

Chartered Banker Submission – 3 parts

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Critical Self Evaluation

Reflective Statement 1 (approximately 800 – 1200 words, this paper is 1,228 words)

- Bank culture, governance, management and key business drivers
 - o **Detail on Bank Culture, Governance, Management and Key Business Drivers**
 - I've seen bank culture at Deutsche Bank and Lloyds Banking Group. The culture at both banks was very different.
 - At Deutsche Bank the culture was high performance. Everyone was assumed to be intelligent and expected to perform at a high standard. Delivery and outcomes were of high focus and aligned to the calendar year, which was also aligned to bonus decisions.
 - At Lloyds Banking Group, the culture is inclusive and kind. There is more of a focus on people rather than results or outcomes.
 - Governance at Deutsche Bank was simpler, technology and operations were one organisation and responsibility was delegated down to the relevant CIO. At Lloyds Banking Group, there are many governance forums that decisions must go to. Getting a decision approved is certainly more complex
 - Management at Deutsche Bank was very detailed, senior CIOs and Directors knew great detail of what was being delivered. At Lloyds Banking Group, the senior executives were comfortable with a higher level of detail.
 - Key business drivers at the two organisations were very different. At Lloyds Banking Group, the focus is on the end customer at all times. At Deutsche Bank the focus was on cost reduction, revenue lift and innovation which helps achieve this.
 - o **What I've learnt**
 - What I've learnt from the culture at the two companies is that I am personally happier in a high performance outcome driven organisation, than I am in a colleague first organisation. This is because I enjoy having, achieving and reporting on results. I find the lack of focus on tangible outcomes at Lloyds Banking Group very frustrating and not very rewarding.
 - From a team point of view, I think teams are happier when they have clear objectives that are tracked and managed. I feel that teams that don't have objectives that are tracked and managed lack focus and a reason for coming to work. I find they become despondent and grumpy.
 - I firmly believe that the Lloyds Governance is far too complex. I wrote a paper on this with the aim to decrease the complexity in the bank's governance. We took datapoints from Deutsche Bank, Barclays, NatWest,

- London Stock Exchange Group all of which presented simplified governance when compared to Lloyds.
- I believe that the focus on detail from the management at Deutsche Bank was beneficial. I believe that this detail meant there was less risk that the wrong things would happen or that the right things wouldn't happen. There was a programme at Lloyds which ran for 2.5 years without any requirements. This gap in a critical programme step would have been picked up very early at Deutsche Bank because the senior leaders would have wanted to see the requirements.
- **My journey, learnings and progress**
 - My journey started at Lloyds Banking Group but whilst I was working for EY, then moved to Deutsche Bank and then on back to Lloyds Banking Group working as a full time employee at the bank.
 - My learnings are that I prefer the Deutsche Bank culture, governance, management and key business drivers. I find it to be more outcome driven and focused on results. I find the Lloyds culture, governance, management and key business drivers is slower and there is more of a focus on people and customers than on results.
 - The progress I've made is that whilst I prefer the culture, governance and management at Deutsche Bank, I'm also coming to become familiar and comfortable with the Lloyds way of working. I've learnt to re-baseline my expectations and be happier with smaller successes at Lloyds than what I would have been happy with at Deutsche Bank.
 - Business Strategy, Aims and Objectives
 - **Detail on Business Strategy, Aims and Objectives**
 - Over my career, I've seen business strategies at Lloyds whilst I was working for EY, at Deutsche Bank and now again at Lloyds Banking Group.
 - Lloyds had a clear business strategy in 2011 – 2014. The focus was on products which were not capital intensive such as Transaction Banking. This strategy was delivered through major programmes such as the Transaction Banking Transformation. At this time, it was not difficult to explain the Lloyd Strategy and how our day to day work supported that strategy.
 - At Deutsche Bank, the strategy was very clearly articulated and executed upon. Strategies and objectives such as cutting 30,000 Full Time Equivalents and getting rid of the NY Equities desk were decided upon and acted upon very quickly. The objectives and aims were communicated broadly so that everyone in the organisation could support if needed.
 - At Lloyds Bank from 2020 onwards, the strategy has been very clear at its highest level, 'helping Britain prosper' and 'Helping Britain recover'. The layers of the strategy below this, are not as clear.
 - **What I've learnt**
 - I've learnt that I prefer the Deutsche Bank method whereby the group's strategy is clearly articulated to everyone and acted upon. I find this method of strategy delivery less unsettling to the staff as they don't have to wonder what's going to happen, they know.

