

Recruitment Toolkit



Practical advice and guidance for advertising your
BDAT vacancy

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1. Introduction

This recruitment toolkit has been developed to provide clear guidance for all BDAT Academies on how to recruit new staff to the Trust. It is a working document, and has been written for all Principals, Head Teachers and Business Managers of BDAT Academies, to be put into immediate effect.

Why do we have one toolkit?

As BDAT is the employer of all staff in our Academies, it is essential that each of our academies advertise, recruit and appoint staff in a similar way. This does not mean that every academy has to recruit identically – as we understand each academy is different - but we do need to make sure there is commonality to our approach, centred around all being part of BDAT. This will help ensure consistency in the way our Academies look, feel and communicate to prospective new employees.

By standardising recruitment communications, we hope to eliminate any disparities which might realistically muddle the recruitment process for BDAT Academies. Creating a toolkit for posting and recruiting vacancies within BDAT Academies allows for the streamlining of this process, making it simpler and more straight-forward for all involved and most importantly clearer for all potential employees who they work for.

What's included?

Within this document, you will find guidance on how to recruit for a post, a checklist on what is required when advertising and sample advert template. You will also find useful guidelines for devising and placing job adverts going forward, as well as information about the application process for a job within a BDAT Academy and some useful information about the Trust itself to include in your recruitment pack or advert.

If you have any comments on how to improve this recruitment pack, please contact:

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- Peter Thompson (peter.thompson@bdat-academies.org)

2. Before advertising your post

While it is up to each Academy's governing body to determine recruitment needs, consulting with the Trust should always be considered before advertising. This is because:

1. The Trust will be aware of other academies going through redundancy processes who have staff with similar skills or staff who may be eligible for redeployment.
2. The Trust will be aware of similar jobs being advertised at the same time in other academies where there may be a benefit of coordinating recruitment activity – saving you time and money.
3. The Trust may be aware of candidates who have recently applied for similar jobs but not been successful who you may want to consider before going to advert.

The process

1. As soon as you are aware of a potential vacancy which you need to fulfil you should email recruitment@bdat-academies.org with details of the:
 - a. Job title
 - b. Salary points
 - c. Date you hope to go to advert
 - d. Start date of post.
2. The Trust will log your vacancy and inform you of any similar recruitment activity in other academies where you may want to consider a joint advertisement.
3. After the post has been ratified by your governors and a recruitment pack/advert has been drawn up, final copy should be sent to recruitment@bdat-academies.org so the Trust has a record of your recruitment and can help promote your vacancy.
4. The Trust will circulate a list of all upcoming vacancies to all Academy business managers so they are aware of appointments.

3. Advertising your post

3.1 Academy led advertisements

When advertising a position all academies should follow the checklist below:

	Tick if complete
All adverts should include logos for both the Academy as well as BDAT, preferably in the header. Logos can be provided by contacting BDAT on 01274 909120.	
It should be made clear to candidates that the academy they are applying for is a BDAT Academy, and that BDAT is the employer. Suggested text is “xxx is an academy within Bradford Diocesan Academies Trust. The successful candidate will be employed by BDAT although their main place of work will be at xxx”.	
All adverts should include a link to the BDAT website.	

3.2 Cross-academy advertisements

In some instances it may be more appropriate or cost effective to include more than one job in an advert or you may want to advertise a vacancy for a person to work across more than one academies. In these instances the following should be actioned:

	Tick if complete
The academies involved should have an initial conversation to confirm who will take the lead on the advertisement of the vacancy and coordination of the vacancy.	
All adverts should include logos for both the Academies involved as well as BDAT, preferably in the header.	
It should be made clear to candidates which academy will be their substantive place of work but that they may be expected to work across other academies in the Trust. Where it is appropriate to name a academy this should be included in the advert	
It must be made clear in the advert that BDAT is the employer. Suggested text is “xxx are academies within Bradford Diocesan Academies Trust. The successful candidate will be employed by BDAT although their main place of work will be at xx”. All adverts should include a link to the BDAT website.	

