

<b>Client</b>	The client is an international bank with European roots with a clear focus on consumer and commercial clients in some key local markets and a global focus on select multinational corporations and financial institutions, as well as private clients.
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<b>Project Name</b>	Basel II Training Programme
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<b>Project Start Date</b>	January 2005	<b>Project End Date</b>	June 2005
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<b>Industry</b>	<input checked="" type="checkbox"/> Commercial banking	<input type="checkbox"/> Insurance
	<input type="checkbox"/> Investment banking	
	<input checked="" type="checkbox"/> Private banking	<input type="checkbox"/> Asset and wealth management
	<input checked="" type="checkbox"/> Retail banking	
		<input type="checkbox"/> Corporate

<b>Category of Service</b>	<input type="checkbox"/> Performance measurement and monitoring	<input type="checkbox"/> Regulatory compliance and reporting
	<input type="checkbox"/> Portfolio risk management	<input 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 and capital adequacy. For the client to achieve 'Advanced' status in this area, new data models, calculations and systems needed to be established. This placed tremendous change pressure on the organisation. The client formed a new project team and established contacts within the business-as-usual (BAU) functions. The varying levels of Basel II knowledge in these areas meant engagement and project progress were both very difficult.</p> <p>The client engaged advantage to develop the training framework and training materials as well as deliver the training sessions themselves. Basel II training was seen as a key tool to engage the BAU functions of the client and accelerate the project.</p>
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<b>Approach and Solution</b>	<p>Our approach started with defining a comprehensive modular framework that could be delivered either as separate pieces or altogether, depending on the needs of the audience.</p> <p>The framework was broken down into five key modules:</p> <ol style="list-style-type: none"> <li>1. Introduction to Basel II – What is it? Why the change? When will it happen?</li> <li>2. Overview of the change programme – Structure, governance, key deliverables, timelines.</li> <li>3. Data requirements and calculation details.</li> <li>4. Reporting and Disclosure Requirements – Reporting templates for internal and external reporting.</li> <li>5. Basel II as part of Business as Usual – Future state and transfer of knowledge.</li> </ol> <p>The modular approach enabled us to tailor the training to audience requirements while ensuring that all essential pieces of information were communicated.</p>
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	<p>Materials were refined following the first round of training (initial audience comprised IT and data teams within the Basel II programme). Once delivery and materials were honed to a professional level the framework and modules were mapped to the organisation and sessions were scheduled with the Risk, Finance, Operations, Front Office and Senior Management. Due to the large number of geographic locations the sessions were completed in a number of forms: in person, via video link, and via teleconference.</p> <p>A number of measures, including 'Train the Trainer' sessions, were employed to ensure the continuance of the training programme. Client staff members were given extensive coaching so that they could deliver and progressively enhance the materials in the future. The training materials, including audio files, were subsequently stored on the client's intranet.</p>
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<b>Results and Benefits</b>	<p>The client was extremely satisfied with the results and felt that a very high level of understanding of the subject matter was achieved by all attendees. Evidence of the quality of the training course can be gathered from the fact that this training programme continues to be used by the client.</p>
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<b>Software used</b>	<p>Not applicable.</p>
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