

Pensions Management Institute

Advanced Diploma Pathway (Pensions Administration - Practical)



Specification

PMI Advanced Diploma Pathway (Pensions Administration - Practical)®2022

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About the Pensions Management Institute (PMI)

Founded in 1976, the Pensions Management Institute (PMI) is the UK's largest and most recognisable professional body for employee benefit and retirement savings professionals, supporting over 6,500 members.

PMI's members, represented throughout the UK, are responsible for managing and advising some of the largest institutions in the world accounting for £1.3 trillion invested in pensions. We promote excellence through a range of services for the benefit of members, the wider economy and with over six million now saving as a result of automatic enrolment, society as a whole.

The purpose of the Institute is "To set and promote standards of excellence and lifelong learning for employee benefits and retirement savings professionals and trustees through qualifications, membership and ongoing support services".

To achieve this, the PMI:

- Promotes and embeds professional standards, setting the benchmarks for best practice in the employee benefits and retirement savings industry
- Produces qualifications that have a reputation for excellence and ensure that employee benefits and retirement savings professionals, whether they are scheme managers, consultants, administrators or trustees, are educated to the very highest standards and the latest legislation
- Provides continued lifelong learning designed to strengthen the knowledge and skills of employee benefit and retirement savings practitioners in performing to the best of their ability
- Plays a pivotal role shaping the industry, working with government and collaborating with other bodies on research and thought leadership on key issues
- Presents an annual conference and a wide range of technical seminars from entry-level to those for highly experienced professionals
- Provides industry-leading insight, including PMI News, PMI TV, newsletters and blogs to keep practitioners abreast of the very latest developments in a rapidly changing industry
- Proactively has a voice in mainstream and social media with a presence on Twitter and LinkedIn

PMI Qualifications

The PMI is the UK's leading professional body for those working in the field of employee benefits and retirement savings. It supports and develops the experts who are responsible for running the UK's pensions industry and is acknowledged as the body for establishing, maintaining and improving professional standards in every area of pension scheme management, consultancy and trusteeship.

PMI qualifications are recognised for both their depth and their standing within the industry. If you choose a single unit, standalone qualification, or a multi-unit qualification over a number of years, it is recognised by the Pensions Industry as having the depth and rigour to demonstrate the knowledge and expertise of those taking them.

Syllabuses

Each syllabus area is presented in a form which is intended to give an indication of the depth and breadth of knowledge which is required. Each syllabus area is divided into sections with an initial statement, or learning outcome, indicating what is expected of learners. These learning outcomes are expressed through command verbs relevant to the level of study undertaken.

Command verbs themselves are broken down into those that are knowledge driven and those that require application. For all PMI assessments, your command verbs will be mainly made of the following (this list is just a guide):

Command Verb Explanation Define State or describe the nature or scope of something Express, fully and clearly, the details/facts of (e.g. "Describe the benefits Describe payable under a term assurance policy") Produce a representation of ... a diagram, graph, chart etc. Draw (e.g. "Draw a diagram to illustrate the profit-maximising price") Identify Point out or choose the right one or give a list of the main features Attach a name to unidentified terms ...on a graph, chart, diagram, table (e.g. Label "Label the axes") Make a list of (e.g. "List the Technical Actuarial Standards issued by the List Financial Reporting Council") Express the details/facts of without elaboration (e.g. "State the principles of State investment") To know the meaning of something Understand Apply the information provided or apply prior learning/To put into service or Use action. Employ for a given purpose Write Down Provide exactly what has been asked for, without explanation or elaboration

Knowledge (up to Level 4) (Core Units)

Application (up to Level 4) (Core Units)

