

# Our purpose, values and competencies

## Our purpose

Committed to increasing confidence and participation in workplace pensions

## Our values and competencies



### We make our actions count

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- Identifying, prioritising and planning effectively
- Delivering appropriate outcomes in line with our objectives
- Evaluating, learning, adapting and improving



### We help people do what's required

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- Understanding our audience
- Communicating clearly



### We work collaboratively

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- Building good working relationships
- Respecting others



### We act with integrity

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- Taking responsibility
- Behaving professionally

The Pensions  
Regulator

## Our values in more detail



### We make our actions count

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- We are alert to, engaged with and informed about what's going on around us
- We consider both the immediate and long-term consequences of our interventions
- We are targeted and decisive, prioritising our effort in proportion to the likelihood and impact of risk
- We learn and improve, sharing our learning and adapting to changing circumstances
- We strive to achieve value for money in all that we do, seeking to do more with less where we can



### We help people do what's required

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- We understand our customers and design our approaches from their perspective
- We take time to explain our objectives and our approaches
- We are reasonable, seeking to be flexible and to achieve pragmatic outcomes
- We focus on educating, enabling and enforcing as appropriate



### We work collaboratively

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- We work in partnership and focus on joint problem solving to meet common objectives
- We build relationships, value diverse view points and work at securing consensus for change
- We are effective at working with others to ensure timely access to the right expertise and capability
- We show respect for those we work with



### We act with integrity

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- We are open, even handed and transparent
- We base our judgements on principles, evidence and fact
- We take ownership for, and are accountable for our actions
- We recognise and act on our environmental responsibilities

# Our competency framework

## Definitions and overview

### Competency

This is the title or name of a core competency eg 'Identifying, prioritising and planning effectively'. It provides a common language about the behaviours and attitudes that lead to effective job performance.

Whilst your objectives and role accountabilities focus on what you do, the competencies focus on how you do it.

### Behavioural indicators

These are examples of how an individual could demonstrate a core competency. Behavioural indicators are designed to show what effective performance looks like, but are not an exhaustive list. Effective performers display all the competencies at the required level.

Each TPR job has a role description that sets out the required competency levels for successful delivery. This is used in team and job design, in recruitment, and performance management and development. There are four competency levels which allow us to be specific in determining what is required for any given role or situation. These are:

### Foundation

Applies competency to handle clearly defined tasks. Demonstrates solid understanding of competency and consistently exhibits behaviours representing core elements of the competency. Shows ability and desire to develop the competency further. Impacts own performance positively.

### Experienced

Applies the competency consistently. Applies competency to new or unfamiliar situations. Shows ability to use and adapt behaviour to reflect competencies in an experienced way. Impacts upon outcome of situations and own and others' performance positively.

### Mentor

Applies competency to wide-ranging, complex situations. Sets examples of behaviour others should aspire to. Helps others to develop the competency.

### Strategic

Applies competency to situations and challenges that have organisation-wide impact and demand strategic response. Refines processes and systems to encourage and embed competency in behaviour across the organisation. Enables the organisation to demonstrate the competency.

Competency levels and behavioural indicators build on each other, meaning that to reach, 'mentor' level for example, you are assumed to exhibit the behaviours required in the preceding levels of 'experienced' and 'foundation'.

To be successful, you need to complete all of your objectives and your accountabilities as set out in your role description to a good standard. You should do this hand-in-hand with the adoption and application of TPR's values and the related competencies.

# Competency levels and supporting behavioural indicators



## We make our actions count

### Competency: **Identifying, prioritising and planning effectively**

#### Definition: **Foundation**

##### Behavioural indicators:

- Identifies links between events and information, and potential problems, taking action to ensure issues are dealt with appropriately.
- Plans and prioritises next steps, co-ordinates own time, effort and resources effectively.
- Works confidently with data and information – using this to make sensible decisions.
- Consistently delivers high quality results in line with agreed objectives.
- Sets the agenda for the creation of, policies, performance indicators, targets and practices that are consistent with delivery of strategic objectives and accountabilities.
- Praises flexibility and adaptability in peers and team members and communicates the benefits of actions to the business unit/team and key operational stakeholders and customers, ensuring they have a full understanding and the appropriate motivation for action.

