

MATTERS RELATING TO GRAHAM MILNE (GM)

Date	Incident Title	Detail
25-Jan	Unwilling to comply with reasonable management requests	GM continued to undertake field work prior to issuing Web Audit ToR despite specific instructions from his line manager, Alan Rennie (AR).
28-Jan	Compromised relationships with IT Service Delivery	Performed substantial elements of audit field work prior to the issue to a proper ToR despite instruction not to do so from line management. This interfered with the running of IT Service Delivery during a difficult period.
Feb-Mar 2002	Performing private work during work time.	AR noted GM spending time during office hours reviewing private papers. AR told GM to cease this activity 7/3 and focus on work targets which were already being missed.
March 2002	Threatened senior line management with legal action.	Following the 2001 year end discretionary bonus allocation, GM threatened legal action against his Head of Audit due to perceived low personal bonus allocation.
13-Mar	Unacceptable conduct	Having requested a copy of GM's initial PDP, his senior line manager Roger Cooper (RC) was sent a 'joke' version containing derisory comments relating to customers and other staff members.
14-Mar	Compromised relationships with SW audit team	GM altered the design of the Business Audit Teams (Senior Manager - Andrew Jarvie) holiday spreadsheet without prior authorisation.
15-Mar	Abuse of working from home privilege	Working from home day agreed on condition that Web RAGs (good and bad progress) and issues sheets completed. No explanation provided by GM for failing to complete this task.
21-Mar	Unwilling to comply with reasonable management requests	Unwilling to attend courses for developing Interpersonal skills
21/03/2002 and PDPs	Unwilling to comply with reasonable management requests	Refuses to use a standard Scottish Widows (SW) quality checklist for his audit working papers despite repeated requests by AR
23-Apr	Unacceptable Behaviour	GM and AR were discussing an audit point. GM became agitated then got up from his desk and in a menacing way said 'one thing is for sure I know my F*cking ITEC rules' and stormed out of the department.
29/4 & 14/5	Unwilling to comply with reasonable management requests	Failed to complete A Kane & E commerce returns correctly or on time despite frequent reminders
26-Jun	Threatening line management with Grievance	Threatened to take out a grievance against AR because 'AR was not taking GM's complaints about IT staff's obstruction' seriously
02-Jul	Unacceptable conduct	Stormed out of heated 1 to 1 meeting with line management.
28/6 & 9/7	Compromised relationships with IT Service Delivery	Repeated pursuit of Bernie Callaghan's Job Description despite the fact AR had said emphatically that it was immaterial to the audit being undertaken. The job description related to a position that GM had unsuccessfully applied for in the past.
30-Jul	Unwilling to comply with reasonable management requests	Declines attendance with AR at the Web Audit close out meeting
05-Aug	Defamatory Statement	GM answered the telephone and in response to the external caller's request to speak to AR said 'He's in Prison'
05/08/07/2002 and 1/8	Performing private work during work time.	We understand that GM has significant involvement with Scottish Genealogy Society (SGS) and was found to be spending significant time during the working day on SGS matters. Extent of this was made evident when AR received a call from a SGS supplier asking for technical details relating to the SGS Website. AR requested this activity cease 8/7/02. GM continued to access the site.
02-Sep	Unwilling to comply with reasonable management requests	GM criticised the use of a specific Scottish Widows report template and refused to use it despite this being the standard required by Scottish Widows.
06-Sep	Unwilling to comply with reasonable management requests	GM specifically asked to issue the Desktop Operating Environment ToR in Draft to allow AR to discuss this with IT Head of Service Management on 9/9/2002. AR explained this precaution to avoid a repeat of the problems when the Web audit ToR was issued. GM accepted this explanation, but instead issued both the draft and final ToR on 6/9. Normally 2 weeks should elapse between draft and final.
17-Sep	Abuse of working from home privilege	AR expressed his concern over poor work outputs from several of the Working From Home (WFH) days over the past few weeks. AR advised GM that he had no authorised absence for 4/9 as this was a WFH day.
18-Sep	Abuse of working from home privilege	No progress against specific set tasks.
24/09/2002 9/10/2002	Unsubstantiated allegations against LTSB Group staff.	During the Web audit GM made allegations that IT staff were lying to him and withholding information deliberately. Despite him saying that he could prove this, no substantive proof has ever been forthcoming.
09-Oct	Threatening line management with Grievance	GM threatened to take out a grievance against AR because he did not agree with AR's comments in GM's Q1 PDP. GM also intimated that he would take out a grievance against senior management if his 2003 bonus was affected by PDP comments as they stood
29-Oct	Unwilling to comply with reasonable management requests	GM refused to issue the Web audit report under his name because management had altered his wording in the report. He disobeyed a direct request from AR to issue the report in Final despite GM's name being removed as issuer and the fact that he had already agreed to do this and informed customers to that effect. GM insisted on raising the issue with the ICAEW rather than HM or AH.
Sept-Nov 2002	Abuse of Internet Access privilege	AR noted GM spending time accessing Scottish Genealogy Society (SGS) website and other non-work related websites during office hours using company equipment, contrary to SW & LTSB rules. AR requested a log of activity to be produced by Group IT Security and discovered that GM had accessed the SGS Website 41 times since the 1st September 2002. In addition, other non work related websites had been accessed in this period.
November	Potentially defamatory emails regarding PricewaterhouseCoopers.	GM sent an internal email claiming that the external Auditors (PwC) had acted unprofessionally and had been "sacked" from providing some services to Scottish Widows. These lay LTSB open to large financial penalties should PwC sue the Bank for "defamation" or similar.

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November	Disobeyed direct management instruction.	GM claimed to his line senior manager that the Directors of Scottish Widows had committed perjury in connection with the " Additional Account" and was instructed to raise this with the senior Audit Manager responsible for SW products (Andrew Jarvie). Instead GM spoke directly to Richard Keers (the PwC partner responsible for Scottish Widows) about this issue disobeying a direct instruction.
18-Nov	Abuse of working from home privilege	No progress against specific set tasks.
7th Oct to 18th Nov	Inappropriate conduct	GM referred to his line Senior Manager then his Head of Department regarding a conversation he had overheard in the office allegedly involving ,at some undetermined time (possibly some years ago) in the past regarding a person who went to a party at a Russian's house where there was a Kalashnikov rifle with implications of terrorism. He was asked to take this up personally with the Police. He subsequently raised this issue with a partner of the external Auditors (PwC) implying that internal management had not supported him with matters of national security. GM also emailed the Group Audit Director claiming that his Head of Department may have committed a "criminal offence" by not helping him to raise the issue further.
March to Date	Unwilling to comply with reasonable management requests	GM has been unwilling to comply with standard SW audit working paper file requirements despite repeated requests by line management to do so.
ongoing	Unwilling to comply with reasonable management requests	The PDP process has not progressed due to GMs unwillingness to deal with constructive feedback from his line regarding work standards and output. This is despite many attempts by his line to assist in overcoming any shortcomings identified.