

**National Occupational Standards
for
Pension Scheme Administration**

Contents

PSA1	Collate pension scheme new entrant records	4
PSA2	Process pension scheme new entrant records	6
PSA3	Process pension scheme transfers in	8
PSA4	Process applications for pension scheme additional voluntary contributions.....	10
PSA5	Process pension scheme early leavers notifications	12
PSA6	Process applications for pension scheme transfers out	14
PSA7	Quote on defined benefit pension scheme retirement benefits	16
PSA8	Process defined benefit pension scheme retirement benefits.....	19
PSA9	Quote on defined contribution pension scheme retirement benefits.....	21
PSA10	Process defined contribution pension scheme retirement benefits	23
PSA11	Process pension scheme death benefits	25
PSA12	Process pension sharing and earmarking on divorce	28
PSA13	Dealing with pension scheme complaints and disputes.....	31
PSA14	Provide information on request from a pension scheme member or member's representative	33
PSA15	Maintain pension scheme records using periodic updating processes.....	35
PSA16	Provide periodic pension scheme information to relevant parties	37
PSA17	Respond to pension scheme enquiries	39
PSA18	Maintaining Employee Records (AOSG 71).....	41
PSA19	Managing the Payroll Function (AOSG74).....	44
PSA20	Process customers' financial transactions (FSSC Unit CP1).....	47
PSA21	Assess and use financial information to reconcile accounts (FSSC Unit CP2).....	49
PSA22	Operate credit control procedures (FSSC Unit CP3).....	51
PSA23	Prepare and pursue statements of account for financial products and services (FSSC Unit CP4)	53
PSA24	Operate payment by direct debit (FSSC Unit CP5).....	55
PSA25	Provide customers with information about products and services in a financial services environment (FSSC Unit CS1).....	57
PSA26	Deliver reliable customer service (ICS unit 21 and FSSC Unit CS2)	59
PSA27	Resolve customer service problems (ICS Unit 31 and FSSC Unit CS3).....	61

PSA28	Organise the delivery of reliable customer service (ICS Unit 25 and FSSC Unit CS4).....	63
PSA29	Plan, organise and control customer service operations (ICS Unit 28 and FSSC Unit CS5)	65
PSA30	Provide callers with specialised assistance in a financial services environment (FSSC Unit CS6)	67
PSA31	Improve the customer relationship (ICS Unit 26 and FSSC Unit CS7)	69
PSA32	Allocate and monitor the progress and quality of work in your area of responsibility (MSC Unit D6 and FSSC Unit LM4)	71
PSA33	Deal with customers by telephone (ICS Unit 17 and FSSC Unit CS9)	75
PSA34	Develop yourself to improve and maintain workplace competence in a financial services environment (FSSC Unit CC1).....	77
PSA35	Plan and organise your work in a financial services environment (FSSC Unit CC2)	79
PSA36	Develop productive working relationships in a financial services environment (FSSC Unit CC3).....	81
PSA37	Ensure your own compliance with financial services regulation (FSSC Unit CC4)	83
PSA38	Prepare and present investment market information to investors (FSSC Unit: IA1).....	85
PSA39	Measure the performance of investments (FSSC Unit: IA6).....	87
PSA40	Supervise investment administration systems and processes (FSSC Unit: IA8).....	89
PSA41	Provide learning opportunities for colleagues (MSC Unit D7 and FSSC Unit LM1)	91
PSA42	Provide leadership for your team (MSC Unit B5 and FSSC Unit: LM2).....	94
PSA43	Manage finance for your area of responsibility (MSC Unit E2 and FSSC LM3).....	96
PSA44	Recruit, select and retain colleagues (MSC Unit D3 and FSSC Unit: LM5))	100
PSA45	Provide leadership in your area of responsibility (MSC Unit B6 and FSSC Unit: LM6)	103
PSA46	Ensure compliance with legal, regulatory, ethical and social requirements (MSC Unit B8 and FSSC Unit: LM7)	106

PSA1 Collate pension scheme new entrant records

Overview

To achieve this unit, you will need to receive new member records, and ensure that they are properly validated. You are expected to check for discrepancies, or unusual features which you need to recognise. In addition new members will need their health details input onto your system, and correctly classified within the scheme. You will then need to tell the new members of their pensionable status within the legal timescales imposed. Your work will need to be accurate and completed within appropriate timescales.

Outcomes of effective performance

You must be able to do the following:

- PSA1/1 receive proper authorisation for every new member before the record is created
- PSA1/2 investigate and resolve any discrepancies in, or unusual features of, new member details
- PSA1/3 correctly classify all new members in accordance with the terms of the scheme applicable to them
- PSA1/4 accurately input all personal health details required by the organisation to new member records
- PSA1/5 inform new members of their pensionable status within required timescales.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. the internal procedures that you need to follow to create and update member records
2. how to apply relevant sections of regulations
3. how to validate scheme data in terms of completeness and appropriateness
4. where to identify sources of information for the resolution of discrepancies
5. identify policies, practices and procedures for signatories and authorisations and how to apply these
6. timescales and schedules for the updating, presentation and despatch of data and the consequences of non-compliance
7. what mechanisms are in place to conform with current equality and diversity legislation
8. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
9. the operational set up of your organisation
10. how you work in relation to other departments in your organisation
11. how joining a pension scheme works
12. the difference between giving financial advice and providing facts to the member

PSA2 Process pension scheme new entrant records

Overview

To achieve this unit you will need to ensure that all requests are correctly authorised, and that details are accurate. You will need to check for and attend to any discrepancies, and make the necessary changes. As part of this process you will have to collect all the relevant paperwork in order that you can make these updates, and you will also have to make these updates within the legal timescales.

Outcomes of effective performance

You must be able to do the following:

- PSA2/1 check all update requests for proper authorisation
- PSA2/2 evaluate all update requests for accuracy
- PSA2/3 investigate and resolve any discrepancies in, or unusual features of, update requests to members records
- PSA2/4 correctly and accurately process all updates to member information within timescales
- PSA2/5 collect all appropriate documentary evidence required to be able to process updates.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. the internal procedures that you need to follow to create and update member records
2. how to apply relevant sections of regulations
3. how to validate scheme data in terms of completeness and appropriateness
4. where to identify sources of information for the resolution of discrepancies
5. identify policies, practices and procedures for signatories and authorisations and how to apply these
6. timescales and schedules for the updating, presentation and despatch of data and the consequences of non-compliance
7. what mechanisms are in place to conform with current equality and diversity legislation
8. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
9. the operational set up of your organisation
10. how you work in relation to other departments in your organisation
11. how joining a pension scheme works
12. the difference between giving financial advice and providing facts to the member.

PSA3 Process pension scheme transfers in

Overview

To achieve this unit, you need to ensure that all transfers in are properly authorised and the details are correct. You will also have to check that they come from an appropriately qualifying scheme. Where there are Divorce Court Orders you have to take those into account. You will then have to calculate the entitlements, and let the member know and what options are available, and ascertain the option choice of the member. Having done that you will then have to process the transfer and update your records.

Outcomes of effective performance

You must be able to do the following:

- PSA3/1 establish authorisation for every transfer in request before further action is taken, or forward it to the appropriate party
- PSA3/2 ensure all proposed transfers are from another UK registered scheme, or Qualifying Recognised Overseas Pension Schemes (QROPS)
- PSA3/3 investigate and resolve any discrepancies in, or unusual features of, all transfer in requests
- PSA3/4 check for Divorce Court Orders, and account for Court Orders credit/debit protection, where appropriate
- PSA3/5 correctly calculate entitlements in accordance with scheme rules and the advice of the scheme actuary
- PSA3/6 fully inform members of the options available to them with regard to their rights to transfer and seek their preference
- PSA3/7 request payment of transfer values without delay, where appropriate
- PSA3/8 take appropriate follow up action, where no response is received from the member
- PSA3/9 update member records to show details of the transfer
- PSA3/10 correctly and accurately process all updates to member information within timescales
- PSA3/11 fully inform members of their transferred in benefits and cancellation rights, and what their options are.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.

Knowledge and Understanding

You must show that you know and understand:

1. how to interpret and apply statutory and scheme regulations following a transfer in request
2. how to validate scheme data in terms of completeness and appropriateness
3. where to identify sources of information for resolution of discrepancies
4. awareness of timescales and schedules for updating, presentation and despatch of data and the consequences of non-compliance
5. how to process scheme transfer benefits and options as specified in scheme regulations
6. how to apply calculation methods and standard practices
7. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
8. recognise and record the different forms of Divorce Court Orders as appropriate
9. Cash Equivalent Transfer Regulations (CETV)
10. public Sector Transfer Club rules
11. the difference between giving financial advice and providing facts to the member.

PSA4 Process applications for pension scheme additional voluntary contributions

Overview

This unit is about dealing with changes to members' details where they elected to increase their contributions. To achieve it, you will need to check each application to see that it is properly authorised and where there are discrepancies you will need to attend to them. It also requires you to inform all relevant parties about proceeding, or in some cases why you explain to the member why an application has been ruled invalid. You then have to arrange for the deductions to be made and for records and systems to be updated.

Outcomes of effective performance

You must be able to do the following:

- PSA4/1 check every member application for proper authorisation
- PSA4/2 investigate and resolve any discrepancies in, or unusual features of, all member applications
- PSA4/3 process all member applications and documents in accordance with statutory and scheme requirements
- PSA4/4 provide details of cancellation rights, where appropriate
- PSA4/5 inform relevant parties, where applicant elects to proceed, so that appropriate action can be taken
- PSA4/6 promptly inform the applicant, with a clear explanation, where an application is ruled invalid
- PSA4/7 liaise with the employer to commence deductions
- PSA4/8 amend the member's record to reflect the chosen option
- PSA4/9 make system updates, where applicable.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and understanding

You must show that you know and understand:

1. how to interpret and apply statutory and scheme regulations following an application to purchase additional benefits
2. how to validate scheme data in terms of completeness and appropriateness
3. where to identify sources of information for resolution of discrepancies
4. awareness of timescales and schedules for updating, presentation and despatch of data and the consequences of non-compliance
5. how to apply calculation methods and standard practices
6. identify the correct policies, practices and procedures for signatories and authorisations
7. the effect of changes in the member's circumstances to either vary or cease an existing contract early
8. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
9. the difference between giving financial advice and providing facts to the member.

PSA5 Process pension scheme early leavers notifications

Overview

To achieve this unit, you will need to process the paperwork to ensure that it is correctly authorised, and that where there are discrepancies attend to them. You will also need to deal with any Divorce Court Orders. You will have to advise the scheme member of the options available to them. Subsequent to that you will need to amend records to reflect their new option, and where required check that contributions are paid up to date. You are then required to notify the member of the changes made, and if the scheme is contracted out, you will need to inform the tax authorities as well.

Outcomes of effective performance

You must be able to do the following:

- PSA5/1 verify every notification for proper authorisation
- PSA5/2 investigate and resolve any discrepancies in, or unusual features of, all scheme member notifications
- PSA5/3 check for, and take appropriate action with any attaching Divorce Court orders, notifying applicable parties
- PSA5/4 process all member notifications and documents in accordance with statutory and scheme requirements
- PSA5/5 calculate the benefits
- PSA5/6 inform the scheme member of the options available to them, using the appropriate documents, within required timescales
- PSA5/7 inform relevant parties, so that appropriate action can be taken
- PSA5/8 promptly inform the scheme member, with a clear explanation, where an election is ruled invalid
- PSA5/9 amend the scheme member's record to reflect the chosen option
- PSA5/10 if the scheme is a Defined Contribution scheme, check that contributions due are paid up to date and unitised
- PSA5/11 notify the member of their benefits in accordance with any disclosure requirements

PSA5/12 notify the tax authorities if the scheme is contracted out.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to interpret and apply statutory and scheme regulations to determine leavers benefits
2. how to accurately apply calculation methods and standard practices
3. what are the requirements for the discharge of benefits
4. how to apply Scheme regulations in order to inform leavers of appropriate options available to them
5. the circumstances when member's benefits may be withheld
6. what statutory payments must be made if contracted out in a COSR scheme to re-instate the member into the state scheme
7. who the paying agents are and what information they require
8. the internal procedures that you need to follow and records that need to be updated when settling benefits
9. the disclosure requirements/timescales
10. the impact of Divorce Court Orders and the applicable notification then required
11. for Defined Benefit schemes, understand the impact of the statutory revaluation rates
12. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
13. the difference between giving financial advice and providing facts to the member
14. what is meant by the scheme being contracted out or not contracted out of the State Second Pension Scheme (S2P) and what information must be provided when a member ceases to be contracted out.

PSA6 Process applications for pension scheme transfers out

Overview

To achieve this unit, you will need to make sure that properly authorised transfers are made to registered or qualifying schemes. You will need to obtain transfer values and initiate payments. You will also need to inform outgoing members of their options and benefits. You will need to provide the new scheme with information and documentation. You will need to initiate payment of transfer values and notify the member of their benefits. You will also need to notify the government pensions department and the tax authorities when appropriate. You will need to make sure that calculations and information is accurate and that you comply with statutory time limits.

