

EDUCATE — ENABLE — EMPOWER

CULTURE

LEVEL **9**

Professional Diploma in

Leading Cultural Change and Ethical Behaviour in Financial Services

2021—2022



Who we are

IOB

IOB is a professional community of 33,600 members who work in banking, investment funds and international financial services on the island of Ireland. Professional development of our members through education is at the heart of what we do. IOB 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 9,800 individuals studied with us last year and over 23,800 members are registered for CPD schemes administered by IOB.

Excellence in education – a recognised college of UCD

As a recognised college of UCD and the standout banking industry educator, we offer qualifications of the highest standard. We currently offer 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. With over 3,000 members, it is the premier provider of education and professional development in compliance, providing an authoritative voice on matters relating to regulatory compliance and business ethics in industry in Ireland.

The purpose of the ACOI is to equip Compliance Professionals and those who deal with compliance and regulation with the necessary competence and skills to undertake their roles in a professional manner. ACOI provides its members with accredited graduate and post graduate education in the various fields of compliance and business ethics, through their academic education partners.

ACOI has an extensive CPD offering – indeed members holding ACOI designations must complete annual CPD to maintain that designation. ACOI offers members a wide range of benefits that enhance their professional knowledge and provides opportunities to share their experiences with fellow members.

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

IFS Skillnet

The IFS Skillnet is co-funded by Skillnet Ireland and member companies. The IFS 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 IFS Skillnet was established in mid-2009. Since then we have delivered over 2,000 courses to 15,000 plus participants from 430 companies operating in the international financial services sector in Ireland. Courses available include, Digital Financial Services, Regulatory Reporting, International Funds, Business Analysis, Project Management and a wide range of management and leadership skills.

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.ifsskillnet.ie
- Email: info@ifsskillnet.ie
- Tweet us: [@ifsskillnet](https://twitter.com/ifsskillnet)
- LinkedIn: [@ifsskillnet](https://www.linkedin.com/company/ifsskillnet)

A new era

In 2021 IOB launched 3 innovations that set a new benchmark.

