



**PADDLE**  
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Delivery Centre  
Recruitment, Selection &  
Training Policy

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# Delivery Centre Recruitment, Training & Selection Policy

## Purpose

In order to meet Paddle Cymru's Delivery Centre objectives and contribute towards its success, Paddle Cymru recognises the need to recruit the appropriate persons for each provider role. This policy has been designed to ensure that all staff of Paddle Cymru involved in recruitment and selection process achieve and maintain high standards of professional practice whilst ensuring consistent, fair and transparent treatment for all.

Our policy seeks to ensure that no role applicant is unlawfully discriminated against because of age, disability, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (together the Protected Characteristics under the Equality Act 2010), or any other irrelevant characteristic.

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

## Principles

1. The effective recruitment and selection of people is essential in achieving Paddle Cymru's Delivery Centre objectives. A sound recruitment and selection process are therefore fundamental to this principle.
2. Paddle Cymru has a responsibility to ensure that BCAB qualifications are delivered to the standards by well-trained competent individuals. Paddle Cymru has an obligation to ensure that recruitment, selection, and access to training is fair, transparent and ensures the competence of all involved.
3. Recruitment is essentially an investment decision with long term implications. This policy and associated procedure are designed to assist the Coaching Manager and recruitment team to make the most effective decision in their selection.
4. All applicants will be treated in a courteous and respectful manner.
5. All applications will be treated in confidence and, where possible, all applicants will be kept fully informed on the progress of their applications.
6. Applications for roles will be considered based on a yearly workforce and demand review, ensuring appropriate recruitment and succession is planned.

7. The policy clearly lays out the requirements of on-boarding to the role, ongoing maintenance of the role and circumstances where retraining and or cancellation of the role may be required.

## Role Description

A role description is a key document in the recruitment process, and must be finalised prior to taking any other steps in the process. It should clearly set out the duties and responsibilities of the role and will normally be consistent with other National Associations and must include:

- The provider title
- The post to whom the post holder is responsible
- The minimum required level of qualification needed to perform the role
- The main purpose of the role
- The main duties and responsibilities of the role holder.

Items that should also be included in job descriptions are:

- A note that the post holder will uphold the organisational values of Paddle Cymru and contribute to the welfare of the staff team
- A statement that indicates that the post holder will undertake any other duties as appropriate to the post and the needs of Paddle Cymru.

In consultation with the other National Associations, role descriptions should be reviewed during the recruitment cycle for each recruitment of providers.

## Candidate Specification

1. The candidate specification is of equal importance to the job description and informs the selection decision. The candidate specification details the essential experience, skills, personal competencies, personal skills and any specific requirements that are required to hold and to carry out the role.
2. The candidate specification is specific, related to the role, and should not be unnecessarily restrictive - for example only qualifications strictly needed to do the job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job is covered by the Equality Act of 2010.
3. For some roles a particular qualification may be essential. For other roles no single qualification may be appropriate and a particular type of experience may be just as relevant as a formal qualification. Where qualifications are deemed essential these should reflect the minimum requirements necessary to carry out the role to an acceptable standard.

## Advertising a Vacancy

1. All provider roles will be advertised through direct email to coaches and leaders, via the Paddle Cymru website and in Paddle Cymru social media. Any advertisement relating to provider recruitment must be authorised by the Coaching Manager before it is placed. All posts must be advertised on the Paddle Cymru website. All provider roles must be advertised for a minimum of two weeks to help attract the best pool of applicants.
2. The advert should be written using the criteria from the candidate specification reflecting the minimum requirements for the post. It should contain the following statement: 'Paddle Cymru is an equal opportunities employer; we welcome applications from all members of the community. As part of our commitment to equality, we have a policy of guaranteeing an interview for all candidates who meet the minimum requirements for the role and identify themselves as disabled as part of their application or in their Equality Opportunities Monitoring Form.' It is acceptable to use the Role Description and Person Specification as the full advert for the post, provided that details of how to apply are included in the document.
3. Where the orientation date is known this should be included in the job advert.
4. The Equality and Human Rights Commission advises that 'word of mouth' recruitment is likely to be indirectly discriminatory. It is very important therefore that all posts are advertised as widely as possible in media that reach under-represented groups, and that all applicants are dealt with in the same way and given the same information and opportunity to make an application.

## Application Form

All candidates are asked to complete an application form (which is usually an on-line electronic form) by the advertised closing date. The only person who has access to the applications will be the Coaching Manager and one other person selected for the review process. This person is usually a member of staff. The closing date for all applications is final. The application form will include the requirement of two independent referees who will be contacted before a role is confirmed.

## Shortlisting and Offer of a Place on an Orientation Event

1. Once the closing date has passed, the Coaching Manager will convene a meeting of a shortlisting panel to review the applications received. Where possible or appropriate, names and selected biographical details will be removed before the panel sees the applications to reduce unconscious bias.

