**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:
   1. Accept the situation
   2. Ask for views of all trustees
   3. Ask the silent trustee specifically for his/her view
   4. 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:
   1. Allow the discussion to proceed to conclusion
   2. Ask if there are any questions of clarification
   3. Ask if everyone understands the proposal
   4. Confront the silent trustees for their views
3. The investment adviser suggests a complex proposal to the trustee board which is new. Do you:
   1. Allow the paper to go forward
   2. Suggest a training session on the concept prior to consideration of the paper
   3. Check the level of understanding of fellow trustees
   4. 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:
   1. Overlook this even though it is not normal practice
   2. Ask the scheme actuary to get the agenda approved by you in advance
   3. Ask the scheme Secretary to raise the issue with the scheme actuary
   4. 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:
   1. Challenge the potentially conflicted trustee in the meeting
   2. Ask to see the conflicts register and for trustees to confirm whether or not they have any conflicts on the issue
   3. Accept the situation
   4. Discuss with the trustee before the meeting
2. An Employer Nominated Trustee always argues the Sponsor perspective in trustee meetings. Do you:
   1. Accept this as the Sponsor makes significant contributions to the scheme
   2. Argue a different member-orientated perspective
   3. 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
   4. 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:
   1. Accept the suggestion
   2. Suggest the trustee board looks at the regulatory guidelines for such an appointment
   3. Suggest someone agreed as suitable to run the selection process who is not associated with the investment adviser
   4. 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:
   1. allow the arguments to run in the trustee meeting
   2. present an alternative position
   3. suggest an offline discussion facilitated by you
   4. 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:
   1. leaving the investment strategy as it is
   2. calling a vote
   3. asking what is preventing a decision and construct a plan
   4. 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:
   1. let matters continue
   2. suggest a round up of views and a vote
   3. suggest delegation to you and the chair to resolve
   4. 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:
   1. wait for the board to arrive at a decision to progress
   2. suggest a training session to enable the board to be better equipped to make a decision
   3. suggest delegated authority to the chair and yourself although that has been resisted in the past
   4. 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:
   1. Accept the advice as the investment adviser has always been reliable in the past
   2. Suggest that the recommendation is reviewed by a third party adviser
   3. Suggest that the process is checked and facilitated by an independent third party
   4. Review the investment adviser’s appointment