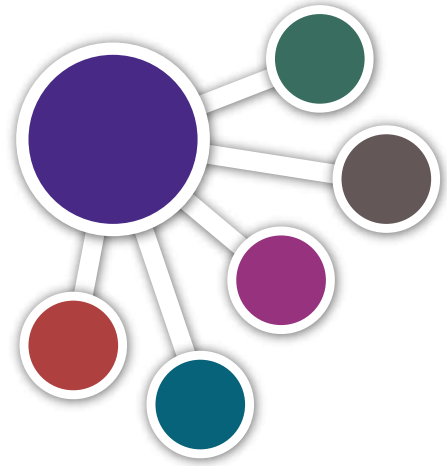


Our vision, values and behaviours



October 2016

The Pensions
Regulator

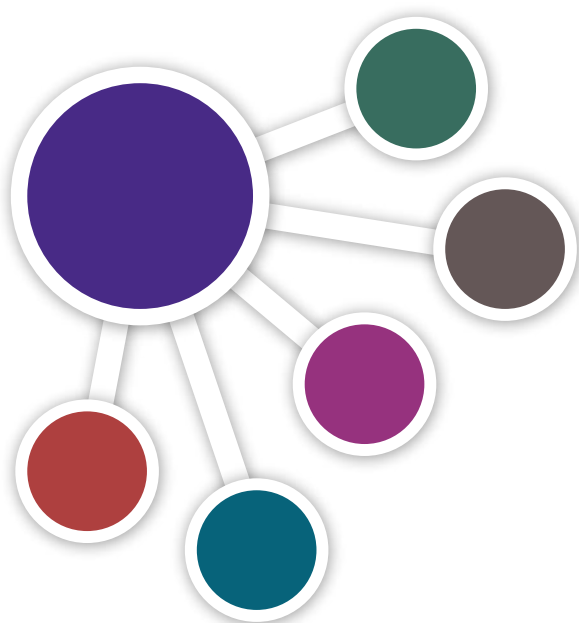
The work we do and how we behave and carry out our work at The Pensions Regulator (TPR) are driven by our vision, values, and behavioural framework.

Our vision

We strive to be a strong, agile, fair and efficient regulator and a well informed and pragmatic thought leader. Through this, we seek to gain the respect of employers, trustees, our partners and other stakeholders.

Together with our partners, we will create a better outcome later in life for workplace savers, drive up standards of trusteeship and improve savers' understanding of their situation.

We will make TPR a great place to work and do all we can to support our people to reach their full potential.



Our values

Committed to the pursuit of good outcomes for workplace savers

Bold and impartial in our decision-making

Alert and responsive to emerging risks and opportunities

Supportive of our people

United as one team

Our behaviours

This document sets out the behaviours individuals must have, or must acquire, to perform effectively at work. Whilst your objectives and role accountabilities focus on **what** you do, the behaviours focus on **how** you do it.

The organisational ethos: our values in more detail

Under each value below we list the behaviours that are at the heart of everything we do as an organisation.

Committed to the pursuit of good outcomes for workplace savers

- ▶ We pursue outcomes with energy
- ▶ We are determined to see the job through
- ▶ We are resilient in the face of challenge

Bold and impartial in our decision-making

- ▶ We are decisive in our actions
- ▶ We make independent and balanced decisions
- ▶ We innovate and manage risk to achieve better outcomes

Supportive of our people

- ▶ We empower our people to make decisions
- ▶ We treat each other with consideration and respect
- ▶ We encourage the development of our staff

Alert and responsive to emerging risks and opportunities

- ▶ We invest in our understanding of the workplace savings landscape
- ▶ We move quickly to tackle significant risks and issues
- ▶ We engage actively with our stakeholders

United as one team

- ▶ We build productive relationships throughout our organisation
- ▶ We work together efficiently to achieve outcomes
- ▶ We deliver a clear consistent message

Our behavioural framework

Underpinning our values is our behavioural framework. Each behaviour is linked to our values to show how they ensure that we are all living our values in the way we work. The framework is designed to enable you and your manager to know what is expected of you in terms of clear and observable indicators of behaviour that apply across most situations you are likely to face.

