
Federal Reserve System
Training Program

2008 Course Catalogue

This booklet includes descriptions of
Federal Reserve System examiner training programs
as well as FFIEC courses and conferences.



For international distribution

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*These programs are designed for and offered exclusively to participants from other central banks and supervisory authorities.

**Participation in this program is by invitation.

Introduction

It is our pleasure to provide you this catalogue which contains a listing of examiner training courses that the Federal Reserve System (FRS) has scheduled to offer in 2008. The Federal Reserve System's 2008 examiner training programs will be held in **new, state of the art training facilities at 1850 K Street, NW, in Washington, D.C.**, as well as in the training facilities of the Federal Reserve Bank of Atlanta, the Federal Reserve Bank of Chicago and the Federal Reserve Bank of San Francisco. For your convenience, the catalogue also contains information on courses offered by the Federal Financial Institutions Examination Council (FFIEC) as well as general information about registration procedures, lodging, year 2008 FRS and FFIEC training schedules, and other relevant information. It is important that you read the information contained in this catalogue prior to making a request to register a staff member from your institution.

The Federal Reserve System is pleased to accommodate colleagues from other bank supervisory authorities in its training programs on a space-available basis. As most classes fill up quickly, it is recommended that you enroll your staff as early as possible. We must ask that all enrollments be made at least sixty days before the starting date of the class.

Many courses contain some pre-course work, which must be completed by the participant prior to the first day of class. Expected pre-course work is listed under each course description along with the estimated amount of time the participant must dedicate to it and the nature of the work. Pre-course work is designed to bring each participant to a base level of knowledge, thereby enabling instructors to deliver information efficiently and use class time effectively. The sixty day enrollment requirement allows time for receipt and preparation of pre-course assignments. English proficiency is a requirement for this and all other courses outlined in the catalogue.

All courses outlined in this catalogue are aimed primarily at bank supervisors. We would like to draw your attention to the joint International Monetary Fund/World Bank/Federal Reserve System "*Seminar for Senior Bank Supervisors from Emerging Economies*," which is offered every year in October in Washington, D.C. The objectives of the seminar are to familiarize participants with the importance of bank and financial sector regulation and supervision for economic growth and development; to discuss alternative regulatory and supervisory approaches and related international trends; to discuss solutions for dealing with bank insolvency and financial system distress; and to learn about the latest developments in supervision and on-site examination techniques.

You will note in this year's Course Catalogue that a number of new courses, features, and services are being offered for international participants. Among them are:

- ***Access to the Federal Reserve System's Supervision and Training Reference Tool (STaRT).*** Originally developed for Federal Reserve System examination staff, STaRT contains more than 30 learning modules (e.g., Anti-Money Laundering, Internal/External Audit, Wire Transfer, etc.) that are useful training tools for non-U.S. banking supervisors and examiners who wish to familiarize themselves with universal banking concepts, banking procedures, examination practices and tools, and specific subject matter areas.
- ***Course offerings at the Federal Reserve Bank of Chicago's new Technology Lab.*** Using a combination of classroom lectures and technical lab "hands-on" exercises, the Tech Lab offers courses that train and familiarize participants with the increasingly important contribution of Information Technology to operations risk, and that bridge the knowledge gaps between examiners and industry IT practitioners.
- ***Fundamentals of Fraud Workshop.*** This course is designed for an international audience to enhance participants' fraud knowledge, analytical proficiency, and examination skills. Using a combination of case studies, presentations, and hands-on exercises, the course seeks to introduce participants to basic fraud concepts, methods for detecting fraud, and interview techniques.
- ***Advanced Credit Risk Measurement and Management Seminar.*** This seminar explores advanced credit risk measurement and management techniques from an internal management and supervisory perspective. Lectures and group sessions will provide participants with an overview of the advanced risk measurement and management systems banks employ to monitor credit risk.
- ***International Training and Assistance Website.*** Beginning in early 2008, this year's Course Catalogue will be posted electronically on the Federal Reserve System's new international training and assistance public website, along with other information about training and assistance programs offered by the Federal Reserve to our international colleagues. To access the website, please visit its address at <http://www.federalreserve.gov/bankinforeg/ita/>.

Lastly, please note that all domestic and international supervision training is handled centrally through the Board of Governors of the Federal Reserve System. You may direct your request for training and technical assistance to the following address:

Mr. Sarkis D. Yoghourtdjian
Advisor

Division of Banking Supervision and Regulation
Board of Governors of the Federal Reserve System
Washington, D.C. 20551 U.S.A.

Tel: +1-202-452-3193
Fax: +1-202-452-6417

General Information

Who May Attend?

Programs outlined in this catalogue are open to banking supervision staff from non-U.S. central banks and supervisory authorities.

Registration Procedures

To register for the Federal Reserve System and FFIEC training programs, **please send a letter** to Mr. Sarkis Yoghourtdjian at the address below. The letter must be on official stationary and signed by an officer of the supervisory authority. In the letter please provide the school name and date, as well as the number of seats requested. Eight weeks prior to the start of the training program, we require each participant's full name, birth date, passport number, and country of passport issuance. You may fax the letter to +1-202-452-6417 to expedite the registration process and mail the original letter. Please submit your registration requests and/or questions to:

Mr. Sarkis D. Yoghourtdjian
Advisor
Division of Banking Supervision and Regulation
Board of Governors of the Federal Reserve System
Washington, D.C. 20551 U.S.A.
Tel: +1-202-452-3193 Fax: +1-202-452-6417

Security Procedures

Please note that the Federal Reserve has put in place new and enhanced security measures which require that each participant in a Federal Reserve System or FFIEC program submit their date of birth, passport number, and name of passport issuing country no later than **8 weeks** prior to the start of the program. **There will be no exceptions! Failure to provide the necessary information will result in forfeiture of the seat.**

Tuition

There are no tuition fees for Federal Reserve System or FFIEC programs outlined in this catalogue. The Options Institute Program at the Chicago Board of Options Exchange (CBOE), however, carries a \$500 tuition fee per participant. Participants are requested to pay the tuition fee directly to the Options Institute on the first day of the program.

Lodging Information

In light of uncertainties involved with the typically more extensive travel arrangements necessary for those arriving from abroad, the Federal Reserve System does not make lodging arrangements for participants attending programs in Washington, D.C. or elsewhere. **It will be up to the participants to arrange for their own accommodations.** We will, however, continue to make lodging arrangements for those attending the joint International Monetary Fund/World Bank/Federal Reserve System "*Seminar for Senior Bank Supervisors from Emerging Economies*" and the "*Seminar on Policy Challenges for the Financial Sector.*"

Federal Reserve Board

Pre-Course Materials

Pre-course materials (if any) for Federal Reserve System programs, FFIEC, and other agency programs will be sent via Federal Express to the officer signing the request for the seat(s) approximately six weeks prior to the class. Kindly let us know if you have not received your pre-course materials three weeks before a program begins.

Dress Code

Business casual attire is permitted for all programs offered in this catalogue except for the joint IMF/World Bank/Federal Reserve System seminars conducted in June and October. Tennis shoes, t-shirts, blue jeans and shorts should not be worn. The seminars in June and October require business attire.

Attendance Policy

Participants in Federal Reserve System and FFIEC training programs are expected to be in attendance at each session of the program. Please notify an International Training and Assistance (ITA) section staff member if absence is unavoidable. Unexplained absences from a training session will be reported to the proper authorities.

Cancellation Policy

To cancel participation in a Federal Reserve System or FFIEC training program, please send a letter to Mr. Sarkis Yoghourtdjian at the address below. The letter must be on official stationary and signed by an official of the supervisory authority. **If participation is not cancelled and the participant does not report to the training facility on the first day of the program, new and enhanced security procedures require us to notify the proper authorities, including the U.S. visa issuing agency.**

Questions?

Should you have any questions, you may direct them to:

Mr. Sarkis D. Yoghourtdjian
Advisor
Division of Banking Supervision
and Regulation
Board of Governors of the
Federal Reserve System
Washington, D.C. 20551
U.S.A.

Tel: +1-202-452-3193
Fax: +1-202-452-6417

Ms. Maribeth Seraj
Sr. International Training Technician
Division of Banking Supervision
and Regulation
Board of Governors of the
Federal Reserve System
Washington, D.C. 20551
U.S.A.

Tel: +1-202-736-5557
Fax: +1-202-452-6417
E-mail: BSRInternationalTraining@frb.gov

New Training Facilities in Washington, D.C.

ITA has the pleasure of welcoming our participants in Washington, D.C.-based courses to the Federal Reserve's new training facility at 1850 K Street, NW. Located in the heart of Washington's central business district and directly above the Farragut West Metro station, 1850 K Street is one of three buildings comprising International Square. The two other buildings are 1825 K Street and 1875 K Street, and all three buildings share a soaring marble lobby atrium. The elegant central common area includes the striking atrium fountain, retail stores, a food court, and access to the Farragut West Metro station located at 18th and I Streets.

International Square's food court includes eateries offering American, Italian, Chinese, Greek, Mexican and Cuban fast food selections. On-site retail facilities include a men's/women's hair salon, a shoeshine kiosk, banks, an electronics store, an international newsstand and a currency exchange office.

Located on the fourth floor of the 1850 K Street building, the new classrooms are equipped with state of the art technology.

Please note, smoking and the use of tobacco products are prohibited throughout the International Square complex.

Hotels near the Federal Reserve's Training Center in Washington, D.C.

