Facilitating a better future

CLAIMS CAPABILITY FRAMEWORK

NEW ENTRANTS

BETA VERSION – December 2025

THE CLAIMS CAPABILITY FRAMEWORK

Introduction

The Claims Capability Framework for new entrants sets out the skills and experiences a claims adjuster is expected to develop within their first two years in the London Market. By creating this framework, the market aims to demonstrate its commitment to delivering consistent, high-quality foundational learning for the claims profession.

This framework has been co-created by market participants, ensuring its content reflects both current practice and future skill requirements. Through this collaborative approach, we hope the framework becomes a standard that the market can collectively endorse for developing new claims professionals.

Beta Version

Recognising the need for review and adoption, the framework has been released as a beta version. This allows time for market participants to test the framework, raise questions, and suggest iterations. In early 2026, the LMA will host a series of sessions aimed to support adoption of the framework. In the second half of 2026, organisations will be asked whether they can adopt the framework more formally as a standard. Further information on this approach has been shared with Heads of Claims and Learning and Development teams.

IUA of London International Underwriting Association

lma Lloyd's market association

THE CLAIMS CAPABILITY FRAMEWORK

Using the framework

The framework contains six claims capability sections. Each section breaks down into core capabilities – the skills to develop. For each core capability there are supporting **capability statements** and **learning resources**.

Capability statements set out the skills and experiences expected within the first two years. Where appropriate, these have been split into Level 1 and Level 2 to reflect natural progression in capability development. Level 1 typically represents foundational skills, with Level 2 building toward greater autonomy. The pace at which individuals progress will vary based on organisational structures, learning approaches, and each person's development journey.

Learning resources are provided as helpful suggestions, not requirements. How capability statements are achieved remains at each organisation's discretion. The resources are organised using the 70/20/10 learning model: learning from experience (on-the-job), learning from others, and structured learning. We anticipate most development will come through hands-on experience, supported by the other methods.

For New Entrants

This framework is designed to ensure you gain exposure to diverse experiences and learning opportunities that develop your capability and skills. It is not a rigid career path or a promotion roadmap—rather, it's a guide to support your professional development. Discuss with your manager how best to use the framework for your individual circumstances. We encourage you to regularly document and reflect on your progress against the capability statements.

For Managers and Learning & Development Teams

A separate implementation guide has been created to support the effective use of this framework within your organisation.

CLAIMS CAPABILITY SECTIONS

UNDERSTANDING THE MARKET AND YOUR ROLE

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

CORE CLAIMS KNOWLEDGE

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

CLAIMS GOVERNANCE AND COMPLIANCE

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

CLAIMS OPERATIONS

Use systems, data, and operational processes to deliver efficient, transparent, and effective claims handling.

PERSONAL AND INTERPERSONAL SKILLS

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

CORE CLAIMS CAPABILITIES - NAVIGATION

Click on this icon anywhere in this document to bring you back to this navigation page

Claims Capability Framework: New Entrants

UNDERSTANDING THE MARKET AND YOUR ROLE

In this section you'll find :

1. Introduction to insurance
2. The London Market
3. Lloyd's
4. Claims Stakeholders
5. The value of claims
6. Ethics and behaviours

UNDERSTANDING THE MARKET AND YOUR ROLE

Introduction to insurance

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Identify*** and ***explain*** the fundamental principles of insurance (such as utmost good faith, insurable interest, indemnity, subrogation, and contribution), using real-world examples to show how each principle applies to claims handling.
- ***Describe*** the different methods of policy distribution and differences between insurance and reinsurance.
- ***Differentiate*** between major classes of business (e.g., marine, aviation, property, casualty) and ***categorise*** claims according to the appropriate class with supporting rationale.

Level 2

An individual at this level is expected to:

- For your class(es) of business, ***Compare*** and ***summarise*** the key coverage features, inclusions, and exclusions of various insurance policy types (e.g., property, liability, motor, cyber), and ***distinguish*** how each type responds to different claim scenarios.

Learning Resources

Structured Learning

- CII – LM1, LM2
- LMA Academy - Introduction to Lloyd's and London Insurance Marketplace (Live Online)
- LMA Academy - Early Talent Kickstarter Programme
- LMA Virtual Academy - The Insurance Market eLearning

Learning Resources

Learning from others

- Ask colleagues to share examples of how insurance principles have applied to their claims (e.g., subrogation recoveries, contribution scenarios)
- Speak with underwriters or brokers about how different distribution methods affect the claims process
- Connect with handlers in other classes of business to understand how their claims differ from yours

Learning from experience

- Review claims across different classes of business and identify which insurance principles are most relevant to each
- Create a comparison chart of the policy types you handle, noting key coverages and common exclusions
- Reflect on how the principle of indemnity applies when you're assessing claim values or quantum
- When you encounter a reinsurance element on a claim, discuss with your supervisor how it differs from direct insurance

UNDERSTANDING THE MARKET AND YOUR ROLE

The London Market

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Explain*** the structure of the London insurance market, identifying the distinctions between Lloyd's, Company Market (ILU and LIRMA), and non-bureau entities, and ***describe*** their individual and collective roles.
- ***Describe*** the strategic importance of the London Market.
- ***Identify*** and ***explain*** the responsibilities of key market participants (e.g., syndicates, companies, MGAs, brokers, cover holders, TPAs) and ***describe*** how they interact during the lifecycle of a claim
- ***Describe*** the structure and function of the subscription market and how different market participants interact during claims handling.
- ***Describe*** the role of market associations including Lloyd's Market Association (LMA), International Underwriting Association (IUA) and London and International Insurance Brokers' Association (LIIBA)

Learning Resources

Structured Learning

- CII – LM1, LM2
- LMA Academy - Introduction to Lloyd's and London Insurance Marketplace (Live Online)
- LMA Academy – Early Talent Kickstarter Programme
- LMA Virtual Academy - London Market eLearning
- LMA Virtual Academy - Claims Handling in the London Market eLearning

Learning from others

- Shadow colleagues at broker meetings or market events to see how different participants interact
- Attend stakeholder meetings involving MGAs, TPAs or coverholders to observe their roles in the claims process
- Ask brokers to explain how they coordinate between multiple market participants on subscription business
- Speak with colleagues who work across both Lloyd's and Company Market to understand the practical differences

Learning from experience

- Review a Subscription Policy (SUP) and map out which participants are involved at each stage of the claim
- Track a subscription claim from notification through to settlement, noting how communication flows between parties
- Compare how a Lloyd's claim differs from a Company Market claim in your day-to-day handling
- Identify which market association resources (LMA/IUA/LIIBA) are most relevant to your work and explore their guidance

UNDERSTANDING THE MARKET AND YOUR ROLE

Lloyd's

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Describe*** and ***outline*** the historical development and strategic importance of Lloyd's of London.
- ***Explain*** the concept of a syndicate and a managing agency.
- ***Describe*** how this contrasts with the structure of the Company Market.

