



PROJACS ACADEMY  
by egis



# Certified Operational Risk Professional

أخصائي معتمد في إدارة المخاطر التشغيلية

04 - 08 September 2023

Dubai / UAE

## Introduction

Much is written about the theory of managing and measuring operational risk. This course focuses on the practical aspects of delivering robust, sustainable and value adding operational risk management processes into a business.

Participants will learn how operational risk frameworks are constructed, how to identify, measure, monitor and manage operational risks. They will learn how to construct operational risk appetite statements and support them with key risk indicator frameworks and how to develop scenarios for analysis and development of operational risk capital.

Finally, participants will learn how to construct meaningful operational risk reports that will support better decision making in their company.

## Objectives

- Understand the fundamentals of Operational Risk Management
- Understand all the aspects of the different management techniques of Operational Risks
- Understand how to build a Risk Appetite framework and how to manage Key Risk Indicators
- Understand how to embed Operational Risk Management within the decision-making process
- Be able to recognize how operational risk management can assist the overall business and add value
- Diffuse the culture of Operational Risk Management within the institution

## Who Should Attend?

This program will be of benefit to all Risk Management Staff, Internal and External Auditors, and Internal Control Officers.

## Course Outline

### Day One

#### **Fundamentals of Risk Management**

- Definition and scope of Operational Risk
- Current industry drivers of increasing operational risk in Banks
- Relationship of Operational Risk to other risk types
- Key components of an Operational Risk Framework
- Motivations to manage operational risk

#### **The regulatory treatment of Operational Risk**

- Role of supervisors as part of the SREP
- Key regulatory influences on Operational Risk
- Evolving approaches to regulation and supervision
- Regulatory interest in specific Operational Risk categories
- Capital adequacy implications of Operational Risk management for Banks

### Day Two

#### **Management of Operational Risk**

- Components of a risk governance framework and how they interact
- Roles and responsibilities of the Operational Risk management function
- Accountabilities, roles and responsibilities in the management of Operational Risk
- Needs and expectations of external stakeholders in relation to operational risk
- Operational risk as an integral part of the enterprise risk management framework

#### **Governance and Culture**

- Risk Taxonomies
- Roles and responsibilities of the board, senior management and support functions
- Operational Risk Management Policy Framework
- Human Factors

#### **Risk Management Frameworks**

- Available Frameworks
- Fundamental nature of Bank regulatory capital require
- The Risk House
- Operational Risk under the Basel II accord
- Operational Risk under Basel IV (Calculation of Business Indicator, Business Indicator Component, Internal Loss Multiplier and Capital Charge)
- Basel IV standardized Measurement Approach
- Basel Committee - Revisions to the principles for the sound management of operational risk

## **Day Three**

### **Risk Management Tools and Techniques**

- Categorization of Operational Risks
- Risk & Control Self-Assessment
- Issues & Action Plan Management
- Incident & Loss Event Management

### **Operational Risk Appetite**

- What is Risk Appetite
- Principles for an effective Operational Risk Appetite Framework
- Elements of an Operational Risk Appetite Statement
- The Differences between Capacity, Appetite and Tolerance in relationship to Operational Risk Appetite
- The process for setting Operational Risk Appetite
- The role of Operational Risk Appetite in a Company's Culture

### **Operational Risk Heat Map**

- Causes of Operational Risks
- Consequences of Operational Risks
- Impact of Operational Risks

## **Day Four**

### **Key Risk Indicators**

- Role and purpose of different forms of Risk Indicators
- Nature and Use of Key Risk Indicators
- Types of KRI and relationship to risk levels
- Identification of the right KRI
- Challenges surrounding Key Risk Indicators
- KRI, KPI and KCI
- Sustainable Key Risk Indicator Framework

### **Risk and Control Self-Assessment**

- Modern RCSA
- Cultural aspects to the RCSA
- Techniques and resources to gather data, perform the RCSA, and monitor and report results
- Approaches for assessing and prioritizing Operational Risks
- Control Testing and Design



## **Day Five**

### **Scenario Analysis**

- Understand the nature of Scenarios
- Understand the benefits of Scenario Analysis
- Internal and external factors affecting the Scenario assessment process
- Approaches for assessing Scenarios
- Elements involved in constructing Scenarios
- Influences on and forms of bias which may affect Scenario assessments
- Methods for validating Scenario outcomes
- Challenges in undertaking Scenario Analysis

### **Operational Risk Reporting**

- Who needs an Operational Risk Report - understand your audience
- What and when to report
- Derive value from the Operational Risk Report

### **Operational Risk Management for Projects**

- ORM for Projects
- Essentials of Project Management

### Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a 7" Tablet containing a copy of the presentation, slides and handouts
- Post-assessment

### Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

### Schedule

The course agenda will be as follows:

- |                     |                  |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am   |
| • Coffee Break      | 10.00-10.15 am   |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break      | 12.15-12.45 pm   |
| • Technical Session | 12.45-02.30 pm   |
| • Course Ends       | 02.30 pm         |

### Course Fees\*

- **3,200 USD**  
*\*VAT is Excluded If Applicable*

## المقدمة

لقد كتب الكثير عن نظرية إدارة وقياس المخاطر التشغيلية. تركز هذه الدورة على الجوانب العملية لتقديم عمليات إدارة مخاطر تشغيلية قوية ومستدامة وذات قيمة مضافة إلى الأعمال التجارية.

سوف يتعلم المشاركون كيفية بناء أطر المخاطر التشغيلية، وكيفية تحديد وقياس ومراقبة وإدارة المخاطر التشغيلية. سوف يتعلمون كيفية إنشاء بيانات الرغبة في المخاطرة التشغيلية ودعمهم بأطر مؤشرات المخاطر الرئيسية وكيفية تطوير سيناريوهات لتحليل وتطوير رأس مال المخاطر التشغيلية.

وأخيراً، سوف يتعلم المشاركون كيفية بناء تقارير المخاطر التشغيلية ذات مغزى من شأنها أن تدعم اتخاذ قرارات أفضل في شركاتهم.

## الاهداف

- فهم أساسيات إدارة المخاطر التشغيلية
- فهم جميع جوانب تقنيات الإدارة المختلفة للمخاطر التشغيلية
- فهم كيفية بناء إطار الرغبة في المخاطرة وكيفية إدارة مؤشرات المخاطر الرئيسية
- فهم كيفية تضمين إدارة المخاطر التشغيلية في عملية صنع القرار
- أن تكون قادرًا على التعرف على الكيفية التي يمكن بها لإدارة المخاطر التشغيلية أن تساعد الأعمال بشكل عام وتضيف لها قيمة
- نشر ثقافة إدارة المخاطر التشغيلية داخل المؤسسة

## الحضور

سيكون هذا البرنامج مفيداً لجميع موظفي إدارة المخاطر والمدققين الداخليين والخارجيين ومسؤولي الرقابة الداخلية.