Command Verb	Explanation			
Calculate	Ascertain or reckon mathematically			
Construct	Produce what has been asked for, with appropriate structure			
Construct	(e.g. "Construct a table showing")			
Demonstrate	Prove with certainty or exhibit by practical means			
Derive	Develop a result from first principles (or from the given starting point)			
Describe	Express, fully and clearly, the details/facts of (e.g. "Describe the risks arising" under a specific given scenario)			
	Find the solution by argument or calculation, making clear your reasoning			
Determine	(e.g. "Determine the type of event that has occurred, based on the data			
	provided")			
Draft	Produce a document in the specified format (e.g. report, letter, etc.)			
Explain	Make clear the meaning or purpose or details of, or the justification for			
Express	Write down the result in the specified terms			
Give	Write down what has been asked for, without elaboration (e.g. "Give an example			
Give	of")			
List	Make a list of (e.g. "List the assumptions/rating factors that would be required			
	to price this product")			
Outline	Describe briefly without elaboration or explanation			
Prepare	Make or get ready for use			
Prove	Demonstrate the truth of what is indicated, through mathematical argument			
Show	1. Demonstrate that the given result is correct			
5100	2. Display the output of a specific part of a computer package item			
Solve	Find a mathematical answer to			
State	Express the details/facts of without elaboration (e.g. "State whether the			
Stale	investor should take a long or short position on the option in this situation")			
Verify	Demonstrate to be true			

Higher Order Skills (above Level 4)

Command Verb	Explanation			
Analyse	Break down into component parts			
Assess	Judge the effectiveness, implications, relevance, importance, suitability and/or value of			
Comment on	Give brief conclusions on			
Compare	Highlight the similarities and differences between			
Contrast	Highlight the differences between			
Determine	Find the solution by argument or calculation, making clear your reasoning (e. "Determine the most appropriate course of action for the company, within the given constraints")			
Discuss	Write about in some detail, taking into account different issues or points of view			
Estimate	Calculate a result, using judgement to decide on suitable assumptions and/or approximations (Used when the result is not definitive. Assumptions made should be expressed clearly and intermediate workings should be shown)			
Evaluate	Judge the suitability of something for a given purpose			
Identify	Select after consideration of the possible options or alternatives			
Justify	Provide reasons to support			
Propose	Select and then communicate a solution, action or range of possible solutions/actions (Justification is not expected unless explicitly asked for, e.g. "with reasons")			
Recommend	Select and then communicate a preferred solution or course of action (Justification is not expected unless explicitly asked for, e.g. "with reasons")			
Set out	Write down in a structured way			
Suggest	Communicate a range of solutions, actions or reasons without justification (This is normally used in a situation where there is insufficient information provided to form a definitive recommendation or proposal, e.g. "Suggest possible reasons" or "Suggest possible actions")			

Guidance Notes on the Use of Command Verbs

There should only be one command verb used per question. For example, learners are asked to describe or explain, not describe and explain.

You would not normally expect to see Knowledge and Application verbs used in the higher level modules. If they are to be used, then they will only be as 'a starter before the main meal'. For example, if it is necessary to **describe** (Knowledge) the different Quality Management Systems (QMS) before introducing the concept of **evaluating** (Higher Order) a single (and appropriate) QMS into the learners own organisation, then that is acceptable.

Qualification Aim

The aim of the **PMI Advanced Diploma Pathway (Pensions Administration - Practical)** is to provide the required professional knowledge, skills and understanding for an individual whose main role is **processing** scheme member work within (for example) a third party administrator, a life assurance company or the consulting and advisory services.

Syllabus

The syllabus and the examinations for this qualification are based on the law and practice of the United Kingdom as it existed on 6 April the previous year, unless stated otherwise.

Qualification Level

The Award in Pensions Essentials is a regulated qualification at **Level 2**. The Retirement Provision Certificate and the Certificate in Pensions Essentials are regulated qualifications at **Level 4** on the Regulated qualifications Framework (RQF). This Pathway has been formally benchmarked against the Regulated Qualification Framework to a **Level 6** qualification.