Learning Resources

Structured Learning

- CII – LM1
- LMA Academy - Introduction to Lloyd's Market
- LMA Academy - Working in Lloyd's Market for Early Talent
- LMA Academy - Introduction to Lloyd's and London Insurance Marketplace (Live Online)

Learning from others

- Speak with colleagues who have experience in both Lloyd's and Company Market about the structural differences

Learning from experience

- Take a Lloyd's building tour to see the market environment and understand its heritage

UNDERSTANDING THE MARKET AND YOUR ROLE

Claims stakeholders

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Identify*** key internal and external stakeholders involved throughout the claims lifecycle and ***describe*** their roles and responsibilities.
- ***Communicate*** and ***coordinate*** with appointed experts such as loss adjusters, surveyors, forensic accountants, engineers, and lawyers (defence, coverage, monitoring).

Level 2

An individual at this level is expected to:

- ***Communicate*** and ***coordinate*** with internal teams such as claims, underwriting, operations, compliance, finance, risk, and delegated authority (DA) teams.
- ***Communicate*** and ***coordinate*** with external stakeholders including brokers (London, wholesale, retail, producing, placement), claims brokers, advocates, and MGAs.
- ***Communicate*** and ***coordinate*** with third-party service providers such as DCAs, TPAs, subrogation agents, and fee collection teams to support claims resolution.

Learning Resources

Structured Learning

- LMA Academy – Claims Ecosystem
- LMA Academy – Claims Essentials Programme
- LMA Virtual Academy – Principles of Claims Handling eLearning

Learning Resources

Learning from others

- Shadow colleagues across internal teams (underwriting, operations, compliance, finance) to understand their perspective on claims
- Attend meetings with underwriters, brokers, DCAs, or appointed experts to observe how information is exchanged
- Speak with colleagues about when and why they appoint specific types of experts

Learning from experience

- Review open claim files and map out which stakeholders are involved and at what points
- Review a binding authority agreement to understand the DCA's responsibilities
- Draft communications to different stakeholders and receive feedback from your supervisor on tone and content
- Reflect on how your communication approach differs depending on the stakeholder type and claim complexity

UNDERSTANDING THE MARKET AND YOUR ROLE

The value of claims

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Explain*** the purpose, philosophy, and strategic value of the claims function within the wider insurance business.
- ***Describe***, using examples, how the claims function supports customers at their time of need, including aspects of empathy, communication, and service delivery.
- ***Meet*** or ***shadow*** underwriters to learn how risk profiles are developed and ***explain*** how this information can help with claims handling decisions.

Level 2

An individual at this level is expected to:

- ***Explain*** how claims reserving and loss ratios affect business performance and ***illustrate*** how your role contributes to accurate reserving.

Learning Resources

Structured Learning

- LMA Academy – Claims Ecosystem
- LMA Academy – Claims Essentials Programme
- LMA Virtual Academy – Principles of Claims Handling eLearning
- Internal claims' philosophy and claims standards documentation

Learning from others

- Shadow colleagues at broker or client meetings to observe how claims service is delivered
- Attend a reserving meeting to see how claims data informs financial decisions
- Meet with an actuarial team representative to discuss how reserves and loss ratios impact the business
- Shadow or meet with underwriters to understand how risk profiles inform their decisions and how claims feedback influences future underwriting

Learning from experience

- Read internal and Lloyd's watchlists to understand emerging claims trends and their business impact
- Reflect on a claim where you provided excellent customer service and discuss with your supervisor what made it effective
- Track your own reserving decisions over time and review how accurate they were at settlement
- Identify a claim where claims intelligence could inform underwriting strategy and discuss with colleagues

UNDERSTANDING THE MARKET AND YOUR ROLE

Ethics and behaviour

DEFINITION

Grasp insurance principles, the London Market and Lloyd's structure, and stakeholder roles to operate effectively and professionally.

Capability Standard

Level 1

An individual at this level is expected to:

- ***Recall*** key elements of your company's code of conduct and ethics policies.
- ***Recognise*** personal ethics and values, and how they relate to key company policies such as those on professionalism, equality, conduct, and confidentiality.
- ***Explain*** the concepts of conduct risk, consumer duty, FCA principles, and anti-money laundering.

Learning Resources

Structured Learning

- CII – Professional Map
- Completion of internal compliance training
- IUA – Competition Law training
- LMA – Charter

Learning from others

- Ask colleagues about situations where they've had to navigate ethical considerations in claims handling
- Speak with compliance team members about conduct risk and how it relates to your day-to-day decisions

Learning from experience

- Reflect on situations where company values have guided your decision-making in claims
- Review a claim file where consumer duty or conduct considerations were particularly relevant
- Consider how confidentiality applies to different stakeholders when you're sharing claim information
- Keep a note of any ethical questions that arise in your work and discuss them in supervision sessions

IUA OF LONDON
INTERNATIONAL UNDERWRITING ASSOCIATION

lloyd's market association

Claims Capability Framework: New Entrants

CORE CLAIMS KNOWLEDGE

In this section you'll find :

1. 1^{st} vs 3^{rd} Party Claims
2. Lloyd's Lead Arrangements, IUA Claims Agreement Practices and SCAP
3. Policy Wordings
4. Reserving
5. Delegated Claims Management

CORE CLAIMS KNOWLEDGE

1st vs 3rd Party Claims

DEFINITION

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

Capability Standard

Level 1

An individual at this level is expected to:

- **Explain** what first-party and third-party claims are, and the difference between them.
- **List** and **describe** common features of first party claims, such as property damage, shorter claim duration (short tail) and consumer conduct risk.
- **List** and **describe** common features of third-party claims, such as liability or injury claims, longer claim duration (long tail) and claimant not being the insured.
- **Recognise** how different classes of business (e.g., property, liability, marine) relate to first or third-party claims.

Level 2

On assigned claims, an individual at this level is expected to:

- **Identify** whether a claim is first or third party, and **apply** the correct procedures based on the type—such as handling expectations, timelines, communication, and documentation.

Learning Resources

Structured Learning

- CII – LM1, LM2
- LMA Virtual Academy – Principles of Claims Handling eLearning

Learning from Others

- Join peer review sessions or roundtables where colleagues discuss different claim types
- Shadow or speak with claims handlers who work across both first and third-party claims

Learning from Experience

- Review a selection of closed claims from different classes of business and note the patterns
- Reflect on whether your own claims are first or third-party and discuss your reasoning with your supervisor

CORE CLAIMS KNOWLEDGE

Lloyd's Claims Lead Arrangements, IUA Claims Agreement & SCAP

DEFINITION

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

Capability Standard

Level 1

An individual at this level is expected to:

- **Explain** the key differences between Single Claims Agreement Party (SCAP), the IUA Claims Agreement Practices and Lloyd's Claims Lead Arrangements (CLA).
- **Review** policy wording to **identify** claims agreement parties (including when to add a second lead) and accurately **apply** relevant clauses to triaging decisions and system processes.
- **Recognise** the roles and responsibilities of stakeholders involved in Lloyd's claims processes, including the Lloyd's Lead, Lloyd's Second Lead, Co-Leads, Delegated Claims Administrators (DCAs), singletons, and Lloyd's Insurance Company (LIC).
- **Recognise** the roles and responsibilities of stakeholders involved in Company Market claims processes, including the ILU Lead, ILU Second and LIRMA Lead.