For your reference and information, listed below are a number of hotels that are within close proximity to the Federal Reserve System's new training center at 1850 K Street, NW, Washington, D.C. You are free to make hotel reservations at these or other hotels. Since Washington, D.C. is a popular destination, early registration will assure the best selection of hotel rooms and rates.

Club Quarters
839 17th Street, NW
Washington, DC 20006
Tel: +1-202-974-4000
Fax: +1-202-463-6401
www.clubquarters.com

Lincoln Suites
1823 L Street, NW
Washington, DC 20036
Tel: +1-202-223-4320
Fax: +1-202-293-4977
www.lincolnhotels.com

State Plaza Hotel
2117 E Street, NW
Washington, DC 20037
Tel: +1-202-861-8200
Fax: +1-202-659-8601
www.stateplaza.com

River Inn
924 25th Street, NW
Washington, DC 20036
Tel: +1-202-337-7600
Fax: +1-202-337-6520
www.theriverinn.com

Federal Reserve Board

Washington Plaza
10 Thomas Circle, NW
Washington, DC 20005
Tel: +1-202-842-1300
Fax: +1-202-371-9602
www.washingtonplazahotel.com

Washington Marriott
1221 22nd Street, NW
Washington, DC 20037
Tel: +1-202-872-1500
Fax: +1-202-872-1424
www.marriott.com

Hotel Lombardy
2019 Pennsylvania Avenue, NW
Washington, DC 20006
Tel: +1-202-828-2600
Fax: +1-202-872-0503
www.hotellombardy.com

Double Tree Guest Suites Hotel
801 New Hampshire Avenue, NW
Washington, DC 20037
Tel: +1-202-785-2000
Fax: +1-202-785-9485
www.doubletree.com

Best Western New Hampshire Suites
1121 New Hampshire Avenue, NW
Washington, DC 20037
Tel: +1-202-457-0565
Fax: +1-202-331-9421
www.bestwestern.com

Melrose Hotel
2430 Pennsylvania Avenue, NW
Washington, DC 20037
Tel: +1-202-955-6400
Fax: +1-202-955-5765
www.melrosehotel.com

Jurys Doyle Washington Hotel
1500 New Hampshire Avenue, NW
Washington, DC 20036
Tel: +1-202-483-6000
Fax: +1-202-328-3265
www.jurys-washingtondc-hotels.com

One Washington Circle
1 Washington Circle, NW
Washington, DC 20037
Tel: +1-202-872-1680
Fax: +1-202-887-4989
www.thecirclehotel.com

Hamilton Crowne Plaza Hotel
1001 14th Street, NW
Washington, DC 20005
Tel: +1-202-682-0111
Fax: +1-202-682-9525
www.ichotelsgroup.com

Washington Suites Georgetown
2500 Pennsylvania Avenue
Washington, DC 20037
Tel: +1-202-333-8060
Fax: +1-202-338-3818
www.washingtonsuiteshotel.com

Hotels in Virginia

These hotels are included for consideration since they typically charge less than hotels in D.C., although a 15 or 20 minute metro ride (approximation \$4.00 round trip) is necessary to arrive at the Federal Reserve's new training center in Washington, D.C.

Days Inn Arlington, Virginia
2201 Arlington Blvd
Arlington, VA 22201
Tel: +1-703-525-0300
Fax: +1-202-525-5671
<http://arlingtondaysinn.com/home>

Americana Hotel
1400 Jefferson Davis Highway
Arlington, VA 22202
Tel: +1-703-979-3772
Fax: +1-703-979-0547
info@americanahotel.com

The Federal Reserve Bank of Atlanta will hold the following class:

- ***“Credit Risk Analysis School” – July 7 – 18, 2008***

The Federal Reserve Bank of Atlanta is located at
1000 Peachtree Street, N.E., Atlanta, Georgia

Hotels near the Federal Reserve Bank of Atlanta

Listed below are a number of hotels that are within close proximity to the Federal Reserve Bank of Atlanta. You are free to make hotel reservations at these or other hotels.

Wyndham Midtown Hotel
125 10th Street NE
Atlanta, GA 30309
Tel: +1-404-873-4800
Fax: +1-404-870-1530
www.wyndham.com

Residence Inn – Historic Midtown Hotel
1041 West Peachtree Street
Atlanta, GA 30309
Tel: +1-404-872-8885
Fax: +1-404-724-9218
<http://www.marriott.com>

Regency Suites Hotel
975 West Peachtree Street
Atlanta, GA 30309
Tel: +1-404-876-5003
Fax: +1-404-817-7511
www.regencysuites.com

Atlanta Marriott Midtown Suites
35 14th Street NE
Atlanta, GA 30309
Tel: +1-404-876-8888
Fax: +1-404-876-7727
<http://www.marriott.com>

Georgian Terrace Hotel
659 Peachtree Street NE
Atlanta, GA 30309
Tel: +1-404-897-1991
Fax: +1-404-724-0642
www.thegeorgianterrace.com

Residence Inn/17th Street
1365 Peachtree Street NE
Atlanta, GA 30309
Tel: +1-404-745-1000
Fax: +1-404-745-1111
<http://www.marriott.com>

Best Western Grenada Suite Hotel
1302 West Peachtree Street
Atlanta, GA 30309
Tel: +1-404-876-6100
Fax: +1-404-724-0642
www.bestwestern.com

Courtyard by the Marriott
1132 Techwood Drive
Atlanta, GA 30318
Tel: +1-404-607-1112
Fax: +1-404-745-1020
<http://www.marriott.com>

The Federal Reserve Bank of Chicago will host the following class:

- ***“Market Risk Analysis Seminar” – August 4 – 8, 2008***

The Federal Reserve Bank of Chicago is located at
230 South LaSalle Street, Chicago, Illinois

Hotels near the Federal Reserve Bank of Chicago

Listed below are a number of hotels that are within close proximity to the Federal Reserve Bank of Chicago. You are free to make hotel reservations at these or other hotels.

Palmer House Hilton Hotel
17 E. Monroe Street
Chicago, IL 60603
Tel: +1-312-726-7500
Fax: +1-312-917-1707
www.hilton.com

Club Quarters Adams
111 W. Adams Street
Chicago, IL 60603
Tel: +1-312-214-6400
Fax: +1-312-601-3300
www.clubquarters.info

Sofitel Chicago
20 E. Chestnut Street
Chicago, IL 60611
Tel: +1-312-324-4000
Fax: +1-312-324-4026
www.sofitel.com

The W Chicago City Centre
172 W. Adams Street
Chicago, IL 60603
Tel: +1-312-332-1200
Fax: +1-312-917-5771
www.starwoodhotels.com

The Union League Club
65 West Jackson Boulevard
Chicago, IL 60603
Tel: +1-312-427-7800
Fax: +1-312-427-8117
www.ulcc.org

Omni Chicago
676 N. Michigan Avenue
Chicago, IL 60611
Tel: +1-312-944-6664
Fax: +1-312-266-3015
www.omnihotels.com

Hilton Chicago
720 South Michigan Avenue
Chicago, IL 60605
Tel: +1-312-922-4400
Fax: +1-312-922-5240
www.hilton.com

Hyatt Regency
151 E. Wacker Drive
Chicago, IL 60601
Tel: +1-312-565-1234
Fax: +1-312-239-4414
www.chicago.regency.hyatt.com

Chicago Marriott Downtown
540 North Michigan Avenue
Chicago, IL 60605
Tel: +1-312-836-0100
Fax: +1-312-836-6139
www.marriott.com

Club Quarters Wacker at Michigan
75 E. Wacker Drive
Chicago, IL 60601
Tel: +1-312-352-6400
Fax: +1-312-357-9900
www.clubquarters.info

The Federal Reserve Bank of San Francisco will host the following class:

- ***“Principles of Asset/Liability Management Seminar”***
August 25 – 29, 2008

The Federal Reserve Bank of San Francisco is located at
101 Market Street, San Francisco, California

Hotels near the Federal Reserve Bank of San Francisco

Listed below are a number of hotels that are within close proximity to the Federal Reserve Bank of San Francisco. You are free to make hotel reservations at these or other hotels.