The Pathway

Pathway	Units and Qualifications needed to be completed
Pensions Administration (Practical)	 PMI Level 2 Award in Pensions Essentials (APE) or the PMI Level 4 Retirement Provision Certificate (RPC) and the PMI Level 4 Certificate in Pensions Calculations (CPC) PMI Level 4 Certificate in Pension Scheme Member Guidance (CPSMG) DBA unit DCA unit P&G unit

For this qualification it is expected that learners will have successfully completed the:

- 1. PMI Level 2 Award in Pensions Essentials (APE) or the PMI Level 4 Retirement Provision Certificate (RPC); and the
- 2. PMI Level 4 Certificate in Pensions Calculations (CPC)
- 3. PMI Level 4 Certificate in Pension Scheme Member Guidance (CPSMG)

Before they move onto completing the compulsory units of:

- Defined Benefit Arrangements (DBA)
- Defined Contribution Arrangements (DCA)
- Professionalism and Governance (P&G)

We would also anticipate most candidates would be working in the field.

The PMI route to Fellowship via the PMI Level 6 Advanced Diploma in Pensions Administration (Practical):

Optional and Mandatory Qualifications

The PMI Level 2 Award in Pension Essentials (Optional)

The **PMI Level 2 Award in Pensions Essentials** (APE) is a qualification designed to support and acknowledge the training and development of new Pensions Administrators or those who need an introduction to pensions, HR or Payroll.

This provides the basic underpinning knowledge of the Pensions sector necessary this qualification.

The PMI Level 4 Retirement Provision Certificate (Optional)

The **PMI Level 4 Retirement Provision Certificate** (RPC) provides a broad introduction to pensions and other related benefits in the UK for those learners to pensions and for those professionals working in related fields. It provides a broad introduction to pensions and other related benefits in the UK.

This provides an in-depth underpinning knowledge of the Pensions sector necessary this qualification.

The PMI Level 4 Certificate in Pensions Calculations (CPC) (Mandatory)

The **PMI Level 4 Certificate in Pensions Calculations** (CPC) is a qualification for Pensions Administrators designed to demonstrate competence in the manual calculation of benefits of occupational pension schemes.

It is designed to demonstrate candidates' competence in the manual calculation of benefits of DB and DC pension schemes. It is based on standards of occupational competence which have been defined by the industry.

The PMI Level 4 Certificate in Pensions Scheme Member Guidance (CPSMG) (Mandatory)

The **PMI Level 4 Certificate in Pension Scheme Member Guidance** (CPSMG) provides the knowledge necessary to meet the needs of those learners/pensions staff who regularly liaise with members selecting options from a pension scheme. This qualification is concerned with improving member outcomes and providing guidance on benefit options.

The provides the knowledge in the area of non-regulated advice that is necessary before being able to offer regulated advice.

Qualification Structure and Assessment

The Advanced Diploma is structured as follows:

PMI Advanced Diploma Pathway (Pensions Administration - Practical)		
Pre-Requisites		
Optional Qualifications (Choose 1)		
Title	Level	Credits
PMI Level 2 Award in Pensions Essentials	2	10
PMI Level 4 Retirement Provision Certificate	4	10
Mandatory Qualifications		
Title	Level	Credits
PMI Level 4 Certificate in Pension Scheme Member Guidance	4	15
PMI Level 4 Certificate in Pensions Calculations	4	29
Mandatory Units		
Unit Title	Level	Credits
Defined Benefit Arrangements	6	20
Defined Contribution Arrangements	6	20
Professionalism and Governance	6	20
Total needed to comple	te the Diploma	114

Total Qualification Time (TQT)

In making an estimate we have referenced the approach used by Ofqual (the English qualifications regulator). This is also known as Total Qualification Time (TQT) or Guided Learning Hours. TQT is comprised of:

- 1. Guided Learning Hours (GLH). This means time spent being taught by an instructor (and not necessarily face to face);
- 2. Assessment Time, and
- 3. Study Time. (this means self-study/revision/reading)

In order to be consistent with Ofqual requirements and to provide an estimation of study time we have calculated the following:

As GLH, as defined above is not common, we have estimated a total of 0 hours for this component.