#### Definition: **Experienced**

##### Behavioural indicators:

- Defines and agrees objectives to best support business unit and team.
- Deals with varied situations with limited guidance.
- Ensures appropriate resources and levels of capability are present to deliver agreed plans.
- Regularly plans next steps and co-ordinates own and others' work to achieve desired goals.
- Promotes and reinforces appropriate business rules, practices and ways of working.

#### Definition: **Mentor**

##### Behavioural indicators:

- Actively establishes, promotes and carries out operational risk and opportunities scanning, understanding the organisation-wide impacts of wider events. This informs TPR's operational approach.
- Evaluates and adapts own and unit/team's approach in line with strategic priorities and changing organisational risks and opportunities.
- Leads the direction of the business unit/team and reprioritises their approach and resources rapidly and effectively in response to shifting organisational and operational priorities, providing best value for money.
- Actively establishes, promotes and carries out strategic risk and opportunities scanning and understands the organisation-wide impacts of wider events. This directly informs TPR's strategic direction and capability needs.
- Translates strategic objectives into meaningful and achievable measures, practical requirements and actions (ensuring best value for money) which ensure co-ordination of effort across the organisation and appropriate stakeholders.
- Communicates the benefits of strategic actions and future plans to the organisation, stakeholders and customers, ensuring full understanding and the motivation for action.
- Evaluates, makes bold decisions and, if appropriate, is willing to change organisational priorities, approach and resources rapidly and effectively in response to shifting strategic risks and emerging opportunities.
- Promotes a culture of adaptability and leads by example, encouraging flexibility and continuous improvement.



## We make our actions count *continued*

### Competency: **Delivering appropriate outcomes in line with our objectives**

#### Definition: **Foundation**

##### Behavioural indicators:

- Manages own work to deliver on time and to required standards.
- Willing to take decisions within role.
- Keeps relevant parties informed on the delivery of a plan and shares any delivery risks at the earliest possible stage to ensure mitigating actions can be employed.
- Supports team members working on the same or related objectives or activities.
- Is open to change and new ways of working, recognising and dealing with immediate obstacles to change.
- Shows energy, engagement and enthusiasm for the task.

#### Definition: **Experienced**

##### Behavioural indicators:

- Deals with varied and complex situations with limited guidance but knows when to escalate or to involve others.
- Uses sound judgement (in relation to priorities and decisions) even in conditions of uncertainty.
- Ensures delivery against plan and forecasts accurately, focusing on outcomes irrespective of the source of the challenge.
- Encourages and contributes to the achievement of results of self and others.
- Thinks commercially to create added value whilst being sensitive to wider political and organisational priorities.

#### Definition: **Mentor**

##### Behavioural indicators:

- Implements corporate decisions with energy and commitment
- Ensures targeted operational activity for high risk issues and ensures low risk issues are treated proportionately.
- Drives progress by tackling complex issues and enabling others to solve problems, taking steps to address the root cause of complex issues rather than just dealing with the symptoms.
- Identifies risks to delivery of unit/team objectives and takes action to mitigate.
- Recognises and rewards good performance and tackles under performance.
- Makes best use of diverse talent, capabilities, and technologies to achieve optimum results.
- Empowers others to take risk-based decisions.

#### Definition: **Strategic**

##### Behavioural indicators:

- Ensures targeted, value for money organisational activity for high risk issues and ensures low risk issues are treated proportionately.
- Takes considered action and calculated risks to move the organisation forward (even when all the information is not available).
- Leads across boundaries and organisation to ensure effective delivery.
- Challenges negativity and resolves conflict to enable progress of organisational objectives and to further develop a culture of high performance.
- Takes personal responsibility for the management and achievement of organisational output in line with time, cost and quality expectations of all appropriate stakeholders.