- **My journey, learnings and progress**
 - Through my journey from Lloyds to Deutsche and back to Lloyds, I think I've learnt to become comfortable with various methods of articulating and executing a strategy. Whilst I prefer the Deutsche Bank method, I'm becoming comfortable with the Lloyds method which articulates the top level strategy but not so much the layers below.
- Ethics and Professionalism in banking
 - **Detail on Ethics Professionalism in banking**
 - Ethics and professionalism in banking have been mandated by regulation including Conduct Risk and Payment and Protection Insurance regulation.
 - **What I've learnt**
 - I learnt about conduct risk whilst working at Lloyds Banking Group.
 - Conduct risk started because of a rogue trader manipulating front, middle and back office systems for his personal advantage.
 - I learnt about Payment and Protection Insurance which is another example of conduct risk / issue whereby people were sold insurance which they didn't understand and didn't need.
 - I've learnt that conduct risk may be applicable beyond financial services. Cloud Service Providers and potentially other providers or suppliers could be subject to a form of conduct risk. Currently conduct risk within cloud service providers is called 'insider risk' however conduct risk could also be applied. An example for why this should be done is the CapitalOne breach whereby a Cloud Service Provider employee from AWS, was able to use her knowledge of AWS and CapitalOne to get access to customer accounts.
 - **My journey, learnings and progress**
 - Through my journey I've seen banking practices go wrong and then be remediated by regulation.
 - My learning is that the regulator is good at identifying ethics and professionalism issues and addressing these with regulation.
 - My progress is that I understand that I need to be more mindful of the ethics and professionalism with which I operate. This can sometimes be difficult when working in the grey areas of ethics and professionalism will often drive quick results. I've noticed that I need to be wary of working in these grey spaces and make sure I bring them back into the right side of professionalism and ethics.

Reflective Statement 2a (approximately 400 to 600 words, this paper is 468 words)

- Banking services and operating models – historic, current and future
 - At Lloyds Banking Group I've learnt that the operating model has largely stayed the same. There are front office departments such as retail and commercial and back office departments such as technology, transformation and payments.
 - I've learnt that at Deutsche Bank it was similar in that there are front office departments but the back office was all called CIO. This included technology, 'transformation' and payments. My view is that this model is superior to a

- divided CIO / Transformation / Payments model because it's simpler and more streamlined.
- My learning is that, the department model where everyone in Technology and Transformation is called CIO was simpler than how Lloyds has split their back office between Transformation and Technology.
- Distribution channels and customer service models
 - I've learnt that distribution channels were more pronounced at Lloyds Banking Group compared to Deutsche Bank. At Deutsche Bank they were just another application.
 - My learning is that greater focus on channels such as at LBG indicates a closer focus on customers.
- Impact of technology on customers, colleagues and organisations
 - I've learnt that LBG had a much greater focus on the impact of technology on customers, colleagues and organisations. There were teams responsible for understanding the customer and colleague impacts and minimising negative impacts. At DB there were no such teams. Customer and Colleague impact was not managed so specifically but more as a part of everything else.
 - My learning is that retail banking requires a closer focus on customer and colleagues than an investment bank where the change can be deployed and impact on colleagues managed as issues arise.
- Benefits and Costs of automation
 - I learnt of the challenges of data quality in finance at Deutsche Bank. Deutsche Bank had 7,000 people in their Finance department, 2,000 of whom were conducting data cleansing, accommodating for data quality issues at trade capture to make sure the financials for the bank were correct.
 - The learning is that data quality has a large cost on banks.
- Centralised vs decentralised systems
 - I learnt methods for delivering machine learning and automation at Deutsche Bank. Machine Learning and Automation at Deutsche Bank and LBG is federated. This means the de-centralised departments deliver ML and Automation and leverage central methods and management.
 - The learning is that federation is a good method for delivering group wide.
- Emerging risks
 - I've learnt about the emerging risk of outage with respect to cloud. Availability can be built in but if the Cloud Service Provider has a global outage, the bank will also have an outage.
 - My learning is, risks associated with cloud are emerging and must be closely followed and considered as banks move to the cloud.