Guided learning hours (GLH)	20	(Revision Courses)
Self-study (SS)	1140	(Distance Learning/Use of Learning Website)
Formative Assessment (F)	32	(Mock Exams/Assignments)
Summative Assessment (S)	20	(Online Exams)
Total Assessment Time (TAT)	72	(F+S)
Total Qualification Time		1232 Hours (GLH+SS+TAT)

The hourly allocations are based on evidence we have gathered from users of our qualifications, past experience and benchmarking exercises. The evidence we have gathered indicates that there is considerable variation within the overall TQT estimates as blended approaches are common with differing mixes of Guided Learning and other elements which contribute to TQT. These estimates are reviewed regularly.

Links with other qualifications and progression

Those learners who complete the **PMI Advanced Diploma Pathway (Pensions Administration -Practical)** can apply to other educational establishments/universities to continue their studies at **Level 6** or above dependent on the qualification and the study establishment.

Membership Entitlement

Learners signing up to this pathway have to be at least Student Members of the PMI.

Student Members completing either the:

- Award in Pensions Essentials (Level 2)
- Retirement Provision Certificate (Level 4)
- Certificate in Pensions Calculations (Level 4)
- Certificate in Pension Schemes Member Guidance (Level 4)

will be eligible to join the **Professional Member** grade (PPMI).

Associate Membership (APMI) can be applied for when all qualifications & modules in the pathway are completed and the learner has been a **Professional Member** for at least 2 years.

Fellowship (FPMI) can be applied for when the member has been an **Associate Member** and completed the necessary CPD for a period of **5 years**.

Fees

All fees can be found through accessing the **PMI Qualifications pages** via the individual unit/pathways chosen.

Support and Recognition

These qualifications have been developed with the support of Industry bodies that support the Pension sector in the United Kingdom.

Regulation

The Award in Pensions Essentials (Level 2), Retirement Provision Certificate (Level 4), Certificate in Pensions Calculations (Level 4) and Certificate in Pension Schemes Member Guidance (Level 4) are regulated by Ofqual. The PMI Pathway (Pensions Administration – Practical) is benchmarked to the Regulated Qualifications Framework at Level 6.

Ofqual is 'The Office of Qualifications and Examinations Regulation' and as such is a non-ministerial government department that regulates qualifications, exams and tests in England.

DBA – Defined Benefit Arrangements

Unit Aims

To provide an in depth understanding of trust-based defined benefit (DB) arrangements, building on and utilising the knowledge gained in the core units and applying it in a variety of scenarios, recognising the requirements of different stakeholders.

Unit L	_evel	6	Unit	Reference	DBA	4	
TQT	247	Unit Gra		Structure	Pas	s/Fail (559	% pass boundary)
Assessment Guidance Written Exam (nline)	
Le	earning (Outcomes	s - The	Learner will:			Syllabus - The Learner can:
1.	the fac benefit for new	tors which scheme d	n influe design ments	standing of enced defined and the trenc to be defined	1	• E • E • (• S • / • E • E • E	lain the impact of the following: Employer needs Employee needs Legislation Corporate activity State provision Administrative considerations Eligibility conditions, contractual enrolment and automatic enrolment Design of contribution structures Salary sacrifice and its application New developments
2.				nt types of DE ent trends	3	• [• (• [yse each of the following workplace arrangements: Final salary (including cash balance) Career average Defined ambition (risk sharing schemes) Iyse individual and executive arrangements
3.	certain system	strate an key featu that appl schemes	ires of y to de			• / • / • [• [• [• [lyse the impact of the following: Tax relief on contributions and investment return Authorised and unauthorised payments Annual Allowance Lifetime Allowance Protection Benefit Crystallisation Events Registration and de registration Scheme pays