Hyatt Regency
5 Embarcadero Center
San Francisco, CA 94111
Tel: +1-415-788-1234
Fax: +1-415-398-2567
<http://sanfranciscoregency.hyatt.com>

Hotel Griffon
155 Steuart Street
San Francisco, CA 94105
Tel: +1-415-495-2100
Fax: +1-415-495-3522
www.hotelgriffon.com

Harbor Court Hotel
165 Steuart Street
San Francisco, CA 94105
Tel: +1-415-882-1300
Fax: +1-415-882-1313
www.harborcourthotel.com

Hotel Triton
342 Grant Avenue
San Francisco, CA 94105
Tel: +1-415-394-0500
Fax: +1-415-394-0555
www.hoteltriton.com

Grand Hyatt
345 Stockton Street
San Francisco, CA 94105
Tel: +1-415-398-1234
Fax: +1-415-391-1780
<http://grandsanfrancisco.hyatt.com>

The Prescott Hotel
545 Post Street
San Francisco, CA 94102
Tel: +1-415-563-0303
Fax: +1-415-563-6831
www.prescotthotel.com

Hotel Nikko
222 Mason Street
San Francisco, CA 94102
Tel: +1-415-394-1111
Fax: +1-415-394-1106
www.hotelnikkosf.com

Club Quarters
424 Clay Street
San Francisco, CA 94102
Tel: +1-415-392-7400
Fax: +1-415-392-7300
www.clubquarters.info

Duration of Programs

Federal Reserve System Courses

<u>Program</u>	<u>Duration</u>
STaRT Modules (Online Self Study).....	Variable

<u>Program</u>	<u>Duration</u>
Fundamentals of Fraud Workshop	4 days
Bank Analysis and Examination School	2 weeks
Credit Risk Analysis School	2 weeks
Risk Management and Internal Controls Seminar	1 week
Operational Risk Assessment Seminar	1 week
Market Risk Analysis Seminar	1 week
Advanced Credit Risk Measurement and Management Seminar	1 week
Bank Management School	8 days
Principles of Asset/Liability Management.....	1 week
Anti-Money Laundering Examination Seminar	1 week
Electronic Banking & Technology Risk Supervision Seminar.....	4 days
Joint International Monetary Fund/World Bank/Federal Reserve Board “Seminar on Policy Challenges for the Financial Sector”	3 days
Joint International Monetary Fund/World Bank/Federal Reserve System “Seminar for Senior Bank Supervisors from Emerging Economies”	2 weeks
Conducting Meetings With Management	3½ days
Real Estate Lending Seminar.....	1 week

Federal Financial Institutions Examination Council Courses

<u>Program</u>	<u>Duration</u>
Financial Crimes Seminar.....	4 days
International Banking School	1 week
Payments Systems Risk Conference.....	4 days

Federal Reserve Bank of Chicago’s Technology Lab Courses

<u>Program</u>	<u>Duration</u>
Network Security Hands-on.....	1 week
Information Security Vulnerability Management Hands-on	1 week
Operating Systems Hands-on.....	1 week

Other Agency Courses

<u>Program</u>	<u>Duration</u>
The Options Institute (CBOE)	3 days

Federal Reserve System Training Program 2008 System School Schedule

<u>PROGRAM</u>	<u>FROM</u>	<u>TO</u>
Real Estate Lending Seminar (Washington, D.C.)	February 25	February 29
Conducting Meetings with Management (San Francisco)	March 10	March 13
Conducting Meetings with Management (New York)	March 10	March 13
Conducting Meetings with Management (Denver)	March 31	April 3
Operating Systems (Chicago)	March 31	April 4
Conducting Meetings with Management (St. Louis)	April 7	April 10
Network Security Hands-on (Chicago)	April 7	April 11
Conducting Meetings with Management (Atlanta)	May 12	May 15
Information Security Vulnerability Management Hands-on (Chicago)	May 12	May 16
Conducting Meetings with Management (Chicago)	May 19	May 22
JOINT INTERNATIONAL MONETARY FUND/ WORLD BANK/FEDERAL RESERVE BOARD¹ “SEMINAR ON POLICY CHALLENGES FOR THE FINANCIAL SECTOR” (Washington, D.C.)		
FUNDAMENTALS OF FRAUD WORKSHOP	June 4	June 6
BANK ANALYSIS & EXAMINATION SCHOOL	June 10	June 13
Conducting Meetings with Management (Philadelphia)	June 16	June 27
	June 23	June 26
Conducting Meetings with Management (St. Louis)	July 7	July 10
CREDIT RISK ANALYSIS SCHOOL (Atlanta)	July 7	July 18
Conducting Meetings with Management (New York)	July 14	July 17
Real Estate Lending Seminar (Philadelphia)	July 14	July 18
RISK MANAGEMENT & INTERNAL CONTROLS SEMINAR	July 21	July 25
Operating Systems (Chicago)	July 21	July 25
OPERATIONAL RISK ASSESSMENT SEMINAR	July 28	August 1
MARKET RISK ANALYSIS SEMINAR (Chicago)	August 4	August 8
ADVANCED CREDIT RISK MEASUREMENT AND MANAGEMENT SEMINAR	August 4	August 8
Information Security Vulnerability Management Hands-on (Chicago)	August 4	August 8
BANK MANAGEMENT SCHOOL	August 11	August 20
Conducting Meetings with Management (Minneapolis)	August 18	August 21
PRINCIPLES OF ASSET LIABILITY MANAGEMENT (San Francisco)	August 25	August 29

¹ Participation in this program is by invitation

**Federal Reserve System Training Program
2008 System School Schedule**

<u>PROGRAM</u>	<u>FROM</u>	<u>TO</u>
Conducting Meetings with Management (Cleveland)	September 2	September 4
ANTI-MONEY LAUNDERING EXAMINATION SEMINAR	September 8	September 12
ELECTRONIC BANKING & TECHNOLOGY RISK SUPERVISION SEMINAR	September 15	September 18
The Options Institute (Chicago)	September 24	September 26
Network Security Hands-on (Chicago)	October 20	October 24
JOINT INTERNATIONAL MONETARY FUND/ WORLD BANK/FEDERAL RESERVE SYSTEM “SEMINAR FOR SENIOR BANK SUPERVISORS FROM EMERGING ECONOMIES” (Washington, D.C.)	October 20	October 31
Information Security Vulnerability Management Hands-on (Chicago)	November 3	November 7
Conducting Meetings with Management (Dallas)	November 4	November 7

NOTE: Schools and programs designed for and offered exclusively to participants from non-U.S. central banks and non-U.S. supervisory authorities are printed in bold and capital letters.

FFIEC Training Program 2008 FFIEC School Schedule

FINANCIAL CRIMES SEMINAR

Dates:

1. June 3 – 6, 2008
2. August 5 – 8, 2008

INTERNATIONAL BANKING SCHOOL

Dates:

1. June 23 – 27, 2008

PAYMENT SYSTEMS RISK CONFERENCE

Dates:

1. June 10 - 13, 2008

**NOTE: All FFIEC schools are held in Arlington, Virginia
(a suburb of Washington, D.C.).**

Hotels near the FFIEC's training facility in Arlington, Virginia

Listed below are a number of hotels which are within close proximity to FFIEC's training facility in Arlington, Virginia. You are free to make hotel reservations at these or other hotels.

FDIC Training Center Lodging Facility
3501 Fairfax Drive
Arlington, Virginia 22226
Tel: +1-703-516-4630
Fax: +1-703-516-5476

Key Bridge Marriott
1401 Lee Highway
Arlington, Virginia 22209
Tel: +1-703-524-6400
Fax: +1-703-524-8964
www.marriott.com

The Virginian Suites
1500 Arlington Boulevard
Arlington, Virginia 22209
Tel: +1-703-522-9600
Fax: +1-703-525-4462
www.virginiansuites.com

Holiday Inn Arlington
4610 North Fairfax Drive
Arlington, Virginia 22203
Tel: +1-703-243-9800
Fax: +1-703-527-2677
www.holidayinn.com

Hilton Arlington Towers
950 North Stafford Street
Arlington, Virginia 22203
Tel: +1-703-528-6000
Fax: +1-703-812-5127
www.hilton.com

Hyatt Arlington Hotel
1325 Wilson Boulevard
Arlington, Virginia 22209
Tel: +1-703-525-1234
Fax: +1-703-908-4790
www.arlingtonhyatt.com

Chicago Technology Lab Training Program 2008 STREAM School Schedule

OPERATING SYSTEMS HANDS-ON

Dates

1. July 21 – 25, 2008

NETWORK SECURITY HANDS-ON

Dates

1. October 20 – 24, 2008

INFORMATION SECURITY (IS) VULNERABILITY MANAGEMENT HANDS ON

Dates

1. August 4 – 8, 2008
2. November 3 – 7, 2008

NOTE: All Chicago Technology Lab schools are held at the Federal Reserve Bank of Chicago, 230 South LaSalle Street, Chicago, Illinois.

Hotels near the Federal Reserve Bank of Chicago

Listed below are a number of hotels that are within close proximity to the Federal Reserve Bank of Chicago. You are free to make hotel reservations at these or other hotels.

Palmer House Hilton Hotel
17 E. Monroe Street
Chicago, IL 60603
Tel: +1-312-726-7500
Fax: +1-312-917-1707
www.hilton.com

Club Quarters Adams
111 W. Adams Street
Chicago, IL 60603
Tel: +1-312-214-6400
Fax: +1-312-601-3300
www.clubquarters.info

Sofitel Chicago
20 E. Chestnut Street
Chicago, IL 60611
Tel: +1-312-324-4000
Fax: +1-312-324-4026
www.sofitel.com

The W Chicago City Centre
172 W. Adams Street
Chicago, IL 60603
Tel: +1-312-332-1200
Fax: +1-312-917-5771
www.starwoodhotels.com

Federal Reserve Board

The Union League Club
65 West Jackson Boulevard
Chicago, IL 60603
Tel: +1-312-427-7800
Fax: +1-312-427-8117
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720 South Michigan Avenue
Chicago, IL 60605
Tel: +1-312-922-4400
Fax: +1-312-922-5240
www.hilton.com

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540 North Michigan Avenue
Chicago, IL 60605
Tel: +1-312-836-0100
Fax: +1-312-836-6139
www.marriott.com

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676 N. Michigan Avenue
Chicago, IL 60611
Tel: +1-312-944-6664
Fax: +1-312-266-3015
www.omnihotels.com

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151 E. Wacker Drive
Chicago, IL 60601
Tel: +1-312-565-1234
Fax: +1-312-239-4414
www.chicago.regency.hyatt.com

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75 E. Wacker Drive
Chicago, IL 60601
Tel: +1-312-352-6400
Fax: +1-312-357-9900
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**Federal Reserve System
Supervision and Training Reference Tool
(STaRT)**

Supervision Training and Reference Tool

The Federal Reserve System is pleased to make available to our colleagues from other central banks and supervisory authorities an online training tool for bank examiners called Supervision Training and Reference Tool, or STaRT.