Reflective Statement 2b (approximately 400 to 600 words, this paper is 402 words)

- **Evolution of Bank Strategies including Cloud, AI and ML, Automation, Data, Big Tech (Google and Amazon with respect to cloud and likelihood that they'll end up being regulated themselves)**
 - **My journey**
 - My journey with Cloud started in 2019 at Deutsche Bank and has continued across current at Lloyds Banking Group. At Deutsche the plan was initially very aggressive. However following the Capital One breach

there was a great focus on risk and compliance. This has continued at Lloyds.

- My journey with AI and ML started in 2018 with the Anti-Financial Crime function at Deutsche Bank. AI and ML was both visible and invisible within the Anti-Financial Crime position. Data Scientists were able to create and implement AI and ML algorithms. AI and ML was also embedded within investigator software and was less visible. Regardless of whether the AI and ML was visible or invisible, it all needed to be explainable to the regulator.
- My journey with Automation was at Deutsche Bank in 2018 when there was a large RPA programme in place at the bank. Many processes were automated including some processes which were accommodating for poor data quality and shouldn't have been automated but should have had the data quality addressed.
- Since 2019, I've watched Amazon and Google compete in the cloud space to hold the infrastructure for banks. Google was far more supportive with requests and requirements from the regulator. Amazon however was unhelpful, only committing any terms and conditions to one week and not confirming the bank's understanding of what was written in the terms and conditions.
- **My learnings and progress**
 - My learning about cloud is that banks were initially very ambitious. Following the capital One Breach, banks became more risk averse. My view is that now, the regulator has an increased interest in Important Business Services and with that the banks have become even more risk averse.
 - My learnings about AI and ML are similar. In 2018, McKinsey called out that AI and ML would be the biggest development of the following year. It has taken considerably more time to reach these objectives. In addition, there's also a presence of shadow AI and ML, this being AI and ML which is not visible.
 - My learnings about automation remain the same. It's important to optimise processes before automating them.
 - With respect to Google and Amazon, my learning is that they need to get better (particularly Amazon) at meeting regulator requirements. In my view, at some point they'll be regulated themselves which might make it easier for the banks.

Reflective Statement 3 (approximately 800 to 1200 words, this paper is 1,194 words)

- **What I've learnt in greater detail including how I've adapted.**
- In the billing migration programme, I learnt how Lloyds is highly customer and ethically focused
 - Whilst the Programme Manager for Billing Migration at Lloyds Banking Group, I worked closely with the customer and colleague lead to explain each of the changes that needed to occur from both a customer and colleague point of view. We were a great pair because I understood the changes from a technical and analytical point of view and she was highly focused on the customer and colleague journeys. The differing objectives created a tension which drove a

successful end result whereby we delivered the changes without negatively impacting customers or colleagues.

