



**Pensions
Management
Institute**

Moving pensions forward

Registered Office:
6th Floor
9 Appold Street
London

EC2A 2APT: +44
(0) 20 7247 1452

W: www.pensions-pmi.org.uk

CHAIR QUESTIONS (Chairing & Board Leadership)
(Questions in this section assume the professional trustee chairs the trustee board)

1. One trustee is often silent in meetings and says nothing. Do you:
 - a) accept the situation
 - b) ask for views of all trustees
 - c) **ask the silent trustee specifically for his/her view**
 - d) ask another trustee to check that the silent trustee understands

2. Two trustees are silent when a detailed question of investment strategy is being discussed. Do you:
 - a) **allow the discussion to proceed to conclusion**
 - b) **ask if there are any questions of clarification**
 - c) **ask if everyone understands the proposal**
 - d) confront the silent trustees for their views

3. The investment adviser suggests a complex proposal to the trustee board which is new. Do you:
 - a) allow the paper to go forward
 - b) **suggest a training session on the concept prior to consideration of the paper**
 - c) **check the level of understanding of fellow trustees**
 - d) have a detailed discussion with the adviser

4. You are a new chair. The agenda for the forthcoming meeting is circulated to all trustees by the scheme actuary. Do you:
 - a) overlook this even though it is not normal practice
 - b) **ask the scheme actuary to get the agenda approved by you in advance**
 - c) **ask the scheme Secretary to raise the issue with the scheme actuary**
 - d) create your own agenda

NEGOTIATION, CONFLICTS AND RELATIONSHIP MANAGEMENT

(Negotiation, Managing Conflicts of Interest and Relationship Building)

1. As a professional trustee on a board you are aware of a conflict of interest which another trustee has. But the conflict has not been declared to the meeting. Do you:
 - a) challenge the potentially conflicted trustee in the meeting
 - b) ask to see the conflicts register and for trustees to confirm whether or not they have any conflicts on the issue
 - c) accept the situation
 - d) discuss with the trustee before the meeting

2. An Employer Nominated Trustee always argues the Sponsor perspective in trustee meetings. Do you:
 - a) accept this as the Sponsor makes significant contributions to the scheme
 - b) argue a different member-orientated perspective
 - c) ask the Employer Nominated Trustee whether what is being proposed is in the members' best interests so that the other trustees, and you, can voice your views
 - d) remind the board of their duties especially around conflicts

3. The investment adviser is suggesting a move to fiduciary management and has suggested his firm and two others are considered. Do you:
 - a) accept the suggestion
 - b) suggest the trustee board looks at the regulatory guidelines for such an appointment
 - c) suggest someone agreed as suitable to run the selection process who is not associated with the investment adviser
 - d) suggest a training session on the concept

4. There are two differing and entrenched views on the trustee board on a particular issue which needs to be resolved. Do you:
 - a) allow the arguments to run in the trustee meeting
 - b) present an alternative position
 - c) suggest an offline discussion facilitated by you
 - d) suggest a training session on the issue

PROBLEM SOLVING AND DECISION MAKING

(Professional trustee problem solving and decision making skills)

1. You are on a board, advice has been received on an investment proposal, but the board does not feel able to make a decision. Do you resolve this by:
 - a) leaving the investment strategy as it is
 - b) calling a vote
 - c) asking what is preventing a decision and construct a plan
 - d) suggesting some more training on the subject

2. You are a trustee on a board and the chair does not manage to draw a discussion to a conclusion. You need to progress. Do you:
 - a) let matters continue
 - b) suggest a round up of views and a vote
 - c) suggest delegation to you and the chair to resolve
 - d) defer to a later meeting

3. The trustee board appears to be having difficulty in taking a particular topic forward and does not appear to understand the issues. The time taken is increasing costs. Do you:
 - a) wait for the board to arrive at a decision to progress
 - b) suggest a training session to enable the board to be better equipped to make a decision
 - c) suggest delegated authority to the chair and yourself although that has been resisted in the past
 - d) discuss an alternative approach to the proposal

4. You are a professional trustee on a board which is considering moving to a fiduciary management model. The investment adviser suggests three candidates including their own firm, and after paper submissions suggests their own firm's offering is best. Do you:
 - a) accept the advice as the investment adviser has always been reliable in the past
 - b) suggest that the recommendation is reviewed by a third party adviser
 - c) suggest that the process is checked and facilitated by an independent third party
 - d) review the investment adviser's appointment