

For over 25 years Central Banking Publications has been a trusted provider of independent, authoritative and relevant information, commentary and analysis to the central banking community. Central Banking's events division is the leading independent organiser of public policy seminars/training courses for the official sector.

Since 1999, Central Banking Publications has hosted roundtable training for the official sector which has been attended by more than 6,000 senior policy makers from central banks in more than 140 countries.



# Human Resources: Effective Performance and Conduct Risk Management

17–20 September 2019, Downing College, Cambridge

Course Chair

**Iain Thomson**, Managing Director, Squared Circle Consulting Ltd

Series Advisor

**Charles Goodhart**, Professor Emeritus, London School of Economics

<http://events.centralbanking.com/cambridge>

 #CBCambridge



**200+**

Institutions have attended



**6,000+**

Central bankers have attended our training series

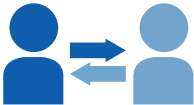


Listen and put your questions to expert industry speakers

---

# CENTRAL BANKING

---



We provide a unique, independent platform to allow delegates to learn from each other



Take advantage of practical workshops and case studies



**34+**

Training seminars available throughout the year

---

## Past attendees include:

Banque de la République d'Haïti • Banca D'Italia • Banco Central do Brasil • Banco de la República, Columbia • Banco De Portugal • Bank of England • Bangko Sentral ng Pilipinas • Bank Al-Maghrib • Bank Indonesia • Bank Negara Malaysia • Bank of Canada • Bank of Estonia • Bank of Ghana • Bank of Jamaica • Bank of Korea • Banco de México • Bank of Mozambique • Bank of Negara Malaysia • Bank of Tanzania • Banque du Liban • Banque Nationale de Belgique • Brunei Darussalam Monetary Authority • Cayman Islands Monetary Authority • Central Bank of Bahrain • Central bank of Barbados • Da Afghanistan Bank • Danmarks Nationalbank • De Nederlandsche Bank • Deutsche Bundesbank • European Central Bank • Hong Kong Monetary Authority • International Monetary Fund • Magyar Nemzeti Bank • Maldives Monetary Authority • Norges Bank • Oesterreichische Nationalbank • Palestine Monetary Authority • Qatar Central Bank • Reserve Bank of Australia • Reserve Bank of India • Reserve Bank of New Zealand • Saudi Arabian Monetary Authority • State Bank of Pakistan • Superintendencia de Bancos y Seguros, Ecuador • Sveriges Riksbank • and more

## Dear Delegate,

Since 1999, Central Banking has hosted roundtable seminars and training courses for over 6,000 senior policymakers from central banks, ministries of finance and financial regulatory agencies around the world. Senior officials from more than 140 countries have attended these meetings over the past decade and a half.

Designed exclusively for those who work in the official sector, our aim is to equip senior decision-makers in financial institutions around the world to meet the increasing challenges they face professionally.

The four-day programme of interactive roundtable seminars and workshops offer practical examples of the demands facing central banks. The panel of expert speakers combine practical central banking experience and expertise in the technical aspects as well as views from private sector experts.

All discussions are held in roundtable format to encourage participants to share their experiences and debate the pressing issues in their field.

This format, as more than 6,000 central bankers and regulators can attest, encourages delegates to quiz panellists, raise issues and discuss solutions to the specific challenges they face.

We look forward to welcoming you to Cambridge in September.

Yours sincerely,



Adam Csabay  
Course Producer  
Central Banking Publications

## What delegates say about us

“ It has enabled me to learn and update myself on current issues that will inform me work at the Bank. I would not hesitate to recommend the course to colleagues and other central bankers. ”

A central banking delegate

“ Perfect course to add more value in our HR teams and stay aware of all the top topics. ”

*A central bank delegate*





# Cambridge Training Series 2019:

## Week One, 10th–13th September



### **Risk Management for Central Banks**

Course Chair: Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada



### **Effective Oversight of Financial Market Infrastructures**

Course Chair: Richard Heckinger, former Vice President and Senior Policy Adviser, Federal Reserve Bank of Chicago



### **Monetary Operations: Tools and Techniques for Policy Implementation**

Course Chair: Francesco Papadia, former Director General for Market Operations, European Central Bank



