

Mentor Program

A unique aspect of the ERMDP is the mentorship program. It was designed to pair ERMDP students with an executive mentor from their bank who works with them on a monthly basis to reinforce the classroom learning experience, introduce them to key executives at their institution, and pair them with business experts for assistance in their homework preparation. Each student is required to have a mentor during the program; they are expected to interact frequently with them and to use them as a sounding board to assist in understanding topics that may be outside their current knowledge base. This is one of the few banking-related executive development programs in the country where mentor and mentee are partnered to ensure the most complete development of the student.

Instructors

Instructors for this program are highly sought after within the industry for their knowledge on enterprise risk management and are experts in their fields.

Advisor

A critical piece of the success of the WBA Development Programs is the program's advisor. **Roberta Wagner**, a financial institution consultant with Bugee Wagner PLLC, is the ERMDP advisor. A former OCC director, Roberta now works with banks to develop risk management programs. The program advisor attends each class session and students are encouraged to connect with their advisor with any questions they have about the program or class materials.

Homework

Participants are required to complete 6-8 hours of homework prior to each class. This prepares them to best understand the topics, challenges them to be proactive in their learning, and to seek out the advice of key individuals within their own institution when needed. After completing their individual assignments, the participants then confer with a diversified study group (bankers with differing skill sets) within their class to compare notes and learn how their peers approached the questions.

Attendance

Students can miss up to two classes during this program, which can be made up the following year. If more than two classes are missed, the student will not receive their graduation certificate, but can earn it by attending the missed classes the next year.



Cost for Program

Registration must be received by November 1 to qualify for early bird pricing.

- WBA Members*: \$3,750 early bird, \$4,050 regular
- Non Members: \$6,500 early bird, \$7,000 regular

Registration Form

(photocopy for additional registrants)

Name _____

Title _____

Bank/Firm _____

Work Address _____

City/State/Zip _____

Phone _____

Cell Phone _____

Email _____

Mentor Name _____

Title and Bank _____

Phone Number _____

Email _____

Manager Name _____

Title and Bank _____

Phone Number _____

Email _____

Enclosed is a check for \$ _____

or

VISA/Mastercard # _____

Expiration Date _____

Name on Card _____

Billing Contact Name _____

Billing Contact Email _____ Phone _____

Register: Registration@wabankers.com

Mail: WBA, 1601 Fifth Avenue, Suite 2150, Seattle WA 98101

Call: (206) 447-1700. Fax: (206) 223-6453 or

Online: s.wabankers.com/ermdp

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**Attendance at WBA programs is limited to employees, officers and directors of WBA members, non-members eligible for membership in the WBA and members of other state banking associations which grant reciprocal privileges to WBA members.*

Cancellation Policy: For all cancellations that occur up to seven days prior to the start date, a \$50 cancellation fee will be charged. For cancellations with less than seven days notice, there will be no refunds. A substitute can attend at no fee. For cancelled courses and/or seminars, full fees will be refunded. Cancellation Procedure: Cancellations must be sent in writing to the WBA office via email, fax, or mail. No refunds will be granted until a written cancellation request is received by WBA.

Enterprise Risk Management Development Program



WASHINGTON
BANKERS ASSOCIATION

WHO SHOULD ATTEND?

The Enterprise Risk Management Development Program was designed for risk managers, officers and bank employees interested in gaining a broader understanding of risk management within the bank. This program provides critical exposure to processes, tools and all aspects of how a bank's risk affects it as an enterprise. Case studies will also provide students with the ability to design and implement a risk management program within their financial institution.

BENEFITS

Students who successfully complete this comprehensive program will finish with a toolkit, dashboard and the skills required to implement a risk management program within their bank, including a solid understanding of analytics, as well as a big picture understanding of how risks within the organization fit together.



ERM FUNDAMENTALS

January 29-30, 2019

This program will be introduced over two sessions, including a look at the industry from a risk management perspective and regulatory expectations, as well as key components, such as governance, risk assessments, risk appetite vs. risk tolerance, policies, board reporting and aggregation analysis. The second session will focus on ERM vs. audit and universal content, such as KRIs, KPIs and EWIs, common risk issues, risk interaction, external/economic drivers, risk interactions, tools and methodologies, regulatory expectations, roles and responsibilities, and UBPR.