- **My journey**
 - Through my journey at LBG then DB then back to LBG, I've seen Lloyds be consistently customer focused.
 - Deutsche Bank was less customer focused.
- **Learnings and progress**
 - My learnings and progress are that it is wise to take a balanced approach to customer focus. Too much of a customer focus may mean that the bank has to sacrifice on profit. Too little customer focus may mean the bank loses customers and ultimately revenue and profit.
- **What I've learnt in greater detail including how I've adapted.**
- Within the Anti-Financial Crime team, I learnt how to use ethical thinking, reasoning and decision-making to reconfirm our roadmap.
 - I was very proud of the work I did as the Programme Director for Anti Financial Crime and Analytics at Deutsche Bank. One stakeholder was threatening to shut down the programme. I identified 9 other stakeholder groups who were very much in favour of the work we were doing and indeed wanted us to deliver as fast as possible. Re-confirming the stakeholder buy in made sure that all stakeholders were being looked after, not just one 'noisy' stakeholder.
- **My journey**
 - My journey with managing stakeholders has evolved. Early in my career, I would take the stakeholder viewpoint and accept it immediately. As I've progressed in my career, I've seen that there is benefit in making sure the stakeholders are as informed as possible so they can make good decisions. This might mean investing in stakeholders to encourage them to take a different viewpoint to the original.
- **Learnings and progress**
 - My learnings are that stakeholders need to be carefully managed so that they can make the best decision from a number of viewpoints and variables.
- **What I've learnt in greater detail including how I've adapted.**
- Within my current department, I've learnt how to develop organisational/team values and culture
 - Within my current department we have 'touchstones'. Touchstones are values and behaviours which we hold important to the success of us as individuals and a team. At every weekly team meeting we talk about the touchstones and who has demonstrated these touchstones over the last week. By doing this we reinforce the values in the touchstones.
- **My journey**
 - Through my journey I've seen 'touchstones' at LBG, I've also seen principles at Deutsche Bank.
 - The benefit of touchstones and principles is that they help guide decision making when it is unclear what decision to take. They are like guardrails that help make sure the right decision gets taken.
- **Learnings and progress**
 - My learnings are that these touchstones and principles are invaluable for helping teams make the right decisions.

- **What I've learnt in greater detail including how I've adapted.**
- Through team management I've learnt that different management and leadership is needed for different teams.
 - o High performing teams are already motivated and open to opportunities to improve. These teams are very easy to manage.
 - o Low performing teams are often not motivated and not open to opportunities to improve, these teams require a different management style. Additional effort is required in motivating these teams and helping them to understand how new ways of working will benefit them and help us better achieve our objectives.
- **My journey**
 - o Through my journey I've managed high performing teams at IBM and EY, medium performing teams at Deutsche Bank and low performing teams at LBG.
- **Learnings and progress**
 - o It is quite clear to me that low performing teams are the hardest to manage. These colleagues don't want to be at work, don't want to do any work and are therefore very difficult to manage because ultimately, they don't like or want to work for their manager.
 - o I've learnt that totally different skills and capabilities are required to manage low performing teams and to make these teams feel inspired to deliver for bigger reasons than just getting paid.
- **What I've learnt in greater detail including how I've adapted.**
- I've learnt how to influence stakeholders to encourage them to adopt our actions and recommendations
 - o For LBG's Second Line Risk function, our stakeholders need to understand, consider and in some cases action our findings and recommendations. Our department has no budget or people to deliver the actions so we are dependent upon how well we can influence. We influence by delivering insightful findings which the business didn't know and these findings become a mini business case for the recommendation or action that follows. With insightful findings and sensible recommendations and actions we influence change.
- **My journey**
 - o I've learnt various methods of influence used in varied use cases ranging from getting stakeholder aligned on an Anti Financial Crime programme to encouraging stakeholders to complete actions in the first line, from where I was sitting in the first line.
- **Learnings and progress**
 - o I've learnt that each situation and each set of stakeholders often require a different method for influencing.
 - o It is well worth taking the time to understand the stakeholders and the situation to work out which influencing technique should be used. Examples are: Peer pressure, top down management, helping people understand 'why' they should act.
- Championing diversity and inclusiveness encourages team members to be themselves and feel more at ease. I am regularly pleased with the sometimes unintended outcomes of diversity actions.
 - o I was very proud of my work with Women in Technology at Deutsche Bank. To grow the membership from 50 to 1,000 and from 1 country to 15 was a big

achievement. I was proud of how I created interest in our lunch and learns and the half yearly 'follow the sun' socials we held.

