

People Risks (1)



- ▶ People only perform when observed

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- ▶ People only perform when observed
- ▶ Mystery Shopping
Customer Questionnaires
Customer Contact Calls
360 degree feedback
Call Monitoring

People
Risks (2)

Poor Analysis
or No Analysis
Undertaken

People Risks (2)

Poor Analysis or No Analysis
Undertaken

Define what you need to know
Allocate responsibilities
Formalise process
Communication between departments
Adequate training to interpret

People Risks (3)

- ▶ Vested interest in the outcome



People Risks (3)

- ▶ Vested interest in the outcome
- ▶ Independence from remuneration policy
Cannot investigate own complaints

SYSC 3.2.18

It is possible that firms' remuneration policies will from time to time lead to tensions between the ability of the firm to meet the requirements and standards under the regulatory system and the personal advantage of those who act for it. Where tensions exist, these should be appropriately managed

People Risks (4)



**Resistance
to Change**

People Risks (4)

Resistance to Change

Involve staff
Seek feedback and ideas
Encourage challenges to
status quo
Be able to evidence TCF
changes to show benefits

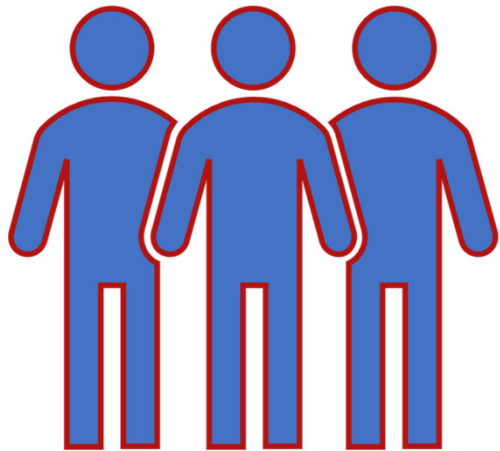
People Risks (5)

**Managers pay
lip service**

People Risks (5)

Managers pay lip service

Senior Management lead
by example
Remuneration and
rewards aligned with TCF
Consequences on non
compliance



People Risks (6)

PEOPLE DON'T KNOW
WHAT THEY ARE DOING

People Risks (6)

- ▶ People don't know what they are doing
- ▶ Roles defined clearly
 - Training designed and delivered by competent people
 - Training is fit for purpose -signed off by senior management
 - Underpins desired culture
 - Effective coaching structure in place