



# Safer Recruitment Policy

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21 June 2022	Section 7 - update to time frame on shortlisting. Section 9.1. School application form added as part of the visa assessment. Candidates may be invited for interview before the closing date if circumstances dictate that there is a limited timeframe for the appointment.
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## 1. Introduction

At British School Muscat/Salalah (“BSM/BSS” or “the School”) we recognise that the safe recruitment of staff, volunteers and contractors in schools is the first step to safeguarding and promoting the welfare of children in education.

The School ensures that it meets its obligations under the School’s Safeguarding Children and Child Protection Policy and Procedures and the Department of Education guidance Keeping Children Safe in Education (KCSIE). Our recruitment process is designed to be safe, thorough and robust while also enabling us to attract the best possible candidates for our vacancies.

It is the policy of the School that staff recruitment is carried out on the basis of fair and open competition and that selection is based on merit. This policy statement sets out the principles and key procedures governing staff recruitment.

It is the responsibility of each employee to familiarise themselves with, and to adhere to this policy and the associated procedures.

This policy applies to all adults working at the School, whether paid or unpaid. For simplicity, this document refers to all adults with a role at the school as being “Staff”.

This policy forms part of the School’s integrated safeguarding portfolio, which also includes (but is not limited to) the following:

- Safeguarding Children and Child Protection Policy and Procedures
- Promoting Positive Relationships and Behaviour Policy (Primary School & Senior School)
- Whistleblowing Policy
- Staff Handbook

## 2. Responsibility for Recruitment

The Board of Governors delegates all appointment decisions to the Principal except for Heads of School and Finance Director which are Board appointments. Responsibility for the recruitment of all other members of staff is delegated to the Principal who may delegate aspects of recruitment to members of the Leadership Team.

## 3. Promoted Posts

The existence of promotion opportunities is an important motivator for staff and encourages them to develop their skills to the benefit of BSM/BSS. Clearly therefore, there must be a sensible balance struck between filling jobs, particularly above the basic grades, by internal promotion and by external recruitment.

## 4. Recruitment Principles

The aims of the School’s recruitment policy are as follows:

- To ensure that the School meets its commitment to safeguarding and promoting the welfare of children and young people by carrying out all necessary pre-employment checks. As a British School Overseas (“BSO”), Council of British International Schools (“COBIS”) member and an organisation which advocates best practice where possible, the School uses the Safer Recruitment guidance as outlined in the latest version of the Department for Education (DfE) document [Keeping Children Safe in Education](#) (“KCSIE”). The most recent edition was updated in September 2025.
- The school is a member of the British International Schools Safeguarding Alliance (BISSC) and strictly adheres to the BISSC Safer Recruitment Code of Conduct to ensure the highest global standards of child protection.
- The Principal, Designated Safeguarding Leads (“DSLs”), Extended Leadership Team (“ELT”) and the Operations Manager undertakes Safer Recruitment Training every three years. The Operations Manager ensures that the Safer Recruitment Policy is reviewed and updated annually to incorporate the latest guidance.
- To ensure that the best possible staff are recruited on the basis of their merits, abilities and suitability for the position.
- To ensure that all job applicants are considered equally and consistently.
- Ensure that the recruitment and selection of all staff is conducted in a professional, timely and responsive manner.

Recruiters within the School must adhere to the following code of conduct:

- Give equal and reasonable access to information about the job and its requirements and about the selection process to all candidates
- Consider all candidates equally on merit at each stage of the selection process
- Judge all candidates against relevant criteria applied consistently
- Use reliable selection techniques which do not discriminate unfairly against applicants

BSM/BSS staff who meet the specified qualifications for appointment must be allowed to apply in open competition for vacancies within BSM/BSS. Common standards of selection must apply to both internal and external candidates.

Employees involved in the recruitment and selection of staff are responsible for familiarising themselves with and complying with the provisions of this policy. To maintain a fair and transparent process, the following restrictions apply:

If a member of staff involved in the recruitment process has a relationship (e.g., personal, familial, or business) with an applicant, they must declare it as soon as they become aware of the application and avoid any involvement in the recruitment and selection decision-making process.

To prevent unfair advantage, staff involved in the process must not provide any form of application coaching, interview preparation, or mentoring to prospective candidates for the duration of the recruitment cycle.

Applicants are asked to indicate in their application form if they are related to or know any members of staff currently working at the School.