Level 2

On assigned claims, an individual at this level is expected to:

- **Apply** the correct processes for claims based on Single Claims Agreement Party (SCAP), the IUA Claims Agreement Practices and Lloyd's Claims Lead Arrangements (CLA)
- **Identify** and correctly **input** key claims codes (e.g., cause codes, watchlist codes, event/CAT/PCS codes, singleton/LIC) and **use** internal systems to support dynamic triaging and external reporting requirements (e.g., MDC).

Learning Resources

Structured Learning

- Lloyd's CLA Training & Guidance
- IUA Claims Agreement Practices
- IUA Claims Agreement Practices Webinar
- IUA SCAP training
- LMA Co Lead Claims Agreement Guidance
- Internal Claims Procedures

Learning from others

- Ask colleagues to talk through how they interpret policy terms and identify agreement parties
- Shadow a claims adjuster when they are setting up a new claim under different agreement types

Learning from experience

- Review closed claims to see how agreement types were applied, then discuss your observations with your supervisor
- Practice identifying the correct codes and agreement type on new claims, seeking feedback from your supervisor
- Keep a log of different agreement scenarios you encounter and reflect on what determined the approach

CORE CLAIMS KNOWLEDGE

Policy Wordings

DEFINITION

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

Capability Standard

Level 1

An individual at this level is expected to:

- **Distinguish** between standard market wordings, internal wordings, and specific endorsements used in policy documentation.
- **Demonstrate** the ability to **review** and **interpret** policy wording and claims documentation to **assess** claim validity, coverage triggers, and potential exclusions, with reference to actual or simulated cases.
- **Interpret** policy wordings and **apply** their intended meaning in the context of claims handling and coverage decisions.
- **Describe** the use of delegated authority arrangements such as binders and delegated authority agreements and how they relate to claims processes
- **Recognise** who within the organisation is responsible for drafting, approving, and maintaining specific wordings.

Learning Resources

Structured Learning

- IUA Policy Wordings Masterclass Series
- LMA Lloyd's Wordings Repository
- LMA Academy – Introduction to Contract Wordings

Learning from others

- Connect with the Wordings team to understand who drafts and approves different policy terms
- Speak with DA team representatives about how delegated authority arrangements work in practice
- Ask experienced adjusters how they approach interpreting ambiguous or complex policy terms

Learning from experience

- Review closed claim files alongside their policy wordings to see how coverage decisions were reached
- Compare standard market wordings with bespoke versions to identify common variations
- Create your own summary of key exclusions or triggers you encounter across different policy types

CORE CLAIMS KNOWLEDGE

Reserving

DEFINITION

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

Capability Standard

Level 1

An individual at this level is expected to:

- **Define** what an actuary is and **describe** the key tasks they perform in an insurance company, such as analysing risk, calculating reserves, and supporting pricing and forecasting.
- **Explain** what IBNR (Incurred But Not Reported), large losses, and reserving are, and **describe** how they can affect claims performance and financial reporting.
- **Speak with** colleagues in actuarial or finance to gain a basic understanding of reserving principles and **explain** how reserving affects overall claims performance and the portfolio.

Learning Resources

Structured Learning

- CII – LM2

Learning from others

- Meet with an actuarial team representative to discuss how reserves are set and reviewed
- Shadow colleagues at reserving or actuarial meetings to see how claims data informs financial decisions
- Ask your supervisor or finance colleagues to explain how your individual reserve decisions impact portfolio performance

Learning from experience

- Review internal large loss reports and discuss the reserving implications with colleagues
- Track how reserves change over the life of your own claims and reflect on what drove those moments
- Compare initial reserves with final settlement amounts on closed claims to understand reserving accuracy

CORE CLAIMS KNOWLEDGE

Delegated Claims Management

NB: applicable where individual is exposed to delegated claims arrangements)

DEFINITION

Apply core knowledge of claims processes, agreements, wordings, reserving, and delegated claims to handle claims accurately.

Capability Standard

Level 1

An individual at this level is expected to:

- **Explain** the concept of delegated authority and list the most common distribution channels used in delegated claims.
- **Identify** all relevant parties involved in delegated claims and **describe** their respective responsibilities.
- **Locate** the binding authority or DCA/TPA agreement and **identify** the key clauses or sections relevant to delegated claims handling.
- **Demonstrate understanding** of BDX (Bordereaux) by **identifying** key data points and **summarising** the requirements in the most recent version.
- **Distinguish** between the financial processing methods for delegated business and open market business.
- **Explain** what a loss fund is, **illustrate** how it operates, and **describe** where Faster Claims Payment (FCP) is involved.

Level 2

An individual at this level is expected to:

- **Map** your organisation's matrix of roles and responsibilities related to managing delegated claims, including both technical and operational/oversight functions.
- **Compare** and **contrast** the role of operations with that of a claims handler in the context of delegated claims.

Learning Resources

Structured Learning

- CII – LM2
- LMA Academy Virtual Programmes
- IUA Delegated Authorities Good Practice Guide
- Lloyd's Coverholder Reporting Standards
- LIMOSS FCP Training

Learning Resources

Learning from others

- Shadow colleagues undertaking due diligence of third parties to see how oversight works in practice
- Shadow colleagues using DA systems to understand the workflow differences from open market claims
- Ask operations team members to explain how their role differs from claims handlers in delegated business

Learning from experience

- Review binding authority agreements and identify the claims-specific clauses, then discuss your findings with colleagues
- Process a bordereau and note the key data points, comparing requirements across different coverholders
- Track a delegated claim from notification through to payment to see how loss funds and FCP operate
- Map out the delegated claims process for one of your accounts, identifying who does what at each stage

INTERNATIONAL UNDERWRITING ASSOCIATION

lloyd's market association

Claims Capability Framework: New Entrants

HANDLING CLAIMS FROM NOTIFICATON TO SETTLEMENT

In this section you'll find :

1. First notice of loss
2. Triage
3. Claims Management
4. Coverage
5. Quantum and case reserving
6. Expert selection and management
7. Negotiation
8. Settlement
9. Recoveries and subrogation

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

First notice of loss

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Identify** key information required at First Notice of Loss and **recognise** who and where to collect missing information from.
- **Review** and **analyse** claim notifications to accurately identify and capture key information required to determine appropriate next steps.
- **Determine** the nature of the claim and extract critical details, including location and time of loss, name and address of the insured, policy period and estimated value of the claim.
- **Identify** all key parties involved in the loss, including the insured(s), third-party claimant(s), brokers, legal representatives and appointed experts.
- **Request** additional relevant information to support triage and early assessment, such as actions taken by the insured to mitigate the loss.
- **Communicate** clearly and professionally with the notifying party by explaining the next steps, including expected response timelines and advising them of their obligations, such as refraining from negotiations and promptly reporting further developments.

Level 1 (cont.)

