The role of the compliance officer has never been more important. Enhancements to regulatory regimes, including the use of attestations by regulators, are causing increased organizational exposure to regulatory sanction and greater personal risk for senior and certified people.

There is widespread recognition that a rules-driven system does not adequately mitigate risk. Regulatory regimes are focusing more on complex concepts, such as risk culture and conduct risk. Compliance staff require not just core technical skills but behavioral competencies to be effective in their role and to reduce the organizational costs associated with compliance and regulatory risk.

Achieving compliance with such requirements is not straightforward. Moody’s Analytics’ Compliance curriculum is developed and delivered by a multi-disciplinary team, including award-winning practitioners and experts from the fields of corporate governance, organizational behavior and law enforcement. The curriculum provides a comprehensive learning pathway from foundational technical skills to engagement at the Board level.
Outcomes of the Moody’s Analytics Compliance Curriculum

Upon completion of the Compliance Curriculum, organizations will:

» Be able to evidence to their stakeholders and regulators that their second line of defense has the required skills and knowledge for this crucial function

» Satisfy their Board that all reasonable steps have been taken to mitigate compliance risk

» Enjoy greater retention of highly skilled compliance personnel against a competitive recruitment environment

» Increase the efficiency, professionalism and cost effectiveness of the compliance function

The Compliance Curriculum will provide participants with:

» The skills they need to work with an independent mind-set

» The ability to navigate complex situations (through a practical investigation case exercise)

» Insights into relationship management, both within and outside their firm

» Tools they can use to ensure that their message is heard, at any level of the organization

» Up-to-date knowledge of the regulatory expectations of the compliance function, both at a national and international level, including how to embed an organizational risk culture
Our Faculty has extensive experience in international and domestic regulatory affairs. As barristers and legal professionals, we advise and train asset managers, hedge funds, banks, insurers, and investment advisory firms around the world to ensure their regulatory compliance.

Our expertise has been gained working for both regulatory bodies and regulated firms. Areas of focus included the Approved Persons regime and the Markets in Financial Instruments Directive.

With this first-hand knowledge, we have developed a deep understanding of the obstacles and complexity of embedding new legal and regulatory requirements into fast-moving businesses.
Becoming a Compliance Officer

**Introduction to the UK Regulatory Environment**
This course provides a comprehensive understanding of the overarching UK regulatory structure governing financial services firms. It explains the differing remits of the Prudential Regulation Authority (PRA) and Financial Conduct Authority (FCA), and maps out the current UK regulatory agenda, with its emphasis on culture and conduct risk. You will gain insights into how regulators supervise firms versus individuals, and how the UK Regulatory environment fits into a European and international context.

**The Three Lines of Defense**
The Three Lines of Defense model of risk management identifies the distinct roles of the business, compliance and internal audit in identifying, managing and mitigating risk. These three lines act as a check and balance on each other and therefore need to operate effectively in their organization. This course drills into the roles and responsibilities of the compliance function. It includes the compliance function's role in managing the firm's reputational risk, adoption of the principles and mind-set of investigative management, understanding how to scope and plan an investigation in a regulated firm, and when to notify the regulator.

**Compliance Stakeholder Relations**
This program provides tools and develops behavioral skills needed for managing relationships with stakeholders including senior managers and subject matter experts. You will learn stakeholder mapping and how to use this map to inform frequency, content and style of communication for greater efficacy. Role play is used extensively during this program to develop influencing skills.

**The Role of the Compliance Function in the Eyes of the Regulator**
This session will explain regulators' expectations of compliance, including compliance function requirements in the FCA Handbook and PRA Rulebook, and European and international regulatory expectations. You will develop a mind-set for fostering positive relationships and dialogues with regulators, and balancing the interests of the regulator and the firm.

