

# MONECO FINANCIAL TRAINING

## BEST PRACTICE IN OPERATIONAL RISK MANAGEMENT with Dr. Ariane Chapelle

**December 2-3, 2019**

**Registration Deadline: November 18, 2019**



Upcoming Seminar

## Key Objectives and Learning Outcomes

After the course, participants will know about:

- Identification of emerging risks
- Risk networks rather than risk registers
- Implementing ORM: the invisible framework
- Selecting and designing preventive KRIs
- How to differentiate and address human errors
- How to use root cause analysis most effectively
- Influencing behaviours for better control
- Risk Reporting and Conduct reporting
- Building a framework for risk culture change

*From risk environment to risk culture.*

The course covers in breadth and depth the most topical elements of operational risk management and its challenges for the financial services industry.

Taught by a world leading expert in the field and highly regarded guest speakers, the course is a must-have for all the operational risk practitioners wishing to benchmark their practice and discuss best practices. It is also a fantastic opportunity for newcomers to gain a comprehensive overview what modern operational risk managers need to know.

Delegates will leave the course equipped with a new network of practitioners, a wealth of content, additional references and readings, and an open line for further questions with the trainer, Ariane Chapelle.

### Who Should Attend

- Heads of Operational Risk
- Enterprise Risk Managers
- Operational Risk Managers
- Operations Managers
- Internal Auditors
- Compliance officers
- Consultants
- Regulators

## MONDAY, DECEMBER 2

09<sup>00</sup>–12<sup>15</sup>

### Operational Risk Framework, Risk Assessment and KRIs

#### Session 1: Operational Risk Framework and Governance

- Operational Risk trends and emerging risks
- Governance of Operational Risk: roles and responsibilities
- 1<sup>st</sup> line and 2<sup>d</sup> line: The Partnership Model
- Business value of Operational Risk Management

*Workshop and discussion: the business case for operational risk management*

#### Session 2: Risk Identification & RCSA

- Tools and techniques for risk identification
- Risk register: a list
- Risk connectivity: network of risks
- Definition and rules for RCSAs
- Tool: Impact / probability matrix: format and meaning
- Usage and choice when defining RCSAs

*Class Exercise: Apply an RCSA to your top risks*

12<sup>15</sup>–13<sup>15</sup>

### Lunch

13<sup>15</sup>–17<sup>00</sup>

#### Session 3: Root causes analysis and Control Design

- Slips and mistakes: Typology and causes of human errors
- Effective vs. Illusory controls
- Root cause analysis: identifying patterns of fail

- Bow-tie: a most effective tool to define
  - Preventive and corrective controls
  - Leading KRIs
  - Risk likelihood and expected impact
- Prevention by Design

*Exercise: apply the bow-tie to one of your incident; share the lessons learned*

#### Session 4: Designing and Selecting Preventive Key Risk Indicators

- KRI, KPI, KCIs: concepts, overlaps and examples
- Essential features of preventive KRIs
- Classifying KRIs: Environmental, Stress, Causal and Failure
- KRI Design: Frequency – Trigger levels – Escalation criteria – Ownership – Data accuracy
- Six steps to define and design preventive KRIs

*Class Interaction: review your KRI list*

## TUESDAY, DECEMBER 3

09<sup>00</sup>–12<sup>15</sup>

### Risk Appetite, Scenarios and Risk Culture

#### Session 5: Risk Appetite Definition, Statement and Communication

- Industry guidance on Risk Appetite
- Definition and Governance: Communicating Risk Appetite
- Risk Appetite Statements: Features, Templates and Examples
- Cascading and Monitoring Risk Appetite: RCSA and indicators

*Class Exercise: express risk appetite, tolerance and limits for two of your top risks*

#### Session 6: Scenario Analysis:

##### Application to Cyber risk

- Brainstorming and workshop techniques to identify scenario
- Scenario assessment: structure and method to mitigate behavioural biases
- Assessing rare events
- Examples: scenarios assessment IT disruption, cyber-attacks and information security incidents

*Class Exercise: Applied scenario structuring*

12<sup>15</sup>–13<sup>15</sup>

### Lunch

13<sup>15</sup>–16<sup>45</sup>

#### Session 7: Reporting and Escalation

- The role of incident data collection
- Data features: core losses and tail risks
- Three golden rules of reporting
- Management information: the “reporting cake”

*Class interaction: best practice and sharing of experience*

#### Session 8: Risk Culture and Conduct

- Defining Risk Culture
- Key objectives, key behaviours
- Case study: conduct metrics & culture change programme
- Influencing behaviours: a framework

16<sup>45</sup>–17<sup>00</sup>

#### Evaluation and Termination of the Course

### Dr. Ariane Chapelle

Ariane Chapelle, PhD, is Associate Professor (Honorary Reader) at University College London for the course 'Operational Risk Measurement for Financial Institutions' and is a Fellow of the Institute of Operational Risk and a trainer for the Professional Risk Managers' International Association (PRMIA), for whom she designed the Certificate of Learning and Practice in Advanced Operational Risk Management.

She is a former holder of the Chair of International Finance at the University of Brussels. She has been active in operational risk management since 2000 and is a former head of operational risk management at ING Group and Lloyds Banking Group.