Type of Participant Targeted

STaRT was originally designed for Federal Reserve System examination staff, and as such, it contains a number of references to U.S. Federal Reserve-specific regulations and terminology. However, STaRT is now available for use by other bank regulators who wish to familiarize themselves with universal banking concepts, banking procedures, examination practices and goals, and specific subject matter areas.

Prerequisites

None.

Course Overview

STaRT contains more than 30 main learning modules (e.g., Anti-Money Laundering, Internal/External Audit, Wire Transfer, etc). Each module is comprised of a set of individual lessons, practice case studies covering key concepts, potential red flags and the controls used to detect or address those flags, resource materials, typical exam goals, practice case studies, and a self-check to review your knowledge of the lesson.

Course Objectives

STaRT was developed by subject-matter experts across the Federal Reserve System to assist Supervision staff. STaRT has two primary purposes: (1) to provide general training to examiners on a variety of relevant topics; and (2) to support examiners and other supervision staff as an on-the-job reference tool.

How to Access the STaRT Modules

You may access the STaRT Modules by visiting the public website of the Federal Reserve Board's International Training and Assistance Section at <http://www.federalreserve.gov/bankinfo/ita/>. On the drop-down menu located on the ITA's home page, select "Self Study Tools," which will provide you with a direct link to the STaRT Modules. You may also access the STaRT Modules by visiting the public website of the Federal Reserve System's Center for Online Learning at www.stlouisfed.org/col/courses/tool/start/.

Overview of Supervision Training and Reference Tool (STaRT) Curriculum

1	First Time User
2	Analyzing Agricultural Credits
3	Asset Liability Management
4	BSA/AML
5	Bankruptcy
6	BHC Regulations
7	Borrowings
8	Capital Issuance
9	Cash and Due From
10	Commercial Loan Documents
11	Community Development
12	Deposits
13	Discount Window
14	Federal Reserve Act
15	Fixed Assets
16	Information Technology
17	Insurance
18	Internal/External Audit
19	Investment Portfolio Mgmt
20	Kiting
21	Loan Policy and Administration
22	Miscellaneous Other Assets
23	Mortgage Securities
24	Off-Balance Sheet Items
25	Official Checks
26	Other Real Estate
27	Payment Systems Risk
28	Proof Function
29	Real Estate Fundamentals
30	Regulation O
31	Regulations T, U, & X
32	Regulation W
33	Troubled Debt Restructuring
34	Trust Fundamentals
35	Wire Transfer

**Federal Reserve System
(Division of Banking Supervision & Regulation)**

Course Descriptions

Fundamentals of Fraud Workshop

Type of Participant Targeted

This program is designed for examiners wishing to acquire knowledge or to refresh their examination skills of basic fraud concepts, fraud detection methods, transaction testing, interview techniques, and funds tracing.

Prerequisites

Participants should have a minimum of 18 month's bank examination experience. This course has no pre-course assignment.

Course Overview

This 4-day program will introduce participants to important basic fraud concepts and walk them through steps necessary to determine the true nature of various transactions and accounts. Using a combination of case studies, presentations, videos, and hands-on exercises, the course seeks to enhance participants' fraud knowledge, analytical proficiency, examination skills and interview techniques.

Course Objectives

At the end of the course, participants will, at a minimum, be able to:

- Describe the basic types of fraud
- Identify fraudulent activities
- Research transactions and trace funds
- Identify red flags
- Identify and manage documents
- Apply interview techniques
- Explain the effects of fraud on a bank's risk profile
- Coordinate efforts with other agencies

Class Size

The minimum number of participants is 16 and the maximum is 20.

Bank Analysis and Examination School

Type of Participant Targeted

Bank Analysis and Examination School is designed for individuals with approximately 12 to 18 months of relevant experience. Attendees are typically involved in risk-focused supervision, risk management process, bank examination, loan classification, and bank holding company inspections and surveillance.

Prerequisites

Pre-course assignments will provide the student with an introduction to risk management, examination cycles and products, bank and bank holding company analyses, and selected corporate and criminal statutes applicable to financial institutions in the United States. These materials require approximately 40 hours of preparation time prior to the start of the school.

Course Overview

This is an intensive course based on risk-management and analytical concepts that apply across all areas of supervision: examinations, inspections, surveillance and applications. The program emphasizes risk-focused examination and its products as well as common analytical and supervisory themes and techniques.

Course Objectives

Upon completion of this 9½-day course, the participant will, at a minimum, be able to:

- Discuss and apply risk-focused examination techniques to a bank or bank holding company
- Analyze the financial condition of a bank and a bank holding company using a Uniform Bank Performance Report (UBPR) and a Bank Holding Company Performance Report (BHCPR)
- Use information from a bank holding company inspection and a BHCPR to present an analysis of the holding company on a parent-company-only basis
- Use information from a bank examination report and a UBPR to present an analysis of the bank's condition
- Provide an introductory analysis and classification of a loan
- Become familiar with various regulatory and financial topics, including principles of internal controls, information systems, and supervisory strategies

Overview of Bank Analysis and Examination School (BAES) Curriculum

Subject	Approximate Class Days	Approximate Homework Hours
Risk Management and Risk-Focused Supervision	1.5 days	2 – 3
Bank Supervision Financial Analysis	3.0 days	10 – 12
Bank Holding Company Supervision Financial Analysis (Parent Company Only)	2.0 days	8 – 10
Credit Analysis and Credit Classifications	1.5 days	3 – 4
Enforcement, Supervision of Problems and Various U. S. Regulations	1.0 day	1 – 2
Review for Final Examination, Final Examination Program Review	0.5 day	--
TOTALS	9.5 days	24 - 31

Credit Risk Analysis School

Type of Participant Targeted

Credit Risk Analysis School is a course designed for individuals with one to three years of supervision and regulation experience. The curriculum provides an introductory learning experience designed to provide a basic generic set of credit analysis and examination skills that are applicable to the asset quality review function. The typical student will: (1) have bank examination experience, (2) have been introduced to loan analysis, and (3) have participated in the examination of loan portfolios during the examinations or inspections of several financial institutions.

Prerequisites

The pre-course assignments consist of a self-instruction module, reading assignments and an Accounting Quiz. The pre-course assignment will take approximately 40 hours to complete. The Accounting Quiz is collected on the first day of class and counts towards the final course grade.

Course Overview

This two-week school consists of a workshop on basic financial statement analysis and cash flow analysis during the first week, and loan administration and case studies during the second week. The curriculum recognizes that, while the fundamentals of extending credit are similar for all types of lending activities, their application may differ to meet the needs of specific credit transactions. This course gives the participants a systematic strategy for analyzing credits and discusses specialized types of credits. Participants will benefit by learning analytical skills, then applying those skills to actual loan case studies. It is expected that significant additional on-the-job training, experience, and academic opportunities will be necessary to develop a graduate of the Credit Risk Analysis School into a fully competent loan examiner.

Course Objectives

Upon completion of this 10-day course, the participant will, at a minimum, be able to:

- Identify and analyze the borrowing causes for a loan and determine the proper loan structure and pricing for the risk
- Analyze both business and personal income statements and balance sheets for strengths and weaknesses, and cash flow for loan repayment ability
- Analyze loan documentation for content, completeness and efficiency
- Analyze the credit risks in personal and business loans of moderate complexity
- Analyze the credit risks in non-complex commercial real estate loans
- Discuss in a professional manner with financial institution management, the loans reviewed during an examination

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- Properly classify loans according to regulatory classification definitions
- Review write-ups for regulatory reports
- Identify the factors to consider when managing a problem loss
- Identify quantitative rating systems for measuring risk

Overview of Credit Risk Analysis School (CRAS) Curriculum

Subject	Approximate Class Days	Approximate Homework Hours
Credit Risk Analysis workshop, including the review for mid-course examination	4.5 days	6 – 10
Loan examination overview and planning considerations	0.5 day	
“Walk-through” credit file and other lending topics	2.0 days	5 – 7
Loan classification exercise	1.0 days	4 – 5
Problem loan lecture and credit risk rating systems	1.3 day	3
Program review	0.2 day	
TOTALS	9.5 days	18 – 22

Risk Management and Internal Controls Seminar

Type of Participant Targeted

This program is for all examiners with more than six months of field experience who have participated in examinations of banks.

Prerequisites

The participant should have completed the *Bank Analysis and Examination School*.

Course Overview

The course is designed to provide examiners with an understanding of the importance of internal controls and risk management in banks and how the review of internal controls and risk management fit into the overall bank rating assessment. The course is also intended to give examiners guidance on assessing the risk management and internal control environment in key functions, such as credit administration and investments, including trading operations, deposits, and payment system risk.

Course Objectives

Upon completion of this 4½-day course, the participant will have:

- Gained an overall understanding of key risk management and internal control concepts
- Understood the role of internal and external audits and the internal control environment in a bank
- Become familiar with the role of information technology in banking institutions and the general risk factors and control areas
- Developed examiner skills for assessing the risk management and internal control environment of banks in such areas as lending function management and operating areas (funds transfer, trading and investments, trade finance/letters of credit, etc.), resulting in the assignment of an internal control rating
- Developed the ability to apply risk management and internal control examination concepts consistently among banks

Operational Risk Assessment Seminar

Type of Participant Targeted

This program is for examiners with 12 to 24 months of field experience who have participated in examinations of banks.

