



CHARTERED BANKER PROFESSIONALISM INDEX

PRIDE IN THE PROFESSION
2018 ONLINE REPORT

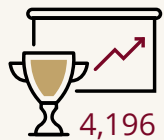
Chartered Banker

in collaboration with Nottingham University Business School

The

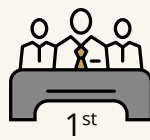
Chartered Banker Institute

The Chartered Banker Institute has driven an agenda of ethical professionalism throughout its existence, promoting professional standards for bankers, providing professional qualifications for retail, commercial and private bankers in the UK and worldwide and offering professional membership to qualified individuals. The Institute currently has over 30,000 members and, in 2017, over 175,000 individual bankers met the Chartered Banker: Professional Standards Board's Foundation Standard.



4,196

Qualification completions



1st
CB:PSB

Published the
1st CB:PSB
Independent
Monitoring
Panel Report



10,503

New and continuing
learners are
currently working
towards an Institute
qualification

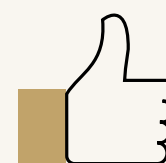


177,589

Supported
177, 589 bankers
to achieve the
Foundation
Standard globally



Working
in over 85
countries,
across
6 continents



82% Would
recommend the
completion of a
qualification to others.

Stay connected and join us on

Simon Thompson

Last year, in conjunction with Nottingham University Business School, we were delighted that our first Chartered Banker Professionalism Index revealed that professionally qualified bankers, such as the more than 30,000 members of the Chartered Banker Institute, had an extremely high level of professional pride in their work compared to their non-qualified counterparts. To see this trend increasing again this year is extremely good news for bankers and customers; how can we expect customers and society to be proud of the contribution of banks and bankers unless we are proud of that contribution ourselves?

What the evidence also reveals is that professional bankers – that is, those who are members of a professional body – are remarkably resilient compared with their unqualified peers. Despite the many challenges faced by banks and bankers since the global financial crisis and, more recently, the pace of technological change, professional bankers have drawn strength from their professionalism.

The message from this is clear, and needs to be heeded by policy makers, regulators and senior bankers alike. And that is that professional bankers – those individuals who meet professional standards, gain professional qualifications, become members of the Chartered Banker Institute and make an ongoing, personal commitment to the values, attitudes and behaviours set out in the Chartered Banker Code – are the bankers on which the future of a justifiably proud banking profession must be based.

Banks, banking and bankers will continue to face many challenges: technological, socio-demographic, regulatory, political and, of course, reputational. The future of banking may look very different from how it looks today as our banking profession continues to be shaped and re-formed by innovation. This will, inevitably, have an impact on the future knowledge and skills required. Some parts of banking may become partly or fully de-skilled, or be fully automated. But other aspects will require more highly qualified banking professionals, skilled in credit, risk, banking operations, regulation, technology, sustainable finance and, of course, able to apply professional and ethical judgement shaped by their expertise, experience, and commitment to our shared professional values.

In continuing to rebuild a banking profession the public can trust, we need to continue to develop and support the current and future generations of professional bankers who are rightly proud of their professionalism and of their contribution to the economic life of their customers, clients and communities.



Pride

in the Profession

WRITTEN BY



Professor James Devlin
The University of Nottingham Business School

Positive levels of pride reported by bankers have risen to an index score of

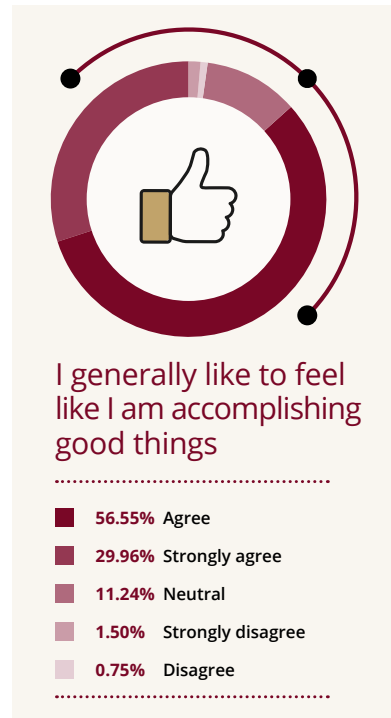
74.55

Previous analysis of trust and fairness in financial services has indicated that significant changes in index measures do not normally occur over relatively short time periods and are more likely to emerge as long-term trends. Even then, most index measures tend to move up and down by relatively insignificant amounts and tend to revert to some form of mean response. It is in this context that initial results reported here should be interpreted.

As a reminder, for each main measure, an **Index score of 50** represents a neutral viewpoint, indicative of neutral view of the degree of pride bankers have in their work. Values **above 50** are indicative of moderate to strong positive levels of pride, whilst values **below 50** would range from a moderate to strong lack of pride.