Outcomes of effective performance

You must be able to do the following:

- PSA6/1 obtain proper authorisation for every transfer out request before further action is taken or send to the appropriate party
- PSA6/2 ensure all proposed transfers are to another UK registered scheme, or Qualifying Recognised Overseas Pension Schemes (QROPS)
- PSA6/3 obtain correctly calculated transfer and other appropriate values
- PSA6/4 inform all outgoing members of the options available to them in a format which complies with statutory and scheme requirements
- PSA6/5 provide information and documentation to the new scheme in accordance with requirements
- PSA6/6 take follow up action, within the required timescales, where no response has been received concerning options, close the case
- PSA6/7 initiate payment of transfer values without delay, when appropriately authorised and to a registered/QROPS scheme
- PSA6/8 check for Divorce Court Orders, and account for Court Orders credit/debit protection, where appropriate

- PSA6/9 notify the member of their benefits in accordance with any disclosure requirements
- PSA6/10 notify the government department dealing with pensions of the transfer
- PSA6/11 notify the tax authorities if the scheme is contracted out
- PSA6/12 comply with statutory time limits for providing information and paying transfer value.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to interpret and apply statutory and scheme regulations to determine scheme members benefits
2. how to process transfer benefits and options as specified in the regulations
3. how to accurately apply calculation methods and standard practices
4. what are the requirements for the discharge of benefits including any additional contributions
5. how to apply regulations in order to transferring members of appropriate options available to them
6. who the receiving scheme is and what information it requires
7. the internal procedures that you need to follow and records that need to be updated when settling benefits
8. the disclosure requirements/timescales
9. the impact of Divorce Court Orders and the applicable notification then required
10. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
11. Cash Equivalent Transfer Regulations (CETV)
12. statutory time limits
13. the difference between giving financial advice and providing facts to the member
14. how the work and pensions government department operates, and what information they need.

PSA7 Quote on defined benefit pension scheme retirement benefits

Overview

To achieve this unit you will need to validate the eligibility of retiring members and the level of pay on which benefits will be based. You will need to calculate retirement benefits. You will also need to deal with any discrepancies, unusual features and court orders. You will need to follow correct procedures and provide accurate calculations and information.

Outcomes of effective performance

You must be able to do the following:

- PSA7/1 establish if there are any divorce Court Orders or other Court Orders
- PSA7/2 follow the correct procedure to ensure that all notifications of retirement benefits are checked for authorisation by the appropriate person
- PSA7/3 validate the eligibility of retiring members and their member's record against scheme rules
- PSA7/4 validate the level of pay on which benefits are to be based for reasonableness against the member's record
- PSA7/5 implement the Pension Sharing Order/Earmarking Order within the scheme rules, member circumstances and internal procedures
- PSA7/6 confirm life time allowances from the member
- PSA7/7 investigate and resolve any discrepancies in, or unusual features of, the retiring member's details
- PSA7/8 correctly calculate retirement benefits in accordance with scheme rules and member's service record and inform the member, taking into account any elections that may have already been made by the member
- PSA7/9 if raised, respond to the members queries
- PSA7/10 take into account any overriding statutory legislation that may affect sums payable to the member.

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to determine retirement benefits and options as specified in the regulations
2. how to apply validation methods to ensure data is correct
3. how to apply correct and appropriate calculation methods and standard practices
4. how benefits are affected by overriding legislation
5. the effect that a member's other pension benefits may have on their Scheme benefits
6. what are the Scheme's requirements for the discharge of benefits and how they are applied
7. when to apply pensions increase regulations when determining retirement benefits
8. the internal procedures that you need to follow and the records that need to be updated when settling benefits
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member
11. how benefits are affected by overriding legislation including life time allowance limits
12. the scheme requirements for medical evidence (if any).

PSA8 Process defined benefit pension scheme retirement benefits

Overview

To achieve this unit, you will need to inform the retiring member of their options and arrange payment. You will need to notify the regulatory bodies and keep records updated. You will need to work within timescales and communicate effectively with members and colleagues.

Outcomes of effective performance

You must be able to do the following:

- PSA8/1 where appropriate notify the relevant regulatory bodies of the member leaving within the appropriate timescales
- PSA8/2 inform the retiring member of the available elected options available to them within required timescales
- PSA8/3 implement the Pension Sharing Order/Earmarking Order within the scheme rules, member circumstances and internal procedures
- PSA8/4 promptly arrange payment, taking into account any options exercised, in line with organisational requirements, appropriate authorisation, and evidence of age, to whom the payments need to be made
- PSA8/5 amend the retiring member's records to reflect their change in membership status.

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to determine retirement benefits and options as specified in the regulations
2. how to apply validation methods to ensure data is correct
3. how to apply correct and appropriate calculation methods and standard practices
4. how benefits are affected by overriding legislation
5. the effect that a member's other pension benefits may have on their Scheme benefits
6. what are the Scheme's requirements for the discharge of benefits and how they are applied
7. when to apply pensions increase regulations when determining retirement benefits
8. the internal procedures that you need to follow and the records that need to be updated when settling benefits
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member
11. how benefits are affected by overriding legislation including life time allowance limits
12. the scheme requirements for medical evidence (if any).

PSA9 **Quote on defined contribution pension scheme retirement benefits**

Overview

To achieve this unit you will need to validate the eligibility of retiring members and the level of pay on which benefits will be based. You will need to calculate retirement benefits. You will also need to deal with any discrepancies, unusual features and court orders. You will need to follow correct procedures and provide accurate information.

Outcomes of effective performance

You must be able to do the following:

- PSA9/1 establish if there are any Divorce Court Orders or other Court Orders
- PSA9/2 follow the correct procedure to ensure that all notifications of retirement benefits are checked for authorisation by the appropriate person
- PSA9/3 validate the date of birth of retiring members to see that it matches the existing scheme record, ensure you have the correct marriage and or civil partnership certificates
- PSA9/4 validate the level of pay on which benefits are to be based for reasonableness against the member's record
- PSA9/5 confirm life time allowances from the member
- PSA9/6 implement the Pension Sharing Order/Earmarking Order within the scheme rules, member circumstances and internal procedures
- PSA9/7 investigate and resolve any discrepancies in, or unusual features of, the retiring member's details
- PSA9/8 correctly calculate retirement benefits in accordance with scheme rules and member's service record and inform the member, taking into account any elections that may have already been made by the member
- PSA9/9 If raised, respond to the members queries

PSA9/10 take into account any overriding statutory legislation that may affect sums payable to the member.

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to determine retirement benefits and options as specified in the regulations
2. how to apply validation methods to ensure data is correct
3. how to apply correct and appropriate calculation methods and standard practices
4. how benefits are affected by overriding legislation
5. the effect that a member's other pension benefits may have on their Scheme benefits
6. what are the Scheme's requirements for the discharge of benefits and how they are applied
7. when to apply pensions increase regulations when determining retirement benefits
8. the internal procedures that you need to follow and the records that need to be updated when settling benefits
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member
11. how benefits are affected by overriding legislation including life time allowance limits
12. the scheme requirements for medical evidence (if any).

PSA10 Process defined contribution pension scheme retirement benefits

Overview

To achieve this unit, you will need to inform the retiring member of their options and arrange payment. You will need to notify the regulatory bodies and keep records updated. You will need to work within timescales and communicate effectively with members and colleagues.

Outcomes of effective performance

You must be able to do the following:

- PSA10/1 inform the retiring member of the available elected options available to them within required timescales
- PSA10/2 implement the Pension Sharing Order/Earmarking Order within the scheme rules, member circumstances and internal procedures
- PSA10/3 promptly arrange payment, taking into account any options exercised, in line with organisational requirements, appropriate authorisation, and evidence of age, to whom the payments need to be made
- PSA10/4 amend the retiring member's records to reflect their change in membership status.

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to determine retirement benefits and options as specified in the regulations
2. how to apply validation methods to ensure data is correct
3. how to apply correct and appropriate calculation methods and standard practices
4. how benefits are affected by overriding legislation
5. the effect that a member's other pension benefits may have on their Scheme benefits
6. what are the Scheme's requirements for the discharge of benefits and how they are applied
7. when to apply pensions increase regulations when determining retirement benefits
8. the internal procedures that you need to follow and the records that need to be updated when settling benefits
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member
11. how benefits are affected by overriding legislation including life time allowance limits
12. the scheme requirements for medical evidence (if any).

PSA11 Process pension scheme death benefits

Overview

To achieve this unit, you will need to obtain relevant documents and notify relevant people and departments of the member's death, including the payroll department, the insurer and trustees, as appropriate. You will need to check and validate the application for death benefits. You will also need to calculate death benefits and arrange payment. You will need to keep records updated, work accurately and within timescales, and deal sensitively with beneficiaries.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|----------|--|----------|--|
| PSA11/1 | obtain all relevant legal documents (e.g. original death certificate, original coroner's letter) | PSA11/12 | take into account any overriding statutory legislation that may affect sums payable to the beneficiaries |
| PSA11/2 | validate member's record against the death notification | PSA11/13 | implement the Pension Sharing Order/Earmarking Order within the scheme rules, member circumstances and internal procedures |
| PSA11/3 | if the member is a pensioner, notify the payroll department to stop pension payments | PSA11/14 | notify beneficiaries of their entitlements in an appropriate and correct manner within the required timescales |
| PSA11/4 | if there have been overpayments you must seek to reclaim them, if appropriate | PSA11/15 | promptly arrange payment of the death benefits and any ongoing dependant's pension |
| PSA11/5 | notify the insurer, if appropriate, of the member's death, and submit relevant documentation | PSA11/16 | update deceased member's records to reflect their change of member status |
| PSA11/6 | if appropriate send all relevant information to the trustees to exercise discretion | PSA11/17 | update dependents members records and set up pension payments taking account of scheme rules |
| PSA11/7 | check the application for death benefits is authorised by the appropriate person and supported by relevant documentation | | |
| PSA11/8 | validate the eligibility of beneficiaries to receive member's death benefits against the scheme rules | | |
| PSA11/9 | validate against the members record that the level of pay on which benefits are to be based are reasonable | | |
| PSA11/10 | investigate and resolve any discrepancies in, or unusual features of, applications for death benefits | | |
| PSA11/11 | correctly calculate death benefits, taking into account any member elections, in accordance with scheme rules | | |

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to interpret and apply statutory and regulations following a death notification
2. how benefits are affected by regulations, taking into account overriding statutory legislation
3. under what circumstances would authorisation from an appropriate person be required
4. death nomination forms, MPAVCs, FSAVCs and the effect added years have on the payment of death benefits
5. how to accurately apply correct calculation methods and standard practices
6. what the requirements are for the discharge of benefits
7. when to apply Pension Increase rules when determining the death benefits that are payable
8. the circumstances in which proof of probate/letters of administration are required
9. the internal procedures that you need to follow and records that need to be updated when discharging benefits
10. the signatories and authorisation you need, to arrange to provide information and/or discharge benefits
11. what mechanisms are in place to conform with current equality and diversity legislation
12. understand the consequence of the requirement to settle death benefits within two years of notification and the potential penalties on both the Providers and the recipients
13. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
14. the difference between giving financial advice and providing facts to the member
15. the difference between pre and post retirement death benefits.

PSA12 Process pension sharing and earmarking on divorce

Overview

To achieve this unit you will firstly need to receive Court Order documents before you can calculate and issue Cash Equivalent Transfer Value. You will then need to provide the member with the accurate information about their pension within prescribed timescale following correct procedures. You will also have to obtain pension sharing/earmarking orders, and implement them with the required time. In so doing you will need to verify all the court documents you have received. You will then subsequently be required to update the member records, and tell the tax authorities of the changes that have been implemented.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|--|----------|---|
| PSA12/1 | upon a request for Cash Equivalent Transfer Value (CETV) and before further action is taken, investigate and resolve any discrepancies in member details, and request a copy of the Court Order to determine if it can be administered | PSA12/7 | obtain all information required from the appropriate party(ies) to enable pension sharing order/earmarking order to be implemented within required timescales |
| PSA12/2 | seek payment of administration charges, where applicable | PSA12/8 | request copies of the Divorce Credit/Debit protection Certificates, if applicable |
| PSA12/3 | accurately calculate the CETV within required timescales | PSA12/9 | verify the validity of details provided by the Courts and legal profession |
| PSA12/4 | provide the member with correct information, based on their status in the scheme within required timescales and in accordance with correct procedures. | PSA12/10 | inform the tax authorities |
| PSA12/5 | implement the pension sharing order/earmarking order within the scheme rules, member circumstances and internal procedures | PSA12/11 | update member records |
| PSA12/6 | obtain a copy of the pension sharing order and or earmarking order ensuring it is both valid and stamped by the Court | PSA12/12 | comply with relevant statutory time limits. |

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. what is meant by the scheme being contracted out or not contracted out of the State Second Pension Scheme (S2P) and what information must be provided when a member ceases to be contracted out
2. what is meant by 'earmarking' and pension sharing on divorce and describe the additional information you need where part of a member's pension has been 'earmarked' on divorce
3. how to check that the information you receive is acceptable and complete
4. the scheme requirements for medical evidence (if any)
5. how to apply pensions on divorce regulations including the difference between ear marking and pension sharing orders, and Pension Debit/Credit Protection
6. where to identify sources of information for the resolution of discrepancies
7. how to accurately apply calculation methods and standard practices
8. the internal procedures that you need to follow and records that need to be updated
9. how to implement a pension sharing order and earmarking order
10. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
11. the difference between giving financial advice and providing facts to the member
12. the regulations pertaining to divorce
13. the differences of divorce law between England and Wales, Scotland, and Northern Ireland
14. the statutory time limits
15. pre-order notification
16. what information can be provided to whom
17. relevant statutory time limits.

