

RECRUITMENT AND SELECTION TOOLKIT

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Purpose

The purpose of this toolkit is to ensure that all the academies within BDAT follow a robust, rigorous and fair process when recruiting staff and volunteers, which minimises the risk of appointing people who may pose a risk or harm children. As one employer it is also important we manage recruitment in a consistent way across our schools to promote and protect our values, ethos and ambition to be an employer of choice.

The toolkit applies to all staff who work in academies, and all central team staff.

Equal Opportunities and Recruitment

As part of our focus on diversity and inclusion, BDAT pledges that our policies will seek to promote equality, fairness, and respect for all staff and students. Our policies reflect the BDAT values of inclusion, compassion, aspiration, resilience, and excellence. By working closely with a range of stakeholders, such as our school, union, and HR colleagues, we have ensured that BDAT's policies do not unlawfully discriminate against anybody.

BDAT aims to ensure that no job applicant suffers discrimination because of any of the protected characteristics (age, gender reassignment, marriage or civil partnership, pregnancy, disability, race, religion or belief, sex, and sexual orientation). Our recruitment procedures are reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities. Job selection criteria are regularly reviewed to ensure that they are relevant to the job and are not disproportionate. Shortlisting of applicants should be done by more than one person wherever possible.

Job advertisements should avoid stereotyping or using wording that may discourage groups with a particular protected characteristic from applying.

Applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with HR approval. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
- Positive action to recruit disabled persons.
- Equal opportunities monitoring (which will not form part of the decision-making process).

Applicants should not be asked about past or current pregnancy or future intentions related to pregnancy, or about matters concerning age, race, religion or belief, sexual orientation, or gender reassignment.

We are required by law to ensure that all staff members are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective staff members, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the UK Border Agency.

To ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation, we monitor applicants' ethnic group, gender, disability, sexual orientation, religion and age as part of the recruitment procedure. Provision of this information is voluntary and it will not adversely affect an individual's chances of recruitment or any other decision related to their employment. The information is removed from applications before shortlisting and kept in an anonymised format solely for the purposes stated in this policy. Analysing this data helps us take appropriate steps to avoid discrimination and improve equality and diversity.

Recruitment

A Vacancy

A vacancy is an opportunity to identify the needs of the required service and to redefine a post to ensure that these needs can be met more efficiently and effectively. When filling a vacancy, the Principal or Trust CEO should take account of current school/central office needs, staffing structure and budget available before simply recruiting to fill a gap left by a departing staff member.

Managers must also give reasonable consideration to making changes to physical conditions, supervision, training or job descriptions which could create better opportunities for people such as those with disabilities, maternity returners, young people, and people with other special needs. All recruitment and selection procedures will adhere to the 2010 Equality Act.

Appointing to a vacancy

A Job Description and Person Specification are the key documents in any recruitment and selection process. It is good practice that recruitment and selection is based upon properly drawn up Job Descriptions and Person Specifications. Selectors must therefore use this documentation as an integral part of their procedures.

The Job Description must be clear and reasonably concise and should be a fair representation of the post. It is not necessary or desirable to attempt to produce a highly detailed and definitive description of the post concerned.

It is recommended that a NINE-POINT plan format for the production of a Person Specification is used. This includes;

1. EXPERIENCE
2. QUALIFICATIONS
3. TRAINING
4. SPECIAL KNOWLEDGE
5. PERSONAL CIRCUMSTANCES
6. DISPOSITION/ATTITUDE
7. PRACTICAL/INTELLECTUAL SKILLS
8. PHYSICAL/SENSORY
9. EQUALITY

The Person Specification accurately describes the standards and requirements accurately and identifies between the necessary (essential) requirements and those which are desirable for the required role. Care should be taken to never set unnecessary conditions or standards and take particular care when describing experience, qualification and communication requirements. Be aware of the danger of setting standards which may lead, directly or indirectly, to unfair and unlawful discrimination. At all stages in the preparation of Person Specifications, selectors must be mindful of issues which could be construed as unlawfully discriminating.

Before the Person Specification is used for recruitment purposes it should be reviewed and agreed by all members of the selection panel.

Advertising and Attracting Candidates

The aim of recruitment advertising is;

- To attract the right person for the post.
- To promote your school as an interesting and attractive place to work.
- To project a public image of efficiency and effectiveness.

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

- All adverts MUST include logos for both the academy as well as BDAT, preferably in the header.
Diocese Of Leeds logo (Church of England Schools Only)
- It should be made clear to candidates that the academy they are applying for is a BDAT academy, and that BDAT is the employer:
“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: www.bdat-academies.org
- All adverts should state commitment to inclusion.
BDAT strives to be diverse and inclusive employer a place where we can ALL be ourselves. We encourage and welcome applications from everyone.
- All adverts should state commitment to safeguarding and the appropriate checks.
We are committed to safeguarding and promoting the welfare of children and expect all staff to share this commitment. All posts are subject to an enhanced criminal records check via the Disclosure and Barring Service (DBS) and an online check.