### **Financial Regulation and Supervision: Design and Implementation**

Course Chair: Maria Nieto, Advisor in the Directorate of Financial Stability, Regulation and Resolution, Bank of Spain

## Week Two, 17th–20th September



### **Human Resources: Effective Performance and Conduct Risk Management**

Course Chair: Iain Thomson, Managing Director, Squared Circle Consulting Ltd



### **Financial Inclusion and Mobile Payments: The Role of Central Banks and Regulators**

Course Chair: Stephen Mwaura, former Head of National Payments Systems, Central Bank of Kenya



### **Financial Reporting, Accountability and Independence in Central Banking**

Course Chair: Kenneth Sullivan, Director, Sullivan Consulting and former Senior Financial Expert, International Monetary Fund



### **FinTech in Economic Analysis for Macro-prudential and Monetary Policymaking**

Course Chair: Daniel Heller, Advisor, UCL Centre for Blockchain Technologies and former Head of Financial Stability, Swiss National Bank



### **Legal Risks: Governance, Compliance and an Evolving Legal Environment**

Course Chair: Atilla Arda, Senior Financial Sector Expert, International Monetary Fund

## Tuesday 17 September

### New Disruptions and Risks in Human Resources for Central Banks

#### **New HR functions: key questions, frameworks and challenges**

Led by the chair, **Iain Thomson**

- Evolution of central bank functions and mandates
- Overview of key themes and drivers of HR today
- Trends and dynamics shaping the work of HR managers
- *Discussion:* What are the main HR challenges in the delegate's central banks?

#### **Diversity and inclusion targets: how to reduce risks and drive business performance**

**Siobhan Kirrane**, Regulatory Diversity Lead, Central Bank of Ireland (invited)

- The role of diversity and inclusion targets in central bank performance
- Examples of benefits for risk management and decision making
- Implications for the recruitment process - mitigating effects and unconscious biases
- *Discussion:* How to integrate diversity targets into the strategic plan

#### **Climate risk management: the role of the HR department**

**Christine Bardinet**, Director of Recruitment and Careers, Human Resources Department, Banque de France (Invited)

- Climate risk as an emerging source of local and systemic risk
- Examples of how the HR function can help to build an environmentally friendly culture
- Environmental, Social & Governance (ESG) targets and compliance: how can HR help
- *Hands on exercise:* ESG and beyond – what is the relationship between central bank's internal awareness and their external mandate

## Wednesday 18 September

### Talent Acquisition, Performance Management and Employee Engagement

#### **Branding: a key element in recruiting and retaining talent**

**Charlotte Renshusløykken**, Director of HR, Norges Bank

- Examples of how successful branding can pave the way for rapid development and growth
- The role of branding in talent recruitment and retention
- Implications for central banks wider public standing and reputation
- *Discussion:* Best practices and learning points can apply to their own central banks

#### **Training and professional development: how to hire, upskill and retain talent**

**Peter Shialuk**, Learning and Development Manager, Central Bank of Nigeria [Invited]

- The role of training and continuous personal development in central banks
- Challenges and opportunities of balancing the organisational priorities and individual ones
- Tips for personalising the learning process compared to a standardised version
- *Case study:* The training and development policy at the Central Bank of Nigeria

#### **Performance management: appraisals in focus**

**Iain Thomson**, Managing Director, Squared Circle Consulting Ltd.

- Tools and frameworks to assess performance and productivity of employees
- Tips for aligning performance reviews with the wider organisational strategy
- Key components of the appraisal process: performance, inclusivity and equality
- *Discussion:* How to effectively communicate the results of the review with employees

#### **Promoting wellness in a more holistic and integrated way**

**Sylvie Latulippe**, Director, Wellness and Employee Relations, Bank of Canada

- Key features of frameworks to measure and understand employee's wellbeing
- Building blocks, frameworks and measures improving employee's welfare
- Examples of tools for the collection of employee feedback
- *Case study:* Wellness and wellbeing strategies at the Bank of Canada

