



The Institute
of Banking



A recognised
college of UCD



Professional Diploma in Leading Cultural Change and Ethical Behaviours in Financial Services

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Postgraduate Education 2018/2019
www.iob.ie/postgrad

Who we are

The Institute of Banking

The Institute of Banking is the largest professional institute in Ireland. We are a community of over 32,500 members who work in banking and international financial services in both the Republic of Ireland and Northern Ireland. Professional development of our members through education is at the heart of what we do.

The Institute provides university level programmes to enable our members achieve and sustain their professional qualifications and continuing professional development (CPD) - essential in meeting customer and regulatory expectations. More than 9,500 individuals studied with us last year and over 23,500 members are registered for CPD schemes administered by the Institute.

Excellence in education – a recognised college of UCD

As a recognised college of University College Dublin (UCD) and the standout banking industry educator, we offer qualifications of the highest standard. We currently have more than 40 programmes ranging from Professional Certificates (level 7 on the National Framework of Qualifications (NFQ)) to Masters Degrees (level 9). We design our programmes to be practical and relevant, but grounded in academic rigour.

The Association of Compliance Officers in Ireland (ACOI)

The Association of Compliance Officers in Ireland (ACOI) is the professional body for Compliance professionals working in financial services and related professional services firms in Ireland.

Established in 2002, the ACOI is a not for profit organisation whose principal interest is in the education, training and competency development of Compliance professionals.

The ACOI is the voice of the Compliance profession and an advocate for Compliance practitioners. It has over 3,000 members and its designations including the Licentiate (LCOI) and Fellowship (FCOI) designations are considered the benchmark designations to demonstrate competence to work in Compliance in financial services under the Central Bank Fitness & Probity standards.

The ACOI also manages a programme of Continuous Professional Development (CPD) and Continuous Professional Education (CPE) seminars and workshops for our members – indeed members holding our designations must complete annual CPD to maintain their designations.

A key benefit of membership is the facilitation of networking and industry contacts between members.

Key to the primary aims and objectives of the ACOI has been the promotion of high ethical standards among all persons engaged in regulatory Compliance and the wider industry.

The spotlight on Compliance and in particular on Ethics, Culture and Conduct will continue into the future as the institutions deal with increasing regulation and the need to be open, transparent and accountable in their conduct and cultures.

Read more at www.acoi.ie

Summit Finuas Skillnet

The Summit Finuas Skillnet is part of the Finuas Skillnet Programme. The Summit Finuas Skillnet programme is dedicated to providing training and networking opportunities for the international financial services sector.

The Network aims to support the sector in maintaining Ireland's position as a top international financial services centre through investment in the specialist skills and expertise of its workforce. The Network is led by a steering group which includes member companies and the leading financial services industry associations.

Network activity

The Summit Finuas Skillnet was established in mid-2009. Since then we have delivered over 500 courses to over 8,000 participants from over 300 companies operating in the international financial services sector in Ireland. Courses have ranged from specialist workshops in Solvency II and Basel III, certified programmes in Financial Regulation and Complex Financial Instruments up to postgraduate/Masters Level i.e. MSc in Compliance and Professional Diploma in Applied Alternative Investments.

Why get involved

- Avail of a comprehensive range of specialist courses designed for the international financial services sector
- Opportunity to significantly reduce training costs through the availability of grant funding
- Provides the opportunity to work with education and training providers to update and amend course content in line with market developments
- Ensure your employees acquire the latest skills to maintain your organisation's competitiveness
- Opportunity to network and collaborate with other member companies

How to get involved:

- Sign up for free at: www.summitfinuasskillnet.ie

Introduction

Who is this programme for?

The Professional Diploma in Leading Cultural Change and Ethical Behaviours in Financial Services is aimed at senior managers working across a range of sectors, roles and functions. The programme will provide participants with the knowledge and tools to lead and embed effective cultures in their organisations.

Director General of the Central Bank, Derville Rowland, highlighted the fundamental role of culture in ensuring appropriate consumer protections:

"The Central Bank's mission is to safeguard stability and to protect consumers. One of the ways we do that is through the regulation of the behaviour of firms and the people who work in them. Trust and confidence in financial services and the system of regulation is vital. Our vision for a financial services system underpinned by a strong culture of compliance, with firms and the people working in those firms acting in the best interests of their customers..."

Research carried out on behalf of the Dutch Central Bank has shown that the behaviours and culture of a financial institution also influences its financial performance, with institutions with effective cultures outperforming those with less effective cultures. The Professional Diploma in Leading Cultural Change and Ethical Behaviours in Financial Services aims to develop participants' critical awareness in the areas of culture, behaviour, and ethics. It seeks to equip graduates with decision making, reflective and analytical skills to enable them to implement an effective culture that considers the intended and unintended consequences of decisions and policies for the consumer, shareholders, and society.