2. Candidates will be shortlisted in accordance with a set of specified criteria and panel members should detail their decisions relating to each applicant on the shortlisting form. Consistency of shortlisting is critical in meeting good practice and equal opportunity guidelines. Records of shortlisting will be retained for up to six months should there be any queries about the shortlisting process.
3. Unsuccessful applicants will be informed via email. Where a high volume of applications has been received, the email may include a statement that Paddle Cymru will not be able to provide feedback to all applicants.

## Additional Checks

1. References will not be pursued without the candidate's permission. Roles may be offered subject to the receipt of two satisfactory references.
2. Qualifications and coach update status will be checked to ensure that candidate is eligible for the role.

## Appointment

1. Candidates for Provider Roles will be offered a place on an orientation event at their own cost. The orientation event is the next step of the process and this will require the candidate to complete any action plan from the event to succeed in becoming a provider for a specific award.
2. Candidates for National Trainer roles will be offered the role based on their application, experience and current roles. They may need to attend specific training additional training events depending on their role.

Please refer to Appendix 1

## Continuation of the Role

The role is offered on a continuous basis as long as the provider meets the requirements to stay current. This will include but is not limited to

- Attendance and participation in standardisation events
- Maintaining current levels of competence
- Retaining "Coach Update" status including current membership, current CPD and meeting the current first aid and safeguarding requirements

## Termination of the Role

A provider role can be ended by:

- The provider no longer wishing to hold the role and notifying Paddle Cymru to this effect
- Paddle Cymru removal of a role following an unsuccessful QA/Standardisation or for another disciplinary reason
- Paddle Cymru removal of the role following a provider being found to be not complying to either the “Provider Service Agreement” or to the “Provider Terms and Conditions”.

## Training and Development

Training and Development activities will include:

- A layered approach to build an understanding of requirements
- Allowing 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.

## Provider Roles Specific Training

All Provider Roles require role-specific training, prior to granting of the role and while holding 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 BCAB qualifications.

## Standardisation for Providers

Providers of Coaching and Leadership qualifications are required to attend standardisation sessions on an annual basis. Failure to attend a session in a 12 month period will lead to Provider roles being frozen until a standardisation session can be arranged.

## Hot Topics

From time to time, Paddle Cymru may need providers to attend training sessions to receive updates, essential information, or changes to assessment criteria/ learning outcomes. If deemed mandatory, failure to attend a session would result in provider roles being frozen until a session can be arranged.

## Fees

See Delivery Centre Fees Document.

## Standards Officers, Quality Assurance Officers and Trainers

All Standards Officer/Quality Assurance Officer and Trainer roles require specific training, prior to granting the role and while holding the role. Training will be individualised and delivered by a qualified Paddle Cymru Trainer to a standardised programme:

- Onboarding - Values, Policies and Procedures, Expectations.
- Role Specific Training including a skills verification.
- 3 yearly standardisation and at least 1 digital meeting per annum.

# Paddle Cymru National Association Trainer & Standardisation Team Recruitment, Induction and Training

## National Trainer Team

We maintain a team sufficient for our needs.

The Paddle Cymru Standardisation team needs to be a small team, offered to a group of contracted National Trainers with specific areas of expertise and geographic location, to match our needs.

## National Association Trainer Recruitment

National Association Trainers Recruitment and applications will be opened on demand according to the needs of the organisation.

Retention of the most active and valued current team members is essential to maintain standards, and they must meet the following criteria:

1. Have actively worked on orientations, moderation, new tutor sign-offs and/or community learning events in the last 3 years.
2. Have been active providers in running courses

Reasonable adjustment will be applied if a multiple award provider has not run awards in all the roles they hold but has run sufficient awards and are sufficiently moderated themselves. The induction of new providers will follow the Guidelines set through BCAB and NAT onboarding guidelines.

## Instructor and Coach Award NAT and Standardisation Team Recruitment

The current team will be offered the opportunity to become National Association Trainers of Leadership and Safety Awards, if they are also active and Standardised Instructor and Coach Award providers. They will be invited to join the Paddle Cymru National Association Trainers and Standardisation Team depending on their experience as trainers, specific areas of expertise and their geographic location depending on our needs.

## Induction, Training and Ongoing Development Process for Standards Officers

- Scheduled Online meets.
- Induction to systems and report writing.
- BCAB requirements and process
- Understanding of obligations, support to providers approach and communication importance
- All standards officers need to be on a pathway to being an IQA L4

We are only in need of a small number in this team so training and ongoing development can be designed specifically for each of them on a one-to-one basis, with regular meets online with the whole team to touch base and share findings or plan events.

## Standardisation of Desktop and Face to Face Visits and Officer Reporting

Standardisation reports will be checked and standardised by the Lead Standards Officer- face-to-face standardisation events will be monitored and sporadically standardised in person by the Lead Standards Officer.