When choosing external media and preparing advertisements it is important to remember to consider the Trust's Equal Opportunities Policy and the need to reach disadvantaged groups. Managers should compose advertisements in a way which makes them as attractive as possible to candidates of all ages, sex, ethnic origin, disability etc. Restate your commitment to equal rights/race equality in your advert or information pack. Adverts must be non-discriminatory and aim to be of a high standard which will help to enhance your school image but need not always be 'conventional'. Descriptions of jobs must reflect accurately the data set out in the Job Description and the Person Specification and should not be changed.

The Trust can also support the advertising of vacancies. As soon as you are aware of a potential vacancy you should email recruitment@bdat-academies.org with details of the post:

Essential	Desirable
<ul style="list-style-type: none"> • Job Title • Brief Description • Contact Details • Closing date + Time • Starting Date (ASAP or date) • Salary (Text Box) • Pro Rata (Text Box) 	<ul style="list-style-type: none"> • Brief description of School • Interview Date

The Trust will circulate a list of all upcoming vacancies to all academy business managers so they are aware of appointments and advertise on the BDAT website.

Positive Action

We are committed to eliminating discrimination and encourage diversity amongst our colleagues. We are committed to ensuring quality and fairness for all in our recruitment and employment practices and undertake not to discriminate on the grounds of age, disability, gender reassignment, marriage/civil partnership status, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. We oppose all forms of unlawful and unfair discrimination.

Specific under-represented groups should be encouraged to apply for available posts and should always be considered for inclusion in advertisement wording. Appropriate specialist media must be considered.

It is lawful to advertise for members from certain racial groups (e.g. African-Caribbean) or from persons of a particular gender under certain specified circumstances (Genuine Occupational Qualifications). BDAT also reserves the right to classify a role as requiring a practising Christian or a speaker of a particular language. Please contact your HR Advisor for further guidance in this area of recruitment.

Responses

Applicants should be made clearly aware of the contact point for enquiries by telephone and all application forms sent out must show the closing date and clearly specify the person to whom the form should be returned.

Informal channels

Never recruit by using 'word of mouth' or from those whose access to the job information is by personal association and not 'open' access. Beware that localised advertising may restrict access to the full range of suitable candidates.

Temporary Staff

Selectors should apply the same high standards of selection to temporary appointments. There must be an assessment made against the Person Specification criteria and a proper selection process should take place.

Selectors must be sure that any existing temporary member of staff is the best person available to fill the job and should take into account legitimate aspirations of other staff and those needing to be redeployed. Public advertising is recommended as the fairest method of attracting applicants and filling vacancies. Where there have been redundancies in an academy, for example, vacancies may be advertised internally to allow these staff to apply.

Casual Staff:


It is recommended that, where used, all those employed in this way should first be subject to an interview and/or assessment tasks in order to determine their suitability for the post. The equality aspects of any such arrangements must be very carefully monitored. Like all other staff, casual staff must complete safeguarding training and be DBS checked. Please see Appendix A for further information on DBS checks.

Employment Agencies: Employment Agencies can be used for various types of staff. Please contact our HR Advisor (Fusion) for any further guidance in this particular area.

Selection


Recruitment Information for Candidates

This information should aim to encourage suitable candidates to apply for the position and should help others to decide for themselves whether completing and returning an application is appropriate (i.e. to self-select). As a minimum, this information should include;

- A copy of the advertisement.
- Job Description, including information about BDAT (Please check  [BDAT Recruitment Folder](#) for the latest version of this information, there is an example in Appendix B.)
- Person Specification.
- Job information.

It is recommended that the selection panel inform candidates that they have the right to bring to the attention of the panel any concerns that they may have in relation to the recruitment and selection procedures - especially if they feel that discrimination has occurred or may have occurred during the process. Candidates may be reminded that selectors are also glad of any positive feedback.

Application Forms

BDAT application forms must be used for all appointments (please see  [BDAT Recruitment Folder](#)) . CVs will not be accepted. All forms, whether 'complete' or 'incomplete', must be considered by the selectors. The panel must arrange to have a completed application matrix for use in the final selection process.

Closing Dates

Closing dates and response arrangements should be clearly indicated:

- On the advertisement.
- On the application form.
- In any covering letter.

The academy/central office must always ensure that applicants are aware and understand what will happen after their application form is received (e.g. timescale/notification of unsuccessfulness).

Short-Listing

All members of the selection panel should be equally involved and should contribute to the short-listing process - otherwise selectors have advisory status. The Trust's Scheme of Delegation should be consulted for panel composition.

The use of a 'Matrix' system for short-listing will assist recruiters to be systematic when short-listing for vacant posts. It is a relatively simple and objective technique which has been found to be useful within this process and therefore selectors may wish to use it when drawing up a shortlist.

Schools and colleges should consider carrying out an online search of the shortlisted applicants, especially if there are any concerns about an applicant or there are gaps in employment or training. The search can be carried out by the colleague responsible for the sending of the offer/interview letter. This should include a 'Google' search, this search should look for evidence of the candidate being who they state they are. Any concerns highlighted by the search, including a lack of information on the candidate, should be referred to the interviewing panel.

References

The purpose of seeking references is to allow employers to obtain factual information to support appointment decisions. References should be obtained before interview; this allows any concerns raised to be explored further with the referee and taken up with the candidate at interview.