IOB Learn

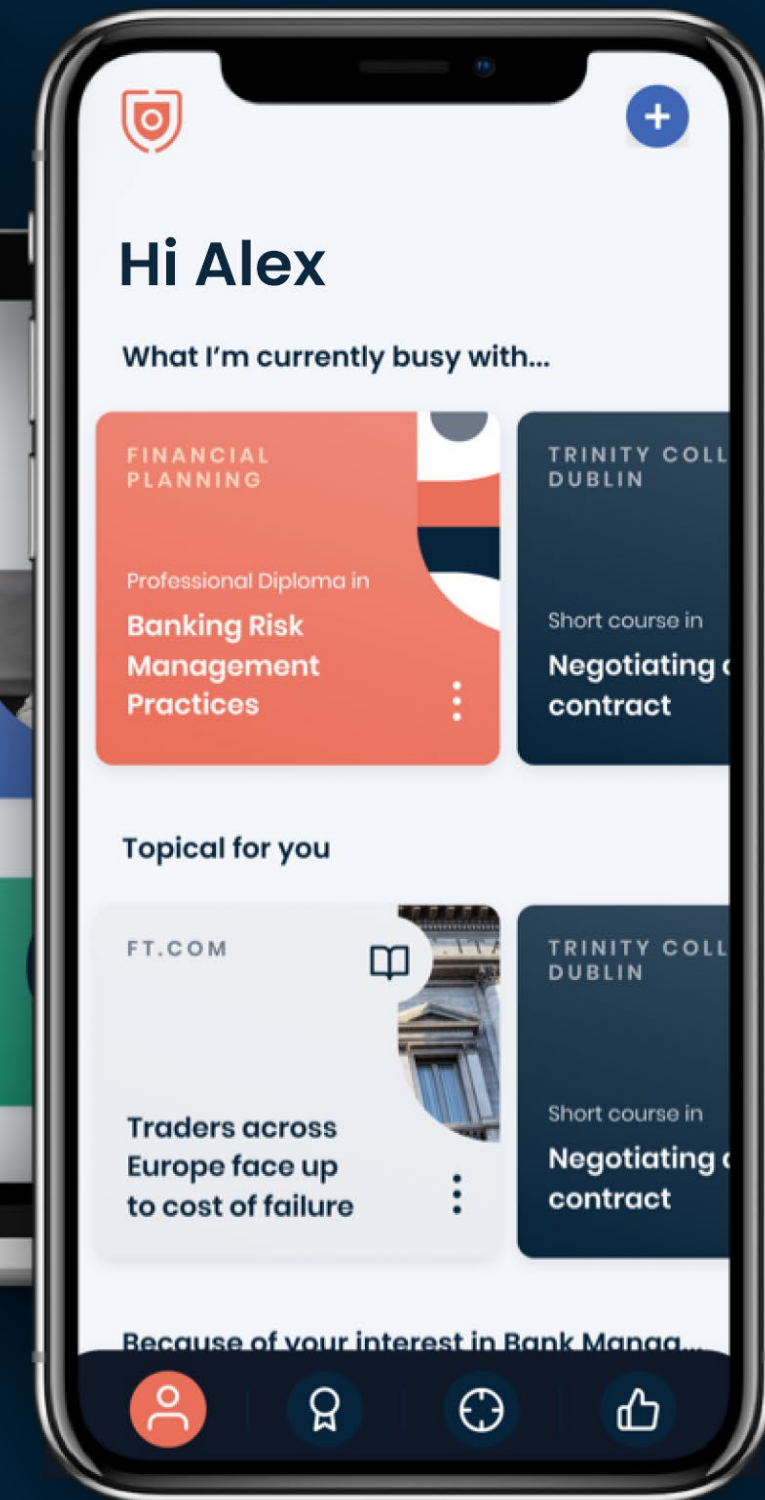
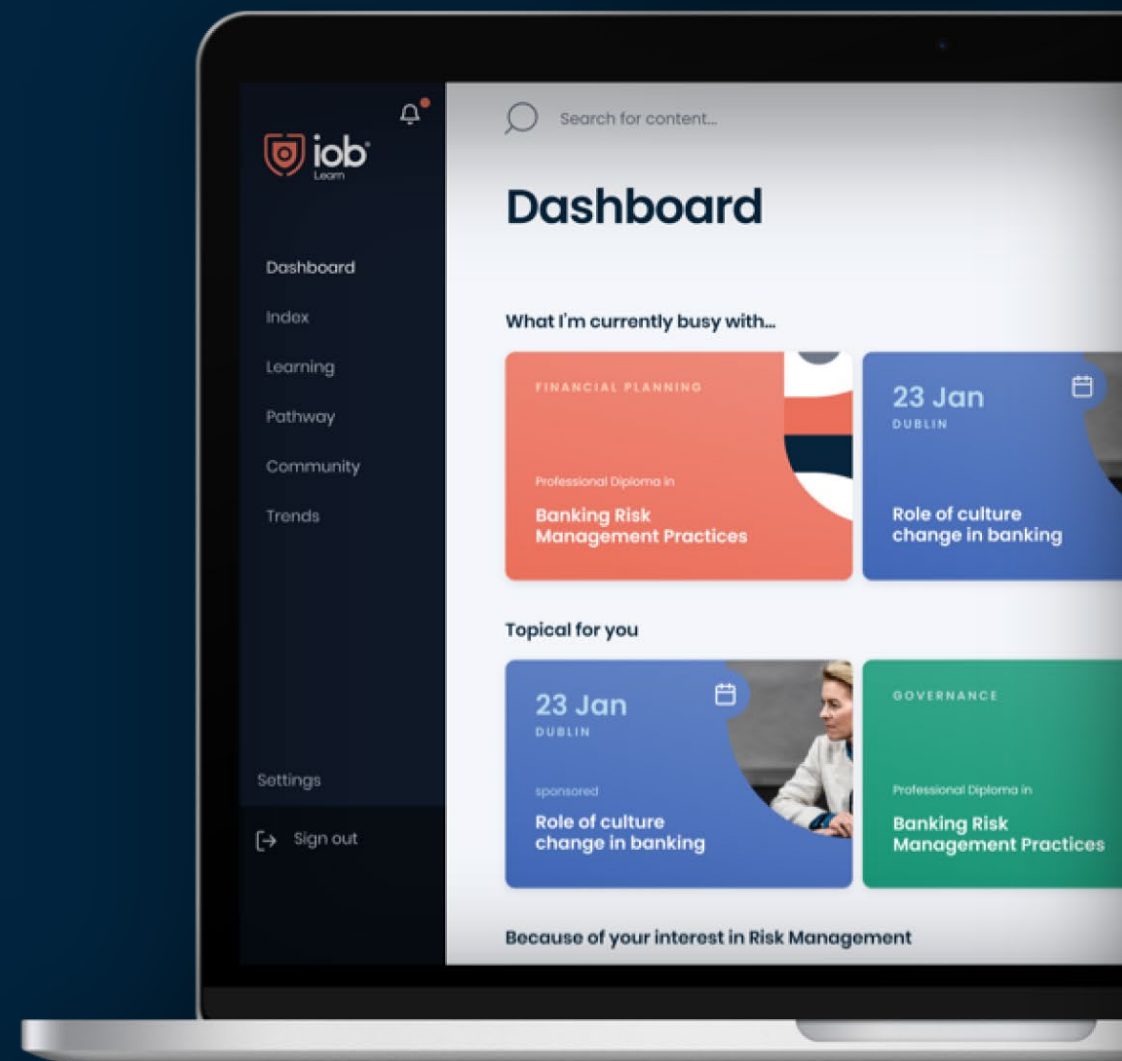
Our new learning experience platform, IOB Learn, is a digitally enabled, intuitive, personalised, lifelong learning and career ecosystem. For everyone working in financial services, including investment funds and international financial services.