With supervision, an individual at this level is expected to:

- **Demonstrate** professionalism and empathy in all communications, treating the notifying party with respect and acting in accordance with fair treatment of customer principles.
- **Acknowledge** their role as the first point of contact, ensuring that the customer's (or their representative's) initial experience reflects positively on the company and builds trust.
- **Record** all information accurately and thoroughly, in line with team and company procedures, ensuring compliance and data integrity.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning
- CII – LM2
- LMA Academy – Claims Essentials Programme

Learning from Others
- Shadow colleagues when they receive claim notifications to observe their questioning and information-gathering techniques

Learning from Experience
- Review closed claim files to see what information was gathered at FNOL and how it shaped the claim outcome
- Draft FNOL responses for new claims and receive feedback from your supervisor on completeness and tone
- Introduce yourself to broker counterparts by phone or in person to build rapport for future notifications
- Keep a checklist of key FNOL questions and refine it as you gain experience with different claim types

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Triage

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Calculate** the expected value of claims, including amount claimed, potential settlement range, with consideration of applicable policy limits and deductibles.
- **Recognise** and **adapt** to changes as claims progress, understanding that triage is a dynamic process requiring continuous reassessment.
- **Demonstrate** clear understanding of the internal team structure, roles, and authority levels—referring claims to the appropriate person(s) without delay.
- **Maintain** appropriate communication with the broker/insured, including providing updates at key milestones or when new information arises, in line with internal guidelines and customer service standards.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal triage guidelines and authority matrices

Learning from Others

- Shadow colleagues adjusting claims to see how they assess value and determine next steps
- Discuss 'what can go wrong' scenarios with colleagues to understand when claims need escalation or re-triage
- Ask your supervisor to explain how they decide when a claim needs referral or specialist input
- Speak with senior handlers about how they've adapted their approach when claims evolved unexpectedly

Learning from Experience

- Review closed claim files to see how initial triage decisions shaped the claim journey
- Adjust allocated claims under supervision, documenting your triage reasoning and receiving feedback
- Compare your initial triage assessment with the actual claim outcome to identify what you estimated well and what you missed
- Track claims that required re-triage and reflect on what changed and why
- Practice calculating settlement ranges on sample claims before discussing your rationale with colleagues

Level 2

All of level 1 with increasing autonomy.

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Claims Management

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Manage** a portfolio of non-complex claims, where appropriate to the class of business, volume, and individual experience.
- **Apply** knowledge of the full claims lifecycle, including the ability to assess and articulate ideal, possible, and likely outcomes.
- **Explain** the rationale behind decisions and outcomes clearly and confidently..
- **Adhere** to internal processes and procedures, operating in line with company standards and best practice guidelines.

Level 2

All of level 1 with increasing autonomy.

- **Contribute** to investigations, negotiations, and formulate recommendations to senior colleagues.
- **Explain** how their work aligns with broader company strategy, demonstrating awareness of KPIs, business goals, and how their team supports overall corporate objectives.
- **Exhibit** a solid understanding of the corporate structure, recognising key stakeholders, escalation points, and cross-functional collaboration opportunities.

Learning Resources

Structured Learning

- LMA Academy – Claims Foundation Programme
- Internal claims handling procedures and best practice guides

Learning from Others

- Shadow colleagues adjusting claims to observe their decision-making process and negotiation approach
- Ask senior handlers to talk through their most challenging negotiations and what strategies worked

Learning from Experience

- Review problematic closed claim files to identify lessons learned and alternative strategies that could have been used
- Draft recommendations and explain your rationale to your supervisor, receiving feedback on your reasoning and presentation
- Practice articulating ideal, possible, and likely outcomes for your claims before discussing with your supervisor

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Coverage

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision an individual at this level is expected to:

- **Demonstrate** awareness of products and wordings, including what is being underwritten and which parties are insured, and how to achieve underwriting intent.
- **Navigate** policy wordings and **identify** relevant sections to inform claims handling decisions.
- **Locate** and **interpret** key policy clauses upon receipt of a First Notification of Loss (FNOL) and when engaging with loss adjusters, brokers, and legal counsel.
- **Apply** working knowledge of standard policy coverage, including key legal terminology, typical warranties and conditions, deductibles/excesses, exclusions, and limits of indemnity.

Level 2

All of level 1 with increasing autonomy.

- **Interpret** policy wordings and coverage and **apply** them to assess claims while ensuring compliance with relevant rules, regulations, and fair treatment of customers principles.
- **Identify** any coverage discrepancies and **escalate** them for internal review and discussion.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- IUA Policy Wordings Masterclass Series
- LMA Lloyd's Wordings Repository

Learning Resources

Learning from Others

- Shadow colleagues adjusting claims to see how they navigate policy wordings in real-time
- Shadow legal partners or coverage counsel to understand how they interpret complex or ambiguous clauses
- Attend watchlist claims meetings to see how coverage issues are discussed and resolved across the team
- Ask colleagues about coverage disputes they've encountered and how they were resolved

Learning from Experience

- Review closed claim files, focusing on how coverage decisions were reached and documented
- Run claim scenarios through policy wordings, present your coverage views to your supervisor and receive feedback
- When you identify a potential coverage discrepancy, document your concerns and discuss the escalation process with your supervisor

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Quantum and case reserving

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

An individual at this level is expected to:

- **Identify** and **explain** the core principles of reserving..
- **Articulate** the company's reserving philosophy and **explain** the importance of accurate and timely case reserving.

With supervision, an individual at this level is expected to:

- **Classify** different types of reserves and **associate** them with relevant scenarios or claims.
- **Apply** reserving philosophy in real-world scenarios to ensure alignment with organisational goals.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal Reserving Philosophy
- CII – LM1, LM2

Learning from Others

- Shadow colleagues adjusting claims to observe how they assess quantum and set reserves
- Attend reserving meetings to see how reserves are reviewed and challenged at portfolio level
- Ask actuarial or finance colleagues to explain how individual reserves aggregate into company reporting
- Discuss with your supervisor how they balance prudence with accuracy when reserving is uncertain

Learning Resources

Learning from Experience

- Review closed claim files, comparing initial reserves with final settlement amounts to understand accuracy
- Adjust allocated claims under supervision, documenting your reserving rationale at each stage
- Present your reserve recommendations to your supervisor and receive feedback on your assessment methodology
- Track reserve movements on your own claims and reflect on what caused changes (new information, re-assessment, settlement)
- Practice categorising reserves (case, IBNR, large loss) on sample scenarios before applying to live claims

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Expert selection and management

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Identify** when and why external expertise is required, such as appointing legal counsel (coverage or defence), loss adjusters, forensic investigators, or technical experts.
- **Select** appropriate experts by understanding panel arrangements, areas of expertise, and engagement protocols—ensuring the right specialist is contacted for the claim.
- **Communicate** key information effectively to appointed experts and **engage** in proactive dialogue throughout the lifecycle of the claim to ensure alignment and progress.
- **Develop** and **maintain** professional relationships with expert partners, including in-person engagement where possible, to support effective collaboration.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal expert panel lists and engagement protocols
- Terms of appointment templates and fee structures

Learning from Others

- Shadow colleagues adjusting claims to see how they decide when expert input is needed
- Attend meetings with experts (loss adjusters, lawyers, engineers) to observe how information is exchanged and instructions are given
- Ask experienced handlers how they've built relationships with panel experts over time
- Speak with experts directly about what makes an effective instruction and working relationship

Learning Resources

Learning from Experience

- Review closed claim files, focusing on when and why experts were appointed and how their input shaped the outcome
- Adjust allocated claims under supervision, identifying early when specialist input may be required
- Provide your rationale for expert selection to your supervisor and receive feedback on appropriateness and timing
- Draft instructions or communications for experts and receive feedback on clarity, completeness, and professionalism
- Attend expert meetings or calls for your claims and reflect on how effectively you managed the relationship and obtained the information needed

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Negotiation

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

An individual at this level is expected to:

- **Recognise** the importance of commercial awareness by **understanding** both your company's and the insured's position.
- **Demonstrate** active listening, appropriate body language, and empathy to support effective interpersonal communication and negotiations.