## 5. Data Protection

The School is committed to ensuring that all personal information collected during the recruitment and selection process is handled in accordance with data protection principles in Oman. Information provided by applicants will be used solely for recruitment purposes and to assess suitability for employment.

Personal data will be:

- Processed lawfully, fairly, and transparently.
- Collected only for specified, explicit and legitimate purposes.
- Kept accurate, secure, and retained only for as long as necessary in line with the School's retention schedule.

Access to personal data is strictly limited to authorised staff involved in the recruitment process. The School takes appropriate measures to protect personal data from unauthorised access, loss, misuse, or disclosure.

Staff and prospective staff will be required to provide certain information to the School to enable the School to carry out the checks that are applicable to their role. The School will also be required to provide certain information to third parties, such as the Disclosure and Barring Service and the Teaching Regulation Agency. Failure to provide requested information may result in the School not being able to meet its employment, safeguarding or legal obligations.

By submitting an application, candidates consent to the processing of their personal information for recruitment and safeguarding purposes, including verification of qualifications, references and background checks as required by the School and applicable laws.

## 6. Roles and Responsibilities

It is the responsibility of the Board of Governors to:

- Ensure the School has effective policies and procedures in place for recruitment of all staff and volunteers in accordance with Department for Education (DfE) guidance and legal requirements
- Monitor the School's compliance with them on a regular basis

## 7. Advertising

It is a requirement of fair and open competition that the job opportunities are known about and publicised to potential applicants; that applicants know how to apply and are given sufficient time to do so. Prior to advertising, the School is required to establish a clear definition of the job and the qualifications, competencies and qualities needed for it, normally clarified in the person specification.

Advertisements and any supporting literature must contain whatever applicants need to know to gain a clear picture of the job and what is required to do it.

The following should be made available to interested candidates:

- The job title
- A job description
- Salary package
- Competencies, qualifications, experience, personal qualities required, person specification
- Application instructions and closing date

The School's commitment to safeguarding and promoting the welfare of pupils is made clear on the BSM/BSS' website, on the Vacancies page and in the advertisement. A link to the School's Safeguarding Policy is also clearly shown on the Vacancies page on the school's website.

All applicants for employment will be required to complete and sign an Application Form containing questions about their academic and employment history and their suitability for the role. Applicants who submit incomplete application forms will not proceed further in the process. A curriculum vitae will not be accepted in place of the completed application form.

Applicants should download the information pack from the School website, which includes a job description for the role.

## 8. Short-listing for Interview

Short-listing should be used to identify a field of candidates who, from their application and according to common criteria, appear to be most suitable for the job. Formal short-listing should not begin before the publicised closing date (although ineligible candidates can be informed sooner) unless there are exceptional circumstances including a limited timeframe for the appointment. If shortlisting could occur before the closing date, this should be clearly stated in the advertisement.

Short-listing must:

- Be done by more than one person (to avoid individual bias) trained in safer recruiting practices, prior to interview
- Apply the same criteria in the same way to all applicants
- Use all criteria stated in the job advertisement

## 9. Interviews

Shortlisted candidates will be invited to attend a formal interview at which their relevant skills and experience will be discussed in more detail.

- Recruitment interviews must be carried out by the Principal, Head of School or delegated to suitable members of staff.
- Criteria against which candidates will be assessed must be determined and agreed in advance and all candidates assessed equally against them.
- Notes should be taken during the interview and kept for a period of three months. All candidates both successful and unsuccessful must be notified promptly.
- All internal applicants who have been unsuccessful in their applications can, if requested, receive individual feedback and debriefing from the lead interviewer for the vacancy.

## 10. Sponsorship of Work Visa

It is a condition of all employees of BSM/BSS that they are sponsored by the School.

Employment Guidelines are set out on the School's website for each advertised position.

Each advertised role will state whether this is an International or Local hire.

### 10.1 Locally Hired Positions

Before considering an applicant for a locally hired position the applicant must understand and accept the following possible implications of transferring sponsorship to the school:

- In the best case spouse's employer or current employer in Oman will raise no objection and any benefits accruing to the applicant through their spouse will not be affected.
- Some employers will raise no objection but will rescind those benefits that apply directly to the applicant. These are generally flight entitlement and medical insurance. The School will cover these on a case by case basis provided we have a letter from the spouse's employer or current employer formally stating which benefits they will no longer be providing. The School does have a medical insurance scheme for its staff and would pay a flight allowance as per the School's policy.
- A minority of employers will refuse to allow sponsorship to be changed and unfortunately this would bar an applicant from employment with the School.