## We make our actions count *continued*

### Competency: **Evaluating, learning, adapting and improving**

#### Definition: **Foundation**

##### Behavioural indicators:

- Makes business and efficiency improvements through use of appropriate systems and tools.
- Is open to learning new things.
- Freely shares knowledge and findings with others.
- Seeks and responds positively to feedback on own performance, learns lessons from success and failures and actions improvements.

#### Definition: **Experienced**

##### Behavioural indicators:

- Is able to describe what the future looks like in terms of business and service improvement – can set and agree appropriate measures and targets.
- Motivates and coaches others to improve and develop their performance and the approaches, frameworks and tools they use.
- Constructively challenges existing strategies and ways of working for organisational benefit.
- Uses and tests new organisational tools and frameworks and contributes to improvement reviews.

#### Definition: **Mentor**

##### Behavioural indicators:

- Rapidly identifies, communicates and acts on key operational trends or risks to the delivery of operational objectives.
- Has, applies and maintains operational level of regulatory, industry, business and financial knowledge relevant to TPR.
- Displays and actively encourages a variety of approaches to problem-solving and learning from experience, encouraging creativity within self and the wider team to achieve the best solution.
- Actively seeks, shares and actions feedback on own performance and that of the business unit/team.
- Creates an environment where staff, customers and partners work to improve the way things are done and acts to ensure good practice is systematically spread.

#### Definition: **Strategic**

##### Behavioural indicators:

- Rapidly identifies, communicates and acts on key strategic trends or risks to the organisation and key stakeholders.
- Has, applies and maintains strategic level of regulatory, industry, business and financial knowledge relevant to TPR.
- Drives the organisation to capture, share and implement best practice and learning, both from doing and learning from others. Develops ways of applying new knowledge and ensures lesson-learning.
- Actively ensures sharing and application of knowledge, best practice and continuous improvement across the organisation and with strategic partners and stakeholders.
- Publicly encourages, praises and reinforces positive learning behaviours to enable organisation to learn by example.
- Actively seeks, shares and actions feedback on own performance and that of the organisation.



## We help people do what's required

### Competency: **Understanding our audience**

#### Definition: **Foundation**

##### Behavioural indicators:

- Listens to changes in customer needs and treats audience, stakeholder and customer needs as a priority in day-to-day work.
- Displays understanding of audience, stakeholder and customer requirements and tailors approach appropriately.
- Actively educates and informs others on how to get the most from the organisation.
- Ensures quality and continuity of audience, stakeholder and customer interaction and service.
- Fosters an inclusive working environment in which people of diverse backgrounds can contribute confidently.

#### Definition: **Experienced**

##### Behavioural indicators:

- Meets regularly with colleagues, stakeholders and customers to build understanding of local needs, to receive feedback and to raise awareness of TPR's approaches, products and services.
- Consistently identifies new audiences, stakeholders and customers.
- Varies approach, language and content to ensure audience understanding.
- Proactively considers and anticipates customer requirements for existing and new initiatives.
- Spots and acts on subtle changes in audience response, requirements and style of engagement.

#### Definition: **Mentor**

##### Behavioural indicators:

- Understands the strategic impact and potential consequences, of operational decisions, including regulatory burden, on targeted audiences.
- Establishes effective mechanisms by which to receive regular insight and feedback on the effectiveness of our interventions and any changes to audience requirements or environment.
- Takes action at business unit and team level to anticipate and shift priorities to address emerging key audience, stakeholder and customer issues.
- Builds audience and customer engagement into relevant policy-making and delivery plans.

#### Definition: **Strategic**

##### Behavioural indicators:

- Actively engages with the wider industry in order to understand the range of audiences, their different environments, needs and ways of working.
- Establishes audience, stakeholder and customer needs as a priority in organisational initiatives, adapting the strategic approach or response to reflect customer requirements.
- Considers fully the impact and consequences of strategic approaches and direction on the wider business and regulatory landscape.
- Promotes a culture in which engagement is seen as essential from the creation of policy right through to the delivery of front-line services.