3.3 The Recruitment Pack

In all cases an advert should be supported by a recruitment pack which should be made available to candidates interested in applying for a post.

All recruitment packs should be joint branded and should include:

- Basic details about the post – title, salary, terms of employment, employer name (BDAT), main place of work, start date etc.
- A full detailed job spec of the role and requirements.
- A person spec of the skills expected of the successful candidate
- Probationary Period (see table below)
- Notice Period (see table below)
- Details about the place of work (the academy)
- Information on how to apply
- The statement on page eight includes the standard text which should be included in a recruitment pack about BDAT.
- A copy of the BDAT employee pledge, which can be found on pages 13 & 14

All vacancies should be advertised using the BDAT application form. You may want to add your own school logo to this for an academy vacancy.

A copy of this is available by emailing recruitment@bdat-academies.org

Notice & Probationary Periods for BDAT staff

Staff Category	Notice	Probation
Head Teacher	6 Months	6 Months
SLT	6 Months	Term
Teacher	Burg Book	Term
Support (Leadership)	3 Months	Term
Support (Officer)	4 Weeks or Statutory	Term

3.4 Optional Information for Secondary Academies

The following Teacher Profile Expectations were approved by the BDAT Talent Management Group and can be used when recruiting teachers, should each academy wish to do so.

Deep Learner

- The school will embed systems to structures supporting academic and behavioural excellence and ambitious standards in all that we do.
- The teacher will teach lessons characterised by rigour and create an ethos of excellence. This promotes the very best of their subject in the development of student knowledge and skills.

Data Driven

- The school will provide support and training alongside data necessary to achieve the highest possible standards.
- The teacher will promote at least good progress and outcomes for all students by using data to inform emerging needs.

Shared Practice and Co-operation

- Across the Trust and within the school, we will identify exceptional working practices and share them to produce a culture of excellence.
- The teacher must be both a learner and leader of improving working practices.

Life Long Learner

- The school will provide personalised high quality CPD to improve work load and effectiveness.
- The teacher will embrace CPD on offer to them and will actively source support needed and development of teaching knowledge, skills and leadership.

Literacy Leader

- The school will provide support and CPD to all staff to enable their teaching of R, W, S & L skills.
- The teacher will embrace the teaching of R, W, S & L to support learning and promote progress.

About BDAT

ACADEMY NAME is an Academy within Bradford Diocesan Academies Trust. If you are successful in being appointed, the Trust will be your employer.

General Information and Background

Bradford Diocesan Academies Trust (BDAT) is a Multi- Academy Trust (MAT) supporting a number of primary and secondary academies in Bradford. BDAT is the only Church of England MAT operating in Bradford, as part of the Diocese of Leeds.

BDAT is a charity, governed by a board of trustees who are responsible for, and oversee, the management of the company. The Memorandum and Articles are available on the Trust's website at www.bdat-academies.org.

Our mission statement

"The Trust's mission is to provide an education of the highest quality within the context of Christian belief and practice." We believe every child only has one chance at a good education.

In practice, as a Trust, we seek to work with and alongside the academies in our Trust to provide a good quality of education to all children in our academies. The Trust does this through operating a light touch support role for academies at times of challenge and by establishing collaborative structures and processes to enable our academies to work together and share good practices. As our family of academies continues to grow, we are constantly looking at how we can continue to improve to establish effective and efficient ways of partnership working.

Our growth

As of September 2017, the Trust has Academy orders to support 14 Church and non-Church academies across Bradford. This includes four secondary academies (Immanuel College, Buttershaw Business and Enterprise College, Belle Vue Girls and Bradford Forster Academy) and ten primary academies. We envisage we will continue to grow at a sustainable pace over the next few years in line with the Government agenda that all schools will become academies by 2022 to a maximum size of approximately 20 schools. We believe this will mean we are big enough to achieve business economies of scale whilst being small enough to retain our family of schools approach where we truly able to know, understand and support each other.