The use of references is best restricted to the identification of contra-indicators, in other words, information as to why a particular candidate might not be suitable for appointment. If an appointment is not to be confirmed due to "unsatisfactory" references the panel should ensure that the decision is fair and reasonable and is based on justifiable grounds.

It is not advisable to make offers of employment until satisfactory references have been received. Where offers are made before satisfactory references have been received the offer must be made subject to reference.

It is not good practice to request references for some of the short-listed candidates and not for others, as this could lead to perceptions that some candidates are being treated more or less favourably than others. It is a breach of the applicant's confidentiality to seek references, or to make informal enquiries, from any person other than the applicant's nominated referees.

While written references will always be sought, where the reference is unclear or where there may be hints at problems, it is advisable to telephone the referee in order to clarify this information. Notes from the telephone conversation should be recorded.

References will not be allowed from close family members.

Invitation to interview

This will contain:

- The date, time, and location of the interview, allowing the candidate reasonable notice.
- The name and job title of the interviewer.
- Details of any information that the candidate should bring to interview.
- An invitation to the candidate to provide details of any adjustments that should be made for the candidate's interview (for example, an induction loop or mobility assistance).
- Candidates should be asked to confirm their attendance. The correspondence should also explain how to confirm attendance and should provide relevant contact details if the arrangements are unsuitable.

Care should be taken to arrange interviews at a time and in a location that is both suitable and appropriate for candidates and interviewers to attend. Employers should also take care to ensure that the place in which the interview will be held is easily accessible for all candidates. Particular care should be taken to consider any reasonable adjustments that may be required for disabled candidates.

Please see Appendix C for an invitation to interview letter template. This can be tailored to each school.

Selection Panel

The selection panel has a responsibility to appoint the person who best matches the Person Specification.

It must also ensure that all relevant employment legislation and Trust/Academy policies are followed and that the selection process is managed in an equitable and courteous manner. Each panel should have a Chair acting as an 'appointing officer' who is normally the person responsible for the management of the process as a whole.

It is good practice that any selection panel should have a minimum of three selectors and recommended as good practice, to have no more than four selectors for all appointments below Senior Management Level. All panels must have at least one member who has had current accredited safer recruitment training.

A varied selection panel composition is highly recommended, however should not be tokenistic. It is good selection panel practice to include people from different backgrounds, cultures, genders, ages and, wherever possible, disabled people.

It is good practice that all members of the selection panel are involved in the whole process from the outset of agreeing the Job Description, Person Specification and the method of recruitment, to the short-listing and finally the interviewing and selection. In the event of a complaint to the Employment Tribunal this could be a matter that the Tribunal may wish to examine.

The panel is responsible for agreeing the specific recruitment documentation and for producing the 'recruitment information pack' which is sent out to all applicants along with application forms. Before preparing the advertisement it is useful to determine the outline of the selection process and to arrange the dates when short-listing and interviewing will take place.

Assessment

When drawing up a short-list, selectors must assess applicants against the application form, the job description, the person specification, any key criteria or competencies/skills, the agreed weight to be given to each criterion, and the results of any selection tests.

It is good practice to read through all the material presented by candidates. This part of the process can be completed by privately working through your assessment and then sharing your view with other selectors in a group session. Copies of the selectors' assessments must be placed on file.

Selectors must test out only those criteria assessable from a screening of the forms at this stage.

Consistent Practices

- Selection criteria must be applied consistently to all candidates.
- All application forms should be processed in exactly the same way.
- Remember the importance of adopting the same criteria for both internal and external applicants.
- Beware of short-listing 'known' candidates - especially those within the section/workplace - for the sake of 'interview experience' or to meet their 'heightened expectations'.
- Never take account of pressure to shortlist a candidate - this can potentially be a discriminatory action which is unlawful.

Unsuccessful Candidates

All candidates not short-listed should normally be told at this stage, formally and in writing, that they are unsuccessful.

Declaration of Interest

Any member of a selection panel should make a declaration to the panel if any applicant is a relative or a friend from outside the work environment.

Objectives of the Selection Process

The final selection is not just a test of the candidates, it is also important that interviewers approach the selection process fairly and objectively. An interviewer should have the ability to:

- Listen, probe, assess and, above all, to be objective and fair.
- Deal with all the candidates equally.
- Deal ONLY with the candidate's ability to carry out the job.
- Determine each candidate's suitability for the job as measured against the Person Specification.
- Maintain the image of the school as a good employer.
- Select the right person for the job and thus contribute to the effective delivery of services to the organisation and community.

Selection Process

The role and function of the Chair of the selection process is absolutely crucial to its effective management.

The interview is the most commonly used method of assessing candidates for appointment but there may be some aspects of the job requirements which cannot be tested in interview and for which different forms of assessment are necessary, e.g. presentations, practical activities, specific skills exercises.

Inform candidates by providing to them an outline of the process which they will be expected to undertake.

Be objective and seek to identify each candidate's abilities and potential contribution. Set exactly the same standards for all candidates and assess against these agreed scoring ratings/criteria. Never make generalised assumptions about individuals based on your perception of their racial or national origin/religion, or gender, disability or age.