PSA13 Dealing with pension scheme complaints and disputes

Overview

To achieve this Unit you will need to be able to deal with complaints. You will need to be able to gauge what sort of complaint is being made and how serious the nature of the complaint is. You will then have to process the complaint within your organisations guidelines. This will include investigating the complaint in line with both legal and scheme rules, and letting all parties be aware of the procedures you will follow. If the complaint cannot be resolved quickly you will need to provide a holding letter. When you have a decision regarding the complaint you will tell the complainant. At the end of the process you will need to update your internal complaints/dispute record, and review what improvements you might make in light of your experience.

Outcomes of effective performance

You must be able to do the following:

- PSA13/1 using established processes identify the level of seriousness and class of complaint and how to deal with that complaint
- PSA13/2 process complaints correctly and properly
- PSA13/3 acknowledge and record receipt of the complaint/dispute in line with organisational requirements
- PSA13/4 investigate all complaints/disputes in accordance with statutory and scheme requirements
- PSA13/5 inform the relevant parties of the scheme's procedures when dealing with disputes
- PSA13/6 issue a holding letter if the complaint cannot be resolved within required timescales
- PSA13/7 inform the complainant of any decision reached giving any further options available within required timescales
- PSA13/8 review office procedures to determine if improvements are needed
- PSA13/9 update complaints/disputes record in line with organisational requirements.

Behaviours underpinning effective performance

- You are sensitive to members lack of technical expertise and use your intuition and experience to help them fully understand the issues.
- You identify the information needs of colleagues, clients and others.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You understand the needs and motivations of others.
- You have a clear understanding of the extent and limits of your authority to take decisions.
- You propose courses of action that are timely, appropriate and achievable.
- You gather and manage information effectively, efficiently and ethically.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to recognise overriding regulations for complaints/disputes
2. how to handle difficult/sensitive situations/issues
3. what the different stages are in the complaints/internal disputes procedures
4. what outside bodies can be involved in the process and the roles they have (FSA, IDRPs or Financial Ombudsman)
5. what procedures are used for keeping members informed
6. the organisational and legal time limits in dealing with complaints and disputes
7. what a complaint is and the type of that complaint and how to recognise the seriousness of a complaint
8. the monitoring of complaints by respective regulatory bodies, and the impact this may have on a company's ability to transact classes of business
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member.

PSA14 Provide information on request from a pension scheme member or member's representative

Overview

To achieve this unit, you need to know your customer and what information your customer requires, and you need to give them that information. If you cannot help them with their queries you need to know within what timescales you can respond or to whom you should pass the query. You also need to maintain confidentiality, and follow all internal procedures correctly, and record the information you give to the member.

Outcomes of effective performance

You must be able to do the following:

- PSA14/1 confirm the identity and status of the member and his or her right to such information (or the member's representative)
- PSA14/2 "know your customer" and what you are able to say to them
- PSA14/3 correctly identify the information that the member (or the member's representative) requires
- PSA14/4 provide information that is correct and relevant to the needs of the member (or the member's representative) within scheme or statutory timescales
- PSA14/5 where you are unable to respond to queries directly, determine timescales when you will be able to respond, or refer them to someone who can
- PSA14/6 accurately record the information that you have provided
- PSA14/7 complete all internal procedures correctly
- PSA14/8 maintain confidentiality
- PSA14/9 comply with statutory time limits.

Behaviours underpinning effective performance

- You are sensitive to members' lack of technical expertise and use your intuition and experience to help them fully understand the issues You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. the internal procedures that you need to follow and records that need to be updated when settling benefits
2. the signatures and authorisations you need to settle benefits and/or to provide information
3. the disclosure regulations and scheme standard timescales
4. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
5. the circumstances under which benefits may need to be recalculated and the procedures to be followed
6. what effect the Financial Services and Markets Act 2000 (FSMA 00) has on the information you can provide
7. where you would find details on how to calculate members' benefits
8. the relevant legislation you followed when producing your evidence for this unit
9. the difference between giving financial advice and providing facts to the member.

PSA15 Maintain pension scheme records using periodic updating processes

Overview

To achieve this unit, you need to show that you can comply with your organisations updating of pension scheme records. You will need to be able to request the information and verify its accuracy. If there are any discrepancies you will have to resolve them. Once validated you will then initiate the process of producing the members' benefit statements.

Outcomes of effective performance

You must be able to do the following:

- PSA15/1 agree and monitor appropriate timescales to ensure compliance with scheme updating processes
- PSA15/2 request periodic members' data according to scheme requirements
- PSA15/3 load scheme data received prior to validation
- PSA15/4 validate scheme data by identifying and resolving any discrepancies or omissions
- PSA15/5 apply and verify accuracy of scheme data using the appropriate pensions administration system
- PSA15/6 initiate the production of members annual benefit statements showing details of their accrued pension rights within required timescales
- PSA15/7 maintain confidentiality.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to resolve any discrepancies or omissions in data
2. the effect of the notional earnings cap and/or lifetime allowance limits on the data being recorded and used
3. what data needs reconciliation and why
4. your organisation's timescales for scheme updating
5. the circumstances when to send periodic statements to members and the information these statements must contain for all types of schemes
6. the requirements of current legislation concerning the payment of monthly contributions
7. the legislative requirements about investment of age related rebates
8. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions.

PSA16 Provide periodic pension scheme information to relevant parties

Overview

To achieve this Unit you will need to be able to generate data and update it in line with your organisation's requirements. Within the process you will need to check the information, and correct any errors. You will give the updated data to those that need to have it, and show that the process has been completed accurately.

Outcomes of effective performance

You must be able to do the following:

- PSA16/1 generate and provide all appropriate data for periodic updating according to organisational and scheme requirements
- PSA16/2 validate data by identifying and resolving any discrepancies or omissions
- PSA16/3 provide updated information to appropriate relevant parties
- PSA16/4 demonstrate that processes have been accurately completed according to organisational and scheme requirements
- PSA16/5 maintain confidentiality

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. how to resolve any discrepancies or omissions in scheme data
2. what data needs reconciliation and why
3. your organisation's timescales for scheme updating
4. the statutory requirements for increasing preserved pensions and pensions in payment
5. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
6. the difference between giving financial advice and providing facts to the member.

PSA17 Respond to pension scheme enquiries

Overview

This unit is about responding to enquiries which are **not** from pension scheme members or their representatives. To achieve it you will need to provide accurate information to enquirers, having obtained authorisation from the member. You will only provide information that you are authorised to provide. You keep records up to date and complete your work within appropriate timescales.

Outcomes of effective performance

You must be able to do the following:

- PSA17/1 receive authorisation from the member as appropriate
- PSA17/2 confirm the identity and status of the enquirer
- PSA17/3 correctly identify the information that the enquirer requires
- PSA17/4 provide information that you are allowed to depending on the enquirer's status, legal requirements and practice within the relevant scheme
- PSA17/5 provide information which is correct and relevant to the enquirer's needs within the appropriate timescales
- PSA17/6 accurately record the information that you have provided
- PSA17/7 complete all internal procedures correctly.

Behaviours underpinning effective performance

- You identify the information needs of colleagues, clients and others.
- You make appropriate information and knowledge available to those who need it and are entitled to have it.
- You present information clearly, concisely, accurately, and in a manner that promotes understanding.
- You gather and manage information effectively, efficiently ethically and confidentiality.
- You take pride in the quality of your work.
- You work in a professional, cooperative and mutually supportive manner.

Knowledge and Understanding

You must show that you know and understand:

1. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
2. how to check that the information you receive is acceptable and complete
3. the signatures and authorisations you need to settle benefits and/or to provide information
4. the disclosure regulations and scheme standard timescales
5. the procedures in place to maintain security and confidentiality and why it is important to ensure information is kept secure and confidential
6. the impact of the Data Protection Act (DPA) and the Freedom of Information Act (FOI Act) on the procedures you carry out
7. what effect the Financial Services and Markets Act 2000 (FSMA 00) has on the information you can provide.

PSA18 Maintaining Employee Records (AOSG 71)

Overview

This unit is about setting up and amending basic employee records within a computerised payroll administration system. You need to show that you maintain confidentiality of employees' personal details and that you meet organisational and statutory deadlines.

It requires you to input new employees' personal data as well as the termination dates of employees who are leaving. You need to show that you input only those details that have been properly authorised, and that you know whether or not particular details are required by statute. The data with which you will need to carry out the performance of your role will include the employees marital status, the employee number, rates of variable elements of pay, fixed deductions that need to be made, bank or building society details, the pay frequency, eligibility for sick or maternity pay, and the duration of the employees contract. You will also need to have evidence of the employees' appointment and or termination of employment. You will also need to be familiar with Forms 45 and 46.

It is concerned with the implementation of instructions from external statutory agencies such as the Inland Revenue, Inland Revenue Contribution office, Child Support Agency and the Courts. The instructions you receive will be in the form of Court Orders, Inland Revenue documentation, Child Support Agency instructions, and Local Authority attachment of earnings or individual mandates. You need to show that you verify all such instructions and obtain employees' authorisation for non-statutory deductions. You also need to show that you identify discrepancies in instructions and resolve them either directly or by referring them to the appropriate person. You will also need to be familiar with non statutory bodies such as pension funds, trades unions, financial institutions and charities.

It requires you to process permanent changes that your organisation requires you to make to individual employees' payroll records, such as increases in their basic rate of pay. You need to show that you identify inaccurate or unusual instructions and query these promptly with the right person, as well as inputting data to the payroll system accurately. In doing this unit you will need to consider changes of grade, changes in employment status, any variation in voluntary deductions, changes to pay rates for fixed and variable pay as well as changes in personal details. Underlying these amendments will be proper authorisation so you will need to have an authorised signatory list, have the authority from the employee and conform to organisational instructions.

Outcomes of Effective Performance

You must be able to do the following:

- | | | | |
|----------|--|--|---|
| PSA18/1 | ensure proper authorised documentation of every appointment and cessation of employment is obtained before payroll is amended | PSA18/13 | evaluate all data relating to permanent variations for accuracy and reasonableness |
| PSA18/2 | input accurately statutory and non-statutory personal and contract details, including allowances and deductions, onto new employee records | PSA18/14 | check all data and documentation received for proper authorisation |
| PSA18/3 | amend leavers' records to ensure that leavers will not be paid in future pay runs | PSA18/15 | identify and resolve all discrepancies directly or by reference to the appropriate person |
| PSA18/4 | accurately complete and despatch statutory documentation | PSA18/16 | process permanent variations accurately and in a timely manner. |
| PSA18/5 | identify and document all discrepancies and either resolve directly or by reference to the appropriate organisation or person | <i>Behaviours underpinning effective performance</i> | |
| PSA18/6 | comply with all organisational and statutory timescales | <ul style="list-style-type: none"> ▪ You gather and manage information effectively, efficiently and ethically. ▪ You focus on results, and take personal responsibility for making things happen. ▪ You take pride in the quality of your work. | |
| PSA18/7 | file source documentation in accordance with statutory and organisational requirements and in a logical and orderly manner | | |
| PSA18/8 | maintain confidentiality and security of data at all times | | |
| PSA18/9 | verify all payment and deduction instructions for accuracy, completeness and correct documentation | | |
| PSA18/10 | process instructions from statutory agencies or non-statutory bodies in accordance with statutory and organisational requirements and within the timescale specified | | |
| PSA18/11 | ensure all non-statutory deductions are authorised by the employee concerned | | |
| PSA18/12 | identify and resolve all discrepancies directly or by reference to the appropriate organisation or person | | |

Knowledge and Understanding

You must show that you know and understand:

1. Income Tax and National Insurance legislation affecting starters and leavers ; tax code changes; student loan deductions; tax credits; National Insurance category letters
2. Employment Rights legislation
3. Data Protection legislation
4. Asylum and Immigration legislation
5. procedures for keeping data confidential and secure
6. dealing with instructions from external agencies
7. who to refer discrepancies to
8. how to record and store data
9. Types of information input from external agencies
10. signatories and authorisations
11. timescales and schedules for updating, presenting and despatching data
12. information flows within the organisation
13. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
14. the difference between giving financial advice and providing facts to the member.

PSA19 Managing the Payroll Function (AOSG 74)

Overview

This unit is about your responsibility to control the accuracy and compliance of the payroll, to provide information to employees and managers and to implement redundancy pay procedures. You are to ensure that rates for permanent and temporary payments and deductions, including statutory payments and deductions, are correctly set in the computerised payroll system. You also need to calculate exceptional payments and ensure that directors' National Insurance contributions are deducted correctly. Throughout the unit you need to show that you maintain confidentiality of employees' personal details and that you meet organisational and statutory deadlines. To perform this unit you will need to be familiar with payments, expenses and benefits, as well as permanent and temporary allowances. You will also need to be able to act on exceptional payments such as payments not made on the due day such as late payments to new starters, or special one off bonus not paid on the normal pay day. Within a legal context you will be able to handle attachments to earnings in respect of council tax orders, Scottish arrestments of earnings, child support orders or attachment of earnings orders. When making termination payments you will be familiar with pay in lieu of notice, ex gratia payments, statutory redundancy payments, damages and restrictive covenants.