 Identify the roles of the employer and trustees 	 (A) Evaluate the importance of: Legal requirements Good governance and best practice including the voluntary "Code of Good Practice" on Incentive Exercises Governance and impact on member outcomes (B) Evaluate each of the following: Selection, appointment, management, monitoring and review of advisers, delivery vehicles and providers
5. Demonstrate an understanding of the impact of the abolition of contracting out	 (A) Explain the requirements for each of the following: Historic requirements Changes to scheme design Reporting requirements (leavers; retirements; solvency) GMP equalisation/reconciliation/convergence Cessation
6. Describe the scheme level requirements for the administration of DB arrangements	 (A) Active, deferred and pensioner members: Communication disclosure pension saving statements Additional Voluntary Contribution (AVC) Statutory Money Purchase Illustrations Reconciliation procedures AVC investments switching/redirection charges guarantees (B) Options on early leaving: Refunds Deferred benefits, Transfers (in and out) including public sector restrictions
	 Retirement Ill-health retirement Phased retirement Flexible retirement Lump sum options including trivial commutation Open market option and different types of annuities (D) Death benefits: On death before and after retirement Payment of lump sums and dependant's pensions Record keeping

7. Describe the scheme level requirements for the administration of defined contribution AVC arrangements	 (A) Explain the requirements for each of the following: Objectives of defined contribution administration contribution and investment processing cycle Legislative requirements for member contributions Reconciliation procedures
8. Demonstrate an understanding of the legal requirements relating to the funding of registered pension schemes and the practical issues to which they can give rise	 (A) Describe and explain the principles of scheme financing (B) Outline scheme specific funding (C) Analyse funding objectives and measurement (D) Explain each of the following: Financial and demographic assumptions Calculations of contribution rates The treatment of types of asset and liability Use of contingent assets Setting factors for early/late retirement commutation, transfer factors The calculation of individual and group transfer values Actuarial valuations and reports The role of the Pensions Regulator (E) Outline annual funding statements (F) Explain the significance of employer covenant (G) Define recovery plans and the schedule of contributions (H) Outline company accounting standards for pension schemes
9. Identify and distinguish between different methods of actuarial funding	 (A) Analyse each of the following: Projected unit method Attained age method Discontinuance Section 179 Pension Protection Fund basis Accounting standards
10. Describe what factors should be taken into account when determining a defined benefit fund's overall investment strategy	 (A) Analyse the impact of the following: Size of scheme, funding level Strength of employer covenant Role of regulation and legislation Employer and trustee attitude to risk Cash flow requirements Liability profile Asset/liability modelling Liability driven investment Asset allocation Risk management Statement of Investment Principles De-risking strategies

 Demonstrate an understanding of the approaches to managing risk, de-risking and the advantages and disadvantages of each 	 (A) Define and analyse the current approaches: Buy in/buy out Longevity swaps Liability driven investment
12. Demonstrate an understanding of the Pension Protection Fund (PPF) levy	 (A) Describe and explain The purpose of the PPF levy The calculation basis and issues arising
13. Demonstrate an understanding of the stages of restructuring a defined benefit scheme	 (A) Analyse each of the following: Reviewing benefit design Changing future benefit or contribution structure Closing to new entrants Ceasing future accrual Operating as a closed scheme Winding up Cessation of contracting out
14. Describe the procedures to be adopted in connection with the winding up of a pension scheme and demonstrate an understanding of the powers and duties of trustees in such situations and related issues	 (A) Outline the interaction with the employer (B) Explain scheme termination (C) Define the procedure for wind up (D) Explain the issue of company insolvency outline the role of: The Pension Protection Fund The Financial Assistance Scheme (E) Describe discharging benefits on termination
15. Describe the process to be followed for a pension scheme's journey into the Pension Protection Fund and demonstrate an understanding of the duties of trustees in such situations and related issues	 (A) Explain the stages in the process: Section 120 notice Assessment period Transition Compensation Entry to the PPF Communication Project management Timescales
16. Demonstrate an understanding of the challenges created by legacy issues	 (A) Understand the challenges created by: Administering legacy arrangements Contracting out Reporting requirements Data standards Resolution of data discrepancies

DCA – Defined Contribution Arrangements

Unit Aims

To provide an in depth understanding of trust and contract-based Defined Contribution (DC) arrangements, building on and utilising the knowledge learners have gained in the core units to show that they can apply this in a variety of scenarios, recognising the requirements of different stakeholders.

