

# Agenda

## Effective Supervision Program

April 7 – 11, 2025

Virtual, EST

## PROGRAM DESCRIPTION

More intense and effective supervision remains a core element on the supervisory agenda. It allows supervisory authorities to promote good practices and identify and address risks before they become serious problems at financial institutions. The safety and soundness of financial institutions and high standards of retail and wholesale conduct depend on good supervision. The bank failures of March 2023 showed that there was room for improvement in supervisory practices in many areas.

This cross-sectoral program examines risk monitoring, stress testing, and business model analysis. It also focuses on supervisory approaches, techniques, tools, and (use of) corrective and sanctioning powers, and the need to address unclear mandates, inadequate powers, and lack of independence and resources.

## PROGRAM OBJECTIVES

In this program, participants will discuss:

- Mandates/Resources/Independence/Ability and Willingness to Act
- Stress testing
- On-site supervision
- Supervisory intervention
- Development and governance of supervisory process

## METHODOLOGY

This program will be taught by Toronto Centre program leaders who have a wealth of highly relevant experience to share with participants in order to help them carry out their work in line with international good practices and to address challenges that they may encounter in their supervisory and regulatory work.

## WHO SHOULD ATTEND?

The program is designed for mid- to senior-level staff and managers with responsibilities in supervision of the banking, securities, insurance or pensions sectors, or for managing financial stability and financial surveillance.

This is a Level 2 mandatory program for the [Certified Financial Supervisor \(CFS\) designation](#). The program is also open to individuals not wishing to pursue the designation. An examination will be administered during the program for all participants.

Participants should have at least three years of working experience in supervision, analysis or policy, and be proficient in English.

## VIRTUAL NETWORKING SESSION

Participants are expected to join an icebreaker session on Thursday, April 3, 2025. This will be a good opportunity for participants to meet virtually and to network with their international peers.

## REQUIRED PRE-READING

Pre-reading will be required. Materials will be sent out to registered participants at least three weeks before the program starts.

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Thursday, April 3, 2025 - Virtual Program Networking Orientation	
7:20am – 7:30am	<p><b>Registrations</b></p> <ul style="list-style-type: none"> <li>Participants dial into the system</li> </ul>
7:30am – 7:40am	<p><b>Welcome, CFS program Structure and Program Overview</b></p> <p><i>Demet Canakci, Senior Program Director, Toronto Centre</i></p>
7:40am – 8am	<p><b>Getting to know you: Ice-breaker group activity</b></p> <p><i>Priscilla Mensah, Program Coordinator, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>Participants will be allocated in groups (random grouping).</li> <li>As a group, participants are expected to come up with a creative “Team Name,” and select a spokesperson to represent their groups in the plenary session.</li> <li>As a group, participants will prepare a document that lists two or three expectations from this program and the total years of experience in their groups.</li> <li>Each group member will be introduced by their spokespersons in the plenary session along with the document they prepared.</li> </ul>
8am – 8:30am	<p><b>Introduction to MyTC and Zoom – Live Demo</b></p> <p><i>Priscilla Mensah, Program Coordinator, Toronto Centre</i></p>
8:30am – 9am	<p><b>Live Demo on Quizzes and exam (on MyTC)</b></p> <p><i>Ashley Thompson, Project Coordinator, Toronto Centre</i></p>
9am	<p><b>End of Day</b></p>

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Day 1, Monday, April 7, 2025	
7:30am – 7:45am	<b>Welcome and Opening Remarks</b> <i>Babak Abbaszadeh, President and CEO, Toronto Centre</i> <ul style="list-style-type: none"><li>• Group Photograph</li></ul>
7:45am – 8:35am	<b>Session 1: Constraints on Effective Supervision</b> <i>Karen Badgerow, Program Leader, Toronto Centre</i> <ul style="list-style-type: none"><li>• Importance of supervision, not just regulation</li><li>• Lessons from the FSB work on supervisory intensity and effectiveness</li><li>• Essential prerequisites for good supervision</li><li>• Core principles 1 and 2 (supervisory powers, responsibilities, resources, legal protection etc.)</li><li>• Shortcomings against core principles</li><li>• The importance of risk-based supervision</li></ul>
8:35am – 9:25am	<b>Case Study – Part 1</b>
9:25am – 9:35am	<b>Coffee Break</b>
9:35am – 10:25am	<b>Session 2: Ability and Willingness to Act</b> <i>Karen Badgerow, Program Leader, Toronto Centre</i> <ul style="list-style-type: none"><li>• Types and causes of inaction</li><li>• Information gaps and data quality</li><li>• Supervisory practices and culture</li><li>• The ever-growing multiplicity of objectives and potential conflicts</li></ul>

