



**PASA Administration Careers &  
Development Working Group**

**Building Career Pathways in Pensions Administration**

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**June 2026**

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**PASA** 

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## 1. Introduction

Administration plays a critical role in delivering good outcomes for savers. It underpins trust, governance and the effective running of schemes across the UK.

As the industry evolves, administration is becoming increasingly specialised, technology-enabled and strategically important. Yet career pathways across the profession aren't always clear or consistently understood.

The PASA Administration Careers & Development Working Group (ACDWG) has been established to support greater clarity around careers, capability and progression across administration, benefiting individuals, employers and the wider industry.

This Guidance sets out:

- the challenges facing the industry
- why PASA is taking this work forward
- the initial framework work developed by PASA
- and the next phase of work

## 2. The Challenges Facing the Industry

The work undertaken across administration is complex, skilled and increasingly critical. Career pathways are often unclear or inconsistently defined, and several issues commonly arise across the industry.

### Technological evolution

Administration is being reshaped by automation, digital platforms, data tools and emerging uses of artificial intelligence (AI). As administration becomes increasingly technology-enabled, the need for skilled professionals remains critical. As processes become more automated, the importance of judgement, oversight, communication and technical interpretation increases. Roles are evolving rapidly, with digital capability, systems knowledge and data literacy becoming increasingly important alongside traditional pensions expertise.

### **Lack of shared language**

Job titles and role definitions vary significantly between organisations. Similar work is often described differently across organisations, while identical titles can carry very different responsibilities.

### **Unclear progression through the middle of a career**

Entry routes into administration are generally well understood, as are senior leadership positions. Progression through the middle of a career is often less visible, particularly for individuals developing as technical specialists, client leaders, project professionals or operational managers.

### **Skills matter but aren't always recognised**

Technical pensions knowledge is essential and rightly valued. However, as roles become more senior, other skills become increasingly important. These include communication, judgement, leadership, problem-solving, client engagement and decision-making. These skills are not always explicitly recognised or developed in a consistent way.

### **Project support and project management**

The scale and complexity of change across administration continues to grow, driven by endgame activity, GMP work, dashboards, system transitions and regulatory reform.

Project delivery is now a core capability across the industry, requiring administrators to work within structured delivery frameworks and collaborate across operational, technical, systems and governance disciplines.

### **Limited portability of experience**

Without common reference points for capability, it can be difficult for individuals to move between employers or specialisms, even where their experience is strong and relevant. This affects retention, confidence and workforce resilience across the industry.

Together, these challenges impact recruitment, development and the long-term sustainability of administration as a profession.

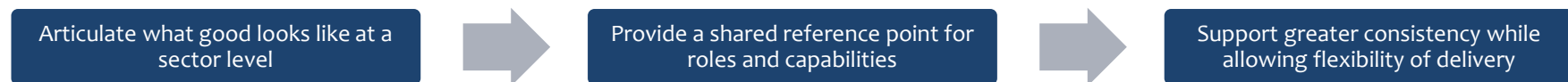
### 3. PASA's Role in Taking This Forward

PASA's purpose is to raise standards in administration and to support better outcomes for members. Career development and professional capability are central to its purpose.

The ACDWG was formed to consider how PASA can complement:

- employer-led career frameworks and operating models
- formal qualifications led by professional bodies, including the Pensions Management Institute (PMI)

PASA's role isn't to prescribe organisational structures or career pathways, but to:



This work aligns closely with wider industry priorities, including:

- governance and assurance under the General Code
- operational resilience and risk management
- digital change and transformation
- the growing emphasis on professionalism within administration

#### What we've done so far

Rather than focusing on job titles or grades, we've adopted a job family approach, grouping roles by the nature of the work being performed and the capabilities required. This approach reflects how administration operates today, across:

- third-party administrators (TPA's)

- consultancies
- insurers
- in-house administration teams

The framework is designed to support consistency and shared understanding while remaining flexible across different organisational models.

#### 4. Job Families in Pensions Administration

We've identified a set of job families commonly found across pensions administration, regardless of organisational structure or employer type. These job families provide a shared reference point for understanding careers, capability and progression across the profession.

