

Excellent Courses, Exceptional Venues

Compliance LCC is a leading provider of **risk and compliance training, executive coaching and consulting in 36 countries.**

Our areas of expertise: Risk and Compliance Training, Training for the Board of Directors, the Solvency ii Directive, the Basel ii Capital Accord, Compliance for Hedge Funds, Regulatory Arbitrage Strategies, the US Sarbanes-Oxley Act, the European Sarbanes Oxley (E-SOX), the Japanese Sarbanes Oxley (J-SOX), the EU Financial Services Action Plan, UCITS iii, MiFID (Markets in Financial Instruments Directive).

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Certified Risk and Compliance Professional (CRCP)TM Prep Course (5 days)



B. Certified Information Systems Risk and Compliance Professional (CISRPC)TM

Certified Information Systems Risk and Compliance Professional (CISRPC)TM Prep Course (5 days)



2. A. Certified Member of the Board of Directors (CMBD)TM

Certified Member of the Board of Directors (CMBD)TM Prep Course (3 days)



B. Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM

Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM Prep Course (2 days)



3. A. Certified Solvency ii Professional (CSiiP)TM

Certified Solvency ii Professional (CSiiP)TM : Preparing for the Solvency ii Directive of the EU - Prep Course (3 days)



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1. Certified Risk and Compliance Professional (CRCP)TM

Certified Risk and Compliance Professional (CRCP)TM Prep Course (5 days)

The **International Association of Risk and Compliance Professionals (IARCP)** develops and maintains a compendium of risk and compliance topics. Subject matter experts review and update this body of knowledge.

The Association offers two risk and compliance certifications:



A. Certified Risk and Compliance Professional (CRCP)TM

B. Certified Information Systems Risk and Compliance Professional (CISRPC)TM

To prepare for the above certifications, the Association offers two certified training courses:

A. Certified Risk and Compliance Professional (CRCP)TM - Prep Course (5 days)

B. Certified Information Systems Risk and Compliance Professional (CISRPC)TM - Prep Course (5 days)

Earning one of the above certifications provides evidence that you possess a vast base of knowledge.

Members of the International Association of Risk and Compliance Professionals (IARCP) receive 20% discount.

The exams are online

Instead of training, you can have more:

1. Training

2. Certification - by the International Association of Risk and Compliance Professionals (IARCP).

If you pass the exam(s), you will be entitled to use the one or both designations:

"Certified Risk and Compliance Professional (CRCP)"

"Certified Information Systems Risk and Compliance Professional (CISRPC)"

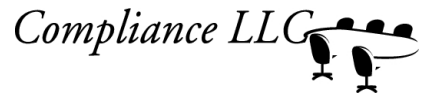
As a certified professional, you are entitled to write about your certification(s) in your CV, resume, web site, using the name and the logo of the association.

After our certified training class, you may sit for the CRCP and/or CISRPC exam at no extra cost (up to 3 times).

3. Association - You will become (at no cost) a member of the International Association of Risk and Compliance Professionals (IARCP), to stay current with new developments in risk and compliance around the world.

www.risk-compliance-association.com

You will continue to learn, month after month. As members in the International Association of Risk and Compliance Professionals (IARCP), you are entitled to write about your membership in your CV, resume, web site, using the name and the logo of the association.



First Certified Course:

Course Title Certified Risk and Compliance Professional (CRCP)[™] - Prep Course (5 days)



Objectives:

This course has been designed to provide with the knowledge and skills needed to understand and support regulatory compliance and enterprise wide risk management, and to promote best practices and international standards that align with business and regulatory requirements.

The course provides with the skills needed to pass the Certified Risk and Compliance Professional (CRCP) exam.

Target Audience:

This course is **intended** for professionals that want to understand risk and compliance and to work as risk and compliance officers. They will prove that they are qualified, when they pass the Certified Risk and Compliance Professional (CRCP) exam.

This course is **intended** for employers demanding qualified risk and compliance professionals.

This course is **recommended** for senior executives involved in risk and compliance.

About the Course

PART A: COMPLIANCE WITH LAWS AND REGULATIONS, AND RISK MANAGEMENT

- Introduction
- **Regulatory Compliance and Risk Management**
- Definitions, roles and responsibilities
- **The role** of the board of directors, the supervisors, the internal and external auditors
- The new international landscape and the interaction among laws, regulations, and professional standards
- The difference between a best practice and a regulatory obligation
- Benefits of an **enterprise wide risk and compliance program**
- Compliance culture: Why it is important, and how to communicate the regulatory obligations

- **Policies, Workplace Ethics, Risk and Compliance**
- **Policies, procedures and the ethical code of conduct**
- Privacy and information security
- Handling confidential information
- Conflicts of interest
- Use of organizational property
- Fair dealings with customers, vendors and competitors
- Reporting ethical concerns

- **Governance, Risk and Compliance**
- The definition of Governance, Risk and Compliance
- The need for Internal Controls
- Understand how to identify, mitigate and control risks effectively
- Approaches to risk assessment
- Qualitative, quantitative
- Integrating risk management into corporate governance and compliance

PART B: THE FRAMEWORKS

- Internal Controls
- **The Internal Control — Integrated Framework by the COSO committee**
- Using the COSO framework effectively

- The Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- IT Controls and Sarbanes Oxley Act Relevance
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls

- **The COSO Enterprise Risk Management (ERM) Framework**
- Is COSO ERM needed for compliance?
- **COSO AND COSO ERM**
- Internal Environment
- Objective Setting
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information and Communication
- Monitoring
- The two cubes
- Objectives: Strategic, Operations, Reporting, Compliance
- ERM – Application Techniques
- Core team preparedness
- Implementation plan
- Likelihood Risk Ranking
- Impact Risk Ranking

- **COBIT - the framework that focuses on IT**
- Is COBIT needed for compliance?

- COSO or COBIT?
- Corporate governance or financial reporting?
- Executive Summary
- Management Guidelines
- The Framework
- The 34 high-level control objectives
- What to do with the 318 specific control objectives
- COBIT Cube
- **Maturity Models**
- Critical Success Factors (CSFs)
- Key Goal Indicators (KGIs)
- Key Performance Indicators (KPIs)
- How to use COBIT for Sarbanes Oxley compliance

PART C: SARBANES OXLEY

- The Sarbanes Oxley Act
- The Need
- US federal legislation: Financial reporting or corporate governance?
- The Sarbanes-Oxley Act of 2002: Key Sections
- SEC, EDGAR, PCAOB, SAG
- The Act and its interpretation by SEC and PCAOB
- PCAOB Auditing Standards: What we need to know
- **Management's Testing**
- **Management's Documentation**
- Reports used to Validate SOX Compliant Infrastructure
- Documentation Issues
- Sections 302, 404, 906: The three certifications
- Sections 302, 404, 906: Examples and case studies
- Management's Responsibilities
- Committees and Teams
- Project Team – Section 404: Reports to Steering Committee
- Steering Committee – Section 404: Reports to Certifying Officers and cooperates with Disclosure Committee

- Disclosure Committee: Reports to Certifying Officers and cooperates with Audit Committee
- Certifying Officers and Audit Committee: Report to the Board of Directors

- Control Deficiency
- Deficiency in Design
- Deficiency in Operation
- Significant Deficiency
- Material Weakness
- Is it a Deficiency, or a Material Weakness?
- Reporting Weaknesses and Deficiencies
- Examples
- Case Studies
- Public Disclosure Requirements
- Real Time Disclosures on a rapid and current basis?
- Whistleblower protection
- Rulemaking process
- Companies Affected
- International companies
- Foreign Private Issuers (FPIs)
- American Depository Receipts (ADRs)
- Employees Affected
- Effective Dates

PART D: BASEL II

- The New Basel Capital Accord (Basel II)
- Realigning the regulation with the economic realities of the global banking markets
- New capital adequacy framework replaces the 1988 Accord
- Improving risk and asset management to avoid financial disasters
- "Sufficient assets" to offset risks
- The technical challenges for both banks and supervisors
- How much capital is necessary to serve as a sufficient buffer?
- The three-pillar regulatory structure
- Purposes of Basel II

- **Pillar 1: Minimum capital requirements**
- Credit Risk – 3 approaches
- The standardized approach to credit risk
- Claims on sovereigns
- Claims on banks
- Claims on corporates
- The two internal ratings-based (IRB) approaches to credit risk
- Some definitions: PD - The probability of default, LGD - The loss given default, EAD - Exposure at default, M – Maturity
- 5 classes of assets

- **Pillar 2: Supervisory review**
- Key principles
- Aspects and issues of the supervisory review process
- **Pillar 3: Market discipline**
- Disclosure requirements
- Qualitative and Quantitative disclosures
- Guiding principles
- Employees Affected
- Effective Dates

- **Operational Risk**
- What is operational risk
- Legal risk
- Information Technology operational risk
- Operational, operations and operating risk
- The evolving importance of operational risk
- Quantification of operational risk
- Loss categories and business lines
- Operational risk measurement methodologies
- Identification of operational risk

- **Operational Risk Approaches**
- Basic Indicator Approach (BIA)
- Standardized Approach (SA)
- Alternative Standardized Approach (ASA)

- **Advanced Measurement Approaches (AMA)**
- **Internal Measurement Approach (IMA)**
- **Loss Distribution (LD)**
- **Standard Normal Distribution**
- **“Fat Tails” in the normal distribution**
- **Expected loss (EL), Unexpected Loss (UL)**
- **Value-at Risk (VaR)**
- **Calculating Value-at Risk**
- **Stress Testing**
- **Stress testing and Basel**

- **(AMA) Advantages / Disadvantages**
- **Operational Risk Measurement Issues**
- **The game theory**
- **The prisoner’s dilemma – and the connection with operational risk measurement and management**

- **Operational risk management**
- **Operational Risk Management Office**
- **Key functions of Operational Risk Management Office**
- **Key functions of Operational Risk Managers**
- **Key functions of Department Heads**
- **Internal and external audit**
- **Operational risk sound practices**
- **Operational risk mitigation**
- **Insurance to mitigate operational risk**

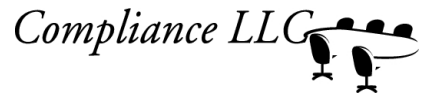
- **Basel II and other regulations**
- **Capital Requirements Directive (CRD)**
- **Markets in Financial Instruments Directive (MiFID)**
- **What will be the impact of MiFID to EU and non EU banks?**
- **Aligning Basel II operational risk and Sarbanes-Oxley 404 projects**
- **Common elements and differences of compliance projects**
- **New standards**
- **Disclosure issues**
- **Multinational companies and compliance challenges**

PART E: DESIGNING AND IMPLEMENTING A RISK AND COMPLIANCE PROGRAM

- Designing an Implementing an **enterprise wide Risk and Compliance Program**
- Designing an Internal Compliance System
- Compliance programs that withstand scrutiny
- How to optimize organizational structure for compliance
- **Documentation**
- **Testing**
- Training
- Ongoing compliance reviews and risk assessments for continuing compliance with laws and regulations

- **Compliance Monitoring**
- The company and other stakeholders
- Managing the regulators and change in regulations

- **International and national regulatory requirements**
- Regulatory compliance **in Europe**
- Regulatory compliance **in the USA**. What is different
- The **GCC countries**
- The **Caribbean**
- The **Pacific Rim**
- **Common elements and differences of compliance projects**
- New standards
- Disclosure issues
- **Multinational companies** and compliance challenges



Certified *Information Systems Risk and Compliance* Professional (CISRCP)[™]

Certified *Information Systems Risk and Compliance* Professional (CISRCP)[™] Prep Course (5 days)

Second Certified Course:

Course Title

Certified *Information Systems Risk and Compliance* Professional (CISRCP)[™] Prep Course 5 days



Objectives:

This course has been designed to provide **IT and Information Security professionals** with the knowledge and skills needed to understand and support regulatory compliance and enterprise wide risk management, and to promote best practices and international standards that align with business and regulatory requirements.

The course provides with the skills needed to pass the Certified Information Systems Risk and Compliance Professional (CISRCP) exam.

Target Audience:

This course is **intended** for IT and Information Security professionals that want to understand risk and compliance and to work as risk and compliance officers, or IT managers and directors (and need to understand compliance and business risk management). They will prove that they are qualified, when they pass the Certified Information Systems Risk and Compliance Professional (CISRCP) exam.

This course is **intended** for employers demanding qualified IT and Information Security risk and compliance professionals.

This course is **recommended** for senior executives with IT and Information Security background involved in risk and compliance.

About the Course

PART A: COMPLIANCE WITH LAWS AND REGULATIONS, AND RISK MANAGEMENT

- Introduction
- **Regulatory Compliance and Risk Management.** Definitions, roles and responsibilities
- **The role** of the board of directors, the supervisors, the internal and external auditors
- The new international landscape and the interaction among laws, regulations, and professional standards
- The difference between a best practice and a regulatory obligation
- Benefits of an enterprise wide compliance program
- Compliance culture: Why it is important, and how to communicate the regulatory obligations

- **Policies, Workplace Ethics, Risk and Compliance**
- **Policies, procedures and the ethical code of conduct**
- Privacy and information security
- Handling confidential information
- Conflicts of interest
- Use of organizational property
- Fair dealings with customers, vendors and competitors
- Reporting ethical concerns

- **Governance, Risk and Compliance**
- The definition of Governance, Risk and Compliance
- The need for Internal Controls
- Understand how to identify, mitigate and control risks effectively
- Approaches to risk assessment

- Qualitative, quantitative
- Integrating risk management into corporate governance and compliance
- **IT, Information Security, business risk and compliance**

PART B: THE FRAMEWORKS

- **Internal Controls - COSO**
- The Internal Control — Integrated Framework by the COSO committee
- Using the COSO framework effectively
- The Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- IT Controls and Sarbanes Oxley Act Relevance
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls
- **COSO Enterprise Risk Management (ERM) Framework**
- Is COSO ERM needed for compliance?
- COSO AND COSO ERM
- Internal Environment
- Objective Setting
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information and Communication
- Monitoring

- The two cubes
- Objectives: Strategic, Operations, Reporting, Compliance
- ERM – Application Techniques
- Core team preparedness
- Implementation plan
- Likelihood Risk Ranking
- Impact Risk Ranking

- **COBIT - the framework that focuses on IT**
- Is COBIT needed for compliance?
- COSO or COBIT?
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- Executive Summary
- Management Guidelines
- The Framework
- The 34 high-level control objectives
- What to do with the 318 specific control objectives
- COBIT Cube
- Maturity Models
- Critical Success Factors (CSFs)
- Key Goal Indicators (KGIs)
- Key Performance Indicators (KPIs)
- How to use COBIT for Sarbanes Oxley compliance

- **The alignment of frameworks**
- COSO and COBIT
- COSO ERM and COBIT
- ITIL and COBIT
- ISO/IEC 17799:2000 and COBIT
- ISO/IEC 15408 and COBIT

- **Software and Spreadsheets**
- Is software necessary for risk and compliance?
- Is software needed?
- When and why
- How large is your organization?

- Is it geographically dispersed?
- How many processes will you document?
- Are there enough persons for that?
- Selection process

- Spreadsheets
- It is just a spreadsheet...
- Certain spreadsheets must be considered applications
- **Development Lifecycle Controls**
- Access Control (Create, Read, Update, Delete)
- Integrity Controls
- Change Control
- Version Control
- Documentation Controls
- Continuity Controls
- Segregation of Duties Controls
- Spreadsheets – Errors
- Spreadsheets and material weaknesses
- Third-party service providers and vendors
- Redefining outsourcing
- Key risks of outsourcing
- What is needed from vendors and service providers
- **SAS 70**
- Type I, II reports
- Advantages of SAS 70 Type II
- Disadvantages of SAS 70 Type II

PART C: SARBANES OXLEY

- The Sarbanes Oxley Act
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- US federal legislation: Financial reporting or corporate governance?
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- **International companies**
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- **American Depository Receipts (ADRs)**
- **Employees Affected**
- **Effective Dates**

- IT and Information Security Control Objectives and Control Framework

PART D: BASEL II

- The New Basel Capital Accord (Basel II)
- Realigning the regulation with the economic realities of the global banking markets
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- Key functions of Operational Risk Management Office
- Key functions of Operational Risk Managers
- Key functions of Department Heads
- Internal and external audit
- Operational risk sound practices
- Operational risk mitigation
- Insurance to mitigate operational risk
- IT and Information Security in the Basel ii framework and projects

- Basel II and **other regulations**
- Capital Requirements Directive (CRD)
- Markets in Financial Instruments Directive (MiFID)
- What will be the impact of MiFID to EU and non EU banks?
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- New standards
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PART E: DESIGNING AND IMPLEMENTING A RISK AND COMPLIANCE PROGRAM

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- **Testing**
- Training
- Ongoing compliance reviews and risk assessments for continuing compliance with laws and regulations

- **Compliance Monitoring**
- The company and other stakeholders
- Managing the regulators and change in regulations

- **International and national regulatory requirements**
- **Regulatory compliance in Europe.**
- **Regulatory compliance in the USA. What is different**
- **The GCC countries**
- **The Caribbean**
- **The Pacific Rim**
- **Common elements and differences of compliance projects**
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- **Multinational companies and compliance challenges**



2. Certified Member of the Board of Directors (CMBD)TM

Certified Member of the Board of Directors (CMBD)TM Prep Course (3 days)

The International Association of Potential, New and Sitting Members of the Board of Directors (IAMBD) develops and maintains a compendium of risk and compliance topics. Subject matter experts review and update this body of knowledge.



The Association offers two certified courses and two certifications:

The certified courses are:

**A. Certified Member of the Board of Directors (CMBD)TM - Prep Course
(3 days)**



**B. Certified Member of the Risk Committee of the Board of Directors
(CMRBD)TM - Prep Course (2 days)**



These courses lead to our two certifications:

- A. Certified Member of the Board of Directors (CMBD)TM
- B. Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM

Earning one of the above certifications provides evidence that you possess a vast base of knowledge.

There is 20% discount for the members of the International Association of Potential, New and Sitting Members of the Board of Directors (IAMBD)

Instead of training, you can have more

1. Training

2. Certification - by the International Association of Potential, New and Sitting Members of the Board of Directors (IAMBD).

If you pass the exam, you will be entitled to use the one or both designations:

"Certified Member of the Board of Directors (CMBD) "

"Certified Member of the Risk Committee of the Board of Directors (CMRBD) "


As a certified professional, you are entitled to write about your certification(s) in your CV, resume, web site, using the name and the logo of the association.

After our certified training class, you may sit for the CRCP and/or ISRCP exam at no extra cost (up to 3 times).

3. Association - You will become (at no cost) a member of the **International Association of Potential, New and Sitting Members of the Board of Directors (IAMBD)**, to stay current with new challenges and opportunities around the world.

www.members-of-the-board-association.com

You will continue to learn, month after month. As members in the International Association of Potential, New and Sitting Members of the Board of Directors (IAMBD), you are entitled to write about your membership in your CV, resume, web site, using the name and the logo of the association.

Compliance LLC 



First Certified Course:

Course Title **Certified Member of the Board of Directors (CMBD)TM Prep** **Course** **(3 days)**



Objectives:

This course has been **designed** to provide with the knowledge and skills needed to perform your duties as a member of the Board of Directors, and to promote best practices and international standards that align with business and regulatory requirements.

The course provides with the skills needed to pass the Certified Member of the Board of Directors (CMBD) exam.