- At Lloyds Banking Group I manage the Lunch and Learns for the Women ConnecTech group. Women ConnecTech is Lloyds Banking Groups women in technology department. Our most successful lunch and learns have been the black women in tech lunch and learns.
- **My journey**
 - Through my journey I've identified various techniques for enacting change for diversity and inclusion.
 - At Deutsche Bank I led the women in technology group.
 - At Lloyds Banking Group I contributed to women in technology.
- **Learnings and progress**
 - My learning is that there are many ways to support diversity and inclusion ranging from organising volunteers to securing budget and helping to determine where that budget should be spent.

Presentation and Professional Discussion

Step 3: Presentation & Professional Discussion

You will complete your Presentation & Professional Discussion approximately 3-4 weeks after completing your Critical Self-Evaluation and Professional Ethics assignment, by week 12.

To book your presentation and discussion please contact your assessor. We suggest that you schedule this appointment as soon as possible.

You should set aside at least 3 hours for this meeting.

You will receive confirmation of your assessor's decision within 4 weeks.

Professional Ethics Assignment

ASSIGNMENT

Question 1 (approximately 900 words) (751 words)

Reflect on how banking and the financial services environment has changed in the past 10 years, and what impact these changes have had on your working practices. Consider, for example:

- the economic environment
 - At the beginning of 2011, the economy was still recovering from the Global Financial Crisis. Interest rates were very low and there was speculation that the Bank of England might follow Switzerland in moving to negative interest rates.
 - Between 2011 and 2019, the economy strengthened.
 - In 2020, COVID struck and hit the economy. Interestingly, the equities market wasn't hit proportionally to the economy which may indicate that equities are currently overpriced.
 - In 2021, COVID continued to have an impact on the economy including putting many people either into furlough arrangements or into unemployment.

- the regulatory environment
 - At the beginning of 2011, there were many regulations which were being put in place to address the issues from the Global Financial Crisis. This includes: Ringfencing, Senior Manager Regime.
 - There was also regulation being put in place in response to issues experienced by the financial services sector including: Anti-Money Laundering in response to money laundering in many banks and Conduct in response to the UBS rogue trader and the Personal Protection Insurance issue.
- competition customers / sales and service
 - The biggest change to customer sales and service over the last 10 years is the financial services sector response to COVID. COVID moved many customer services and sales activities to online and virtual. It's likely this shift will become permanent for some customers, however branch services will still be needed for other customers.
 - Challenger banks have become very strong over the last ten years. Banks such as Monzo and Starling have very simple offerings, often only via the mobile channel, and are providing good quality service and transparency of transactions, attracting a large customer base. This is putting pressure on the incumbent banks.
- technology and innovation
 - 10 years ago, in 2011, financial services institutions were looking at outsourcing commodity technology to technology providers.
 - Since 2019, the shift has been to go to Cloud and in essence outsourcing commodity technology to cloud providers. Moving to cloud was most seen in the use of Software as a Service providers (Workday, Salesforce, Microsoft Office 365) however moving infrastructure to cloud providers is now underway in most financial services organisations, indeed also non-financial service organisations.
 - Most incumbent organisations are still dealing with large amounts of legacy technology and data which they are slowly addressing. Remediating this legacy technology and data is high cost and takes time. Most firms are not trying to tackle it all in one go and are instead making steady steps over time to modernising their technology estate. Mainframes had their biggest year ever of sales in 2020 due to organisations needing to renew their mainframes and the support associated with them.
- operational practices
 - Most financial service organisations over the last 5 years have embarked on a Robotic Process Automation to automate operational tasks. Care must be taken to make sure that tasks are transformed to good quality tasks before they are automated to reduce the complexity in the organisation
- recruitment and selection/roles / jobs
 - With the move from outsourcing to moving technology to the cloud, there is an increased need for cloud and banking skill and knowledge. This is largely because in the outsourcing model, the financial service organisation had less responsibilities than in the cloud model. Seasoned head-hunters have said that the current demand for talent is as great as it has ever been and is comparable to the 1990s.