Procedure to follow with regards to locally hired applicants:

- The requirements to be sponsored and its potential implications must be made clear to applicants in any advertisement and when being invited to interview.
- Before being invited to interview the applicant's School application Form & CV must be passed to the School's Operations Manager and Public Relations Manager to be assessed as to the likelihood of work visa sponsorship being successful.
- At interview applicants must be asked whether they have any objection to being sponsored and whether they have inquired through their spouse's employer/current employer as to the potential implications.

## 11. Safer Recruitment Requirements

It is essential that safeguarding remains integral and key to the recruitment process; the safety and welfare of children and young people has priority at all times. For schools inspected under the British Schools Overseas ("BSO") framework, this will be undertaken in accordance with the UK Government's guidance 'Keeping Children Safe in Education ("KCSIE"). Furthermore, the School is a committed member of the British International Schools Safeguarding Alliance (BISSC) and strictly adheres to the BISSC Safer Recruitment Code of Conduct. The School implements safeguarding procedures and arrangements throughout the recruitment process to ensure that the person appointed is appropriately vetted. There will be at least one person involved in the recruitment process who has undertaken safer recruitment training within the last three years.

## 11.1 Safer Recruitment

The structured recruitment process listed above ensures that the principles of Safer Recruitment are applied so any information that could be important in determining whether someone is safe to work with children is not missed. The process is broken down into the following stages with the School's safeguarding culture being emphasised throughout the process:

- Advert
- Pre-Interview
- Application
- Shortlisting
- Interview
- Appointment

### 11.1.1 Advertisement & Pre Interview

In line with Keeping Children Safe in Education (KCSIE), all job advertisements, wherever they are posted, will include a clear statement of the School's commitment to safeguarding and promoting the welfare of children and young people. The statement will also make clear that all staff are expected to share this commitment, and each advert will include a link to the School's Safeguarding (Child Protection) Policy.

The School makes applicants aware that should they be shortlisted for an interview, the School will conduct online checks in accordance with our safeguarding policy.

For each advertised role there is a Job Description which also contains a statement about the School's commitment to safeguarding and promoting the welfare of our children and the requirement for enhanced DBS checks. It also states that appointments are subject to satisfactory references and DBS/Police Safeguarding clearance.

For all vacancies that are to be filled, the following should be prepared and agreed with the Line Manager, Head of School and the Principal:

- Job description and person specification;
- Advertising material including details of the School's Safeguarding standards to deter unsuitable applicants
- Use of the School's standard application form which requires a full and complete job history, accounting for any gaps in employment and criminal convictions
- Candidates are shortlisted by a minimum of 2 people against an agreed criteria from the person specification using information contained in the application

### 11.1.2 Application

As per our adverts all applicants are asked to submit an application form, CV and covering letter and it is stated that only complete applications will be considered. CVs alone will not be accepted.

When completing the application form, candidates are asked to disclose the following by way of self-declaration:

- The date of their last DBS check or equivalent
- Declare if they have any criminal convictions

- Declare if they have any pending criminal cases
- Any information that would make them unsuitable to work with children
- Provide details and links to all personal social media accounts

The purpose of self-declaration is to give candidates the opportunity to share relevant information and to allow this to be discussed and considered at interview before the DBS/ICPC/police certificate is received.

### 11.1.3 Selection, Shortlisting and Interview

Where possible, the members of staff involved in the shortlisting of candidates will form part of the interview panel. The interviewers will use a range of selection techniques to identify the most suitable candidate for the post.

- Minimum of 2 interviewers per interview, one of which must be trained in safer recruiting
- Structured questions including at least one on safeguarding and one Diversity, Equity, Inclusion, Justice & Belonging (DEIJB) question at interview
- Finding out what attracted the candidate to the post being applied for and their motivation for working with children;
- Exploring their skills and asking for examples of experience working with children which are relevant to the role;
- Probing any gaps in employment and, if a candidate has changed employment or location frequently, asking questions about the reasons for this.
- Explore with the applicant any incidents or issues that have been noted on application form and/or the identified during the digital screening during the shortlisting process
- References from previous employers

All information considered in decision making will be clearly recorded, along with the decisions made.