**Integrated Risk Management**
This seminar covers various topics in risk management including bank strategy, risk appetite, regulations, exposure and measurement. By participating, you will learn how to articulate effectively the meaning of and measurements associated with the various risks to which banks are exposed. This knowledge will enable you to foster effective collaboration among all key stakeholders and to enhance the impact of the compliance function on risk management processes.
Compliance and the Business

Preparing for the Certified Persons regime
This two-day course provides a comprehensive overview of the new regime and the compliance function’s role within it. It looks at the new conduct rules, disciplinary issues, reporting to the regulator, competence and capability of staff. On completion of the course, you will be able to understand the responsibilities of the firm in administering an internal certification regime and assess how your firm’s preparations are meeting with the regulator’s expectations, both for certification and the senior managers regime.

Compliance monitoring: measuring and reporting of conduct risk
The new regime requires the concepts of culture and conduct to be broken down into material parts in order for them to be measured, monitored and reported. This course provides you with insights and ideas into how business information can faithfully represent the firm’s culture to enable reporting in an efficient, accurate and accessible form.

Managing effective compliance conversations
This two-day course is aimed at compliance officers with limited experience. It focuses on the essential skills and awareness needed to perform the role and build credibility. Participants will be equipped with knowledge of investigative principles, including how to plan and prepare for meetings. Participants will also learn how to record conversations effectively, add value to the business and prevent reputational damage while reducing risk.

Dealing with difficult characters in the front office
The front office can often be a tense and pressurized environment, so as compliance managers, you need the relevant skills to communicate effectively in difficult situations. This course will equip you with the tools to recognize personality types and identify motivations. These competencies are essential for diffusing aggression and conflict in a constructive way to ensure that disagreements can be moved forward successfully.

Technical suite
With ongoing changes in the regulatory environment, there is a growing volume of technical content that compliance managers and senior managers need to understand and apply. Our curriculum includes a wide range of on-request, modular courses, delivered in the classroom or via e-learning, covering technical topics including:

» Benchmarking Requirements after Libor
» Remuneration in a Bank under CRD IV, MiFID II and AIFMD
» Complaints Handling and Root Cause Analysis
» Treating Customers Fairly: the current picture
» Anti-Money Laundering and Market Abuse
Communicating with the regulator
To be effective, compliance managers need to understand the expectations of regulators regarding material issues and notification requirements under the new regime. This course provides you with practical information regarding when you are required to communicate with the regulator, insights into the style to adopt for meetings or interviews with a regulator, and how to prepare your staff accordingly.

Establishing a positive culture in the compliance function and beyond
Under the new regime, compliance and risk management practices must be understood and adopted across the wider firm. This need is likely to require organizational and cultural change in order to be successful – a major undertaking in itself. Leaders completing this program will be able to identify and embed the right organizational culture to drive change in risk management practices through positive influence.

Preparing for regulatory visits and interviews
Visits from the regulator require preparation. By attending this seminar, you will gain the skills to manage regulatory visits effectively. You will be equipped with insights into the regulator’s motives for visiting your firm and gain an understanding of your own duties and responsibilities. You will also benefit from tools that enable you to present an accurate picture while highlighting the good practices in your firm.

Regulatory and compliance challenges facing foreign banks in the UK
The new Senior Managers and Certified Persons regime is impacting all banks doing business in the UK, both home-owned and foreign-owned entities alike. This course is specially designed for delegates from foreign banks to understand how the changes to the UK regulations apply to their firm. It also explains the interactions between and expectations of your home regulator and the UK regulators, in particular the expectations of UK regulators on non-EEA banks operating in the UK.
Compliance and Other Control Functions

The relationship between compliance, internal audit and risk

The roles and responsibilities of the control functions, compliance, internal audit and risk, are closely associated. Clear definition of the differences and alignment of the complementary aspects are required for them to interact and function effectively. Organizational dynamics can be complicated by conflicting power structures and personality types. By attending this program, you will gain tools for identifying and managing the politics in your stakeholder population. You will also learn a common understanding of the firm’s language of risk to enable effective communication and relationships across these teams.
Senior Management and the Board

The relationship between compliance and the Board
Knowing how to get respect and support from the Board for compliance initiatives will enable you to add greater value to your organization. This program is designed to enhance your understanding of the compliance function’s duties in relation to the board. You will be equipped with tools for ‘managing up’, effectively communicating difficult messages and influencing the Board towards positive outcomes for your firm.

