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RISK ACADEMY

Foundations of Regulatory
Compliance Management
Certificate Course



Syllabus

Through the Foundations of Regulatory Compliance Management Certificate Course, you will learn and apply core RCM concepts, methods, techniques, and new ways of thinking about regulatory risks.

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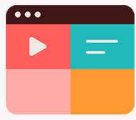
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01 OVERVIEW



Foundations of Regulatory Compliance Management (RCM)

Certificate Course



INTRODUCTION TO REGULATORY COMPLIANCE MANAGEMENT

Objectives

Gain strategic insights and understandings of the regulatory landscape in Canada and the foundational elements of an effective E-13 RCM program, through examination of real-life case studies and illustrative examples.

Content

Cohort course

4 hours/week

Price: \$1,399



Agenda

Introduction

Week 1: Shifting from Legislative Management to Regulatory Compliance Management

Week 2: Intro to RCM Governance Model

Week 3: Intro to Compliance Universe & Regulatory Change Management

Week 4: Intro to Compliance Risk & Control Assessment

Week 5: Intro to Monitoring & Testing

Week 6: Intro to Issues Management

Week 7: Intro to Compliance Risk Reporting & CCO opinion



REGULATORY COMPLIANCE MANAGEMENT IN MOTION

Objectives

Generate practical insights by putting the concepts learned in the Introduction to Regulatory Compliance Management course in motion.

Content

Cohort course

4 hours/week

Price: \$1,399



Agenda

Introduction

Week 1: RCM Strategy & compliance Risk Appetite

Week 2: Regulatory Change Management

Week 3: Compliance Risk & Control Assessment

Week 4: Monitoring & Surveillance

Week 5: Internal Control & RCM Testing

Week 6: Compliance Reporting & CCO opinion

Week 7: Enablers of an integrated ORM



UNLOCKING THE VALUE OF REGULATORY COMPLIANCE MANAGEMENT

Objectives

Explore the interrelationships between RCM and key risk-specific compliance programs to advance your breadth and depth of understanding and to unlock the value of RCM.

Content

Cohort course

4 hours/week

Price: \$1,399



Agenda

Introduction

Week 1: Characteristics of an effective Compliance officer

Week 2: Prudential regulation

Week 3: Regulatory relationship management

Week 4: Principles of effective challenge

Week 5: Role of Compliance in innovation

Week 6: Leading & emerging RCM practices and trends

Bundle: \$3,777

02 Outcomes

1 Comprehend

Gain a working understanding of key and emerging regulatory risks and the foundational elements of an effective Regulatory Compliance Management ("RCM") Framework.

2 Engage

Build RCM tools and methodology that speak to the hearts and minds of the people. Focus on building RCM capabilities that add value beyond compliance.

3 Optimize

Synthesize insights and lessons learned from analysis of RCM program outputs, user-feedback, and piloting to help your organization more effectively manage its regulatory compliance risks.

4 Drive

Inspire and empower the people around you. Generate and sustain momentum around your RCM program to more effectively embed controls within the business and day-to-day decision-making.