##### Job families

##### Core Administration & Delivery



##### Member Operations & Casework

Delivering day-to-day administration, calculations and member communications



##### Technical & Subject Matter Expertise

Providing deep pensions knowledge, scheme rule interpretation and technical leadership



##### Quality Assurance & Operational Risk

Protecting accuracy, consistency, control and compliance across administration services

## Client, Projects & Change



### Client Relationship & Service Management

Owning service delivery, trustee and sponsor relationships and client outcomes, MI and planning



### Project Delivery, Transitions & Implementation

Delivering change, including scheme onboarding, migrations, dashboards and endgame activity



### Business Change, Process Improvement & Digital

Improving operating models, processes, systems, data quality and automation

## Specialist & Strategic Functions



### Scheme Finance & Treasury Management

Managing scheme cashflows, bank accounts and treasury activity, overseeing contributions and benefit payments, reconciliations and financial controls. Preparing statutory accounts and financial reporting to support trustee governance and regulatory compliance



### Technology & Systems Enablement

Designing, developing and supporting the systems, platforms, data architecture and digital tools underpin pensions administration services, including system configuration, workflow design, automation, data management, integrations and member-facing technology



### Operational & People Leadership

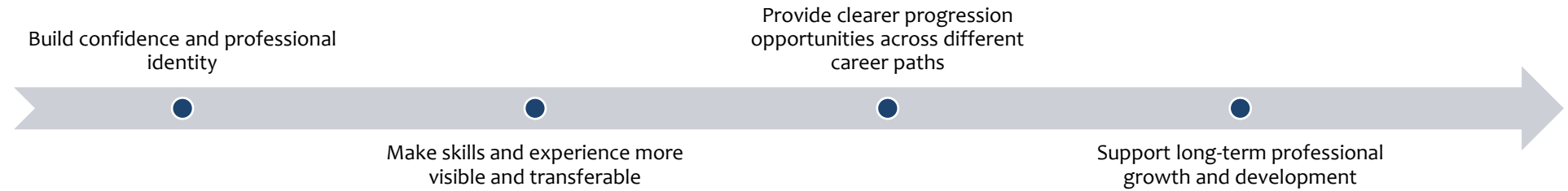
Leading teams and operational delivery, developing capability and culture and standards, managing performance and capability and setting operational direction and service standards

These job families exist today, even if they're not always labelled or described consistently. Making them visible is an important first step in helping individuals and employers understand the full breadth of careers available within administration

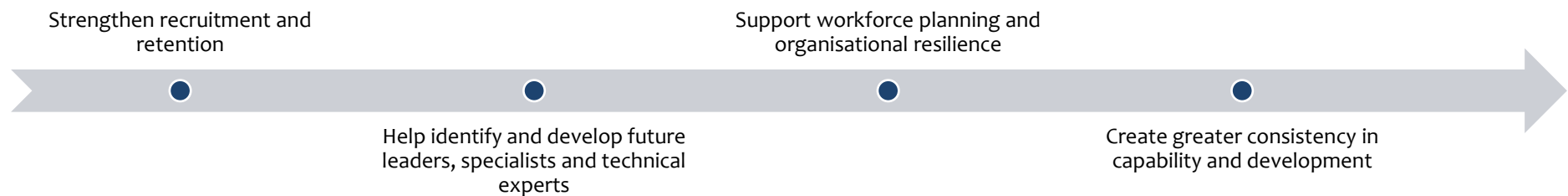
**Why this matters**

Clearer career pathways support stronger outcomes for individuals, employers and the wider industry