Target Audience:

This course is **intended** for Potential, New and Sitting Members of the Board of Directors

About the Course

PART A: THE BOARD MEMBER

- Introduction
- **The board's evolution**
- The role of the board of directors

- Differences around the world
- Directors' **duties**
- Directors' **liability**
- Exposure to liabilities arising from legal action against directors by third parties
- Class actions
- Understand the mission and the vision of the organisation
- The mission and the vision have to be translated into daily activities for everyone working in the firm
- Understand the strategy - how to achieve success
- Performance measurement
- **Financial and non-financial indicators**
- **Reporting challenges**
- A culture of integrity and respect

- **Best practices and international standards**
- **Sarbanes Oxley Act and the Board of Directors**
- **Higgs** recommendations
- **Tyson** recommendations
- Internal and external board reviews
- Board development programs

- **The good director**
- Decision-making skills, expertise and experience
- Continuous training and development
- Good relationships between the chairman, CEO, key fund managers, and other stakeholders
- **The board member and the CEO**
- Succession challenges
- Compensation issues
- The board member and senior management
- Executive and non executive directors

- **Skills**
- Technical skills
- Inter-personal skills
- Legal, regulatory and corporate governance requirements

- Integrity
- Leadership qualities
- Analytical skills
- **Regulatory Compliance and Risk Management**
- Definitions, roles and responsibilities
- The information architecture
- Providing evidence about corporate activities
- Mismanagement of operations
- Self-dealing and conflicts of interest
- Misrepresentation
- Breach of fiduciary duties
- Monitoring health, performance, risks and controls

PART B: RISK AND COMPLIANCE - WHAT YOU NEED TO KNOW

- Introduction
- The definition of **Governance, Risk and Compliance**
- The need for Internal Controls
- Understand how to identify, mitigate and control risks effectively
- Approaches to risk assessment: **Qualitative, quantitative**
- Integrating risk management into corporate governance and compliance
- Compliance Monitoring
- The company and other stakeholders
- Managing the regulators and change in regulations
- **International and national regulatory requirements**
- **Regulatory compliance in Europe**
- **Regulatory compliance in the USA. What is different**
- **The GCC countries**
- **The Caribbean**
- **The Pacific Rim**
- Common elements and differences of compliance projects
- New standards
- Disclosure issues

- **Multinational companies and compliance challenges**
- **The Sarbanes Oxley Act**
- **The Need**
- **US federal legislation: Financial reporting or corporate governance?**
- **The [Sarbanes-Oxley Act](#) of 2002: Key Sections**
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- **Reports used to Validate SOX Compliant IT Infrastructure**
- **Documentation Issues**

- **The New [Basel Capital Accord](#) (Basel II)**
- **Realigning the regulation with the economic realities of the global banking markets**
- **New capital adequacy framework replaces the 1988 Accord**
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- **"Sufficient assets" to offset risks**
- **The technical challenges for both banks and supervisors**
- **How much capital is necessary to serve as a sufficient buffer?**
- **The three-pillar regulatory structure**
- **Purposes of Basel II**



Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM

Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM Prep Course (2 days)



Second Certified Course:

Course Title

**Certified Member of the Risk Committee of the Board of Directors (CMRBD)TM - Prep Course
2 days**



Objectives:

This course has been **designed** to provide with the knowledge and skills needed to perform your duties as a member of the Risk Committee of the Board of Directors, and to promote best practices and international standards that align with business and regulatory requirements.

The course provides with the skills needed to pass the Certified Member of the Risk Committee of the Board of Directors (CMRBD) exam.

Target Audience:

This course is **intended** for Potential, New and Sitting Members of the Risk Committee of the Board of Directors

About the Course

PART A: THE FRAMEWORKS

- Designing an Implementing an **Enterprise Wide Risk and Compliance Program**
- Designing an Internal Compliance System
- Compliance programs that withstand scrutiny
- How to optimize organizational structure for compliance

- **Internal Controls - COSO**
- The Internal Control — Integrated Framework by the COSO committee
- Using the COSO framework effectively
- The Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- IT Controls and Sarbanes Oxley Act Relevance
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls

- **COSO Enterprise Risk Management (ERM) Framework**
- Is COSO ERM needed for compliance?
- COSO AND COSO ERM
- Internal Environment

- Objective Setting
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information and Communication
- Monitoring
- The two cubes
- Objectives: Strategic, Operations, Reporting, Compliance
- ERM – Application Techniques
- Core team preparedness
- Implementation plan
- Likelihood Risk Ranking
- Impact Risk Ranking

- **COBIT - the framework that focuses on IT**
- Is COBIT needed for compliance?
- COSO or COBIT?
- Corporate governance or financial reporting?
- Executive Summary
- Management Guidelines
- The Framework
- The 34 high-level control objectives
- What to do with the 318 specific control objectives
- COBIT Cube
- Maturity Models
- Critical Success Factors (CSFs)
- Key Goal Indicators (KGIs)
- Key Performance Indicators (KPIs)
- How to use COBIT for Sarbanes Oxley compliance

PART B: RISKS AND COMPLIANCE

- Risks and Compliance around the world
- Risk management as a competitive advantage
-

3. Certified Solvency ii Professional (CSiiP)TM

Certified Solvency ii Professional (CSiiP)TM : Preparing for the Solvency ii Directive of the EU - Prep Course (3 days)

The Solvency ii Association develops and maintains a compendium of Solvency ii related risk and compliance topics. Subject matter experts review and update this body of knowledge.

The Solvency ii Association offers two Solvency ii certifications:

A. Certified Solvency ii Professional (CSiiP)TM for professionals working in the EEA countries



B. Certified Solvency ii Equivalence Professional (CSiiEP)TM for professionals working in **non-EEA** countries



To prepare for the above exams, the Solvency ii Association offers two certified training courses:

A. Certified Solvency ii Professional (CSiiP)TM: Preparing for the Solvency ii Directive of the EU - Prep Course (3 days)

B. Certified Solvency ii Equivalence Professional (CSiiEP)TM: Preparing for **Equivalence with the Solvency ii Directive of the EU - Prep Course (3 days).**

Instead of training, you can have more

1. Training

2. Certification - by the Solvency ii Association.

If you pass the exam, you will be entitled to use the one or both designations:

"Certified Solvency ii Professional (CSiiP)"

"Certified Solvency ii Equivalence Professional (CSiiEP) "

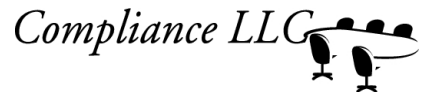
As a certified professional, you are entitled to write about your certification(s) in your CV, resume, web site, using the name and the logo of the association.

After our certified training class, you may sit for the CSiiP and/or CSiiEP exam at no extra cost (up to 3 times).

3. Association - You will become (at no cost) a member of the Solvency ii Association, to stay current with new developments in the Solvency ii directive, technical measures and implementation around the world

www.solvency-ii-association.com

You will continue to learn, month after month. As members in the Solvency ii Association, you are entitled to write about your membership in your CV, resume, web site, using the name and the logo of the association.



First Certified Course:

Course Title

**Certified Solvency ii Professional (CSiiP)TM
Preparing for the Solvency ii Directive of the EU - Prep Course
3 days**



Objectives:

This course has been **designed** to provide with the knowledge and skills needed to understand and support compliance with the Solvency ii and Reinsurance Directives of the European Union, and to promote best practices and international standards that align with business and regulatory requirements.

The course provides with the skills needed to pass the Certified Solvency ii Professional (CSiiP) exam.

Target Audience:

This course is **intended** for managers, professionals and consultants that want to understand the Solvency ii requirements and work in Solvency ii compliance projects.

This course is **recommended** for senior managers and executives involved in risk and compliance.

About the Course

PART A: INTRODUCTION

- The European Union's Legislative Process. Directives and Regulations
- The Financial Services Action Plan (FSAP) of the EU
- Solvency ii and the Lamfalussy Process
- **Level 1: Framework Principles**
- **Level 2: Implementation of Principles. Detailed Technical Measures**
- **Level 3: Strengthening Cooperation Among Regulators**
- **Level 4: Enforcement**
- Overview of the Solvency I framework
- From Solvency I to Solvency II

PART B: OVERVIEW OF THE SOLVENCY II DIRECTIVE

- Solvency ii: An Overview
- A Risk Based Approach
- **A Unified Legislative Basis for Prudential Regulation of Insurers and Reinsurers**
- Risk-Based Capital Allocation

- **Pillar 1: The Financial Resources Needed to be Considered Solvent**
- **The Solvency Capital Requirement (SCR)**
- The Standard Approach
- The Internal Model
- The Collection of Additional Historical Data
- External Data
- The IT Challenge
- **The Minimum Capital Requirement (MCR)**
- The Standard Approach
- The Internal Model

- **Pillar 2** and Supervisory Control
- Focus on Risk Management and Operational Risk
- **Pillar 3** and Risk Disclosure Requirements
- **Own Risk and Solvency Assessment (ORSA)**
- ORSA as an internal assessment process
- ORSA as a supervisory tool
- The role of the ORSA - not a third solvency capital requirement
- Quantitative Impact Studies (QISs)
- Principles Based challenges

PART C: THE SOLVENCY II DIRECTIVE

- Proposal for a Directive on the taking-up and pursuit of the business of Insurance and Reinsurance (SOLVENCY II) - Brussels, 10.7.2007
- Amended Proposal for a Directive on the taking-up and pursuit of the business of Insurance and Reinsurance (SOLVENCY II) (recast) - Brussels, 26.2.2008
- Scope of the Application
- Supervisory Authorities and General Rules
- **Quantitative Requirements**
- Valuation of Assets and Liabilities
- Technical Provisions
- Solvency Capital Requirement
- Solvency Capital Requirement Standard Formula
- Internal Models
- **Minimum Capital Requirement**
- Group Supervision
- Implementation Measures
- General Rules on the Taking-Up and Pursuit of Direct Insurance and Reinsurance
- Subject Matter, Scope and Definitions

- Scope and Exclusions from Scope
- Non-Life
- Life
- Reinsurance
- Definitions

- **Group supervision:** Definitions, Cases of Application, Scope and Levels
- Supervision of Group Solvency
- Responsibility of the Administrative or Management Body

- **System of Governance**
- General Governance Requirements
- Risk Management
- Own Risk and Solvency Assessment
- Internal Control
- Internal Audit
- Actuarial Function
- Outsourcing

- **Professional Secrecy, Exchanges of Information and Promotion of Supervisory Convergence**
- Obligation
- Cooperation Agreements with Third Countries
- Exchange of Information Between Competent Supervisory Authorities of Member States
- Cooperation Agreements with Third Countries
- Use of Confidential Information
- Duties of the Auditors
- Life Insurance Activity

- **Rules Relating to the Valuation of Assets and Liabilities, Technical Provisions, Own Funds, Solvency Capital Requirement, Minimum Capital Requirement and Investment Rules**
- Valuation of Assets and Liabilities
- Calculation of Technical Provisions

- Recoverables from Reinsurance Contracts and Special Purpose Vehicles
- Own Funds
- Determination, Classification, Eligibility of Own Funds

- **Solvency Capital Requirement**
 - Requirement Using the Standard Formula or an Internal Model
 - Value-at-Risk
 - The SCR and the Value-at-Risk Measure Calibrated to a 99.5% Confidence Level over a 1-year Time Horizon.
 - Calculation of the Solvency Capital Requirement
 - Structure of the Standard Formula
 - Design of the Basic Solvency Capital Requirement
 - Capital requirement for operational risk

- **Full and Partial Internal Models**
 - Calculation of the Minimum Capital Requirement
 - Insurance and Reinsurance Undertakings in Difficulty or in an Irregular Situation
 - Identification and Notification of Deteriorating Financial Conditions by the Insurance and Reinsurance Undertaking
 - Non-Compliance with the Solvency Capital Requirement
 - Non-Compliance with the Minimum Capital Requirement
 - Supervisory Powers in Deteriorating Financial Conditions
 - Withdrawal of authorisation

- **Right of Establishment and Freedom to Provide Services**
 - Conditions for Branch Establishment
 - Branches Established Within the Community and Belonging to Insurance or Reinsurance Undertakings whose Head Offices are Outside the Community
 - Principles and Conditions of Authorisation
 - Equivalence
 - Subsidiaries of Insurance and Reinsurance Undertakings Governed by the Laws of a Third Country and Acquisitions of Holdings by such Undertakings

- **Third-Country Treatment of Community Insurance and Reinsurance Undertakings**
- **Information for Policyholders**
 - Non-life insurance
 - Life insurance
 - Policy Conditions
- **Supervision of Insurance and Reinsurance Undertakings in a Group**
 - Group Supervision: Definitions, Cases of Application, Scope and Levels
 - Supervision of Group Solvency
 - Choice of Calculation Method and General Principles
 - Choice of Method
 - Related Insurance and Reinsurance Undertakings
 - Intermediate Insurance Holding Companies
 - Related Third-Country Insurance and Reinsurance Undertakings
 - Related Credit Institutions, Investment Firms and Financial Institutions
- **Calculation methods**
 - Method 1 (Default method): Accounting Consolidation-Based Method
 - Group Internal Model
 - Method 2 (Alternative Method): Deduction and Aggregation
- **Third countries**
 - Article 263: Parent Undertakings Outside the Community - Verification of Equivalence
 - Article 264: Parent Undertakings Outside the Community - Absence of Equivalence
 - Article 265: Parent Undertakings Outside the Community - Levels
 - Article 266: Cooperation with Third Countries Supervisory Authorities
 - Small and Medium-Sized Insurers: The Proportionality Principle

PART D: FROM THE REINSURANCE DIRECTIVE TO THE SOLVENCY II DIRECTIVE

- Directive 2005/68/EC of 16 November 2005 on Reinsurance
- **Reinsurance, Captive Reinsurance Undertakings, Finite Reinsurance**
- Authorisation
- Principles and Methods of Financial Supervision
- Competent Authorities
- **Supervision of Branches Established in Another Member State**
- Duties of Auditors
- Rules Relating to the Solvency Margin and to the Guarantee Fund
- **Reinsurance Undertakings in Difficulty or in an Irregular Situation and Withdrawal of Authorisation**
- Special Purpose Vehicles
- **Reinsurance Undertakings Not Complying with the Legal Provisions**
- Principle and Conditions for Conducting Reinsurance Business
- Third Countries
- Provisions that Enable the Equivalence of a Third-Country Solvency Regime to be Assessed.
- **Committee Procedure** - The European Insurance and Occupational Pensions Committee

PART E: THE TECHNICAL MEASURES AND THE INTERPRETATIONS

- Solvency II **Key Players**
- Committee of European Insurance and Occupational Pension Supervisors (**CEIOPS**)
- European Insurance and Pension Committee (**EIOPS**)
- CEA (Comité Européen des Assurances) - the European Insurance and Reinsurance Federation.
- The International Association of Insurance Supervisors (**IAIS**)
- Chief Risk Officer Forum (**CRO Forum**)
- **National Regulators**
- The Lamfalussy Process: From Level 1 to Level 3

- EIOPC - The Level 2 Committee
- CEIOPS - The Level 3 Committee
- Level 4 Challenges
- Is COSO ERM (Enterprise Risk Management) Suitable for Solvency ii?

PART F: THE SOLVENCY II DIRECTIVE AND THE NON-EEA COUNTRIES

- Solvency ii, the Reinsurance Directive and **Countries of the European Economic Area and outside the European Economic Area**
- Solvency ii, the Reinsurance Directive and the **Offshore Financial Centers (OFCs)**
- Solvency ii, the Reinsurance Directive **and the USA**
- The US National Association of Insurance Commissioners (**NAIC**)
- the Organization of State Insurance Regulators

PART G: CLOSING

- **The Impact of Solvency ii**
- Translating Complex Rules Into **Daily Activities**
- Comparing and Contrasting **Basel II and Solvency II**
- What They Have in Common
- The Differences
- Tomorrow



Second Certified Course:

Course Title

**Certified Solvency ii Equivalence Professional (CSiiEP)TM:
Preparing for Equivalence with the Solvency ii Directive of the
European Union - Prep Course**

3 days

**Understanding the Solvency ii Directive and the Extraterritorial
Application of European Law to Non-EU Countries.**



Objectives:

This course has been **designed** to provide with the knowledge and skills needed to understand the Solvency ii and the Reinsurance directives of the EU, and their extraterritorial application to non-EU countries.

The course provides with the skills needed to pass the Certified Solvency ii Equivalence Professional (CSiiEP) exam.

Target Audience:

Many non-EEA countries have announced significant enhancements to their solvency and disclosure regulations for insurance, to achieve recognition as having equivalent regulatory standards to those in Europe's Solvency II Directive.

This course is **intended** for managers, professionals and consultants working in countries outside the EEA, that want to understand the Solvency ii Equivalence requirements.

This course is **intended** for managers, professionals and consultants working in groups whose parent is located in a third country, providing insurance services in the EEA (their EEA subsidiaries meet the requirements imposed by Solvency II).

This course is **recommended** for senior managers and executives of non-EEA countries involved in risk and compliance.

About the Course

PART A: INTRODUCTION

- The European Union's Legislative Process. Directives and Regulations
- The **Financial Services Action Plan (FSAP)** of the EU
- **Equivalence** with the Directives of the European Union: An Overview
- Why Equivalence?
- **Extraterritorial** Application of European Law
- Case Study 1: European Savings Tax Directive (ESD)
- Case Study 2: The 8th Company Law Directive on Statutory Audit

- Solvency ii and the Lamfalussy Process
- **Level 1:** Framework Principles
- **Level 2:** Implementation of Principles. Detailed Technical Measures
- **Level 3:** Strengthening Cooperation Among Regulators
- **Level 4:** Enforcement
- Overview of the Solvency I framework
- From Solvency I to Solvency II

PART B: OVERVIEW OF THE SOLVENCY II DIRECTIVE

- **Solvency ii: An Overview**

- A Risk Based Approach
- A Unified Legislative Basis for Prudential Regulation of Insurers and Reinsurers
- Risk-Based Capital Allocation
- **Pillar 1: The Financial Resources Needed to be Considered Solvent**
- **The Solvency Capital Requirement (SCR)**
- The Standard Approach
- The Internal Model
- The Collection of Additional Historical Data
- External Data
- The IT Challenge

- **The Minimum Capital Requirement (MCR)**
- The Standard Approach
- The Internal Model
- **Pillar 2 and Supervisory Control**
- Focus on Risk Management and Operational Risk
- **Pillar 3 and Risk Disclosure Requirements**
- **Own Risk and Solvency Assessment (ORSA)**
- **ORSA as an internal assessment process**
- **ORSA as a supervisory tool**
- **The role of the ORSA - not a third solvency capital requirement**
- Quantitative Impact Studies (QISs)

PART C: THE SOLVENCY II DIRECTIVE

- **Amended Proposal for a Directive on the taking-up and pursuit of the business of Insurance and Reinsurance (SOLVENCY II) (recast) - Brussels, 26.2.2008**
- **Scope of the Application**
- **Supervisory Authorities and General Rules**

- **Quantitative Requirements**
- **Valuation of Assets and Liabilities**
- **Technical Provisions**
- **Solvency Capital Requirement**
- **Solvency Capital Requirement Standard Formula**
- **Internal Models**

- Minimum Capital Requirement
- Group Supervision
- Implementation Measures
- **General Rules on the Taking-Up and Pursuit of Direct Insurance and Reinsurance**
- Subject Matter, Scope and Definitions
- Scope and Exclusions from Scope
- **Solvency Capital Requirement**
- Requirement Using the Standard Formula or an Internal Model
- Value-at-Risk
- The SCR and the **Value-at-Risk** Measure Calibrated to a **99.5%** Confidence Level over a **1-year** Time Horizon.
- Calculation of the Solvency Capital Requirement
- Structure of the Standard Formula
- Design of the Basic Solvency Capital Requirement
- Capital requirement for operational risk
- **Full and Partial Internal Models**
- Calculation of the Minimum Capital Requirement
- Insurance and Reinsurance Undertakings in Difficulty or in an Irregular Situation
- Identification and Notification of **Deteriorating Financial Conditions** by the Insurance and Reinsurance Undertaking
- **Non-Compliance** with the Solvency Capital Requirement
- **Non-Compliance** with the Minimum Capital Requirement
- Supervisory Powers in Deteriorating Financial Conditions

PART D: SOLVENCY II, GROUP SUPERVISION AND THIRD COUNTRIES

- **Right of Establishment and Freedom to Provide Services**
- Conditions for **Branch Establishment**
- **Branches** Established Within the Community and Belonging to Insurance or Reinsurance Undertakings whose Head Offices are Outside the Community
- Principles and Conditions of Authorisation Equivalence
- **Subsidiaries** of Insurance and Reinsurance Undertakings Governed by the Laws of a Third Country and Acquisitions of Holdings by such Undertakings