The behavioural framework is used to support:

- ▶ recruitment – using the behaviours to assess whether a candidate has the required experience to behave in line with our expectations
- ▶ underpinning of our performance and development process – behaviours are used to guide how we deliver our objectives
- ▶ enhanced employee effectiveness and greater organisational effectiveness – everyone knows what is important at TPR and what is expected of them
- ▶ better analysis of training needs – we understand what is important in the organisation and develop people accordingly
- ▶ enhanced career management – the levels are transparent. Individuals know how they need to develop to reach the next level of progression

Each behaviour has two levels: core and leadership.

Core behaviours apply to all staff regardless of their role. Leadership behaviours are used in addition to the core behaviours to reflect what we expect our leaders to demonstrate, and can be used developmentally for other staff.

Leadership is distributed across TPR and does not always refer to direct people management roles.

Our behaviours are listed in full on the following pages.



Committed to the pursuit of good outcomes for workplace savers

Core behaviours

- ▶ We define and agree objectives that build continuous development to support our team, directorate and TPR as a whole.
- ▶ We adapt decisions in the face of new information, being bold enough to change course of action and strong enough to hold our initial course when required.
- ▶ We step up to challenges with curiosity, exploring new and different approaches, testing and learning to improve.
- ▶ We engage effectively with our stakeholders to better understand requirements and to develop and deliver appropriate solutions.
- ▶ We respond quickly to risks and issues, and keep things moving to achieve timely resolution.
- ▶ We seek and respond positively to feedback on our own performance.

Leadership behaviours

- ▶ We clearly and positively articulate compelling outcomes, gaining the commitment needed to deliver.
- ▶ We take responsibility for making evidence-based decisions focused on positive outcomes for the organisation.
- ▶ We identify and respond to risks and issues promptly and professionally.
- ▶ We create strategic approaches that enable the organisation to base its judgements on principles, evidence and facts.
- ▶ We ensure that strategic approaches and activity are aligned to better regulation principles and the remit and priorities of the organisation.
- ▶ We flex and change to capitalise on new opportunities, targeting resources to deliver strategic success and learning from experience.
- ▶ We take a prepared and proactive approach, with the resilience and tenacity to see the job through.
- ▶ We understand our territory deeply and use this knowledge to identify opportunities to enhance what we do and how we do it.
- ▶ We have, apply and maintain an operational level of regulatory, industry, business and financial knowledge relevant to the organisation.



Bold and impartial in our decision-making

Core behaviours

- ▶ We put the needs of scheme members, trustees and key stakeholders at the heart of everything we do.
- ▶ We are willing to take decisions within our role, even when they are contested, if we believe they are right.
- ▶ We are resilient when challenged, using evidence to support our case.
- ▶ We support colleagues working on the same or related objectives or activities to achieve the right outcome.
- ▶ We show energy, engagement and enthusiasm for the task at hand.
- ▶ We encourage and contribute to the achievement of results for ourselves and others.
- ▶ We implement decisions with energy and commitment.
- ▶ We are empowered to stand up and challenge in line with our objectives when we believe it is right to do so.

Leadership behaviours

- ▶ We are confident to escalate only where assurance is necessary to achieve the wider purpose.
- ▶ We recognise and reward good performance and tackle underperformance to deliver the best we can.
- ▶ We make best use of diverse talent, capabilities and technologies to achieve optimum results, actively valuing diversity.
- ▶ We demonstrate courage and self belief in decisions, and are bold in doing what has not been done before.
- ▶ We think commercially to create added value whilst being sensitive to wider political and organisational priorities.
- ▶ We challenge negativity and resolve conflict to enable progress of organisational objectives and to further develop a culture of high performance.
- ▶ We take ownership of standing up and challenging the management and achievement of output in line with time, cost and quality expectations of our stakeholders.
- ▶ We communicate our decisions with a clear rationale responding openly to question and challenge.



Alert and responsive to emerging risks and opportunities

Core behaviours

- ▶ We listen to changes in customer needs and treat audience, stakeholder and customer needs as a priority in day-to-day work.
- ▶ We take decisions and are alert to risk, to ensure effective outcomes.
- ▶ We are decisive even in times of change, challenge and ambiguity, to keep our work moving forward.
- ▶ We actively educate and inform others on how to get the most from the organisation and our partners.
- ▶ We consistently identify new audiences, stakeholders and customers who can advise and support outcomes.
- ▶ We vary our approach, language and content to ensure audience understanding and engagement.
- ▶ We proactively consider and anticipate customer requirements for existing and new initiatives.
- ▶ We take honest accountability for delivery, demonstrating personal commitment to goals.
- ▶ We work together across teams to add value to outcomes.