- Artificial Intelligence and Machine Learning was being used to help sort through and select CVs excepting that bias must be carefully managed with a human circuit breaker. One example is an algorithm that was exclusively selecting white males and thereby breaking the recruitment laws.
- learning and development
 - 10 years ago, colleagues were generally encouraged to do learning and development based on the training available from the financial service.
 - More recently, colleagues have been enabled to self direct which learning and development they would like to do.
- strategy / values/culture
 - The strategy of NatWest and Lloyds Banking Group has been to focus on contracting to the UK market and away from being a global provider.
 - Barclays is progressing it's global market agenda.
 - Values are becoming increasingly important in the financial services sector. The CEO of Barclays Jeff Staley was asked to leave the bank over his relationship with accused paedophile Jeffery Epstein.
 - Culture is also very important. Having a culture of support and psychological safety, is important to most financial services organisations.

(30 marks)

Question 2 (approximately 900 words) (912 words)

Consider why ethical and professional behaviour is important in banking / financial services, and what you think it means to be an ethical and professional practitioner within the context of your role.

Ethical and professional behaviour is important in Banking/ financial services for the following reasons:

- **Acting ethically and professionally is appreciated by the client** resulting in more and repeat business, resulting in greater profit to the bank or financial services organisation. This also benefits the financial services industry as a whole as people will feel they can trust the industry and don't need to use non-industry means such as the 'banking' done in Africa with mobile phone credits.
- **Practitioners who act ethically and professionally are driven to keep up to date with the latest trends and developments** meaning they can continually have the up to date information to give professional and ethical advice. A good example of this is the sustainability issues associated with Distributed Ledger Technology or Blockchain. Practitioners can help advise their customers against these products due to sustainability concerns.
- **Practitioners re less likely to put the firm at risk of a fine or a section 166** if they are acting professionally and ethically. An example would be that if the UBS Rogue Trader had been aware of the ethics and professionalism required of his trading, he would not have lost UBS so much

money and by doing so put UBS reputation and the reputation of the banking sector as a whole at risk.

- **Acting professionally and ethically results in better stakeholder management** which helps ensure the right people are informed and included in decision making at the right time. In 2020, HSBC received a section 166 for the way in which it was delivering its change programme. The issue was that HSBC was moving applications to the cloud and whilst the team on the ground knew what was happening, middle management had less of an idea, senior management even less and the C-Suite and Board very little. This meant that the right people were not informed at the right time and not involved in decision making. Acting professionally and ethically means that stakeholder management is carefully designed, monitored and managed. It ensure that the right people are informed and involved in decision making at the right time.
- **Technology is managed carefully when practitioners act ethically and professionally.** For example, Artificial Intelligence, Machine Learning (AI / ML) and Cloud are all new technology in banks over the last 5 years. When acting professionally and ethically, financial service organisations should be carefully monitoring and managing their AI / ML and Cloud implementations. This involves keeping a log of all the AI / ML implementations and a description of what these models do so that they can be explained to the regulator. For cloud, it's a log of all the applications and which cloud(s) they are on so that concentration risk can be reported to the regulator. By managing AI / ML and Cloud in this way, organisations have their eyes open with respect to how these technologies are being used and can make changes if needed such as brining applications back on prem or removing the AI / ML model if it's found to have bias (For example the CV screening bot that began to exclusively select CVs of white males) which is a common ethical issue in AI / ML models.
- **Bankers who act ethically and professionally are aware that their personal lives can impact their professional lives.** They are aware that decisions made in their personal lives could create perceptions of how they act professionally. The example of Jeff Staley being involved with Jefferey Epstein is a great example of how a decision made personally creates a perception of how Jeff Staley may act and behave professionally.