- Third-Country Treatment of Community Insurance and Reinsurance Undertakings
- **GROUP SUPERVISION - Supervision of Insurance and Reinsurance Undertakings in a Group**
- Definitions, Cases of Application, Scope and Levels
- Main Objectives, General Principles
- **Solvency I** - The “Solo Plus” Approach and Why it is Detached from Reality
- Centralized Groups and Voluntary Cooperation between Supervisory Authorities
- The problems with Capital Management and Internal Models
- **Solvency II** - Two Options:
- Assigning Responsibility to a Single Lead Supervisor
- Re-Allocating Responsibilities of Solo and Group Supervisors
- Which is the Best Option
- Identification and Appointment of the Group Supervisor
- Rights and Duties
- Key Measures to Ensure Efficient Group Supervision
- Transparency and Accountability
- Supervisory Powers and Review Process
- Supervisory “Ladder of Intervention”
- Supervision of Subgroups
- **Professional Secrecy, and Exchanges of Information and Promotion of Supervisory Convergence**
- Obligation
- **Cooperation Agreements with Third Countries**
- Exchange of Information Between Competent Supervisory Authorities of Member States
- Use of Confidential Information
- Duties of the Auditors
- **Intermediate Insurance Holding Companies**
- Related Third-Country Insurance and Reinsurance Undertakings
- Related Credit Institutions, Investment Firms and Financial Institutions
- **Third countries**

- **Article 263:** Parent Undertakings Outside the Community - Verification of Equivalence
- **Article 264:** Parent Undertakings Outside the Community - Absence of Equivalence
- **Article 265:** Parent Undertakings Outside the Community - Levels
- **Article 266:** Cooperation with Third Countries Supervisory Authorities
- Small and Medium-Sized Insurers: The Proportionality Principle

PART E: EQUIVALENCE WITH SOLVENCY II AROUND THE WORLD

- Solvency ii and Countries outside the European Economic Area
- The **International Association of Insurance Supervisors (IAIS)** Defines a (Similar to Solvency ii) **3 Pillar Approach** to Supervision
- The **Swiss Solvency Test (SST)** and Solvency ii: The Basic Principles are Identical
- Solvency ii and the **Offshore Financial Centers (OFCs)**
- **Case Studies**
- Solvency ii and the **USA**
- The US National Association of Insurance Commissioners (NAIC) - the Organization of State Insurance Regulators and Solvency ii

PART F: FROM THE REINSURANCE DIRECTIVE TO THE SOLVENCY II DIRECTIVE

- Directive 2005/68/EC of 16 November 2005 **on Reinsurance**
- The Reinsurance Directive (RID) Directly Affects Pure Reinsurers and Mixed Companies (insurance companies that also write reinsurance business)
- **Reinsurance, Captive Reinsurance Undertakings, Finite Reinsurance**
- Authorisation and Home Country Control
- Principles and Methods of Financial Supervision
- Competent Authorities

- Supervision of Branches
- Duties of Auditors
- Reinsurance Undertakings in **Difficulty or in an Irregular Situation and Withdrawal of Authorisation**
- Special Purpose Vehicles /ISPVs
- Reinsurance Undertakings **Not Complying with the Legal Provisions**
- Third Countries and the Articles 49 and 50
- From the Reinsurance Directive to the Solvency ii Directive and Technical Measures

PART G: OVERVIEW OF THE TECHNICAL MEASURES AND THE INTERPRETATIONS

- **Solvency II Key Players**
- Committee of European Insurance and Occupational Pension Supervisors (CEIOPS)
- European Insurance and Pension Committee (EIOPS)
- CEA (Comité Européen des Assurances) - the European Insurance and Reinsurance Federation.
- The International Association of Insurance Supervisors (IAIS) welcomes Solvency ii
- Chief Risk Officer Forum (CRO Forum)
- National Regulators
- The Lamfalussy Process: From **Level 1** to **Level 3**
- EIOPC - The **Level 2** Committee
- CEIOPS - The **Level 3** Committee
- Level 4 Challenges

PART H: CLOSING

- **The Impact of Solvency ii Outside the EEA**
- Providing Insurance Services to the European Client
- **Competing with Banks**
- Learning from the **Basel ii** Framework
- Applying Basel ii Principles to Avoid **Arbitrage**
- **Regulatory Arbitrage: A Major Risk for Countries that see Compliance as an Obligation, not an Opportunity**
- Tomorrow

Compliance LLC 



4. Certified Basel ii Professional (CBiiPro) TM

Certified Basel ii Professional (CBiiPro) TM Prep Course (3 days)

The **Basel ii Compliance Professionals Association (BCPA) TM** is the largest Association of Basel ii professionals in the world. It develops and maintains a compendium of Basel ii risk and compliance related topics. Subject matter experts review and update this body of knowledge.

The Association offers three certifications:

- A. Certified Basel ii Professional (CBiiPro) TM**
- B. Certified Pillar 2 Expert (CP2E) TM**
- C. Certified Pillar 3 Expert (CP3E) TM**

The Association offers three certified training courses that lead to the above certifications:

- A. Certified Basel ii Professional (CBiiPro) TM - Prep Course (3 days)**
- B. Basel II – Pillar 2: The Supervisory Review & Evaluation Process (SREP) and the Internal Capital Adequacy Assessment Process (ICAAP). Implementation and Compliance Training - Certified Pillar 2 Expert (CP2E) TM Prep Course (2 days)**

C. Basel II – Pillar 3 after the global crisis. Implementation and Compliance Training - Certified Pillar 3 Expert (CP3E)™ Prep Course (2 days)

Instead of training, you can have more

1. Training - First you need to learn.

2. Certification - Second, it is good to be certified by the Basel ii Compliance Professionals Association (BCPA)™

If you pass the exams, you will be entitled to use one, two or all the designations:

A. Certified Basel ii Professional (CBiiPro)™

B. Certified Pillar 2 Expert (CP2E)™

C. Certified Pillar 3 Expert (CP3E)™

As a certified professional, you are entitled to write about your certification(s) in your CV, resume, web site, using the name and the logo of the association.

After our certified training class, you may sit for the exams at no extra cost (up to 3 times).

3. Association - Third, you will become (at no cost) a member of the Basel ii Compliance Professionals Association (BCPA)™, to stay current with new developments in Basel ii risk and compliance around the world.

You will continue to learn, month after month.

As members in the Basel ii Compliance Professionals Association (BCPA)™ you are entitled to write about your membership in your CV, resume, web site, using the name and the logo of the association.

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**First Certified Course:
Course Title**

**Certified Basel ii Professional (CBiiPro)™ Prep Course
(3 days)**



Objectives:

The seminar has been designed to provide with the knowledge, skills and understanding needed to work in Basel ii Compliance Projects.

Target Audience:

This course is **intended** for managers and professionals from Banks, Financial Institutions, Multinational Corporations, Supervisory Agencies who need to understand and speak the specialized language of Basel ii compliance, which has become the common language throughout their organization.

This course is **highly recommended** for:

- Directors, Managers and Professionals involved in Basel ii (decision making and implementation)
- Risk and Compliance Officers
- Legal Counsels
- Strategic Planners
- Analysts
- Auditors
- Management Consultants

Duration:

3 Days, 09:00 to 17:00.

Course Synopsis:

- **The First Basel Capital Accord**
- Regulatory and Economic Capital
- On-balance sheet engagements
- Off-balance sheet engagements
- Basel I amendments
- The New Basel Capital Accord (Basel II)
- Realigning the regulation with the economic realities of the global banking markets
- The three-pillar regulatory structure
- Purposes of Basel II
- Scope of the application

- **Pillar 1: Minimum capital requirements**
- Credit Risk – 3 approaches
- The standardized approach to credit risk
- Claims on sovereigns
- Claims on banks
- Claims on corporates
- The two internal ratings-based (IRB) approaches
- PD - The probability of default
- LGD - The loss given default
- EAD - Exposure at default
- 5 classes of assets

- **Pillar 2: Supervisory review**
- Key principles
- Aspects and issues of the supervisory review process
- Supervisory lessons learned from internal control failures

- **Pillar 3: Market discipline**
- Disclosure requirements
- Qualitative and Quantitative disclosures
- Guiding principles

- **Operational Risk**

- Legal risk
- Information Technology operational risk
- Operational, operations and operating risk
- Quantification of operational risk
- Loss categories and business lines
- Operational risk measurement methodologies
- Identification of operational risk
- The Delphi method

- **Operational Risk Approaches**
- Basic Indicator Approach (BIA)
- Standardized Approach (SA)
- Alternative Standardized Approach (ASA)
- Advanced Measurement Approaches (AMA)
- Internal Measurement Approach (IMA)
- Loss Distribution (LD)
- Standard Normal Distribution
- Value-at Risk and Basel II
- Calculating Value-at Risk
- Monte Carlo simulations
- Monte Carlo limitations

- **Stress Testing**
- Stress testing and Basel ii

- **Operational risk management**
- Operational Risk Management Office
- (AMA) Advantages / Disadvantages
- Internal and external audit
- Operational risk sound practices
- Operational risk mitigation
- Insurance to mitigate operational risk

- **Third-party service providers and vendors**
- Outsourcing after Basel II
- Key risks of outsourcing

- **Basel II and other regulations**
- Capital Requirements Directive (CRD)
- Solvency II
- Markets in Financial Instruments Directive (MiFID)

- **What will be the impact of MiFID to EU and non EU banks?**
- **Aligning Basel II operational risk and Sarbanes-Oxley 404 projects**
- **Common elements and differences of compliance projects**
- **New standards**
- **Disclosure issues**
- **Multinational companies and compliance challenges**

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Second Certified Course:

Course Title

Basel II – Pillar 2:

**The Supervisory Review & Evaluation Process (SREP) and the
Internal Capital Adequacy Assessment Process (ICAAP)
Implementation and Compliance Training - Certified Pillar 2
Expert (CP2E)™ Prep Course
(2 days)**



Overview:

The Basel Committee on Banking Supervision has identified four key principles that underpin Pillar 2:

1. Institutions must have a process for assessing their overall capital adequacy in relation to their risk profile and a strategy for maintaining their capital levels - Internal Capital Adequacy Assessment Process, ICAAP
2. Supervisors must review the Internal Capital Adequacy Assessment Process, ICAAP and take supervisory action if they are not satisfied with the results of this process - Supervisory Review and Evaluation Process, SREP
3. Supervisors must expect institutions to operate above the minimum requirements - and should have the ability to require them to hold capital in excess of the minimum.

4. Supervisors should seek to intervene at an early stage to prevent capital from falling below the minimum levels required to support the risk characteristics of a particular institution and should require rapid remedial action if capital is not maintained or restored.

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand, make decisions and work for the Second Pillar of Basel II.

Target Audience:

This course is **intended** for managers and professionals from Banks, Financial Institutions, Multinational Corporations, Supervisory Agencies.

This course is **highly recommended** for:

- Directors, Managers and Professionals involved in Basel ii (decision making and implementation)
- Risk and Compliance Officers
- Legal Counsels
- Strategic Planners
- Analysts
- Process Owners
- Network, System and Security Administrators
- Auditors
- IT, Security and Management Consultants

Duration:

2 Days, 09:00 to 17:00.

Course Synopsis:

- **Second Pillar: The two tier process**
- The internal assessment - the **Internal Capital Adequacy Assessment Process (ICAAP)**
- The evaluation of the Assessment - the **Supervisory Review and Evaluation Process (SREP)**
- Risks that are not adequately covered by Pillar 1

- Enhancing the link between risk profile, risk management systems and capital
- **The Internal Capital Adequacy Assessment Process (ICAAP)**
- The firm's opinion and evidence of its internal capital adequacy assessment
- Structure of ICAAP
- Corporate governance elements
- The obligation to conduct an ICAAP
- Processes, strategies and systems used in ICAAP
- Documenting the ICAAP
- Review of the ICAAP
- The proportionality principle
- Assumptions, methodology, coverage and outcome of the bank's ICAAP
- Group/parent ICAAPs
- The framework from the Committee of European Banking Supervisors (CEBS) - a model around the world
- The 11 ICAAP High Level Principles
- Templates, Examples and Case Studies
- **The Supervisory Review and Evaluation Process (SREP)**
- The supervisor's review and evaluation of the firm's risk profile and the adequacy and reliability of the firm's ICAAP
- Is there sufficient capital to support all material risks?
- Principles & Key Components of the SREP
- The supervisory review of the group/parent ICAAPs
- The Supervisory Review and Evaluation Process (SREP) as part of the wider Supervisory Review Process
- The framework from the Committee of European Banking Supervisors (CEBS)
- The 11 SREP High Level Principles
- **The Basel ii / Pillar ii challenges**
- Technical
- Organisational
- Regulatory

- **Home and host supervisors**
- **Synchronising Pillar 2 work across borders**
- **Communicating home and hosts' Pillar 2 assessments**
- **Pillar 2 in the EU - The Capital Requirements Directive**
- **Pillar 2 in the USA**
- **Pillar 2 in countries around the world. Interesting differences**
- **Regulatory Arbitrage: Using Pillar 2 as an advantage for the country**
- **Using Pillar 2 as an advantage for the financial firm**

Compliance LLC 



Basel II - BCPA

**Third Certified Course:
Course Title**

**Basel II – Pillar 3 after the global crisis.
Implementation and Compliance Training -
Certified Pillar 3 Expert (CP3E)™ Prep Course
(2 days)**



Overview:

According to the Bank of International Settlements, markets contain disciplinary mechanisms that can reinforce the efforts of supervisors by rewarding banks that manage risk effectively and penalising those whose risk management is inept or imprudent.

Market discipline, however, can only work if market participants have access to timely and reliable information which enables them to assess a bank's activities and the risks inherent in those activities.

The purpose of Pillar 3 - market discipline - is to complement the operation of minimum capital requirements (Pillar 1) and the supervisory review process (Pillar 2).

Transparency has become much more important after the current global market crisis. Financial firms must disclose more information so as to allow all stakeholders to make informed judgments as to whether the bank is meeting international standards and is acting in their best interests.

The supervisors, the investors, the credit rating agencies, the journalists and the analysts to name only some of the stakeholders, want to receive frequent, relevant and meaningful information regarding the risk profile, the management and the capital adequacy of every institution.

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand, make decisions and work for the Third Pillar of Basel II.

Target Audience:

This course is **intended** for managers and professionals from Banks, Financial Institutions, Multinational Corporations, Supervisory Agencies.

This course is **highly recommended** for:

- Directors, Managers and Professionals involved in Basel ii (decision making and implementation)
- Investor Relations Managers
- Risk and Compliance Officers
- Legal Counsels
- Strategic Planners
- Analysts
- Auditors
- Management Consultants

Duration:

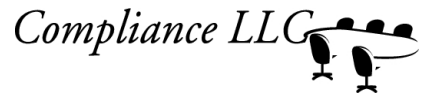
2 Days, 09:00 to 17:00.

Course Synopsis:

- **Pillar 3: The project**
- Scope of application of Pillar 3 disclosure requirements
- The formal policy to comply with the disclosure requirements
- The policies for assessing the appropriateness of disclosures, including their verification and frequency
- Interaction with accounting disclosures

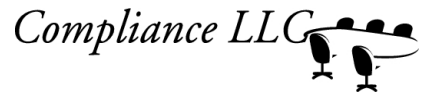
- Materiality
- Frequency
- Proprietary and confidential information
- Appropriate medium and location
- Application of the proportionality principle
- Supervisory actions in the absence of proper disclosures
- General disclosure principle
- Qualitative and Quantitative Disclosures
- Capital, Capital structure, Capital Adequacy
- Risk exposure and assessment
- Credit risk
- Counterparty credit risk
- Securitisation
- Market risk
- Interest rate risk in the banking book
- Operational risk
- Equities
- Examples and Case Studies
- Templates

- **Pillar 3 around the world**
- Home and Host Countries: The Pillar 3 challenges
- Pillar 3 at the top consolidated level of the banking group
- Application for significant subsidiaries
- The waiver allowing countries to exempt credit institutions from the full or partial application of the disclosure requirements
- Pillar 3 in the EU - The Capital Requirements Directive
- COPER and Pillar 3 - Defining a COMmon REPorting framework under the European Union Capital Requirements.
- Pillar 3 in the USA
- Pillar 3 in countries around the world. Interesting differences
- Regulatory Arbitrage: Using Pillar 3 as an advantage for the country
- Using Pillar 3 as an advantage for the financial firm



- 5. **A. Sarbanes-Oxley Training (US SOX)**
- B. 8th Company Law Directive Training (E-SOX)**
- C. Financial Instruments and Exchange Law Training (J-SOX)**
- D. The Financial Services Action Plan of the EU**

Sarbanes Oxley and Basel II...
...engaged in both projects?



Course Title
Sarbanes Oxley and Basel II Compliance Training:
Impact on IT and Information Security
5 days

Objectives:

The seminar has been designed to with the knowledge and skills needed to understand and support Sarbanes Oxley *and* Basel II compliance.

Target Audience:

This course is recommended for all managers and professionals who need to understand and speak the specialized languages of Sarbanes Oxley and Basel compliance, which must become the common language throughout their organization.

This course is highly recommended for:

- Directors, Managers and Professionals
- Risk and Compliance Officers
- Process Owners
- Network, System and Security Administrators
- IT Auditors
- IT, Security and Management Consultants

Duration:

5 Days, 09:00 to 17:00.

Course Synopsis:

- **The Sarbanes Oxley Act**
- **The Need**
- **US federal legislation: Financial reporting or corporate governance?**
- **The Sarbanes-Oxley Act of 2002: Key Sections**
- **SEC, EDGAR, PCAOB, SAG**
- **The Act and its interpretation by SEC and PCAOB**
- **PCAOB Auditing Standards: What we need to know**
- **Management's Testing**
- **Management's Documentation**
- **Reports used to Validate SOX Compliant IT Infrastructure**
- **Documentation Issues**
- **Sections 302, 404, 906 and the three certifications**
- **Sections 302, 404, 906: Examples and case studies**
- **Management's Responsibilities**
- **Committees and Teams**
- **Project Team – Section 404: Reports to Steering Committee**
- **Steering Committee – Section 404: Reports to Certifying Officers and cooperates with Disclosure Committee**
- **Disclosure Committee: Reports to Certifying Officers and cooperates with Audit Committee**
- **Certifying Officers and Audit Committee: Report to the Board of Directors**
- **Control Deficiency**
- **Deficiency in Design**
- **Deficiency in Operation**
- **Significant Deficiency**
- **Material Weakness**
- **Is it a Deficiency, or a Material Weakness?**
- **Reporting Weaknesses and Deficiencies**
- **Examples**
- **Case Studies**
- **Public Disclosure Requirements**
- **Real Time Disclosures on a rapid and current basis?**
- **Whistleblower protection**

- Rulemaking process
- Companies Affected
- International companies
- Foreign Private Issuers (FPIs)
- American Depository Receipts (ADRs)
- Types of ADR programs
- Employees Affected
- Effective Dates

- **The Bank for International Settlements (BIS)**
- The Basel Committee on Banking Supervision
- From the Young Plan (1930) to Basel II
- Regulatory supervision of internationally active banks
- The failure of the Bankhaus Herstatt and the crisis of confidence

- **First Basel Capital Accord**
- Formulating broad supervisory standards and guidelines
- Regulatory and economic capital
- Important objectives
- 1980s: The capital ratios of the main international banks are deteriorating
- Credit Risk
- Assets are weighted by factors
- On-balance sheet engagements
- Off-balance sheet engagements
- Examples of capital requirements
- December 1987: The Basel Capital Accord approved by the G10
- Basel I amendments

- **The New Basel Capital Accord (Basel II)**
- Realigning the regulation with the economic realities of the global banking markets
- New capital adequacy framework replaces the 1988 Accord
- Improving risk and asset management to avoid financial disasters
- "Sufficient assets" to offset risks
- The technical challenges for both banks and supervisors
- How much capital is necessary to serve as a sufficient buffer?
- The three-pillar regulatory structure
- Purposes of Basel II
- Scope of the application
- Pillar 1: Minimum capital requirements