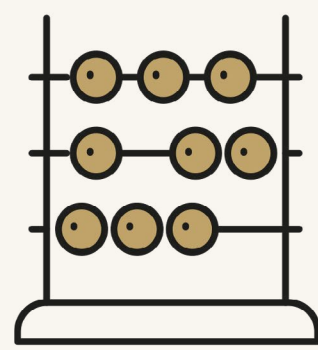


The overall **Personal Professional Pride Index (PPPI)** score focuses on Bankers own perceptions of their role and the pride taken in their work. In the prior survey of professional pride in banking (hereafter Wave 1) the PPPI indicated highly positive levels of pride reported by bankers, with an Index score of **73.24**. In the current round of data collection (hereafter Wave 2), it has risen very slightly to an overall Index score of **74.55**. Whilst encouraging, this change can be considered marginal and is not significantly significant. However, it does offer further confirmatory evidence of the robust levels of professional pride amongst members of The Institute and provides further confidence that the previous assessment was indeed accurate.



Regarding the balance of positive and more negative or hubristic measures of pride, we again measured how bankers viewed the balance of positive and negative aspects of pride. Bankers themselves are unlikely to acknowledge their own levels of arrogant pride sufficiently, therefore respondents were asked how they thought the general public would rate them in terms of positive and negative aspects of pride to provide a less biased, more generalised insight. The bank of questions used to measure **General Positive (GPosP) and Negative (GNegP) Aspects of Pride** and the **Net Pride Index (NPI)**, the balance of positive and negative views. Positive perceptions have dropped very slightly, from **58.63** to **57.70**. At the same time, as would be logical, the public's perception of negative aspects of pride being present in bankers has risen from **54.23** to **57.88**, a rise in negative perceptions which is marginally significant. The net position, the **NPI**, has moved from positive to negative territory, from **+4.40** to **-0.17**, not a large change, but one which will be concerning nonetheless. It would be somewhat problematic to attribute direct causality to such movements, but with the deadline for PPI claims approaching and the resultant increased publicity, it is perhaps not surprising that a small negative swing has been observed. That said, in the face of almost unrelenting negative coverage of banks in the popular press, further branch closures etc., the general levels of robustness of measures included in the survey should be a source of comfort to those attempting to emphasise and promote the professional nature of banking.

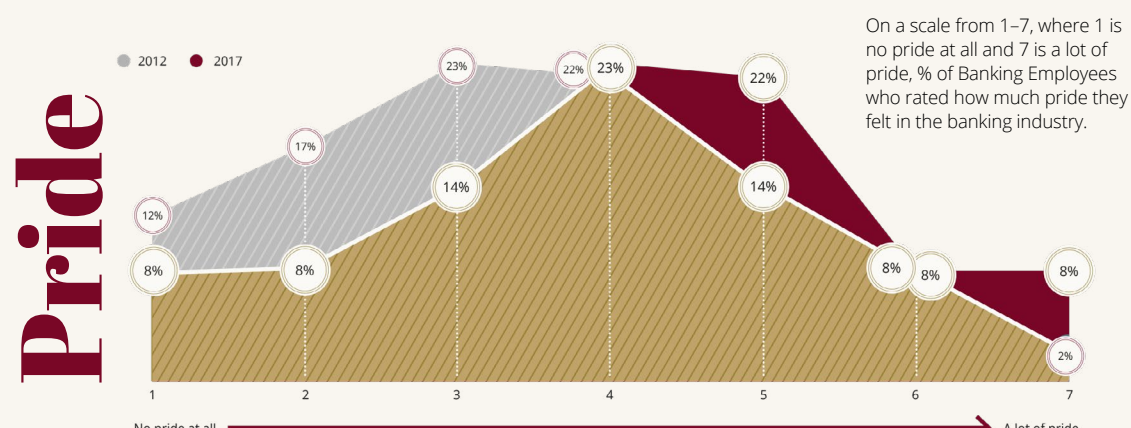
In a somewhat more light-hearted section of the survey, respondents were asked questions such as how they would feel when revealing that they were a banker at a dinner party or on a TV game show. Four questions were employed in total and a mean score was used to generate a Public Display of Pride Index. In Wave One, the index score for public pride was surprisingly high at **69.20**. This high level has been maintained and in Wave Two it has risen very slightly to **70.80**. Given the high degree of criticism that bankers have endured since the financial crisis and the persistent negative commentary concerning the sector, it remains surprising to see an Index Score comfortably into positive territory. (i.e. greater than 50). However, the truth is that the vast majority of bankers are utterly justified in taking pride in their work. After all, most of them had little – if anything – to do with the financial crisis. They constantly strive to act in a professional manner and with their customers' very best interests at heart. It should also be remembered that those providing data for the study were all members of a professional body, the Chartered Banker Institute and as a result, may well be reporting levels of pride that are above industry norms.



“ I would be proud to provide a talk at my children's school about the opportunities of pursuing a career in banking ”

One further question was added to the survey for Wave Two which was **“I would be proud to provide a talk at my children's school about the opportunities of pursuing a career in banking”**. The Index Score for this question is **74.25**, which is somewhat higher than the average for the public pride index more generally (**70.80**). Looking further into the data, almost **40%** of the sample strongly agreed with the statement (101) and a further **35%** (97) agreed. In contrast, less than **3%** of the people asked strongly disagreed and only **9%** disagreed. Clearly, there is much enthusiasm amongst the banking sector for sharing their expertise and experience with possible future bankers and for emphasising positive aspects of a banking career. The Chartered Banker Institute is keen to encourage members to become involved in such outreach and related activities and it is encouraging to note that they would appear to be pushing at an open door in this respect. It would be of interest to pursue some comparative analysis to establish where the banking sector sits in relation to other professions both regarding this specific question and the survey more generally.