Leadership behaviours

- ▶ We establish effective mechanisms by which to receive regular insight and feedback on our interventions and any changes to audience requirements or environment.
- ▶ We take action at directorate and team level to anticipate and shift priorities to address emerging key audience, stakeholder and customer issues.
- ▶ We understand the strategic impact and potential consequences of operational decisions, including consideration of any potential burden on targeted audiences.
- ▶ We build audience and customer engagement into relevant policy-making and delivery plans, testing these as we plan and deliver.
- ▶ We promote a strong culture of engagement from the creation of policy right through to the delivery of front-line services.



Supportive of our people

Core behaviours

- ▶ We build credibility and trust with others by displaying honesty and openness to everyone.
- ▶ We listen proactively to ensure we understand the issue and can focus the response.
- ▶ We seek others' views to test our own thinking.
- ▶ We proactively share knowledge and findings with others.
- ▶ We rapidly identify, communicate and act on key operational trends or risks to the delivery of objectives.
- ▶ We learn from experience, including failure, and build that learning into improved approaches.
- ▶ We actively ensure sharing and application of knowledge, best practice and continuous improvement across the organisation and with strategic partners and stakeholders.
- ▶ We take responsibility for our own learning and proactively seek opportunities for learning and development.

Leadership behaviours

- ▶ We are transparent in how we work, trust each other and empower others to make local decisions.
- ▶ We promote and maintain constructive and inclusive relationships across the organisation.
- ▶ We develop and sustain a sense of common purpose, mutual support and responsibility.
- ▶ We take a fair and inclusive approach to managing and developing others.
- ▶ We demonstrate personal excellence, are authentic, approachable, open and honest.
- ▶ We take personal accountability and ownership for corporate decisions and outcomes.
- ▶ We display and actively encourage a variety of approaches to problem-solving and learning from experience, encouraging creativity within self and the wider team to achieve the best solution.
- ▶ We actively seek, share and action feedback on own performance and that of our team, leaders and peers.
- ▶ We create an environment where we work to improve the way things are done and act to ensure good practice is systematically spread.
- ▶ We publicly encourage, praise and reinforce positive behaviours to enable the organisation to learn by example.
- ▶ We are a role model for TPR behaviours.
- ▶ We actively invest in development for each person, nurturing and building capability across the organisation.



United as one team

Core behaviours

- ▶ We build trust and credibility in all we do by working with appropriate colleagues and taking continuous feedback.
- ▶ We work collaboratively in ways that value diversity and increase efficiency.
- ▶ We support and enable others to make effective contributions and to achieve their objectives.
- ▶ We recognise and draw together individual talents and skill sets, trusting our colleagues.
- ▶ We are proactive in providing and seeking support to and from relevant internal and external colleagues.
- ▶ We remain constructive and open when challenging and express a difference of opinion in a constructive way.
- ▶ We partner with and support customers to increase their understanding of our approaches and enable us to better understand their environment and requirements.
- ▶ We deliver a clear and consistent corporate message to ensure understanding of our goals and build engagement.

Leadership behaviours

- ▶ We recognise and acknowledge the value of the contribution of others.
- ▶ We promote the use of teams to deliver and leverage better outcomes.
- ▶ We ensure, promote and participate in effective joint problem-solving.
- ▶ We set an example to the organisation, peers and to team members by giving, seeking and encouraging constructive feedback and acting upon relevant feedback.
- ▶ We enable everyone to play their critical role, demonstrating that the whole is greater than the sum of the parts.
- ▶ We value and support our people, making ourselves approachable and available, listening in order to understand.
- ▶ We are able to have difficult conversations and constructively challenge to reach a positive outcome.
- ▶ We promote inclusivity and diversity in decision-making to ensure a rounded view.
- ▶ We lead by example, promoting a business- and team-based culture of transparency and collaboration.
- ▶ We demonstrate consistent leadership, respect each of our colleagues and set an example for others.
- ▶ We translate strategy into effective operational messages and test others' understanding of this.
- ▶ We inspire, persuade, motivate and energise by delivering our message appropriately and with passion.

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Our vision, values and behaviours

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