- Credit Risk – 3 approaches
- The standardized approach to credit risk
- Claims on sovereigns
- Claims on banks
- Claims on corporates
- The two internal ratings-based (IRB) approaches to credit risk
- Some definitions: PD - The probability of default, LGD - The loss given default, EAD - Exposure at default, M – Maturity
- 5 classes of assets
- Pillar 2: Supervisory review
- Key principles
- Aspects and issues of the supervisory review process
- Pillar 3: Market discipline
- Disclosure requirements
- Qualitative and Quantitative disclosures
- Guiding principles
- Employees Affected
- Effective Dates

- **Framework for internal control systems in banking organizations - Basel Committee on Banking Supervision**
- The 13 Principles for the Assessment of Internal Control Systems
- The 13 Principles and COSO
- The control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring
- Types of control breakdowns typically seen in problem bank cases
- The objectives and role of the internal controls framework
- The major elements of an internal control process
- Evaluation of internal control systems by supervisory authorities
- Role and responsibilities of external auditors
- Supervisory lessons learned from internal control failures

- **Internal Controls - COSO**
- The Internal Control — Integrated Framework by the COSO committee
- Using the COSO framework effectively
- The Control Environment
- Risk Assessment

- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls

- **Operational Risk**
- What is operational risk
- Legal risk
- Information Technology operational risk
- Operational, operations and operating risk
- The evolving importance of operational risk
- Quantification of operational risk
- Loss categories and business lines
- Operational risk measurement methodologies
- Identification of operational risk
- The Delphi method

- **Operational Risk Approaches**
- Basic Indicator Approach (BIA)
- Standardized Approach (SA)
- Alternative Standardized Approach (ASA)
- Advanced Measurement Approaches (AMA)
- Internal Measurement Approach (IMA)
- Loss Distribution (LD)
- Standard Normal Distribution
- “Fat Tails” in the normal distribution
- Expected loss (EL), Unexpected Loss (UL)
- Value-at Risk (VaR)
- Value-at Risk and Basel I amendment, 1996
- Value-at Risk and Basel II
- Calculating Value-at Risk
- Monte Carlo simulations
- Monte Carlo limitations
- Extreme Value theory

- Scoreboards
- Stress Testing
- Stress testing and Basel
- (AMA) Advantages / Disadvantages
- Recognition of the firms' own modeling of operational risk losses
- “Weak banks”, internal and external audit and sound practices for operational risk
- Self assessment
- Key Risk Indicators
- Operational Risk Measurement Issues
- The game theory
- The prisoner's dilemma – and the connection with operational risk measurement and management
- Operational risk management
- Operational Risk Management Office
- Key functions of Operational Risk Management Office
- Key functions of Operational Risk Managers
- Key functions of Department Heads
- Internal and external audit
- Operational risk sound practices
- Operational risk mitigation
- Insurance to mitigate operational risk

- **COBIT - the framework that focuses on IT**
- Is COBIT needed for compliance?
- COSO or COBIT?
- Corporate governance or financial reporting?
- Executive Summary
- Management Guidelines
- The Framework
- The 34 high-level control objectives
- What to do with the 318 specific control objectives
- COBIT Cube
- Maturity Models
- Critical Success Factors (CSFs)
- Key Goal Indicators (KGIs)
- Key Performance Indicators (KPIs)
- How to use COBIT for Sarbanes Oxley and Basel II compliance

- **Scope of Sarbanes Oxley and Basel II Projects**
- The most important challenge: The scope

- Discussing the scope with the external auditors
- Assumptions
- In or out of scope?
- Is it relevant?
- Using compliance as an excuse
- Computer Forensics Investigation?
- Business Intelligence?
- Business Continuity and Disaster Recovery?


- **Meeting the Information Security Requirements of Sarbanes Oxley and Basel II**
- Information security principles and best practices
- Classification, Sarbanes Oxley and Basel II
- IT and the changes demanded by the business
- Capturing, analyzing, integrating and reducing risk
- Evaluating current systems and processes
- Change and configuration management
- Common risk indicators

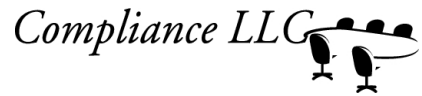
- **Software and Spreadsheets**
- Is software necessary?
- Is software needed?
- When and why
- How large is your organization?
- Is it geographically dispersed?
- How many processes will you document?
- Are there enough persons for that?
- Selection process
- Spreadsheets
- It is just a spreadsheet...
- Certain spreadsheets must be considered applications
- Development Lifecycle Controls
- Access Control (Create, Read, Update, Delete)
- Integrity Controls
- Change Control
- Version Control
- Documentation Controls
- Continuity Controls
- Segregation of Duties Controls
- Spreadsheets – Errors
- Spreadsheets and material weaknesses

- **Third-party service providers and vendors**
- Redefining outsourcing
- Outsourcing services and compliance
- The new definition of outsourcing
- Outsourcing after Sarbanes Oxley and Basel II
- Offshore outsourcing is also redefined
- Key risks of outsourcing
- What is needed from vendors and service providers
- SAS 70
- Type I, II reports
- Advantages of SAS 70 Type II
- Disadvantages of SAS 70 Type II
- Working with vendors and service providers

- **Aligning Basel II and Sarbanes-Oxley projects**
- The general expectations around Sarbanes Oxley and Basel
- From ensuring the overall safety and soundness of banks (Basel) to restoring investor confidence (Sarbanes Oxley)
- From the “under construction since the 1998” approach (Basel II) to the Sarbanes Oxley deadlines
- From the choice of risk management sophistication (Basel) to the specific SEC and PCAOB rules (Sarbanes Oxley)
- There is only one Sarbanes Oxley act but there are many different Basel II frameworks – the issue of discretion to individual jurisdictions for Basel II implementation
- Multinational companies and compliance issues
- US federal legislation and state law. The US constitutional challenges
- From the 1929 Companies Act (UK) to the 1933 Securities Act (USA) to Sarbanes Oxley: The need to avoid a federal intrusion into state reserved matters
- Auditing in the USA and auditing in UK: Very important differences
- Capital Requirements Directive (CRD)
- Markets in Financial Instruments Directive (MiFID)
- What will be the impact of MiFID to EU and non EU banks?
- Board review and approval
- Management responsibility
- Control objectives
- Risk identification and assessment

- Risk monitoring
- Risk mitigation
- Risk reporting
- Continuity plans
- Sufficient public disclosure
- Documentation challenges
- Effectiveness – design and operation
- Connecting the dots
- Common elements and differences of compliance projects
- New standards

Compliance LLC 



Course Title

Sarbanes-Oxley: Implementation and Compliance Training 2 days

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support Sarbanes-Oxley compliance.

Target Audience:

This course is recommended for all managers and professionals who need to understand and speak the specialized language of Sarbanes Oxley compliance, which must become the **common language** throughout their organization.

This course is highly recommended for:

- Directors, Managers and Professionals
- Risk and Compliance Officers
- Process Owners
- Network, System and Security Administrators
- IT Auditors
- IT, Security and Management Consultants

Duration:

2 Days, 09:00 to 17:00 each day.

Course Synopsis:

- **The Sarbanes Oxley Act**
- The Need
- US federal legislation: Financial reporting or corporate governance?
- The Sarbanes-Oxley Act of 2002: Key Sections
- SEC, EDGAR, PCAOB, SAG
- The Act and its interpretation by SEC and PCAOB
- PCAOB Auditing Standards: What we need to know
- Management's Testing
- Management's Documentation

- Reports used to Validate SOX Compliant IT Infrastructure
- Documentation Issues
- Sections 302, 404, 906 and the three certifications
- Sections 302, 404, 906: Examples and case studies
- Management's Responsibilities
- Committees and Teams
- Project Team – Section 404: Reports to Steering Committee
- Steering Committee – Section 404: Reports to Certifying Officers and cooperates with Disclosure Committee
- Disclosure Committee: Reports to Certifying Officers and cooperates with Audit Committee
- Certifying Officers and Audit Committee: Report to the Board of Directors
- Control Deficiency
- Deficiency in Design
- Deficiency in Operation
- Significant Deficiency
- Material Weakness
- Is it a Deficiency, or a Material Weakness?
- Reporting Weaknesses and Deficiencies
- Examples
- Case Studies
- Public Disclosure Requirements
- Real Time Disclosures on a rapid and current basis?
- Whistleblower protection
- Rulemaking process
- Companies Affected
- International companies
- Foreign Private Issuers (FPIs)
- American Depository Receipts (ADRs)
- Types of ADR programs
- Employees Affected
- Effective Dates

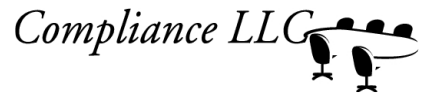
- **Internal Controls - COSO**
- The Internal Control — Integrated Framework by the COSO committee

- Using the COSO framework effectively
- The Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- IT Controls and Sarbanes Oxley Act Relevance
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls

- **Scope of Sarbanes Oxley Project**
- The most important challenge: The scope
- Discussing the scope with the external auditors
- Assumptions
- In or out of scope?
- Is it relevant to Sarbanes Oxley?
- Using SOX as an excuse
- Computer Forensics Investigation?
- Business Intelligence?
- Business Continuity and Disaster Recovery?

- **Third-party service providers and vendors**
- Redefining outsourcing
- Outsourcing services and Sarbanes Oxley compliance
- The new definition of outsourcing
- Outsourcing after Sarbanes Oxley
- Offshore outsourcing is also redefined
- Key risks of outsourcing
- What is needed from vendors and service providers
- SAS 70
- Type I, II reports
- Advantages of SAS 70 Type II
- Disadvantages of SAS 70 Type II

- Working with vendors and service providers
- Sarbanes Oxley and other compliance projects
- European answer to SOX
- Integrating SOX IT security with other regulations
- Aligning Basel II operational risk and Sarbanes-Oxley 404 projects
- Common elements and differences of compliance projects
- New standards
- Multinational companies and compliance issues
- US federal legislation and state law. The US constitutional challenges
- From the 1929 Companies Act (UK) to the 1933 Securities Act (USA) to Sarbanes Oxley: The need to avoid a federal intrusion into state reserved matters
- Auditing in the USA and in UK: Very important differences



Course Title

**Sarbanes-Oxley Compliance Training:
Impact on IT and Information Security**

1 day

Prerequisite:

Course 3: Sarbanes-Oxley Implementation and Compliance Training, 2 days

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support Sarbanes-Oxley compliance.

Target Audience:

This course is recommended for all managers and professionals who need to understand and speak the specialized language of Sarbanes Oxley compliance, which must become the **common language** throughout their organization.

This course is highly recommended for:

- IT and Information Security Directors, Managers and Professionals
- Risk and Compliance Officers
- IT and Security Process Owners
- Network, System and Security Administrators
- IT Auditors
- IT, Security and Management Consultants

Duration:

1 Day, 09:00 to 17:00

Course Synopsis:

- **COSO Enterprise Risk Management (ERM) Framework**
- Is COSO ERM needed for compliance?
- COSO AND COSO ERM

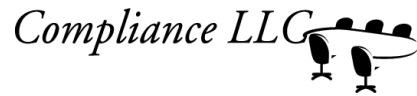
- Internal Environment
- Objective Setting
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information and Communication
- Monitoring
- The two cubes
- Objectives: Strategic, Operations, Reporting, Compliance
- ERM – Application Techniques
- Core team preparedness
- Implementation plan
- Likelihood Risk Ranking
- Impact Risk Ranking

- **COBIT - the framework that focuses on IT**
- Is COBIT needed for compliance?
- COSO or COBIT?
- Corporate governance or financial reporting?
- Executive Summary
- Management Guidelines
- The Framework
- The 34 high-level control objectives
- What to do with the 318 specific control objectives
- COBIT Cube
- Maturity Models
- Critical Success Factors (CSFs)
- Key Goal Indicators (KGIs)
- Key Performance Indicators (KPIs)
- How to use COBIT for Sarbanes Oxley compliance

- **The alignment of frameworks**
- COSO and COBIT
- COSO ERM and COBIT
- ITIL and COBIT
- ISO/IEC 17799:2000 and COBIT
- ISO/IEC 15408 and COBIT
- COSO, COBIT and Sarbanes-Oxley Sections 302 and 404

- **Software and Spreadsheets**

- Is software necessary?
- Is software needed?
- When and why
- How large is your organization?
- Is it geographically dispersed?
- How many processes will you document?
- Are there enough persons for that?
- Selection process
- Spreadsheets
- It is just a spreadsheet...
- Certain spreadsheets must be considered applications
- Development Lifecycle Controls
- Access Control (Create, Read, Update, Delete)
- Integrity Controls
- Change Control
- Version Control
- Documentation Controls
- Continuity Controls
- Segregation of Duties Controls
- Spreadsheets – Errors
- Spreadsheets and material weaknesses



Course Title

**Basel ii: Due Diligence for the Board of Directors and
Executive Management**

Half day

Overview:

After the Sarbanes Oxley Act and the Basel ii Accord, there is a lot of discussion in the corporate world about the new liabilities of the CEOs and the CFOs.

Today we understand that many organizations have underestimated the vital role of directors, who have to know what is changing and which are the best practices, in order to be able to review and approve corporate actions.

More than ever, financial organizations need directors who are aware of the risks and prepared to take on the duties and functions of the boardroom.

After a legal action, the directors have to prove that they exercise due diligence. They have to learn all material information reasonably available before making a business decision (there is “good faith” only in case of an informed decision).

Risks to a serving director or a C – level executive are real and must be managed. These risks have risen exponentially after the new Basel Capital Accord and the Sarbanes Oxley Act.

The best way to protect yourself and your organization’s reputation and wealth is to be aware of these risks and to perform your duties according to the highest principles and implementation practices.

Objectives:

This course has been **designed** to provide board members and executive management with the knowledge and skills needed not only to understand the Basel ii Accord, but also to use Basel ii as a competitive advantage

Target Audience:

This course is intended for potential, new and sitting directors and executive management. It is highly recommended for management consultants.

Duration:

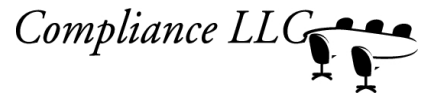
4 Hours. It can be tailored to meet specific needs.

Course Synopsis

- From Basel i to Basel ii.
- Basel ii, executive management and the board of directors.
- Changes in the structure of the organization - the new Operational Risk Management Office
- Case Studies.
- Approaches, national discretions, options and levels of freedom.
- Basic or Advanced approach? When?
- Advantages and disadvantages.

We will discuss how countries and firms use compliance as a competitive advantage. This is a very important part of this presentation.

The presentation can be customized to meet specific needs.



Course Title

Sarbanes-Oxley: Due Diligence for the Board of Directors and Executive Management

Half day

Objectives:

This course has been designed to provide board members and executive management with the knowledge and skills needed to understand the new environment and their new responsibilities in order to protect their reputation and wealth and their organization. They must not only be able to understand what is needed and what is just "nice to have", but also how to **use compliance as a competitive advantage**

Target Audience:

This course is intended for potential, new and sitting directors and executive management. It is highly recommended for management consultants.

Duration:

4 Hours. It can be tailored to meet specific needs.

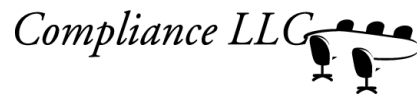
Course Description:

We will start from the **key elements** of widely accepted and long-established corporate governance principles that guide the actions of the directors and executive management.

We will discuss the **changes, challenges and new standards** after the need to implement the Sarbanes Oxley Act in an organization, and the specific difficulties for board members and executive management.

We will understand **what is necessary and what is out of the scope** of Sarbanes Oxley

We will discuss how some countries and some firms **use compliance as a competitive advantage**. This is a very important part of this presentation.



Course Title

Basel ii: The new challenges for the Banking Supervisors

1 - 5 days

Objectives:

This course has been designed to help professionals working for regulatory bodies and supervisory agencies understand their new challenges and responsibilities after Basel ii

Target Audience:

This course is intended for regulatory bodies and supervisory agencies. It is highly recommended for the board of directors and executive management of banks and financial organizations, in order to understand what they will have to prove to their supervisors.

Duration:

From one to five days, 09:00 to 17:00.

Course Synopsis:

- The management's and the board's responsibility: Basel ii and the new supervisory review process
- **Core Principles for Effective Banking Supervision**
- Analysis of the twenty five basic principles for a supervisory system to be effective
- Lessons learned
- The framework of objectives and responsibilities for the agencies involved in banking supervision
- The licensing process, the ownership structure and the scope of business of banks and banking groups
- Identification of the various types of risk confronting a bank, and ways of ensuring that these risks are properly monitored and controlled
- Quantitative and qualitative supervisory guidelines
- **On- site examinations**

- Investigation of specific areas, review of operations, assessment how an institution is managed and controlled
- Adequacy of systems of internal control.
- **Off-site reviews**
- Meetings
- Co-operation with internal and external auditors
- Analysis of reports and returns from banks and their affiliated entities, on a consolidated and individual basis
- Supervisory power for corrective actions if banks fail to meet the standards
- The roles of home and host supervisors
- Supervision on a global consolidated basis - sharing information with other supervisors
- **Core Principles for Effective Banking Supervision and supervisory self assessments**
- Self Assessment: Examples
- Implications for a country's credit rating (and the cost of funding on international markets)
- Pillar 2: Supervisory Review Process
- Supervisory Review Process Principles
- Pillar 3: Disclosures
- Practical Application of Basel II Accord

The presentation can be customized to meet specific needs.

Course Title

**Basel ii and Capital Requirements Directive Training:
The new Basel Accord (Basel ii) and the implementation in the
European Union via the Capital Requirements Directive (CRD)
5 days**

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support Basel II compliance in EU.