Prerequisites

Participants will receive a pre-seminar reading assignment that prepares them for case study group work during the seminar. This assignment will take approximately four hours to complete.

Course Overview

This seminar is designed to provide examiners and supervisory staff with an understanding of supervisory guidance regarding operational risk and risk management principles, a practical understanding of key risks inherent in core banking activities, management controls and risk mitigation techniques, and a fundamental understanding of the approaches to and challenges of quantitative analysis of operational risk. The seminar is also designed to provide a framework for assessing risk, evaluating risk management, and crafting an appropriate supervision and examination strategy. The seminar also includes a basic introduction to issues and quantitative analytical considerations relevant to Basel II operational risk capital allocation.

Course Objectives

After completing this one-week training program, the participant will, at a minimum, be able to:

- Understand and discuss the current supervisory guidance on operational risk management and the implications for supervised institutions
- Identify, document, and evaluate inherent risk in a variety of core banking activities
- Assess the interdependency and enterprise-wide impacts of operational risks and the overall risk profile of financial institutions
- Review and evaluate organizational frameworks, as well as individual internal controls and risk mitigants for managing operational risk
- Assess the quality of enterprise-wide operational risk management, including compliance/legal risks
- Understand key concepts in the quantitative analysis of operational risk for Basel II capital calculation
- Develop an appropriate supervisory strategy and examination plan

Market Risk Analysis Seminar

Type of Participant Targeted

Market Risk Analysis Seminar (MRAS) is a course designed for individuals with one to three years of supervision and regulation experience. The curriculum is designed to provide the basic set of examination skills needed to understand and provide supervisory oversight of a financial institution's trading book. The typical participant will have (1) bank examination experience, (2) been introduced to the analysis of financial institutions, and (3) participated in the examination of investment portfolios and treasury activities during the examination or inspection of financial institutions.

Prerequisites

Participants should be familiar with financial derivatives (futures, forwards, swaps and options) and financial math. They should also have a basic understanding of trading activities. Participants are encouraged to check their proficiency by reviewing the background reading materials to be provided prior to the seminar as supplementary course materials.

Course Overview

MRAS provides an overview of trading market risk management, including the products used to manage market risk in the trading book, counterparty credit risk management, and the value at risk (VaR) measurement method. The course provides participants with a systematic strategy for analyzing market risk in the trading book. The course is a combination of lectures on technical risk management topics and short case studies that apply the concepts studied. Fully qualified participants will not require any precourse study, although background papers on various subjects are available if participants wish to review basic concepts.

Course Objectives

At the end of this one-week seminar, the participant will, at a minimum, be able to:

- Describe the elements of sound internal controls and risk management systems for a bank's trading book
- Discuss investment and derivative products and understand the components of market risk that can be controlled through the use of on- and off-balance sheet instruments
- Describe market organization, regulation and emerging issues in the derivatives market
- Discuss the significance and importance of credit risk management for trading activities
- Describe the VaR method as it relates to trading activities and portfolio management
- Discuss the tools commonly employed to identify, measure, monitor and control market risk
- Discuss the incentives for securitization, the major types of securitized assets, and the risks and regulatory considerations when a bank begins securitization activities
- Describe the basic accounting concepts and methods for derivative instruments from an International Accounting Standards perspective

Advanced Credit Risk Measurement and Management Seminar

Type of Participant Targeted

The Advanced Credit Risk Measurement and Management Seminar is a course designed for individuals with five or more years of experience with credit risk management. The purpose of the seminar is to provide participants with an overview of advanced credit risk measurement and management techniques from an internal management and supervisory perspective. The seminar provides supervisors with an introduction to the management and examination techniques used to evaluate the effectiveness of advanced risk measurement and management systems.

Prerequisites

None.

Course Overview

This one-week seminar consists of a series of lectures and group exercises intended to provide participants with an overview of the advanced risk measurement and management systems banks employ to monitor credit risk. Lectures will address the estimation and calculation of the inputs into advanced credit risk measurement systems such as probability of default and loss-given default; portfolio management techniques; and the governance necessary to employ these advanced systems. Lectures will also focus on basic methods supervisors can employ to understand and evaluate the effectiveness of banks' implementation of these advanced credit risk management systems. Group work will take the form of a case study and give participants an opportunity to practice and reinforce the techniques discussed during the lectures.

Course Objectives

At the end of the seminar, participants should have an understanding of the following:

- The fundamental building blocks an institution must have in place before it begins developing more advanced models and techniques
- What type and quality of data a bank needs to have
- What each of the advanced credit risk metrics are and how they are derived
- Basics of how to examine a bank's models
- Fundamentals of modern portfolio theory and its practical implementation
- Basic portfolio management exam techniques
- What to expect from a board of directors
- What to expect from a senior management team
- The roles of internal and external audit and the role of loan review, including how to examine these functions
- How advanced credit metrics can be used

Overview of Advanced Credit Risk Measurement and Management Seminar

Subject	Approximate Class Days
Fundamentals of credit risk management	0.50
Fundamentals of credit data & data governance	0.25
Advanced credit risk measurement metrics	1.00
Portfolio management	1.00
Governance of advanced risk measurement and management systems	1.00
Uses for advanced risk measurement and management systems	0.25
TOTALS	4.00

Bank Management School

Type of Participant Targeted

Bank Management (BankMan) is intended for participants with two to three years of relevant experience.

Prerequisites

Participants should have typically completed Bank Analysis and Examination School or have relevant examination experience prior to taking BankMan. There is no pre-course assignment for this school.

Course Overview

BankMan is designed to enhance the analytical, decision-making, and leadership skills of the participant, and it emphasizes the interdependence of various specialties in the management of a bank. The material is presented from the perspective of bank management, rather than from a regulator. It is the only school that does so and, as such, provides the participant with a unique and necessary perspective.

A key element of the school is the use of a computer-based model to simulate a banking environment. The participant, as part of a team, operates a simulated bank in competition with other teams. Case studies, loan exercises, and industry speakers are also used as a means for meeting the course objectives.

The five main objectives of BankMan are to: (1) broaden the participant's understanding of the specific banking functions, (2) provide an overview of the interrelated operations of a banking organization, (3) enhance the participant's appreciation for the complex issues senior bank management faces, (4) enhance the participant's analytical and decision-making skills, and (5) develop team-building skills. Strengthening these areas will enable the participant to contribute more effectively to the goal of maintaining a safe and sound banking system.

Course Objectives

Upon completion of this 8-day course, the participant will, at a minimum, be able to:

- Categorize and evaluate specific banking functions (e.g., strategic planning, administrative policies, marketing, loans, securities, asset/liability management, funding, and operations)
- Assess the integrated operations of a banking organization, including the activities of trust, information technology, and consumer-related issues
- Determine the effects of management decisions on capital, earnings, and the organization's stock price

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- Measure the effects of economic conditions and competition on a bank's earnings and competitive abilities
- Determine the importance of effective internal controls and information systems in a bank
- Assess and manage the various risks that bank management faces
- Judge the influence of funding policies on the composition and volatility of an institution's liability structure, as well as the policies' relationships to institutional liquidity
- Propose means of improving the quality of individual loans and, ultimately, the loan portfolio
- Determine how to maximize profits and shareholder value from a banker's point of view, while operating under stringent regulatory guidelines
- Support the importance of interpersonal skills in the development of a strong management team

Overview of Bank Management School Curriculum

Subject	Approximate Class Hours	Approximate Homework Hours
Bank simulation activities (includes policy development, internal controls exercise, and concluding shareholders' meeting)	20.50	15.00
Loan discussion	7.00	2.00
Integrated supervision case study	4.50	1.00
Banking and related topics		
1. Industry speakers (team building, strategic planning, investment strategies, marketing strategies, asset/liability management, mergers and acquisitions, banker's view of economics, legal issues in lending, and loan administration)	18.00	--
2. Instructor presentations (managing risk, capital markets overview, funding strategies, aspects of good policies, and course overview)	4.50	--
Test and review	2.50	2.00
TOTALS	57.00	20.00

Learning Objectives

Upon completion of each section, the participant will, at a minimum, be able to demonstrate the following skills:

Bank simulation activities

- Determine the sometimes competing responsibilities of a bank manager
- Interpret the effects of management decisions in one area of the bank's operations on other areas of the bank
- Measure the effects of competition on bank performance
- Assess the ingredients for the successful operation of a bank
- Determine how to operate a bank profitably in a regulated environment
- Design policies that distinguish the bank from its competitors and contribute to its financial success
- Evaluate the importance of effective internal controls and propose responses to deficiencies in the bank
- Appraise the value of interpersonal skills in the effective functioning of a management team

Loan discussion

- Rate the quality of a loan
- Devise an action plan to correct the deficiencies in a weak loan
- Justify a banker's concerns in defending a weak loan

Integrated supervision case study

- Determine whether to acquire a financial institution after considering relevant safety and soundness, trust, information technology, and consumer affairs issues
- Measure the relative merits of financial versus non-financial considerations in an acquisition decision
- Support management decisions with sound reasons that support the best interests of the bank

Banking and related topics

- Contrast a banker's perspective of the various functional areas of banking to a regulator's viewpoint
- Determine the strategic and operational characteristics of a high-performance bank
- Conclude how to manage a successful bank within the constraints of industry regulation

Test and review

- Test comprehension of the material presented during class
- Interpret how well the participant has assimilated a banker's perspective of the issues related to managing a bank

Class Size

Optimal class size is 40 to 50 participants, which allows four to five members for each bank simulation team, organized into two communities of five teams each. However, four teams per community can be accommodated, making a class size of as few as 32 feasible. A class having fewer than 32 participants is generally not desirable.

