

# Agency Standards

## *Organizational Leadership That Elevates the Fiduciary Profession*

Excellence in professional fiduciary practice goes beyond individual effort—it requires systems, culture, and organizational commitment. These Agency Standards guide firms and organizations to lead the profession, protect clients, and inspire trust through ethical, competent, and client-centered operations.

### Govern with Integrity

- Develop and maintain written policies and procedures aligned with The Fiduciary Institute Standards of Practice and Code of Ethics.
- Ensure compliance with all applicable federal and state laws, including licensing, bonding, and regulatory requirements.
- Foster a culture of ethical decision-making and accountability at every level of the organization.

### Oversight That Empowers

- Establish manageable caseload limits to ensure quality and attentive service.
- Implement regular supervisory review, internal audits, and continuous performance monitoring.
- Create clear systems for reporting, feedback, and accountability across all staff.

## Manage Finances Responsibly

- Maintain complete separation of client funds from business operating accounts.
- Employ transparent, sound accounting practices, including independent audits where appropriate.
- Ensure financial operations reflect integrity, trust, and fiduciary responsibility.

## Plan for Resilience & Risk Management

- Maintain comprehensive insurance coverage, including professional liability and fidelity bonding.
- Develop and regularly update succession and continuity plans to protect clients in the event of staff incapacity or organizational transition.
- Anticipate risks proactively and implement policies to safeguard client interests.

## Invest in Talent & Professional Growth

- Hire qualified staff who exemplify professional fiduciary excellence and commitment to ethical practice.
- Provide ongoing training, mentoring, and support for professional development.
- Encourage certification, continuing education, and mastery of evolving fiduciary best practices.

## Engage with Purpose: Client Communication & Advocacy

- Ensure communication with clients, families, and courts is timely, transparent, and accessible.
- Advocate for client rights, self-determination, and person-centered planning.
- Foster trust through consistent, respectful, and empathetic engagement in all interactions.

## Lead Systemically

- Build organizational structures that model excellence and set a standard for the profession.

## Promote Ethical Culture

- Inspire staff and stakeholders to uphold ethical, client-centered practices at every level.

## Advance the Profession

- By embracing these standards, your organization contributes to raising the national benchmark for professional fiduciary practice.