Target Audience:

This course can be customized to meet the needs of:

- Directors, Managers and Professionals
- Risk and Compliance Officers
- IT and Security Process Owners
- Network, System and Security Administrators
- IT Auditors
- IT, Security and Management Consultants

Duration:

5 Days, 09:00 to 17:00.

Course Synopsis:

- From The Bank for International Settlements (BIS) to the Capital Requirements Directive
- The Bank for International Settlements (BIS)
- The Basel Committee on Banking Supervision
- Regulatory supervision of internationally active banks
- From the failure of the Bankhaus Herstatt and the crisis of confidence to the Basel i and ii frameworks
- From the Basel ii framework to the Capital Requirements Directive
- Too many levels of freedom, too many challenges and difficulties for the national supervisors

- **The First Basel Capital Accord**
- Assets are weighted by factors
- On-balance sheet
- Off-balance sheet
- Examples of capital requirements
- Basel I amendments

- **The New Basel Capital Accord (Basel II)**
- Realigning the regulation with the economic realities of the global banking markets
- How much capital is necessary to serve as a sufficient buffer?
- Improving risk and asset management
- The technical challenges for both banks and supervisors
- The three-pillar regulatory structure
- Purposes of Basel II
- Scope of the application
- **Pillar 1: Minimum capital requirements**
- Credit Risk – 3 approaches
- The standardized approach to credit risk
- Claims on sovereigns
- Claims on banks
- Claims on corporates
- The two internal ratings-based (IRB) approaches to credit risk
- Some definitions: PD - The probability of default, LGD - The loss given default, EAD - Exposure at default, M – Maturity
- 5 classes of assets
- **Pillar 2: Supervisory review**
- Key principles
- Aspects and issues of the supervisory review process
- **Pillar 3: Market discipline**
- Disclosure requirements
- Qualitative and Quantitative disclosures
- Guiding principles
- Employees Affected
- Effective Dates

- **Framework for internal control systems in banking organizations - Basel Committee on Banking Supervision**
- The 13 Principles for the Assessment of Internal Control Systems
- The 13 Principles and COSO
- The control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring
- Types of control breakdowns typically seen in problem bank cases
- The objectives and role of the internal controls framework
- The major elements of an internal control process
- Evaluation of internal control systems by supervisory authorities
- Role and responsibilities of external auditors
- Supervisory lessons learned from internal control failures

- **Operational Risk**
- What is operational risk
- Legal risk
- Information Technology operational risk
- Operational, operations and operating risk
- The evolving importance of operational risk
- Quantification of operational risk
- Loss categories and business lines
- Operational risk measurement methodologies
- Identification of operational risk
- The Delphi method

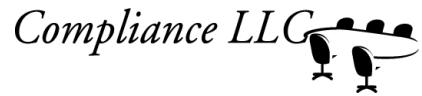
- **Operational Risk Approaches**
- Basic Indicator Approach (BIA)
- Standardized Approach (SA)
- Alternative Standardized Approach (ASA)
- Advanced Measurement Approaches (AMA)
- Internal Measurement Approach (IMA)
- Loss Distribution (LD)
- Standard Normal Distribution

- “Fat Tails” in the normal distribution
- Expected loss (EL), Unexpected Loss (UL)
- Value-at Risk (VaR)
- Value-at Risk and Basel I amendment, 1996
- Value-at Risk and Basel II
- Calculating Value-at Risk
- Monte Carlo simulations
- Monte Carlo limitations
- Extreme Value theory
- Scoreboards
- Stress testing and Basel ii
- (AMA) Advantages / Disadvantages
- Recognition of the firms’ own modeling of operational risk losses
- Self assessment
- Operational Risk Measurement Issues
- The game theory
- The prisoner’s dilemma – and the connection with operational risk measurement and management
- Operational risk management
- Operational Risk Management Office
- Key functions of Operational Risk Management Office
- Key functions of Operational Risk Managers
- Key functions of Department Heads
- Internal and external audit
- Operational risk sound practices
- Operational risk mitigation
- Insurance to mitigate operational risk
- **Third-party service providers and vendors**
- Redefining outsourcing
- Outsourcing services and Basel II compliance
- The new definition of outsourcing
- Outsourcing after Basel II
- Offshore outsourcing is also redefined
- Key risks of outsourcing

- What is needed from vendors and service providers
- **Capital Requirements Directive (CRD)**
- Harmonizing Europe with Directives
- **Directive 2006/48/EC**
- Subject matter, scope and definitions
- Requirements for access to the taking up and pursuit of the business of credit institutions
- Provisions concerning the freedom of establishment and the freedom to provide services
- Relations with third countries
- Principles and technical instruments for prudential supervision and disclosure
- Provision against risks
- Calculation of requirements
- Minimum own funds requirements for operational risk
- Large exposures
- Qualifying holdings outside the financial sector
- Disclosure by credit institutions
- Powers of execution
- Transitional provisions
- **Directive 2006/49/EC**
- Subject matter and scope
- Initial capital
- Trading book
- Own funds
- Provisions against risks
- Application of requirements on a consolidated basis
- Calculation of consolidated requirements
- Monitoring and control of large exposures
- Valuation of positions for reporting purposes
- Risk management and capital assessment
- Reporting requirements
- Competent authorities
- Supervision

- Powers of execution
- **Home and Host Supervisors**
- Cross-border challenges
- The Accord Implementation Group
- Implementing Basel II Across Countries
- Differences: The European Union and the USA, Middle East, Pacific Rim, Caribbean
- The implementation of Basel II around the globe
- Markets in Financial Instruments Directive (MiFID)
- From Basel ii to MiFID
- The impact of MiFID to EU and non EU banks
- Aligning Basel II operational risk and Sarbanes-Oxley 404 projects
- Common elements and differences of compliance projects
- New standards
- Disclosure issues
- Multinational companies and compliance challenges

The course can be customized to meet specific needs



Course Title

**From SOX to J-SOX: Lessons Learned from the
Implementation of Sarbanes Oxley Act
5 days**

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support J-SOX and Sarbanes Oxley compliance.

Target Audience:

This course is recommended for all managers and professionals who need to understand and speak the specialized language of compliance, which must become the common language throughout their organization.

This course is highly recommended for:

Directors, Managers and Professionals
Risk and Compliance Officers
IT and Security Process Owners
Network, System and Security Administrators
IT Auditors
IT, Security and Management Consultants

Duration:

3 Days, 09:00 to 17:00 each day

Course Synopsis:

- The Sarbanes Oxley Act**
- The Need
- US federal legislation: Financial reporting or corporate governance?
- The Sarbanes-Oxley Act of 2002: Key Sections
- SEC, EDGAR, PCAOB, SAG
- The Act and its interpretation by SEC and PCAOB
- PCAOB Auditing Standards: What we need to know

- **Management's Testing**
- **Management's Documentation**
- **Reports used to Validate SOX Compliant IT Infrastructure**
- **Documentation Issues**
- **Sections 302, 404, 906 and the three certifications**
- **Sections 302, 404, 906: Examples and case studies**
- **Management's Responsibilities**
- **Committees and Teams**
- **Project Team – Section 404: Reports to Steering Committee**
- **Steering Committee – Section 404: Reports to Certifying Officers and cooperates with Disclosure Committee**
- **Disclosure Committee: Reports to Certifying Officers and cooperates with Audit Committee**
- **Certifying Officers and Audit Committee: Report to the Board of Directors**
- **Control Deficiency**
- **Deficiency in Design**
- **Deficiency in Operation**
- **Significant Deficiency**
- **Material Weakness**
- **Is it a Deficiency, or a Material Weakness?**
- **Reporting Weaknesses and Deficiencies**
- **Examples**
- **Case Studies**
- **Public Disclosure Requirements**
- **Real Time Disclosures on a rapid and current basis?**
- **Whistleblower protection**
- **Rulemaking process**
- **Companies Affected**
- **International companies**
- **Foreign Private Issuers (FPIs)**
- **Employees Affected**

The J-SOX: Financial Instruments and Exchange Law

- **The Need**
- **Key Sections**
- **The interpretations**
- **From the Securities Act and Securities Exchange Act to Sarbanes Oxley in the United States**
- **From the Securities and Exchange Law to the Financial Instruments and Exchange Law in Japan**

- Similarities and Differences between SOX and J-SOX
- Lessons learned from the implementation of Sarbanes Oxley in the USA
- Lessons learned from the implementation of Sarbanes Oxley in the world

Internal Controls Framework in the USA - COSO

- The Internal Control — Integrated Framework by the COSO committee
- Using the COSO framework effectively
- The Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring
- Effectiveness and Efficiency of Operations
- Reliability of Financial Reporting
- Compliance with applicable laws and regulations
- IT Controls
- IT Controls and Sarbanes Oxley Act Relevance
- Program Development and Program Change
- Deterrent, Preventive, Detective, Corrective, Recovery, Compensating, Monitoring and Disclosure Controls
- Layers of overlapping controls

Internal Controls Framework in Japan

- COSO and J-SOX
- Differences in the compliance frameworks between Japan and the USA
- The “Evaluation and Auditing Standards for Internal Control for Financial Reports” (December 2005)
- Four high level objectives:
 - (1) effectiveness and efficiency of operations
 - (2) reliable financial reports
 - (3) compliance with laws and regulations
 - (4) preservation of assets
- Six areas:
 - (1) control environment
 - (2) risk assessment
 - (3) control activities
 - (4) information and communication

(5) monitoring

(6) IT support

- Differences in the compliance frameworks between Japan and the USA

Compliance Challenges


- Scope of Sarbanes Oxley Project
- Discussing the scope with the external auditors
- Assumptions
- In or out of scope?
- Is it relevant to Sarbanes Oxley?
- Using SOX as an excuse
- Computer Forensics Investigation?
- Business Intelligence?
- Business Continuity and Disaster Recovery?

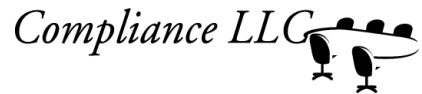
Third-party service providers and vendors

- Redefining outsourcing
- Outsourcing services and Sarbanes Oxley compliance
- The new definition of outsourcing
- Outsourcing after Sarbanes Oxley
- Offshore outsourcing is also redefined
- Key risks of outsourcing
- What is needed from vendors and service providers
- SAS 70
- Type I, II reports
- Advantages of SAS 70 Type II
- Disadvantages of SAS 70 Type II
- Working with vendors and service providers
- Sarbanes Oxley and other compliance projects

From SOX to J-SOX

- Multinational Enterprises (MNEs) and Compliance
- Common elements and differences of compliance projects
- New standards and Due Diligence challenges
- Internal and External auditors, SOX and J-SOX
- The board of Directors, SOX and J-SOX
- From Sarbanes Oxley to J-SOX

Compliance LLC 



Course Title

The Financial Instruments and Exchange Law (Japanese Sarbanes-Oxley, J-SOX) and the Board of Directors

Half day

Objectives:

This course has been **designed** to provide board members and executive management with the knowledge and skills needed to understand J-SOX

Target Audience:

This course is **intended** for potential, new and sitting directors and executive management. It is highly recommended for management consultants.

Duration:

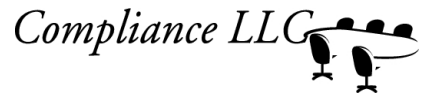
4 Hours. It can be tailored to your needs.

Course Description

- Lessons learned from the implementation of Sarbanes Oxley in the USA
- Lessons learned from the implementation of Sarbanes Oxley in the world
- From Sarbanes Oxley to J-SOX
- Similarities and Differences between SOX and J-SOX

- The six areas of compliance:
 - (1) control environment
 - (2) risk assessment
 - (3) control activities
 - (4) information and communication
 - (5) monitoring
 - (6) IT support

- Differences in the compliance frameworks between Japan and the USA
- Multinational Enterprises (MNEs) and Compliance



Course Title

**Sarbanes Oxley / Basel ii Sales Training:
A new market for vendors, suppliers and service providers
1-5 Days. This seminar will be tailored to your needs**

Objectives:

Participants will develop the ability to understand the challenges executive managers face. They will be able to speak their customers' language, and this has the potential for immediate impact. Sales and marketing managers can apply the skills and knowledge gained in the program immediately.

Target Audience:

- Marketing, sales and presales directors, managers and professionals.
- New and experienced pre or post sales people working for IT suppliers and service providers.

Duration:

1-5 Days, 09:00 to 17:00 each day. This seminar will be tailored to your needs

During the course we will cover:

- Position your company's value in terms of solutions to issues that C-level executives face
- IT Controls and Sarbanes Oxley / Basel ii Relevance
- Business Continuity and Disaster Recovery
- Documentation Issues
- Compliance and Monitoring
- Records Retention
- Disclosure
- Continuous Compliance
- Opportunities for deals
- Gain immediate credibility with C-level Executives
- Identify C-level Executives' critical needs
- Outsourcing services and Sarbanes Oxley / Basel ii compliance

The Financial Services Action Plan (FSAP)

A single market. A harmonized market in banking, investment, insurance, derivatives, commodities. **This is a top priority for the European Union.**

The Financial Services Action Plan (FSAP), launched in 1999 and almost completed by 2004, is a huge and ambitious project.

There are 42 original measures in the FSAP. Some are non-legislative, a few are regulations, and **there are almost 30 directives. Over 20 of the original measures are likely to affect the financial sector.**

The most important measures are:

1. The Capital Requirements Directive

DIRECTIVE 2006/48/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 14 June 2006 relating to the taking up and pursuit of the business of credit institutions (recast)

DIRECTIVE 2006/49/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 14 June 2006 on the capital adequacy of investment firms and credit institutions (recast)

The Capital Requirements Directive (CRD) is the common framework for the implementation of Basel ii in EU.

Capital Requirements Directive Training

Courses designed to provide with the knowledge and skills for the implementation of Basel ii in the European Union
www.capital-requirements-directive-training.com

2. The 8th Company Law Directive

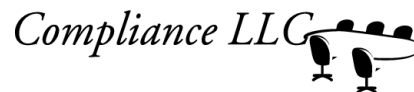
**DIRECTIVE 2006/43/EC OF THE EUROPEAN PARLIAMENT
AND OF THE COUNCIL of 17 May 2006 on statutory audits of annual
accounts and consolidated accounts**

The 8th Company Law Directive is similar to the US Sarbanes Oxley Act. This directive is called the European Sarbanes Oxley. In fact, there are similarities and differences.

8th Company Law Training

Even when the 8th Company Law Directive of the European Union and the Sarbanes-Oxley Act of the USA look similar, they are different.

www.8th-company-law-training.com



Course Title

**The European Union's Sarbanes-Oxley Act (E-SOX)
The 8th Company Law, the Market Abuse and the
Transparency Directives:
Implementation and Compliance Training**

2 days

Overview:

After the passage of the US Sarbanes-Oxley Act in 2002, US and non-US companies listed in a US stock exchange have the difficult task to comply with the Sarbanes-Oxley Act.

After the passage of the European Union's 8th Company Law Directive on Statutory Audit (Directive 2006/43/EC), European and non-European companies listed in any country of the EU have to comply with the 8th company law directive.

EU Member States must comply with this Directive before 29 June 2008.

The 8th directive is considered the European post Sarbanes-Oxley regulatory retaliation. And, like in the US SOX, there are extremely important extraterritorial consequences. The Offshore Financial Centers

(OFCs) for example must immediately enact legislation to prove that they have an “equivalent level of regulation”, to protect their auditors that audit offshore companies with EU listings from being subject to a tough European oversight regime. Otherwise, auditors and audit firms from ‘third countries’ have to be registered in the EU and to be subject to oversight, quality assurance and sanctions.

Companies listed in EU are directly affected. From the changes in the audit committee and the role of the board of directors to the new internal controls requirements, professionals in EU listed companies will face the same or similar challenges with their American colleagues that have to comply with the US SOX. The European SOX (E-SOX) and the Japanese SOX (J-SOX) definitely create a new flat world in the financial markets.

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support compliance with the above important directives of the European Union’s Financial Services Action Plan.

Target Audience:

This course is intended for audit committees and boards of directors, senior managers and executives, internal and external auditors and management consultants.

The course is highly recommended to managers and professionals from:

- Internal Audit
- Internal Controls
- Compliance
- Operations
- Risk
- IT
- Legal

Duration:

2 Days, 09:00 to 17:00

Course Synopsis:

Introduction

- From the Sarbanes Oxley Act of 2002 to the European Union's equivalent regulatory vehicles
- Restoring investor confidence in the EU
- The European Unions Financial Services Action Plan (FSAP)
- From the Eighth Directive of 1984 (Directive 84/253/EEC) to the 8th Company Law Directive on Statutory Audit (Directive 2006/43/EC)
- From the Consolidated Admissions and Reporting Directive (CARD) to the Transparency Directive (Directive 2004/109/EC)
- From the Insider Dealing Directive (Directive 1989/592/EEC) to the Market Abuse Directive (Directive 2003/6/EC)

The 8th Company Law Directive on Statutory Audit

The Directive

- New Definitions
- Approval, continuing education and mutual recognition of statutory auditors and audit firms
- Registration of statutory auditors and audit firms
- Professional ethics, independence and objectivity
- Confidentiality and professional secrecy
- Auditing standards
- Statutory audits of consolidated accounts
- Audit reporting
- Quality assurance systems
- Auditors' liability
- Public oversight and regulatory arrangements between member states
- Mutual recognition and designation of competent authorities
- Application to non-listed public-interest entities
- The Audit Committee
- Similarities and differences with the US Sarbanes-Oxley Act

The 8th Company Law Directive and Corporate Governance

- The impact on corporate governance
- The role of the board of directors and executive management
- Internal controls and external auditors

The 8th Company Law Directive: Committees and Interpretations

- From the US Public Company Accounting Oversight Board (PCAOB) to the European Group of Auditors' Oversight Bodies (EGAOB)
- The three new bodies established in the EU
- The Audit Regulatory Committee (AuRC)
- The European Group of Auditors' Oversight Bodies (EGAOB)
- The European Forum on Auditors' Liability

The 8th Company Law Directive and the World

- Approval of auditors from third countries
- Registration and oversight of third-country auditors and audit entities
- The 8th Company Law Directive and the European Union (EU)
- Requirements applicable to the auditors of companies incorporated outside of the European Union (EU)
- The 8th Company Law Directive and countries outside the European Economic Area
- The importance of Articles 45 and 46
- The 8th Company Law Directive and the Offshore Financial Centers (OFCs)
- The 8th Company Law Directive and the USA
- The “post-Sarbanes-Oxley regulatory retaliation” opinion and the EU Financial Services Action Plan (FSAP)
- Derogation in the case of equivalence
- Cooperation with competent authorities from third countries

The Transparency Directive

- The harmonization of transparency requirements with regard to information about issuers whose securities are admitting to trading on a regulated market
- Annual financial reports
- Half-Yearly financial reports
- Transparency and information for holders of securities
- Important disclosures
- Major Holdings
- Third countries
- International Accounting Standards

The Market Abuse Directive

- Insider dealing
- Market manipulation
- Competent authorities with “investigatory powers”
- How the directive is implemented under the Lamfalussy process

Interaction between these directives and other regulatory initiatives

- The three directive and the Financial Services Action Plan
- How to comply with both the 8th Company Law Directive and the Sarbanes Oxley Act
- The 8th Company Law Directive and the Financial Conglomerates Directive
- The 8th Company Law Directive and the Savings Tax Directive
- Compliance in the post-Parmalat EU and the post-Enron USA

Course Title

**The 8th Company Law Directive: Due Diligence for Directors
and Executive Management**

Half Day

Objectives:

This course has been designed to provide board members and executive management with the knowledge and skills needed **not only to understand the 8th Company Law Directive, but also to use compliance as a competitive advantage**

Target Audience:

This course is intended for potential, new and sitting directors and executive management. It is highly recommended for management consultants.

Duration:

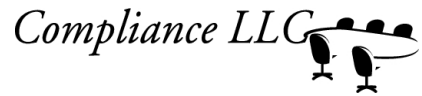
4 Hours. It can be tailored to your needs.

Course Synopsis:

- From the Sarbanes Oxley Act of 2002 to the European Union's equivalent regulatory vehicles
- Restoring investor confidence in the EU
- Statutory auditors and audit firms in the European Economic area (EEA)
- Statutory audits of consolidated accounts
- The Audit Committee: Similarities and differences with the US Sarbanes-Oxley Act
- **The 8th Company Law Directive and Corporate Governance**
- The impact on corporate governance
- The role of the board of directors and executive management
- Internal controls and external auditors
- **The 8th Company Law Directive and the World**
- Requirements applicable to the auditors of companies incorporated outside of the European Union (EU)
- The 8th Company Law Directive and countries outside the European Economic Area - The importance of Articles 45 and 46

- The 8th Company Law Directive and the Offshore Financial Centers (OFCs)
- The 8th Company Law Directive and the USA
- The “post-Sarbanes-Oxley regulatory retaliation”

We will discuss how countries and firms use compliance as a competitive advantage. This is a very important part of this presentation.



3. The Markets in Financial Instruments Directive (MiFID)

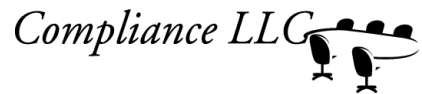
DIRECTIVE 2004/39/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 April 2004 on markets in financial instruments

The Investment Services Directive has been replaced by MiFID that reflects developments in financial services and markets and extends the scope of the passport to cover commodity derivatives, credit derivatives and financial contracts for differences for the first time.

MiFID Training

MiFID Training and Presentations. From the four-level approach (the Lamfalussy process) to the MiFID implementation, the differences and the opportunities for competitive advantage in EU and offshore.

www.mifid-training.net



Course Title

Markets in Financial Instruments Directive (MiFID): Due Diligence for Directors and Executive Management

Half Day

Objectives:

This course has been designed to provide board members and executive management with the knowledge and skills needed not only to understand MiFID, but also to use MiFID as a competitive advantage

Target Audience:

This course is intended for potential, new and sitting directors and executive management. It is highly recommended for management consultants.

Duration:

4 Hours. It can be tailored to your needs.

Course Description

A. Overview

- From the Investment Services Directive (ISD) to the Markets in Financial Instruments Directive (MiFID)
- From Know Your Customer (KYC) to Client Classification (CC)
- Best Execution
- Suitability and Appropriateness
- Transaction Reporting

B. Challenges

- Conflicts of interest
- Conduct of Business (COB) obligations
- Obligation to execute orders on terms “most favourable” to the client
- The impact of MiFID on corporate governance
- The role of the board of directors and executive management

C. Opportunities

- Freedom to provide investment services and activities in all the countries of the EEA using a single "passport"
- The new role of a branch and the new access rules to regulated markets
- Systematic Internalisers: Should we become a stock exchange?

