

## Standards – Guidance and Examples

### People

#### Standard

#### 5.2 Staff Development

#### Rationale

An annual review process to review past performance and to set future objectives as well as identifying gaps in knowledge/training is essential in developing competence consistent with the needs of the organisation. A formal staff review and appraisal programme leads to motivated teams with clear goals and objectives.

#### Outcomes

There is clarity of any performance improvement needed and changes required to deliver the administration requirements. Staff have clear development plans emerging from these performance reviews and are able to manage their own career and knowledge progression. Administration teams are highly motivated, know what is expected of them and how they are going to achieve the required outcomes. They feel supported and valued as part of their organisation. Delivery teams can effectively manage succession planning and provide opportunities for staff to gain exposure to new skills in a managed way.

#### Measurement / Evidence

A structured process of continuous review – evidenced with a structured appraisal system – enabling people to clearly understand/show:

- What is expected of them (per the competency framework);
- How they have performed relative to the competency framework;
- Where they have met, exceeded or fallen short of the required Standard;
- In the event of deficiencies, what they need to do to meet the Standard;
- What they need to do to progress their career;

- Individual training plans flow from the competency framework and appraisal process;
- Training logs (or equivalent) provide evidence of the training people receive (internal and external);
- The organisation should actively encourage its people to undertake relevant professional qualifications;
- A schedule of training opportunities aligned with the competency framework;
- The administrator has a clear strategy for supporting people's aspirations.

## General Principles

PASA believes the monitoring of staff performance is vital in maintaining the quality of service delivery, and development of teams. The management of talent within the organisation and succession planning for key roles is vital for continuity and resilience of service delivery.

Administration providers should be able to demonstrate they create an environment where staff are engaged and motivated.

The importance here is administration providers and their staff have a clear understanding of what is required to be successful in their role and recognise and act upon areas for improvement.

## Application to TPAs and Accreditation Approach

PASA recognises the appraisal systems will vary between organisations and is not seeking to comment on these but is looking for evidence they exist, are actively used and have a positive perception from staff.

### *Accreditation Approach*

The accreditation team will:

- Require sight of the performance development and improvement plans for a randomly selected sample of individual staff members;
- Seek to understand through interviews and reviewing documentation how performance is monitored and reviewed at various stages of an administrator's career – from recruitment onwards;
- Look for evidence individuals are encouraged to undertake relevant training, professional qualifications and education programmes;
- Require sight of tools employed to manage talent in the organisation, satisfy staff career aspirations where appropriate and succession plan for key roles;
- Look to review recent employee surveys which demonstrate positive results and evidence of follow-up actions on feedback, where relevant;

- Look for evidence succession planning is in place, taking account of current staff competencies to demonstrate opportunities for career development are in place.

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

PASA recognises the appraisal systems will vary between organisations and is not seeking to comment on these but is looking for evidence they exist, are actively used and have a positive perception from staff.

#### *Accreditation Approach*

The accreditation team will:

- Require sight of the performance development and improvement plans for a randomly selected sample of individual staff members;
- Seek to understand through interviews and reviewing documentation how performance is monitored and reviewed at various stages of an administrator's career – from recruitment onwards;
- Look for evidence individuals are encouraged to undertake relevant training, professional qualifications and education programmes;
- Require sight of tools employed to manage talent in the organisation, satisfy staff career aspirations where appropriate and succession plan for key roles.
- Look for evidence key person risk is mitigated, recognising in small departments this might be with the assistance of other business areas or advisors.

### Timelines

PASA expects these procedures to be in place immediately.