It is also about providing information to management and resolving employees' queries about their pay. You need to show that you can extract data from the computerised payroll system and present information in a medium and format appropriate to the data being presented and the intended recipient. You will also need to show that you can produce reports as a word processed document and or e-mail formatted as a report or letter or memorandum, using information such as personal data, organisational data, financial date and statutory or non statutory data.

It is further concerned with the implementation of redundancy pay procedures. You need to show that you calculate redundancy pay, taking into account statutory and organisational requirements. To perform this unit you will also need to deal with redundancy notices, statements of redundancy payments, service records, contracts of employment, birth certificates and be aware of organisational redundancy payment schemes.

Throughout the unit you need to show that you maintain confidentiality of employees' personal details and that you meet organisational and statutory deadlines.

Outcomes of Effective Performance

You must be able to do the following:

- | | | | |
|----------|--|----------|---|
| PSA19/1 | ensure the treatment of all allowances and enhancements is correctly identified with respect to tax, National Insurance and pensions deductions | PSA19/12 | Respond to telephone or face-to-face enquiries accurately and in accordance with the organisation's customer care requirements |
| PSA19/2 | update rates for permanent and temporary payments and deductions against agreed scales for each type of employee affected | PSA19/13 | Refer enquiries to the appropriate person when you do not have the authority or expertise to resolve them for allocation |
| PSA19/3 | calculate exceptional payments in accordance with organisational requirements, to the deadlines agreed | PSA19/14 | ensure all documentation relating to the redundancy is checked for compliance with statutory and organisational requirements |
| PSA19/4 | reconcile the National Insurance liability for directors against the National Insurance actually paid | PSA19/15 | refer documentation that does not comply with statutory and organisational requirements to the appropriate person for resolution |
| PSA19/5 | monitor compliance with attachments to earnings legislation | PSA19/16 | calculate the length of reckonable service, age and value of a week's pay in accordance with statutory rules |
| PSA19/6 | ensure termination payments are processed accurately and in accordance with legislative requirements | PSA19/17 | calculate the amount of any statutory redundancy payment accurately |
| PSA19/7 | reconcile total charges to organisational budgets against aggregate payroll totals and correctly code them for allocation | PSA19/18 | apply the terms of any local, non-statutory scheme to enhance the statutory payment correctly |
| PSA19/8 | Seek clarification or additional information from employees or managers where the nature of their queries is not clear | PSA19/19 | inform the relevant pensions administrator where the redundancy is linked to pensionable retirement, calculate any abatement correctly and apply it to the final payment |
| PSA19/9 | Check that that individuals raising queries are authorised to receive the information they are requesting | PSA19/20 | input to the payroll system all sums due in respect of the redundancy in ways that ensure that payments will be made at the correct time and will receive the appropriate tax treatment |
| PSA19/10 | Agree all requests for information for content, medium in which data is to be presented, together with the format of the information and deadlines for the despatch of information | PSA19/21 | ensure all communications relating to redundancy are conducted at an appropriate level of confidentiality. |
| PSA19/11 | Produce accurate information that meets the requirements agreed with the intended recipients | | |

Behaviours underpinning effective performance

- You gather and manage information effectively, efficiently and ethically.
- You focus on results, and take personal responsibility for making things happen.
- You take pride in the quality of your work.
- You have a clear understanding of the regulatory and commercial environments within which decisions have to be taken.

Knowledge and Understanding

You must show that you know and understand:

1. Employment rights legislation in respect of redundancy rights
2. Industrial Tribunals legislation in respect of redundancy rights
3. Data Protection legislation
4. HM Revenue and Customs regulations in respect of: Income Tax and NI liability on pay, expenses and benefits; National Insurance regulations concerning directors; Income Tax and National Insurance regulations relating to “out of synch” payments; Income Tax and National Insurance regulations concerning termination and lump sum payments Legislation controlling attachments of earnings and their interaction with each other
5. information flows within the organisation
6. organisational, external agency and employee requirements for information
7. procedures for the security and confidentiality of information
8. sources of information for the resolution of discrepancies
9. the relevant legislation including Anti-money Laundering, Data Protection, Age Discrimination, Access to Medical Records, Disclosure, Cancellation notices, and tax regulations as they pertain to pensions
10. the difference between giving financial advice and providing facts to the member.

PSA20 Process customers' financial transactions (FSSC Unit CP1)

Overview

This unit may be suitable for you if your work involves you in both receiving and making payments to/from customers and monitoring customers' payments. When you receive money from, and make payments to, customers (either "at the counter" or in a specialist accounts office), it is important to make sure calculations and documents are accurate and all procedures (including those for keeping money and information secure) are carried out. You will also have responsibility for checking that customer's payments are made on time. You will have to identify and report if a payment is later than stipulated or if there are any discrepancies in documents (e.g. the customer pays more or less than the record shows is owed).

Outcomes of effective performance

You must be able to do the following:

- PSA20/1 make sure that all documents, entries and records are accurate and legible
- PSA20/2 receive payments from and make payments to customers
- PSA20/3 confirm that calculations and balances are accurate
- PSA20/4 recognise discrepancies in documents and take appropriate action
- PSA20/5 identify any balances outstanding over the time period stipulated with your employer and take appropriate action
- PSA20/6 keep accurate records of transactions
- PSA20/7 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You give a consistent and reliable performance at work.
- You pay attention to details that are critical to your work.
- You show respect for others in your dealings with them.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. sources of information and advice within your organisation
2. your organisation's timescale standards
3. your organisation's computer systems
4. your organisation's filing and information retrieval systems
5. your organisation's customer service procedures (including dealing with complaints)
6. the limits of your own authority and the action required if any action is required which is beyond your authority
7. how to access existing business customer records
8. your organisation's procedures and time limits for payments by customers
9. customer payment procedures
10. ledger systems
11. your organisation's computerised account set up procedures, including amendment arrangements
12. different methods of receiving financial information
13. your organisation's requirements relating to the application of codes, laws and regulatory requirement.

PSA21 Assess and use financial information to reconcile accounts (FSSC Unit CP2)

Overview

This unit may be suitable for you if you carry out an insurance accounting function in any type of insurance firm but your work must involve you in both receiving and assessing financial information and resolving queries resulting from information you have received. Reconciling accounts requires you to be able to match information to financial accounts and identify any discrepancies and undertake the appropriate action to resolve them. You should also be able to refer unresolved queries to the appropriate person within your employers (e.g. underwriters, team leaders). This might be where payment has not been received, the wrong amounts have been processed or the entry has not yet been processed.

Outcomes of Effective Performance

You must be able to do the following:

- PSA21/1 deal with financial information according to the priority required by your employer's procedures
- PSA21/2 receive financial information and match entries to customers' accounts
- PSA21/3 identify any non-matched entries and the source of payment of these
- PSA21/4 you clarify the reasons for non-matched entries with the appropriate person or records
- PSA21/5 take appropriate action for non-matched entries
- PSA21/6 respond to correspondence promptly and keep appropriate people informed of the progress of queries on accounts
- PSA21/7 identify unresolved queries and pass them to the person responsible
- PSA21/8 collect information about queries and take appropriate action
- PSA21/9 process queries when they are resolved and update account information
- PSA21/10 confirm customers' accounts are reconciled and update and store them in the agreed form

PSA21/11 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You act within the limits of your responsibility.
- You pay attention to details that are critical to your work.
- You show respect for others in your dealings with them.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. sources of information and advice within your organisation
2. your organisation's timescale standards
3. your organisation's computer systems
4. your organisation's filing and information retrieval systems
5. your organisation's customer service procedures (including dealing with complaints)
6. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities
7. the limits of your own authority and the action required if any action is required which is beyond your authority
8. how to access existing business customer records
9. your organisation's policy and procedures for writing to customers
10. your organisation's procedures and time limits for payments by and to customers
11. customer payment procedures
12. ledger systems
13. your organisation's computerised account set up procedures, including amendment arrangements
14. different methods of receiving financial information
15. escalation procedures when dealing with late payments.

PSA22 Operate credit control procedures (FSSC Unit CP3)

Overview

This unit may be suitable for you if your work involves you in both assessing the nature of non-payment and taking appropriate action to recover moneys due. Operating credit control procedures requires you to accurately identify and understand the reason(s) for non payment, to identify opportunities for the collection of money and to recognise when outstanding debts should be referred to appropriate people within your place of employment. This might be where partial payment has been received, taking into consideration the age, value and type of business.

Outcomes of effective performance

You must be able to do the following:

- PSA22/1 assess the nature of non-payment
- PSA22/2 identify bad and potentially bad debts accurately
- PSA22/3 take action to recover monies due
- PSA22/4 establish the reasons for non-payment
- PSA22/5 clarify discrepancies and request any outstanding amounts
- PSA22/6 obtain the customer's agreement to pay the amount owed
- PSA22/7 agree appropriate methods of payment with the customer and monitor their compliance with these
- PSA22/8 identify continued non-payment and take appropriate action
- PSA22/9 take the nature and circumstances of the account holder into account when deciding what action to take
- PSA22/10 keep accurate and up-to-date records of all actions taken
- PSA22/11 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You use information and knowledge effectively, efficiently and ethically.
- You act within the limits of your responsibility.
- You show respect for others in your dealings with them.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. sources of information and advice within your organisation
2. your organisation's timescale standards
3. your organisation's computer systems
4. your organisation's filing and information retrieval systems
5. your organisation's customer service procedures (including dealing with complaints)
6. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities
7. the limits of your own authority and the action required if any action is required which is beyond your authority
8. how to access existing business customer records
9. your organisation's policy and procedures for writing to customers
10. customer payment procedures
11. ledger systems
12. your organisation's computerised account set up procedures, including amendment arrangements
13. different methods of receiving financial information
14. escalation procedures when dealing with late payments
15. your organisation's procedures for identifying bad and potentially bad debts.

PSA23 Prepare and pursue statements of account for financial products and services (FSSC Unit CP4)

Overview

This unit may be suitable for you if you carry out an insurance accounting function in any type of insurance firm but your work must involve you in both despatching statements of account and resolving queries on statements of account. Preparing and despatching statements of account to customers requires you to prepare accurate statements taking all relevant factors into consideration, to prepare statements in accordance with the customer's requirements and keep and maintain accurate records.

Outcomes of effective performance

You must be able to do the following:

- PSA23/1 despatch statements in order of priority
- PSA23/2 allocate all outstanding cash and agree entries for settlements
- PSA23/3 carry out any special account arrangements as agreed with the customer
- PSA23/4 identify particular areas of concern and take the appropriate action
- PSA23/5 keep an accurate record of the dates on which statements are despatched
- PSA23/6 identify items in dispute and take appropriate action
- PSA23/7 provide copies of documents when these are requested
- PSA23/8 evaluate and determine the validity of entries when these have not been agreed
- PSA23/9 keep appropriate personnel informed of proposed accounting action
- PSA23/10 carry out payments on agreed terms promptly
- PSA23/11 pass outstanding items for settlement when they have been resolved
- PSA23/12 pass unresolved items to the appropriate person to deal with

PSA23/13 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You give a consistent and reliable performance at work.
- You act within the limits of your responsibility.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. sources of information and advice within your organisation
2. your organisation's timescale standards
3. your organisation's computer systems
4. your organisation's filing and information retrieval systems
5. your organisation's customer service procedures (including dealing with complaints)
6. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities
7. the limits of your own authority and the action required if any action is required which is beyond your authority
8. how to access existing business customer records
9. your organisation's policy and procedures for writing to customers
10. customer payment procedures
11. ledger systems
12. your organisation's computerised account set up procedures including amendment arrangements
13. different methods of receiving financial information
14. escalation procedures when dealing with late payments
15. your organisation's processes and time limits when dealing with late payment.

PSA24 Operate payment by direct debit (FSSC Unit CP5)

Overview

This unit may be suitable for you if your work involves you in both setting up premiums on instalments and processing queries and returned direct debits. When operating payment by instalment procedures, you will identify which policies are able to be paid by instalments and identify all the relevant data required for instalment instructions, obtaining any missing information. You will ensure direct debits are operated correctly and will rectify errors where they occur. The work may involve dealing with BACS and ADDACS and dealing with non-payment where perhaps the wrong payment or no payment at all has been made.

Outcomes of effective performance

You must be able to do the following:

- PSA24/1 identify policies and premiums which can be paid by instalments
- PSA24/2 check the instalment instruction contains relevant and correct information
- PSA24/3 obtain missing information from the appropriate source
- PSA24/4 set up payment records correctly
- PSA24/5 operate chase up procedures for returned direct debits
- PSA24/6 identify the reasons for return of the direct debit
- PSA24/7 agree with the customer appropriate arrangements to amend instructions
- PSA24/8 monitor the customer's compliance with the agreed arrangements
- PSA24/9 issue appropriate notifications when default time limits are exceeded
- PSA24/10 keep accurate and up-to-date records
- PSA24/11 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You act within the limits of your responsibility.
- You show respect for others in your dealings with them.
- You pay attention to details that are critical to your work.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. sources of information and advice within your organisation
2. your organisation's timescale standards
3. your organisation's computer systems
4. your organisation's filing and information retrieval systems
5. your organisation's customer service procedures (including dealing with complaints, the limits of your own authority and the action required if any action is required which is beyond your authority)
6. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities
7. how to access existing business customer records
8. your organisation's policy and procedures for writing to customers
9. customer payment procedures
10. your organisation's computerised account set up procedures including amendment arrangements
11. different methods of receiving financial information
12. escalation procedures when dealing with late payments
13. how to interpret direct debit information
14. operating systems of appropriate banking transfer systems
15. how to use bank sort code books
16. standard coding systems including rejection codes.

