

Education and Industry Forum on Financial Services Industry Culture
Meeting Minutes
Federal Reserve Bank of New York
Via Zoom
Friday, June 4, 2021
2:00 p.m. – 3:00 p.m.

Members present: William Boulding, Emmanuelle Bury, Mark Higgins, Jeremy Kress, Christina Skinner, Scott Stimpfel, Peg Sullivan, Danielle Warren, Jacqueline Welch

External guests: Nicole Panichella (Goldman Sachs)

Federal Reserve Bank of New York (“New York Fed”): Barbara Biel, Toni Dechario, Jack Gutt, James Hennessy, Thomas Noone, Maria Carmelita Recto

Thomas Noone called the meeting to order at 2:07 p.m.

Corporate decision-making frameworks presentation

Danielle Warren briefed the EIF about her research on decision-making frameworks that employers provide to employees to assist them in resolving ethical dilemmas. Professor Warren’s research covers multiple industries, not just financial services. In her oral presentation, she provided her assessment of how these frameworks have evolved over time, as well as her observations on its practical application within firms she has studied.

EIF members discussed how ethical decision-making frameworks are used within financial institutions and, more generally, in businesses across industries. Mr. Noone raised the possibility of developing a EIF-branded decision-making framework for use in the financial services industry based on the model provided by the Irish Banking Culture Board. After some discussion, the group reached a consensus view that the marginal benefit of writing a new decision-making framework in an already crowded field would not exceed the costs of developing the framework. Several members noted that it would be difficult to improve on the IBCB’s model, and that publishing an EIF framework could create confusion within firms that have already promulgated their own frameworks. That said, several members also expressed interest in continuing the discussion with Professor Warren about her research on decision-making frameworks.

Supplemental education materials

Mr. Noone then led a discussion around supplemental, digital materials that could complement EIF case studies. The group discussed several options, including short videos featuring interviews of senior leaders in banks, as well as other stakeholders—for example, corporate customers, prosecutors, and consumer advocates. Members agreed that supplemental materials produced could complement online asynchronous learning, and that modularity will be important to their usefulness as learning tools.

Case studies

Mr. Noone also gathered feedback on the use of the EIF’s case studies in classrooms and corporate training sessions. Members discussed several points, including the variable impact and relatability of the

cases on different audiences. Members also discussed the need to strike a balance among many factors, including realism, complexity, clarity, ethical ambiguity, and brevity. Several members commented that realism was the most important factor in an effective case study, and that real ethical dilemmas tend to be complex.