Corporate governance requirements
This course provides an understanding of the UK corporate governance framework for listed companies and their Directors. It identifies key overlaps between Directors’ duties under the Combined Code and under the UK regulatory structure. You will learn how to work with the Company Secretary and to support Directors in listed firms holistically, from a corporate governance and a regulatory perspective.

Senior Persons regime
By attending this program, you will learn the origins, structure, and intention of the new Senior Persons regime. You will gain the skills and tools needed to draft a Statement of Responsibilities and Management Responsibilities Map, and to identify the training and competence requirements for the senior manager population. This course provides details of the enforcement powers of the regulators against senior managers, including the reverse burden of proof. It also gives insights into how best to support senior managers to mitigate their personal regulatory risk.
Comprehensive Learning Pathway

The Learning Pathway is designed to provide compliance staff, both new and seasoned, with the skills and tools they need to execute their role. Whether engaged in compliance monitoring and testing, investigations, policy work or managing the relationship with the regulator, participants will benefit from learning how to apply complex theories in a way that benefits their function and their firm.
Compliance Practitioner Level

Core Skills Level

- Compliance Monitoring: Measuring and Reporting of Conduct Risk
- Managing Effective Compliance Conversations
- Dealing with Difficult Characters in the Front Office
- Technical Suite
- Preparing for Regulatory Visits and Interviews
- The Relationship between Compliance, Internal Audit and Risk

Senior Compliance Officers with less than 2 years' experience in the role

Senior Compliance Officers with 2 or more years' experience in the role

Compliance Practitioner Level

03

Senior Compliance Officers and Managers of Compliance teams

02

Compliance Officers with 2 or more years' experience in the role

01

Compliance Officers with less than 2 years' experience in the role

- Preparing for the Certified Persons Regime
- Communicating with the Regulator
- Establishing a Positive Culture in the Compliance Function and Beyond
- Regulatory and Compliance Challenges Facing Foreign Banks in the UK
- The Relationship between Compliance and the Board

Senior Compliance Officer/Manager Level
Moody’s Analytics is a Leading Provider of Training Solutions for Financial Institutions Worldwide

Our Goal

Our goal is to enable your team to perform competently and productively, and to reduce the time it takes for them to be successful. We:

» Help financial professionals advance their careers by increasing their competence, credibility and confidence
» Partner with financial institutions to help them build skills among their staff, leading to more informed decisions and stronger financial performance
» Help define and shape the competence standards of the rapidly evolving global financial services industry

Our Approach

We understand that the most powerful learning programs deliver value beyond content. A world-class program that positively impacts business results requires:

» Outstanding learning tools and methodologies
» Effective program direction and support
» An intelligent assessment strategy
» Deep understanding of the markets and their real impact on how people do business
» Insightful analysis and reporting
» Strong partnerships and alliances
» And highly engaging instruction and support

Our framework brings together all of these components in a comprehensive way to deliver optimal solutions and results.

Moody’s analytics is synonymous with leadership in monitoring and analyzing credit risk worldwide. By providing award-winning software solutions, advisory services, research, and state-of-the-art training and certification solutions, we continually improve organisational performance by solving real-world business problems. Our mission is to provide maximum value to your employees, increasing your bottom-line performance.
About Moody’s Analytics

Moody’s Analytics, a unit of Moody’s Corporation, helps capital markets and credit risk management professionals worldwide respond to an evolving marketplace with confidence. The company offers unique tools and best practices for measuring and managing risk through expertise and experience in credit analysis, economic research and financial risk management. By offering leading-edge software and advisory services, as well as the proprietary credit research produced by Moody’s Investors Service, Moody’s Analytics integrates and customizes its offerings to address specific business challenges.