With supervision, an individual at this level is expected to:

- **Identify** and **collaborate** with relevant stakeholders throughout the claims and negotiation process.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning
- LMA Academy – Claims Essentials Programme

Learning from Others
- Shadow colleagues adjusting claims to observe their negotiation techniques and language
- Attend broker or client meetings to see how colleagues balance empathy with commercial objectives
- Ask experienced handlers to share examples of successful negotiations and what made them work
- Discuss with your supervisor how to prepare for difficult conversations or pushback from stakeholders

Learning Resources

Learning from Experience
- Review closed claim files, focusing on negotiation correspondence and settlement discussions to identify effective approaches
- Role-play negotiation scenarios with colleagues before engaging in real discussions
- Reflect on your stakeholder interactions—what went well and where could you improve your listening or positioning?
- Debrief with your supervisor after negotiations to discuss what you learned and how to refine your approach

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Settlement

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Apply** knowledge of the claims settlement process by accurately **interpreting** policy terms and wordings, operating within your authority limits, completing settlement documentation, following reserving guidelines, and using claims systems correctly in each scenario or case study.
- **Use** internal systems to **find** and **review** relevant claims information and follow correct procedures when requesting or processing a large claim payment.
- **Describe** the internal procedures to follow when making a large claim payment, including who needs to approve it, what documents are needed, and how to record it correctly.
- **Identify** appropriate internal and external stakeholders (e.g., underwriting, claims ops, finance/actuarial, subscription market participants), and **demonstrate** effective collaboration by communicating clearly, sharing relevant information, and escalating complex or urgent issues through the correct channels when necessary.

Level 1 (cont.)

- **Identify** the appropriate contacts in the finance team and **explain** how to build a good working relationship, including when and how to communicate with them about payments or reserves.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Claims Settlement Procedures
- Internal compliance training (sanctions, AML)
- Authority limits and approval workflows documentation

Learning Resources

Learning from Others

- Shadow colleagues adjusting claims to see how they prepare settlement documentation and obtain approvals
- Meet with Finance team representatives to understand payment processes and build working relationships
- Speak with operations or finance about common errors in settlement processing and how to avoid them

Learning from Experience

- Review closed claim files, focusing on settlement documentation and approval chains for different payment sizes
- Adjust allocated claims under supervision, processing settlements within your authority and escalating appropriately
- Track a large claim payment from approval through to disbursement, noting each stage and stakeholder involved

HANDLING CLAIMS FROM NOTIFICATION TO SETTLEMENT

Recoveries and subrogation

DEFINITION

Manage the full claims lifecycle with technical skill, sound judgment, and customer focus.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Define** subrogation and **identify** which classes of business (e.g., motor, property, liability) commonly involve subrogation, using examples to demonstrate how and why it applies in different claims scenarios.
- **Explain** the key steps in the subrogation and recoveries process, including how to **recognise** potential opportunities, **evaluate** cost-benefit of recovery action, and **determine** when and how to appoint experts.
- **Identify** and **describe** common commercial concerns an insured might have during the claims process - such as reputational risk, business interruption, or impact on customer relationships - and **explain** why it's important to take these into account when handling a claim.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal subrogation and recoveries procedures
- CII – LM1, LM2 (subrogation sections)

Learning from Others

- Shadow colleagues adjusting claims to see how they identify subrogation opportunities
- Attend meetings with subrogation agents or recovery experts to understand their assessment process
- Ask colleagues about cases where subrogation was pursued and cases where it wasn't—what drove those decisions?
- Discuss with your supervisor how to balance recovery potential against the insured's commercial concerns

Learning Resources

Learning from Experience

- Review closed claim files, focusing on whether subrogation was pursued and the rationale behind the decision
- Adjust allocated claims under supervision, flagging potential recovery opportunities for discussion
- Draft your rationale for pursuing or waiving subrogation rights and receive feedback from your supervisor
- Compare successful and unsuccessful recovery actions to understand what factors influenced the outcome
- Reflect on claims where the insured had commercial concerns and how these were balanced with recovery objectives

Claims Capability Framework: New Entrants

CLAIMS GOVERNANCE & COMPLIANCE

In this section you'll find :

1. Claims procedures and authorities
2. Regulation and compliance
3. Disputes
4. Red flags – fraud, sanctions and money laundering
5. Conflicts of interest

CLAIMS GOVERNANCE AND COMPLIANCE

Claims procedures and authorities

DEFINITION

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Follow** daily claims handling procedures, including internal and external reporting, while **recognising** when tasks require additional authority.
- **Recognise** claims that exceed authority limits and **follow** appropriate escalation or referral protocols.
- **Use** internal processing systems and London market platforms (e.g. ECF) effectively in line with operational requirements.
- **Apply** best practice in data entry, **using** checklists and **identifying** red flags to support accurate and compliant claims handling.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy - Claims Ecosystem
- LMA Academy – Claims Essentials Programme
- CII – LM1, LM2
- Internal Claims Handling Procedures
- Internal compliance training

Learning Resources

Learning from Others

- Shadow colleagues adjusting claims to see how they use systems and follow procedures in practice
- Ask colleagues about claims they've escalated and what triggered the referral
- Speak with operations or compliance teams about common procedural errors and how to avoid them

Learning from Experience

- Adjust allocated claims under supervision, ensuring accurate data entry and system usage
- Review a claim where you needed to escalate and reflect on whether you identified the issue at the right time
- Track any procedural errors you make and discuss prevention strategies with your supervisor

CLAIMS GOVERNANCE AND COMPLIANCE

Regulation and compliance

DEFINITION

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

Capability Standard

Level 1

With supervision, an individual at this level is expected to:

- **Identify** the key regulatory bodies relevant to insurance (e.g., FCA, PRA, Lloyd's, US Departments of Insurance), and **describe** their roles and responsibilities, including when to escalate issues internally and who to contact.
- **Describe** key legal and regulatory frameworks affecting claims handling (such as the Insurance Act 2015, Consumer Duty, and Lloyd's Principles) and **apply** this knowledge to ensure compliant claims practices.
- **Follow** internal compliance procedures for sanctions checks, GDPR, fraud detection, bribery prevention, and whistleblowing, and take appropriate **action** or **escalate** when red flags or breaches are identified.
- **Attend** internal and market-led training sessions to stay up to date with regulatory and industry developments and **demonstrate** awareness of how changes may impact claims handling.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- CII – LM1
- Internal Claims Handling Procedures
- Internal compliance training
- FCA Consumer Duty resources

Learning from Others

- Attend internal and market compliance training sessions to stay current with regulatory changes
- Ask compliance team members about common regulatory issues in claims and how to spot them
- Discuss with your supervisor examples of when regulatory concerns should be escalated