## Future skills: the role of central bank leaders in managing performance in times of change

Sylvie Latulippe, Director, Wellness and Employee Relations, Bank of Canada

- The role of central bank leaders in managing and maximising performance in times of change
- Responsibilities of the HR department in effective communication between decision makers and other departments
- Ensuring central bank leaders are equipped with the right skills to prepare for changing times
- *Discussion:* How the HR department can help to recruit and train future leaders

### About the course chair

Iain Thomson spent most of his career at the Bank of England, holding positions in exchange control, foreign exchange, open market operations and training, before a two-year secondment to the Central Bank of Swaziland, sponsored by the IMF. There, he was director of foreign exchange reserves, and responsible for advising the governor, developing local capacity to manage financial markets, and establishing Swaziland's first stock market. On return to the UK, he was involved in helping various Eastern European and former Soviet Union central banks to modernise. He eventually created and was appointed to the role of Head of Training & Development at the Bank. After leaving the Bank in 1999 he set up his own consultancy firm, dealing with all aspects of performance management, and working with over 200 organisations in 39 countries.



## Thursday 19 September

### Developments in Technology and Training for an Effective HR Function

#### **Disruptive innovation: digitisation and AI adoption as a strategic element in HR**

**Lewis Curley**, former HR Technology Strategy Lead, Deloitte or Roland Berger speaker

- Impact of disruptive innovation on central banking
- Examples of technology driven tools that HR departments can use to fulfil their mandates and responsibilities
- The role of HR in the building of the innovation culture and strategy
- *Discussion:* How to make the most of AI and machine learning in conduct and compliance management

#### **Soft skills, hard impact: skills for effective functioning in HR**

**Željka Majher**, Director, Human Resources Department, Croatian National Bank

- The role of soft skills to business success
- Overview of key soft skills for central banking
- Examples of soft skills focussed training courses
- *Hands on exercise:* How to manage soft and hard skills in recruitment

#### **Competency structures and alignment for the HR function**

**Iain Thomson**, Managing Director, Squared Circle Consulting Ltd.

- Roles of competency structures in organisational performance
- Framework for identifying the key corporate and core competencies
- Implications for employee recruitment and retention
- *Discussion:* What are the key features of effective cooperation and coordination between the HR department and the strategic department



## Friday 20 September

### Changes in Culture and Structural Reforms

#### Human resource governance in a modern central bank: how to drive strategic change

- Roles and responsibilities of HR as a strategic partner within the central bank
- Frameworks for adapting and responding to the changing pressures of the business environment
- Tips for embracing strategic change in the modern central bank ecosystem
- *Discussion:* How to transform HR to maximise gains and evaluate how it can aid in responding effectively to the inevitable complexity of change

#### How can HR departments show their worth?

**Jacquie Findlay**, Director and Senior Partner, HR4U Ltd. and **Željka Majher**, Director, Human Resources Department, Croatian National Bank

- Expectations in relation to key challenges in the central bank environment
- Overview of skills that effective modern central bank will need to acquire
- Implications for the evolution of the central bank culture
- *Discussion:* How will HR departments need to change to keep up with dynamic changes in the future

#### Delegate action points and course conclusion

Led by the chair, **Iain Thomson**

- Summary of the course's main points
- Discussion of the observed trends and case studies
- Application of learning points in the delegates' home organisations
- Preparation of action points

### What delegates say about us

■ ■ The sessions were great giving an insight on the development in other Central Banks from the speakers and also from other participants during discussions. Had a great time in learning and sharing knowledge. Thanks. ■ ■

Ramesh H Iyer, Assistant General Manager, HR Managing Department, Reserve Bank of India

## Booking details

### 4-Day (3 nights) residential course

Course fee includes: accommodation at Downing College, meals, refreshments, course documentation and a complimentary copy of the most recent issue of the Central Banking journal. Substitute delegates can be accepted should the registered delegate be unable to attend; please let us know prior to the event.