Each individual should be assessed according to their personal capability to carry out the particular role. It should not be assumed that certain kinds of candidate are more or less able or more or less suitable to perform certain occupations or duties.

Always focus on questions which relate to the specific job and to the requirements set out in the Person Specification.

It is important that selectors are aware of cross-cultural communication issues such as language culture and non-verbal behaviour which may affect candidates from varied backgrounds and/or cultures.

The questions to be asked at the interview should, therefore, be well thought out and decided upon and prepared beforehand. As far as possible, the same questions should be put to all the candidates in order to avoid treating one candidate less favourably than another. Ensure that you do not ask any questions which could be constituted as discriminatory.

It is most important that at least one of the panel involved in interviewing should be trained in the principles of discrimination law and equal opportunities. BDAT will organise such training or will appoint an approved provider to do so.

Testing

Certain occupational tests must only ever be used by trained and qualified administrators. Poorly designed tests may leave BDAT open to allegations of unfair procedures and practices where they are not validated against job-related skills and specifically linked to the Person Specification criteria.

Seek advice from your HR Advisor where you are intending to apply practical/vocational or other testing techniques to your recruitment process.

Decision Making

Relevant and objective selection criteria should be used, and information accurately recorded from which it should be clear how the final decision was reached. Records will also be useful if the decision is later challenged on the grounds of discrimination.

The final decision must be based on the Job Description and Person Specification, using agreed criteria and defining the standards required to perform the job. Each candidate must be measured against these benchmark requirements.

Selectors must ensure they have sound and accountable reasons why all candidates were not selected at any stage and must take into account all the evidence they have collected. The selection panel should normally unanimously agree their final selection and formally record this.

The selection panel should also record reasons for rejection based on the Person Specification requirements. All selection assessment records should be handed to the Chair of the panel.

Confidentiality

Information obtained within the whole selection process must be treated as confidential. Comments relating to specific candidates' performance must not be revealed outside the process (except, of course, personal feedback to individual candidates).

Single Central Record of Recruitment Vetting Checks

As part of our responsibility to safeguard our pupils a Single Central Record of Recruitment Vetting Checks must be kept and maintained. A school is expected to have a record of:

- All staff employed to work at the school,
- Staff employed as supply whether employed directly or through an agency.
- Other staff who work in regular contact with children such as volunteers or specialist instructors.

The record must indicate whether or not the following checks have been completed:

- Identity
- Qualifications legally required
- Right to work in the United Kingdom
- Enhanced DBS
- Online check
- Overseas checks where appropriate.

The record should also indicate the date on which each check was completed, or the relevant certificate obtained and who carried out the check.

The date of the DBS check should be recorded on the central record of pre-employment checks. The Head teacher/Principal should place a copy of the email that confirms whether or not the disclosure is clear on the staff member's file. If the disclosure was not clear and a risk assessment was completed, a copy of the risk assessment should be placed in the staff file.

Online Searches

Schools **must** carry out an online search of the successful candidate. This search should include a 'Google' search, this search should look for evidence of the candidate being who they state they are. The search can be carried out by the colleague responsible for the sending of the offer letter. Any concerns highlighted by the search, including a lack of information on the candidate, should be referred to the interviewing panel. Schools must complete the online searches form (Appendix H) and the completed form should be stored in the candidates HR file alongside references etc.

Criminal Convictions

If the candidate has revealed information about a criminal background the panel must decide whether, in relation to the post in question, the nature of their background is sufficiently serious enough to justify non-selection for the post. In the event of the panel deciding not to select on the grounds of a declared criminal background, advice must be sought from your HR Advisor before any further action is taken.

It is important to note that the possession of a criminal background does not automatically debar an applicant from employment.

The selection panel should be made aware that all information in relation to previous convictions given by applicants must be treated in the strictest confidence. However, the applicant has a right to be informed of the contents of a police report.

Candidates should be made aware that failure to disclose previous offences or pending legal action for posts which are exempt from the Rehabilitation of Offenders Act could lead to the offer of employment being withdrawn or dismissal if the successful candidate has already commenced employment in post.

Please see Appendix D for BDAT's statement on the recruitment and employment of ex-offenders.

Medical

Successful candidates will be asked to complete a medical questionnaire. All clinical information is confidential and will not be released to management unless there is a specific need, and the consent of the applicant has been obtained. Systems set up for pre-employment screening, in line with the Equality Act 2010, will protect confidentiality at all times.

Notification of Results of Selection Process

Short-listed candidates will be informed as quickly as possible about the outcome of the selection process. Options must be determined concerning salary and terms for the successful candidate(s).

Please note that differential terms must be justifiable and any negotiations within normal parameters. Ensure you can justify offering different terms and conditions (e.g. salary point) where more than one candidate is appointed.

Please see Appendix E for an offer letter template for successful candidate. This can be tailored to each school.

Feedback to Candidates

All short-listed candidates must be told of the outcome of their interview, and any unsuccessful applicants seeking information about why they were not selected, should be given honest, constructive and thorough feedback in relation to their application.

To ensure consistency, one member of the interview panel should be designated to give such feedback or, alternatively, the interview panel must reconvene to meet the candidate(s) concerned. There should be an agreed 'message' determined at the end of the selection process final decision.

