

<b>Client</b>	The client's parent entity, a bank headquartered in Europe, is a leading global wealth manager, top tier investment banking and securities firm, and one of the largest global asset managers. The specific client in this case is the subject matter expert for regulatory and business change for credit risk in the Investment Bank.
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<b>Project Name</b>	Basel II Programme Management
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<b>Project Start Date</b>	March 2006	<b>Project End Date</b>	October 2006
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<b>Industry</b>	<input type="checkbox"/> Commercial banking	<input type="checkbox"/> Insurance
	<input checked="" type="checkbox"/> Investment banking	
	<input type="checkbox"/> Private banking	<input type="checkbox"/> Asset and wealth management
	<input type="checkbox"/> Retail banking	
		<input type="checkbox"/> Corporate

<b>Category of Service</b>	<input type="checkbox"/> Performance measurement and monitoring	<input checked="" type="checkbox"/> Regulatory compliance and reporting
	<input type="checkbox"/> Portfolio risk management	<input checked="" type="checkbox"/> Business process improvement
	<input type="checkbox"/> Specialised risks	<input checked="" type="checkbox"/> Training and people change
	<input type="checkbox"/> Data Quality	<input type="checkbox"/> System selection and implementation

<b>The Challenge</b>	<p>The Basel II Accord imposes new standards for risk measurement, capital adequacy, and transparency that require greater consistency and integrity in banking information systems.</p> <p>The client approached advantage to provide assistance to the Credit Risk Control subject matter expert (SME) in the management and oversight of key credit-related Basel II deliverables within their remit.</p> <p>advantage was engaged to leverage its extensive experience in deploying their subject expertise through programme and project delivery and support. This experience combined with knowledge of Basel II and IT project delivery positioned advantage optimally to assist in this assignment.</p>
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<b>Approach and Solution</b>	<p>Key to addressing the client's requirements was the provision of support and mentoring to the subject matter expert, who despite being subject matter rich, possessed limited management band width. Support was provided largely through the implementation of formal project management disciplines for the team (e.g., regular managerial update reporting, clear issue and risk management procedures, planning sessions, management against schedules, team meetings, provision of clear and timely status information to senior stakeholders).</p> <p>More qualitatively, the SME was supported in managerial functions such as assisting in resource planning/recruiting/interviewing, establishing performance management objectives for team members, providing user education in relation to Basel II, and managerial guidance when dealing with peers as well as more senior people within the organisation.</p>
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With a significant component of the Basel II delivery requiring IT development effort, it was also possible for advantage to provide independent IT support to the managing SME. This ensured the Credit Risk Control function could engage in discussion with Risk IT and associated project managers from a position of strength and ensure that all relevant discussions and issues were accurately represented and understood. Basel II requirements/deliverables could then be correctly addressed as part of the wider change programme.

**Results and Benefits**

New management disciplines have been successfully deployed, resulting in an overall increase in rigour, a clearer understanding of the programme status. The client is now able to clearly identify and track key issues that require remedial action and additional management attention.

avantage has been able to impart managerial and project delivery experience to the Credit Risk Control Basel II SME in such a way so that these skills are now utilised in their day-to-day management of the team as well as with dealings with other colleagues.

The client cited our business acumen, prior experience on like assignments, technical knowledge of Basel II, familiarity with the project lifecycle (and methodologies), and ability to bridge the gap between business and IT as being critical to our success.

**Software used** Not applicable.