant Job**

The job advert shapes the first impression applicants have of the St Aubyn's and is therefore, a very important tool when it comes to sending out the right message to the public; the business of St Aubyn's, its culture and the type of person needed for the job.

Advertising can be very expensive; therefore, advertisements need to be concise, informative and able to 'stand out' to prospective applicants. The HR Manager and

the Recruiting Manager will together draft the advert. The requirements of the Data Protection Act will be strictly adhered to.

All advertisements for posts, whether in newspapers, journals or on-line, will include the statement:

*St Aubyn's is committed to safeguarding the welfare of children. Therefore, all candidates will be required to undergo an Enhanced DBS check.*

### **Closing Date**

All advertised jobs will have a closing date for application and for ease of reference this is by midnight (required for online jobs) usually on a Friday (add date).

Managers Toolkit - [Guidance on writing a job advert](#)  
[Sample Job Advert layout](#)

### **Section 3:**

#### **Processing Applications**

All applications should be treated confidentially and circulated only to those individuals involved in the recruitment process. Where possible, it is good practice to acknowledge receipt of all applications, as this presents a positive image of St Aubyn's.

#### **Rehabilitation of Offenders**

All jobs at St Aubyn's are exempt from the Rehabilitation of Offenders Act 1974 and therefore candidates are required to declare any convictions, cautions, reprimands and final warnings that are not 'protected' (i.e. filtered out) as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013.

Applicants are required to provide this information to us in a sealed envelope marked 'Private & Confidential' for the attention of the HR Manager.

#### **Retaining Documents and Data Protection**

All original applications, together with all the notes (written or otherwise) stating reasons for shortlisting and rejecting applicants must be retained for a minimum of 12 months from the date that an appointment decision is made. This is crucial should our decisions ever be called into question and we need to produce evidence to justify our decisions, for example, a discrimination claim. This includes all information obtained through the St Aubyn's online recruitment, which must be kept for 12 months before being deleted, for example application forms.



Also, to satisfy UK Border Agency requirements where a certificate of sponsorship is required by an applicant, then all records relating to this must be kept for 12 months.

## Freedom of Information (Fol)

The Data Protection Act allows applicants to request disclosure of all such notes (in any format) including emails, letters etc. in the event of a complaint. It is therefore, everyone's duty to ensure all comments and notes are factual, justifiable with no inappropriate or personal comments which could be in any way construed as derogatory or discriminatory.

## Short Listing

The Recruiting Manager and a colleague - who operates at a senior level to, or above the vacant job being advertised - will short list candidates. It is not advisable for colleagues on the same level or below to be involved in the selection process. Where the interview panel has an external member, that person should take part in the shortlisting wherever practicable.

All applications will be assessed for short listing based on the Essential or Desirable elements of the person specification;

- Qualification
- Experience
- Knowledge and Skills
- Aptitudes

Each will be scored and the totals added up. The top scorers will be invited to interview. If there are a high number of top scoring applicants the short listing process can be revisited and a more rigorous application applied e.g. only selecting applicants who meet the 'Essential' element. What is important here is that the process is applied equally to all applicants and evidenced.

This process ensures fair selection and prevents claims of inequality or discrimination. It is vital that the short listing score sheets are kept as part of the recruitment and selection process, and can be referred to if ever challenged.

[Managers Toolkit – Shortlisting template and guidance notes](#)

## Invite to Interview Letter

All short listed applicants will be sent a letter or email inviting them to attend an interview and detailing the date, time, place and names of interview panel members; details of any assessments. In addition, they will be required to bring the original documentation for the following;

- Qualifications – Academic and Professional

- Identity (photo) and Proof of Address – e.g. Passport, Utility Bill
- Right to Work in the UK – Documentation from List A or List B

The letter will ask that if any candidate has a disability and requires adaptations or general information on accessibility, they should contact (name) on (telephone number) to discuss as soon as possible to enable arrangements to be made.

## Identification Checks and Documentation

Checking a person's documents comprises of 3 key steps:

1. **Obtain** the person's original documents;
2. **Check** them in the presence of the holder; and
3. **Copy** - Make and retain a clear copy, and make a record of the date of the check.