The school will carry out an online digital search on shortlisted candidates as part of their due diligence. Findings will be recorded on the online search form, any 'red flags' that are identified will be explored with the candidate at interview. Shortlisted candidates will be made aware that online searches will be carried out.

### 11.1.4 Professional Qualifications

The school will verify the professional qualifications of successful candidates, as appropriate.

### 11.1.5 Prior to Second Interview

A minimum of three professional references (either electronically and/or by telephone) are requested directly from the previous employers. All references should be from a referee in their professional capacity i.e. a reputable source and not a private email account. Open references are not acceptable.

A confirmation call, preferably online, is made to the referee to follow up all written and electronic references.

## 11.2 Appointment

Once the appointee is selected, an offer is made which is conditional on the satisfactory completion of the relevant and necessary information being supplied and pre-employment checks, as well as the agreement of a mutually acceptable start date and the signing of a contract incorporating the School's standard terms and conditions of employment.

This includes verification of identity, qualifications, professional references and DBS/ICPC/Police record from both previous country of residence and home country. Birth certificates will also be requested to ensure that any name change is documented.

The offer is also conditional upon successfully obtaining a work visa for Oman.

## 11.3 Verification of identity

All applicants who are invited to an interview will be required to provide evidence of identity and qualifications. All applicants are required to show a valid birth certificate as part of their documentation so as to check their original surname. Where an applicant claims to have changed their name by deed poll or any other mechanism (e.g. marriage, adoption, statutory declaration) they will be required to provide documentary evidence of the change. The School asks for the date of birth of all applicants (and proof of this). Proof of date of birth is necessary so that the School may verify the identity of, and check for any unexplained discrepancies in the employment and education history of all applicants and also to comply with Omani sponsorship regulations as set out in the School's Employment Guidelines.

## 11.4 References

References will be taken up on shortlisted candidates prior to interview where this is possible. All offers of employment will be subject to the receipt of a minimum of three references which are considered satisfactory by the School. The School will conduct the same reference check procedure for all volunteers.

References are always requested directly from the referee and we do not rely on open references, for example in the form of "to whom it may concern" testimonials provided by the applicant.

One of the references must be from the candidate's current or most recent employer and must be completed by the senior person with the appropriate authority. If the referee is a school or college, the reference should be counter-signed by the Headteacher/Principal. If one of the references is from a Line Manager, the Operations Team will forward a copy of the reference to the school or college's HR team to verify the reference.

If the current/most recent employment does/did not involve work with children, then the second referee should be from the employer with whom the applicant most recently worked with children. Neither referee should be a relative or someone known to the applicant solely as a friend.

All referees are asked to complete a standardised reference form.

All referees will be asked whether they believe the applicant is suitable for the job for which they have applied and whether they have any reason to believe that the applicant is unsuitable to work with children. All referees will be sent a copy of the post description for the role for which the applicant has applied. If the referee is a current or previous employer, they will also be asked to confirm the following:

- the applicant's dates of employment, job title/duties, performance and disciplinary record
- whether the applicant has ever been the subject of disciplinary procedures involving issues related to the safety and welfare of children (including any in which the disciplinary sanction has expired)
- whether any allegations or concerns have been raised about the applicant that relate to the safety and welfare of children or young people or behaviour towards children or young people.
- whether they would re-employ the applicant
- Whether they have adequate access to the applicant's personnel file including disciplinary, allegations or low level concerns

The School will verify all references via an online video call, directly with the person who provided the reference. The School will also ensure that any electronic references originate from a legitimate and reliable source. The referee is asked to provide photo evidence to verify their identity.

Referees will also be asked if there is anything else they think we should know about the applicant that they have not mentioned in the reference. All references received from a school must be countersigned by the Head or Principal of that school.

The School will compare all references with any information given on the application form. Any discrepancies or inconsistencies in the information will be taken up with the applicant and the relevant referee before any appointment is confirmed.

Where a reference is not received prior to interview it will be reviewed upon receipt. Any discrepancies identified between the reference and the application form and/or the interview assessment form will be considered by the School. The applicant may be asked to provide further information or clarification before an appointment can be confirmed.

If factual references are received i.e. those which contain limited information such as job title and dates of employment, this will not necessarily disadvantage an applicant although additional references may be sought before an appointment can be confirmed.

