

# 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