Managers Toolkit - [Sample Invite to Interview Letter](#)  
[Acceptable ID Documents \(see DBS Checks – List of current Acceptable Documents\)](#)

## Section 4:

### Selection Tests and Presentations

Assessment (classroom observation or otherwise)  
 Test (for Support staff)

Consideration should be given to using job-related selection tests or asking candidates to give presentations as part of the selection process if there are some elements of the person specification that are difficult to test at interview.

If selection tests or presentations are to be used, all candidates should be given the same written information as to how long they will take, the topic area(s) they will cover, and what - if anything - they should prepare in advance.

In all cases care should be taken to ensure that job-related tests are well explained in writing for candidates, in plain language, that all candidates are subject to the same tests under exactly the same conditions, (excluding any allowances made as 'reasonable adjustments' to disabled candidates) and that presentation topics do not favour any one candidate. It is very important that selection tests are not unfairly discriminatory.

Advice is available from HR for those wishing to develop selection tests.

## **Interview Panel**

The Recruiting Manager should select interview panel members prior to the closing date. This allows panel members to assist in the shortlisting process.

The HR Manager can join an interview panel, if requested in advance.

All panel members must have received training in Safer Recruitment and ideally at least one member who has received disability awareness training. External panel members are welcome to attend St Aubyn's training but it is not a requirement. In such circumstances the Recruiting Manager (the panel chair) is responsible for briefing external panel members and ensuring processes are followed fairly, legally and in line with this policy and our Child Protections policies.

## **Selection Interviewing**

Selection interviews are the most common form of assessing shortlisted candidates and all interviews must be conducted by a panel of no less than two members.

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

The aims of an interview are to;

- Describe the job and the responsibilities in more detail
- Get information to assess the candidate's suitability for the job
- Give information to candidates, so that they can decide if the job is for them
- Ensure all candidates feel you have conducted the selection process fairly
- Leave all candidates with a good first impression of St Aubyn's.

## **Interview Preparation**

All interviews need to be carefully planned and there are several things that the Recruiting Manager must do before the interview to ensure that they make the most of the opportunity. These include;

- Book a room large enough to accommodate members of the interview panel and the candidate
- Look at the arrangement of the interview room – will everyone be comfortable; have you done everything you can to ensure that there are no barriers to effective communication (e.g. make sure that there is no desk between you and the interviewee)?
- Ensure the room can be adequately ventilated, open window
- Locate and book any equipment required for the interviews, for example laptop; overhead projector; flip chart and ensure that this is all set up and working in advance
- Ensuring refreshment is available; a jug of water and cups

- Check the arrangements for meeting the candidates on arrival at the interview.
- Do everything you can to ensure that you are not interrupted on the day. Inform all your staff that you will be interviewing so they know that you will be unavailable.
- Check that all interview panel members have an interview pack - including any candidate's references.
- Ensure you have adequate time for the interviews and have allowed time in between each interview to write up notes.
- Familiarity with the job vacancy and preparation for the interview is a key to successful interviewing.

### **Interview Questions and Interview Scoring Grid**

A list of questions will be drawn up by the Recruiting Manager and the HR Manager, based on the person specification and entered on the Interview Scoring Grid.

The candidates can score a minimum of 0 points up to a maximum of 5 points (please see the Interview Scoring Grid for points scoring reference). A separate Interview Scoring Grid will be used for each applicant and every member of the interview panel will complete one for every candidate interviewed.

**Questions are not to be viewed as 'set in stone' but a basis on which to begin extracting the information and detail you require. This means, you can ask additional probing questions to help you find out more in relation to perhaps vague or misdirected answers. This is especially important with regards to safeguarding and our duty to protect the children in our care.**

Each member of the interview panel will take notes during the interview and after the interview will apply an appropriate score to each of the applicant's answers.

The scores will be totaled and the highest scorer should be the candidate selected.

Where there are discrepancies the Recruiting Manager should seek advice from the HR Manager.

Please note; this process ensures the right questions are asked in relation to the candidate's suitability to the post and their understanding and commitment to our policies and procedures aiming to keep children safe in education. It is also reference material should the School ever be challenged on the recruitment and/or selection process and must be retained.