Learning Resources

Learning from Experience

- Adjust allocated claims under supervision, ensuring compliance checks (sanctions, fraud indicators) are completed
- Review closed claim files where regulatory issues arose and how they were managed
- Practice identifying red flags (unusual payment requests, GDPR breaches, potential fraud) and discuss escalation with your supervisor
- Reflect on how Consumer Duty principles apply to your claims handling—are you providing good customer outcomes?
- Keep a log of regulatory updates you learn about and consider how they affect your day-to-day work

CLAIMS GOVERNANCE AND COMPLIANCE

Disputes

DEFINITION

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

Capability Standard

Level 1

An individual at this level is expected to:

- **Describe** the internal process for handling complaints and **identify** when and to whom a concern should be escalated, including differentiating between dissatisfaction, disputes, and formal complaints.
- **Explain** what a Reservation of Rights (ROR) letter is, including its purpose, and **identify** basic situations where it may be appropriate to issue one (e.g., coverage uncertainty or investigation required).
- **Identify** how disputes or difficult conversations can affect relationships with the insured and other stakeholders and explain why it is important to manage these interactions carefully to support long-term trust and collaboration.

With supervision, an individual at this level is expected to:

- **Identify** customer complaints and **follow** internal processes for logging, handling, and escalating them, ensuring alignment with Consumer Duty and conduct expectations.

Level 1 cont.

With supervision, an individual at this level is expected to:

- **Use** clear, respectful, and empathetic language when communicating with clients, especially in sensitive situations, to help manage expectations and support a positive claims experience.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal Complaint Handling Procedures
- Lloyd's Complaint Handling guidance
- Internal compliance training

Learning Resources

Learning from Others

- Meet colleagues responsible for complaint handling to understand the formal process and common issues
- Ask experienced handlers about difficult conversations they've managed and what approaches worked
- Discuss with your supervisor when a Reservation of Rights letter is appropriate and how to communicate it sensitively

Learning from Experience

- Review closed claim files where complaints arose or ROR letters were issued—what triggered them and how were they resolved?
- Draft responses to challenging correspondence and receive feedback on tone, empathy, and clarity
- Reflect on difficult stakeholder interactions—how did your communication affect the outcome?

CLAIMS GOVERNANCE AND COMPLIANCE

Red flags – fraud, sanctions and money laundering

DEFINITION

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

Capability Standard

Level 1

An individual at this level is expected to:

- **Explain** what sanctions are and **describe** why they matter in the claims process, including how they help prevent illegal activity and protect your company from risk.
- **List** the systems or tools your company uses to perform sanctions checks and **know** when to use them as part of your claims handling duties.
- **Describe** how to check whether sanctions apply to a claim and **explain** what actions to take to ensure the claim is handled in compliance with applicable sanctions rules.
- **Describe** what money laundering is, how it can affect insurance, and **explain** why it's important to stay alert to suspicious activity during the claims process.
- **Recall** and **describe** your company's procedures for escalating concerns related to fraud, money laundering, or sanctions, and **know** who to contact when something seems unusual.

With supervision, an individual at this level is expected to:

- **Apply** sound judgment and professional scepticism to **identify** anomalies or potential concerns early.

Level 1 cont.

With supervision, an individual at this level is expected to:

- **Identify** common red flags that may indicate a fraudulent claim (e.g., inconsistent information, suspicious documentation, unusual timing).
- **Escalate** concerns immediately to the appropriate internal stakeholders, such as senior team members, compliance, legal, or risk management, as required.
- **Identify** important policy wordings or provisions (e.g., fraud clauses, sanctions clauses) that may affect how a claim is handled and **explain** why it's important to check them.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- Internal compliance training
- IUA Sanctions Spreadsheet and resources
- Internal fraud detection procedures and red flag guides

Learning from Others

- Shadow colleagues adjusting claims to see how they perform sanctions checks and identify red flags
- Shadow colleagues using compliance systems (sanctions screening tools, fraud detection platforms)
- Meet Compliance team representatives to understand escalation processes and common fraud typologies

Learning from Experience

- Review closed claim files where red flags were identified—what were the indicators and what actions were taken?
- Review policy wordings for fraud and sanctions clauses and consider how they apply to your claims

CLAIMS GOVERNANCE AND COMPLIANCE

Conflicts of interest

DEFINITION

Ensure claims handling meets regulatory, procedural, and ethical standards through compliance and oversight.

Capability Standard

Level 1

An individual at this level is expected to:

- **Describe** what constitutes a conflict of interest, **distinguish** between different types, and **provide** relevant examples within an insurance context.
- **Explain** how potential conflicts of interest are managed internally, including role segregation and escalation procedures.

With supervision, an individual at this level is expected to:

- **Identify** conflicts of interest in relationships with brokers, experts, and other external stakeholders.
- **Identify** potential conflicts between insurers and insureds and **determine** when a lead claims agreement party may need to step down.
- **Differentiate** between coverage and defence obligations and **explain** when bifurcating claim files is appropriate to manage conflicts.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning
- CII – LM1, LM2
- Internal Claims Handling Procedures
- Internal compliance training (conflicts of interest, conduct risk)
- Lloyd's and IUA guidance on claims lead arrangements and conflicts

Learning Resources

Learning from Others
- Ask experienced handlers about situations where they've identified conflicts with brokers, experts, or between insurers
- Discuss with your supervisor examples of when leads have stepped down due to conflicts
- Speak with legal or compliance teams about common conflict scenarios and how to manage them

Learning from Experience
- Review closed claim files where conflicts of interest arose—how were they identified and what actions were taken?
- Adjust allocated claims under supervision, flagging any relationships or circumstances that might create conflicts
- Practice identifying when coverage and defence obligations diverge and discuss bifurcation decisions with your supervisor

Claims Capability Framework: New Entrants

CLAIMS OPERATIONS

In this section you'll find :

1. Claims performance
2. Claims technology and tools
3. Data

CLAIMS OPERATIONS

Claims performance

DEFINITION

Use systems, data, and operational processes to deliver efficient, transparent, and effective claims handling.

Capability Standard

Level 1

An individual at this level is expected to:

- **Recall** and **describe** their company's claims philosophy, including its key goals (e.g., fair outcomes, efficiency, customer service) and explain how their role supports those goals.
- **Explain** why it's important to keep claim files and diaries up to date, and **demonstrate** how to maintain accurate notes, deadlines, and next steps in line with company expectations.
- **List** and **recall** the key service level agreements (SLAs) relevant to your role at both company and market level and **identify** when an SLA is being met or breached in a sample claims scenario.
- **Identify** the internal systems and tools used to manage claims and **recognise** the types of reports available for reviewing claims information or performance data.
- **Locate** where key claims performance data is stored (e.g., dashboards, reports, systems), and **recognise** how this data can help demonstrate team, individual performance or third-party performance.

Level 1 cont.

An individual at this level is expected to:

- **Identify** who to contact in claims operations for support with processes or systems and **describe** how to work effectively with the team to ensure smooth handling of claims.
- **Identify** when to raise a flag about capacity or workload issues (e.g. too many files, high complexity) and **explain** who to notify and how to communicate concerns appropriately.