All internal candidates who apply for a new role at the School will have their application assessed in accordance with this procedure. References may be taken up on internal candidates as part of the application process but can be provided by colleagues as the School will be the most recent employer and will previously have taken up references from past employers.

Any concerns will be resolved satisfactorily before the appointment is confirmed.

## 11.5 Overseas Criminal Record and Police Certificate Checks

Employment is conditional on the receipt of an enhanced disclosure from the Disclosure and Barring Service (“DBS”)(or equivalent)/Police Certificate from the applicant’s most recent country of residence and also their home country which the School considers to be satisfactory and confirmation that the applicant is not named on either the Children’s Barred List or the Adults Barred List administered by the Disclosure and Barring Service.

As part of the School’s commitment to safeguarding and safer recruitment, all applicants who have lived or worked outside the UK must provide criminal record checks or police certificates from each country in which they have resided for more than three consecutive months since the age of 18.

Where possible, these checks should cover the last ten years or the entire period of residence since age 18, whichever is shorter. Where a country does not provide such documentation, the School will undertake alternative safeguarding measures

The School requires this disclosure in respect of all staff members, governors and volunteers. Arrangements for contractors, agency staff and trainees are set out below.

### 11.5.1 UK Nationals and other nationals recruited directly from the UK

UK Nationals and other nationals recruited directly from the UK are asked to provide a copy of their most recent DBS Check. Only Enhanced with Lists Checks are accepted by the School.

There is no official expiry date for the DBS Check however it is the School’s policy that the DBS Check should be under 12 months in age at the time that it is submitted to the School.

In the event that a DBS Check cannot be provided, the applicant will be required to provide the School with an International Child Protection Certificate (ICPC).

To safeguard our community, applicants who have lived or worked abroad for three consecutive months or more since age 18 must provide a criminal record check or police certificate from each relevant country.

Those who have resided in Oman for six months or more are also required to obtain a Royal Oman Police clearance certificate.

### 11.5.2 UK nationals and other nationals recruited from outside of the UK

These applicants are required to provide the School with an ICPC or the equivalent of the ICPC from their country of origin. They are also required to provide a criminal background check from the country in which they have been working.

To safeguard our community, applicants who have lived or worked abroad for three consecutive months or more since age 18 must provide a criminal record check or police certificate from each relevant country.

Those who have resided in Oman for six months or more are also required to obtain a Royal Oman Police clearance certificate.

## 12. Supply/Temporary Staff and Volunteers

Supply/Temporary Staff and Volunteers are subject to the same background checks as staff employed on employment contracts.

## 13. Service Contract Providers

The School recognises that safeguarding and promoting the welfare of children extends to all adults who may have access to students, including those employed by external service providers. This includes, but is not limited to, contractors and sub-contractors engaged to provide services such as catering, cleaning, transport, maintenance, security and other operational functions such as Extra Curricular Activities (ECA).

The School will only engage third-party companies and service providers who demonstrate robust safer recruitment and safeguarding practices consistent with the standards set out in Keeping Children Safe in Education (KCSIE) 2025 and the School's own Safeguarding (Child Protection) Policy.

The School will obtain written confirmation a Letter of Assurance from the service provider ("the Company"), confirming that:

- All individuals employed or deployed to work at the School have been appropriately vetted, including identity verification, references, employment history checks, and appropriate criminal record checks (including local police checks and, where applicable, international criminal record certificates for those who have lived or worked overseas).

Before commencing work on the School site, staff are trained in safeguarding and understand their responsibilities for child protection, including the duty to report concerns immediately to the School's Designated Safeguarding Lead (DSL).

The Company maintains accurate records of all checks and agrees to provide these for inspection upon request.

Each service provider will be required to sign and provide a Letter of Assurance on company letterhead, confirming the above requirements. The letter must include:

- Confirmation that all staff who will be deployed to the School site
- Confirmation that no person barred from working with children, or whose conduct makes them unsuitable to do so, will be employed or deployed to work in proximity to students.
- Agreement that the company will immediately notify the School of any safeguarding concerns, allegations, or changes in staff suitability.
- Provide copies of passport, police checks and Oman resident card

## 14. Parent Volunteers

The School welcomes and encourages parents to volunteer their time and support across a range of learning and enrichment activities.

All parent volunteer interactions with students must take place only in shared, public spaces and under the direct supervision of a member of staff at all times.