Review and Monitoring

At the end of each selection process, those responsible should review the decisions made and the procedures used in order to ensure that they are confident that the approach adopted has reflected BDATs commitment to equal rights and to positive action. Selectors should be able to justify every decision taken and the process which has been adopted to arrive at their selection.

A note of the reason for rejection for each unsuccessful candidate must be made on the back of the application form. The reasons should relate to a specific area or areas of the Person Specification.

The Recruitment 'master file' must be kept for at least 6 months and should contain key documentation which should include all interviewers' notes.

It is always important to review the whole recruitment and selection process on completion to ensure equality of opportunity has been observed and to set out, for future exercises, more pro-active steps where candidates from under-represented groups may not have applied/or have not performed as expected within the selection process.

Induction

A systematic induction programme should be prepared to help the new staff member adjust to their new social and working environment and to become effective in their role as soon as possible.

Appendix A – Further information on DBS checks

The Trust or school will carry out individual Disclosure and Barring Service Checks on all new trustees, governors, staff and volunteers who start working with our Trust and schools. This will be followed up annually by a self-declaration for all individuals, which will be saved and stored on the individual's file.

Volunteers who undertake 'regulated activity' will be required to have an Enhanced Disclosure and Barring Service check carried out. Regulated Activity' may depend in many cases on whether it is supervised or not. 'Regular' means carried out by the same person frequently (once a week or more often), or on 4 or more days in a 30-day period. Regulated Activity for work with children and young people is:

- Unsupervised activities: teaching, training, instructing, caring for or supervising children, or providing advice / guidance on well-being, or driving a vehicle only for children
- Work for a limited range of establishments ('specified places'), with opportunity for contact, for example schools, children's homes, childcare premises (but not work by supervised volunteers).
- Relevant personal care, for example washing or dressing; or health care by or supervised by a professional, even if done once.

The DBS Update Service enables police checks and annual reviews to be processed without the need for issuing further paperwork; this is an optional service open to all academies.

Newly appointed staff that have lived or worked outside the United Kingdom must undergo the same checks as all other staff in schools. This includes obtaining (via the applicant) an enhanced DBS certificate (including barred list information, for those who will be engaging in regulated activity) even if the individual has never been to the UK. In addition, schools must make any further checks they think appropriate so that any relevant events that occurred outside the UK can be considered. Following the UK's exit from the EU, schools should apply the same approach for any individuals who have lived or worked outside the UK regardless of whether or not it was in an EEA country or the rest of the world. These checks could include, where available:

- criminal records checks for overseas applicants - Home Office guidance can be found on GOV.UK; and for teaching positions
- obtaining a letter (via the applicant) from the professional regulating authority in the country (or countries) in which the applicant has worked confirming that they have not imposed any sanctions or restrictions, and or that they are aware of any reason why they may be unsuitable to teach.

A similar recruitment process should be used for volunteers, as for staff, including pre-employment checks. Volunteers in school should not automatically be subject to DBS checks. A DBS check or Update Service check can only be requested if the volunteer will have regular unsupervised access to children (see below for a definition). Governors must undergo a DBS check.

When determining whether to apply for a DBS check or check the update service for a volunteer, Head teachers/Principals should decide whether the individual will regularly be undertaking regulated activity on an unsupervised basis:

- 'Supervision' must be regular i.e. on-going and day-to-day; and which is reasonable in all circumstances for the purpose of protecting the children concerned; and carried out by an individual who is engaging in regulated activity relating to children and has a DBS disclosure with barred list check.
- The definition of 'regulated activity' is "teach, train, instruct, care for or supervise children, or provide advice/guidance on well-being, or drive a vehicle only for children".
- The definition of 'regular' activity is where a regulated activity is undertaken by the same individual as follows either once a week or more; on four or more days in a 30 day period; at least once, overnight and with the opportunity for face-to-face contact with children.

Where appropriate, volunteers should be subject to an enhanced DBS check or Update Service check and should not start work prior to receipt of a satisfactory check.

A DBS check or Update Service check is required for all supply teachers who are engaged directly by the school and those working via an agency.

Schools who engage supply teachers directly are responsible for undertaking all of the required pre-employment checks including the DBS check/update service check. Where a supply teacher does not supply work for three months or more a new DBS check should be completed.

Before taking on a member of supply staff provided by a supply agency, the school must obtain written confirmation from the agency that all necessary pre-employment checks have been carried out and are satisfactory. In relation to DBS Disclosures the written notification from the agency must confirm that a relevant DBS check has been requested, whether or not the disclosure has been received and if received whether the disclosure was clear or not. In the instance where a disclosure is not clear, details should be obtained from the agency and the individual as to the reasons for any convictions, reprimands or warnings. The candidate should be requested to provide their DBS certificate and explain any relevant details, where a candidate refuses to do this they should not be used. If you want to engage the individual on a permanent basis a repeat check must be carried out by the MAT. The individual must not undertake any work until the DBS disclosure has been received.

Head teachers/Principals should check with any agency used that there are secure arrangements for DBS checks in place before accepting the member of agency staff.