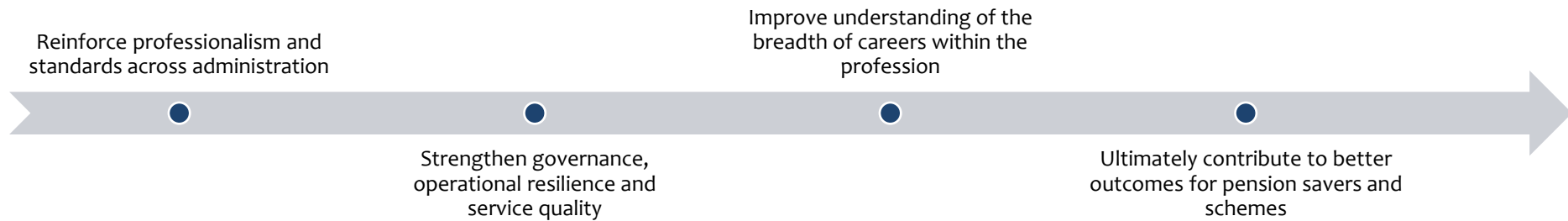
**For individuals:**



**For employers:**



## For the industry:



## Supporting the future workforce

Administration continues to evolve rapidly. Alongside technical pensions expertise, the industry increasingly requires skills in technology, data, project delivery, operational risk, communication and change management.

This creates opportunities to attract individuals from a broad range of backgrounds including apprentices, graduates, career changers and professionals with transferable skills from related disciplines.

Modern pensions administration offers:

- ✓ intellectually varied work
- ✓ opportunities to combine technical, operational and interpersonal skills
- ✓ increasing exposure to technology and transformation
- ✓ the ability to contribute directly to good outcomes for pension savers

Strengthening visibility of career pathways and professional development will help support the long-term sustainability, resilience and attractiveness of the profession.

## Pensions Administration Job Families

The following job families reflect the broad areas of professional expertise typically found within administration. They're intended to provide a practical industry reference point rather than prescribe organisational structures, reporting lines or job titles.

<b>MEMBER OPERATIONS &amp; CASEWORK</b>	
<b>PRIMARY PURPOSE</b>	<b>TYPICAL ROLES (NON-EXHAUSTIVE)</b>
Deliver accurate, timely administration of member events and enquiries	<ul style="list-style-type: none"> <li>• Trainee Pensions Administrator</li> <li>• Junior Pensions Administrator</li> <li>• Pensions Administrator/Scheme Administrator</li> <li>• Senior Pensions Administrator</li> <li>• Pensions Analyst/Benefits Specialist</li> </ul>
<b>KEY RESPONSIBILITIES/ACTIVITIES</b>	<b>KEY SKILLS &amp; EXPERIENCE</b>
<ul style="list-style-type: none"> <li>• Processing retirements, deaths, transfers, refunds and leavers</li> <li>• Member correspondence and enquiries</li> <li>• Routine and complex calculations</li> <li>• Maintaining member records and payroll inputs</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to detail</li> <li>• Pensions calculation knowledge (DB/DC)</li> <li>• Process and procedural understanding</li> <li>• Member service and communication skills</li> <li>• Organisation and workload management</li> </ul>
<b>COMMON CAREER ENTRY POINTS</b>	<b>TYPICAL PROGRESSION ROUTES</b>
<ul style="list-style-type: none"> <li>• Entry-level admin roles</li> <li>• Career changers</li> <li>• Graduates or apprentices</li> <li>• Internal moves from support functions</li> </ul>	<ul style="list-style-type: none"> <li>• Senior administrator or analyst roles</li> <li>• Technical specialist roles</li> <li>• Team leader or operations management</li> <li>• Client-facing or quality roles</li> </ul>

## TECHNICAL & SUBJECT MATTER EXPERTISE

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
<p>Provide deep technical knowledge and technical leadership</p>	<ul style="list-style-type: none"> <li>• Pensions Technician</li> <li>• Technical Specialist/Lead</li> <li>• Senior Technical Consultant (admin)</li> <li>• Subject Matter Expert (DB, DC, CARE, GMP, transfers, endgame)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Scheme rule interpretation</li> <li>• Legislative analysis and implementation</li> <li>• Resolving complex cases and disputes</li> <li>• Technical guidance and standards setting</li> <li>• Training and mentoring practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced pensions technical knowledge</li> <li>• Analytical thinking and judgement</li> <li>• Technical communication skills</li> <li>• Professional credibility and expertise</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Experienced administrators</li> <li>• Senior analysts</li> <li>• Consultants with admin background</li> </ul>	<ul style="list-style-type: none"> <li>• Principal or lead specialist roles</li> <li>• Advisory or consulting roles</li> <li>• Governance or policy-facing roles</li> <li>• Senior technical leadership</li> </ul>