PSA25 Provide customers with information about products and services in a financial services environment (FSSC Unit CS1)

Overview

This standard may be suitable for you if you work in any type of financial services firm but your work must involve you directly in providing information to customers. This unit requires you to be able to deal with a variety of requests from customers, either face to face or by telephone or correspondence including email. You will be able to deal with requests about new and existing business.

Outcomes of effective performance

You must be able to do the following:

- PSA25/1 deal with customers' requests for information promptly
- PSA25/2 deal only with requests for which you are authorised and pass others to the appropriate person
- PSA25/3 find out what the customer requires to meet his/her needs and wants for financial services and products
- PSA25/4 find the information required and supply it to the customer
- PSA25/5 keep a record of the information supplied as required by your employer
- PSA25/6 describe products and services clearly and accurately
- PSA25/7 check that the customer is satisfied with the information you have supplied
- PSA25/8 deal with problems in satisfying the needs of the customer or refer them to the appropriate authority
- PSA25/9 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You present information clearly and concisely and explain things so that others will understand.
- You show understanding of others and deal with them in a professional manner.
- You use communication styles that are appropriate to different people and situations.
- You show a clear understanding of different customers and their needs.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. types of customer and ways of communicating with them
2. how to identify customers' needs and wants
3. the products and services offered by your firm
4. the information about products and services that you are allowed to give to customers
5. what written information should be supplied to the customer, and how to ensure it is supplied
6. the regulatory and legal requirements that apply to giving customers information about financial products and services
7. your organisation's standards of customer service
8. who else in the organisation can provide product and service information, when you are not authorised to deal with a request
9. the customer contact and information request records you are required to keep and how to record information about customer contacts
10. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities.

PSA26 Deliver reliable customer service (ICS unit 21 and FSSC Unit CS2)

Overview

This unit is all about how you deliver consistent and reliable service to customers. Especially in Financial Services, your customers want to have no surprises and want to be sure that the service they receive meets their expectations. As well as being good with people, you need to work with your organisation's service systems to meet and, wherever possible, exceed customer expectations. In your job there will be many examples of how you combine your approach and behaviour with your organisation's systems. You need to prepare for each transaction with a customer, deal with different types of customers in different circumstances and check that what you have done has met customer expectations. To meet this standard you have to deliver excellent customer service over and over again.

Outcomes of effective performance

You must be able to do the following:

- PSA26/1 keep your knowledge of your organisation's services or products up-to-date
- PSA26/2 ensure that the area you work in is tidy, safe and organised efficiently
- PSA26/3 prepare and arrange everything you need to deal with your customers before your shift or period of work commences
- PSA26/4 make realistic promises to your customers about the delivery of services or products
- PSA26/5 ensure that your promises balance the needs of your customer and your organisation
- PSA26/6 keep your promises to your customers
- PSA26/7 inform your customers if you cannot keep your promises due to unforeseen circumstances
- PSA26/8 recognise when your customer's needs or expectations have changed and adapt your service to meet their new requirements
- PSA26/9 keep your customer informed if delivery of the service needs to involve passing them on to another person or organisation

PSA26/10 check that the service you have given meets your customer's needs and expectations

PSA26/11 identify when you could have given better service to your customer and how your service could have been improved

PSA26/12 share information with colleagues and service partners to maintain and improve your standards of service delivery.

Behaviours which underpin effective performance

- You take pride in delivering reliable customer service.
- You show understanding towards customers and deal with them in a professional manner.
- You use communication styles that are appropriate to different people and situations.
- You respond quickly to potential problems.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. your organisation's procedures and systems for delivering customer service
2. methods or systems for measuring an organisation's effectiveness in delivering customer service
3. your organisation's procedures and systems for checking service delivery
4. your organisation's requirements for health and safety in your area of work.

PSA27 Resolve customer service problems (ICS Unit 31 and FSSC Unit CS3)

Overview

This unit is all about what to do when it is difficult to meet customer expectations. Even if the service you give is excellent, some customers will experience problems. Part of your job is to help to resolve those problems. A problem is anything that means customer expectations are not being met. This may be because your customer's expectations involve more than you can offer or because your service procedures have not been followed. Some problems are reported by customers and sometimes you spot the problem first and resolve it before your customer has even noticed. As soon as you are aware of a problem, you need to consider the options and then choose a way to put it right. This unit is particularly important in customer service because many customers judge how good the customer service of your organisation is by the way problems are handled.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|--|----------|---|
| PSA27/1 | ask your customers about the problem to check your understanding | PSA27/9 | identify for your customer other ways that problems may be resolved if you are unable to help |
| PSA27/2 | recognise repeated problems and alert the appropriate authority | PSA27/10 | discuss and agree the options for solving the problem with your customer |
| PSA27/3 | share customer feedback with others to identify potential problems before they happen | PSA27/11 | take action to implement the option agreed with your customer |
| PSA27/4 | identify problems with systems and procedures before they begin to affect your customers | PSA27/12 | work with others and your customer to make sure that any promises related to solving the problem are kept |
| PSA27/5 | identify the options for resolving a customer service problem | PSA27/13 | keep your customer fully informed about what is happening to resolve the problem |
| PSA27/6 | work with others to identify and confirm the options to resolve a customer service problem | PSA27/14 | check with your customer to make sure the problem has been resolved to their satisfaction |
| PSA27/7 | work out the advantages and disadvantages of each option for your customer and your organisation | PSA27/15 | give clear reasons to your customer when the problem has not been resolved to their satisfaction |
| PSA27/8 | pick the best option for your customer and your organisation | PSA27/16 | listen carefully to your customers about problems they have raised |

Behaviours which underpin effective performance

- You listen attentively and effectively to customers.
- You communicate effectively with colleagues.
- You show good judgement in balancing the needs of your customer and your organisation.
- You communicate effectively with customers.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. organisational procedures and systems for dealing with customer service problems
2. how to defuse potentially stressful situations
3. how to negotiate
4. the limitations of what you can offer your customer.

PSA28 Organise the delivery of reliable customer service (ICS Unit 25 and FSSC Unit CS4)

Overview

This unit is about how you deliver and maintain excellent customer service. Your role may or may not involve supervisory or management responsibilities but you are expected to take responsibility for the resources and systems you use which support the service that you give. In your job you must be alert to customer reactions and know how they can be used to improve the service that you give. In addition, customer service information must be recorded to support reliable service.

Outcomes of effective performance

You must be able to do the following:

- PSA28/1 plan, prepare and organise everything you need to deliver a variety of services or products to different types of customers
- PSA28/2 organise what you do to ensure that you are consistently able to give prompt attention to your customers
- PSA28/3 reorganise your work to respond to unexpected additional workloads
- PSA28/4 maintain service delivery during very busy periods and unusually quiet periods and when systems, people or resources have let you down
- PSA28/5 consistently meet your customers' expectations
- PSA28/6 balance the time you take with your customers with the demands of other customers seeking your attention
- PSA28/7 respond appropriately to your customers when they make comments about the products or services you are offering
- PSA28/8 alert others to repeated comments made by your customers
- PSA28/9 take action to improve the reliability of your service based on customer comments

- PSA28/10 monitor whether the action you have taken has improved the service you give to your customers
- PSA28/11 record and store customer service information accurately following organisational guidelines
- PSA28/12 select and retrieve customer service information that is relevant, sufficient and in an appropriate format
- PSA28/13 quickly locate information that will help solve a customer's query
- PSA28/14 supply accurate customer service information to others using the most appropriate method of communication.

Behaviours which underpin effective performance

- You approach the organisation of customer service systematically.
- You are sensitive to the needs of customers and colleagues.
- You communicate effectively with customers and colleagues.
- You adopt a systematic approach to maintaining customer records and information.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. organisational procedures for unexpected situations and your role within them
2. resource implications in times of staff sickness and holiday periods and your responsibility at these times
3. the importance of having reliable and fast information for your customers and your organisation
4. organisational procedures and systems for delivering customer service
5. how to identify useful customer feedback and how to decide which feedback should be acted on
6. how to communicate feedback from customers to others
7. organisational procedures and systems for recording, storing, retrieving and supplying customer service information.
8. legal and regulatory requirements regarding the storage of data.

PSA29 Plan, organise and control customer service operations (ICS Unit 28 and FSSC Unit CS5)

Overview

Delivering effective customer service is key to winning and maintaining customer loyalty. In the Financial Services sector, customer loyalty is particularly important. This requires careful planning and organisation, followed by close monitoring and control of customer service operations. When problems occur, you must be able to deal with these problems in a way that leaves your customer with a positive impression of your organisation.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|--|----------|---|
| PSA29/1 | analyse customer expectations and define the service offer designed to meet those expectations | PSA29/9 | encourage feedback from staff and customers and use their feedback to modify objectives and targets |
| PSA29/2 | develop specific plans that will ensure sustainable and consistent delivery of customer service | PSA29/10 | collect and analyse feedback from customers and staff on customer service operations |
| PSA29/3 | identify any contingencies that may occur, assess their risks and develop effective plans to deal with them | PSA29/11 | evaluate how effectively agreed outcomes and processes are being achieved |
| PSA29/4 | plan how you will monitor and evaluate customer service operations | PSA29/12 | modify your plans for customer service operations in the light of your evaluation |
| PSA29/5 | negotiate the availability of people and other resources that you need to implement your customer service delivery plans | PSA29/13 | collect information on the nature of the problem and assess the likely impact on the customer |
| PSA29/6 | develop specific, measurable and realistic targets for the staff who deliver customer service | PSA29/14 | identify the causes of the problem and possible solutions |
| PSA29/7 | ensure that planned resources are available when required | PSA29/15 | evaluate possible solutions against customer expectations and organisational needs |
| PSA29/8 | brief staff on their objectives and targets | PSA29/16 | select and implement an acceptable solution with the minimum possible disruption to customers |
| | | PSA29/17 | monitor the implementation of the solution and, where necessary, make adjustments. |

Behaviours which underpin effective performance

- You make the best use of your time and the resources available to you.
- You present information clearly and concisely.
- You support others in your team.
- You look for more efficient ways of working.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. how to develop plans for customer service operations and what these plans should contain
2. how to identify and work within allocated budgets and time targets for customer service operations
3. the types of contingencies that may occur during customer service operations, how to assess their risks and plan how to deal with them
4. the types of monitoring methods you can use and the criteria you should select to evaluate the effectiveness of customer service operations
5. how to develop objectives and targets for staff
6. the importance of briefing staff and how to do so effectively
7. the importance of monitoring the quality of your customer service operations
8. the types of problems that are likely to occur in your customer service operations and how to plan for dealing with these
9. the importance of liaising with customers and colleagues about problems and possible solutions
10. how to identify and evaluate possible solutions.

PSA30 Provide callers with specialised assistance in a financial services environment (FSSC Unit CS6)

Overview

To achieve this Standard you show that you are able to assist callers who require specialist assistance. This may mean technical IT assistance (e.g., in dealing with internet banking) or specialist financial services assistance. The standard covers both providing assistance and getting other specialists to assist the caller.

Outcomes of effective performance

You must be able to do the following:

- PSA30/1 follow your organisation's procedures to confirm the caller's perceptions of the specialist assistance that they are seeking
- PSA30/2 assess the information provided by the caller in sufficient detail to decide the most appropriate action to take
- PSA30/3 agree with the caller the nature and extent of specialist assistance required to meet their needs
- PSA30/4 provide specialist assistance which is appropriate to the caller's needs and within your authority and knowledge
- PSA30/5 when the specialist assistance required does not meet the caller's needs, you direct them to the relevant person for further assistance
- PSA30/6 when the specialist assistance required is outside your knowledge or authority, you contact the relevant person to establish the next step
- PSA30/7 where problems are encountered in providing the assistance
- PSA30/8 required, you take further action through implementing approved procedures
- PSA30/9 record the information gathered and the assistance offered accurately and completely in line with your organisation's procedures

PSA30/10 comply with legal requirements, industry regulations, organisational policies and professional codes

Behaviours which underpin effective performance

- You deal with callers in a manner and at a pace to suit the needs of the caller.
- You use appropriate questions to collect information.
- You maintain confidentiality of information when this is required.
- You present information clearly, concisely, accurately and in ways that promote understanding.
- You make complex things simple for the benefit of others.
- You demonstrate a clear understanding of different customers and their real and perceived needs.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand

1. when to use the different types of questioning of open, closed and probing questions, according to the information being sought, and the requirements of different callers
2. how to assess how much information is required before effective assistance can be provided
3. how to analyse the information being provided and how to use this to explore options for addressing callers' needs
4. typical types of assistance sought by callers and how to assess and address these
5. the importance of effective listening, and how to apply this, including techniques which demonstrate that you are taking an active interest and which encourage callers' effective participation in calls
6. why, in order to maintain positive relationships with callers, it is important to adapt your choice of words and adopt an appropriate manner which takes into account the needs and specialist experience of callers
7. a good and up-to-date specialist knowledge of the products/services for which you have responsibility
8. your levels of responsibility, and to whom to refer when such levels are exceeded
9. the importance of time management, and how to use this effectively in balancing the needs of callers with those of your organisation
10. your organisation's call handling standards relating to the quality of calls and the service provided
11. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities.