03 What's included

INTERACTIVE

AUTONOMY



**20 HOURS OF
INSTRUCTOR
GUIDED VIDEOS**



**6 GROUP
ACTIVITIES**



21 ASSIGNMENTS



**COURSE
WORKBOOK AND
RESSOURCES**



**20 HOURS OF
INSTRUCTOR
LED LEARNING**



**ACCESS TO SUBJECT
MATTER EXPERTS AND
COACHING**



**COURSE MATERIALS &
ACCESS TO KMRC
THOUGHT LEADERSHIP**



**DOWNLOADABLE
COURSE CONTENT**

04 Course calendar

INTRODUCTION TO REGULATORY COMPLIANCE MANAGEMENT

Intro	Week 1	Week 2	Week 3
Overview	Legislative Management to RCM	Intro to RCM Governance Model	Intro to Compliance Universe & Regulatory Change Management
<p>Description</p> <p>Overview of the curriculum, what to expect, and course assignments.</p> <p>Assignment</p> <p>Choose a persona, environment, and challenge.</p>	<p>Description</p> <p>Venture into the world of Compliance from its legislative compliance management beginnings, to notable RCM practices of today, to emerging practices of the future. Understand the regulatory landscape and what it means for your organization.</p> <p>Assignment</p> <p>Hypothesize on the direction of regulatory compliance management practices.</p>	<p>Description</p> <p>The regulatory landscape is complex and interconnected. Compliance cannot be expected to be an expert in all regulatory risks, which is why there is now a need for the CCO to rely on other corporate functions to fulfill the role of independent oversight of certain regulatory risks.</p> <p>Assignment</p> <p>Identify which functions, besides Compliance, might play a role independently overseeing regulatory compliance risks.</p>	<p>Description</p> <p>How can you manage regulatory compliance risks if you don't see them? Understand the importance of maintaining an accurate and comprehensive compliance universe and regulatory content library.</p> <p>Assignment</p> <p>Update a Compliance Universe to reflect regulatory developments.</p>

Week 4	Week 5	Week 6	Week 7
Intro to Compliance Risk & Control Assessment	Intro to Monitoring & Testing	Intro to Issues Management	Intro to Compliance Risk Reporting & CCO opinion
<p>Description</p> <p>Before we can manage regulatory compliance risks, we need to identify and understand them but not all risks are created equal. Understand the importance of assessing the residual regulatory compliance risk exposures to enable a risk-based approach to regulatory compliance management.</p> <p>Assignment</p> <p>Distinguish between key and non-key controls.</p>	<p>Description</p> <p>Understand the difference between monitoring and testing and the benefits of establishing the right mix of the two within your RCM program.</p> <p>Assignment</p> <p>Identify potential leading and lagging indicators of regulatory compliance risk.</p>	<p>Description</p> <p>The key to preventing instances of non-compliance is to proactively identify and learn from existing issues. Understand the importance of having a systematic and repeatable process to collect, classify, and track issues.</p> <p>Assignment</p> <p>Gather lessons learned from analysis of a portfolio of compliance issues.</p>	<p>Description</p> <p>Reporting should be about driving actions and informing decision-making. Understand how each of the foundational elements of an effective RCM framework are used to drive decision-making and support the CCO Opinion.</p> <p>Assignment</p> <p>Identify the key messages and recommend actions, based on review of mock data.</p>

REGULATORY COMPLIANCE MANAGEMENT IN MOTION

Intro	Week 1	Week 2	Week 3
Overview	RCM Strategy & compliance Risk Appetite	Regulatory Change Management	Compliance Risk & Control Assessment
<p>Description</p> <p>Overview of the curriculum, what to expect, and course assignments.</p> <p>Assignment</p> <p>Choose your persona, environment, and challenge.</p>	<p>Description</p> <p>RCM Strategy and Compliance Risk Appetite are the cornerstones of any firm's ability to focus on what matters. Generate insights that lead to better risk appetite measures by examining a range of practices noted from real-life examples of compliance risk appetite frameworks.</p> <p>Assignment</p> <p>Define a set of meaningful qualitative and quantitative statements of compliance risk appetite.</p>	<p>Description</p> <p>RCM Strategy and Compliance Risk Appetite are the cornerstones of any firm's ability to focus on what matters. Generate insights that lead to better risk appetite measures by examining a range of practices noted from real-life examples of compliance risk appetite frameworks.</p> <p>Assignment</p> <p>Design and build a process and methodology that enables consistent assessment of the impact(s) of regulatory change on your chosen persona.</p>	<p>Description</p> <p>Learn about the different CRCA processes and methodologies used to calculate and aggregate inherent risk, control strength, and residual risk ratings. Generate new insights that challenge status quo CRCA methods by critically examining case studies.</p> <p>Assignment</p> <p>Design and build a CRCA proto-type that pushes the boundaries of what is thought to be possible.</p>

Week 4	Week 5	Week 6	Week 7
Monitoring & Surveillance	Internal Control & RCM Testing	Compliance Reporting & CCO opinion	Quality assurance
<p>Description</p> <p>Explore the processes and methods used to proactively monitor changes in risk profile on a real-time basis. Apply these methods to help the cohort identify the pattern that will help us to avoid a regulatory incident.</p> <p>Assignment</p> <p>Evaluate a set of Monitoring results to identify a pattern that will prevent a regulatory incident.</p>	<p>Description</p> <p>Learn about the key processes and methods used to achieve risk-based testing coverage of the key control inventories. Explore leading practices that promote and enable an integrated, coordinated approach to obtaining independent assurance of control effectiveness.</p> <p>Assignment</p> <p>Based on your chosen persona, contribute to the cohort's development of an integrated RCM Test Plan.</p>	<p>Description</p> <p>Learn about the key elements of an effective Compliance Risk Profile and CCO Opinion, including key sources of data and methods of maintaining a profile that is continuously accurate and up to date. Understand how to synthesize data into action-oriented messages that inform decision-making.</p> <p>Assignment</p> <p>Gather and analyse available data sets and provide a CCO Opinion for your chosen persona.</p>	<p>Description</p> <p>To ensure the RCM program is continuously effective, organizations should establish mechanisms, commensurate to their size, risk and complexity, to periodically assess Compliance performance. Curate a QA program that helps to identify potential blind-spots.</p> <p>Assignment</p> <p>Review and challenge one of your cohort peer's assignments and document lessons learned.</p>