Instructors

The instructors for this course are experienced examiners who have a solid familiarity with the operations of a commercial bank. Among the five instructors for each class, at least one has sufficient computer expertise to run and troubleshoot the computer simulation exercise. In addition, one instructor has the capital markets expertise that is needed to facilitate related decisions in the simulation exercise. Finally, the lead instructor is well acquainted with every aspect of the course and has effective leadership skills.

Principles of Asset/Liability Management

Type of Participant Targeted

Principles of Asset/Liability Management (PALM) is designed for safety and soundness bank examiners. It should be taken in examiners' careers when they begin to assess and evaluate ALM activities and the market risk sensitivity of financial institutions as a part of their routine job function.

Prerequisites

Participants should have a general understanding of intermediate financial concepts—similar to that achieved in junior or senior level economics and finance classes. This background should include familiarity with futures, forwards, swaps and options; duration; and intermediate balance sheet analysis. Participants are encouraged to check their proficiency by reviewing the background papers provided as supplementary course materials.

Course Overview

PALM provides an in-depth exposure to asset/liability management, concepts and methodologies as they apply to a financial institution's banking book; i.e., non-trading assets and liabilities (which are addressed in a companion class, Market Risk Analysis Seminar. The materials covered in PALM will enable participants to identify and draw conclusions about interest rate, investment, and liquidity risk issues they will encounter while examining financial institutions. The course contains a case study based on an intermediate sized U.S. commercial bank. The case study is used to illustrate and reinforce the balance sheet ALM concepts presented in the lectures. This 4½-day course has no pre-course work, unless a participant lacks the prerequisites described above.

Course Objectives

This program is designed to give participants a broad overview of the basic principles of asset/liability management including:

- Interest rate risk
- Investment portfolio management
- Liquidity risk
- Balance sheet hedging
- ALM model risk

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The class will also provide participants with a basic understanding of:

- How financial markets determine interest rates
- How changes in those rates can affect the risk posture and profitability of financial institutions
- What tools are available to measure an institution's interest rate risk and liquidity exposures
- Why and how institutions use certain products to manage their interest rate risk and liquidity exposures

Class Size

The minimum number of participants is 16 and the maximum is 30.

Anti-Money Laundering Examination Seminar

Type of Participant Targeted

This program is for all examiners with more than six months of field experience who have participated in examinations of banks and are interested in developing techniques for targeted anti-money laundering and counter-terrorist financing examination.

Prerequisites

None.

Course Overview

This course is designed to provide examiners with an understanding of the importance of reviewing the operational, legal, and reputational risks with regard to money laundering and terrorist financing and their impact on the overall bank rating assessment. The course is designed to give examiners guidance on assessing the money laundering risks associated with the high-risk areas of know your customer, foreign correspondent banking, wire transfer, private banking, anti-terrorist financing, and suspicious activity reporting. This course will also discuss the USA PATRIOT Act and the current FATF 40 + 9 recommendations, and will cover the U.S. experience and basic regulatory perspective. The case study method will be utilized to highlight certain key risks in a bank's high-risk areas.

Course Objectives

Upon completion of this 4½-day course, the participant will, at a minimum, have:

- A working knowledge of anti-money laundering and counter-terrorist financing terminology
- An overall understanding of the key risks associated with money laundering and the impact on the bank's overall risk management
- A familiarity with examination procedures utilized to review high-risk areas, as well as the bank's internally published anti-money laundering program and procedures
- An understanding of the roles of the risk manager and compliance officer within the environment of the bank
- An ability to apply anti-money laundering examination concepts consistently among different size banks

Electronic Banking and Technology Risk Supervision Seminar

Type of Participant Targeted

The Electronic Banking and Technology Risk Supervision Seminar is an introductory course and is designed to be a training opportunity for non-IT examiners.

Prerequisites

None.

Course Overview

The overall goal of the course is to provide training in information technology and electronic banking supervision.

Course Objectives

- Recognize elemental concepts of bank technology and architecture
- Identify business and supervision risks related to the financial institution's application of information technology and electronic banking
- Assess the impact of identified risks on the organization's operations
- Discuss examination results and concerns with the financial institution's management and prepare a written summary for inclusion in the integrated safety and soundness report
- Analyze and assess the impact of the risk and exposures associated with electronic banking and make relevant control recommendations to the financial institution's management

Post-Course Intervention

After completing the Electronic Banking and Technology Risk Supervision Seminar, the participant should be given on-the-job information technology and/or assignments that will increase the retention of the competencies presented during class. Such on-the-job assignments include the following examples:

- Complete the evaluation of a non-complex bank's electronic banking activity with the assistance of an IT examiner
- Conduct/participate in a discussion with bank management regarding information technology examination findings

Overview of Electronic Banking and Technology Risk Supervision Seminar

Subject	Approximate Class Hours	Approximate Homework Hours
Introduction	1.00	--
Industry trends and policy	1.00	--
Technology basics – introduction	1.50	--
Network topology	.50	--
IT operations & risks	1.00	--
Technology basics exercise	1.25	--
Risk management	.75	--
Audit	1.00	--
Security	2.00	--
Outsourcing	1.50	--
Contingency planning	1.00	2.00
IT examination overview	.50	--
Uniform rating system information technology	1.25	--
Case study	3.50	--
Integrating examination results	1.00	--
E-Banking trends	.50	--
E-Banking products & services	1.00	--
Internet technology	1.00	--
Internet security	1.75	--
Risks	1.25	--
Integrating examination results	1.00	--
Compliance issues	1.50	--
Guided tour of websites	.75	--
Closing	.75	--
TOTAL	28.25	2.00

Joint International Monetary Fund/World Bank/Federal Reserve Board “*Seminar on Policy Challenges for the Financial Sector*”

Type of Participant Targeted

This 3-day program is designed for senior level officials from all areas of the world who hold key positions in the financial sector. These individuals would normally be Governors, Deputy Governors, Heads or Deputy Heads of Banking Supervisory Authorities, or high-level officials involved in, or capable of influencing, policy formulation as it concerns the supervision and regulation of banks in their respective countries.

Program Overview

The program aims to provide policymakers a forum for identifying, developing and challenging responses to strategy and policy issues. It explores current policy issues, disseminates research in the financial sector, and creates awareness of financial sector issues discussed in international forums.

Presentations serve as a setting for extensive discussions and exchanges of experiences among the participants. Debates will encompass all major economic, legal and institutional strategies and policies that are necessary to ensure that appropriate regulatory and prudential safeguards are laid out to support sound and sustainable economic growth.

Joint International Monetary Fund/World Bank/Federal Reserve System “*Seminar for Senior Bank Supervisors from Emerging Economies*”

Type of Participant Targeted

The seminar is designed for senior bank supervisors from emerging economies. These individuals would normally be directors of bank supervision, deputy heads of supervision, or high-level staff involved in, or capable of influencing, policy formulation as it concerns the supervision and regulation of banks in their respective countries.

Course Overview

In its work in emerging economies, the experiences of the World Bank and the IMF suggest that macroeconomic reforms will be ineffective or counterproductive when a country’s financial system is in distress. This occurs because a significant part of the resources that are mobilized by the banking system is used to carry problem borrowers rather than used for loans to productive users of credit. Unless contained by strong prudential regulation and effective accounting policies, the bad portfolio grows until insolvency leads to illiquidity and the central bank must intervene as lender of last resort. In such cases, the collapse of several smaller banks or of a large bank may cause the sudden contraction of the money supply, the failure of the payments system, and severe dislocations in the real economy, and may create real or implicit obligations on the part of the government, as guarantor of depositors and the lender of last resort. The failure of any bank, no matter how small, may lead to contagion and loss of confidence in the system unless the government can demonstrate its ability to handle bank failures in an orderly and systematic fashion. For these reasons, strong and effective bank supervision and prudential regulation is considered critical if the financial health of emerging country banking systems is to be restored and/or maintained.

Course Objectives

The objectives of the seminar are:

- To familiarize participants with the supervisory problems faced by emerging economies and the constraints such problems pose to economic growth and development
- To discuss alternative solutions for dealing with banking insolvency and financial system distress through deposit insurance schemes and bank restructuring
- To upgrade the technical skills of bank supervisors

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At the conclusion of this seminar, participants will, at a minimum, be able to:

- Improve supervision and examination capabilities
- Understand the implications of a financial crisis and the alternatives for restructuring banks
- Gain a better understanding of regulations affecting banking institutions and achieve a greater awareness of major regulatory and supervisory topics being discussed at the international level

Learning Objectives

Strong and effective bank supervision and prudential regulation are cornerstones of a healthy financial system. Since the 1980s, nearly every financial sector adjustment operation undertaken by the World Bank and the IMF has included a component for strengthening bank supervision and prudential regulation. Traditionally, in most countries, highly specialized bank supervision and examination skills have been learned on-the-job, with only the largest, most developed countries having the resources to establish training departments and courses. Training, to the extent that it has been conducted in emerging economies, has been narrow in focus.