Graduates of the programme will assimilate an understanding of ethical principles, corporate culture, values, group dynamics, cognitive bias and change management. The understanding gained from these elements will provide a foundation for graduates to create corporate responses to commercial challenges in the context of a consumer focused culture as mandated by the Central Bank's consumer protection risk framework.

The programme has been designed in consultation with leading academic and industry experts, regulators and professionals in the areas of Compliance, Consumer Protection, Risk, Culture, Ethics and Behaviours working to international best practice across all sectors.

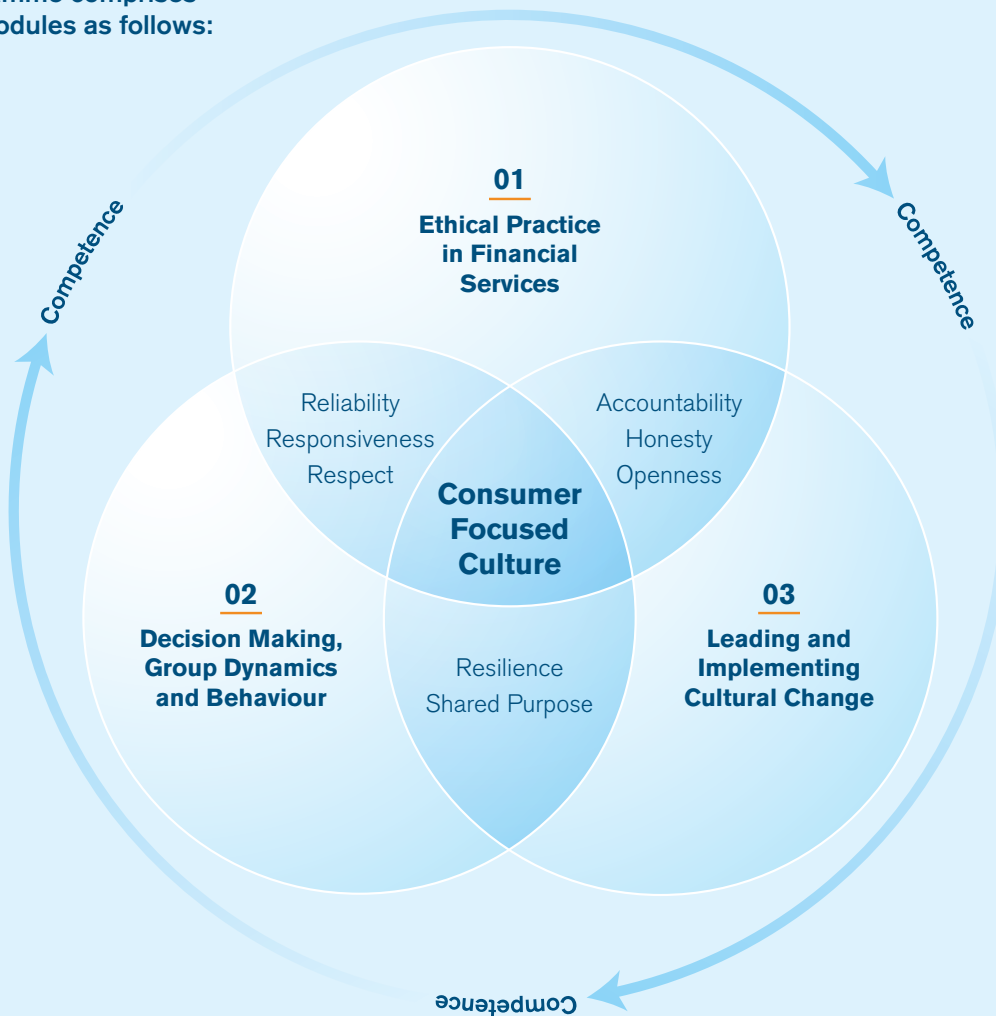
How you will benefit

On completing the Professional Diploma in Leading Cultural Change and Ethical Behaviour in Financial Services graduates will be able to:

- Explain the theory and practice underpinning culture, ethics, leadership, behavioural change, supervision in the context of financial services sector and institutions.
- Outline the implications of ethical theories and behaviour and evaluate the intended and unintended consequences of proposed resolutions to ethical dilemmas and decisions affecting customers, shareholders and the public good.
- Critically assess an institution's attitudes and cultural behaviours with a view to discerning its culture, applying pertinent tools, models or frameworks.
- Assess the impact of group dynamics and behaviours on board or team decision-making
- Evaluate existing policies and practices taking account of the commercial, consumer protection and societal imperatives in the context of delivering cultural change
- Appraise usefulness or otherwise of moral rules, codes, standards or principals in leading and delivering cultural change
- Communicate to internal and external stakeholders how cultural and ethical behavioural change can be addressed and facilitated to deliver outcomes in the best interest of the company, customers and society
- Engage in self-reflection on ethical and cultural decision-making, in their role as leaders of cultural change