UNLOCKING THE VALUE OF REGULATORY COMPLIANCE MANAGEMENT

Intro	Week 1	Week 2	Week 3
Kick-off	Characteristics of an effective Compliance Officer	Overview of the prudential regulators	Regulatory relationship management
<p>Description</p> <p>Overview of the curriculum, what to expect, and course assignments. Understand the context needed to understand the interrelationships across the various risk-specific RCM programs.</p> <p>Assignment</p> <p>Choose your persona, industry, and challenge scenarios.</p>	<p>Description</p> <p>When hiring and developing Compliance talent, is there a perfect recipe? Explore new and creative ingredients that will set your RCM program up for sustained success.</p> <p>Assignment</p> <p>Audition for a chance to compete on “Compliance Has Talent” – showcase your compliance skills</p>	<p>Description</p> <p>Who are the prudential regulators, what are their mandates, and what are the different supervisory approaches? Put yourself in the regulators’ shoes for a couple of weeks and generate insights that can be incorporated within your RCM program.</p> <p>Assignment</p> <p>Be a regulator for a day. Participate in a supervisory examination.</p>	<p>Description</p> <p>Generate insights as you navigate through each stage of the regulatory affairs life-cycle. Learn how to avoid unnecessary regulatory findings through examination of real-life scenarios and business cases.</p> <p>Assignment</p> <p>Review and approve a management response letter and help prevent unnecessary findings.</p>

Week 4	Week 5	Week 6
Principles of effective challenge	Role of Compliance in innovation	Leading & emerging RCM practices and trends
<p>Description</p> <p>Effective challenge is what drives value from any risk management program. Generate value by applying critical thinking, empathy, and common sense to increase the organization’s acknowledgement and understanding of regulatory compliance risk exposures.</p> <p>Assignment</p> <p>Review and challenge the management response letter of one of your peers.</p>	<p>Description</p> <p>Generate insights on the role of Compliance in innovation and explore new tools and techniques being used by Compliance to help the business keep pace with the competitive landscape.</p> <p>Assignment</p> <p>The business is proposing a new product that customers are going to be wild about – but first you must review and sign-off on the proposed new initiative.</p>	<p>Description</p> <p>What does Compliance of the Future look like and what should you be doing today, in order to stay two steps ahead of tomorrow? Explore leading practices from within and outside of the financial services industry.</p> <p>Assignment</p> <p>What is one thing that you will do differently in order to stay two steps ahead of emerging risks? Build a prototype.</p>

05 What to expect



Introduction to RCM

Introduction



3 Videos

Welcome to Introduction to RCM

Overview of the course format, logistics, and what to expect.

Customizing your experience

Instructions on how to select a persona, environment, and challenge that will help to customize your experience in course work.

Meet your instructor

Katherine Macpherson.



1 Assignment

Choose your own adventure

We provide a variety of personas, environments, and challenges for you to choose from, designed to enhance your experience and customize your insights. You will use your chosen "identify" throughout the course so that you can take practical learnings back to your desk.



Group activity

Join a peer group

Join a peer group that you will compete with, discuss assignments with, and exchange ideas with over the next 7 weeks.

WEEK 1: SHIFTING FROM LCM TO RCM

Venture into the world of Compliance from its legislative compliance management beginnings, to notable RCM practices of today, to emerging practices of the future. Understand the regulatory landscape and what it means for your organization.



3 Videos

Evolution of RCM

Overview of the evolution of regulatory compliance management, examining events that led us here, and aligning on the definition and scope of regulatory compliance risk

Regulatory landscape

Identify and discuss key regulatory risk drivers in Canada. Gain tips from a former regulator on how to right-size your RCM program to meet principles-based regulations.

