

Standards – Guidance and Examples

People

Standard
5.1 Competency Framework – Induction and onboarding
Rationale
The staff recruited to undertake administration have 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
<p>An appropriately structured induction, training and development process is in place to demonstrate to new starters the competencies required, including.</p> <ul style="list-style-type: none"> • A documented role profile (or equivalent), that clearly sets out at for each role level within the administration organisation what skills, knowledge and behaviours are required for recruits. This is so that people can clearly see what is expected of them in their initial role and can see how they can continually develop and that the organisation has the ability to measure output in both quantum and quality; • a recruitment policy that demonstrates that only individuals who meet relevant competency criteria are appointed; • a competency matrix that shows 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 that 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 that 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 that there will be a variety of methods and tools used to capture, set out and measure competencies. The importance here is that administrators and managers have clear direction as to what skills, knowledge and behaviours are required in recruiting relevant and competency, where they currently fit on that framework and what further development they need both for their current work and for career progression.

Application to TPAs and Accreditation Approach

PASA believes that the level of skill required by administration staff should be consistent for all sizes and types of schemes. The standard requires that all administration providers can demonstrate best practice in relation to staff recruitment and recognises that 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 that future training and development needs are identified and recorded.

Application to In-House Teams and Accreditation Approach

PASA believes that the level of skill required by administration staff should be consistent for all sizes and types of schemes. The standard requires that all administration providers can demonstrate best practice in relation to staff recruitment and recognises that 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 that future training and development needs are identified and recorded.

Timeline

PASA expects these procedures to be in place immediately.