

## Standards – Guidance and Examples

### People

#### Standard

#### 5.1 Competency Framework – Induction and Onboarding

#### Rationale

The staff recruited to undertake administration have the skills and experience relevant to the complexity of work they are undertaking. This is as important for new staff as for existing experienced staff. All staff should understand why work is undertaken and should have the skills to determine whether automated outcomes are correct.

#### Outcomes

Knowledgeable and competent administration staff are able to understand the work they are asked to do and have the skills required to deliver specified administration services.

#### Measurement / Evidence

An appropriately structured induction, training and development process is in place to demonstrate to new starters the competencies required, including.

- A documented role profile (or equivalent), clearly sets out for each role level within the administration organisation what skills, knowledge and behaviours are required for recruits. This is so people can clearly see what is expected of them in their initial role and can see how they can continually develop and the organisation has the ability to measure output in both quantum and quality;
- A recruitment policy demonstrating only individuals who meet relevant technical and behavioural competency criteria are appointed;
- A competency matrix showing what the performance expectations for each role are;
- A training and development log for all staff showing the future training required.

## General Principles

PASA believes pensions administration service delivery is a people business and highly dependent on the competency and behaviour of staff carrying out the administration.

The complex and varied nature of occupational pension and benefit arrangements means staff are required to be trained to a high degree in an array of skills necessary to perform the full range of administrative activity.

The pensions landscape is continually changing and staff must keep pace with the changes and the impact these have on administration processes.

PASA recognises and accepts there will be a variety of methods and tools used to capture, set out and measure competencies. The importance here is administrators and managers have clear direction as to what skills, knowledge and behaviours are required in recruiting relevant and competent staff. Additionally, both the appointee and their line managers understand the individual's current assessment against the role requirements and development pathway required to support the appointee.

## Application to TPAs and Accreditation Approach

PASA believes the level of skill required by administration staff should be consistent for all sizes and types of schemes. The Standard requires all administration providers can demonstrate best practice in relation to staff recruitment and recognises the methods for achieving this best practice should be appropriate to the size and demands of the provider.

Where specialist teams exist PASA expects staff to understand the context of the wider service offering of which they are a part and some base level training should be evident.

PASA expects TPAs to have a structured framework in place for recruitment, induction, competency assessment and, under Standard 5.2, development and personal development plans. PASA will look for full compliance for all administration locations and teams, and will seek evidence of this.

### *Accreditation Approach*

The accreditation team will:

- Require sight of the recruitment selection criteria and process and review a sample of recent (in the last 12 months) recruitment processes to ascertain how the competency criteria have been applied and monitor the outcome of the assessment stage;
- Seek to understand, through interviews and reviewing documentation, how competencies are captured and measured at recruitment;
- Look for evidence future training and development needs are identified and recorded.

### **Application to In-House Teams and Accreditation Approach**

PASA believes the level of skill required by administration staff should be consistent for all sizes and types of schemes. The Standard requires all administration providers can demonstrate best practice in relation to staff recruitment and recognises the methods for achieving this best practice should be appropriate to the size and demands of the provider.

Where specialist teams exist PASA expects staff to understand the context of the wider service offering of which they are a part and some base level training should be evident.

PASA expects TPAs to have a structured framework in place for recruitment, induction, competency assessment and, under Standard 5.2, development and personal development plans. PASA will look for full compliance for all administration locations and teams, and will seek evidence of this.

### *Accreditation Approach*

The accreditation team will:

- Require sight of the recruitment selection criteria and process and review a sample of recent (in the last 12 months) recruitment processes to ascertain how the competency criteria have been applied and monitor the outcome of the assessment stage;
- Seek to understand, through interviews and reviewing documentation, how competencies are captured and measured at recruitment;
- Look for evidence future training and development needs are identified and recorded.

## Timeline

PASA expects these procedures to be in place immediately.