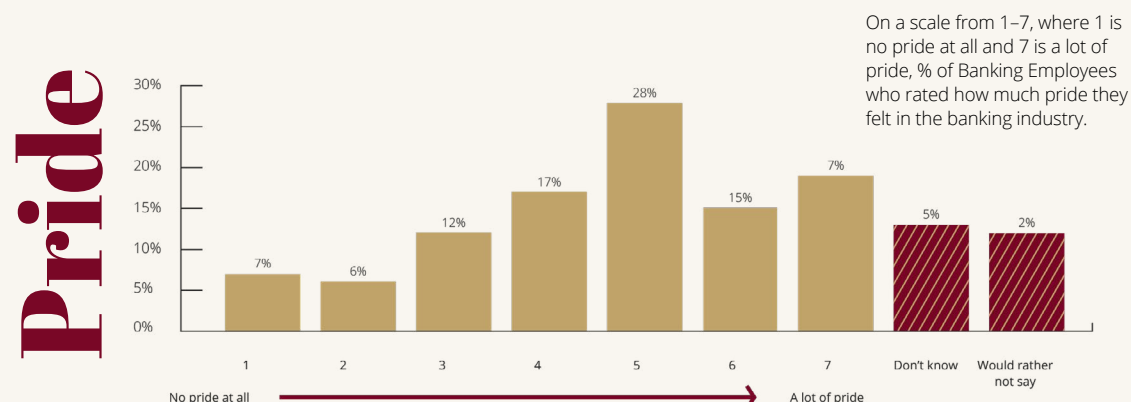
Professor James Devlin is a Professor of Financial Decision-Making at Nottingham University Business School and Director of the Centre for Risk, Banking and Financial Services.



Comparison with CB:PSB You Gov plc data

Since the establishment of the Chartered Banker Professional Standards Board (CB:PSB) in 2011, data on levels of consumer trust and confidence and banker pride have been gathered via YouGov plc surveys. In 2017 this data was collated and presented in a research report titled Building Professionalism in Banking.

The report drew a comparison between the YouGov data and Nottingham University Business School's Centre for Risk, Banking and Financial Services (CRBFS) research. In 2017, the Personal Professional Pride Index (PPPI), showed that bankers who are members of a professional body feel considerably more pride, with the mean level of professional pride (on a scale of 1 to 100 where 50 is neutral) sitting at 73.24 (as noted earlier in this paper). This compared to 59% of bankers (who may or may not be members of a professional body) occupying the middle 'neutral' ground in the CB:PSB/YouGov survey and only 16% feeling the highest levels of pride.



Both the YouGov and Nottingham data has been updated in 2018 and the trend of significantly higher levels of pride being felt by Institute members continues. The YouGov data shows that the number of bankers feeling the highest levels of pride is increasing –22% now rate their pride either 6 or 7 on a scale of 1-7 where 1 is no pride at all and 7 is a lot of pride. This shows continued positive movement across the general banking population. However, compared to members of the Chartered Banker Institute, pride across the general banking population remains markedly lower. As noted earlier in this paper, the PPPI score for 2018 is 74.55 for Institute members.



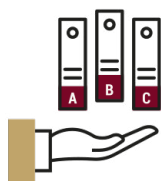
“ Strive to act in a professional manner and with their customers' very best interests at heart ”

This comparison provides further evidence of the importance of promoting professionalism in banking. Those who take pride in their work often cite their belief that they provide a better service to customers, are more knowledgeable and act as role models for peers. With the current focus on wellbeing at work, firms will recognise that investing in their workforce's professionalism will not only underpin better customer service but will also create a more fulfilling work experience for their people.

The

Chartered Banker Institute can make a difference

There are many ways in which professional bodies such as the Chartered Banker Institute can promote greater professionalism in the industry, whether by increasing the confidence in bankers through qualifications, or by working with banks and banking institutes in the UK and overseas, to enhance and sustain strong cultures of professionalism, and to help banks meet the requirements of the regulatory regimes.



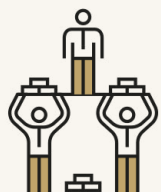
Helping individuals in the UK and around the world develop and demonstrate high standards of professional competence through a wide range of study programmes and professional banking qualifications;



Working with banks and other financial services organisations to accredit and certify learning and development programmes that meet the Institute's high standards;



Working with banking institutes in other countries, universities in the UK and overseas and with other educational partners to raise standards of banking education and training worldwide;



Supporting our members – the professional bankers on whom the future of banking depends – throughout their careers;



Developing, promoting and monitoring professional standards for bankers, establishing the Chartered Banker Professional Standards Board (CB:PSB) in 2011.