Imagine what's next

Explore ideas on where RCM can go over the next 5 years.



1 Instructor-Led Discussion

OSFI E-13, Corporate Governance, and draft Culture and Behaviour Risk Guidelines and what they mean for your organization.



1 Assignment

Hypothesize on the direction of RCM practices. Design and pitch RCM of the future, with help of a template.



Group activity

Peer-led discussion

Connect with your peers and take turns pitching RCM of the future, with help of a discussion guide.

WEEK 2: INTRO TO RCM GOVERNANCE MODELS

The regulatory landscape is complex and interconnected. Compliance cannot be expected to be an expert in all regulatory risks, which is why there is now a need for the CCO to rely on other corporate functions to fulfill the role of independent oversight of certain regulatory risks.



3 Videos

Compliance risk taxonomies

Identifying regulatory compliance risks requires a common taxonomy and understanding of where the appropriate expertise and accountability for oversight lies within the organization. Discover the universe of regulatory risks facing organizations today.

Emergence of an RCM reliance model

The scope of RCM is much broader than it used to be. Examine different governance models and decide which is optimal for ensuring optimal oversight of all regulatory risks.

Lessons learned

Understand what pitfalls to avoid and what lessons to leverage when establishing an effective RCM Governance Model. Learn through examination of case studies about leading organizations that have achieved a state of maturity.



1 Instructor-Led Discussion

Explore a real-life Reliance Model case study and the role of the Board in overseeing your firm's RCM Framework.



1 Assignment

Identify which functions, besides Compliance, might play a role independently overseeing regulatory compliance risks.

WEEK 3: INTRO TO COMPLIANCE UNIVERSE & REGULATORY CHANGE MANAGEMENT

How can you manage regulatory compliance risks if you don't see them? Understand the importance of maintaining an accurate and comprehensive compliance universe and regulatory content library.



3 Videos

Overview of a Regulatory Change Management Life-Cycle

Generate insights through examination of the activities in each phase of the Regulatory Change Management Life-Cycle.

Regulatory Impact Assessments

Explore the key factors to consider when assessing the impacts of regulatory change that will enable you to develop a risk-based regulatory response strategy.

Responding to Regulatory Developments

Explore the factors to consider when determining your regulatory response strategy and actions required to achieve a state of readiness for regulatory change.



1 Instructor-Led Discussion

Engage in discussion about real life regulatory developments and the range of strategies to address them.



1 Assignment

Update a Compliance Universe to reflect regulatory developments.



Group activity

Peer-led discussion

Connect with your peers and get feedback on each others' Compliance Universes.

WEEK 4: INTRO TO COMPLIANCE RISK AND CONTROL ASSESSMENT

Before we can manage regulatory compliance risks, we need to identify and understand them but not all risks are created equal. Understand the importance of assessing the residual regulatory compliance risk exposures to enable a risk-based approach to regulatory compliance management.



3 Videos

CRCA Life-Cycle

Examine the objectives and key activities associated with each stage of the CRCA life-cycle, from planning through to actioning of risk assessment results.

Inherent Risk Assessment

Explore the methodologies and techniques used to assess inherent regulatory risks and the sources of information that should be considered in the assessment.

Residual Risk Assessment

Explore the methodologies and techniques used to assess the design and operating effectiveness of key controls in place to mitigate inherent regulatory risks to arrive at residual risk ratings. Understand the key sources of information that should be considered in the assessment.



1 Instructor-Led Discussion

Discuss the different approaches used to ensure adequate CRCA coverage of each unit in the Compliance Universe.



1 Assignment

Distinguish between key and non-key controls.

WEEK 5: INTRO TO MONITORING AND TESTING

Understand the difference between monitoring and testing and the benefits of establishing the right mix of



2 Videos

What is the difference between Monitoring and Testing?

Understand the differences between monitoring and testing and how both should be used to support the CCO Opinion.

Monitoring & Testing Life-Cycle

Examine the objectives and key activities associated with each stage of the M&T life-cycle, from planning through to actioning of outcomes.



1 Instructor-Led Discussion

Discuss the role of M&T in the RCM program and the interrelationships with the other RCM processes.



1 Assignment

Identify potential leading and lagging indicators of regulatory compliance risk.