### Testimonials

- *Ariane is an exceptional trainer, engaging and she brings her subject to life with lots of examples from many different organisations.*

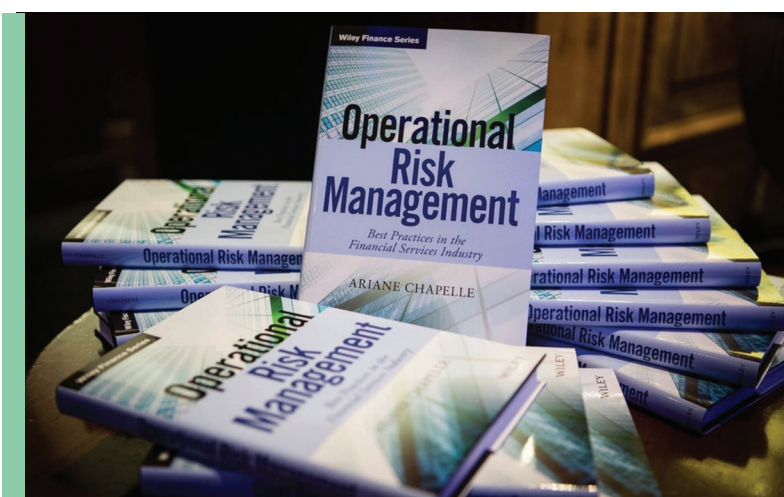
Head of Reporting & Events, Lloyds Banking Group

- *Comprehensive and highly relevant course. Would recommend it to anyone in the field of ORM. Ariane is an excellent trainer, highly knowledgeable, passionate about her topic, using plenty of examples and using a very fresh, entertaining style – you stay on the tip of your toes*

Head of Internal Controls and Deputy Compliance Officer, Geneva

- *“Excellent! Incredibly knowledgeable trainer, who was engaging & inspirational in her delivery. Very practical course.”*

Operational Risk Manager, Barclays



Each participant at this training course will receive a copy of the book *Operational Risk Management: Best Practices in the Financial Services Industry* by the course leader Dr. Ariane Chapelle, which was published at Wiley in late 2018.

The book is already a best seller, ranking up to #3 of risk management books on Amazon UK.

*Knowledge Leads the Way...*  
**Knowledge Leads the Way...**

# Terms and Conditions of the MONECO Financial Training

## MONECO Financial Training

MONECO Financial Training offers a comprehensive programme of English-language seminars, trainings and practical workshops lectured by qualified tutors. Our objective is to provide the industry professionals with advanced financial know-how and up-to-date analytical methods and skills.

## Seminar Venue and Accommodation

The bulk of the MONECO seminars are traditionally held at the international four-star NH Prague Hotel in Prague, Czech Republic. Since we are expanding our training activities, we run some selected seminars also in other European destinations. Accommodation is not included in the seminar price, but upon request we are happy to offer you hotel reservations in every of our training destinations at special discounted prices for our valued clients.

## Tuition Language

Seminar tuition is in English language, as are all manuals, training software etc. Therefore, in order to benefit from participation, at least a passive knowledge of English, including common financial phrases and related terminology, is required.

## Registration

Clients who decided to participate, should submit us in advance a registration for a particular seminar (letter, fax, internet etc.). Subject to availability, the participant will then receive a confirmation of participation. The number of participants is always strictly limited in order to secure an effective and focused learning environment.

## Seminar Prices

The quoted seminar prices are per person and include all the training manuals, lunches and refreshments, certification diploma in English and selected software solutions used at the seminar. The price does not include hotel accommodation. Quoted prices are exclusive of local VAT (21 %) "Bundle" prices represent the total fee for participation in mutually related seminars (i.e. "Bundles 3+2, 2+3, 2+2, 3+1, 1+3, 1+2+2 and 2+2+1"). "Bundle" prices are provided in the Calendar of the MONECO Financial Training seminars.

## Discounts

Bulk discounts are offered when submitting an application for the participation of more than one person. A 10 % discount is offered when at least two participants from one company register for a seminar or one participant registers at once for two or more seminars. The discounts do not apply for "bundle" prices, as these already represent discounted prices.

## Invoicing and Payment

An invoice for the seminar price will be sent to the participants no later than 10 working days prior to the beginning of the seminar. **Full payment of the invoice must be made before the start of the seminar as a precondition of participation.**

## Terms of Cancellation

If for whatever reasons a registered participant is unable to attend, a substitute delegate may be appointed to participate instead. For cancellations received 20 days or more before the beginning of the seminar, a 10 % cancellation fee of the full price will be invoiced i.e. 90 % of the price is refunded. **For cancellations received less than 20 days prior to the beginning of the seminar, the full price is payable i.e. no refund will be provided. All cancellations must be in writing.** The organizers of the MONECO Financial Training courses reserve the right to cancel the individual participation or cancel the entire seminar or part of it for whatever unspecified reasons, including possible force majeure. In this case, the price paid will be refunded in full or in part, accordingly.

## REGISTRATION FORM

**Registration Deadline:  
November 18, 2019**

• Best Practice in Operational Risk Management with Dr. Ariane Chapelle  **The book *Operational Risk Management for the participants as a bonus***

December 2 – 3, 2019

€ 1,400

## COMPANY

Name:

Approving Manager:

Person responsible for training:

Address:

Tax Registration No.:  VAT Identification No.:

## PARTICIPANTS

1. Title:  Name:  Phone:   
Mr/Mrs/Ms  
E-mail:  Position:

2. Title:  Name:  Phone:   
Mr/Mrs/Ms  
E-mail:  Position:

3. Title:  Name:  Phone:   
Mr/Mrs/Ms  
E-mail:  Position:

Date:  Signature: