

Human Resources: Engaging People and Facilitating Performance

4-day intensive residential programme
11 – 14 September 2012

Christ's College, Cambridge

Course chairman:

Iain Thomson

Managing Director

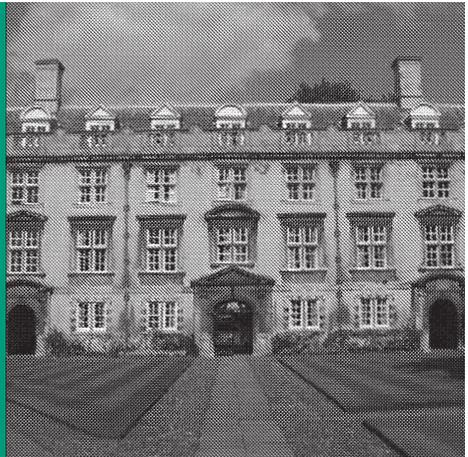
Squared Circle Consulting Ltd and former
Head of Training and Development,
Bank of England

Series adviser:

Charles Goodhart, CBE

Professor Emeritus

London School of Economics
Financial Markets Group



Dear Delegate,

“The role of HR is constantly evolving and no longer is the HR specialist to be viewed simply as one responsible for recruitment, discipline, and the storage of employee records. Properly utilised, he has the potential to be a Strategic Partner in the achievement of core objectives”

Cleviston Haynes, Deputy Governor of the Central Bank of Barbados, April 2011

These sentiments highlight the crucial nature of work carried out by HR professionals as their institutions enter an era of change. They also speak to HR's untapped potential and promise.

For those tasked with managing the human resources in central banks, a host of questions quickly follow: How will the duties of central banks change? How have demands on the institution changed? Are the central bank's resources best deployed for this new environment? What can HR do to facilitate this change and ensure central bankers have the right skillsets available for policy making, management and leadership?

More broadly, as governing boards, governments and the public demand the assurance that official-sector organisations including central banks, are using their resources in the most effective and efficient way, the human resource function plays a crucial role in fulfilling central banks' most important obligation: accountability.

This course, Human Resources: Engaging People and Facilitating Performance equips human resource managers with the tools to meet these challenges.

Now in its sixth year, this course recognises the unique nature of central banks and central banking as an industry, and acknowledges the benefit of sharing lessons and good practice.

The four-day programme of interactive roundtable seminars and workshops offers the HR expert concrete examples of development, reform and innovation, as well as opportunities to explore those questions that are most personally important.

The panel of expert speakers will be chaired by Iain Thomson and draws on practical central banking experience, as well as views from private sector.

This year we are delighted to welcome:

- **Maria Wahl**, Sveriges Riksbank
- **Joanne Caron**, Bank of Canada
- **Mugur Dragos Tolici**, National Bank of Romania
- **Janis Marville**, Central Bank of Barbados

Key sessions address:

- HR capability – What type of people does HR need and how to attract them
- How HR interacts with the central bank
- Rewarding good performance and dealing with poor performers
- How HR can and should support institutional change
- Training managers – how and how often?

This format, as more than 3,500 central bankers and regulators can attest, encourages delegates to quiz panellists, raise issues and discuss solutions to the specific challenges they face.

I look forward to welcoming you to Cambridge in September.

Yours sincerely,



Robert Pringle
Chairman
Central Banking Publications



“ The conference was valuable in bringing us together and allowing networking, in highlighting issues of common concern ”

A central bank delegate

Tuesday 11 September

Purpose and direction

What society wants in a central bank(er) today and tomorrow

Iain Thomson, Managing Director, Squared Circle

The financial crisis led to dramatic changes in what governments, markets and stakeholders expect and demand of central banks. Two conclusions follow: first that the skillsets demanded by central banks will change and second that they as institutions must be better equipped for change itself. The chairman will challenge delegates to think about the roles their central bank plays in the economy and how HR contribute to these, from a strategic perspective. Group discussion will focus on how human resourcing needs have evolved and what qualities and skillsets are required, within the context of changing mandates, governance and roles. The chairman will invite delegates to consider how policies around the relationships between line managers, staff and HR may need to alter as a result.

Customers – who are they, and what do they want?

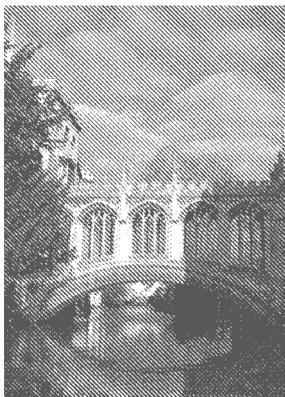
Guy Quaden, former Governor, National Bank of Belgium (invited)

Developments in the roles and activities of central banks have put a premium on appropriate personnel development and training, manpower planning and the HR function generally. But what do senior executives and governors actually want from human resources? What about the needs of “external” customers? This is the focus of this session which will look at the competing and changing demands placed on the function. Discussion will consider how this can inform a statement of principal strategic objectives, priorities and targets, and the contribution and value that human resource management initiatives can make to the institution as a whole.