WEEK 6: INTRO TO ISSUES MANAGEMENT

The key to preventing instances of non-compliance is to proactively identify and learn from existing issues. Understand the importance of having a systematic and repeatable process to collect, classify, and track issues.



3 Videos

Issues Management Life-Cycle

Examine the objectives and key activities associated with each stage of the Issues Management life-cycle, from identification through to closure.

Issue vs Incident vs Event

Understand the relationships between issues, incidents, and events and the benefit of distinguishing between them. Examine practical examples of different types of regulatory compliance issues and how to derive value through your issues management programs.

Prioritization of Issues Management

Explore the factors and methodologies used to assign consistent issue ratings to enable risk-based allocation of resources and prioritization of regulatory initiatives and remediation.



1 Instructor-Led Discussion

In role of your persona, participate in an Operational Risk and Compliance Committee meeting.



1 Assignment

Gather lessons learned from analysis of a portfolio of compliance issues.

WEEK 7: INTRO TO COMPLIANCE REPORTING & CCO REPORTING

Reporting should be about driving actions and informing decision-making. Understand how each of the foundational elements of an effective RCM framework are used to drive decision-making and support the CCO Opinion.



2 Videos

Characteristics of Effective Regulatory Compliance Reporting

Understand how to generate regulatory risk reports that drive actions, promote and reinforce desired culture, and adequately support the CCO Opinion.

Characteristics of an Effective CCO Opinion

Understand how the outputs of the RCM framework are used to inform the CCO Opinion and generate forward-looking insights on compliance risk profile. Avoid analysis paralysis and focus on what matters.



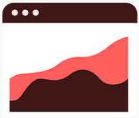
1 Instructor-Led Discussion

Participate in a mock Board Risk Committee meeting.



1 Assignment

Gather and analyze the best data points to generate a CCO Opinion for your chosen persona, industry, and case study.



RCM in motion

Introduction

Overview of the curriculum, what to expect, and course assignments.



3 Videos

Welcome to RCM in Motion

Overview of the course format, logistics, and what to expect.

Customizing your experience

Instructions on how to select a persona, environment, and challenge that will help to customize your experience in course work.

Meet your instructor

Katherine Macpherson.



1 Assignment

Choose your own adventure

We provide a variety of personas, environments, and challenges for you to choose from, designed to enhance your experience and customize your insights. You will use your chosen "identify" throughout the course so that you can take practical learnings back to your desk.



Group activity

Join a peer group

Join a peer group that you will compete with, discuss assignments with, and exchange ideas with over the next 7 weeks.

WEEK 1: RCM STRATEGY & COMPLIANCE RISK APPETITE

RCM Strategy and Compliance Risk Appetite are the cornerstones of any firm's ability to focus on what matters. Generate insights that lead to better risk appetite measures by examining a range of practices noted from real-life examples of compliance risk appetite frameworks.



3 Videos

Overview of Compliance Risk Appetite

Overview of the key elements of a Compliance Risk Appetite Framework. Level-set on key terminology and concepts.

Qualitative Statements of Compliance Risk Appetite

Understand what makes a good qualitative statement of compliance risk appetite by examining practical examples of good and bad practices.

Quantitative Statements of Compliance Risk Appetite

Understand what makes a good quantitative statement of compliance risk appetite by examining practical examples of good and bad practices.



1 Instructor-Led Discussion

Discuss practical tips for building action-oriented and measurable statements of compliance risk appetite and tolerance.



1 Assignment

Define a set of meaningful qualitative and quantitative statements of compliance risk appetite.

WEEK 2: REGULATORY CHANGE MANAGEMENT

How can you manage regulatory compliance risks if you don't know what they are? Learn how to maintain an accurate and comprehensive compliance universe and regulatory content library that enables your firm to proactively respond to regulatory change.



3 Videos

Building and maintaining a comprehensive Compliance Universe

Explore the key elements of an effective Compliance Universe and understand the importance of striking the right level of granularity when defining the lowest unit of assessment.

Regulatory Impact Assessments

Generate insights through mock assessment of the impact of regulatory change on your chosen persona.

Case Study

Generate insights through development of a regulatory response strategy, as based on the results of a mock Regulatory Impact Assessment.



1 Instructor-Led Discussion

Discuss regulatory change management leading and emerging practices.

Discuss key takeaways from Week 2 Assignment.