Our Christian ethos

BDAT is a proudly Christian organisation committed to providing high-quality education for all within an ethos which encourages academic, vocational, mental, physical, and spiritual opportunities and development for each member of its academies. Whilst robust Christian principles underpin the work of the Academy, everyone is encouraged to explore their own spirituality and to recognise and understand that of others. It is for this reason that we choose to support and sponsor Non-Church of England Academies, as well as those within the faith.

4. The Recruitment Process – A Checklist

The table below details the procedure to be followed when recruiting a candidate for a position with your academy or with BDAT.

	Action	What	Who	Complete
1	Vacancy identified	New post or replacement	Principal (or delegated staff)	
2	Trust informed of intention to recruit	Email as per section 2	Business Manager	
3	Governors ratify need to appoint, if necessary		Governors	
4	Job description and personnel specification drawn up	Revise existing job description or create new one	HT/HR	
5	Advert sent to BDAT	Advert and recruitment information sent to BDAT	Business Manager	
6	Advert written and placed in most appropriate places	Wide advertising to attract the best. Consider local/regional/national press, academy, Trust and Diocese websites, external agencies	SBM/HR/Heads PA	
7	Completion of Application Forms	Ensure application forms are up to date and correct one available	SBM/HR/Heads PA	
8	Date for interviews selected and selection panel confirmed	Set appropriate date, liaise with panel	SBM/HR/Heads PA	
9	Interview schedule and scoring system devised	Determine amount of time required, level of interview, any skills test and robust scoring system	SBM/HR/Heads PA/Line Manager	
10	Interview questions written and distributed to selection panel in advance if time allows	Pertinent questions	SBM/HR/Line Manager/Panel	
11	Long listing by Leadership Team/HR/SBM (and Governors/Trustees for a post in the Leadership Team)	Initial trawl through	SLT/HR/SBM/Line Manager	
12	Short listing by Leadership Team (and Governors/Trustees for a post in the Leadership Team).	Final trawl, select shortlist	SLT/HR/SBM/Line Manager	

	Applications copied and sent to interview panel.			
13	References taken up	References for shortlisted candidates prior to interview, if approved.	SBM/HR/Heads PA	
14	Candidates invited for interview – any teaching, presentations or skills test to be specified in the letter. Schedule for the day to be included in the mailing. Bring documentation e.g. proof of ID, qualifications	Inform candidates what is expected e.g. “unseen presentation” or “task required”.	SBM/HR/Heads PA	
15	Interviews carried out	Same basic questions for all candidates Check documentation on arrival	Panel	
16	Selection Panel discuss candidates’ performance using the specified scoring system	Assess relative strengths etc. and rank candidates	Panel	
17	Appointment made orally and this is followed up in writing with contract which will include starting salary.	Initial offer NB must issue BDAT contract. Speak to Fusion, Trust informed of appointment and any other good candidate details passed to Trust.	SLT/SBM/Panel	
18	De-briefing of unsuccessful candidates offered and carried out where necessary by Leadership Group/interviewers	Positive feedback	SLT/SBM/Panel	
19	DBS check and verification of other qualifications of successful candidate	Safer recruitment policy	SBM/HR/Heads PA	
20	Induction of new member of staff	Induction policy	SBM/HR/Line Manager	
21	New member of staff assigned Team Leader for Performance Management or Appraisal process	PM policy	SBM/Head	
22	New member of staff joins the academy	First day, meet and greet & formal Induction agreed.	Line Manager	
23	All paperwork from the selection process to be	In case of challenge/query	SBM/HR	

	retained for a period of 3 months.			
24	All applications should be monitored for ethnicity, race, disability and age range.	In accordance with equality policy	SBM/HR	
25	In case of a 3 or 6 month probation period, date for assessment to be established	Known length of probation. Details in contract.	SLT/SBM/Panel	

5. The interview process and contracting

5.1 Interviewing

As part of our core offer, BDAT's central team are happy to support any recruitment, either directly or through our HR provider. You may also be able to access support from the Diocese if you buy in to the Diocesan service level agreement. The Trust HR provider will also be able to provide practical advice and guidance.