PSA31 Improve the customer relationship (ICS Unit 26 and FSSC Unit CS7)

Overview

To improve relationships with your customers you will need to deliver consistent and reliable customer service. In addition, customers will need to feel that you genuinely want to give them high levels of service and that you will make every possible effort to meet or exceed their expectations. This will encourage loyalty from external customers or longer-term service partnerships with internal customers. You need to be proactive in your dealings with your customers and to respond professionally in all situations. You will need to negotiate between your customers and your organisation or department in order to find some way of meeting your customers' expectations. In addition you will need to make extra efforts to delight your customers by giving higher levels of service than they expect.

Outcomes of effective performance

You must be able to do the following:

- PSA31/1 select and use the best method of communication to meet your customers' expectations
- PSA31/2 take the initiative to contact your customers to update them when things are not going to plan or when you require further information
- PSA31/3 adapt your communication to respond to individual customers' feelings
- PSA31/4 meet your customers' expectations within your organisation's service offer
- PSA31/5 explain the reasons to your customers sensitively and positively when their expectations cannot be met
- PSA31/6 identify alternative solutions for your customers either within or outside the organisation
- PSA31/7 identify the costs and benefits of these solutions to your organisation and to your customers
- PSA31/8 you negotiate and agree solutions with your customers which satisfy them and are acceptable to your organisation
- PSA31/9 you take action to satisfy your customers with the agreed solution

- PSA31/10 make extra efforts to improve your relationship with your customer
- PSA31/11 recognise opportunities to exceed your customers' expectations
- PSA31/12 take action to exceed your customers' expectations within the limits of your own authority
- PSA31/13 gain the help and support of others to exceed your customers' expectations.

Behaviours which underpin effective performance

- You take pride in improving the customer relationship.
- You show understanding towards customers and deal with them in a professional manner.
- You use communication styles that are appropriate to different people and situations.
- You respond quickly to potential problems.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. how to make best use of the method of communication chosen for dealing with your customers
2. how to negotiate effectively with your customers
3. how to assess the costs and benefits to your customer and your organisation of any unusual agreement you make
4. the importance of customer loyalty and/or improved internal customer relationships to your organisation.

PSA32 Allocate and monitor the progress and quality of work in your area of responsibility (MSC Unit D6 and FSSC Unit LM4)

Overview

This unit is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments. If your 'area of responsibility' includes contact with customers through ICT systems, your monitoring activities should include use of automated monitoring applications.

Outcomes of effective performance

You must be able to do the following:

- | | | |
|---------|---|--|
| PSA32/1 | confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues | against the standard or level of expected performance and provide prompt and constructive feedback |
| PSA32/2 | plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources | PSA32/8 support individuals and/or teams in identifying and dealing with problems and unforeseen events |
| PSA32/3 | ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development | PSA32/9 motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion |
| PSA32/4 | ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance | PSA32/10 monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively |
| PSA32/5 | encourage individuals and/or team members to ask questions | PSA32/11 identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams |
| PSA32/6 | make suggestions and seek clarification in relation to allocated work | PSA32/12 recognise successful completion of significant pieces of work or work activities by individuals and/or teams |
| PSA32/7 | monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis | PSA32/13 use information collected on the performance of individuals and/or teams in any formal appraisals of performance |
| | | PSA32/14 review and update plans of work for your area, clearly communicating any changes to those affected |

Behaviours which underpin effective performance

- You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- You prioritise objectives and plan work to make best use of time and resources.
- You make time available to support others.
- You take personal responsibility for making things happen.
- You show an awareness of your own values, motivations and emotions.
- You show integrity, fairness and consistency in decision-making.
- You clearly agree what is expected of others and hold them to account.
- You seek to understand people's needs and motivations.
- You take pride in delivering high quality work.
- You are vigilant for possible risks and hazards.
- You encourage and support others to make the best use of their abilities.
- You use a range of leadership styles appropriate to different people and situations.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. how to select and successfully apply different methods for communicating with people across an area of responsibility
2. the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
3. how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
4. how to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources
5. the importance of seeking views from people working in your area and how to take account of their views in producing the plan of work
6. why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
7. why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively
8. the importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
9. ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
10. effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance
11. how to provide prompt and constructive feedback to individuals and/or teams
12. why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
13. why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them
14. the type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
15. the additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this
16. how to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements
17. how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes

18. the importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and clearly communicate the changes to those affected
19. industry/sector requirements for the development or maintenance of knowledge, understanding and skills
20. industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
21. the individuals and/or teams in your area of responsibility
22. the vision and objectives for your area of responsibility
23. the vision and objectives of the overall organisation
24. the work required in your area of responsibility
25. the available resources for undertaking the required work
26. the plan of work for your area of responsibility
27. the organisation's written health and safety policy statement and associated information and requirements
28. your organisation's policy and procedures in terms of personal development
29. organisational standards or level of expected performance
30. organisational policies and procedures for dealing with poor performance
31. organisational grievance and disciplinary policies and procedures
32. organisational performance appraisal systems.

PSA33 Deal with customers by telephone (ICS Unit 17 and FSSC Unit CS9)

Overview

This unit is about the skills and competences you need when dealing with your customer by telephone. Customer satisfaction in this situation depends on good feelings about the way the transaction has been handled as well as the features and benefits of the services or products that are offered to the customer. In financial services it is particularly important for customers to feel confident that the information they receive by telephone is accurate and complete. Whilst verbal communication is important, your focus on your customer and the rapport that is formed also depends on your skills with the telephone system and any information you are accessing whilst on the telephone to your customer.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|--|----------|---|
| PSA33/1 | operate the telephone equipment efficiently and effectively | PSA33/10 | open the conversation positively and establish a rapport with your customer |
| PSA33/2 | keep your customer regularly informed about your actions when accessing information to provide responses or if they are going to be on hold for a period of time | PSA33/11 | ensure that your customer is aware of the purpose of your call as early as possible |
| PSA33/3 | speak clearly and slowly to allow for the possibility that reception on the telephone line may not be perfect | PSA33/12 | respond positively to queries and objections from your customer |
| PSA33/4 | adapt your speech to meet the individual needs of your customer | PSA33/13 | summarise the outcome of the call and any actions that you or your customer will take as a result |
| PSA33/5 | control the length of the conversation if the call is costing your customer money | PSA33/14 | listen carefully when collecting information from your customer so that you do not make mistakes or have to keep repeating the question |
| PSA33/6 | ensure that promises to call back are kept | PSA33/15 | greet your customer following your organisation's guidelines |
| PSA33/7 | anticipate your customer's expectations and assemble all the information you might need before your conversation with your customer | PSA33/16 | listen closely to your customer to identify their precise reason for calling and what they are seeking as the outcome of the call |
| PSA33/8 | plan the opening part of your conversation with your customer and anticipate their possible responses | PSA33/17 | identify all the options you have for responding to your customer, weigh up the benefits and drawbacks of each |
| PSA33/9 | plan the objective of your call and the way in which you expect the call to end | PSA33/18 | choose the option that is most likely to lead to customer satisfaction within the service offer |

PSA33/20 summarise the outcome of the call and any actions that you or your customer will take as a result

PSA33/21 select the appropriate information you need to record and store following your organisation's guidelines

PSA33/22 take a clear message for a colleague if you are unable to deal with some aspect of your customer's expectations

PSA33/23 put your customer on hold and ensure you cannot be heard if you are discussing action with others or calling a colleague.

Behaviours which underpin effective performance

- You give a consistent and reliable performance at work.
- You present information clearly and concisely.
- You show respect for others in your dealings with them.
- You make information available to those who need it and have a right to it.
- You use communication styles that are appropriate to different people and situations.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. the importance of speaking clearly and slowly when dealing with customers by telephone
2. the effects of smiling and other facial expressions that can be detected by somebody listening to you on the telephone
3. the importance of adapting your speech to meet the needs of customers who may find your language or accent hard to understand
4. your organisation's guidelines and procedures for the use of telephone equipment
5. your organisation's guidelines and procedures for what should be said during telephone conversations with customers
6. what details should be included if taking a message for a colleague
7. how to operate the organisation's telephone equipment
8. the importance of keeping your customer informed if they are on hold during a call
9. the importance of not talking over an open telephone
10. your organisation's guidelines for handling abusive calls.

PSA34 Develop yourself to improve and maintain workplace competence in a financial services environment (FSSC Unit CC1)

Overview

This Standard covers reviewing your performance against agreed objectives. It also includes identifying and undertaking activities to develop your knowledge, skills and understanding where gaps have been identified. It is designed to ensure that you have the personal resources (particularly knowledge, understanding, skills and time) to do your job.

Outcomes of effective performance

You must be able to do the following:

- PSA34/1 discuss and agree personal work objectives and tasks, and how you will measure progress, with those you report to
- PSA34/2 identify any gaps between the requirements of your job and your current knowledge, understanding and skills
- PSA34/3 discuss and agree, with those you report to, a personal development plan to improve and develop your ability to meet the demands of your job
- PSA34/4 undertake the activities identified in your development plan
- PSA34/5 review, with those you report to, how they have contributed to your performance
- PSA34/6 seek regular and useful feedback on your performance from those who are in a good position to judge it
- PSA34/7 check, on a regular basis, how you are using your time at work and identify possible improvements
- PSA34/8 ensure that your performance consistently meets or goes beyond agreed requirements.

Behaviours which underpin effective performance

- You take personal responsibility for making things happen.
- You take pride in delivering high quality work.
- You find practical ways to overcome barriers.
- You make best use of available resources and proactively seek new sources of support when necessary.
- You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. why managing your resources (particularly knowledge, understanding, skills and time) is important
2. how to set work objectives which are specific, measurable, achievable, realistic and time-bound
3. how to measure progress against work objectives
4. how to identify your development needs
5. what an effective development plan should contain
6. the type of development activities which can be undertaken to fill identified gaps in knowledge, understanding and skills
7. how to identify whether/how development activities have contributed to your performance
8. how to get effective feedback on your performance
9. how to record the use of your time and identify possible improvements
10. the agreed requirements of your job including the limits of your responsibilities
11. your agreed personal work objectives
12. the reporting lines in your organisation
13. your current knowledge, understanding and skills
14. identified gaps in your current knowledge, understanding and skills
15. your personal development plan
16. your organisation's policy and procedures in terms of personal development
17. available development opportunities and resources in your organisation
18. possible sources of feedback in your organisation
19. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities

PSA35 Plan and organise your work in a financial services environment (FSSC Unit CC2)

Overview

This Standard is about the way you plan and organise your own work as well as about how you work with others in your immediate team. You will plan and prioritise your work and make sure that objectives are fulfilled. Teamwork is essential to fulfilling objectives. The teamwork setting may be a department, a branch or cross function. You will be expected to participate positively and constructively to both the outputs of your team and its development as a functioning unit. You may not work in a tightly structured team, but even so you will always have to manage your work effectively and you will need to interact with others so that outcomes are achieved.

Outcomes of effective performance

You must be able to do the following:

- PSA35/1 identify and prioritise your own work to ensure that work objectives are fulfilled
- PSA35/2 make sure you have all the necessary resources to complete work and produce the required outputs
- PSA35/3 report and discuss difficulties with work promptly to the appropriate people
- PSA35/4 seek assistance when necessary to meet work demands and complete work to the required standards
- PSA35/5 co-operate with, and offer assistance to, colleagues to help the team achieve its work objectives
- PSA35/6 fulfil commitments made to other team members wherever possible
- PSA35/7 discuss problems in working with others with them, where possible, in order to find acceptable ways of working together
- PSA35/8 report instances to the appropriate authority where problems in working with others cannot be resolved.

Behaviours which underpin effective performance

- You look for more efficient ways of working.
- You consider how your behaviour impacts on others.
- You seek to understand the needs of others.
- You show understanding of others and deal with them in a professional manner.
- You use communication styles that are appropriate to different people and situations.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. the types of difficulties you may encounter within your work or within a team which may affect your work planning
2. the person/people to whom you should report problems in managing work or team related issues
3. the purpose, value and importance of organising your own work effectively
4. how to manage your time effectively
5. the work planning tools that are available for you to use
6. the resources you need in order to manage your work
7. the wider planning process to which your individual planning relates
8. who to seek help from when it is needed
9. the importance of teamwork in achieving success and how you and others can contribute to team development
10. the structure of the team(s) within which you work
11. the types of team planning processes to which you contribute
12. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities.