Unit L	evel	6	Unit	Reference	DCA
TQT	247	Unit Gra	ading	Structure	Pass/Fail (55% pass boundary)
Asse	ssment	Guidance		Written Exa	am (online)
Le	earning (Outcomes	s - The	Learner will	ill: Syllabus - The Learner can:
1.	earning Outcomes - The Learner will: Demonstrate an understanding of the factors which influence DC arrangement design and their influence on administration				 (A) Explain the impact of the following: Employee needs Employer strategy including corporate activity Legislation and legacy issues State provision Administrative considerations Eligibility conditions, contractual enrolment and automatic enrolment Design of contribution structures including automatic enrolment phasing Salary sacrifice and its application Charging structures and costs
2.		tand the c angement		nt types of current	 (A) Analyse each of the following workplace arrangements: Trust-based Contract-based Group Employer-sponsored arrangements Bundled and unbundled arrangements Master trusts
3.		in the adn		e of system ation of DC	 (A) Analyse the impact of the following: System requirements Legislative requirements Interfaces Online access Online enrolment Straight Through Processing

4. Demonstrate an understanding of the regulatory bodies and their key functions and consider the financial aspects of DC administration	 (A) Explain the functions of each of the following: Her Majesty's Revenue & Customs The Pensions Regulator Financial Conduct Authority/The Prudential Regulation Authority (B) Explain the requirements for each of the following: Bank accounts Cash management Scheme accounts and auditing Risk benefits and re-broking
5. Describe the member level requirements for the administration of DC arrangements	 (A) Explain the procedures involved in: Contribution management Contribution investment processing including: Payment of contributions Investment switches/redirections Purchase of units Unit reconciliation checks Disinvestments Analyse the impact of the following: Tax relief on contributions Annual Allowance, Tapered Annual Allowance and Money Purchase Annual Allowance and Scheme Pays Active and deferred member communications: Pension savings statements Benefit statements and Statutory Money Purchase Illustrations

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6. Explain the authorised pension benefits payable from DC arrangements	 (A) Describe each of the following: Options on early leaving: refunds deferred benefits Transfer options
	 Death benefit options: death in service death in deferment death in retirement
	 Retirement options: different types of annuities, including enhanced and the open market option lump sum options including full commutation income drawdown (capped and flexible) uncrystallised funds pension lump sum at/when given retirement advice
	 Timing of retirement early retirement phased/flexible retirement ill-health retirement
	 Closing and winding up schemes Disclosure requirements including retirement risk warnings
	 (B) Analyse the impact of the Lifetime Allowance: Various protection regimes Banafit Crustellingtion Events
	 Benefit Crystallisation Events Registration and de-registration

7. Identify the roles of the employer, trustees, providers and employer and provider governance committees and distinguish between trust-based and contract-based pension arrangements	 (A) Evaluate each of the following: Governance structures/committees: Trustee (e.g. DC sub-committee/master trust) Employer Provider (B) Evaluate the importance of: Legal requirements around governance Best practice Charges and value for money Internal controls Conflicts of interest Record keeping and regular reconciliations The Chair's statement Risk management including reviewing advisers, delivery vehicles and providers Good member outcomes including member communication and engagement (C) Describe the role of the Pensions Regulator in supporting good governance in relation to: Guidance Code of Practice How to Guides
8. Describe what factors should be taken into account by employers, trustees and governance committees when determining investment strategy	 (A) Analyse the impact of the following: Default funds and their review Range of funds Monitoring performance Statement of Investment Principles Investment Governance Group Principles
9. Understand the investment considerations for members of DC arrangements	 (A) Analyse each of the following: Different types of investments and the risk attached to each: default funds target date funds lifestyle options Types of investment management and charging Investment platforms Lifestyle strategies

