

## 2019 銘傳大學 管理學院 企業倫理個案競賽初賽

某人壽保險公司購買了一個人工智慧軟體來監測客服人員在跟顧客電話交談時的態度與情緒表達是否適當，並給予評分。在客服人員接起電話起 30 秒時，電腦上會出現第一次評分及建議改善事項，例如不夠積極或是語速太快等。一分鐘時會出現第二次評分及建議，如果這次的建議跟第一次有一樣的內容，表示該客服人員沒有針對建議作出改善，並提出警告。在通話結束後系統會針對整個通話過程給予該客服人員總評分及指出應該修正的建議。在星期五下班後，主管王經理會收到該軟體對這位客服人員一周來表現的總評分及意見，在下週一早上會議中檢討。總分最高的員工會獲得\$1000的獎金，最低的員工則得到一次警告。一個月內有三次警告的員工將被要求參加績效改善訓練三天。過去記錄顯示，參加過績效改善訓練的員工如果遇到裁員，都是第一批被淘汰的人。

阿美在安裝這套軟體前一直是表現優良且經常獲得客戶稱讚的一位客服人員。這個月卻已經得到兩次警告了。王經理把阿美叫進辦公室來，

「你怎麼了？過去你的表現一直很好啊！發生什麼事了？」

「我也不知道啊！」一肚子委屈的阿美哭喪著臉，

「系統要求我做的我都盡力做啦！而且顧客也沒有抱怨，給我的評價還是一樣是全部門最高的啊！公司裝的這套系統根本是爛透了。我們一起共事快八年了，你相信我還是這套爛軟體？」

阿美怒氣沖沖的離開辦公室。王經理看著這個禮拜的統計表，阿美又是最低分。他該怎麼辦？

問題：

1. 這個個案中有哪些利害關係人？
2. 你覺得這個案中有什麼倫理議題？
3. 如果你是王經理，你會怎麼做？

## 2019 MCU School of Management Business Ethics Case Competition

An insurance company purchased and installed an artificial intelligence software that can monitor a customer service representative's (CSR) emotion and attitude during a phone conversation with a customer and evaluate with a score. In 30 seconds into the conversation the system gives the first score and suggestions for improvement, such as "not aggressive enough" or "talk too slowly". At one minute the system gives the second score and suggestions. If part of the second suggestions is the same as the first ones, it implies that the CSR did not follow the suggestions and a warning is issued. A final evaluation and a score is given at the end of conversation. A weekly report of all the CSRs is sent to manager Wang, and is discussed in a meeting on Monday morning. The CSR with the top weekly score is presented an award of \$1000, while the one with the lowest score will get a warning. If a CSR gets three warnings in a month, that person will be asked to participate in a performance improvement program (PIP). Record shows that people who have been in the PIP are most likely to be let go in a layoff.

Amei had been a top performing CSR before installing this software. However, she already has two warnings this month. Wang asked Amei to come into his office,

"What happened to you? You were performing so well. What's going on now?"

"I don't know!" Amei is almost crying,

"I did everything the system asked me to do! Besides, not a single customer complained about me, and I still get top evaluation from the customers! I mean this software sucks! We have been working together for more than eight years. Do you believe in me or the stupid system?"

Amei left the office angrily. Wang looked at the report for this week. Amei again has the lowest score. What should he do?

### Questions:

1. Who are the stakeholders in this case?
2. What ethical issues do you spot in this case?
3. What would you do if you are Manager Wang?