PSA36 Develop productive working relationships in a financial services environment (FSSC Unit CC3)

Overview

This Standard is about developing working relationships with colleagues, within your own organisation and within other organisations, that are productive in terms of supporting and delivering your work and that of the overall organisation. 'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions

Outcomes of effective performance

You must be able to do the following:

- PSA36/1 establish working relationships with all the colleagues with whom you work
- PSA36/2 recognise, agree and respect the roles and responsibilities of colleagues
- PSA36/3 understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions
- PSA36/4 fulfil agreements made with colleagues and tell them when agreements have been fulfilled
- PSA36/5 advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements
- PSA36/6 identify and sort out conflicts and disagreements with colleagues in ways that minimise damage to the work being carried out
- PSA36/7 exchange information and resources with colleagues to make sure that all parties can work effectively
- PSA36/8 provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement.

Behaviours which underpin effective performance

- You present information clearly, concisely, accurately and in ways that promote understanding.
- You seek to understand people's needs and motivations.
- You make time available to support others.
- You show respect, helpfulness and co-operation in your dealings with others.
- You strive to keep promises and honour commitments.
- You consider the impact of your own actions on others.
- You say no to unreasonable requests.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. the benefits of developing productive working relationships with colleagues
2. the principles of effective communication and how to apply them in order to communicate effectively with colleagues
3. how to identify disagreements with colleagues and the techniques for sorting them out
4. how to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them
5. how to take account of diversity issues when developing working relationships with colleagues
6. the importance of exchanging information and resources with colleagues
7. how to get and make use of feedback on your performance from colleagues
8. how to provide colleagues with useful feedback on their performance
9. regulations and codes of practice that apply in the industry or sector
10. standards of behaviour and performance in the industry or sector
11. working culture of the industry or sector
12. current and future work being carried out
13. colleagues who are relevant to the work being carried out, their work roles and responsibilities
14. processes within the organisation for making decisions
15. line management responsibilities and relationships within the organisation
16. the organisation's values and culture
17. power, influence and politics within the organisation
18. standards of behaviour and performance expected in the organisation
19. information and resources that different colleagues might need
20. your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities.

PSA37 Ensure your own compliance with financial services regulation (FSSC Unit CC4)

Overview

This Standard is about working within the regulatory environment of the financial services industry. Most organisations within financial services have to operate within specific regulations, and every person working for these organisations must carry out their role in compliance with these regulations. To achieve this unit you will find out about the regulations which affect your role, and make sure that you comply with them. You will identify and correct any failures in compliance, reporting these when necessary. You will also make sure that you maintain and improve your competence to do your job.

Outcomes of effective performance

You must be able to do the following:

- PSA37/1 find out about relevant regulatory information and evaluate the effect this has on your role
- PSA37/2 clarify your understanding of the regulatory requirements, where your understanding is unclear
- PSA37/3 monitor your work to confirm that it complies with regulatory requirements
- PSA37/4 identify and correct any failures to comply with regulatory requirements and report these to the appropriate person when necessary
- PSA37/5 respond to changes in regulation and modify your work practices to comply with those changes
- PSA37/6 evaluate, with your manager, your competence in your role and agree and implement a plan to maintain and improve your competence.

Behaviours which underpin effective performance

- You give a consistent and reliable performance at work.
- You use information and knowledge effectively, efficiently and ethically.
- You constantly seek to improve your performance at work.
- You identify and raise concerns within the working environment.
- You pay attention to details that are critical to your work.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. How to find out about the relevant regulatory requirements which affect your role
2. The agreed requirements of your job including the limits of your responsibilities
3. your organisation's policies and procedures to make sure you comply with regulatory requirements
4. who to ask if you need clarification of the regulatory requirements
5. the ways in which you may fail to comply with requirements, how to recognise them and the consequences of non-compliance for you, your organisation and your customers
6. the procedures to follow if you do not comply with regulatory requirements
7. Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities.

PSA38 Prepare and present investment market information to investors (FSSC Unit: IA1)

Overview

This unit is about providing investors with periodic information, like routine statements, performance reports, fund values etc, and information requested by investors, for example about their holdings or their financial position with regard to payment of transactions etc. These may be general enquiries or specific queries. You may need to obtain information from a variety of sources, including desk research and from other parties such as unit trust managers, investment managers or custodians. It is important that you check the information you obtain and provide for accuracy and that you store it securely. As investment administration takes place within a regulatory framework, you must comply with legislation and regulation when carrying out all aspects of this unit.

Outcomes of effective performance

You must be able to do the following:

- PSA38/1 identify investors' information needs accurately
- PSA38/2 obtain appropriate information from relevant sources to meet investors' needs
- PSA38/3 prepare information for investors which is complete, accurate and relevant to their needs
- PSA38/4 present information in the required format and at the required times
- PSA38/5 deal with queries from investors about the information provided promptly and to their satisfaction
- PSA38/6 maintain the security and confidentiality of information at all times
- PSA38/7 keep accurate and complete records or copies of information supplied to investors and store them in the appropriate location
- PSA38/8 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You gather and manage information effectively, efficiently and ethically.
- You analyse and structure information to develop knowledge that can be shared with investors.
- You articulate the assumptions made and risks involved in presenting information.
- You present information clearly, concisely, accurately and in ways that promote understanding.
- You encourage others to share information within the constraints of confidentiality.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. what the compliance and legal issues are in relation to the preparation and presentation of investor reports
2. what the different information needs are of different types of investors and how the presentation of information will differ according to their needs
3. what the organisational/departmental work processes and procedures are in relation to the production of investor information and reports, including the use of organisational IT systems
4. the key information relating to the market, for example, prices, yields, indices
5. what the organisational standards and conventions are for presenting reports and information both internally to the organisation and to outside bodies
6. what the main features are of key product types
7. the importance of effective investor relationships within all service delivery, including the relevance of the legal and regulatory framework for investors and other interested parties, as well as the business case for maintaining effective relationships
8. how to establish and maintain effective relationships with investors and interested parties, including the use of interpersonal and communication skills and the concepts of quality service delivery
9. what the different methods of communicating are and their appropriateness to a range of circumstances
10. client requirements and timetables
11. how your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, impact on your activities.

PSA39 Measure the performance of investments (FSSC Unit: IA6)

Overview

This unit relates to the measurement of investment performance and covers the role of gathering information about performance, together with analysing and presenting that information. Information about investment performance is obtained, for example, from price movements and market trends, which can then be analysed against the objectives of the fund/account. Results of this analysis need to be communicated, in an accepted presentation format, to fund managers, investment managers etc.

Outcomes of effective performance

You must be able to do the following:

- PSA39/1 obtain and analyse information relating to fund or account performance
- PSA39/2 measure performance against objectives and other valid criteria using accepted tests
- PSA39/3 compare and contrast the actual and potential performances of the fund or account
- PSA39/4 ensure information on fund or account performance is complete, accurate and presented within agreed timescales
- PSA39/5 report results in the required format to the appropriate people
- PSA39/6 present an analysis of performance accurately and clearly ensure results of performance measurement provide indications of future performance and recommendations for future action.

Behaviours which underpin effective performance

- You recognise changes in circumstances promptly and take these into account in your work.
- You use information and knowledge effectively, efficiently and ethically.
- You present information clearly and concisely.
- You pay attention to details that are critical to your work.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand:

1. what the broad structure of investment markets is and the effect of market trends on fund/account performance
2. what the key sources of reliable and relevant information are in relation to fund/account performance
3. the use of statistical models for analysing information about fund/account performance
4. what the regulatory issues are associated with reporting fund performance and predicting fund performance
5. what the application of appropriate systems is for measuring fund/account performance within the administrator's own organisation
6. what the broad objectives are of funds/accounts with which the administrator is involved
7. what the roles and responsibilities of other departments and individuals are within the organisation and how to establish and maintain effective relationships with colleagues, including the use of interpersonal and communication skills and the concepts of quality service delivery
8. what the appropriate sources of data for fund/account performance are, including competitors' performance
9. how your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, impact on your activities.

PSA40 Supervise investment administration systems and processes (FSSC Unit: IA8)

Overview

This unit relates to the role of supervising systems and processes that enable investment administration to run efficiently, effectively and profitably. As with many other aspects of investment administration, compliance is an important aspect of performance. In this instance, the supervisor is expected to ensure that the systems facilitate compliant administration. Problem solving is also important in the performance of this unit as the supervisor is expected to investigate and resolve problems in relation to systems and processes for investment administration. The supervisor is also expected to recommend changes and improvements as part of ongoing review processes and where problems and difficulties have been experienced during the implementation and operation of systems and processes.

Outcomes of effective performance

You must be able to do the following:

- PSA40/1 gather information about the applicability and efficiency of administration systems and processes from all relevant people
- PSA40/2 monitor administration systems and processes for their continuing ability to facilitate effective work outputs and maintain investor satisfaction
- PSA40/3 assess the understanding and competence of system users and action development where necessary to rectify any shortfall
- PSA40/4 identify and resolve problem areas relating to administration systems and processes
- PSA40/5 forewarn individuals and teams about problem areas when using specific systems
- PSA40/6 ensure records of problems relating to systems and processes are accurate and passed promptly to the appropriate people
- PSA40/7 evaluate potential alternative administration systems and processes against the current systems and processes used in your organisation and compare efficiency and cost effectiveness

- PSA40/8 specify changes that update the systems and processes to meet changing requirements
- PSA40/9 present reports about potential improvements to systems and processes, clearly stating the objectives, operational considerations and implementation costs
- PSA40/10 seek feedback on recommendations for changes to administration systems and processes from all relevant people
- PSA40/11 comply with legal requirements, industry regulations, organisational policies and professional codes.

Behaviours which underpin effective performance

- You present information clearly and concisely.
- You look for more efficient ways of working.
- You display a curiosity to learn and try out new things.
- You pay attention to details that are critical to your work.
- You respond quickly to potential problems.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.

Knowledge and Understanding

You must show that you know and understand

1. the purpose of monitoring within the administration system and process
2. the regulatory framework and the requirements for monitoring and supervision
3. the role of effective supervision in maintaining quality work outputs
4. specifications of organisational administration systems and processes
5. organisational guidelines for monitoring and supervision
6. compliance regulations relating to system and processes
7. reporting lines in relation to system and process improvement
8. sources of technical assistance and support within the organisation
9. how your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, impact on your activities.

PSA41 Provide learning opportunities for colleagues (MSC Unit D7 and FSSC Unit LM1)

Overview

This unit is about supporting colleagues in identifying their learning needs and helping to provide opportunities to address these needs. Encouraging colleagues to take responsibility for their own learning is an aspect of this unit as is your role in providing an environment in which learning is valued.

For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|---|----------|---|
| PSA41/1 | promote the benefits of learning to colleagues and make sure that their willingness and efforts to learn are recognised | PSA41/7 | work with colleagues to recognise and make use of unplanned learning opportunities |
| PSA41/2 | give colleagues fair, regular and useful feedback on their work performance, discussing and agreeing how they can improve | PSA41/8 | seek and make use of specialist expertise in relation to identifying and providing learning for colleagues |
| PSA41/3 | work with colleagues to identify and prioritise learning needs based on any gaps between the requirements of their work roles and their current knowledge, understanding and skills | PSA41/9 | support colleagues in undertaking learning activities, making sure any required resources are made available and making efforts to remove any obstacles to learning |
| PSA41/4 | help colleagues to identify the learning style or combination of styles which works best for them and ensure that these are taken into account in identifying and undertaking learning activities | PSA41/10 | evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience |
| PSA41/5 | work with colleagues to identify and obtain information on a range of possible learning activities to address identified learning needs | PSA41/11 | work with colleagues to update their development plan in the light of performance, any learning activities undertaken and any wider changes |
| PSA41/6 | discuss and agree, with each colleague, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved and the required resources and timescales | PSA41/12 | encourage colleagues to take responsibility for their own learning, including practising and reflecting on what they have learned. |

Behaviours which underpin effective performance

You recognise the opportunities presented by the diversity of people

- You find practical ways to overcome barriers.
- You make time available to support others.
- You seek to understand individuals' needs, feelings and motivations and take an active interest in their concerns.
- You encourage and support others to make the best use of their abilities.
- You recognise the achievements and the success of others.
- You inspire others with the excitement of learning.
- You confront performance issues and sort them out directly with the people involved.
- You say no to unreasonable requests.
- You show integrity, fairness and consistency in decision making.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. the benefits of learning for individuals and organisations and how to promote these to colleagues
2. ways in which you can develop an environment in which learning is valued and willingness and efforts to learn are recognised
3. why it is important to encourage colleagues to take responsibility for their own learning
4. how to provide fair, regular and useful feedback to colleagues on their work performance
5. how to identify learning needs based on identified gaps between the requirements of colleagues' work-roles and their current knowledge, understanding and skills
6. how to prioritise the learning needs of colleagues, including taking account of organisational needs and priorities and the personal and career development needs of colleagues
7. the range of different learning styles and how to support colleagues in identifying the particular learning style or combination of learning styles which works best for them
8. different types of learning activities, their advantages and disadvantages and the required resources (for example, time, fees, substitute staff)
9. how/where to identify and obtain information on different learning activities
10. why it is important for colleagues to have a written development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources)
11. how to set learning objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-Bound)
12. sources of specialist expertise in relation to identifying and providing learning for colleagues.