## QUALITY, ASSURANCE & OPERATIONAL RISK

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Protect accuracy, consistency and control in admin delivery	<ul style="list-style-type: none"> <li>• Quality Assurance Analyst</li> <li>• QA Lead / Manager</li> <li>• Peer Review or Audit Lead (admin)</li> <li>• Risk and Controls Manager</li> <li>• Governance or Compliance Manager (admin)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Case sampling and peer review</li> <li>• Error prevention and root cause analysis</li> <li>• Design and monitoring of controls</li> <li>• Operational MI and reporting</li> <li>• Supporting General Code compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Pensions process and control knowledge</li> <li>• Risk awareness and governance awareness</li> <li>• Analytical and investigative skills</li> <li>• Stakeholder communication</li> <li>• Independent judgement</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Experienced administrators</li> <li>• Senior analysts</li> <li>• Operations or governance staff</li> </ul>	<ul style="list-style-type: none"> <li>• Senior QA or risk leadership</li> <li>• Operational governance roles</li> <li>• Head of risk/assurance (admin)</li> <li>• Broader governance roles</li> </ul>

## CLIENT RELATIONSHIP & SERVICE MANAGEMENT

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Own client outcomes and service delivery	<ul style="list-style-type: none"> <li>• Client Manager/Scheme Manager</li> <li>• Client Relationship Manager</li> <li>• Service Delivery Manager</li> <li>• Administration Consultant (client-facing)</li> <li>• Client Director (admin services)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Trustee and sponsor engagement</li> <li>• SLA management and reporting</li> <li>• Chairing meetings and presenting MI</li> <li>• Issue and escalation management</li> <li>• Service improvement planning</li> </ul>	<ul style="list-style-type: none"> <li>• Broad pensions knowledge</li> <li>• Stakeholder and relationship management</li> <li>• Communication and influencing skills</li> <li>• Judgement and decision-making</li> <li>• Commercial awareness</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Senior administrators</li> <li>• Team leaders</li> <li>• Consultants with admin experience</li> </ul>	<ul style="list-style-type: none"> <li>• Senior client leadership roles</li> <li>• Operational management</li> <li>• Commercial or strategic roles</li> </ul>

## PROJECT DELIVERY, TRANSITIONS & IMPLEMENTATION

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Deliver major change safely and effectively	<ul style="list-style-type: none"> <li>• Pensions Project Manager</li> <li>• Implementation/Onboarding Manager</li> <li>• Transitions/Migration Manager</li> <li>• Scheme Events Project Lead</li> <li>• Programme Manager (admin change)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Scheme onboarding and transitions</li> <li>• Provider migrations and implementation activity</li> <li>• Buy-ins, buy-outs and wind-up activity</li> <li>• Dashboards and regulatory programmes</li> <li>• Delivery planning and risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Project delivery capability</li> <li>• Pensions operational understanding</li> <li>• Planning and risk management</li> <li>• Stakeholder management</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Administrators with project exposure</li> <li>• Operations managers</li> <li>• Professional project managers</li> </ul>	<ul style="list-style-type: none"> <li>• Programme leadership</li> <li>• Transformation roles</li> <li>• Senior operational or change leadership</li> </ul>

## BUSINESS CHANGE, PROCESS IMPROVEMENT & DIGITAL TOOLS

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Improve operating models, processes, systems and data	<ul style="list-style-type: none"> <li>• Business Analyst (pensions)</li> <li>• Change Manager</li> <li>• Transformation Manager</li> <li>• Continuous Improvement/Lean Lead</li> <li>• Automation or Digital Enablement Lead</li> <li>• Data Improvement Lead (ops)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Process redesign and standardisation</li> <li>• System implementation and optimisation</li> <li>• Automation and AI initiatives</li> <li>• Data quality improvement</li> <li>• Operating model redesign</li> </ul>	<ul style="list-style-type: none"> <li>• Process and systems thinking</li> <li>• Pensions operational understanding</li> <li>• Analytical and problem-solving skills</li> <li>• Change management</li> <li>• Digital and data literacy</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Experienced administrators</li> <li>• Project roles</li> <li>• Operations or IT-adjacent staff</li> </ul>	<ul style="list-style-type: none"> <li>• Senior transformation leadership</li> <li>• Digital strategy roles</li> <li>• Operational leadership</li> </ul>