D. MiFID and the World

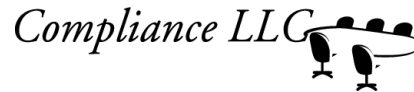
- MiFID and the [European Economic Area \(EEA\)](#)
- MiFID and countries [outside the European Economic Area](#)
- MiFID and the [Offshore Financial Centers \(OFCs\)](#)
- MiFID and the [USA](#)

- MiFID and the **Reg NMS**: Similarities and differences between the Regulation for National Market System (Reg NMS) in the United States and the MiFID in EU

E. MiFID and Alternative Investments

- MiFID and Hedge Funds
- Sophisticated onshore and offshore legal structures
- Minimizing regulatory, operational and compliance risks

We will discuss how countries and firms use compliance as a competitive advantage. This is a very important part of this presentation.



Course Title

Markets in Financial Instruments Directive (MiFID): Implementation and Compliance Training

3 days

Objectives:

The seminar has been designed to provide with the knowledge and skills needed to understand and support MiFID compliance

Target Audience:

This course is intended for managers and professionals from:

- Compliance
- Operations
- Risk
- IT
- Legal
- Internal Audit
- Internal Controls
- Trading
- Portfolio Management
- Hedge Funds and Alternative Investments

- IT, Security and Management Consultants

This course is recommended for the directors, managers and professionals who require a clear understanding of MiFID and the changes in financial markets after MiFID

Duration:

3 Days, 09:00 to 17:00

Course Synopsis:

Introduction

- European Union's legislation: Directives and Regulations
- The European Unions Financial Services Action Plan (FSAP)
- Markets in Financial Instruments Directive (MiFID): A major step leading to the creation of a single European Market in Financial Services
- The Investment Services Directive (ISD) that has been replaced by MiFID
- From the ISD to MiFID: What is different now
- From "core" and "non-core" investment services to "investment services and activities" and "ancillary services"

MiFID and the Lamfalussy process

- Level 1: Framework Principles
- Level 2: Implementation of Principles. Detailed Technical Measures
- Level 3: Strengthening Cooperation Among Regulators
- Level 4: Enforcement

MiFID: An Overview

- From Know Your Customer (KYC) to Client Classification (CC)
- Best Execution and Information to Clients
- Order Handling
- Suitability
- Extended Passport: Services across Europe
- Conduct of Business
- Stock Exchanges compete with Trading Platforms and Investment Firms
- Systematic Internalisers

- Transaction Reporting across the EEA

Definitions and Scope

- How MiFID extends the coverage of the Investment Services Directive
- Exemptions and Optional exemptions
- Definitions
- MiFID and options, futures, swaps, forward rate agreements, and any other derivative contracts and “other derivative contracts relating to assets, rights, obligations, indices and measures”

Authorisation

- Requirements and Scope
- Relations with third countries

Operating Conditions for Investment Firms

- On-going supervision
- Conflicts of interest
- Conduct of Business (COB) obligations
- Obligation to execute orders on terms “most favourable” to the client
- Client order handling rules
- Tied agents
- Transactions executed with eligible counterparties
- Obligation to uphold integrity of markets, report transactions and maintain records
- Monitoring of compliance
- Obligation to make public firm quotes
- Pre-trade transparency requirements
- Post-trade disclosure and transparency requirements

Rights of Investment Firms

- Freedom to provide investment services and activities
- Establishment of a branch
- Access to regulated markets

Regulated Markets

- Organisational requirements
- Admission of financial instruments to trading
- Suspension and removal of instruments from trading
- Monitoring of compliance

- Pre-trade and Post-trade transparency requirements

Competent Authorities

- Designation of competent authorities
- Administrative sanctions
- Extra-judicial mechanism for investors' complaints
- Professional secrecy
- Relations with auditors

Cooperation between Competent Authorities

- Obligation to cooperate
- Exchange of information
- Powers for Host Member States
- Exchange of information with third countries

MiFID and Corporate Governance

- The impact of MiFID on corporate governance
- The role of the board of directors and executive management

MiFID: The Interpretations

- From the Directive to the Interpretations and the Technical Measures
- CESR: The Committee of European Securities Regulators
- CESR - MiFID Level 2 Expert Group
- CESR - MiFID Level 3 Expert Group
- Level 4 challenges

MiFID and the World

- MiFID and the European Economic Area (EEA)
- MiFID and countries outside the European Economic Area
- MiFID and the Offshore Financial Centers (OFCs)
- MiFID and the USA
- MiFID and the Reg NMS: Similarities and differences between the Regulation for National Market System (Reg NMS) in the United States and the MiFID in EU

MiFID and other Directives

- Interaction between MiFID and other regulatory initiatives
- MiFID, Basel ii and the Capital Requirements Directive
- MiFID and the 8th Company Law Directive
- MiFID and the Financial Conglomerates Directive

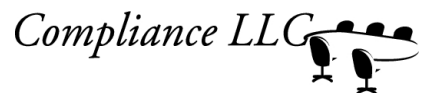
- MiFID and UCITS iii
- MiFID and the 3rd Anti Money Laundering Directive of the EU
- Using MiFID data for compliance with other directives

MiFID and Alternative Investments

- MiFID and Hedge Funds
- New challenge for Hedge Fund managers
- Sophisticated onshore and offshore legal structures
- A new pressure for Transparency
- Minimizing regulatory, operational and compliance risks
- MiFID and Mutual Funds
- MiFID and mutual recognition of alternative investment products authorised under different regimes
- Management and Administration of Alternative Investments inside and outside the European Union

MIFID: Tomorrow

- Increased competition
- Pre- and post-trade transparency
- New risks and opportunities
- Hedge Funds and Alternative Investments after MiFID
- The “Fund of Funds” opportunity for regulators



4. UCITS iii Directive

What we can do for you:

In-company Awareness, Training and Presentations. The first choice for many companies. Fully tailored training, presented exclusively for your own people. We will work on your premises or at a venue of your choice, on a fixed fee per day, for teams from 2 to 50.

1. Presentations for the Board of Directors and Executive Management
60 - 180 minutes
2. Overview of the directives and the new challenges and opportunities

One day

3. Tailor made presentations and training

Let us know what you need

Modules:

- European Union's legislation: **Directives and Regulations**
- The **Financial Services Action Plan (FSAP)** of the European Union
- **Markets in Financial Instruments Directive (MiFID):** The difficult passport
- From “core” and “non-core” investment services to “investment services and activities” and “ancillary services”

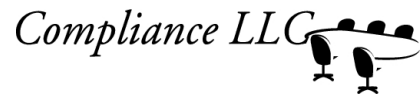
- UCITS iii: **The easier passport**
- UCITS iii - **The Management Directive** (Directive 2001/107/EC)
- Relations with **third countries**
- The right of establishment and the **freedom to provide services**
- Operating conditions
- The **simplified prospectus**
- UCITS iii - **The Product Directive** (Directive 2001/108/EC)
- A **wider range** of financial instruments
- UCITS iii **and other Directives**

- Management companies
- Governance
- Risk Management

- UCITS iii and the **European Economic Area (EEA)**
- UCITS iii and countries **outside the European Economic Area**
- UCITS iii and the **Offshore Financial Centers (OFCs)**
- UCITS iii and the **USA**
- UCITS iii, MiFID and the **Reg NMS: Similarities and differences** between the United States and the European Economic Area / European Union

- **UCITS iii compliant funds**
- Sophisticated UCITS
- UCITS iii **and Alternative Investments**
- MiFID and **Hedge Funds**
- **Onshore and offshore legal structures**

- UCITS iii and alternative investment products authorised under different regimes
- Hedge Funds and Alternative Investments after UCITS iii



5. Financial Conglomerates Directive

DIRECTIVE 2002/87/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 16 December 2002 on the supplementary supervision of credit institutions, insurance undertakings and investment firms **in a financial conglomerate**

The Financial Conglomerates Directive tries to introduce **supplementary supervision** of financial conglomerates on a **group-wide basis**, in addition to both the prudential supervision of regulated entities on a standalone basis and consolidated supervision on a sectoral basis.

Financial Conglomerates Directive training and Presentations

We can help your organization understand better the Financial Conglomerates Directive in the context of the Financial Services Action Plan of the European Union.

In-company Awareness, Training and Presentations. The first choice for many companies. Fully tailored training, presented exclusively for your own people. We will work on your premises or at a venue of your choice, on a fixed fee per day, for teams from 2 to 50.

1. Presentations for the Board of Directors and Executive Management

60-90 minutes

2. Overview of the Financial Conglomerates Directive

One day

3. Tailor made presentations and training

Let us know what you need

6. Savings Tax Directive

COUNCIL DIRECTIVE 2003/48/EC of 3 June 2003 on taxation of savings income in the form of interest payments

1. Presentations for the Board of Directors and Executive Management

60-90 minutes

2. Overview of the Financial Conglomerates Directive

One day

3. Tailor made presentations and training

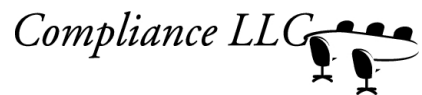
Let us know what you need

European Savings Tax Directive Training and Presentations

The Savings Tax Directive in the context of the Financial Services Action Plan of the European Union.

The tax competition: Higher-tax nations and the offshore financial centers. From the "automatic exchange of information" option to the "withholding tax" option. Opportunities for a competitive advantage.

www.savings-tax-directive.com



A. Compliance for Hedge Funds

B. Regulatory Arbitrage Opportunities

Hedge Funds - Compliance Training and Presentations. Fully tailored training, presented exclusively for your own people.

Compliance LLC is pleased to offer an exciting range of training and consulting services. We can help your organization understand better the compliance challenges for the Hedge Funds in the context of the UCITS iii Directive, the Markets in Financial Instruments Directive (MiFID) and the Financial Services Action Plan (FSAP) of the European Union.

What we can do for you:

In-company Awareness, Training and Presentations.

1. Presentations

60 - 180 minutes

2. Overview of the directives and the new compliance challenges and opportunities

60 minutes to one day

3. Tailor made presentations and training

Let us know what you need

The courses are intended for:

- Hedge Fund Managers and Portfolio Managers
- Hedge Fund and Fund of Funds Prime Brokers
- Institutional Brokerage Houses
- Investment Professionals
- Wealth Management Firms

- Professionals responsible for the structure and marketing of financial products

Regulatory Arbitrage

Arbitrage is the practice of taking advantage of a **difference** (usually price difference) between two or more markets.

In order to have **arbitrage opportunities**, we need to find a **difference**.

Regulatory Arbitrage is the practice of taking advantage of a **regulatory difference** between two or more markets.

Two examples - can you see the opportunities?

A. Basel ii framework

B. The 8th Company Law Directive (the European Sarbanes-Oxley)

A. Basel ii is a mandatory framework which is full of differences (different approaches, different deadlines, different options, different national discretions etc.)

When we have all these different approaches and options **by design** (Basel ii is proud of that), we also have **"flexible" countries** that create opportunities...

... and **"non-flexible" countries** (compliance is just an obligation).

Hedge Funds select the more favorable jurisdictions, playing one government off against another. **Is it fair? Absolutely!**

The **"flexible" countries** know that. They have a plan, to retain or attract foreign direct investments. They know that **hedge fund managers like shopping, especially "regulator shopping"**. They try to find the friendliest regime to do business.

The **"non-flexible" countries** complain. They say that a general easing of regulations is a **"race to the bottom"**. And, they continue to lose money, jobs, investments.

Basel ii is supposed to be the framework that attempts to align economic and regulatory capital more closely to **reduce the scope for regulatory arbitrage**. At least, this is what they say.

But, you can not have **so many differences** (approaches, deadlines, options and national discretions) **and the same time to say that you try to reduce the scope of regulatory arbitrage!** This is an oxymoron.

Example: By providing at least **three alternative capital calculation methods**, Basel II creates differences that do not exist in Basel I. The treatment of **non-investment-grade credits** under the standardized approach is so different from the treatment under the foundation or advanced internal ratings based (IRB) approach.

B. The 8th Company Law Directive (the European Sarbanes-Oxley)

After the passage of the **US Sarbanes-Oxley Act** in 2002, **US and non-US** companies listed in a US stock exchange have the difficult task to comply with the Sarbanes-Oxley Act.

After the passage of the **European Union's 8th Company Law Directive** on Statutory Audit (Directive 2006/43/EC), **European and non-European** companies listed in any country of the EU have to comply with the 8th company law directive.

The 8th directive is considered the European post Sarbanes-Oxley regulatory retaliation. And, like in the US SOX, there are **extremely important extraterritorial consequences**.

The Offshore Financial Centers (OFCs) for example must immediately enact legislation to prove that they have an "equivalent level of regulation", to protect their auditors that audit offshore companies with EU listings from being subject to a tough European oversight regime. Otherwise, auditors and audit firms from "third countries" have to be registered in the EU and to be subject to oversight, quality assurance and sanctions.

Under Article 45(1) of Directive 2006/43/EC the competent authorities of the Member States are required to register third-country auditors and audit entities that conduct a statutory audit on certain companies incorporated outwith the Community whose transferable securities are admitted to trading on a market regulated within the Community.

Article 45(3) of Directive 2006/43/EC requires Member States to subject such registered third-country auditors and audit entities to their systems

of oversight, quality assurance systems and systems of investigations and penalties.

The European Commission is required under Article 46(2) of Directive 2006/43/EC to assess the equivalence of third country oversight, quality assurance and investigation and penalties systems in cooperation with Member States and make a determine on it. If those systems are recognised as equivalent, Member States may exempt third country auditors and audit entities from requirements of Article 45 of the Directive on the basis of reciprocity.

But...

The European Commission has carried out a preliminary assessment of audit regulation in relevant third countries. The assessments have not allowed final equivalence decisions to be taken

GROUP 1: Australia, Canada, Japan, Singapore, South Africa, South Korea, Switzerland and the United States have a system of public oversight in place, although for the time being the information about the systems is not sufficient for final equivalence decisions to be taken.

GROUP 2: Brazil, China, Croatia, Guernsey, Jersey, the Isle of Man, Hong Kong, India, Indonesia, Israel, Morocco, New Zealand, Pakistan, Russia, Taiwan, Thailand, Turkey and Ukraine, does not have such systems of public oversight but appears to offer a perspective of moving towards them within a reasonable timeframe.

GROUP 3: Argentina, Bahamas, Bermudas, Chile, Colombia, Kazakhstan, Mauritius, Mexico, Philippines, United Arab Emirates and Zambia, has in place an audit regulatory framework offering also a perspective of moving towards a system of public oversight in a longer timeframe.

For the second and third groups of third countries, further equivalence assessments WILL take place once each of such third countries has made a public commitment to comply with equivalence criteria.

Auditors and audit entities from the third countries should be able to continue their activities in relation to audit reports concerning annual or

consolidated accounts for financial years starting during the period from 29 June 2008 to 1 January 2011.

REGULATORY ARBITRAGE OPPORTUNITIES - The environment

ARTICLE 45.4. DIRECTIVE 2006/43/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 17 May 2006

"Audit reports concerning annual accounts or consolidated accounts issued by third-country auditors or audit entities that are not registered in the Member State shall have no legal effect in that Member State".

Have a look at companies incorporated in Guernsey, Jersey, the Isle of Man - countries that have NOT equivalent system.

There are several firms incorporated in countries from Group 2 and 3 and listed in Europe. The European regulators have a surprise for them: Their auditors are not recognized in Europe, and their opinion has no legal effect in Europe.

Here the excitement starts... Just an example:

A. How shareholders react when something has happened (they never understand what) and we can not have consolidated financial statements?

B. What about the Basel ii obligation - the home country is responsible for the consolidated financial statements - when the home country is non-European and the host country is European?

Differences = regulatory arbitrage opportunities

Our key goal is to generate alpha, "excess return" over market performance. "Alpha" has always to do with the skill of the hedge fund manager. Skill-based investing makes the real difference.

Excellent Courses, Exceptional Venues

The role that the environment plays in learning, solving problems and thinking out of the box is often ignored. In terms of aesthetics and comfort, our venues are second to none.



More Information about our venues:
www.compliance-llc.com/OurVenues.htm

Compliance - Hedge Funds and Alternative Investments

It is **not easy to regulate Hedge Funds directly**. They use an **indirect approach**.

They establish laws, regulations, directives and best practices **for the hedge funds' counterparties and creditors, for banks and securities firms**. Although indirect supervision can be very effective, it can also become a competitive disadvantage for a country or a region.

They speak about the need of a **robust internal risk management systems for the hedge funds' counterparties**. Working with a **"Highly Leveraged Institutions (HLI)" is a risk**. You need to stress test your exposure, to measure it, and to allocate more capital for this risk.

They establish **Accords like the Basel ii**, which informs regulators and supervisors that they have to **focus on the risks** that come from **Highly Leveraged Institutions** like the **liquidity risk, the concentration risk, the (fat) tail risk**. They should ensure that the banks' internal systems **capture the full range of exposures** to hedge funds. If not, banks can forget the **"advanced"** Basel ii approaches.

They speak about **market transparency**, which is never adequate, ignoring that **this is primary risk for hedge funds**: There are many that are more than willing to copy the strategy, behavior, model etc. of VIP hedge fund managers.

They speak about **efficient oversight by banking and securities supervisors**. They have new weapons, like Basel ii, MiFID, UCITS iii.

They always speak about the **"lessons learned"** from the hedge fund Long-Term Capital Management (LTCM). Nobody is able to learn something from the top 50 performing hedge funds.

Excellent Courses, Exceptional Venues



More Information about our venues:

www.compliance-llc.com/OurVenues.htm


Compliance Awareness

Basel ii, Sarbanes-Oxley, MiFID, FSAP Awareness


If someone is **not aware** of the legal requirements, appropriate controls and protection are hardly likely to be employed.

People **must be motivated** to take compliance seriously. Awareness is used to reinforce the fact that compliance supports the mission of the organization.


We have created a **flexible Awareness Compliance curriculum** providing learning paths **individually suited to the needs of each sector** of organizations (executive management, IT, security, sales and marketing, administration).

Compliance LLC 

Course Title: Sarbanes-Oxley Compliance Awareness
1 day

Compliance LLC 

Course Title: Basel ii Compliance Awareness
1 day

Compliance LLC 

Course Title: MiFID Compliance Awareness
1 day

I would like to express my pleasure and satisfaction for all your good work during the Awareness Training given to the entire company.

Nicola Gatti

Secretary General, STET Telecommunications SA

(Training to executive management and 1400 employees)

Compliance Consulting

1. Compliance and Product Repositioning for vendors, suppliers and service providers.

Sales teams struggle to achieve targets. This is because many times suppliers fail to stand in the shoes of executives and experience the business challenges their customers face. Competition is fierce and sales cycles can be long.

But, there are some exceptions to the rule. Senior management has new needs and the highest value opportunities come from selling at the C-Level.

Position your company's value in terms of solutions to issues that C-level executives face. Compliance is a “must have”. Availability, security, better IT services... very nice, but, yes, all these are “nice to have”.

We will work for one week in your headquarters of your regional offices. At the end of this week, we will give you our assessment and a presentation with our recommendations. We will help you understand the new market opportunities. We will discuss **how you can use compliance as a selling point**. How you can adapt and stay ahead of changes. How compliance can make you a market leader. How to **reposition your products and services**. How to and differentiate these products and services from the competition.

Thank you for sharing your expertise on IT Governance with our staff and customers. Our participants have benefited greatly from these sessions. (In-House Compliance Training to Presales, Sales and IT staff, and Keynote to Customer Event, Singapore, 2006)
**Vera Chia, Marketing and Corporate Communications,
Frontline Technologies Corporation, Singapore**

2. Sarbanes-Oxley / Basel ii Compliance Assessment

In order to determine the weaknesses in your Sarbanes Oxley / Basel ii effort, a confidential SWOT analysis (Strengths, Weaknesses, Opportunities and Threats Analysis) of your current compliance situation is necessary. This will give us the knowledge needed to build on the strengths of the previous program, correct weaknesses isolating the areas we need to focus on and protect against vulnerabilities and threats.

The key steps in conducting a SWOT analysis of your current compliance situation include:

1. To create lists of strengths, weaknesses, opportunities and threats.
2. To review each category separately and to analyze the potential implications to the organization.
3. To conduct problem analysis. We will analyze weaknesses and determine the root causes. We never blame people – we only identify appropriate solutions (for example, training).

