

***Recruitment and
Training of the
Workforce
October 2026***

Purpose of policy

Paddle Scotland strives for an open and transparent approach to the recruitment and training of its workforce.

The following policy has been developed by Paddle Scotland to provide guidance and processes to ensure fair and reliable systems are used in the recruitment and selection of individuals applying for roles as Providers, Tutors, Assessors, Trainers, Internal Verifiers and Working Groups.

The Paddle Scotland recruitment and selection process provides formal, objective, transparent, and methodical approaches and gives applicants assurance that their submission will be treated confidentially, fairly, and without prejudice.

The policy also lays out the requirements of induction to the role.

Next review: October 2029

*Where referring to Paddle UK Awarding Body this document will use the terminology of "Awarding Body".

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Definition

Role refers to any status or role recruited for the delivery, provision, or support of Awarding Body Awards and Qualifications. It includes but is not limited to Providers, Tutors, Assessors, Trainers, Internal Verifiers and Working Groups.

Responsibilities of Paddle Scotland

Paddle Scotland has a responsibility to ensure that Awarding Body qualifications are delivered to the standards by well-trained competent individuals. Paddle Scotland has an obligation to ensure that recruitment, selection, and access to training is fair, transparent and ensures the competence of all involved.

Paddle Scotland takes its responsibility seriously to ensure the health, safety, and wellbeing of everyone involved in the delivery of Awarding Body qualifications.

Recruitment

- Applications for roles will be considered based on a yearly workforce and demand review, ensuring appropriate recruitment and succession is planned.
- The training requirements and continual commitment to remain current, as well as any fees involved, will be made clear when applications are opened.
- Paddle Scotland actively encourages all to apply and welcomes applications from groups with protected characteristics who are currently under represented within Paddle Scotland.
- Application packs, advertising and collateral materials will demonstrate the diversity of our workforce, written material will be free from gender bias and be accessible.
- Advertisements for posts will give sufficiently clear and accurate information to enable potential applicants to assess their own suitability for the post.
- Information about vacant posts will be provided in such a way that does not restrict its audience in terms of the Equality Act 2010 protected characteristics.
- All opportunities will be advertised openly through various mechanisms, ensuring that individuals are able to access and apply for roles. This will include, for example, Paddle Scotland website, social media, direct mailings and newsletters.

- Timing of application periods will be established based on yearly workforce and demand review. Closing dates will be at least 4 weeks after the role was first advertised.
- Applications will not normally be accepted after the application deadline.
- For ease of accessibility applications can be submitted digitally (application form, word document, recording (audio or visual) or by post (both handwritten and typed).
- Additional help can be requested during the application phase if the forms are causing concerns or problems for individuals. The submission must still be completed within the application time frame.
- Full, clear and comprehensive criteria will be provided to enable individuals to be able to understand the standard, qualifications, experience, and skill set required for each role.
- Application forms will not request any information relating to an individual's protected characteristics.
- Requests to add Coach provider roles (for those already holding full tutor and assessor roles) can be considered throughout the year. In the first instance requests should be made to the Delivery Centre Manager and include a detailed justification for why each new role requested should be considered.

Selection

- Selection of individuals is made using all of the information available. This may include, for example, application form statements, references, qualifications and awards held, as well as Paddle Scotland and National Association records.
- Each applicant will be measured against set criteria and a score card. The minimum criteria for all qualifications and working groups are set by the Awarding Body.. However, Paddle Scotland reserves the right to set additional expectations from time to time to maintain our high standards of delivery. Additional requirements will be clearly communicated in the criteria.
- Each role has a role description and person specification.
- Applications will be blindly assessed against criteria, redacting names, gender, membership number if deemed beneficial for fairness.
- The selection team will normally consist of at least two people.

- The selection team will be reviewed (adjusted) to avoid conflicts of interest if applicable (see “Paddle Scotland Conflict of Interest (In relation to the Awarding Body Qualification Assessment, Verification and Administration”) available [here](#)).
- Cross Delivery Centre standardisation will be carried out to ensure consistency.
- Successful and unsuccessful applicants will receive correspondence in the time frame stated on the application.
- On request, further feedback can be provided to individuals.
- If requested, unsuccessful applicants can receive information on the area(s) in which they were unsuccessful and how to develop, or other areas that their skills, experience, and knowledge could be utilised.

The Role

- The roles that individuals gain will be limited to the life of the award, as well as the need for the individual to ensure that they meet the minimum requirements of delivery and standardisation.
- The role holder is actively encouraged to support individuals requiring mentoring and observations as part of their Provider/Tutor development.
- The role holder is required to keep up to date with standards and processes from both Awarding Body and Paddle Scotland which ensures currency in their delivery.

Induction

Training and development activities are designed in accordance with our Educational Philosophy and Values. This will include but not be limited to:

- A layered approach to build an understanding of requirements
- We allow individuals to deselect themselves at every stage
- Options for flexibility (modular options)
- More than one option (dates)
- Tailored to the individual
- Balanced to cover costs whilst ensuring events are viable and to limit cancellations.

All Provider Roles require role-specific orientation, prior to granting of the role. Provider Role Training will be individualised and delivered by a qualified National Association Trainer to a standardised programme:

- All face-to-face orientations will include a competence check requirement.
- All aspirant providers will have an agreed action plan at the end of the orientation
- Where sign-off activities are required, the level of performance expectations will be clearly explained and provided
- Regardless of an individual's experience, an orientation must be completed prior to being allowed to deliver the associated Awarding Body qualifications.

Fees

Fees for new providers are set out in the “Paddle Scotland Delivery Centre Fees” Document available [here](#).

Internal Verifiers, Quality Assurance Officers and Trainers

Recruitment of Internal Verifiers/Quality Assurance Officers and Trainer roles is on an ‘as needed basis’ and follows the same principles as laid out in this document. Due to the small number of people eligible for such roles Internal Verifiers, Quality Assurance Officers and Trainers may be appointed by invitation, based on meeting specific role requirements. Individuals selected for these roles require specific training, prior to granting the role. Training will be individualised and delivered by a qualified Paddle Scotland Trainer or role expert.

Appeals and Complaints

If an applicant wishes to appeal a decision regarding the review or outcome of their application, or complain about the way their application was handled, they are encouraged to first seek an informal resolution—where appropriate—by discussing their concerns directly with the recruiter(s) and/or the Delivery Centre Manager.

If the issue remains unresolved a formal written complaint may be submitted within 28 days of receiving the recruitment decision. This will be reviewed in line with the Paddle Scotland Complaints Policy and Procedure accessible [here](#).