Schools must ensure that contractors, agencies providing temporary staff and all those providing services to the school have clear vetting procedures. Such procedures should include overseas checks for each country that a worker has lived in. These procedures should always be specifically written into a service level agreement or contract by the school or Multi Academy Trust.

Electronic completion of DBS checks and the DBS update service means it is very unlikely that a school will need a staff member to start work before it has received the outcome of the check. In rare cases

where a DBS check is required and an application has been submitted but is delayed or outstanding, the individual may be allowed to work in school, subject to the Head teacher's/Principal's discretion and the following mandatory requirements:

- The Head teacher/Principal has conducted a risk assessment and does not have any concerns regarding a person's background
- The risk assessment includes reviewing the individual's employment history and reasons for any broken work history or career changes and checking all references have been received, are satisfactory and have been checked against the work history records. Advice on carrying out a risk assessment can be sought from HR.
- All other pre-employment checks have been completed.
- The individual is supervised until full DBS clearance has been received.

If the Head teacher/Principal has any doubts regarding a person's background, such as a break in employment, then the risk must be addressed. For example, arrangements may be made for the member of staff to undertake alternative work or to refrain from starting work. It is recommended that Head teachers/Principals contact the Human Resources team for clarification and advice.

Supervision requires the Head teacher/Principal to ensure that individuals are not allocated duties that put them in an unsupervised situation with students, that they are accompanied when working by a member of staff with DBS clearance, that their whereabouts are known to a senior member of staff when they are not working (e.g. during break times), and that the individual fully understands their personal responsibility not to put themselves in a situation where they are alone with students and what to do if this situation arises

A written record should be made and retained when a Head teacher/Principal decides it is appropriate to allow an individual to work where a DBS check has been requested but remains outstanding (following a risk assessment by the Head teacher/Principal).

A positive disclosure from the Disclosure and Barring Service will indicate that the staff member's Disclosure and Barring Check is not clear. The DBS will provide the candidate with details of the convictions, reprimands and warnings; however the MAT will not be provided with this information. The candidate should therefore be asked to share details of the reasons as to why their disclosure is not clear and should be asked to provide their Disclosure Certificate. If the staff member is not prepared to explain details of their convictions, reprimands and/or warnings and are not prepared to provide a copy of their disclosure then the likely outcome is that the MAT will not employ the candidate.

Before a decision is reached on whether to offer or confirm employment to an individual, the individual should be offered the opportunity to discuss the contents of the disclosure with the Head teacher/Principal. A balanced decision to appoint should be based on:

- whether they are barred from appointment
- whether the conviction is relevant to the position
- the circumstances surrounding the offence, and any explanations provided by the applicant

- the seriousness of the offence
- the length of time since the offence occurred
- whether there is a pattern to the offending behaviour, or whether it was a one-off
- whether the applicant's circumstances have changed

Further discussion should take place regarding:

- whether the applicant disclosed the conviction(s)/cautions, warnings or reprimands at application or at interview stage
- what level of supervision the will post-holder receive
- whether the post involves responsibility for finance or items of value
- whether the nature of the role allows the applicant to potentially re-offend

The Head teacher/Principal will make the overall decision about whether or not to employ the person. All positive disclosures must be discussed with HR. Disclosures which raise child protection issues must be discussed with the schools designated Director for Child Protection. Where a decision to appoint is taken the information will be recorded and be stored on the person's file.

If an applicant has made a false declaration on the application form, or anywhere else, about convictions and cautions (or lack of them), this may render the offer of a contract of employment void. There is a responsibility on the school/central office to report this.

It is an offence for a person who is on the barred list to apply for a role working with children. It is an offence for an employer (the school or the Multi Academy trust) to employ a person who is on the barred list.

Appendix B – About BDAT

Example: About BDAT (Please check  [BDAT Recruitment Folder](#) for the most up to date version)

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 and is 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 them 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. We believe this means we are big enough to achieve business economies of scale whilst being small enough to retain our family of schools approach where we are 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.

ICARE

At BDAT we have considered the importance, effectiveness and sustainability of how we tackle issues like racism and other types of discrimination across all areas of our MAT and within each of our schools. We have led a Trust wide consultation to ensure we understand what we mean by

inclusion and to look at what we can do differently centred around the Trust values: “**ICARE**”. To download our ICARE consultation documents please [click here](#)

BDAT People: Our Faculty of Professional and Career Development

The BDAT Faculty of Professional and Career Development brings together into a single entity all that we currently do to recruit, develop and retain our staff. The Faculty provides the strategic direction to ensure that our professional and career development supports school improvement and drives our vision of BDAT as an employer of choice.

By bringing all our work in this area under ‘one umbrella’ it ensures our staff know about BDAT’s development offers and how they can be accessed. <https://bdat-people.org/>

Appendix C – Invitation to interview letter template

(Insert applicant's name)

(Insert applicant's address)

(Insert date)

Dear (insert applicant name),

INSERT JOB TITLE – SCHOOL / BDAT

Thank you for your application in respect of the above post. I am pleased to confirm that you have been shortlisted for interview which will take place on (insert date) at (insert address). please arrive at Reception for (insert time).

The format of the day will be a series of short tests followed by a formal interview (Edit this as appropriate).

The panel members will include (Insert the names of the panel members and their job titles).