1 Assignment

Design and build a process and methodology that enables consistent assessment of the impact(s) of regulatory change on your chosen persona.

WEEK 3: COMPLIANCE RISK & CONTROL ASSESSMENT

Learn about the different CRCA processes and methodologies used to calculate and aggregate inherent risk, control strength, and residual risk ratings. Generate new insights that challenge status quo CRCA methods by critically examining case studies.



3 Videos

Building an optimal CRCA universe and plan

Explore the key considerations when defining your CRCA universe, Assessable Units, and the nature and frequency of CRCAs to be completed. What is the optimal CRCA frequency?

CRCA Roles and Responsibilities

Generate insights through application of a mock CRCA in the role of your chosen persona.

Case Study

Understand and apply the methodologies used to aggregate CRCA results in a way that prevents loss of



1 Instructor-Led Discussion

Discuss tools and techniques used to enable meaningful CRCAs.



1 Assignment

Design and build a CRCA proto-type that pushes the boundaries of what is thought to be possible.



Group activity

Peer review assignment

Apply the principles of effective challenge and review a peer's CRCA assignment.

WEEK 4: MONITORING & SURVEILLANCE

Explore the processes and methods used to proactively monitor changes in risk profile on a real-time basis. Apply these methods to help the cohort identify the pattern that will help us to avoid a regulatory incident.



3 Videos

Developing Risk-Based Monitoring Plans

Identify and define the nature and frequency of monitoring activities that will be performed to monitor changes

Building Key Risk Indicators

Understand the process and methodology to select and calibrate a mix of leading and lagging indicators that will provide early warning of changes in underlying risk factors.

Case Study

Identify and understand key drivers of pressure on risk appetite through examination of Monitoring case studies.



1 Instructor-Led Discussion

Walk through practical examples of leading KRIs and outputs and interactive Q&A based on week 4 video lessons.



1 Assignment

Evaluate a set of Monitoring results to identify a pattern that will prevent a regulatory incident.

WEEK 5 INTERNAL CONTROLS AND RCM TESTING

Learn about the key processes and methods used to achieve risk-based testing coverage of the key control inventories. Explore leading practices that promote and enable an integrated, coordinated approach to obtaining independent assurance of control effectiveness



3 Videos

Benefits Of Consolidated Key Control Inventories

Understand the difference between a key and non-key control and the pros and cons of collecting potential data attributes.

Building Risk-Based RCM Test Plans

Explore the internal and external factors that should be considered when building effective RCM Test Plans.

Case Study

Explore the different tools and techniques used to test the design and operating effectiveness of key compliance controls.



1 Instructor-Led Discussion

Discuss the benefits of establishing a cross-functional assurance map. Interactive Q&A.



Group Assignment

Based on your chosen persona, contribute to the cohort's development of an integrated RCM Test Plan.

WEEK 6: COMPLIANCE REPORTING & CCO OPINION

Learn about the key elements of an effective Compliance Risk Profile and CCO Opinion, including key sources of data and methods of maintaining a profile that is continuously accurate and up to date. Understand how to synthesize data into action-oriented messages that inform decision-making.



2 Videos

Key Principles of an effective Compliance Risk Profile

Explore the key principles of an effective Compliance Risk Profile and the various dimensions against which you can report Compliance Risk Profile..

Building transparent traceable CCO Opinions

Generate insights through examination of case studies and mock data sets. Explore potential sources of data that should and should not be considered when developing the CCO Opinion.



1 Instructor-Led Discussion

Discuss the key elements of the CCO Opinion and the principles of transparency, traceability, and reliability.



1 Assignment

Be CCO for a day. Gather and analyse available data sets and provide a CCO Opinion for your chosen persona.

WEEK 7: QUALITY ASSURANCE

To ensure the RCM program is continuously effective, organizations should establish mechanisms, commensurate to their size, risk and complexity, to periodically assess Compliance performance. Curate a QA program that helps to identify potential blind-spots.



2 Videos

Building a dynamic Quality Assurance Program

Understand the scope and frequency of an effective QA program. Explore the inputs to and outputs from execution of the QA process and generate insights through examination of case studies.

Case Study

Gain a practical understanding of how the QA process enables continuous improvement of your RCM program. Make recommendations based on examination of mock QA results.



1 Instructor-Led Discussion

Discuss the QA life-cycle and the various factors to be considered in the process.



