



# Standards – Staff Development

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PASA 

## **Standard:**

### **5.2 Staff Development**

Administrators should have documented policies covering staff development, training and performance appraisals.

## **Rationale:**

A formal and ongoing annual 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.

## **General Principles:**

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.

Appointed administrators should be able to demonstrate they create an environment where staff are engaged and motivated, evidencing how it works equally for staff who work locally and those who work remotely.

The importance here is appointed administrators and their staff have a clear understanding of what's required to be successful in their role and recognise and act upon areas for improvement as well as understanding what's required for further promotion/role change.

## **Outcomes:**

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

### Measures/Evidence:

A structured process of continuous review – this should be formal reviews, at least annually, plus regular informal reviews such as one-to-ones. The process should be evidenced with a structured appraisal system enabling people to clearly understand/show:

- What's expected of them (per the competency framework)
- How they've performed relative to the competency framework
- Where they've met, exceeded or fallen short of the required business standard
- In the event of deficiencies, what they need to do to meet the business standard
- What they need to do to progress their career
- Individual training plans which flow from the competency framework and appraisal process
- Training logs (or equivalent) which 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 appointed administrator has a clear strategy for supporting people's aspirations

## Accreditation Approach:

### For TPAs, Master Trusts & Annuity Providers:

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

- **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 demonstrating 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**

**For in-house:**

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

- **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 that in small departments this might be with the assistance of other business areas or advisors**



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