Please find attached the following documents:

- Asylum and Immigration Act form (to be completed and brought with you to interview, together with appropriate proof of identity).
- Staff Disqualification Declaration (to be completed and brought with you to interview). The successful candidate will be required to undertake an enhanced check via the Disclosure and Barring Service (DBS).
- DBS Documentation Guidance.

When you attend interview would you please bring original copies of your qualifications/certificates, together with three formal identification documents (as detailed on the DBS Documentation Guidance sheet) so we are able to process a criminal record check should you be successful in being appointed. To ensure confidentiality, if you are unsuccessful, copies taken will be destroyed.

(Please note the primary trusted identity credentials include a current valid passport and/or a current photo card driving licence. By supplying these as verification will ensure a speedier process).

If you have any support requirements due to a disability, please notify us at the earliest opportunity so that appropriate reasonable adjustments can be made to our selection process.

Please confirm your attendance to this interview by emailing (insert email address) or telephone (insert telephone number).

Yours sincerely

(Insert signature)

(Insert name)

(Insert job title)

Appendix D – BDAT’s statement on the recruitment and employment of ex-offenders

BDAT is committed to being an Equal Opportunities employer and this statement aims to ensure that ex-offenders receive fair treatment throughout their experience of recruitment and employment within our organisation.

- BDAT recognises its social responsibility and position within the community. We appreciate the role that continuity of employment can play in the rehabilitation of ex-offenders when matched to appropriate posts. A criminal record is not an automatic bar to employment with this organisation. The specific details of each ex-offender’s case will be considered on an individual basis. In each instance, we will determine whether a candidate has the skills and experience for the post, taking account of the impact of the criminal record upon the needs of the post. BDAT refers to the Ministry of Justice - [Employing criminals and ex-offenders](#) guidance.
- We will ensure that application forms for positions where Disclosures will be requested contain a statement that a Disclosure will be requested in the event of a successful application, so that the applicants are aware of the situation.
- In line with the Rehabilitation of Offenders Act 1974, details of spent convictions will be requested from applicants for posts which are considered exempt from the Act due to the responsibilities of the role, predominantly posts which include working with children and/or vulnerable adults. The following question will be entered on all application forms where we are eligible to ask exempted questions – ‘Have you ever been convicted of a criminal offence or received a caution, reprimand or warning?’
- We will, at all times, exercise extra vigilance and diligence when recruiting to exempt posts and will undertake relevant criminal conviction checks as part of our recruitment and employment action when appropriate. Where details of spent convictions are required, they will be obtained in conjunction with the applicant and relevant representative of the Trust via the Disclosure and Barring Service (DBS). BDAT will adhere to the DBS Code of Practice at all times.
- All information received as part of this process will be treated as highly confidential, the security, storage and retention of applicant and staff criminal records information will be as required by the DBS and GDPR.
- Once in employment, staff and volunteers should inform their line manager, in confidence, of any changes to their circumstances affecting their criminal records status, in order that any potential impact upon their suitability to undertake their role may be reviewed.

- At interview, BDAT aims to ensure that an open and measured discussion takes place on the subject of any offence or other matter that might be relevant to the position sought and could lead to withdrawal of an offer of employment.
- BDAT will make every subject of a Criminal Record check aware of the existence of the DBS Code of Practice and make a copy available on request.
- BDAT undertakes to discuss any matter revealed in a disclosure with the person seeking the position before withdrawing a conditional offer of employment.
- We will make the applicant aware of this statement and ensure that all relevant aspects of it relevant to the applicant are shared during the application process

Appendix E – SUPPORT STAFF OFFER LETTER (An offer letter template for successful candidate)

Private and Confidential

(Insert candidate's name)
(Insert candidate's address)

(Insert date)

Dear (insert candidate's name),

Offer of Employment at Bradford Diocesan Academies Trust ("The Trust")/Academy (delete as appropriate) – (insert job title)

Following your recent interview, we are pleased to offer to you the above position with the Trust with effect from (insert date).

This offer is subject to receiving satisfactory references and on the basis that you are eligible to work in the UK and receipt of satisfactory vetting (Including two references, an online search and a clear enhanced DBS check). The post is subject to a three-month probationary period.

Before commencing employment with us, you must provide relevant documents proving your legal right to work in the UK. On or before your first day, you should bring the following:

- passport or birth certificate (or other documentation, if necessary);
- P45;
- qualification / training certificates.

Copies will be taken of these documents for our records.

The Trust/Academy (delete as appropriate) is based at (insert address). The Trust reserves the right to deploy you to any other academy or Trust entity should the need arise.

Your commencing salary will be at point on the ? pay scale, FTE £gross per annum payable. The band for the role is NJC points to. Payment of salary is made by BACS transfer into your bank account on or about the 26th of each month. The position is pensionable within the West Yorkshire Pension Scheme.

The post is ? hours per week all year round/term time only (delete as appropriate). Your normal working hours are to meet the needs of the Trust/Academy (delete as appropriate) and are to be worked Monday to Friday inclusive, but you may be expected to work such additional hours (which

may/may not include weekends and bank holidays) as the business requires. You will need to agree your hours with your line manager; the core working day is c0830 – c1600. Full details of your terms and conditions of employment are contained in the statement of terms and conditions of employment, the staff handbook and other company procedures and policies, copies of which will be issued to you at your induction. Your holiday entitlement is ? days per annum plus eight Bank Holidays.