### How to book

There is a booking form overleaf. Please use one of the following methods to book your place:

Online: <http://events.centralbanking.com/cambridge>

Call: George Johnson on +44 20 7316 9136

Email: [george.johnson@infopro-digital.com](mailto:george.johnson@infopro-digital.com)

Fax: Attention of Central Banking Training to +44 (0)207 681 3401

Post: Central Banking Publications  
Infopro Digital Limited  
28 – 29 Haymarket  
London  
SW1Y 4RX, UK

### The venue

Central Banking's 2019 Cambridge Training Series will take place in the heart of the city of Cambridge, home to the University of Cambridge – the ancient seat of learning, research and innovation that during more than eight centuries of its history educated many notable alumni, including almost 100 Nobel laureates. Downing College, where the four-day residential course will be held, is often described as the 'oldest of the new colleges and the newest of the old'. The College is fully equipped for modern events and occupies a relaxed location offering guests the opportunity to step back from their day-to-day work, to think strategically and to learn from their peers in central banks around the world. It is also within walking distance of King's College Chapel, Cambridge University Library with the UNESCO protected publications and the world famous Colleges themselves.



**Delegate details:** PLEASE WRITE IN CAPITALS and return to  
george.johnson@infopro-digital.com



COURSE TITLE: \_\_\_\_\_

MR/MRS/MS: \_\_\_\_\_ SURNAME/FAMILY NAME: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_

ORGANISATION: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

POSTCODE: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FACSIMILE: \_\_\_\_\_

EMAIL 1: \_\_\_\_\_

Please provide us with the direct email address of the delegate and an additional email address if possible. This is very important because all correspondence with delegates is by email.

EMAIL 2: \_\_\_\_\_

**Accommodation:** The course fee includes 3 nights accommodation at Downing College  
Please indicate if you think you may need **extra (nights) accommodation** at the venue (Yes/No)  
Please confirm whether you have received financial approval to attend? (Yes/No)  
Do you require a **VISA** to travel to the UK? (Yes/No)

**Course fee: £3,400**

**Payment details:**

**Invoice:** If you select this option an invoice will be sent to you by email and by post. If you would like to provide different details to the above for the invoice please notify us when sending back the booking form.

**Credit card:** please charge £3,400 to my  Visa  Mastercard  American Express

Card No:             Security Code:

Cardholder name: \_\_\_\_\_ Expiry date: \_\_\_\_\_

Cardholder address (if different from above):  
\_\_\_\_\_  
\_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

I have read and agree to the terms and conditions below.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Terms & Conditions: A refund (less 10% administration fee) will be made if notice of cancellation is received in writing six weeks before the event. We regret that no refunds can be given after this period. In addition delegates are wholly responsible for obtaining any necessary entry visas and refunds cannot be given as a result of non-attendance arising from a failure to secure such visa. A substitute delegate is always welcome at no extra charge. The programme may change due to unforeseen circumstances, and Infopro Digital reserves the right to alter the venue and/or speakers. Infopro Digital accepts no responsibility for any loss or damage to property belonging to, nor for any personal injury incurred by attendees at our conferences, whether within the conference venue or otherwise. Data protection: by registering for a Central Banking training course you will receive further information relating to this event. In addition we will send you information about our other relevant products and services which we believe will be of interest to you. If you do not wish to receive other relevant information from Infopro Digital via a particular medium please tick the following relevant boxes: mail  phone  fax  email  Infopro Digital will also allow carefully selected third parties to contact you about their products and services. If you do not wish to receive information from third parties via any of the following media please tick the relevant boxes: mail  phone  Please tick if you are happy to receive relevant information from carefully selected third parties by email  and fax  Photographs will be taken at the Event by Central Banking Publications staff, which may be used in post-Event publicity and on future marketing materials. By completing and submitting the Booking Form, the participant consents to Central Banking Publications staff taking such photographs, which may feature the participant and/or his/her guests, and the use of such photographs as described and, where applicable, undertakes to ensure that all of his/her guests attending the Event are made aware of Central Banking Publications staff taking such photos and consent accordingly to their photograph being taken as described. If the participant or any of his/her guests do not want Central Banking Publications staff taking such photos, InfoPro Digital must be notified prior to the Event. Registered Office Haymarket House, 28-29 Haymarket, London, SW1Y 4RX UK. Registered in England and Wales number 425209 | VAT No. GB 756 9781 65P