HR capability – What type of people to have in HR and how to attract them

Maria Wahl, HR Manager, Sveriges Riksbank

This session will challenge delegates to make an honest assessment of the services their function provides and how they market these. As the area of the central bank which sources and ensures the welfare of its key asset, HR has a range of offerings beyond the traditional image of a box-ticking bureaucracy. But is it fit for purpose? What type of people and with what background does the HR department need? The speaker will show how a mix of soft- and hard-skilled employees is crucial to building an effective unit. She will also focus on employer branding and show how Riksbank promoted itself as an employer via its website, newspaper articles, its own advertisements and direct contact with young economists.



About the course chairman

Iain Thomson spent most of his career at the Bank of England, holding positions in exchange control, foreign exchange, open market operations and training, before a two-year secondment to the Central Bank of Swaziland, sponsored by the International Monetary Fund. There, he was director of foreign exchange reserves, and responsible for advising the governor, developing local capacity to manage financial markets, and establishing Swaziland's first stock market. On return to the UK, he was involved in helping various Eastern European and former Soviet Union central banks to modernise. He eventually created and was appointed to the role of Head of Training & Development at the Bank. After leaving the Bank in 1999 he set up his own consultancy firm, dealing with all aspects of performance management and working with nearly 200 organisations across 38 countries in both the public and private sectors.

Wednesday 12 September

Core skills and responsibilities

How HR interacts with the central bank (heads of departments, board, governor)

Maria Wahl

Good interaction is important in any institution and is a key driver for employee engagement. The challenge for HR in central banks is how to successfully communicate with different levels from senior executives and board members to new recruits. Are 'soft skills' enough when dealing with employees in technical positions? What type of information and how often does this need to be provided to the various parts of the institution? The speaker will show how the HR department can best manage the various demands in both content and frequency of information delivery.

The proposition: how to provide compelling opportunities for the global talent market

Janis Marville, Director of Human Resources, Central Bank of Barbados

Human resource experts in central banks increasingly acknowledge the globalised nature of the market they have to compete in. With professionals in high demand in financial centres around the world, central banks must win against corporates for talent at both national and international levels. In this session, an experienced HR practitioner will discuss how a central bank can rise to this challenge through greater engagement and active recruiting, as well as by developing a flexible approach through, for example, short-term contracts. Lessons will be drawn out on how central banks can present a compelling proposition to recruit the staff they need.

Compensation and sustained contribution

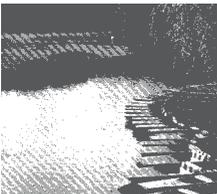
Joanne Caron, Assistant Director, HR Program Development, Bank of Canada

The unique nature of central banks makes benchmarking at the corporate level difficult. This can be mirrored at the individual level too often rendering pay reviews a formality. This session, in the form of case-study, will look at how the Bank of Canada is restructuring its total compensation scheme to demand more from managers in terms of evaluating employees' sustained contribution and actively including this in pay reviews. The group will discuss lessons that can be learnt from the experience, including work to identify markets of comparison for central banking.

Workshop: rewarding good performance and dealing with poor performers

Led by **Joanne Carron** and **Janis Marville**

The highly charged issues of rewards and appraisal present challenges for central banks, built as they largely have been on a lifetime career model. This extended workshop session will explore frankly the options open to HR. Group discussion will focus on the merits of the tools available to them, and cover job and work security, the public service ethic, what and how to reward, individual performance plans, bonuses and enhancements, leave/holiday policies, and other benefits. It will also raise questions about the confidence and capability of HR to tackle performance issues.



👍 An event to be remembered 🗨️

A central bank delegate

Thursday 13 September

How and where HR adds value

How HR can and should support institutional change

Elvira Ditching-Lorico, Director, Human Resources Development Department, Central Bank of the Philippines (invited)

Increasingly, central banks are implementing change programmes aimed at improving efficiency and focusing on core activities. For institutions that have developed with career structures modelled on jobs for life, or are moving from operational to a more “knowledge-based” workforce, this presents many difficult and painful choices. This session will focus on experiences of managing the adjustments in staff profile and headcount, and the role HR can play in advising senior management and implementing such programmes. It will also encourage delegates to consider how HR can help to motivate and manage people’s performance during times of change and raised expectations on central banks.

Potential: succession and exit planning

Mugur Dragos Tolici, Director, Human Resources Department, National Bank of Romania

Changing institutional roles and increasing scrutiny of public sector finances place increasing pressure on central banks to actively manage headcount. This session will look at ways central banks can plan for the future with particular reference to how to tackle the issue of uneven demographics within an institution, and the prevention of loss of institutional memory through succession planning.

Training managers – how and how often?

Elvira Ditching-Lorico, (invited)

As central banks managers are typically highly technically skilled staff, HR plays a crucial role in developing their managing and leadership capabilities. This session will look at how managers can be trained both at the individual and collective level. The speaker will focus on how the HR function facilitates effective people management, and will invite delegates to explore the type of training managers need to be more dynamic in their approach to building and leading a team, and how often managers’ performance should be reviewed.