PSA42 Provide leadership for your team (MSC Unit B5 and FSSC Unit: LM2)

Overview

This unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

Outcomes of effective performance

You must be able to do the following:

- PSA42/1 set out and positively communicate the purpose and objectives of the team to all members
- PSA42/2 involve members in planning how the team will achieve its objectives
- PSA42/3 ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
- PSA42/4 encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
- PSA42/5 win, through your performance, the trust and support of the team for your leadership
- PSA42/6 steer the team successfully through difficulties and challenges, including conflict within the team
- PSA42/7 encourage and recognise creativity and innovation within the team
- PSA42/8 give team members support and advice when they need it, especially during periods of setback and change
- PSA42/9 motivate team members to present their own ideas and listen to what they say
- PSA42/10 encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead

PSA42/11 monitor activities and progress across the team without interfering.

Behaviours which underpin effective performance

- You create a sense of common purpose.
- You take personal responsibility for making things happen.
- You encourage and support others to take decisions autonomously.
- You act within the limits of your authority.
- You make time available to support others.
- You show integrity, fairness and consistency in decision making.
- You seek to understand people's needs and motivations.
- You model behaviour that shows respect, helpfulness and co-operation.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. different ways of communicating effectively with members of a team
2. how to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
3. how to plan the achievement of team objectives and the importance of involving team members in this process
4. the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives
5. what different styles of leadership exist
6. how to select and successfully apply a range of different methods for motivating, supporting and encouraging team members and recognising their achievements
7. types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
8. the importance of encouraging others to take the lead and ways in which this can be achieved
9. the benefits of and how to encourage and recognise creativity and innovation within a team
10. legal, regulatory and ethical requirements in the industry/sector
11. the members, purpose, objectives and plans of your team
12. the personal work objectives of members of your team
13. the types of support and advice that team members are likely to need and how to respond to these
14. standards of performance for the work of your team.

PSA43 Manage finance for your area of responsibility (MSC Unit E2 and FSSC LM3)

Overview

This unit is about managing finance in order to achieve the stated objectives for your area of responsibility. It involves developing and agreeing a master budget for your area and using this to monitor, evaluate and control performance and take action to deal with identified variances. Delegating responsibility for budgets for clearly defined activities is a key aspect of this unit. The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|---|----------|--|
| PSA43/1 | you confirm your financial responsibilities, including the limits of your authority, with those to whom you report | PSA43/8 | you identify the causes of any significant variances between what was budgeted for and what actually happened and discuss and ensure prompt corrective action is taken, obtaining agreement from the relevant people if required |
| PSA43/2 | you gather and evaluate available financial information and the objectives and associated plans for your area and consult with colleagues to identify priorities, potential problems and risks | PSA43/9 | you propose revisions to the master budget, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people |
| PSA43/3 | you identify and make use of opportunities to delegate responsibility for budgets for clearly defined activities to colleagues in your area, providing them with the required ongoing support and resources | PSA43/10 | you provide ongoing information on the financial performance of your area to relevant people in your organisation |
| PSA43/4 | you discuss and, if appropriate, negotiate delegated budgets with colleagues and agree provisional budgets | PSA43/11 | you advise the relevant people as soon as possible if you have identified evidence of any potentially fraudulent activities |
| PSA43/5 | you consult on and develop a realistic master budget for your area and submit it to the relevant people in the organisation for approval and to assist the overall financial planning process | PSA43/12 | you encourage colleagues in your area to think about and identify ways of reducing expenditure and increasing income, selecting and pursuing those ideas which have potential for implementation |
| PSA43/6 | you discuss and, if appropriate, negotiate the proposed master budget for your area with the relevant people in the organisation and communicate the final budget to colleagues in your area | PSA43/13 | you review the financial performance of your area, particularly in relation to achievement of the stated objectives, and identify improvements for the future. |
| PSA43/7 | you establish systems to monitor and evaluate performance against delegated budgets and the master budget and put contingency plans in place | | |

Behaviours which underpin effective performance

- You act within the limits of your responsibility.
- You are vigilant for potential risks.
- You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
- You clearly agree what is expected of others and hold them to account.
- You respond quickly to crises and problems with a proposed course of action.
- You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- You prioritise objectives and plan work to make best use of times and resources.
- You use communication styles that are appropriate to different people and situations.
- You take and implement difficult and/or unpopular decisions, if necessary.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and understanding

You must show that you know and understand:

1. the purposes of budgetary systems
2. the importance of agreeing financial responsibilities, including the limits of your authority, for your area with those to whom you report
3. where to get and how to evaluate the available financial information in order to be able to prepare a realistic master budget for your area
4. the importance of taking account of the objectives and associated plans of your area in developing and operating the master budget
5. how to identify opportunities and delegate responsibility for budgets
6. the importance of consulting with colleagues in identifying priorities, potential problems and risks and generally preparing the budget for your area
7. how to discuss, negotiate and confirm budgets with colleagues in your area and with people who control the finance and the key factors that should be covered
8. how to establish systems to monitor and evaluate performance against budgets
9. the importance of contingency plans and the type of contingencies that may occur
10. the main causes of variances and how to identify them
11. what different types of corrective action could be taken to address identified variances
12. the importance of agreeing revisions to the budget and communicating the changes
13. the importance of providing regular information on the financial performance of your area to relevant people and what they might want to know
14. types of fraudulent activities and how to identify them
15. how to encourage colleagues to think about ways of reducing expenditure and increasing income
16. how to review the financial performance of your area against the stated objectives
17. factors, processes and trends that are likely to affect financial management in your industry/sector
18. legal, regulatory and ethical requirements in the industry/sector
19. the scope and nature of your area of responsibility including the vision, objectives and operational plans
20. your financial responsibilities, including the limits of your authority
21. the people you report to in your organisation
22. financial information available in your organisation
23. activities for which budgets have been delegated

24. the budgeting period(s) used in your organisation
25. organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets
26. the agreed master budget for your area, including delegated budgets
27. systems established for managing and evaluating performance against budgets
28. contingency plans put in place
29. what to do and who to contact if you suspect fraud has been committed
30. who needs information on the financial performance of your area, what information they need, when they need it and in what format.

PSA44 Recruit, select and retain colleagues (MSC Unit D3 and FSSC Unit: LM5)

Overview

This unit is about recruiting and selecting people to undertake identified activities or work-roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding and who are likely to perform effectively are appointed. As recruitment and selection can be expensive and time-consuming activities, the unit also involves taking action to understand why colleagues are leaving and taking action to retain colleagues. Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself. For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

Outcomes of effective performance

You must be able to do the following:

- | | | |
|---------|--|---|
| PSA44/1 | talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving | vacancies, the methods that will be used, the associated timings and who is going to be involved |
| PSA44/2 | identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration | PSA44/7 ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants |
| PSA44/3 | review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills, knowledge, understanding and experience | PSA44/8 seek and make use of specialist expertise in relation to recruiting, selecting and retaining colleagues |
| PSA44/4 | identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow | PSA44/9 participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective |
| PSA44/5 | consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit | PSA44/10 make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues |
| PSA44/6 | consult with others to discuss and agree stages in the recruitment and selection process for identified | PSA44/11 judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements. |

Behaviours which underpin effective performance

- You recognise the opportunities presented by the diversity of people.
- You work to turn unexpected events into opportunities rather than threats.
- You try out new ways of working.
- You identify people's information needs.
- You seek to understand people's needs and motivations.
- You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- You take and implement difficult and/or unpopular decisions, if necessary.
- You act within the limits of your authority.
- You show integrity, fairness and consistency in decision making.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
2. the types of reasons colleagues might give for leaving
3. how to measure staff turnover
4. the causes and effects of high and low staff turnover
5. measures which can be undertaken to address staff turnover problems
6. how to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
7. different options for addressing identified shortfalls and their associated advantages and disadvantages
8. what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
9. different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
10. different recruitment and selection methods and their associated advantages and disadvantages
11. why it is important to give fair, clear and accurate information on vacancies to potential applicants
12. how to judge whether applicants meet the stated requirements of the vacancy
13. sources of specialist expertise in relation to recruitment, selection and retention
14. how to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and retaining colleagues
15. how to review the effectiveness of recruitment and selection in your area
16. turnover rates within similar organisations in the industry/sector
17. recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
18. working culture and practices of the industry/sector
19. current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
20. work requirements in your area
21. agreed operational plans and changes in your area
22. the staff turnover rate in your area
23. job descriptions and person specifications for confirmed vacancies
24. local employment market conditions
25. the organisation's structure, values and culture
26. employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
27. sources of specialist expertise in relation to recruitment, selection and retention used by your organisation.

PSA45 Provide leadership in your area of responsibility (MSC Unit B6 and FSSC Unit: LM6)

Overview

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area. The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Outcomes of effective performance

You must be able to do the following:

- | | | | |
|---------|--|----------|---|
| PSA45/1 | create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area | PSA45/6 | communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say |
| PSA45/2 | ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation | PSA45/7 | give people in your area support and advice when they need it especially during periods of setback and change |
| PSA45/3 | steer your area successfully through difficulties and challenges, including conflict within the area | PSA45/8 | motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful |
| PSA45/4 | create and maintain a culture within your area which encourages and recognises creativity and innovation | PSA45/9 | empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries |
| PSA45/5 | develop a range of leadership styles and select and apply them to appropriate situations and people | PSA45/10 | encourage people to give a lead in their own areas of expertise and show willingness to follow this lead |
| | | PSA45/11 | win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance. |

Behaviours which underpin effective performance

- You articulate a vision that generates excitement, enthusiasm and commitment.
- You create a sense of common purpose.
- You take personal responsibility for making things happen.
- You make complex things simple for the benefit of others.
- You encourage and support others to take decisions autonomously.
- You act within the limits of your authority.
- You make time available to support others.
- You show integrity, fairness and consistency in decision making.
- You seek to understand people's needs and motivations.
- You model behaviour that shows respect, helpfulness and co-operation.
- You encourage and support others to make the best use of their abilities.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. the fundamental differences between management and leadership
2. how to create a compelling vision for an area of responsibility
3. how to select and successfully apply different methods for communicating with people across an area of responsibility
4. a range of different leadership styles and how to select and apply these to different situations and people
5. how to get and make use of feedback from people on your leadership performance
6. types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them
7. the benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
8. the importance of encouraging others to take the lead and ways in which this can be achieved
9. how to empower people effectively
10. how to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement
11. leadership styles common in the industry/sector
12. legal, regulatory and ethical requirements in the industry/sector
13. your own values, motivations and emotions
14. your own strengths and limitations in the leadership role
15. the strengths, limitations and potential of the people that you lead
16. your own role, responsibilities and level of power
17. the vision and objectives of the overall organisation
18. the vision, objectives, culture and operational plans for your area of responsibility
19. types of support and advice that people are likely to need and how to respond to these
20. leadership styles used across the organisation.

PSA46 Ensure compliance with legal, regulatory, ethical and social requirements (MSC Unit B8 and FSSC Unit: LM7)

Overview

Organisations must show that they act responsibly in relation to their staff, customers, investors and the communities in which they work. All types of organisations must obey the law in key areas such as health and safety, employment, finance and company law. Many organisations also have to work within specific regulations for their industry and ethical frameworks. Organisations who want to maintain a good reputation also have to take account of the views of people in their communities on a whole range of issues such as the environment and other ways in which the organisation affects people's quality of life.

Outcomes of effective performance

You must be able to do the following:

- PSA46/1 monitor the relevant legal, regulatory, ethical and social requirements and the effect they have on your area of responsibility, including what will happen if you do not meet them
- PSA46/2 develop effective policies and procedures to make sure your organisation meets all the necessary requirements
- PSA46/3 make sure relevant people have a clear understanding of the policies and procedures and the importance of putting them into practice
- PSA46/4 monitor the way policies and procedures are put into practice and provide support
- PSA46/5 encourage a climate of openness about meeting and not meeting the requirements
- PSA46/6 identify and correct any failures to meet the requirements
- PSA46/7 identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future
- PSA46/8 provide full reports about any failures to meet the requirements to the relevant stakeholders.

Behaviours which underpin effective performance

- You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- You make time available to support others.
- You give feedback to others to help them improve their performance.
- You identify and raise ethical concerns.
- You are vigilant for potential risks.
- You make appropriate information and knowledge available promptly to those who need it and have a right to it.
- You encourage others to share information and knowledge within the constraints of confidentiality.
- You show sensitivity to stakeholders' needs and manage these effectively.
- You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work.
- You comply with legal requirements, industry regulations and professional codes.

Knowledge and Understanding

You must show that you know and understand:

1. the importance of having an ethical and value-based approach to governance and how to put this into practice
2. relevant legal requirements governing the running of organisations
3. current and emerging social attitudes to management and leadership practice and the importance of being sensitive to these
4. legal, regulatory and ethical requirements in your sector
5. procedures to follow if you do not meet the requirements
6. particular current and emerging social concerns and expectations that are relevant to your sector
7. ways in which other organisations deal with current and emerging social concerns and expectations
8. the culture and values of your organisation and what effect they have on corporate governance
9. policies and procedures that make sure people meet the requirements
10. the processes for maintaining the relevant policies and procedures and making sure they continue to be effective
11. the different ways in which people may not meet the requirements and the risks of these actually happening
12. the procedures for dealing with people who do not meet the requirements, including requirements for reporting.