Data Collection

Choosing the appropriate structure and adherence to faithful representation of the facts (agreement about anonymity, for example) are critical in obtaining unbiased feedback.

Data Collection Methods

The following data collection methods will be used in order to collect all the necessary information.

Method 1: Surveys and Questionnaires

Open-ended questions give the opportunity of valuable feedback. They begin with words such as "why" and "how" or phrases such as "What do you think about. They are valuable because they lead employees to think analytically and critically, giving greater freedom of expression and avoiding bias due to limited response ranges.

Open-ended questions allow respondents to include more information, including feelings, attitudes and understanding of the subject. This allows researchers to better access the respondents' true feelings on an issue.

Closed-ended questions limit respondents' answers. Employees are allowed to choose from either a pre-existing set of answers, such as yes/no, true/false, or multiple choice with an option for "other" to be filled in, or ranking scale response options. They are quick to answer and easy to code.

Method 2: Interviews and Focus Groups

Interviews and focus groups will be used to gather detailed, qualitative descriptions of how programs operate and how stakeholders perceive them.

Research has shown that individual interviews are the most effective means for getting feedback. They will be conducted one-on-one, while focus groups are conducted in small groups. Both are usually conducted with targeted samples of stakeholders. Interviews can yield valuable insights that may have been overlooked in a formal survey. The questions will be open-ended, which gives participants freedom to answer, and an experienced facilitator will keep people focused on the topic. Questions are generally open-ended and responses are documented in thorough, detailed notes or transcription. However, some interviews will use structured quantitative response categories.

Method 3: Observations

Observations are a generally unobtrusive method for gathering information about how the program or initiative operates. They will be conducted by external evaluators and will be used to verify and supplement information gathered through other methods.

Most observations will be highly structured, with protocols for recording specific behaviors at specific times. Some observations will be unstructured, taking a "look-and-see" approach.

The following types of observation will be used:

A. Participant Observation

It is one of the most important methods for qualitative data collection. The researchers become participants in the culture or context being observed.

B. Direct Observation

Direct observers will not try to become participants in the context. However, they will strive to be as unobtrusive as possible so as not to bias the observations. The researchers will be watching rather than taking part. Direct observation tends to be more focused than participant observation

C. Unstructured Interviewing

Unstructured interviewing involves direct interaction between the researcher and a respondent or group. It differs from traditional structured interviewing in several important ways: There is no formal structured instrument or protocol. The interviewer is free to move the conversation in any direction of interest that may come up.

Method 4: Tests and Assessments

Tests and assessments will be developed and used specifically for the program evaluation to quantify characteristics of the program and outcomes. It is a simple, reliable, and valid way to measure whether a program has impact. Using the same data collection method to gather information before the start of the program and after its completion (also known as a pre/post tests, containing gap-filling, construction in context and error recognition questions) provides the opportunity to determine whether some characteristic changed during the course of the program.

Method 5: Document Reviews

Document reviews will analyze existing program records and other documents not gathered or developed specifically for the evaluation.

3. Sarbanes-Oxley / Basel ii Needs Analysis

In order to determine the compliance needs, we will conduct a needs assessment. This systematic exploration of the way things are and the way they should be is the systematic basis for decisions about how to improve the current situation.

The key is to **seek the gap between the current situation and the desired situation** and then to focus resources where they're most needed.

GAP Analysis

The first step is to check the actual performance of people against existing standards. Special consideration is needed in order to understand the actual needs that are not always the same as perceived needs, or "wants". This analysis will also examine the organizational goals, climate, and internal and external constraints.

Priorities and Importance

GAP Analysis will produce a list of needs. Our next step is to examine these in view of their importance to the organizational goals, realities, and constraints.

Identifying causes of problems and possible solutions

We have prioritized and focused on critical needs. Our next step is to identify specific problem areas and opportunities in the organization.

4. Litigation Consulting and Expert Witness Services

The legal approach to screening expert witnesses has undergone significant change over the past decade.

Technology law decisions are often based on the performance of technologists, who are often ill prepared to step into the roles that the legal system defines for them. Sometimes, one detail not adequately explained by one of the testifying experts makes all the difference in the decision.

Lawyers ask many questions.

What is written in computer systems beyond the reach or the view of the computer user?

Why shouldn't I operate the subject computer?

Should the computer be moved to a secure location?

What if I do not authenticate mathematically data on all storage devices?
Is system time important?

Should I document the system date and time and if these information are accurate?

Could time stamps reflect the wrong time?

Should I save everything open first, dump memory etc or should I unplug?

Why should I take pictures, not only of the screen image, but also from all angles?

May I read employee E-mail? What to check first?

Why are policies so important?

What kind of surprises are possible?

Must I document the hardware configuration? To label each wire? What could an attorney ask if I did not do that?

What exactly is the chain of custody?

Is it important to make only bit stream backups of hard disks and floppy disks?

Should I search the windows swap file? The file slack? The unallocated space? What if I did not do that?

Must I document software, applications, file names?

Are there any program and storage surprises? Encrypted, compressed, hidden files or partitions?

Must I retain copies of software used? Why?

Is evidence real or spoofed?

Is evidence altered?

Is additional evidence deleted or lost?

It is really difficult to prove the authenticity of digital evidence which is created, changed or stored on individual and corporate computer systems.

What could a lawyer ask?

Most times, valuable evidence is lost, or the evidence loses its evidentiary value.

We can help you with our lawyers, litigation consultants and expert witnesses. We can assume the following roles in a legal action:

Consulting Experts. We will investigate the case, explain technology to the legal team and advice on strategy. We will also explore the competition's strategy.

Testifying Experts. We have the education, training, experience and credibility to testify and to help you in the court of law.

Technologists are often very bad expert witnesses. They hardly bear the legal process. A technical expert witness must be a good teacher and a good speaker. He must also have a likable personality (sorry programmers!). He must understand (and must turn) the court's concerns: Oh, how boring... Is this expert really an expert?...

Our lawyers and consultants can help you - **we offer results, absolute confidentiality, guaranteed discretion.**

Keynotes, Breakouts and Presentations

Topics can be tailored for your groups.

If you need a keynote or a presentation about compliance, risk and information security, call us!

George Lekatis is one of our experienced speakers. He designs his keynotes and breakouts with more humor, motivation and drama than seminars or training and tailors the presentations to meet specific needs.

George's presentations range from 45 to 90 minutes.

Examples: Modules for his tailor made presentations

- 1. Basel ii, Correspondent Banks and Anti Money Laundering**
- 2. Basel ii, Home / Host Challenges and Cross Border Banking**
- 3. Basel ii and Supervision on a Consolidated Basis**
- 4. The Implementation of Basel ii in the European Union – Branches and Subsidiaries in the EU.**
- 5. Basel ii – Differences among the countries: EU, USA, G-10 countries, implementation outside the G-10.**
- 6. Basel ii – Core Principles for Effective Banking Supervision**
- 7. Using Basel ii as a competitive advantage – How financial organizations use compliance to add value to their shareholders and meet better the expectations of their customers**
- 8. Sarbanes Oxley, Basel ii: Similarities and differences**
- 9. Basel ii: Due Diligence for the Board of Directors and Executive Management**
- 11. The European Union's Savings Tax Directive (ESD): Tax competition and extra-territorial taxation**

12. The European Union's Financial Conglomerates Directive: From the European effort to avoid the next BCCI to the supplementary supervision of financial conglomerates on a group-wide basis

13. The European Union's 8th Company Law Directive. The European Sarbanes-Oxley and its extraterritorial application

14. The European Union's Markets in Financial Instruments Directive (MiFID): The next client classification obligation. A "Know (even more) Your Customer".

15. The European Union's Financial Services Action Plan: Intra-Community Directives and extraterritorial implications

If you need a professional and experienced speaker in the fields of: Compliance • Sarbanes Oxley • Basel II • EU Financial Services Action Plan • MiFID • Data Protection Directive • Information Security, contact us.

Thank you for participating in the Forum of Information Warfare. We are pleased that the event was a great success and we are glad that you could be a part of it. We look forward to working with you again.

Jean Hey,

Vice President, Conference Division, MIS Training Institute

Very informative. I was able to ask questions and get answers.

Richard Jones, Lockheed Martin

(Forum of Information Warfare, Washington DC, 2003)

Your speech was really valuable for the conference.

Symeon Tsomokos

Organizer of ExpoSec

9. Research Projects

Do you need a (compliance related) confidential research? We specialize in **confidential research and Board of Directors Protection**.

We offer results, absolute confidentiality, guaranteed discretion and client protection

Example 1

Legal Risk and Compliance Research Project

Legal Risk: The Achilles Heel of Corporate Governance.

Asbestos and Mesothelioma: The legal risk, the victims and the lawyers.

Employment related lawsuits.

Project's web site: www.legal-risk.com

Key Challenge: Measurement and disclosure requirements after Sarbanes Oxley or/and Basel ii

Example 2

Asbestos and Mesothelioma Research Project

Asbestos and Mesothelioma Information: Disease, Exposure, Information, Lawsuits, and Settlements.

Project's web site: www.mesothelioma-and-asbestos.org

Key Challenge: Measurement and disclosure requirements after Sarbanes Oxley or/and Basel ii

Example 3

Compliance and Outsourcing Research Project

Outsourcing was a way to reduce cost

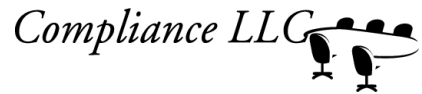
Outsourcing becomes a way to transfer compliance

Outsourcing becomes **responsibility** of the board of Directors.

Due Diligence and Outsourcing

Project's web site: www.compliance-and-outsourcing.com

Key Challenge: Outsourcing after Sarbanes Oxley or/and Basel ii



10. About Compliance LLC

Compliance LCC, incorporated in Wilmington, Delaware, USA, is a leading provider of risk and compliance training, executive coaching and consulting in 36 countries.

In our team, we have experienced risk, compliance, IT and information security experts, litigation consultants, certified trainers, expert witnesses and lawyers.



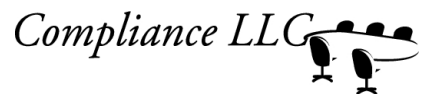
Our two most important shared values are honesty and desire to produce outstanding results. We have no junior staff because it is our policy to hire only experts. We are independent and we have no vested interest in any other company.

George Lekatis is the General Manager and the Chief Compliance Consultant of Compliance LLC.

George Lekatis is a senior risk and compliance consultant and certified trainer. George has more than 17,000 hours experience as a professional speaker and seminar leader. Has worked for more than 12 years as a management consultant and educator and has demonstrated exceptional presentation and communication skills.



George Lekatis is an expert witness, qualified to investigate and testify about best practices, standards, due care and due diligence.



11. Clients and Testimonials

Clients are major corporate, institutional and individual clients, private companies, market-leading multinational companies and financial institutions, not-for-profit organizations and associations.

Clients include

BT
HSBC
HSBC Cayman Islands
BNP Paribas
JPMorgan
VISA
Vodafone
JVC
Atos Origin
Lloyds TSB
Johnson and Johnson
PowerSystems
iDA
TIM
KPMG
Deloitte
Ernst and Young
Microsoft
(ISC)2
Cosmote
National Bank of Abu Dhabi
Ahli United Bank
Emirates Bank Group
Emirates Airlines
Dubai Bank
Commercial Bank of Dubai
Abu Dhabi Islamic Bank
DaimlerChrysler South East Asia Pte. Ltd.
SCS
Landsbanki

**Icebank
Spring
Kaspersky
Selenia Communications
Frontline
Interamerican
Motor Oil
OTE
CIBC
Frontline Technologies Corporation Ltd
First Bermuda Group Ltd.
Vontobel Bank
First Caribbean Bank
Butterfield Bank, Cayman Islands
Butterfield Bank, Bermuda
Caledonian Bank & Trust, Cayman Islands
UBS Fund Services (Cayman) Ltd.
Cayman Islands Monetary Authority**

Testimonials include

Thank you for sharing your expertise on IT Governance with our staff and customers. Our participants have benefited greatly from these sessions.

(In-House Compliance Training, and Keynote to customer event, Singapore)

**Vera Chia, Marketing and Corporate Communications Specialist
Frontline Technologies Corporation Ltd**

Detailed course comprehensively covered in a practical manner. Continually strived to relate to the real world and avoid over focus on purely the accord.

**Ronan Dodgson
COO, HSBC
Cayman Islands**

**Excellent knowledge of the topic
Eduardo Silva
Managing Director
Sul America International Bank
President of Cayman Islands Banking Association**

Mr. Lekatis is a good presenter. He possesses a vast knowledge of the topics discussed. The examples were applicable to the topics. His sense of humor made the sessions light-hearted.

Judith Bennett
Financial Controller
Caledonian Bank & Trust
Cayman Islands

I enjoyed the course and believe the information is very useful. The most positive area was the regulators standpoint on Basel ii and the roles of the Boards of Directors and Senior Management

Christopher Bryan
Senior Analyst - Banking Supervision
Cayman Islands Monetary Authority

Thank you George, your talk was excellent and well received by the directors

Peter Rodger
Senior Vice President & Group Legal Adviser
Secretary to the Board
The Bank of N.T.Butterfield & Son Limited
65 Front Street, Hamilton HM AX, Bermuda

I would like to take this opportunity to thank you for your excellent presentations over the past five days on Basel II, the EU directives and the impact of related regulations.

I found your presentations most informative and extremely useful. I must commend you on your candid professionalism and effective delivery.

I found all aspects of your presentations great food for thought and certainly very useful as we all in Bermuda start the Basel II journey. I can say without hesitation that the past 5 days have been extremely productive and useful.

Please accept my thanks for your efforts.

Richard S L Gibson BA(econ) CA
Chief Financial Offer
First Bermuda Group Ltd.
Hamilton, Bermuda

Just a short note to comment on the splendid job George did in presenting a very simplified and practical perspective to a very complicated and stressful topic for financial institutions. It was apparent that George has a very strong knowledge of the subject and the relevant forces in play - institutions would do well to learn from his experience and perspective that certainly allayed many frustrations I had on the matter. Well done!

Douglas C. Selley
Chief Operating Officer
First Bermuda Group Limited
Hamilton, Bermuda

The instructor is simply superb. The topics are very well covered and his depth of knowledge on the subject areas is excellent. George Lekatis is an outstanding instructor.

Shafqat Anwar
Group Head of Operations
Ahli United Bank, Bahrain

George Lekatis was absolutely great. A very impressive instructing. Lively, interesting and fun.

Olafur Annason
Senior Legal Advisor
Landsbanki
Iceland

Thank you for great lectures these past three days. In addition to the benefit of your thorough summary of the rules it was very interesting to hear your point of views on this subject matter.

Dadi Bjarnason hdl.
General Counsel and Head of Legal Services
Icebank
Iceland

Thank you very much for your training. It was very informative and helpful

Minako Bowden
Enterprise Services Delivery, Solutions Delivery Group
Fujitsu Asia Pte Ltd, Singapore

I wish once again to express my deep appreciation for your extremely informative and insightful Basel II and Sarbanes-Oxley courses

Toyin omo Adelokun
Security Practice Manager
SunGuard Availability Services
United Kingdom

George, thank you for the course this week, it was excellent and very worthwhile.

Jim Bryce
Financial Claims and Business Controls Manager
IBM Integrated Supply Chain
Greenock, UK

Thanks so much for your excellent delivery of the course last week, it was a pleasure to be with you; it certainly met my needs.

Norrie Allan MSc
Principal Infosec Consultant
Echelon Consulting Ltd

Thanks again for the one of the best workshops I ever had.

Borut Znidar
Infrastructure IT Architect
IBM Slovenija

I would like to express my pleasure and satisfaction for all your excellent efforts & good work in the SOX Training

Vikas Leekha
CCNA , CCSA, CCSE, CISSP, Lead Auditor, Senior IT Security
Specialist
Philips Morris International

I want to thank you for the excellent course in Milan.

Your experience and your courtesy is unusual.

Claudio Lupi
Business Compliance & Risk Management IT Security
IT Security Architect
Global Value Services

Thank you for your assistance during the course.

Bhavin Desai

Security Practice
LogicaCMG CLEF

Thanks for running an informative and interesting course.
Nigel Wheatley
Axisis Consultants Ltd

Thank you for your lessons at Heythrop Park.
Adrian van Reijn
Security Systems Specialist
Bank Sarasin & Cie AG"

Thanks to your very good teaching.
Ludovica Esposito
Rome, Italy

Thanks for guiding our group and for keeping us focused till the last day
of the training
Rob Augustinus
Eindhoven, Netherlands

Many thanks for putting up with us all last week and maybe one day we
will get to meet again...
Steve Bernhardt CISSP CLAS CSSP
IT Security Architect
Synetrix Limited
Keele Staffordshire

Excellent instructor
Harpal Singh
Emirates Bank Group

Excellent knowledge of subject and presentation skills
Rohit Kumar Goel
Emirates Airlines

Thank you for the course which I found beneficial and I will recommend
it to my colleagues as well
Kubra Ghuloom Jassim
Al Salam Bank Bahrain
SVP - Head of Credit

It was such a pleasure attending your practical and beneficial Basel II workshop.

Salman Al Khalifa
Arcapita Bank B.S.C.(c)
P.O.Box 1406, Manama, Bahrain

Congratulation for the excellent presentation and the rich content. During the 80 hours of this excellent 10-days seminar we had the opportunity to understand risks and to learn ways to protect our organization.

Michael Mavis
Head of OTE Security and Telecom Fraud

Your speech was really valuable for the conference.

Symeon Tsomokos
Organizer of ExpoSec

Your presentation was really important and necessary. Your awareness program changed the way managers work with their computers in our company. You made my work easier.

Dimitris Ligeros
Education Manager
Motor Oil Refinery

George, thank you for provide us the 5 days comprehensive training.

Joseph Lee
Information Technology Management
IT Infrastructure Asia Pacific and Africa
DaimlerChrysler South East Asia Pte. Ltd.
Singapore

George, thank you for the excellent presentation for the last 3 days. This definitely gives us more clarity and understanding on Sarbanes-Oxley and the aspects to be taken care.

Sharat Bhupathi Raju
Senior Manager - Presales
Ramco Systems Pte. Ltd.
Singapore

Very much enjoyed the course. It was well presented and it met my expectations exactly

Lynn Kimberley

Xansa, UK

Sarbanes Oxley class, London, UK

The instructor is great, the best I have ever seen

Ram Herkanaidu

Kaspersky Lab UK

Sarbanes Oxley class, London, UK

Great course. Dealt specifically with the area of the subject I was interested in.

Sean Harrington

Associate Director, Compliance

CIBC

Exhibited thorough knowledge of the topic. Honest, unbiased opinions. Maintained enthusiasm.

Wayne Yeend

Internal Audit

Butterfield Bank

Cayman Islands

I was introduced to a topic in only three days, which would have taken weeks for me to understand. Probably one of the best instructors I have ever had in a class or a seminar

Sigrún Helga Jóhannsdóttir

Legal Services Associate

Fulltingi Legal Services

Iceland

Outstanding knowledge and presentation skills. Quite humoristic, practical and realistic presentation.

Mr. Jon Kristinn Sverrisson

Legal Advisor

Landsbanki

Iceland

It was a very clear and easy to follow course.

Vanessa Godfrey-Banks

COO
Vontobel Bank

The course content gave me a good overall understanding of Basel ii and its ramifications.

Rosalie Jamieson
Head of Financial Control
Bank Austria (Cayman Islands)

George, many thanks for the very informative Basel II course in Cayman.

David Finch
UBS Fund Services (Cayman) Ltd.
Head of Credit and Operational Risk
UBS House, 227 Elgin Avenue
Grand Cayman, Cayman Islands

The course was excellent.

Sripiriya Varadharajan
IT Manager
Banco Bradesco SA

George kept the topic interesting and kept me interested throughout the duration.

Philip Hughes
Internal Audit
Caledonian

Extremely in depth informative course. George had an unbiased approach.

Margaret Thompson
Financial Control
Vontobel Bank

Very enthusiastic. Great knowledge of the topic. How it relates to the business world (rather than just theory). Opinions are unbiased and honest. My understanding of the topic was greatly enhanced. Practical solutions suggested to any questions.