Please be sure to advise us of any medical conditions, allergies, disabilities etc. of which we should be aware of in order for us to consider whether any reasonable adjustments need to be made. A medical questionnaire is enclosed for your completion and return.

I will initiate your DBS check through Personnel Checks using the documents you brought to interview. You should look out for an email from Personnel Checks so that you complete the application section of the check, and once you have done that I will verify your identity and address.

If you have any questions concerning the terms of our offer please let us know as soon as possible and we will do all we can to ensure they are answered. In the meantime, please sign and return a copy of this offer letter to us.

We look forward to your reply and look forward to welcoming you to the central team/Academy (delete as appropriate).

Yours sincerely,

(Insert signature)

(Insert name)

(Insert job title)

I accept the employment terms set out in this letter.

Signed:

Dated:

Appendix F – TEACHER OFFER LETTER (An offer letter template for successful candidate)

Private and Confidential

(Insert candidate's name)

(Insert candidate's address)

(Insert date)

Dear (insert candidate's name),

Offer of Employment at Bradford Diocesan Academies Trust ("The Trust")/Academy (delete as appropriate) – (insert job title)

Following your recent interview, we are pleased to offer to you the above position with the Trust with effect from (insert date).

This offer is subject to receiving satisfactory references and on the basis that you are eligible to work in the UK and receipt of satisfactory vetting (Including two references, an online search and a clear enhanced DBS check). The post is subject to a three-month probationary period.

Before commencing employment with us, you must provide relevant documents proving your legal right to work in the UK. On or before your first day, you should bring the following:

- passport or birth certificate (or other documentation, if necessary);
- P45;
- qualification / training certificates.

Copies will be taken of these documents for our records.

You will be based at (enter school name), (enter address) although the Trust reserves the right to deploy you to any other academy or Trust entity should the need arise.

Your commencing salary will be at point (enter scale) on the Leadership Pay Spine, (£) gross per annum payable. Payment of salary is made by BACS transfer into your bank account on or about the 26th of each month. The ISR for this post is (Enter scale).

The hours of work shall be in accordance with the provisions set out in the School Teachers' Pay and Conditions Document. You will be expected to work such additional hours (which may/may not include weekends and bank holidays) as the business requires.

Please be sure to advise us of any medical conditions, allergies, disabilities etc. of which we should be aware of in order for us to consider whether any reasonable adjustments need to be made. A medical questionnaire is enclosed for your completion and return.

The DBS check will be initiated through Personnel Checks using the documents you brought to interview. You should look out for an email from Personnel Checks so that you can complete the application section of the check, and once you have done that, we will verify your identity and address.

If you have any questions concerning the terms of our offer, please let us know as soon as possible and we will do all we can to ensure they are answered. In the meantime, please sign and return a copy of this offer letter to us.

We look forward to your reply and look forward to welcoming you to the **central team / Academy.**

Yours sincerely,

(Insert signature)

(Insert name)

(Insert job title)

I accept the employment terms set out in this letter.

Signed:

Dated:

Appendix G:

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

	Action	Complete
1	Vacancy identified	
2	Trust informed of intention to recruit	
3	Governors ratify need to appoint, if necessary	
4	Job description and personnel specification drawn up	
5	Date for interviews selected and selection panel confirmed	
6	Advert sent to BDAT	
7	Advert written and placed in most appropriate places, including those that will encourage a diverse and inclusive range of applications.	
8	Interview schedule and scoring system devised	
9	Interview questions written and distributed to selection panel in advance if time allows	
10	Completion of Application Forms	
11	Long listing by Leadership Team/SBM (and Governors/Trustees for a post in the Leadership Team)	
12	Short listing by Leadership Team (and Governors/Trustees for a post in the Leadership Team). Applications copied and sent to interview panel.	
13	References taken up	
13B	Consider an online search of short-listed candidates	
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	
15	Interviews carried out	
16	Selection Panel discuss candidates' performance using the specified scoring system	
17	Appointment made orally, potentially subject to references, and this is followed up in writing with contract which will include starting salary.	
18	De-briefing of unsuccessful candidates offered and carried out where necessary by Leadership Group/interviewers	
19	Recruitment data sent to BDAT	
20	DBS check and verification of other qualifications of successful candidate	
20B	Online Check of successful candidate	
21	New member of staff assigned Team Leader for Performance Management or Appraisal process	
22	New member of staff joins the academy	
23	Induction of new member of staff	
24	New member of staff attends a BDAT welcome event.	

25	All paperwork from the selection process to be retained for a period of 3 months.	
26	All applications should be monitored for ethnicity, race, disability and age range.	
27	In case of a 3- or 6-month probation period, date for assessment to be established	

Appendix H: Online Searches Checklist

Name of Candidate		
Role Applied For		
Website	Date Completed	Notes
Google		
Searches Completed by:		
Name		
Role		
Signed		
Date of Searches		

Please note: Save this in the HR File alongside the DBS confirmation and the references from 1st September 2022.