This seminar will attempt to overcome some of these shortcomings by bringing together a group of participants from a wide variety of countries. The program will focus on discussions of the principal policy issues facing bank supervisors in developing countries today. It will establish the linkages between financial system health and macroeconomic performance and the World Bank's general framework for financial sector reform. From these broader issues, the seminar will move to discussions concerning the causes of financial system distress and possible solutions, including problem bank resolution and bank restructuring.

World Bank and IMF staff, and a distinguished group of experts from the U.S. bank supervisory agencies, major international accounting firms, and elsewhere, will lead the discussions. Class participation and interaction will be encouraged.

The seminar will also focus on skills development. Speakers from the Federal Reserve System, Office of the Comptroller of the Currency, Federal Deposit Insurance Corporation, the World Bank, the IMF, the BIS and the Financial Stability Institute will discuss bank examination and supervision techniques. Principal topics include: loan portfolio management, credit risk, classification of assets, bank analysis, foreign exchange risk, market risk, interest rate risk, the CAMELS rating system, risk focused examination techniques, and internal and external auditing. The topics will be presented using a combination of lectures, class discussions, case studies, group exercises, and class presentations. Once again, class participation and interaction will be encouraged as an effective means of sharing ideas and learning. This seminar will continue the process of providing IMF, World Bank and Federal Reserve System technical assistance to emerging economies.

Conducting Meetings with Management

Type of Participant Targeted

Conducting Meetings with Management (CMWM) is designed for assistant examiners who are beginning to make presentations to the management of financial institutions or the supervisory authority.

Prerequisites

Participants are encouraged to read *Make Presentations with Confidence* before attending CMWM.

Course Overview

CMWM will enable participants to conduct effective meetings with management. Participants will have the opportunity to practice skills, and receive coaching on these skills, and will be expected to provide constructive criticism to peers.

Course Objectives

Upon completion of this 3½-day course, the participant will, at a minimum, be able to:

- Identify reasons why examiners conduct meetings with bank management, directors and Reserve Bank management
- Differentiate between types of meetings held with management, directors, and Reserve Bank management, and determine when and how to use each type
- Identify and develop good communication techniques aimed at maximizing the effectiveness of meetings conducted with each of these groups
- Conduct three different types of presentations (interview, final meeting and board meeting) in an organized manner
- Conduct meetings with management involving adverse examination findings and difficult situations, demonstrating an ability to effectively handle the conflict of confrontation

Overview of Conducting Meetings with Management Curriculum

Subject	Approximate Class Hours	Approximate Homework Hours
Introduction and icebreaker	3.00	
Overview of communication skills	2.00	
Effective listening and listening styles	1.50	
Managing effective meetings	1.50	
Fact finding interview	1.00	
Workshop: preparing for a fact finding interview	.75	
Participant Presentations: fact finding interview	2.75	
“How I Handle Conflict” assignment	.50	
Managing conflict in meetings	2.00	
Preparing for a closing management meeting	1.00	
Workshop: preparing for closing management meeting	1.00	
Participant Presentations: closing management meeting	3.50	
Effective use of visual aids in meetings	1.00	
Workshop: Preparing for Board/FRB Meetings	2.00	
Workshop: Board/FRB Meetings	5.00	
TOTAL	28.50	

Learning Objectives

Upon completion of each section, the participant will, at a minimum, be able to demonstrate the following skills:

Introduction and Icebreaker Presentation

- Identify course goals
- Discuss administrative matters
- Distinguish between effective and ineffective feedback
- Conduct a five-minute icebreaker presentation

Overview of Communication Skills

- Define the goal of communication
- Identify proper use of image projection, body language, personality, voice and proper vocabulary when conducting various types of meetings

Effective Listening and Listening Skills

- Identify personal listening style
- Distinguish between different listening styles and the effective presentation methods for each style

Managing Effective Meetings

- For various types of meetings, identify the appropriate purpose, place, protocol and presentation techniques

Fact Finding Interview

- Identify appropriate purpose, place, protocol, and presentation for fact finding interview
- Distinguish between open-ended, closed-ended and probing questions
- Prepare an agenda for a fact-finding interview

Workshop: Preparing for a Fact-finding Interview

- Allow participants adequate time to prepare to conduct a fact-finding interview

Participant Presentations: Fact-finding Interview

- Demonstrate effective interview techniques, including appropriate questioning techniques
- Provide constructive feedback to peers

Managing Conflict in Meetings

- Identify causes of conflict in meetings with management

“How I Handle Conflict” Assignment

- Identify personal conflict styles
- Discriminate between various conflict management styles, including advantages and disadvantages of each
- List alternative behaviors available for conflict resolution

Preparing for Closing Management Meeting

- Identify appropriate purpose, place, protocol and presentation for closing management meeting
- Prepare a formal, written agenda for use in management meeting

Workshop: Closing Management Meeting

- Allow participants adequate time to prepare for closing management meeting.

Participant Presentations: Closing Management Meeting

- Demonstrate effective meeting management techniques, including questioning and conflict management techniques
- Demonstrate effective use of an agenda
- Obtain a commitment from management that the necessary issues and concerns will be addressed
- Provide constructive feedback to peers

Effective Use of Visual Aids in a Meeting

- Identify different types of visual aids and the advantages and disadvantages of each

Real Estate Lending Seminar

Type of Participant Targeted

Real Estate Lending (REL) is a seminar designed for individuals whose typical job assignments involve the credit quality evaluation of loan portfolios. The typical participant will have some exposure to real estate credits, along with four to six years of regulatory experience.

Prerequisites

Participants must have completed the Credit Risk Analysis School and be commissioned safety and soundness examiners, or have equivalent experience with other regulatory agencies or banking departments. There is no pre-course work.

Course Overview

REL is designed to provide a systematic approach to analyzing real estate acquisition, development and construction lending facilities. This course reviews various types of real estate projects and the unique risks associated with each. Topics likely to be addressed include real estate underwriting standards, developer cash flow analysis, appraisals and appraisal policy guidelines relating to different types of real estate financing, real estate related accounting issues, problem real estate loan management, classification standards and issues, and local economic conditions affecting real estate lending. REL is an interactive seminar, where participants are encouraged to share relevant experiences and contribute to classroom discussions and case studies. There will generally be reading or case study assignments each night.

Course Objectives

Upon completion of this 4½-day course, the participant will, at a minimum, be able to:

- Evaluate the most important risks inherent in common types of real estate projects
- Determine critical due diligence requirements for various real estate loans, including environmental audits, project feasibility studies, plan and budget reviews and other relevant documentation
- Differentiate the valuation methods and analyze the key elements of a real estate valuation, as well as determine whether the appraisal reports meet applicable System requirements
- Analyze the likely adequacy of real estate loan repayment sources, including those related to the borrower, project and guarantor
- Assess real estate loan policies to determine if they comply with relevant System policy statements and guidelines
- Appropriately classify real estate credits based on all relevant factors and in accordance with the FFIEC's interagency policy statement

Overview of Real Estate Lending Curriculum

Subject	Approximate Class Hours	Approximate Homework Hours
Types of commercial real estate	.50	--
Risks inherent in real estate loaning (with case)	2.00	--
Real estate underwriting standards (with case)	2.50	--
Due diligence considerations 1	.50	.50
Analyzing real estate developer cash flows (with case)	2.00	
Appraisals: the valuation	1.50	.50
Elements of an appraisal and valuation methods	1.50	--
Introduction to appraisal review	2.00	--
Appraisal review (with case)	2.00	2.00
Appraisal regulations, guidelines policies and procedures	2.00	--
Financing and appraising various real estate projects	3.50	--
Real estate accounting issues (with case)	1.50	.50
Problem real estate loan management (with case)	5.00	1.00
Economic indices and real estate development	1.00	--
System supervisory and policy issues related to real estate lending	1.50	--
TOTALS	29.00	4.50

Class Size

Optimal class size for each session of REL is 24 participants, with a range from a minimum of 20, to a maximum of 30 participants. This number allows the facilitation of four working groups of six participants for each case. The groups are established by mixing examiner experience, level and geographic emphasis.

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Course Descriptions

Financial Crimes Seminar

Type of Participant Targeted

The Financial Crimes Seminar is offered to commissioned safety and soundness examiners.

Prerequisites

None.

Course Overview

The Financial Crimes Seminar provides commissioned examiners with a higher level of knowledge of fraudulent schemes and insider abuses. The seminar also provides an overview of how a fraud case is investigated and documented.

The seminar topics should reflect the current fraud environment in the financial industry. Instructors may include staff from the FBI, the Securities and Exchange Commission (SEC), the Financial Crimes Enforcement Network (FinCEN), and Department of Justice, various regulatory agencies, industry specialists, accountants and attorneys.

Topics are subject to change and may include:

- Mortgage fraud
- Identity theft/cybercrimes
- Financial statement misrepresentation/fraud
- Embezzlement/insider fraud schemes
- Anti-money laundering
- Loan Fraud
- Other emerging financial crimes

Course Objectives

Upon completion of this 3½-day seminar, the participant will have gained knowledge in:

- Current financial crimes impacting financial institutions
- Recognizing public company financial statement misrepresentations and other accounting schemes
- Potential insider abuse

International Banking School

Type of Participant Targeted

The International Banking School is a specialized course not intended for all bank examiners. Rather, it is designed for examiners who have supervisory responsibilities for regional or multinational banks that are actively engaged in international banking activities; and for U.S. branches and agencies of foreign banks. This course is considered inappropriate for agency staff that has no international supervisory responsibilities.