The IOB App

From discovering curated content, following your learning pathways, to logging CPD on-the-go, IOB App opens a new world of possibility in staying connected and up to date with IOB.

EdQ by IOB

A new dynamic education credentialling ecosystem that tracks and certifies qualifications, continuing professional development and lifelong learning, supporting career profile recognition across a wide reach of financial services.



Introduction

Who is this programme for?

The Professional Diploma in Leading Cultural Change and Ethical Behaviour in Financial Services is aimed at senior managers working across a range of sectors, roles and functions. 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. This programme will provide participants with knowledge and tools to lead and embed effective cultures and develop critical awareness in the areas of culture, behaviour, and ethics. It equips 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.

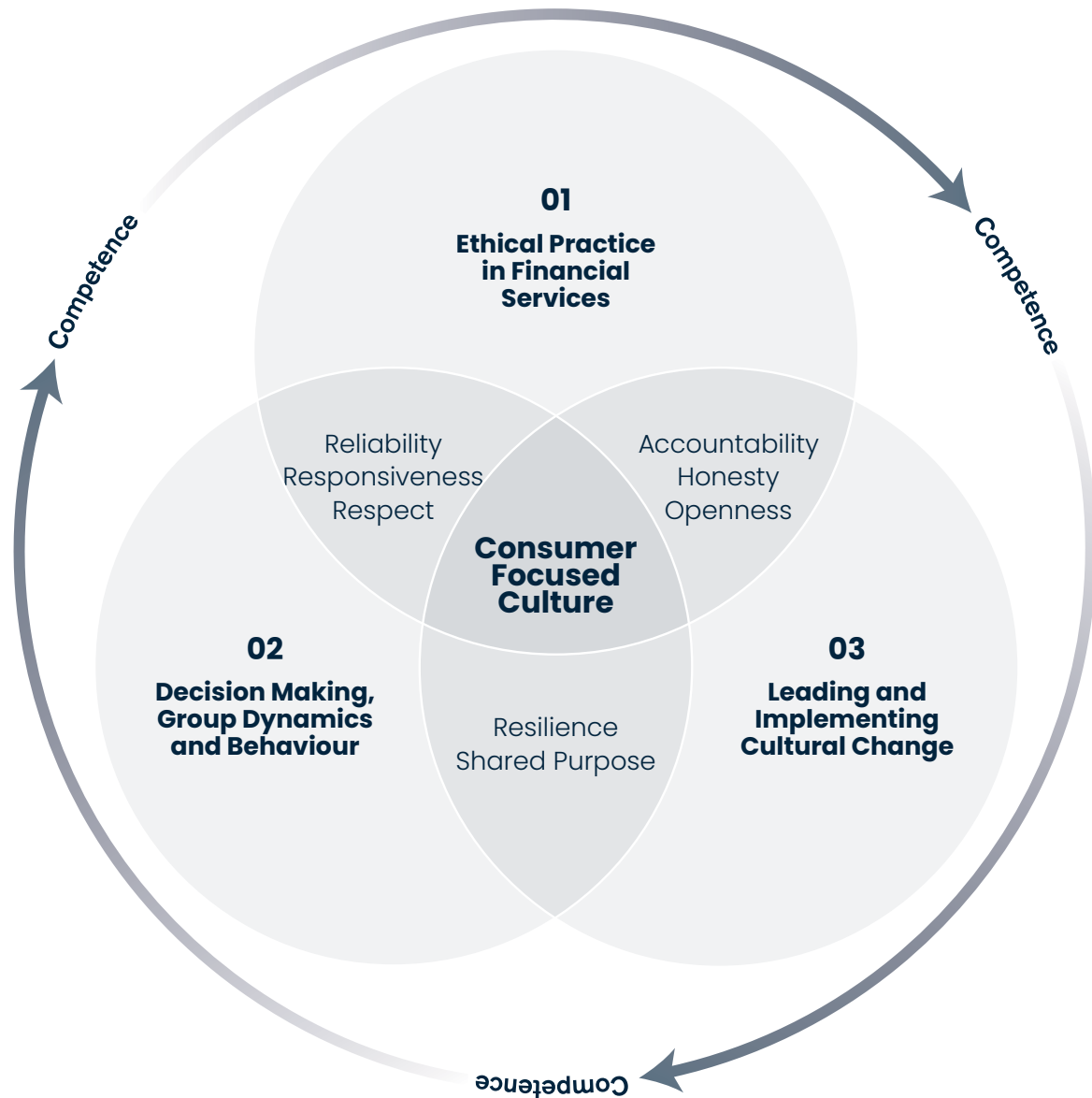
How you will benefit

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:



1. 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

2. 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

3. 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

“Embedding an effective culture with supporting ethical behaviours is the foundation of financial services excellence. The Professional Diploma in Leading Cultural Change and Ethical Behaviour in Financial Services, was captivating, thought provoking and tremendously enriching. I would thoroughly recommend this course to anyone with a curious mind who enjoys reflection and is interested in leadership”.

Meliosa O’Caoimh

Country Head, Ireland, Northern Trust

Further Information

Award

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

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

Entry requirements

The minimum entry requirements for this programme are as follows:

- An Honours degree (min. 2.2 18 NMQ) in a relevant area in a business, legal or cognate discipline and at least 3 years' relevant work experience.
- or
- Admission may also be considered for experienced professionals who do not meet the admission requirements as set out above, where they can demonstrate knowledge through their work i.e. they have more than 5 years' experience in a management role.

Professional body membership

You must be a current member of the Association of Compliance Officers in Ireland or IOB to apply for this programme.

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

Professional Designation

Individuals who successfully complete the Professional Diploma in Leading Cultural Change and Ethical Behaviour in Financial Services are entitled to apply for the ACOI designation 'Certified Ethical Culture Advisor' and use the designatory letters CECA. Continued use of this designation is subject to meeting ACOI's Continuing Professional Development requirements.

Delivery

This programme is delivered online on a part-time basis.

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

Duration

The programme will be delivered online over three trimesters. It commences in September 2021 and can be completed within one year.

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

How to apply

To apply online, visit iob.ie/programme/leading-cultural-change

If demand from applicant exceeds the number of available places, a waiting list will apply.

Assessment

Appropriate learning tasks and activities will be assigned regularly to monitor student learning and provide feedback. Students completing the programme will be assessed by 100% continuous assessment.

Fees

The programme fee is €4,785 in total.

IFS Skillnet Fees

The programme fee is €3,350 in total. For more information see iob.ie/info/supports-and-scholarships

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

September 2021

Contact us

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Key Dates 2021–2022



Autumn Trimester September 2021 – January 2022	Level 9 September Start†	Level 9 October Start†
Closing date for applications*	29/08/2021	13/09/2021
Closing date for module registrations	03/09/2021	01/10/2021
Trimester start date**	13/09/2021 (Year 1) 06/09/2021 (Year 2)	04/10/2021
Re-registration closing date	05/11/2021 for Dec exams 12/11/2021 for Jan exams	12/11/2021
Module withdrawal date	05/11/2021 for Dec exams 12/11/2021 for Jan exams	12/11/2021
Exam period	04/12/2021 – 12/12/2021 OR 03/01/2022 – 23/01/2022	03/01/2022 – 23/01/2022
Exam results release date	04/03/2022	04/03/2022