Being an ethical and professional practitioner within the context of my role means the following:

- **I have a better customer focus** – This means that I consider the customer and what's best for them, avoiding issues such as the Private Protection Insurance issue.
- **I have a better colleague focus** – This means I look after colleagues avoiding any issues such as constructive dismissal.
- **I diligently follow the latest regulations from the UK and other country regulators** – This means I keep up to date with the latest developments from the UK and other country regulators so that I can help the firm remain compliant.
- **I work hard to understand audit and risk findings and actions** – This is important as audit and risk act as independent oversight, calling out issues and risks. I will act on their findings and actions so that we are managing these issues and risks effectively.
- **I understand the actions required to avoid a section 166 or a regulatory fine** – By working with the regulatory liaison team, I will be constantly looking out for the potential risk of a section 166 or regulatory fine and putting mitigating actions in place to avoid these.

- **I manage stakeholders effectively** – I will manage stakeholders so that the right people are informed and involved in decision making at the right time.
- **I am aware that actions in my personal life can impact my professional life** – I make good decisions in my personal life with the knowledge that poor decisions could impact my professional life.
- **I have models for managing ethical dilemmas and conflicts of interest** – I am able to use these models to solve ethical dilemmas.
- **I manage technology effectively, ethically and professionally** – I'm aware of the ethical risks associated with technology and am able to manage technology effectively, ethically and professionally.

(30 marks)

Question 3 (approximately 1,200 words) (1,246 words)

(a) Consider a work situation when you have been faced with an ethical dilemma, or conflict of interest and, whilst respecting third party confidentiality, use the following questions to help you reflect on the situation.

(371 words)

- In 2009 I was involved in a cost reduction of an IT department. We were responsible for shrinking the organisation from 500 people to 300 people. The organisation was a global insurance company based in Sydney.
- My role in the project was to manage the spreadsheet of the current and revised organisation, write the job descriptions, write the communications to be issued, liaise with Human Relations, Investor Relations, Legal and the Business.
- The team was 5 people, one of my colleagues was responsible for the spreadsheet of salaries and redundancy pay-outs, another colleague project managed the activity. two other colleagues supported with other administration activities.
- The result was that 200 colleagues were made redundant.
- The values and ethics that were compromised were those related to treating colleagues fairly.
- Personally, I felt bad for some of the colleagues who were made redundant. The decision to make them redundant was based on their role (permanent or contractor), whether there was a surplus of team members in the given team and the perceived performance of the colleague.
- Ultimately I felt comfortable with what we did because the organisation was certainly larger than it should have been. The team was creating technology solutions which did not have a business case and which the business didn't want. The process we went through to right size the organisation structure and then make colleagues redundant or remove them based on their role, the team they were in and their relative performance against peers. It was a fair process and was well documented so that everyone could understand the why, what and how behind the decisions.

- When we first started the engagement, I was unsure I would have the stomach to make ~200 people redundant. But when I saw that these colleagues were building solutions that were not required, I realised they had too many colleagues and everyone would be happier if the organisation was the right size. The colleagues who were made redundant were paid out and helped to find roles elsewhere.
- Looking back, I'm proud of the process we went through and the outcome which was USD20m annualised benefit and 200 colleagues who were helped into employment elsewhere.

(b) Reflecting on the ethical theories you have studied, explain which theories best support the action that you took, and in what ways.