BDAT is able to:

- Provide sample documents such as the scoring matrix, activities, and questionnaire;
- Provide Trustees or staff to participate in panels;
- Share candidates across academies.

There are a number of standard questions that you should always ask at the end of every interview.

These are:

1. Do you feel that this has been a fair interview?
2. Would you accept this post?
3. What is your notice period?

In addition the Trusts that requests that all academies ask the following question to enable candidate information to be shared.

“If you not successful in being offered this post are you happy for your application to be kept by the Trust and shared with other BDAT academies in case they have similar suitable vacancies?”

If, for whatever reason, references are not obtained before the interview, the candidate should also be asked at interview if there is anything s/he wishes to declare or discuss in light of the questions that have been (or will be) put to his/her referees. It is vital that the references are obtained and scrutinised before a person's appointment is confirmed and before s/he starts work.

5.2 Contracting

Please note all staff must be issued BDAT contracts.

BDAT have standard contracts for:

- Head Teacher/Principal
- Leadership (teaching)
- Classroom teacher
- Support (Officer & Leadership)
- Casual Vacancies

BDAT must always be notified of appointments.

Positions can only be offered on receipt of a completed DBS check and references.

6. The BDAT Employee Pledge

Bradford Diocesan Academies Trust recognises that if our schools are to succeed, **our teachers and school staff** are our most valuable asset. As such we work hard to be an employer and the schools of choice in Bradford.

We do this by:

- Relentlessly only **recruiting** the highest calibre of teachers who share our aspiration and ambitions for our pupils to succeed;
- Developing our teams by **talent spotting** and **rewarding** our next generation of leaders
- Making sure BDAT is a good place to work so that **retain and grow the** expertise and skills of our people.

Keep reading to find out more about our our employee pledge which sets out what you can expect from us if you choose to join BDAT and what we will expect of you.

We will offer you:

- Work in a values driven, student centred organisation where every child is supported to reach their academic potential and accomplish their individual goals.
<http://www.bdat-academies.org/about-us/bdat-mission-statement/>
- The prospect of working for an increasingly successful and growing Trust which is committed to providing high quality education for all of its students and to be the schools of choice. www.bdat-academies.org
- A separate annual career development discussion with a senior leader resulting in a bespoke career development plan in addition to Performance Management.
- Ongoing assistance in developing your 'craft' of teaching
- Assistance with career progression both within and outside the Trust
- A competitive employees' benefit scheme <http://www.bdat-academies.org/about-us/employee-benefit-scheme/>



We will provide you opportunity to:

- Have a week's placement in one of the BDAT schools within the first two years
- Shape the curriculum developments in an ever- changing world
- Work with like-minded subject colleagues from the other trust schools
- Shadow colleagues both within the school and across BDAT
- Support the development of teachers new to the profession or to their role
- Gain the experiences required to meet external leadership qualifications such as Specialist Leadership in Education

In return we expect you:

To Model

- The values of BDAT and your school at all times
- Professional behaviours at all times

To Be

- A consistently good teacher on a day to day basis
- Committed to ongoing professional development
- A team player and to adopt a 'can do' attitude

To

- Place safeguarding of students at the heart of the work
- Engage in constructive professional dialogue, giving and listening to feedback
- Contribute to the development of students and staff
- Meet Teachers' Standards and Trust Leadership standards as appropriate to career stage expectation

Want to find out more?

If you want the chance to join a Trust committed to developing the very best teachers and school staff in Bradford and if you like the sound of BDAT, our values, and the opportunities we can offer you:

- Check out our latest vacancies on www.bdat-academies.org/vacancies
- Follow us on twitter: [#wearebdat](https://twitter.com/wearebdat)

Thank you for taking the time to read this information.