## SCHEME FINANCE & TREASURY MANAGEMENT

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Manage scheme cashflows, treasury activity and financial reporting	<ul style="list-style-type: none"> <li>• Scheme Accountant</li> <li>• Pensions Finance Manager</li> <li>• Treasury Manager (pensions)</li> <li>• Cash Management Specialist</li> <li>• Financial Reporting Analyst (schemes)</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Managing scheme bank accounts and cashflows</li> <li>• Overseeing contributions and benefit payments</li> <li>• Reconciliations and financial controls</li> <li>• Investment accounting oversight</li> <li>• Statutory accounts and trustee reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Financial controls and accounting knowledge</li> <li>• Attention to detail</li> <li>• Understanding of scheme cashflows</li> <li>• Regulatory and reporting awareness</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Finance professionals</li> <li>• Accounting graduates</li> <li>• Administrators with financial aptitude</li> </ul>	<ul style="list-style-type: none"> <li>• Senior scheme finance leadership</li> <li>• Head of pension finance</li> <li>• Broader finance or governance roles</li> </ul>

## TECHNOLOGY & SYSTEMS ENABLEMENT

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Design, develop and support systems and digital infrastructure underpinning administration services	<ul style="list-style-type: none"> <li>• Pensions Systems Analyst</li> <li>• Configuration Specialist</li> <li>• Platform Administrator</li> <li>• Data Engineer (pensions)</li> <li>• Workflow or Automation</li> <li>• Developer</li> <li>• Integration Specialist</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• System configuration and optimisation</li> <li>• Workflow design and automation</li> <li>• Data architecture and management</li> <li>• System integrations and interfaces</li> <li>• Testing and release management</li> <li>• Supporting digital member platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Systems and technical capability</li> <li>• Data literacy</li> <li>• Understanding of pensions processes</li> <li>• Analytical and problem-solving skills</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Administrators with systems interest</li> <li>• IT professionals entering pensions</li> <li>• Data or technology graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Senior systems architecture roles</li> <li>• Technology leadership</li> <li>• Digital transformation leadership</li> </ul>

## OPERATIONAL & PEOPLE LEADERSHIP

PRIMARY PURPOSE	TYPICAL ROLES (NON-EXHAUSTIVE)
Lead people, performance and service strategy	<ul style="list-style-type: none"> <li>• Team Leader/Supervisor</li> <li>• Administration Manager</li> <li>• Operations Manager</li> <li>• Head of Administration</li> <li>• Head of Client Services</li> <li>• Director of Operations</li> </ul>
KEY RESPONSIBILITIES/ACTIVITIES	KEY SKILLS & EXPERIENCE
<ul style="list-style-type: none"> <li>• Team leadership and people development</li> <li>• Resource and capacity planning</li> <li>• Performance and quality oversight</li> <li>• Operational risk and issue management</li> <li>• Service strategy and operational leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and coaching capability</li> <li>• Pensions operational knowledge</li> <li>• Decision-making and judgement</li> <li>• Communication and influencing skills</li> <li>• Strategic and operational thinking</li> </ul>
COMMON CAREER ENTRY POINTS	TYPICAL PROGRESSION ROUTES
<ul style="list-style-type: none"> <li>• Senior administrators</li> <li>• Client managers</li> <li>• Project or change leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Executive leadership</li> <li>• Board or senior governance roles</li> </ul>

## Skills-based view of job families

This table illustrates how different roles draw on different combinations of skills, strengths and ways of working. Individuals may recognise themselves across multiple areas, reflecting the breadth and flexibility of careers in pensions administration.