(407 Words)

- Relativism – all moral statements are subjective and open to challenge or debate
 - o This would be applicable to our project. For many of the decisions made in the why, what, how and so what of the project, an argument could be made on both sides from a moral and ethics point of view.
 - o For example, our decision to make all roles vacant and then progressively fill 300 of them leaving 200 to be made redundant could be argued as good or bad depending on how it was analysed.
- Virtue based ethics - considers the moral character of those taking decisions. Today is seen in terms of fairness, objectivity, altruism and loyalty.
 - o A person might be of the view that virtue based ethics would have been applicable to the cost reduction and redundancy project.
 - o As professionals, we, the project team, did try and operate with virtue based ethics. Although we wouldn't have called it as such as we didn't consider which ethics we would adopt through the process.
- Duty based approach – never act in a manner that would be condemned by others
 - o This ethics approach would also have appealed to an onlooker as it did to the project team.
 - o We were keen not to do anything that would incur dislike from anyone who was made aware of how we had completed the project.
- Utilitarianism – should reflect the greatest good for the greatest number of people.
 - o For the people remaining (the 300 colleague majority) they were keeping their jobs in a leaner more efficient organisation.
 - o For the 200 colleagues being made redundant, they were being given the opportunity to work for a better run organisation.
 - o For the company as a whole, the actions taken to make 200 colleagues redundant were definitely for the greater good as the company was sick of a high cost IT department

that was solving problems that didn't have a business case and weren't deemed needed by the business.

- Egoism – Choosing what's best for the individual
 - o It could be argued that Egoism was also in play as what was being done for the company, the colleagues keeping roles and the colleagues being made redundant, there were benefits. The company had a more efficient IT department, the colleagues keeping their roles remained employed and the colleagues being made redundant were being given the opportunity to work in a more efficient organisation elsewhere.

(c) Select an ethical decision-taking model and apply this to the situation you have described and reflected upon. If you were faced with the same situation in future, what decision would you make as a result of using this model, and why? What additional factors, if any, did you take into account when using this model compared to your actual experience of the situation you described?

(317 words)

- Decision making model selected is Tucker's '5 questions' model.
- The application of this model is as follows:
 - o Was the decision profitable?
 - Yes it was profitable. We saved the organisation USD20m annually.
 - o Was the decision legal?
 - Yes it was legal, we engaged legal colleagues throughout to ensure we remained well within the bounds of law and regulation.
 - o Was the decision fair?
 - I would argue that the decision was fair because it was the right thing for the company, for those who kept a role and in my mind, for those who got an opportunity to work and be more valued in another organisation.
 - I do acknowledge that one could argue that it was not fair on the colleagues being made redundant.
 - o Was the decision right?
 - Similar to the above, I would argue that the decision was right.
 - I can understand that others might be able to argue that the decision was not right for those being made redundant.
 - o Was the decision sustainable and environmentally sound?
 - Seeing as the IT Department was delivering solutions which did not have a business case and which the business did not want, I would see this as waste. Removing the excess effort and outcomes associated with this waste, I would consider to be sustainable. There are 200 less laptops or personal computers,

less workstations, less chairs, less equipment, less printers. All of this makes a more efficient IT Department that is ultimately more sustainable.

- I faced with the same situation in future, and now having applied Tuckers model, I would do the same thing again.
- The additional factors which were considered in the model, which we didn't consider when doing the project were as follows:
 - o Was it fair?, right? Sustainable?
 - In particular the last question of whether the decision was sustainable was something we considered.

(d) What have you learned from applying this model, and how will you apply this learning in future?

(151 words)

By applying this model I have learnt the benefit of the following:

- Considering ethics models which could be used
 - o I like to apply models and methods to most decision making where possible. It's good to know that these ethics models exist for ethical and professional type of decisions.
- Selecting a model to be used
 - o Identifying all the different types of models that could be used and then coming up with a method for selecting the chosen model is a sensible approach to making good ethical and professional decisions.
- Applying the model and considering dimensions that I might not have otherwise considered. In this instance, was it fair, was it right and was it sustainable.
 - o Applying a model is quite straight forward.
 - o The benefit is whereby a new dimension or variable is applied through a decision making process that might otherwise not have been considered.
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(40 marks)

(TOTAL 100 MARKS)