10. Demonstrate an understanding of individual arrangements and specialist pension provision for executives and directors	 (A) Describe each of the following: Different arrangements for executives and directors Executive Pension Plans Small Self Administered Schemes Employer Financed Retirement Benefit Schemes Different types of individual pension arrangement personal pension plans stakeholder schemes self-invested personal pensions retirement annuity contracts
11. Outline recent developments in legislation and forthcoming changes that will impact on DC pension provision	 (A) Explain the impact of recent developments: Taxation of ROPS transfers Pensions Advice Allowance Reduction to Money Purchase Annual Allowance Market consolidation (bulk transfers of DC pensions without consent and master trust developments) Latest DC governance reforms including early exit charges and transparency measures Pensions Dashboard Lifetime ISA and comparison to DC pension savings, pensions tax relief consultation General Data Protection Regulation Measures to tackle pension scams

Professionalism and Governance

Unit Aims

To provide learners with:

An understanding of the importance of professionalism and ethics and the importance of continuing their own professional development. It offers an appreciation of risk and governance issues as they apply to pension schemes, the opportunity to demonstrate their ability to apply risk and governance principles in a practical situation and then evidence that they can communicate their knowledge in a way that is relevant to their audience.

Unit L	evel	6	Unit	Reference	P&G
TQT	247	Unit Gra	ding	Structure	Pass/Fail (55% pass boundary)
		Guidance		Written Exa	
Learning Outcomes - The Learner will:			- The	e Learner will:	Syllabus - The Learner can:
1.					 (A) Discuss the importance of the following: Observing regulatory and legal requirements Acting with the highest standards of professionalism and integrity Providing an objective high standard of service Acting in the best interests of each client Treating people fairly in accordance with regulations
2.	Demonstrate an understanding of the importance of continuing personal development (CPD)				 (A) Have knowledge of and be able to discuss each of the following: Trustee Knowledge and Understanding (TKU) Continuing Professional Development in relation to the requirements of the PMI and other professions
3.		emonstrate an understanding of ofessionalism and business ethics			 (A) Analyse the importance of the following: Corporate culture Dealing with complaints Conflicts of interest Ethical dilemmas - identification, implications and appropriate behaviour Whistle-blowing legislative requirements and the protections given to whistle blowers
4.	•	ain the commercial aspects perating a workplace pension me			 (A) Analyse each of the following: The types of costs involved in delivering pensions The costs which can be controlled and which can only be mitigated The value and limitations of budgets Managing the range of commercial relationships

 Demonstrate an understanding of the management and measurement of service delivery 	 (A) Assess each of the following: Selecting, monitoring and changing service providers Managing client relationships Service level agreements Type, role and value of performance measures and standard – external & internal Governance reporting Contract remedies Benchmarking Member and client surveys Complaint/dispute resolution
6. Demonstrate an understanding of the importance of good governance in managing a workplace pension scheme	 (A) Comment on the features of scheme governance (B) Discuss the roles of the Employer, Providers, and Employer and Provider Governance Committees (C) Evaluate the importance of: Risk management Member communication and engagement Investment strategies for different types of schemes Manager selection and asset allocation (D) Evaluate each of the following: Structures/governance committees Key scheme documents for different types of arrangements Documentation and record keeping Relevant Pensions Regulator Codes of Practice and guidance Data quality
7. Outline factors taken into consideration when selecting, monitoring and changing investment managers	 (A) Comment on each of the following: Identifying investment requirements Types of asset managers Segregated v pooled investments Manager selection processes Custody and title of assets Fee structures Setting investment performance targets ESG, climate and other responsible investments Investment management agreements Investment administration Transition management Monitoring investment performance and governance

8. Demonstrate an understanding of internal controls	 (A) Describe internal controls (B) Explain why internal controls are required (C) Describe the assessment of risk
9. Discuss the role of the trustees in managing risk	 (A) Comment on the process of governance review/risk management (B) Justify how the preparation and management of a risk register can mitigate risks (C) Analyse the nature of de-risking (D) Discuss how individual trustee and collective board knowledge can mitigate risk