IF YOU ARE STRONGEST AT...	YOU MAY RECOGNISE YOURSELF AS SOMEONE WHO...	BEHAVIOURS	SKILLS STANDING OUT	JOB FAMILY THIS MOST CLOSELY ALIGNS TO
<b>Accuracy, structure and getting things right first time</b>	Enjoys detailed work, following processes, owning cases end-to-end and ensuring member records are correct	<ul style="list-style-type: none"> <li>• Works accurately and consistently,</li> <li>• Takes ownership of member cases and outcomes</li> <li>• Communicates clearly with members and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to detail</li> <li>• Strong Technical pensions foundations</li> <li>• Personal organisation and reliability</li> </ul>	<b>Member operations and casework</b>
<b>Solving complex pension problems</b>	Is the 'go-to' person for difficult cases, rule interpretation or technical queries	<ul style="list-style-type: none"> <li>• Applies sound judgement to complex cases,</li> <li>• Analyses technical issues carefully</li> <li>• Explains technical positions clearly</li> </ul>	<ul style="list-style-type: none"> <li>• Deep technical knowledge</li> <li>• Analytical thinking</li> <li>• Judgement and clarity</li> </ul>	<b>Technical and subject matter expertise</b>

IF YOU ARE STRONGEST AT...	YOU MAY RECOGNISE YOURSELF AS SOMEONE WHO...	BEHAVIOURS	SKILLS STANDING OUT	JOB FAMILY THIS MOST CLOSELY ALIGNS TO
<b>Spotting errors, patterns and risks</b>	Notices where things go wrong, asks why, and wants to prevent repeat issues	<ul style="list-style-type: none"> <li>• Identifies patterns, risks and control weakness</li> <li>• Applies independent and objective judgement</li> <li>• Focuses on root cause and prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Process understanding</li> <li>• Critical thinking</li> <li>• Objectivity and independence</li> </ul>	<b>Quality, assurance and operational risk</b>
<b>Explaining pensions clearly to others</b>	Enjoys working with trustees, sponsors or colleagues and translating technical detail into decisions	<ul style="list-style-type: none"> <li>• Communicates confidently with stakeholders, Manages expectations and competing priorities</li> <li>• Adapts communication for different audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Stakeholder management, Broad technical understanding</li> </ul>	<b>Client relationship and service management</b>
<b>Organising change and delivery</b>	Likes planning, coordinating people, managing risks and delivering outcomes to time and budget	<ul style="list-style-type: none"> <li>• Plans and coordinates delivery activity,</li> <li>• Manages risks and dependencies,</li> <li>• Keeps stakeholders aligned and informed</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and prioritisation</li> <li>• Problem-solving</li> <li>• Stakeholder coordination</li> </ul>	<b>Project delivery, transitions and implementation</b>

IF YOU ARE STRONGEST AT...	YOU MAY RECOGNISE YOURSELF AS SOMEONE WHO...	BEHAVIOURS	SKILLS STANDING OUT	JOB FAMILY THIS MOST CLOSELY ALIGNS TO
<b>Improving how things work</b>	Questions current processes, enjoys redesigning workflows or implementing better systems	<ul style="list-style-type: none"> <li>• Identifies opportunities to improve processes and systems,</li> <li>• Engages others in change activity,</li> <li>• Focuses on operational improvement and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Process improvement</li> <li>• Systems thinking</li> <li>• Change and adoption skills</li> </ul>	<b>Business change, process improvement and digital</b>
<b>Building relationships and representing services</b>	Enjoys working with trustees and sponsors, presenting information clearly and taking ownership of service outcomes	<ul style="list-style-type: none"> <li>• Communicates with confidence</li> <li>• Builds trust and credibility</li> <li>• Balances stakeholder needs</li> <li>• Takes accountability for outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Stakeholder management</li> <li>• Judgement and influence</li> </ul>	<b>Client relationship and service management</b>
<b>Working confidently with numbers and financial control</b>	Enjoys working with cashflows, reconciliations and financial reporting, and takes pride in accuracy and control	<ul style="list-style-type: none"> <li>• Acts with integrity</li> <li>• Works methodically and independently</li> <li>• Maintains strong financial discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Financial literacy</li> <li>• Control mindset</li> <li>• Regulatory awareness</li> </ul>	<b>Scheme finance and treasury management</b>