Spring Trimester January 2022 – May 2022	Level 9
Closing date for applications*	28/01/2022
Closing date for module registrations	04/02/2022
Trimester start date**	07/02/2022
Re-registration closing date	18/03/2022
Module withdrawal date	18/03/2022
Exam period	02/05/2022 – 21/05/2022
Exam results release date	01/07/2022

Summer Trimester June 2022 – September 2022	Level 9
Closing date for applications*	27/05/2022
Closing date for module registrations	03/06/2022
Trimester start date**	06/06/2022
Re-registration closing date	15/07/2022
Module withdrawal date	15/07/2022
Exam period	15/09/2022 – 25/09/2022
Exam results release date	28/10/2022

* Places may be available after this date depending on availability
 ** Member Resources in IOB Learn

† Check individual programme pages on iob.ie for start dates
 Dates may change - check IOB Learn and iob.ie for up-to-date information



Membership

IOB membership

Learn more about the value and benefits of becoming a member of IOB.



Your standout educator

IOB is a recognised college of UCD, which is Ireland's largest university and ranked within the top 1% of higher education institutions in the world. A leading provider of applied education in financial services, we offer more than 40 university accredited qualifications, taught by academics and leading industry experts.

- Access to IOB's full suite of accredited learning, taught by academics and leading industry experts.
- Access via IOB to Government Funding for education programmes, e.g. Springboard, IFS Skillnet.
- Graduation Ceremony for level 8 and 9 graduands.



We get you qualified

We offer 14 professional designations, including all the essential regulatory required designations to qualify you for roles in financial services. Free accreditation of your training for CPD hours on IOB CPD schemes.



We keep you qualified

Lifelong learning is essential to sustain a career and your professional designation(s). As Ireland's largest provider of continuing professional development (CPD), we keep you qualified. Included in your membership subscription at no additional cost is access to a minimum of four continuing professional development events in addition to our suite of eCPD modules.



IOB Learn

An exciting new learning experience platform, and an IOB app personalised to your professional development needs. IOB Learn will give you access to a new suite of micro learning and curated learning content across a number of channels.



Your essential career partner

Through IOB Learn we empower you to explore your talent and potential. We fuel your personal growth and career trajectory.



Your professional community

Membership of your industry's professional body, the largest professional membership community in Ireland, brings you into a community of like-minded people. Professionals from across financial services working in a similar specialism as you, dealing with similar challenges to those that you face. Through in-person events, digital events and forums you can hear key note speakers and share experiences, exchange knowledge, network, expanding your contacts and personal profile.

- Invitations to in-person and virtual events and networking opportunities.
- Access to breakfast briefings / lunch and learns.
- Access to the latest insights, thought leadership, emerging issues and trends.

Membership

Corporate membership

Learn more about the value and benefits of becoming a corporate member of IOB.



Strategy and Governance

IOB Council (board of directors) and Council committees are responsible for the effective, prudent and ethical oversight of IOB, setting its strategic aims and direction. Corporate members are entitled to either appoint or elect persons to Council.

Active engagement, participation and leadership in IOB Council and Council Committees is a commitment to setting and maintaining high professional and ethical standards, and enhancing the technical expertise of the financial services industry.



Talent development

An organisation's greatest resource is its people. IOB's wide range of applied education and lifelong learning programmes develop your talented staff.



Future skills

Financial services continues to change rapidly. IOB helps build transferable skills for the individual and a more flexible workforce for your organisation.



Regulatory compliance

Where relevant, our education qualifications, professional designations and CPD schemes meet the Central Bank of Ireland's Minimum Competency Code and Fitness and Probity requirements. Our new EdQ credentialing platform supports you in meeting your regulatory responsibilities.



Professional standing

IOB offers a range of professional designations which are a recognition of educational achievement and professional standing. They are a badge of excellence and an endorsement of academic qualifications, professional knowledge and experience. Several of the designations are recognised worldwide.



Independent assurance

IOB is an independent stamp of assurance that supports organisations in engaging, motivating and empowering their employees to learn and perform.



Corporate community

Build your network with a community of peers – learn from other leading organisations, share your knowledge and expertise.

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A recognised
college of UCD

IFS Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund through the Department of Further and Higher Education, Research, Innovation and Science.



An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta
Department of Further and Higher Education,
Research, Innovation and Science