Learning Resources

Structured Learning

- Internal Claims Philosophy
- Internal Claims Handling Procedures
- Internal Claims System Training
- SLA documentation (company and market-level)
- Claims performance dashboards and reporting guides

Learning Resources

Learning from Others

- Shadow colleagues adjusting claims to observe their file management and diary discipline
- Meet Claims Operations team representatives to understand their role and how to escalate system or process issues
- Attend regular one-to-one meetings with your supervisor to discuss workload, capacity, and performance

Learning from Experience

- Review closed claim files for performance against SLAs—what was the impact when deadlines were met or missed?
- Review SLA performance data for your claims and present your views on how to improve to your supervisor
- Identify a claim where file management was exemplary and another where it could have been better—what made the difference?

CLAIMS OPERATIONS

Claims technology and tools

DEFINITION

Use systems, data, and operational processes to deliver efficient, transparent, and effective claims handling.

Capability Standard

Level 1

An individual at this level is expected to:

- **Use** your organisation's claims management system (CMS) effectively for document storage, data input, reporting, and diary/task management.
- **Describe** the structure of the market's claims infrastructure, how it connects with internal systems, and **recognise** its limitations.
- **Recognise** the role of market platforms such as Velonetic in the claims process, including their impact on central settlement and workflow.
- **Follow** your organisation's artificial intelligence (AI) policies and **recognise** which tasks are best suited for AI versus those requiring human interaction.
- **Recognise** which tasks are best suited for virtual handling versus those requiring in-person interaction, considering efficiency, complexity, and stakeholder needs.

Learning Resources

Structured Learning

- Internal Claims System Training
- LMA Academy – Claims Ecosystem IUA ECF Training Video
- Velonetic user guides and training materials

Learning from others

- Shadow colleagues adjusting claims to see how they use the CMS efficiently for different tasks
- Meet a member of the Velonetic claims team to understand platform capabilities and common issues
- Ask colleagues for system tips they've learned for managing documents and workflows
- Discuss with your supervisor which stakeholder interactions work well virtually versus in-person and why

Learning from Experience

- Adjust allocated claims under supervision, becoming proficient in all core CMS functions (data entry, diary management, document storage)
- Identify claims where virtual handling was effective and others where face-to-face engagement added value—what made the difference?
- Explore how market platforms connect with your internal systems by tracking a claim through different stages

CLAIMS OPERATIONS

Data

DEFINITION

Use systems, data, and operational processes to deliver efficient, transparent, and effective claims handling.

Capability Standard

Level 1

An individual at this level is expected to:

- **Recognise** the value of claims data to other business functions and how it supports broader organisational goals.
- **Develop** foundational skills in data tools such as Excel or Power BI to support basic data manipulation and reporting.
- **Review** management information (MI), **interpret** key findings, **identify** trends, and **communicate** insights through clear narrative.
- **Familiarise** yourself with and **use** key internal reports relevant to your team's performance and decision-making.
- **Demonstrate** the ability to **identify** data inaccuracies in sample claims records and **interpret** basic claims data reports (e.g., frequency, severity, trends) to support decision-making or highlight errors.
- **Recall** the principles of data privacy and **identify** when it is appropriate to share claims data internally or externally.

Learning Resources

Structured Learning

- Internal Claims Systems Training
- Excel / Power BI Online Training
- Data Privacy and GDPR training
- Internal MI and reporting guides

Learning from others

- Shadow colleagues adjusting claims to see how they ensure data accuracy at input stage
- Meet Claims Operations team representatives to understand how claims data is used across the business
- Ask colleagues in actuarial, underwriting, or finance how they use claims data to inform their decisions
- Discuss with your supervisor how to interpret MI reports and what trends to look for

Learning from Experience

- Review closed claim files for SLA performance—what impact does the performance have on claim outcomes?
- Review claims data packs or MI reports and present your observations on performance trends to your supervisor for feedback
- Review sample claim files and identify data inaccuracies (incorrect codes, missing fields), then discuss correction processes
- Practice manipulating claims data in Excel—create pivot tables, charts, or summaries to support analysis
- Reflect on what claims data you can share with different stakeholders and when privacy rules apply

Claims Capability Framework: New Entrants

PERSONAL AND INTERPERSONAL SKILLS

In this section you'll find :

1. Decision making
2. Broker and client relations
3. Creativity and innovation
4. Managing time and workload
5. Emotional skills and communication
6. Collaboration

PERSONAL AND INTERPERSONAL SKILLS

Decision making

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Identify** your own authority limits, **explain** how they apply in practice, and **determine** when to escalate or refer a claim.
- **Articulate** your claims philosophy, including the desired end goal for resolution.

With supervision, an individual at this level is expected to:

- **Evaluate** the information needed to make an informed claims decision and **gather** relevant data accordingly.
- **Demonstrate** knowledge of your Claims Agreement Party role under CLA, SCAP, IUA Claims Agreement Practices or similar agreements, and **apply** this knowledge consistently in your claims handling.

Level 2

All of level 1 with increasing autonomy.

Learning Resources

Structured Learning

- LMA Academy – Claims Essentials Programme
- Internal authority limits matrix
- CLA, SCAP, and IUA Claims Agreement Practices guidance
- Internal claims philosophy documentation

Learning from others

- Shadow colleagues adjusting claims to observe their decision-making process and how they work within authority limits
- Attend internal claims strategy meetings to understand how individual decisions align with broader objectives
- Ask experienced handlers how they decide what information is needed before making a decision
- Discuss with your supervisor examples of when they've escalated versus when they've exercised their own judgment

Learning from Experience

- Adjust allocated claims under supervision, gradually building autonomy as your confidence grows
- Draft decisions and explain your rationale to your supervisor, receiving feedback on your reasoning and approach
- Make above-authority referrals and discuss with your supervisor what additional considerations influenced the final decision
- Reflect on decisions you've made—what information proved most critical? What would you do differently?
- Keep a decision log noting complex choices and the outcomes, reviewing it periodically to identify patterns in your judgment

PERSONAL AND INTERPERSONAL SKILLS

Broker and client relations

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Describe** how to build and maintain relationships with clients and brokers and **recognise** when and how to reach out e.g. when clarification is needed or an update should be shared.
- **Define** the role of a broker within the insurance market, including the distinctions between different types of brokers and their core responsibilities.
- **Identify** key broker partners relevant to your organisation and line(s) of business.
- **Explain** the concept of agency by explaining who brokers represent and to whom stakeholders owe their duties.
- **Participate** in external interactions (e.g., client, broker, networking, or market meetings), both in-person and virtually, including those involving complex or challenging discussions with senior colleagues.

Learning Resources

Structured Learning

- LMA Academy – Claims Ecosystem
- LMA Academy – Claims Essentials Programme

Learning from others

- Shadow colleagues adjusting claims to observe how they communicate with brokers and clients
- Attend broker or client meetings to see how relationships are maintained and difficult conversations are handled
- Attend market networking events, including Emerging Professional events, to build your own broker relationships
- Ask experienced handlers about their key broker relationships—how were they built and what makes them effective?