Questions will cover the individual's:

- Motivation to work with children and young people;
- ability to form and maintain appropriate relationships with children and young people;
- Emotional resilience in working with challenging behaviours;
- Attitudes to use of authority and maintaining discipline;

- Any declared convictions
- Any gaps in employment

## Managers Toolkit – Sample Interview Scoring Grid

### **Interview Pack**

It is the responsibility of the Recruiting Manager to ensure that every member of the interview panel has an interview pack. The interview pack will consist of;

- Job Description & Person Specification
- Job Advert
- Interview Questions
- Interview Response Form

## Managers Toolkit: Guidance Notes - Interview Preparation

Interview Questioning Techniques

Avoiding Potentially Discriminatory Questions

### **Section 5:**

#### **Making a Decision after Interview – Conditional Offer of Employment**

The information obtained in the application, the interview, and any selection tests will allow candidates to be assessed against the person specification and a selection decision to be made. Once a decision is made and a candidate selected, HR will be informed and a conditional offer made to the candidate, usually over the phone. If the candidate accepts, the conditional offer will be followed up in writing, subject to the receipt of satisfactory references and pre-employment checks as stated below.

However, if the candidate declines the offer, the panel will meet again to review their paperwork and consider whether there is a second suitable candidate who may be offered the post.

Interview proceedings are confidential and interviewers are only free to divulge to the decision reached to colleagues, once the appointee has accepted the post.

The unsuccessful candidates will then be informed accordingly.

#### **Feedback – Unsuccessful Candidates**

All internal candidates will be given feedback after an interview. Feedback requests from external applicants will be given wherever possible and should be referred to the Recruiting Manager.

Feedback should be specific, relating to the person specification, and honest. When giving feedback, it is good practice to balance the applicants' weaknesses as well as their strengths. Advice on giving feedback to candidates can be sought from HR.

## **Pre-employment Checks**

A contract of employment cannot be offered until all pre-employment checks have been undertaken and cleared. These include;

### **References**

Two written references and declarations, including the last employer, which make specific reference to candidates' suitability to work with or near children, will be taken up.

References will be sought directly from the referee. References or testimonials provided by the candidate, or addressed 'to whom it may concern', will never be accepted.

For teaching jobs references this will be sought prior to interview as and when possible. This allows for any discrepancies to be discussed and looked into further during the selection stage. If further confirmation and/or clarification is required, telephone contact will be made with the referee to check the authenticity of the reference. A detailed note will be kept of the exchanges.

For teaching jobs a reference will always be sought from the school where the candidate last worked, regardless of how far back (in number of years) the candidate worked there.

Where necessary, referees may be contacted by telephone or email in order to clarify any anomalies or discrepancies. The telephone number for the referee should be obtained independently e.g. using the internet or directory enquiries and not rely on the details supplied by the candidate. A detailed written note will be kept of such exchanges.

Where necessary, previous employers who have not been named as referees may be contacted in order to clarify any anomalies or discrepancies. A detailed note will be kept of such exchanges.

Referees will always be asked specific questions about:

- The candidate's suitability for working with children and young people;
- Any disciplinary warnings, including time-expired warnings, that relate to the safeguarding of children;
- The candidate's suitability for this post.

## **Secretary of State Prohibition Orders**

All new teachers to the School must undergo a prohibition check in compliance with the new statutory requirement from 3 April 2014.

A prohibition order imposed by the Secretary of State means that the person concerned is not allowed to undertake unsupervised teaching work in school or the other setting set out in the regulations.

A prohibition order is likely to be appropriate when a teacher's behavior has been fundamental incapable with being a teacher. The primary purpose of a prohibition order is to protect pupils and to maintain public confidence in the teaching profession.

A prohibition order is a lifetime ban, though in some circumstances the teacher may be able to have it reviewed after a specified period of time.

The Employer Access Online is a free service for schools, local authorities and teacher supply agencies in England. The School can check the record of any teacher we employ or are considering employing.