1 Assignment

Review and challenge one of your cohort peer's assignments and document lessons learned.



Unlocking the Value of RCM

Introduction

Overview of the curriculum, what to expect, and course assignments. Understand the context needed to understand the interrelationships across the various risk-specific RCM programs.



3 Videos

Welcome to Unlocking the Value of RCM

Overview of the course format, logistics, and what to expect.

Customizing your experience

Instructions on how to select a persona, environment, and challenge that will help to customize your experience in course work.

Meet your instructor

Katherine Macpherson and guest speakers.



1 Assignment

Choose your own adventure

We provide a variety of personas, environments, and challenges for you to choose from, designed to enhance your experience and customize your insights. You will use your chosen "identify" throughout the course so that you can take practical learnings back to your desk.



Group activity

Join a peer group

Join a peer group that you will compete with, discuss assignments with, and exchange ideas with over the next 6 weeks.

WEEK 1: CHARACTERISTICS OF AN EFFECTIVE COMPLIANCE OFFICER

When hiring and developing Compliance talent, is there an ideal candidate? Explore the skills and capabilities that will set your RCM program up for sustained success.



3 Videos

Characteristics of an effective Compliance Officer

Compare and contrast the current and future talent needs of an effective RCM program. Explore new and emerging skills that will help ensure your RCM program keeps pace with the rapidly changing risk environment.

Case Study

Explore the need for specific skills and capabilities through examination of some real-life case-studies.

Assignment Overview

Understand the options to complete this week's assignment. There is an open call to compete on the smash hit "Compliance Has Talent"! Showcase your skills for a chance to make a difference.



1 Instructor-Led Discussion

Watch an episode of Compliance Has Talent and vote on a winner as part of the live studio audience.



1 Assignment

Audition for a chance to compete on "Compliance Has Talent" – showcase your compliance skills

WEEK 2: OVERVIEW OF THE PRUDENTIAL REGULATORS

Who are the prudential regulators, what are their mandates, and what are the different supervisory approaches? Put yourself in the regulators' shoes for a couple of weeks and generate insights that can be incorporated within your RCM program.



3 Videos

Meet the Key Prudential Regulators

Overview of the key prudential regulators that influence supervisory approaches and practices. Understand their mandates, approaches, and their respective value.

A Day in the Life of...

Walk in the shoes of a regulator for the day. Generate a new-found respect for the people who work to maintain the safety and soundness of the financial system.

Interpreting principles-based requirements

Explore tips and advice from former prudential regulators on how to effectively navigate principles-based regulation. operational risk-related programs.



1 Instructor-Led Discussion

Participate in a mock regulatory examination and discuss lessons learned from the perspectives of former regulators, Compliance Officers, and the business.



1 Assignment

Be a regulator for a day. Participate in a supervisory examination.

WEEK 3: REGULATORY RELATIONSHIP MANAGEMENT

Generate insights as you navigate through each stage of the regulatory affairs life-cycle. Learn how to avoid unnecessary regulatory findings through examination of real-life scenarios and business cases.



3 Videos

Importance of Regulatory Relationship Management

Understand the importance of Regulatory Relationship Management to avoid unnecessary findings and to maintain the trust of regulators.

Regulatory Relationship Management Life-Cycle

Examine the objectives and key activities across each phase of the Regulatory Relationship Management Life-Cycle.

Case Study

Apply the principles of Regulatory Relationship Management through examination of a real-life case study.



1 Instructor-Led Discussion

Discuss the key roles and responsibilities for Regulatory Relationship Management.



1 Assignment

Review and approve a management response letter and help prevent unnecessary findings.

WEEK 4: PRINCIPLES OF EFFECTIVE CHALLENGE

Effective challenge is what drives value from any risk management program. Generate value by applying critical thinking, empathy, and common sense to increase the organization's acknowledgement and understanding of regulatory compliance risk exposures.



2 Videos

Generate Value Beyond Compliance

Explore the ways in which Compliance can generate value that goes beyond compliance with laws and regulations. Effective RCM is more than just a cost of doing business.

Principles of Effective Challenge

Examine the principles of effective challenge. What is effective challenge and what is it not? Generate insights through examination of real-life case studies.



1 Instructor-Led Discussion

Explore the measures of effective RCM capabilities and discuss practical examples of how to evidence effective challenge.



1 Assignment

Review and challenge the management response letter of one of your peers.