IF YOU ARE STRONGEST AT...	YOU MAY RECOGNISE YOURSELF AS SOMEONE WHO...	BEHAVIOURS	SKILLS STANDING OUT	JOB FAMILY THIS MOST CLOSELY ALIGNS TO
<b>Working with systems and digital tools</b>	Enjoys working with platforms, data, workflows or automation to improve how administration operates	<ul style="list-style-type: none"> <li>• Solves technical problems logically</li> <li>• Works effectively across teams and disciplines</li> <li>• Focuses on reliability and improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Systems capability</li> <li>• Data literacy</li> <li>• Technical problem-solving</li> </ul>	<b>Technology and systems enablement</b>
<b>Developing people and running teams</b>	Enjoys leading others, coaching, planning capacity and balancing quality with delivery	<ul style="list-style-type: none"> <li>• Develops and supports teams</li> <li>• Balances quality, risk and delivery priorities,</li> <li>• Makes informed operational decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and coaching</li> <li>• Decision-making</li> <li>• Strategic thinking</li> </ul>	<b>People leadership and operational management</b>

### The PASA Skills Compass - Understanding careers through skill balance, not hierarchy

The Skills Compass illustrates how different roles across administration rely on different combinations of skills and capability, rather than sitting within a single linear hierarchy.

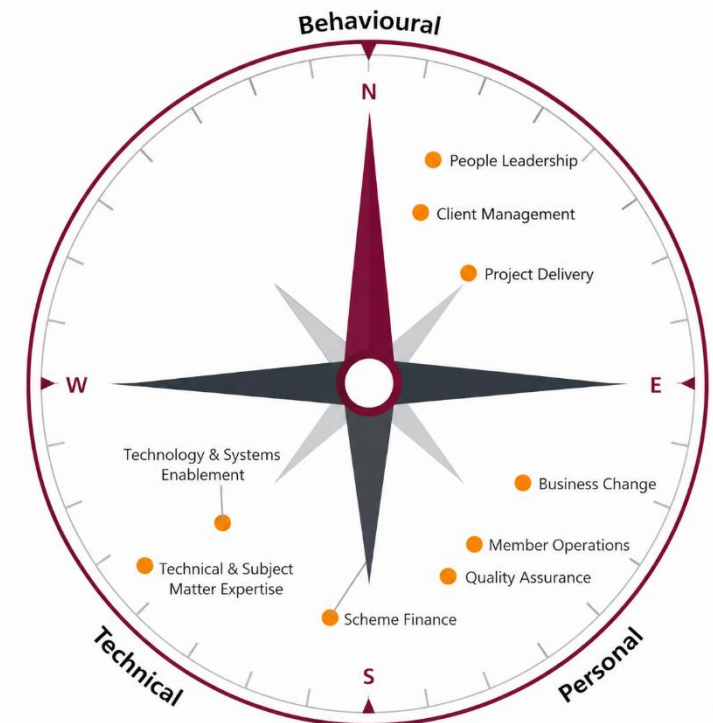
It highlights three broad skill domains which underpin careers across the profession:

1. technical pensions capability
2. operational and personal effectiveness
3. behavioural and interpersonal skills

Different job families draw on these skill areas in different ways. No role sits above another, but the balance of skills required varies depending on the nature of the work.

The Compass is intended to help individuals understand:

- why different roles feel different in practice
- why career progression may involve developing different skills, not simply greater responsibility
- and how careers can develop across multiple directions and specialisms



## 5. What comes next

This document represents the starting point of PASA's work in this area.

The next phase will focus on:

- exploring capability levels within and across job families
- identifying the technical and behavioural skills required at different career stages
- considering how PASA Standards can align with existing qualifications, including those offered by the PMI
- supporting high quality training, learning and professional development across the industry
- promoting good practice through practical Guidance, shared learning and industry engagement

This work will continue to be developed collaboratively with employers, professional bodies and practitioners. The intention is to refine and strengthen this initial framework over time.

### A shared endeavour

Strengthening and developing the administration profession is a collective effort. PASA's role is to provide structure, support collaboration and promote practical standards across the industry.

We welcome engagement, feedback and challenge as this work develops. By working together, the industry can continue to strengthen pensions administration as a modern, skilled and strategically important profession.



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