## We help people do what's required

### Competency: **Communicating clearly**

#### Definition: **Foundation**

##### Behavioural indicators:

- Actively listens and seeks timely clarification to verify understanding.
- Remains constructive when disagreeing or challenging and expresses a difference of opinion in a controlled way.
- Speaks clearly and concisely.
- Can write in a way that is meaningful to the reader, using jargon-free language.

#### Definition: **Experienced**

##### Behavioural indicators:

- Is able to make an immediate and long lasting positive impression on others and has confidence in self and others.
- Builds rapport through consistency, confidence and an open communication style.
- Works with customers over time to increase their understanding of our approaches and to better understand their environment and requirements.
- Summarises complex information and ambiguous situations in an effective manner.
- Constructively challenges inappropriate behaviours.

#### Definition: **Mentor**

##### Behavioural indicators:

- Translates strategy into effective operational messages.
- Ensures key organisational customers have realistic expectations of TPR's role, objectives and achievements.
- Integrates logic and emotion to construct complex arguments on the spot.
- Is visible and approachable to all and recognised by others as someone who delivers what they say they will.
- Captivates audiences through message, style and delivery.

#### Definition: **Strategic**

##### Behavioural indicators:

- Consults appropriate stakeholders to agree strategic direction and key success criteria for the organisation.
- Articulates a clear and stretching vision of success for our audiences, stakeholders and customers.
- Ensures the organisation has incentive and ability to provide consistent, high quality stakeholder engagement and customer service, and that measures are in place to monitor performance.
- Inspires, persuades, motivates and energises at a corporate level, right through to individual level.



## We work collaboratively

### Competency: **Building good working relationships**

#### Definition: **Foundation**

##### Behavioural indicators:

- Understands which internal and external stakeholders are necessary to deliver effective performance.
- Responds positively to requests for help and support.
- Listens to the contributions of others, irrespective of difference of opinion.
- Is comfortable contributing in a variety of teams.

#### Definition: **Experienced**

##### Behavioural indicators:

- Is pro-active in providing and seeking support from relevant internal and external colleagues.
- Engages effectively with partners/stakeholders to better understand requirements and to develop and deliver appropriate solutions.
- Is open to different approaches that meet mutual goals.
- Raises difficult issues with colleagues, stakeholders, and customers with a view to reaching a positive resolution.

#### Definition: **Mentor**

##### Behavioural indicators:

- Suggests and facilitates opportunities for teams to work together both within and beyond the organisation, enabling achievement of objectives with maximum effectiveness.
- Is able to adapt own style and approach to get the best from others.
- Distributes work and responsibility effectively to relevant people or teams.
- Participates fully and volunteers to take responsibility for end-to-end operational issues.

#### Definition: **Strategic**

##### Behavioural indicators:

- Maintains and constantly develops networks of strategic relationships within the organisation, the industry and with other key stakeholders, customer groups, influencers and service providers.
- Knows when to access the capability of other organisations and when it is more effective and efficient to harness our own.
- Brings together and actively supports relevant organisations and key individuals with different points of views and priorities to work together to achieve the best results.
- Understands objectives of any group and their dependencies on others and is able to anticipate issues that could affect the organisation and delivery of its objectives.
- Drives forward information sharing initiatives and delivers on joint actions across the organisation and wider community.



## We work collaboratively

### Competency: **Respecting others**

#### Definition: **Foundation**

##### Behavioural indicators:

- Works collaboratively in ways that value diversity and add to efficiency
- Sees things from others' points of view.
- Supports and enables others to make effective contributions and to achieve their objectives.
- Makes contributions that are focused, incisive and progress the issue towards a resolution.

#### Definition: **Experienced**

##### Behavioural indicators:

- Actively seeks and listens to the contribution of others and values differences.
- Builds rapport based on mutual respect, trust and collaboration.
- Recognises and acknowledges the input of others.
- Promotes the use of teams to deliver and harnesses the contribution of others.