The School can also check whether a teacher we employ or are considering employing has:

- Qualified teacher status (QTS)
- Completed their induction
- A mandatory qualification for teachers of hearing impaired or visually impaired pupils
- An active teaching restriction
- Been the subject of a decision by the Secretary of State not to impose a prohibition order for unacceptable professional conduct, conduct that may bring the teaching profession into disrepute or conviction of a relevant offence
- Been prohibited from teaching
- A suspension or conditional order imposed by the General Teaching Council for England that is still current
- Failed their induction or probation period

## **Disclosure & Barring Checks**

The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged to become the Disclosure and Barring Services (DBS). CRB checks are now called DBS checks.

There are 3 types of checks;

1. Standard
2. Enhanced
3. Enhanced with list checks – includes a check of the DBS barred lists

All employees are required to undertake and hold an Enhanced with list check (3).

How to obtain a DBS check

#### DBS Application

The candidate will be required to complete a DBS application form and return to HR, along with documents proving their identity.

HR will send the completed application form to our umbrella body (Atlantic Data).

DBS will send the certificate to the applicant.

HR will ask the candidate to see the certificate (because the information is confidential to the candidates and as such, their choice about who can or can't see it).

Or

#### DBS Update Service

Where the applicant has subscribed to the DBS update service, HR will ask the employer for permission to check their status. The applicant will be required to sign a request to carry out a status check form.

From January 2015, it will be a condition of employment for all new employees to register with the DBS Update Service and give St Aubyn's consent to on-going checks.

#### **Rehabilitation of Offenders**

All jobs at St Aubyn's are exempt from the Rehabilitation of Offenders Act 1974 and therefore candidates are required to declare any convictions, cautions, reprimands and final warnings that are not 'protected' (i.e. filtered out) as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013.

For more information please refer to our Rehabilitation of Offenders policy

#### **Right to Work Check**

What is a right to work check?

A right to work check means that as an employer we have to check a document which the Home Office state is acceptable for showing permission to work. We must do this in the presence of the holder (candidate or prospective employee) of the document and **before** we employ them to ensure they are legally allowed to do the work in question for us. We are also required to conduct a follow-up check on people who have time-limited permission to work in the UK.



We are responsible for conducting the visual inspection of the documents presented to us. We are only required to verify someone's right to work with our Employer Checking Service in three specified circumstances. These are set out in the section on Home Office verification checks.

<mailto:employercheckingservice@homeoffice.gsi.gov.uk>

Detailed information on how to correctly conduct right to work checks and a list of acceptable documents is in the Manager Toolkit.

## **Occupational Health**

A local doctor will be appointed to provide health assessment of new employees via our online questionnaire. The two levels of pre-employment health assessments provided are:

- New Starter health questionnaire and advice provided to HR regarding appropriate adjustments with no follow-up.
- New Starter health questionnaire and advice provided to HR regarding appropriate adjustments with follow-up and/or medical assessment if appropriate

(name of organisation) will advise HR whether a candidate is fit to undertake the proposed role with or without adjustments, or that they are not fit.

## **Reasonable Adjustments**

Where the successful candidate is disabled, reasonable adjustments may need to be considered depending on the person's disability. This will be done in consultation with them and as soon as possible after appointment.

St Aubyn's has a duty to consider what reasonable adjustments can be made to working practices, or premises, or to enable access to goods, facilities and services by disabled people. See Reasonable Adjustments and Access to Work.

Managers Toolkit – [Guidance on Requesting a Reference](#)  
[Reference Request Template](#)

[DBS Application & Update Service Declaration \(under review\)](#)  
[DBS Checks - List of Current Acceptable Documents](#)

[Procedures for carrying out Right to Work Checks](#)

[Occupational Health](#)  
[Reasonable Adjustments](#)  
[Access to Work](#)

## **Section 6:**

### **Appointment**

Once all pre-employment checks have been undertaken, cleared and verified, the HR Manager will confirm the offer in writing and issue a contract of employment.

### **Salary**

Within the financial provision or established grading of the post, the salary offered should have regard to the applicant's experience or expertise and will normally be at or above the incremental point equivalent to the applicant's present salary. The salaries of other staff doing similar work within the department/division with similar experience should also be taken into account.

**Induction** - Please refer to the Staff Handbook

### **Breach of Policy**

All employees should adhere to this policy. If an employee breaches the policy, this could lead to disciplinary action, not excluding dismissal.