Learning from Experience

- Introduce yourself to broker counterparts in person and by phone to start building rapport early
- Proactively reach out to brokers when you need clarification or have updates, receiving feedback on your communication style
- Attend both virtual and in-person meetings with brokers and reflect on which format worked best for different situations
- Review correspondence between colleagues and brokers to understand professional tone and effective relationship management
- Identify your key broker partners for your portfolio and schedule regular touchpoints to maintain relationships

PERSONAL AND INTERPERSONAL SKILLS

Creativity and innovation

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Be curious** and ask questions to improve understanding, **challenge** assumptions, and support continuous improvement.
- **Identify** inefficiencies or areas for improvement in existing processes and suggest alternative approaches.
- **Engage** with industry peers and attend market events or workshops to stay informed about emerging systems, tools, and best practices.
- **Research** how other organisations structure their systems and procedures to help benchmark and improve your own team's practices.

Learning Resources

Structured Learning

- Read industry publications
- Follow market innovation initiatives
- Explore emerging claims technology resources and case studies

Learning from others

- Attend market networking events, including Emerging Professional events, to hear about innovations in other organizations
- Ask colleagues who've worked elsewhere about different approaches they've seen
- Speak with operations or IT teams about system improvements they're considering or implementing
- Connect with peers at other companies to compare processes and share ideas

Learning from Experience

- Pitch an improvement idea for claims processes to your team—even small efficiencies matter
- When you learn about a new approach at a market event, reflect on whether it could work in your organisation
- Challenge yourself to ask "why do we do it this way?" when following established procedures

PERSONAL AND INTERPERSONAL SKILLS

Managing time and workload

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Demonstrate** the ability to prioritise key and time-sensitive tasks based on urgency, importance, and business impact.
- **Identify** and **triage** incoming tasks or requests, ensuring appropriate focus on high-priority activities.
- **Use** your calendar and task list to help prioritise claims files and client needs, and **maintain** a daily diary to track deadlines, next steps, and follow-ups in a timely and organised way.
- **Demonstrate** confidence in seeking support or clarification when needed to ensure effective task completion and personal development.
- **Communicate** clearly and proactively with your manager about capacity, workload, and potential constraints whilst working autonomously.
- **Navigate** stakeholder relationships by assessing the relative importance and urgency of requests and responding appropriately.

Level 1 cont.

An individual at this level is expected to:

- **Structure** and **balance** workloads to manage hybrid (office and remote) working efficiently and maintain productivity.
- **Manage** expectations of colleagues and stakeholders through proactive communication, realistic timelines, and regular progress updates.

Learning Resources

Structured Learning

- Reputable content on workload management (TED talks on productivity, focus, and work-life balance)

Learning from others

- Shadow colleagues adjusting claims to observe how they prioritize tasks and manage competing demands
- Ask experienced handlers how they structure their day and manage their diary effectively
- Learn from teammates about their strategies for maintaining productivity in hybrid working environments

Learning Resources

Learning from Experience

- Triage and manage daily tasks, reflecting on what you prioritized and whether those choices were effective
- Track instances where you needed to say no or pushback on timelines—how did you communicate this?
- Review your week regularly—what took longer than expected and how can you better estimate effort?
- Monitor your workload balance between office and remote days—are certain tasks better suited to specific environments?
- Proactively communicate capacity constraints before they become problems, seeking feedback on how you managed the conversation

PERSONAL AND INTERPERSONAL SKILLS

Emotional skills and communication

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Demonstrate** the ability to adapt communication style to suit different audiences and contexts.
- **Recognise** when and why communication styles should be tailored for different stakeholders and adjust accordingly to achieve clarity and impact.
- **Build** and **maintain** professional relationships through respectful, inclusive, and consistent interactions.
- **Demonstrate** the ability to disagree respectfully and receive feedback constructively, using it to improve performance and decision-making.
- **Exhibit** resilience in the face of setbacks, showing a 'fail fast, learn faster' mindset and adapting based on outcomes.
- **Apply** emotional intelligence by **recognising** and **responding** appropriately to others' perspectives, and **adapt** behaviour and approach based on an understanding of interpersonal dynamics (KYC – Know Your Colleague/Client).

Learning Resources

Structured Learning

- CII Professional Map

Learning from others

- Shadow colleagues adjusting claims to observe how they adapt their communication for different situations
- Attend broker or client meetings to see how colleagues navigate difficult conversations or manage diverse stakeholder needs
- Discuss challenges you've experienced with colleagues and peers to gain different perspectives and coping strategies
- Ask your supervisor about times they've received difficult feedback and how they used it to improve
- Speak with colleagues about how they maintain resilience during challenging claims or high-pressure periods

Learning from Experience

- Draft communications to different stakeholders (insureds, brokers, lawyers, experts) and receive supervisor feedback on tone and effectiveness
- Reflect on conversations that didn't go as planned—what could you have done differently?
- Practice disagreeing respectfully in team discussions, focusing on issues rather than personalities
- Seek regular feedback from your supervisor and demonstrate how you've acted on previous input
- Keep a log of successful relationship-building moments and what made them work

PERSONAL AND INTERPERSONAL SKILLS

Collaboration

DEFINITION

Demonstrate decision-making, communication, collaboration, and resilience to build trust and add value across the market.

Capability Standard

Level 1

An individual at this level is expected to:

- **Collaborate** effectively as part of a team, contributing to shared goals and supporting colleagues.
- **Seek** out networking opportunities, including signing up for relevant distribution lists (e.g. LMA and IUA), with guidance and support from senior colleagues as needed.
- **Attend** market workshops, networking events, and shadow senior colleagues during meetings with brokers, underwriters, lawyers, and other market participants to observe and begin building professional relationships, while **demonstrating** curiosity, professionalism, and effective communication.
- **Share** insights and knowledge gained from external networking and relationship-building activities with internal peers to support team learning and awareness.

Learning Resources

Structured Learning

- LMA Emerging Professional and Sector Group Events
- IUA NextGen Committee and Sector Group Events

Learning from others

- Attend market networking events, particularly Emerging Professional events, to build your peer network
- Shadow colleagues at broker, client, underwriter, or lawyer meetings to observe relationship-building in action
- Ask senior colleagues for introductions to key market contacts and guidance on how to maintain those relationships
- Learn from teammates about collaboration approaches that work well in your organisation
- Speak with colleagues who are active in the market about which events or forums are most valuable

Learning from Experience

- Actively participate in team meetings by contributing ideas, asking questions, and supporting colleagues
- Share insights from events you've attended with colleagues and peers through team meetings or informal catch-ups
- Volunteer for cross-team initiatives to broaden your internal network and perspective
- Reflect on your collaboration style—are you an active listener? Do you support others' ideas as well as sharing your own?
- Follow up with contacts you meet at events to maintain and develop professional relationships

Accessing Learning Resources

Many of the structured learning resources referenced are accessible via the following websites:

LMA	www.lmalloyds.com
LMA Academy	www.lmalloyds.com/lma-academy
IUA	www.iua.co.uk
IUA YouTube	www.youtube.com/@iuaoflondon
CII	www.cii.co.uk
CII Professional Map	www.ciigroup.org/professional-map
The Insurance Institute of London	www.iilondon.co.uk

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