Prerequisites

In order to obtain a class with a uniform working knowledge of international banking and greater class participation, participants must have on-going examination responsibilities in international banking that occur at least occasionally, if not frequently. It is recommended that attendees with an international banking background have at least six months to one year prior examination experience. Examiners who have had only occasional international responsibilities are required to have completed the FFIEC *Basic International Banking Self-Study* course. These prerequisites may be waived if the participant has significant international banking experience.

Course Overview

The International Banking School enhances the participants' knowledge of international banking activities in order to improve examination skills required in supervising these activities. The International Banking School is taught in a classroom/discussion setting in an interactive learning environment.

Course Objectives

Upon completion of the course, a participant will at a minimum, be able to:

- Distinguish the risk characteristics of common global securities in the proper economic and managerial context
- Analyze the risk characteristics of common derivative instruments from an asset/liability management perspective
- Analyze the various types of foreign exchange (FX) transactions, including FX derivatives
- Evaluate the risks associated with foreign exchange, such as exchange rate risk, interest rate risk, liquidity risk, credit risk and business risk
- Evaluate FX risk control policies, risk management systems, and business procedures to control risk
- Analyze trade finance activities, including import letters of credit, similar instruments and medium term financing facilities, as well as evaluate the associated risks and controls

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- Analyze the major forces driving structural changes in international financial markets and the impact of these changes on the banking community
- Provide strong support in examinations of small-scale international banking activities

Requirements

Participants should bring a calculator capable of calculating present value. The calculator generally used in class is the HP-12C.

Payments Systems Risk Conference

Type of Participant Targeted

The Payments Systems Risk Conference is intended for commissioned or equivalent tenured field examiners who have an interest and a need for developing a better understanding of the risks associated with payments systems.

Course Overview

The Payments Systems Risk Conference addresses risks related to payment systems, identifies strategies and methods used to mitigate these risks, and provides examiners with knowledge and information that can be incorporated into the supervisory process. The conference also addresses technological and emerging issues and their impact on financial institutions and regulatory communities.

Topics vary from year to year on the basis of feedback from prior participants, needs expressed by examiners, industry and regulatory changes, and discussions with an interagency development group. The agenda for each conference should be available approximately 30 days prior to the session. The following are examples of topics that may be addressed:

- Overview of wholesale and retail payment systems
- Discussion of wholesale topics such as:
 - Interbank payment and messaging systems
 - FedWire/FedLine Advantage
 - Clearing House Inter-Bank
 - National Settlement Service (NSS)
 - Society for Worldwide Interbank Financial Telecommunication (SWIFT)
 - Continuous Linked Settlement (CLS)
 - Securities settlement systems
 - U.S. government securities
 - Corporate and municipal securities
- Discussion of retail topics such as:
 - Check-based payments
 - Card based electronic payments
 - Other electronic payments
 - Automated Clearing House (ACH)
 - Merchant processing
- Risk Mitigation Topics such as:
 - Daylight overdrafts
 - Fraud prevention
- Regulatory changes and other emerging issues

Course Objectives

After attending the conference, participants will, at a minimum, be able to:

- Apply knowledge and effective approaches for managing payment systems risk in the supervisory process
- Identify and discuss important and emerging risks to payment systems
- Discuss applicable systemic, regulatory, and industry perspectives

Federal Reserve Bank of Chicago's Technology Lab
Course Descriptions

Technology Lab at the Federal Reserve Bank of Chicago



For 2008, the Board of Governors of the Federal Reserve System is proud to introduce technology-related courses developed and hosted by the STREAM/Technology Lab at the Federal Reserve Bank of Chicago, Chicago, Illinois. For over seven years, the Technology Lab has pursued a unique approach to examiner technology training by combining lectures with hands-on exercises. The exercises reinforce concepts by allowing participants to input commands into software applications and observe how they work. The Technology Lab is outfitted with many applications and operating systems found in the financial industry.

A selection of these 4½-day courses is being opened to international participants in the second half of 2008. The targeted participant is an examiner responsible for technology risk supervision, but who may not have had university training in information technology.

Network Security Hands-On

Type of Participant Targeted

This 4½-day course is intended for examiners with IT examination responsibilities but who may not have had university training in information technology. At least one year of field examination experience is preferred.

Prerequisites

None.

Course Overview

This course provides participants with a technical grounding in networking concepts and technologies that are critical to IT operations in financial institutions, including TCP/IP networking protocols and common network infrastructures and configurations. The course examines key network perimeter security tools, including firewalls and intrusion detection systems (IDS).

Course Objectives

Upon completion of this course, the participant will have:

- Explored, mapped, and analyzed realistic TCP/IP networks using a variety of diagnostic software tools
- Implemented, tested, and maintained common firewall types and architectures in a simulated E-banking setting
- Learned about the different IDS products currently available, how to effectively implement and manage these systems, and what controls are needed for maintaining an IDS infrastructure
- Discussed examination procedures outlined in the IT Examination Handbook produced by the FFIEC (Federal Financial Institutions Examination Council)

Overview of Network Security Hands-On

Topic/Activity	Approximate Class Hours
Network attack vectors	1.00
Anti-virus and spyware exercises	1.00
Microsoft security analyzer exercise	1.00
Perimeter defense: firewalls	2.00
Password cracking exercise	.50
Network diagramming and exercises	3.00
Router exercise	1.00
Wireless networking and exercises	1.50
Protocols	.75
Encapsulation and exercises	2.00
Nmap exercise	.75
DNS/FTP/Telnet exercises	2.50
Firewalls and exercises	2.50
Intrusion detection/prevention systems	2.50
IDS/IPS exercises	2.50
Total lecture & exercise hours	24.50

Information Security (IS) Vulnerability Management Hands-on

Type of Participant Targeted

This 4½-day course is intended for examiners with IT examination responsibilities but who may not have had university training in information technology. At least one year of field examination experience is preferred.

Prerequisites

Network Security Hands-On, or comparable familiarity with IT networking fundamentals.

Course Overview

This course focuses on operational aspects of the vulnerability management process, including vulnerability assessment, system and network monitoring, patch management and incident response. The goal is to distinguish good security management practices from bad.

Course Objectives

By the end of this course, participants will have:

- Conducted "live" internal and external vulnerability assessments against simulated bank IT infrastructures using a suite of common testing tools, including packet sniffers, network scanning software, and vulnerability testing databases
- Engaged in a hands-on, role-playing exercise to implement an incident response capability for the simulated environment using realistic attack scenarios
- Discussed criteria used to evaluate the adequacy of bank management's information security management program

Overview of IS Vulnerability Management Hands-on

Topic/Activity	Approximate Class Hours
Information security concepts	.75
Microsoft Windows security templates	1.25
Microsoft Windows security exercise	1.00
Patch management	3.00
Microsoft baseline analyzer exercise	.75
Bugtraq	1.00
Patch management exercise (Shavlik)	1.00
BelArc exercise	1.00
Vulnerability management testing/scoping	1.50
Penetration test case study	1.00
SAINT penetration testing tool exercise	1.00
Knoppix exercise	2.00
Incident, response strategy, resources, tools	2.00
Customer notification case study	.50
NetForensics demo	1.50
Intrusion monitoring	1.00
Supervisory concerns and priorities	2.00
Total lecture & exercise hours	22.25

Operating Systems Hands-on

Type of Participant Targeted

This 4½-day course is intended for examiners with IT examination responsibilities but who may not have had recent university training in information technology. At least one year of field examination experience is preferred.

Prerequisites

None.

Course Overview

This course focuses on the role and capabilities of computer and network operating systems in enterprise IT security, providing participants with a detailed exploration of the Windows operating system family (including Windows NT/2000/XP/2003/Vista and Active Directory), the UNIX operating system family, IBM's OS/400, and Linux.

Course Objectives

By the end of this course, the participant will have:

- Learned the typical uses of different operating systems in the enterprise and how they interact with other components of an organization's core IT infrastructure
- Performed fundamental system administration and audit operations through hands-on exercises
- Referenced U.S. supervisory agency examination work programs
- Observed or performed user administration, access control, auditing, and reporting using the various operating systems

Other Agency Course Descriptions

The Options Institute

Length

Three full days.

Cost

\$500 per attendee. Participants in this program are requested to pay the tuition fee directly to the Options Institute on the first day of the program.

Location

The Options Institute, within the Chicago Board Options Exchange (CBOE), is located at LaSalle and Van Buren Streets, Chicago, Illinois.

Instructors

The faculty consists of traders and members of the financial and academic communities.

Course Objectives

The Options Institute is the educational unit of the CBOE, which offers this seminar on how to use options for risk management. The seminar explains the role of options in modern portfolio management. The curriculum combines lectures, discussions, strategy workshops, and trading floor experience.

Day 1: The first day of the program traces the evolution of the options market, branch office concerns, how market makers trade, and how options strategies perform under different market conditions. Growth and impact of derivative financial products are introduced. The day includes a visit to the trading floor in operation.

Day 2: During the second day, the instructor demonstrates how options can be used in bullish, bearish and stable markets, and explains how to translate fundamental research into practical strategies. Case studies are used to translate options theory into practical application. A visit to the trading floor with a broker is included.

Day 3: The instructor explains how to monitor and evaluate investment strategies that use options. Participants view the trading floor from inside the trading pit and have the opportunity to ask questions of brokers on the trading floor.