Marketing HR services

Jeremy Ashworth, Senior Partner, wakeup

Tradition dictates that the HR department carries out its duties in the background. Does the central bank know the range of services the function offers? How can HR communicate this? Discussion here will draw on the experience of an industry expert to consider how to present HR offerings across an institution to all staff ranging from senior executives to graduates.

Past central banking attendees, include:

Bank of Korea, Bank Indonesia, Bank Negara Malaysia, Bank of Algeria, Bank of Canada, Bank of Finland, Bank of Greece, Bank of Italy, Bank of Korea, Bank of Lebanon, Bank of Mexico, Bank of Mozambique, Bank of Portugal, Bank of Sudan, Bank of Tanzania, Bank of Thailand, Bank of Uganda, Bank of Zambia, Banque de France, Cayman Islands Monetary Authority, Central Bank of Bahrain, Central Bank of Barbados, Central Bank of Brazil, Central Bank of Colombia, Central Bank of Egypt, Central Bank of Iceland, Central Bank of Kenya, Central Bank of Kuwait, Central Bank of Lesotho, Central Bank of Malta, Central Bank of Montenegro, Central Bank of Nigeria, Central Bank of Oman, Central Bank of Russia, Central Bank of Seychelles, Central Bank of Swaziland, Central Bank of the Philippines, Central Bank of Trinidad & Tobago, Central Bank of Venezuela, European Central Bank, Federal Reserve Bank of New York, Federal Reserve Bank of St Louis, Federal Reserve Board, Hong Kong Monetary Authority, Maldives Monetary Authority, Monetary Authority of Singapore, National Bank of Angola, National Bank of Austria, National Bank of Hungary, National Bank of Poland, National Bank of Romania, National Bank of Slovakia, Norges Bank, Reserve Bank of India, Reserve Bank of New Zealand, Reserve Bank of Vanuatu, Reserve Bank of Zimbabwe, Saudi Arabian Monetary Agency, South African Reserve Bank, Sveriges Riksbank, Swiss National Bank, The Netherlands Bank

Friday 14 September

Corporate responsibility

HR as the “corporate glue” or “organisational conscience”

Jacquie Findlay, Director and Senior Partner, HR4U

This session will consider the roles HR can play when external shocks or conflict, increasing specialisation and the reduction of staff numbers create tensions, which may call into question the central bank's identity and values. HR is in a unique position to bring together departments which may traditionally have different outlooks. In addition, HR may need to act as the “conscience” for the central bank when ethical, strategic balance, win-lose issues between departments, or group or individual employment law problems arise. As a mediating force there are a variety of tools available, and the speaker will address how these can be effectively deployed.

Human resource audit

Iain Thomson

An HR audit can be a useful tool to achieve organisational goals and find solutions to problems. It also focuses on the needs of individual staff, making them feel valued and helping to bridge the gap between management and employees. This session will invite delegates to discuss how effective their organisation is at maximising the contribution of its staff, and the chairman will outline the auditing process and how this can promote change and creativity within an institution.

Course conclusion: action plans and concrete tips

Roundtable discussion led by the chairman

The day and the course will conclude with a session led by the chairman drawing in the main points of discussion throughout the seminar. The aim will be to compile the elements to build and assess a value proposition for the HR function within the central bank. Delegates will be encouraged to pool their thoughts and prepare action plans to take back to their home institutions.

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- Maximising the Value of Economic Analysis and Forecasting for Central Banks
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Booking details

Course fee: £2,800

(VAT at 0% for delegates employed by government in furtherance of its sovereign activities)

4-day (3 nights) residential course

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

How to book

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website: www.centralbanking.com/events



The venue

Christ's College is one of England's oldest university colleges and traces its origins back to 1439 when it was founded by William Byngam as "God's house" and adopted by King Henry VI.

The college is conveniently situated in the heart of Cambridge surrounded by all the historical sites, and is one hour by train from London.

About Central Banking Publications

Central Banking Publications' events division is the leading independent organiser of public policy seminars/training courses for the official sector. Since 1997, CBP has hosted roundtable seminars and training courses for over 3,500 senior policymakers from central banks, ministries of finance and financial regulatory agencies around the world. Senior officials from more than 120 countries have attended these meetings over the past ten years.

Registration for Human Resources: Engaging People and Facilitating Performance

1. Delegate details: PLEASE WRITE IN CAPITALS

Mr/Mrs/Ms: _____ Surname/Family name: _____

First name: _____

Job title: _____

Organisation: _____

Address: _____

Postcode: _____

Telephone: _____

Facsimile: _____

Email 1: _____

Email 2: _____

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

Course fee: £2,800 (VAT at 0% for delegates employed by government in furtherance of its sovereign activities)

2. Payment details:

Bank transfer: The Royal Bank of Scotland, 62/63 Threadneedle Street, London EC2R 8LA, UK
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Please pay the course fee net of all bank charges and send us the copy of the transfer details

Credit card: please charge £ _____ to my Visa Mastercard American Express
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