#### Definition: **Mentor**

##### Behavioural indicators:

- Ensures, promotes and participates in effective operational level joint problem-solving.
- Actively seeks and embraces a diverse range of approaches to operational delivery.
- Sets an example to peers and to team members by giving, seeking and encouraging constructive feedback and acting upon relevant feedback.
- Does not tolerate discrimination or elitism in decision making or operational actions

#### Definition: **Strategic**

##### Behavioural indicators:

- Actively seeks and embraces a diverse range of approaches to achieving organisational objectives and strategic change.
- Ensures, promotes and participates in effective strategic level joint problem-solving.
- Sets an example to the organisation by giving, seeking and encouraging constructive feedback and acting upon relevant feedback.
- Promotes inclusiveness in all decision making and promotes equality of opportunity.



## We act with integrity

### Competency: **Taking responsibility**

#### Definition: **Foundation**

##### Behavioural indicators:

- Uses resources flexibly and creatively in ways that promote diversity and support the principles of sustainable development.
- Takes responsibility for the job at hand and understands how that task contributes to the achievement of team objectives and TPR's agenda.
- Takes responsibility for own learning by proactively seeking opportunities for learning and development.
- Addresses conflict and problems and maintains a focus on objectives.

#### Definition: **Experienced**

##### Behavioural indicators:

- Says what people may not want or be willing to hear – is brave and focused.
- Generates a range of options and appraises them based on evidence and experience.
- Is decisive even in times of change, challenge and ambiguity.
- Ensures decisions are evidence-based drawing on available knowledge, experience and past lessons.
- Takes a fair and inclusive approach to managing and developing others.

#### Definition: **Mentor**

##### Behavioural indicators:

- Ensures that all activity helps to further our objectives and reflects our responsibilities to each other, our stakeholders and customers.
- Instigates opportunities and delivers operational actions relating to corporate social responsibility, including sustainability.
- Creates and reinforces the importance of using frameworks and operational processes that enable the organisation to base its judgements on principles, evidence and facts.
- Takes responsibility for team development by proactively seeking opportunities for learning and development in order to optimise team effectiveness.

#### Definition: **Strategic**

##### Behavioural indicators:

- Ensures all strategic approaches help to further our objectives and reflect our responsibilities to each other, our stakeholders and customers.
- Instigates opportunities and delivers strategic actions relating to corporate social responsibility, including sustainability.
- Creates strategic approaches that enable the organisation to base its judgements on principles, evidence and facts.



## We act with integrity

### Competency: **Behaving professionally**

#### Definition: **Foundation**

##### Behavioural indicators:

- Is a role model for inclusive behaviour and shows zero tolerance for exclusive and disrespectful behaviours in others
- Takes time to explain how decisions affecting individuals are being made and treats people with dignity and respect when discussing personal outcomes.
- Prevents personal bias and stereotypes from affecting the decisions they make about others
- Builds credibility and trust with others by displaying honesty and openness to everyone.
- Displays common courtesy to everyone.
- Takes personal accountability for defined tasks and required outcomes.
- Understands when and where to seek information and advice.

#### Definition: **Experienced**

##### Behavioural indicators:

- Seeks others views to test own thinking.
- Views business problems from multiple perspectives.
- Actively identifies and removes any barriers to equity or causes of exclusion in practices
- Takes personal accountability for activities and outcomes.
- Helps people strike a work-life balance that works for them and the organisation.

#### Definition: **Mentor**

##### Behavioural indicators:

- Leads by example - promotes a business unit/team-based culture of transparency and candour.
- Ensures that organisational and operational approaches and activity are aligned to Better Regulation principles and ways of working.
- Works to organisational and operational agendas rather than personal ones.
- Takes personal accountability for operational decisions and outcomes.

#### Definition: **Strategic**

##### Behavioural indicators:

- Leads by example - promotes culture of transparency, candour and the rigorous pursuit of the organisation's objectives.
- Ensures that strategic approaches and activity are aligned to better regulation principles and the remit and direction of TPR.
- Works to strategic rather than personal agendas.
- Takes personal accountability and ownership for corporate decisions and outcomes.