



OBJECTIVE

Our experienced trainer has designed this two day course to teach participants the best practice methods for back office management by looking at the greater industry leading process designs for the back and middle office functions of a bank. Participants will gather wide array skills from this course allowing them to manage crisis more effectively, gain a good insight into techniques for budgeting and effecting change, as well as how to benchmark a process centre so the continual improvement can be driven out.

KEY AREAS

- Learn how to measure & control process volatility to ensure continuity in delivery.
- Framework for benchmarking processes.
- Review the key drivers for process failure and learn how to treat such risks.
- Review a process from a costing perspective to allow change to be designed into policy.
- Review best practice models for different back office facilities in organisations.

FOCUS

UNIQUE PROCESSING AREAS

Detailed back office case studies from both the retail and commercial businesses. This ensures that a wider audience can enjoy this workshop and outlines unique perspective of how processes and are products mixed in forecasting revenue & planning for change.

BUSINESS WIDE REVIEW

With the business environments continually changing for competitive purposes, the course will also review key methods for generating a risk adjusted method of pricing processing areas, motivating staff and planning for change.

WHO SHOULD ATTEND

- Line managers
- Risk management
- Staff moving to the back office
- Cost & management accountants
- Change management teams
- Process audit & quality management
- Business continuity teams
- Product and process design teams

About your trainer



Martin specializes in designing risk measurement systems with a particular focus on regulatory capital frameworks. He has more than 10 years experience developing bespoke knowledge / workflow and scorecard solutions for financial institutions in both strategic and processing areas of the business. He has a particular interest in lending products and in assisting banks reduce capital arbitrage in their economic capital models. Primarily he is banker with experience in both retail and commercial banking and he is currently working with several banks throughout South East Asia where he assists these organisations build sound and structured frameworks that can quantify exposure. In the capital markets arena Martin has worked closely with a stock exchange in the region assisting the exchange design a new energy instrument and futures contract. In addition to Martin's work within the capital markets and banking sector he is a credited trainer for the American Academy of Financial Management on structured finance, project finance, credit and operational risk.

Day 1 Agenda**PROCESS VALUE CHAINS****OBJECTIVE**

Understand the varying nature of different processing areas within a business and how to combine various facilities to set and meet KPI's for customer satisfaction.

KEY LEARNING

- Benchmarking methods
- Risk Registration
- Governance Reporting
- Trend Analysis
- Middle Office Role
- Setting KPI's
- All industries covered, Manufacturing, Banking, Retail Businesses.

Session 1

- 08:30 **Processing Environments**
The course will commence with a detailed review of the various processing areas of an institution taking in both retail and commercial business.
- 09:30 **Mapping & Value Chains**
To understand hand over and responsibility across the value chain and across the front office and back office; requires a good ability to map processes. We have an industry accepted methodology for achieving this goal. The class will also be encouraged to carry out such a process in the context of their own processing environments.
- 10:30 Coffee Break
- 10:45 **What drives process failure?**
Process failure is often tied to operational risk and causality. Being able to clearly understand on how and why processes fail allows the class to evolve a success model later on in the course.
- 11:45 Coffee Break
- 12:00 **Measurement Benchmarks**
The ability to benchmark a department will be a first step process for building a governance dashboard and has many uses for understanding the scalability of departmental process when applied to variable volumes and differing product types.

Session 2

- 14:00 **Risk Frameworks & Policy**
The course will then draw from the previous sessions to allow a fully evolved risk framework to be constructed. This allows policy to be developed to ensure that quality in delivery is achieved and business threats are mitigated.
- 15:00 Coffee Break
- 15:15 **Middle Office Role**
The middle office has a very special role in binding the front and back office. How an effective middle office works will be explained and how to establish such a functional area will be discussed with the class.
- 16:15 **Risk Registration**
The course will finish with a risk registration workshop that will give each participant the skills they need to carry out a threat dimension analysis in their own business unit.
-
- Receive a set of KPI's on CD that can be used in your business.
 - All spreadsheet models are given to the class so that they can be taken away.

Day 2 Agenda • • • • •

END-TO-END PROCESS DELIVERY

Session 1

- 08:30 **Capital Budgeting & Pricing**
From a top down perspective, the ability to price products in the process areas lies at the heart of economic capital modelling from an operational perspective. How this can be applied in the institution will be clearly defined with working examples in Excel.
- 09:30 **Staff Management**
Staff are a major asset and concern to all processing areas so focus on how to crew, cross train and motivate this critical resource will be discussed in the workshop.
- 10:30 Coffee Break
- 10:45 **KRI & KPI Systems**
Key Risk Indicator and Key Performance Indicator systems are detailed to the participants with examples from the banking industry. How can these measures be used to drive performance and head off risks before they occur?
- 11:45 Coffee Break
- 12:00 **Crisis Management**
Each fiscal year presents different concerns for a financial institution and are rarely planned for. The ability to understand causality, variance and how to build a responsive model for managing such events will lead to a high performing process centre and is explained in detail.

Session 2

- 14:00 **BCP**
End-to-End Business Continuity Planning is core to ensuring a bank is always able to deliver to its clients and should feature in a course set such as this.
- 15:00 Coffee Break
- 15:15 **Product Review & Change**
Businesses are under continual change, products are often being introduced to allow a firm to remain competitive by reaching its market in unique ways. Such events however present major concerns to operating centres that are already established and so need special treatment. In this session we look at the some winning models for managing change in processing environments.
- 16:15 Coffee Break
- 16:30 **Back office profit centre**
So often the back office is viewed purely from a cost centre perspective but there are ways to not only change this perception but also to bring marginal sales and revenue directly from the Middle and Back Office. Specific techniques for generating revenue from the back office will be discussed in detail.

OBJECTIVE

Day 2 focuses on some of the complex themes of the middle and back office in a wider perspective of a business.

KEY LEARNING

- Understand how to build an Economic Capital
- Process Budgeting
- Business Continuity
- Setting up a profit centre instead of a cost centre
- How to head off risk before it is experienced