Richard Johnson
Risk Analyst
Butterfield Bank, Cayman Islands

Extremely useful. Dispelled some of the myths! The presentation was excellent - very interesting and somewhat entertaining too!

Emma Floyd
Finance Manager
First Caribbean Bank

A very pragmatic and enlightening approach to Basel ii. Quite practical. Highly insightful. The mystery has been removed.

Joannie Worrel
Head of Regulatory Affairs
First Caribbean Bank

I would like to express my pleasure and satisfaction for all your good work during the Awareness Training given to the entire company.


Nicola Gatti
Secretary General, STET Telecommunications SA
(Training to executive management and 1400 employees)

Thank you for participating in the Forum of Information Warfare. We are pleased that the event was a great success and we are glad that you could be a part of it. We look forward to working with you again.

Jean Hey,
Vice President, Conference Division, MIS Training Institute

Very informative. I was able to ask questions and get answers.

Richard Jones, Lockheed Martin
Forum of Information Warfare, Washington DC

Compliance LLC 

11. Web sites

A. Basel ii and Solvency ii

[Basel ii Training](#)

Courses designed to provide with the knowledge and skills needed to understand and support Basel ii compliance.

www.basel-ii-training.com

Every single "personal branding expert" recommends membership to professional associations. At every stage of your education, training, and career, the [Basel ii Compliance Professionals Association](#) provides information and services you can use. 15+ of the best headhunters of the world are members of our association and add the members in their database, so you may have new opportunities.

www.basel-ii-association.com

[Solvency ii Training](#)

Courses and presentations designed to provide with the knowledge and skills needed to understand and support compliance with the Solvency ii and the Reinsurance directives of the European Union.

The implementation of the Solvency II regime can benefit greatly from the experience and lessons learned during the Basel II projects in the world.

www.solvency-ii-training.com

[Solvency ii Association](#)

The new directive of the European Union for the Insurance sector. 15+ of the best headhunters of the world are members of our association and add the members in their database, so you may have new opportunities.

www.solvency-ii-association.com

[Own Risk and Solvency Assessment \(ORSA\)](#)

The entirety of the processes and procedures employed to identify, assess, monitor, manage, and report the short and long term risks a (re)insurance undertaking faces or may face - and to determine the own funds necessary to ensure that the undertaking's overall solvency needs are met at all times.

www.own-risk-and-solvency-assessment.com

[Solvency Capital Requirement](#)

According to the Solvency ii Directive, The Solvency Capital Requirement reflects a level of eligible own funds that enables insurance and reinsurance undertakings to absorb significant losses and that gives reasonable assurance to policyholders and beneficiaries that payments will be made as they fall due.

www.solvency-capital-requirement.com

[Minimum Capital Requirement](#)

According to the Solvency ii Directive, when the amount of eligible basic own funds falls below the Minimum Capital Requirement, the authorisation of insurance and reinsurance undertakings should be withdrawn, if those undertakings are unable to re-establish the amount of eligible basic own funds at the level of the Minimum Capital Requirement within a short period of time.

www.minimum-capital-requirement.com

[Risk Management and Insurance](#)

Risk Identification, Analysis, Quantification and Management is a very important part of every Solvency ii project. Solvency II adopts an economic risk-based approach which allows for a system that reflects the true risk profile of insurance and reinsurance undertakings.

www.risk-management-insurance.com

[Captive Insurance and Reinsurance Companies after Solvency ii](#)

These companies provide insurance or reinsurance cover exclusively for the risks of the undertaking or undertakings to which they belong. The proportionality principle and the Solvency ii requirements

www.solvency-ii-captives.com

[Solvency and Financial Condition Report](#)

The challenges of Pillar 3, Solvency ii. An annual report covering essential and concise information on their solvency and financial condition

www.solvency-and-financial-condition-report.com

[Group support regime, Solvency ii](#)

Group support is a commitment (a legally binding declaration) by a parent undertaking to transfer capital to the subsidiaries if it is needed, subject to supervisory approval.

www.group-support-regime.com

[Mark-to-market, Mark-to-model, Mark-to-hope](#)

Mark-to-market is the valuation of assets at their current market price.

Mark-to-model is the valuation of assets based on guesswork, assumptions and financial models.

Both approaches have advantages and disadvantages

www.mark-to-model.com

[Basel ii Accord](#)

(Information and documents used in our compliance training classes)

Basel ii: The sections of the accord in an easy to read format.

www.basel-ii-accord.com

[Basel ii Compliance Portal](#)

Information about the Basel ii Accord and market, the challenges and the opportunities: What is Basel ii, the Accord, the BIS, the BCBS, Operational Risk, Market Risk, Credit Risk, Securitization, Liquidity Risk, Basel ii Association, Certification, Jobs, Forum, Software, Books, Basel ii and Hedge Funds, Basel ii Offshore, Basel iii

www.basel-2.org

[Capital Requirements Directive](#)

(Information and documents used in our compliance training classes)

The common framework for the implementation of Basel ii in the European Union. The directive in an easy to read format.

www.capital-requirements-directive.com

[Capital Requirements Directive Training](#)

Courses designed to provide with the knowledge and skills for the implementation of Basel ii in the European Union

www.capital-requirements-directive-training.com/

[Basel iii Accord](#)

(Information and documents used in our compliance training classes)

Basel iii: What is wrong in Basel ii – What will be included in the “even more sensitive” accord, Basel iii.

www.basel-iii-accord.com

[Basel 3 Compliance Portal](#)

Under Construction. Collection of documents and information about Basel 3. Future needs, jobs, challenges and opportunities.

www.Basel-3.org

[Basel ii, Structured Products and Securitization](#)

(Information and documents used in our compliance training classes) Basel II and the securitization markets. What is different. The efforts to minimize exposure to sub-investment grade tranches, to avoid the significant amount of regulatory capital banks have to hold

www.basel-ii-securitization.com

[The EU Reinsurance Directive](#)

(Information and documents used in our compliance training classes) Reinsurance allows direct insurance undertakings have a higher underwriting capacity and reduce their capital costs. The Directive forms part of the European Union’s Financial Services Action Plan, which aims to create a single market in financial services in the European Union.


www.reinsurance-directive.com

[Reinsurance Directive Training](#)

Courses and presentations designed to provide with the knowledge and skills needed to understand and support compliance with the Reinsurance Directive of the European Union.

www.reinsurance-directive-training.com

B. Risk and Compliance

Compliance LLC 

[International Association of Risk and Compliance Professionals \(IARCP\)](#)

The IARCP offers two certified training courses:

A. Certified Risk and Compliance Professional (CRCP) - Prep Course (5 days)

B. Information Systems Risk and Compliance Professional (ISRPC) - Prep Course (5 days), that lead to the certifications:

A. Certified Risk and Compliance Professional (CRCP)

B. Information Systems Risk and Compliance Professional (ISRPC)

Membership is free.

www.risk-compliance-association.com

Compliance Officer

Sarbanes Oxley Compliance, Basel ii Compliance, Hedge Funds, Alternative Investments, HIPAA Compliance, Compliance and the EU, AML Compliance, Insider Trading, PCI Compliance, Privacy and Compliance, Gramm-Leach-Bliley Act (GLBA) Compliance, UK FSA Compliance, FISMA Compliance, Compliance and the Board, Ethics and code of conduct, Chief Compliance Officer, Environmental Compliance, Compliance Jobs, Compliance Software, Training, Books, Certification, Forums

www.compliance-officer.org

Chief Compliance Officer

The role of the Chief Compliance Officer, Challenges for the Chief Compliance Officer, Books for the Chief Compliance Officer, Chief Compliance Officer Jobs, Training, Forums

www.chief-compliance-officer.org

Risk Officer

The Role of the Risk Officer.

Credit, Market, Operational, Reputational, Legal Risk

Training, Certification, Associations, Jobs, Books for the Risk Officer

www.risk-officer.com

Chief Risk Officer

The new evolving role of the Chief Risk Officer.

Training, Certification, Associations, Jobs, Books for the Chief Risk Officer

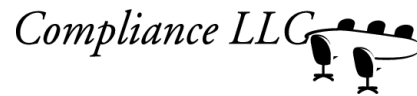
www.chief-risk-officer.com

Compliance Training Portal

Sarbanes Oxley Compliance Training, MiFID Training, Basel ii Compliance Training, Capital Requirements Directive Training,

Compliance Training for the Board, E-SOX Training, Compliance Training for the Risk Committee, J-SOX Training, HIPAA Training, Solvency ii Training, AML Training, UCITS III Training, PCI Training, Arbitrage Training, OSHA compliance training, Compliance Training for Hedge Funds, Ethics and Code of Conduct Training, CISSP Training, Compliance Training Books
www.compliance-training.net

C. Training for the Board of Directors



[The International Association of Potential, New and Sitting Members of the Board of Directors \(IAMBD\)](http://www.members-of-the-board-association.com/)

offers two certified courses and two certifications:

The certified courses are:

A. Certified Member of the Board of Directors (CMBD) - Prep Course (3 days)

B. Certified Member of the Risk Committee of the Board of Directors (CMRBD) - Prep Course (2 days), that lead to two certifications:

A. Certified Member of the Board of Directors (CMBD)

B. Certified Member of the Risk Committee of the Board of Directors (CMRBD)

Membership is free.

www.members-of-the-board-association.com/

[Board of Directors Compliance Training](http://www.board-of-directors-compliance-training.com)

Risks to serving directors have risen exponentially after the new Basel Capital Accord, the US Sarbanes Oxley Act, the European Sarbanes Oxley (8th Company Law Directive), the Japanese Sarbanes Oxley (Financial Instruments and Exchange Law, J-SOX), the European Union's Financial services Action Plan that includes MiFID (Markets in Financial Services Directive).

www.board-of-directors-compliance-training.com

[Risk Committee of the Board of Directors](#)

(Information and documents used in our compliance training classes)

The Board of Directors has risk management responsibilities that are defined not only by best practices and guidelines, but also by laws and regulations. The Risk Committee must assist the Boards in assessing the risks to which the organization is exposed.

www.risk-committee.com

[Risk Committee Training](#)

Presentations and training for the Risk Committee of the Board of Directors, that increase awareness and effectiveness. Special consideration is given to the new need to provide “evidence” and keep records and documents for years, and to new regulatory and legal obligations.

www.risk-committee-training.com

[Basel ii Training for the Board of Directors](#)

The members of the Board of Directors not only need to exercise oversight, but also to direct the organization to use Basei ii compliance as a competitive advantage.


www.basel-ii-board-directors.com

[MiFID Training for the Board of Directors](#)

The members of the Board of Directors not only need to exercise oversight, but also to direct the organization to use the Markets in Financial Services Directive (MiFID) compliance as a competitive advantage.

www.mifid-board-directors.com/

D. Hedge Funds

Compliance LLC 

[International Association of Hedge Funds Professionals \(IAHFP\)](#)

For hedge funds managers, administrators, analysts, mathematicians, consultants, product developers, and reporting, tax, pr, sales and marketing professionals.

We have to explain to the world what hedge funds professionals and their consultants do in order to make money. The challenges, the difficulties, the risks, the nights without sleep, the tension.

www.hedge-funds-association.com

[Hedge Funds Portal](#)

What is a Hedge Fund, Hedge Funds Compliance, Hedge Fund Managers, Hedge Fund Management, Hedge Funds Association, Certification, Strategies, Jobs, Software, Books, Forums

www.hedge-fund-manager.net

[Hedge Funds Compliance Training](#)

Hedge Funds, Collective Investments, Structured Products, and the directives of the European Union. UCITS iii, MiFID, 8th Company Law, Capital Requirements Directive, legal structures, marketing of funds, management and administration at the 30 countries of the European Economic Area

www.hedge-funds-compliance.com

[Alternative Investments Portal](#)

What is an Alternative Investment, Commodity Trading, Private Equity, Venture Capital, Commodity Futures, Commodity Exchanges, Financial Derivatives, Collectors and Hobbyists, Investing in Art, Wine Investment, Absolute Return Funds, Alternative Investment Books, Financial Derivatives Books, Alternative Investment Jobs, Forum, Association, Software

www.alternative-investment-market.net

[Regulatory Arbitrage](#)

Regulatory Arbitrage is the practice of taking advantage of a regulatory difference between two or more markets.

Our key goal is to generate alpha, excess return over market performance. Alpha has always to do with the skills of the hedge fund manager. Skill-based investing makes the real difference.

www.regulatory-arbitrage.com

[Anti-Algorithmic Trading](#)

Algorithmic trading is the use of computer systems, programs and advanced mathematical models for entering trading orders. More and more often algorithms, not humans decide on aspects such as the timing, price and the quantity of orders.

Trading is very similar to war, and information is always a weapon.


www.anti-algorithmic-trading.com

Hedge Fund Club

An adventure into the world of hedge funds and money management, for the children of Very High Net Worth Individuals. Customized, individualized, hands-on, one-on-one training.

www.hedge-funds-club.com

E. Sarbanes Oxley, ESOX, JSOX

Compliance LLC 

Sarbanes Oxley Training

Courses designed to provide with the knowledge and skills needed to understand and support Sarbanes-Oxley compliance.

www.sarbanes-oxley-training.com

Sarbanes Oxley Compliance Portal

Information about the Sarbanes Oxley Act and market, the challenges and the opportunities: What is Sarbanes Oxley, the Act, Sarbanes Oxley 404, 302, Association, Certification, Jobs, Forum, Software, Books, E-SOX, J-SOX

www.sarbanes-oxley-compliance.org

J-SOX Training in Japan

Course: "From SOX to J-SOX: Lessons Learned from the Implementation of Sarbanes Oxley Act in the USA and the World"

www.j-sox-training.com

Sarbanes Oxley Act

(Information and documents used in our compliance training classes)
Sarbanes-Oxley Compliance: The Act in an easy to read format, Auditing Standards, resources.

www.sarbanes-oxley-act.biz

Membership in the Sarbanes Oxley Compliance Professionals

Association makes you stand out from the crowd. You prove that you are a professional who cares, learns, and belongs to a global community of

professionals. Benefits, resources, jobs. 15+ of the best headhunters of the world are members of our association and add the members in their database, so you may have new opportunities.

www.sarbanes-oxley-association.com

The 8th Company Law Directive

(Information and documents used in our compliance training classes)

The 8th Company Law Directive is similar to the US Sarbanes Oxley Act. This directive is called the European Sarbanes Oxley. Although there are important similarities, there are also very important differences.

The directive in an easy to read format.

www.8th-company-law-directive.com

European Sarbanes Oxley

(Information and documents used in our compliance training classes)

After the US Sarbanes-Oxley Act, we have the Japanese Sarbanes-Oxley Act (J-SOX) and the European Sarbanes Oxley Act (8th Directive in the context of the European Union's Financial Services Action Plan).


www.european-sarbanes-oxley.com

8th Company Law Training

The European Sarbanes Oxley: Similarities and differences between 8th Company Law Directive of the European Union and the Sarbanes-Oxley Act of the USA. Implementation and compliance training and presentations.

www.8th-company-law-training.com

F. Financial Services Action Plan of the EU

Compliance LLC 

Financial Services to European Clients

Providing Financial Services to the European Clients - For banks and financial organizations of non- EEA countries

Opportunities for regulatory arbitrage and competitive advantage for banks, financial organizations, hedge funds, collective investment firms and SIVs of countries outside the European Economic Area.

www.european-client.com

[The Financial Services Action Plan](#)

There are 42 original measures: Some are non-legislative, a few are regulations, and there are almost 30 directives. Over 20 of the original measures are likely to affect the financial sector.

www.financial-services-action-plan.com

[The Markets in Financial Instruments Directive \(MiFID\)](#)

(Information and documents used in our compliance training classes)

MiFID is a very important part of the European Union's Financial Services Action Plan. The directive in an easy to read format.

www.markets-in-financial-instruments-directive.com

[MiFID Training](#)

Training and Presentations. From the four-level approach (the Lamfalussy process) to the MiFID implementation, the differences and the opportunities for competitive advantage in the EU and offshore.

www.mifid-training.net

[European Savings Tax Directive \(ESD\)](#)

(Information and documents used in our compliance training classes)

Tax competition and the European Union. The G-7 and the offshore financial centers (OFCs). Basel ii and the European Savings Tax Directive (ESD). The directive in an easy to read format.

www.savings-tax-directive.com

[Financial Conglomerates Directive](#)

(Information and documents used in our compliance training classes)

The Financial Conglomerates Directive tries to introduce supplementary supervision of financial conglomerates on a group-wide basis, in addition to both the prudential supervision of regulated entities on a standalone basis and consolidated supervision on a sectoral basis.

The directive in an easy to read format.

www.financial-conglomerates-directive.com

[UCITS iii training](#)

From the Management Directive and the Product Directive, to UCITS iii compliant funds, sophisticated UCITS, hedge funds and alternative investments, onshore and offshore legal structures and products authorized under different regimes.

www.ucits-iii-training.com

[European Exchange Traded Funds \(ETFs\)](#)

(Information and documents used in our compliance training classes)
In the European Economic Area many Exchange Traded Funds are traded as cross border UCITS iii funds. Compliance and acknowledgement of the UCITS status is of paramount importance for the freedom to provide services in all 30 countries of the EEA
www.european-exchange-traded-funds.com


[European Exchange Traded Funds Training \(ETFs\)](#)

UCITS iii and MiFID Training and Presentations. Providing Financial Services to the European Clients, Training and Presentations. ETFs based on alternative assets such as commodities with UCITS iii status. ETFs that are UCITS iii compliant domiciled in EEA countries.
www.etf-training.com

[UCITS iii](#)

(Information and documents used in our compliance training classes)
UCITS stands for Undertakings for Collective Investments in Transferable Securities
The UCITS iii directive consists of two directives that regulate funds sold across the EEA
www.ucits-iii.com

G. Other Web Sites

Compliance LLC 

[Compliance LLC](#)

Compliance LCC is a leading provider of Basel ii, Sarbanes Oxley, MiFID and the European Union's Financial Services Action Plan training, executive coaching and consulting in more that 30 countries
www.compliance-llc.com

[Off Balance Sheet](#)

(Information and documents used in our compliance training classes)
From Enron and BCCI, to the Sarbanes-Oxley Act and Basel ii.
Off Balance Sheet Entities and items. If a company has an asset or a liability, and it's not on the balance sheet, then where is it?

www.off-balance-sheet.com

Legal Risk and Compliance Research Project

(Information and documents used in our compliance training classes)

Legal Risk: The Achilles Heel of Corporate Governance.

www.legal-risk.com

Asbestos and Mesothelioma Research Project

(Information and documents used in our compliance training classes)

Asbestos and Mesothelioma Lawsuits and Settlements.

The Legal Risk: A Case Study

www.mesothelioma-and-asbestos.org

Our Online Stock Trading and Investing Pages

Our Choice: Spread betting and Contracts For Differences. More risks, more opportunities. Spread betting has no stamp duty to pay and there is no tax on capital gains. We can sell short, and we can use leverage.

www.online-stock-investing.net

Our Business Traveler Pages

We just want to say Thank You to the hotels and airlines that were exceptional. Without them, we could never do our best for our clients.

www.travel-for-business.com

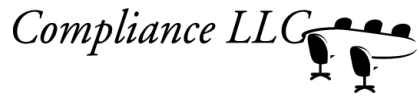
Compliance and Outsourcing Research Project

(Information and documents used in our compliance training classes)

Outsourcing was a way to reduce cost. Outsourcing becomes a way to transfer compliance

Outsourcing after Basel ii, Sarbanes-Oxley, and the European Union's Financial Services Action Plan.

www.compliance-and-outsourcing.com



Compliance LCC

HQ: 1220 N. Market Street Suite 804, Wilmington, DE 19801, USA

Mail: 1200 G Street NW Suite 800, Washington, DC 20005, USA

Tel: +1 (302) 342-8828

Web: www.compliance-llc.com

Lyn Spooner: +1 (302) 342-8828 Ext. 1
Email : lyn@compliance-llc.com

George Lekatis: +1 (302) 342-8828 Ext. 5
Email: lekatis@compliance-llc.com