WEEK 5: ROLE OF COMPLIANCE IN INNOVATION

Generate insights on the role of Compliance in innovation and explore new tools and techniques being used by Compliance to help the business keep pace with the competitive landscape.



3 Videos

Leading & Emerging Practices

Explore new, leading, and emerging practices that better integrate and embed Compliance within each phase of the new product/initiative life-cycle.

Compliance as an enabler of innovation

Compare and contrast the various tools and techniques that are available to enable responsible innovation.

Case Study

Examine lessons learned from recent events in the headlines.



1 Instructor-Led Discussion

Discuss the role of Compliance in innovation and generate ideas on how to better embed compliance considerations in the new product/initiative life-cycle.



1 Group Assignment

The business is proposing a new product that customers are going to be wild about – but first you must review and sign-off on the proposed new initiative.

What does Compliance of the Future look like and what should you be doing today, in order to stay two steps ahead of tomorrow? Explore leading practices from within and outside of the financial services industry.



3 Videos

Hear From the Experts

Explore the latest and greatest in the world of RCM. Hear from your peers, consultants, and other RCM stakeholders on RCM practices and techniques that are making a difference in their programs.

Tools & Technology

Understand what tools and technologies are available to better enable integrated RCM, including new and emerging technologies.

Culture

Understand the role culture plays in enabling or preventing proactive regulatory response strategies that add value beyond compliance.



1 Instructor-Led Discussion

Facilitated ideation on what Compliance of the Future might look like.

Engage in interactive Q&A.



1 Assignment

What is one thing that you will do differently in order to stay two steps ahead of emerging risks?

Build a prototype.

06 Faculty



Katherine Macpherson

KM Risk Academy
Lead Instructor

Katherine founded KM Risk Academy in 2023 to chase her dream of inspiring others to find the hidden beauties of non-financial risk.

She brings over 24 years of operational risk management experience, including at OSFI, in global operational risk management roles in industry, and most recently at EY, where she was the National Non-Financial Risk Leader in Canada.

Known for her technical expertise and breadth of knowledge, it will be her story telling and gaming-style that will have you on the edge of your seat.

Joann Sochor

Foundations of RCM
Guest speaker

Joann Sochor, with an MBA and CIPP/C and CAMS certificates, is the Associate VP and Chief Privacy Officer at Sun Life's Canadian Business Group. She oversees privacy risk management and previously led Regulatory Compliance and Anti-bribery/Anti-Corruption programs. Formerly, she initiated the Social Media Compliance program and managed the RCM Program at TD Financial Group. Ms. Sochor spent 12 years at Bank of Montreal, heading Corporate Compliance and serving as Chief Privacy Officer. Originally from Chicago, she holds an MBA from the University of Chicago. Joann is also a board member and Treasurer at Houselink/Mainstay Community Homes, Toronto's largest supportive housing non-profit.



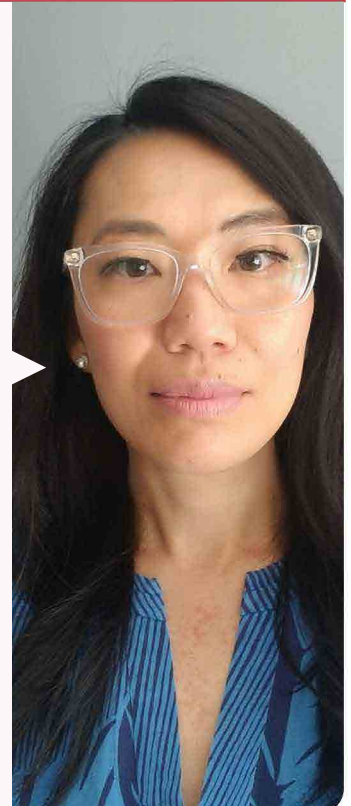
Adeline Cheng

Foundations of RCM
Guest speaker

Adeline Cheng is the Canadian National Leader for Regulatory Compliance & Operational Risk Resilience.

Prior to joining EY Canada, Adeline held executive leadership roles in the Canadian D-SIB banks in regulatory compliance and operational risks including responsibility for Canada's largest Wealth and Asset Management businesses.

Adeline and her team of risk and compliance professionals work with global clients to assist them through implementation of large complex regulatory programs, remediating and optimizing control environments balancing prudent and efficient principles to risk management.



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