CREDIT RISK

February 26, 2019

Within the financial services industry, understanding and evaluating credit risk is a vital piece to the bank's prosperity. Credit risk represents the risk that a borrower, issuer or counterparty could fail to perform on an obligation. In this session, the focus will be on understanding how to analyze what credit risk is and how it can impact the bank. Students will learn about governance, specifically policy changes, loan operations including loan origination and servicing, portfolio management, including concentrations, loan grading, stress testing and exception, as well as loan review and a look at special credits, including ALLL/provision expenses, past dues and foreclosures.

EARNINGS

March 26, 2019

This session will focus on how earnings relate to risk management. Students will learn about how high level credit and earnings per share create financial risk and best practices, while also covering financial reporting as it relates to risk management.

GOVERNANCE, CULTURE AND REPUTATIONAL RISK

April 23, 2019

An important part of any bank's risk management program is governance, culture, and reputation risk. This session will look at the values, customs, and traditions of an organization and analyze how they impact reputation, morale, and productivity. Factors affecting reputation such as regulatory enforcement actions, negative publicity, poor financial performance, and cyber breaches will be discussed. Methods of identifying emerging reputation risk will be discussed. Tools to consider the cultural characteristics of merging banks will be provided and approaches to mitigating M & A cultural risk discussed. Case studies, such as Wells Fargo, will be used to illustrate points.

OPERATIONAL RISK 1

May 21, 2019

Operational risk is one of the biggest areas of risk potential within the bank. During the first series of three on the topic, students will receive an introduction to operational risk, looking at the risks and measures, internal controls and how to identify issues and escalation, specifically looking at issue sources, including risk assessments, BU self-reported, internal and external audits and regulators, as well as a look at root cause analysis, including people, process and technology. The day will also cover transaction risk and business processes, specifically covering deposit operations, loan operations, item processing and payments.

OPERATIONAL RISK 2

June 26, 2019

In the second of the series focusing on operational risk, students will learn about technology, information and cybersecurity, including risks and the threats they pose to the bank, as well as the current trends. Vendor management will also be discussed, specifically with regard to third party due diligence. Students will also learn about business continuity plans, learning about disaster recovery testing and business impact analysis.

OPERATIONAL RISK 3

July 23, 2019

In the final portion of the series focusing on operational risk, students will learn about fraud, specifically focusing on anti-money laundering, looking at sources of internal and external fraud, as well as the Bank Secrecy Act and AML. A portion of the day will also focus on human resources, including employment laws and legal.

CONSUMER COMPLIANCE RISK

August 27, 2019

Compliance risk arises from violations or nonconformance with laws, regulations or prescribed practices which govern the bank's activities. Exposure to compliance risk can also dramatically affect the bank's reputation, strategic alternatives and operations. In this session, students will learn about how risk applies to consumers and the compliance department, specifically looking at regulatory concerns, loans and credit, as well as cards and payment, consumer complaints, compliance management systems and consumer harm.

FINANCIAL RISK

September 24, 2019

In this session, students will focus on the area of financial risk, including liquidity, asset liability, market sensitivity, investment portfolio, and capital. Students will utilize their bank's UBPR for ratios and peer analysis, while also looking at CAMELS ratings and board reporting.

STRATEGIC RISK

October 22, 2019

In this session, students will learn about identifying, measuring, and monitoring risks to achievement of an institution's strategic goals and objectives and their effect on a bank's current or projected financial condition and resilience. Strategic risks may arise from adverse business decisions, improper implementation of decisions, inadequate risk management infrastructure or ineffective responsiveness to emerging industry changes or unforeseen events, in all of which risk managers should play a key role. Areas of focus during this session will include understanding a risk manager's roles and responsibilities, the strategic risk appetite, succession planning, anticipating risks from new lines of business, mergers and acquisitions, as well as what emerging trends to watch.

WRAP UP

November 19, 2019

In the final session of the program, students will pull together the lessons learned throughout the year. Students will learn about creating an ERM Dashboard to use at their bank, as well as best practices for risk monitoring and board reporting. Students will be able to create a risk assessment, dashboard, issue report, heat map and a risk appetite statement.

"After two sessions covering the fundamentals of enterprise risk, subsequent sessions will focus on individual risk areas using a 'universal content' approach – standardized tools and resources – that encourages attendees to integrate available risk data from their own institutions. The program is ideal for those charged with developing a new ERM program for their institution, risk managers who want to broaden their skillsets, and executives seeking to educate themselves about the value of ERM."

Chris Eagan, VP, ERM Manager, Columbia Bank