Before commencing any volunteer activity, parent volunteers are required to:

- Provide proof of identity (e.g. photocopy of passport and residence card).
- Submit a valid police clearance certificate
- Provide a reference.
- Confirm that they have read and agreed to the Parent Volunteer Agreement (issued annually via Google Forms).

Once these requirements have been met, volunteers will be required to complete safeguarding training delivered by the Designated Safeguarding Lead (DSL).

All documentation is securely stored by the Operations Department.

## 15. Visitors

Visitors to the school are asked to sign in with reception and are given a visitor pass. Visitors are directly supervised at all times by a member of staff.

## 16. Medical Fitness

It is the School's practice that the successful candidate, on acceptance, must complete a Health Assessment Form. The information contained in the questionnaire will then be held by the School in strictest confidence. The School will arrange, at its discretion, for the information contained in the questionnaire to be reviewed by the Healthcare Centre Manager. This information will be reviewed, if necessary, against the Job Description for the particular role, together with details of any other physical or mental requirements of the role i.e. proposed timetable, extracurricular activities, layout of the School. The Healthcare Centre Manager may request the applicant to undertake a full medical assessment.

## 17. Single Central Record (SCR)

As part of best safeguarding practice referred to in Keeping Children Safe in Education 2025, BSM/BSS retains and maintains a Single Central Record of all the safeguarding checks that have been undertaken on all staff and other relevant people. This tracker is held electronically and is only accessible to the Principal and the Operations Team.

The single central record covers:

- All teaching staff
- Professional Support Staff
- Facilities/Maintenance Staff
- Governors/Proprietors/Trustees
- Supply Staff
- Volunteers
- Interns
- Agency Staff (working in the school for a 'reasonable' length of time)

- Contractors
- Trainee teachers
- Additional instructors/coaches/etc.

The SCR will indicate whether the following checks have been carried out or certificates obtained.

The minimum information that is recorded is:

- Name and address
- Date of Birth
- Evidence of ID (inc photograph) e.g. passport
- DBS check/certificate/Royal Oman Police (ROP) certificate from most recent country of residence and from home country
- Qualification(s) required for position
- References checklist
- Online digital search
- Safeguarding Induction and training

Once a person no longer works at the School, their details are removed from the SCR and are placed on a leavers record.

## 18. Monitoring of Safer Recruitment Policy

The Designated Safeguarding Lead (DSL) is responsible for monitoring compliance with the Safer Recruitment Policy. The DSL will ensure that any member of staff, volunteer or service provider is correctly recorded on the Single Central Register (SCR) and that all required checks, including relevant dates, are documented. The Operations Manager will provide the relevant files for verification.

The DSL and Operations Manager will undertake a termly review of the SCR and audit a sample of staff and volunteer files to ensure full compliance with statutory requirements.

The outcome of the termly monitoring will be recorded in the minutes of the Board meeting at which the report is presented.

## 19. Non statutory information

The school may also record other information on the candidate, which they deem relevant. For example, the findings of social media checks, medical questionnaires and references.

## 20. Induction Programme

There is an induction programme for all new staff which covers the School policies and procedures, including Safeguarding. During this process expectation and codes of conduct for staff will also be made clear.

All new members of staff will undergo an induction that includes familiarisation with the school's Safeguarding Children and Child Protection Policy.

All staff sign to confirm they have read, understood and have adopted the expectations and principles of safeguarding children and safer working practices.

## 21. Ongoing Employment

A culture of vigilance at BSM/BSS recognises that safer recruitment and selection is not just about the start of employment but should be part of a larger policy framework for all staff. The School will therefore provide ongoing training and support for all staff and in accordance with changing requirements and best practice.

## 22. Whistleblowing and Exit Interviews

All staff are expected and encouraged to raise concerns they have, whether related to the safeguarding and welfare of pupils, the conduct of staff or other matters, during the course of their employment in accordance with the School's policies (including the Whistleblowing Policy and Safeguarding Policy). All staff receive training so that they understand the School's expectations. Safeguarding children is at the centre of the School's culture and is accordingly considered formally during staff performance development reviews and appraisal and finally in an exit questionnaire which is completed by all leavers.

## 23. Queries

If an applicant has any queries on how to complete the application form or any other matter they should contact the Operations department using the [recruitment@britishschoolmuscat.com](mailto:recruitment@britishschoolmuscat.com) email address included in the information pack for applicants.