Curriculum

The programme comprises of three modules as follows:



Ethical Practice in Financial Services

(NFQ level 9, 10 ECTS)

- Introduction to ethics in financial services: Its relevance and importance
- Approaches to ethical decision making: Models, frameworks and challenges
- A series of practical case-study sessions focusing on:
 - Organisational pressures and ethical fading
 - Managing conflicts of interest
 - The impact of culture and leadership styles
 - Ethical dilemmas

Decision Making, Group Dynamics and Behaviour

(NFQ level 9, 10 ECTS)

- Understanding how decisions are made
- The impact of cognitive biases on individual and group decisions (group think, over confidence etc)
- Diversity, inclusion and its' impact on decision making
- The role of performance management
- Understanding and embedding 'Consumer focus' behaviours and conduct standards
- Regulatory expectations

Leading and Implementing Cultural Change

(NFQ level 9, 10 ECTS)

- Understanding of organisation culture and mindsets
- Purpose, values and trust as drivers of an effective culture
- Understand the indicator of a sound risk culture
- How to lead cultural change (leadership styles and their impact, role modelling)
- Instilling a culture of empowerment and accountability
- Regulatory expectations (5 Cs, CPRA model, Consumer Impact model)
- Culture MI and reporting to the board
- Whistleblowing and speak up

Further Information

Award

Upon successful completion of the programme you will be awarded with the Professional Diploma in Leading Cultural Change and Ethical Behaviours in Financial Services from UCD.

This is a level 9 qualification on the National Framework of Qualifications and carries 30 ECTS.

Professional Designation

ACOI will invite their members, who successfully complete the programme and commit to completing Continuing Professional Development hours, to take up the designation CEP – Certified Ethical Practitioner.

If you are currently maintaining a designation with the Institute or ACOI, you will be awarded the CPD hours upon successful completion of the programme. Please see www.iob.ie for further details

Entry requirements

The minimum entry requirements for the programme are:

- a) Honours degree (second class honours grade 2 award or higher) and minimum of 3 years' experience in financial services.
- b) Admission may also be considered for experienced professionals, who do not meet the admission requirements as set out, where they can demonstrate learning through work and training which makes them a suitable candidate for the programme.

Professional body membership

You must be a current member of the Institute of Banking or the Association of Compliance Officers in Ireland, ACOI to register to the programme.

On registering to the programme you can avail of membership services of both organisations.

Further information will be provided.

Delivery

This programme is delivered on a part-time basis.

Each 10 ECTS module comprises of up to 30 delivery hours per semester.

Duration

From February 2019, the programme will be delivered over three semesters.

The programme will commence with Module 01 Ethical Practice in Financial Services

Application Process

Early applications are encouraged. An application form may be downloaded from The Institute of Banking website (www.iob.ie/PDpleadingculturalchange).

Assessment

The modules are assessed by:

Appropriate learning tasks and activities will be assigned regularly to monitor student learning and provide feedback. Students completing the programme will be assessed in a variety of ways – continuous assessment components will include completing practical projects, reflective journals and critical writing.

The pass mark is 40% in all modules in line with UCD academic policy.

Fees

The fees are €1,450 per module (€4,350 in total)

Part funding may be available for eligible applicants from Summit Finuas Skillnet. For more information see www.iob.ie/sfn

Tax relief may be available to candidates who are paying fees in a personal capacity. Further information is available from www.revenue.ie.

Programme commencement

February 2019

Interested? Next steps.

For further information on this programme visit www.iob.ie/postgrad or you can contact:

Susan Freaney

Manager Programme Delivery
The Institute of Banking

E: education@iob.ie
T: +353 (1) 6116550

The Institute of Banking
IFSC, 1 North Wall Quay
Dublin 1
D01 T8Y1
Ireland

P: +353 (0)1 611 6500
E: info@iob.ie
W: www.iob.ie

Summit Finuas Skillnet
84-86 Lower Baggot Street
Dublin 2
Ireland

P: +353 (0)1 605 1500
W: www.summitfinuasskillnet.ie

ACOI
Lower Ground Floor
5 Fitzwilliam Square
Dublin 2
Ireland

P: +353 (0)1 779 0200
E: info@acoi.ie
W: www.acoi.ie

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