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Day 1, Monday, April 7, 2025	
10:25am – 11:15am	<b>Case Study – Part 2</b>
11:15am – 11:25am	<b>Coffee Break</b>
11:25am – 11:55am	<b>Questions and Answers (Q&amp;A)</b> <ul style="list-style-type: none"><li>• Participants to ask program leaders to clarify or elaborate on material covered so far</li></ul>
11:55am – 12pm	<b>Daily Evaluation</b> <ul style="list-style-type: none"><li>• Daily evaluation and quiz</li></ul>
12pm	<b>End of Day</b>

## Effective Supervision Program Agenda

Day 2, Tuesday, April 8, 2025	
7:30am – 7:45am	<p><b><i>Ideas I Will Use</i></b></p> <p>Participants to share their takeaways from the previous day.</p> <p><i>Demet Canakci, Senior Program Director, Toronto Centre</i></p>
7:45am – 8:35am	<p><b>Session 3: Some Past Supervisory failures</b></p> <p><i>Clive Briault, Banking Advisory Board Chair and Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Global financial crisis</li> <li>• Specific examples of failing financial institutions</li> </ul>
8:35am – 9:25am	<p><b>Case Study – Part 1</b></p>
9:25am – 9:35am	<p><b>Coffee Break</b></p>
9:35am – 10:25am	<p><b>Session 4: Supervision and the Financial Crisis: Lessons Learned</b></p> <p><i>Clive Briault, Banking Advisory Board Chair and Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Key lessons learned</li> <li>• Generally, and from specific examples</li> <li>• Bank failures in March 2023</li> </ul>
10:25am – 11:15am	<p><b>Case Study – Part 2</b></p>
11:15am – 11:25am	<p><b>Coffee Break</b></p>

## Effective Supervision Program Agenda

Day 2, Tuesday, April 8, 2025	
11:25am – 11:55am	<b>Questions and Answers (Q&amp;A)</b> <ul style="list-style-type: none"><li>• Participants to ask program leaders to clarify or elaborate on material covered so far</li></ul>
11:55am – 12pm	<b>Daily Evaluation</b> <ul style="list-style-type: none"><li>• Daily evaluation and quiz</li></ul>
12pm	<b>End of Day</b>



## Effective Supervision Program Agenda

Day 3, Wednesday, April 9, 2025	
7:30am – 7:45am	<p><b><i>Ideas I Will Use</i></b></p> <p>Participants to share their takeaways from the previous day.</p> <p><i>Demet Canakci, Senior Program Director, Toronto Centre</i></p>
7:45am – 8:35am	<p><b>Session 5: Business Model Analysis</b></p> <p><i>Clive Briault, Banking Advisory Board Chair and Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Importance of business model analysis</li> <li>• What is business model analysis?</li> <li>• How to undertake business model analysis</li> <li>• Using the results</li> </ul>
8:35am – 9:25am	<p><b>Case Study – Part 1</b></p>
9:25am – 9:35am	<p><b>Coffee Break</b></p>
9:35am – 10:25am	<p><b>Session 6: Stress Testing</b></p> <p><i>Clive Briault, Banking Advisory Board Chair and Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Why, what and how to stress test</li> <li>• Using the results</li> </ul>
10:25am – 11:15am	<p><b>Case Study – Part 2</b></p>
11:15am – 11:25am	<p><b>Coffee Break</b></p>

## Effective Supervision Program Agenda

Day 3, Wednesday, April 9, 2025	
11:25am – 11:55am	<b>Questions and Answers (Q&amp;A)</b> <ul style="list-style-type: none"><li>• Participants to ask program leaders to clarify or elaborate on material covered so far</li></ul>
11:55am – 12pm	<b>Daily Evaluation</b> <ul style="list-style-type: none"><li>• Daily evaluation and quiz</li></ul>
12pm	<b>End of Day</b>

## Effective Supervision Program Agenda

Day 4, Thursday, April 10, 2025	
7:30am – 7:45am	<p><b><i>Ideas I Will Use</i></b></p> <p>Participants to share their takeaways from the previous day.</p> <p><i>Demet Canakci, Senior Program Director, Toronto Centre</i></p>
7:45am – 8:35am	<p><b>Session 7: Effective Off-site and On-site Supervision and Intervention</b></p> <p><i>Karen Badgerow, Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Supervisory planning/framework</li> <li>• Off-site and on-site supervision</li> <li>• Use of technology</li> <li>• SupTech considerations</li> <li>• Forward looking approach</li> <li>• Supervisory intervention</li> </ul>
8:35am – 9:25am	<p><b>Case Study – Part 1</b></p>
9:25am – 9:35am	<p><b>Coffee Break</b></p>
9:35am – 10:25am	<p><b>Session 8: Supervisory Structures and Processes</b></p> <p><i>Karen Badgerow, Program Leader, Toronto Centre</i></p> <ul style="list-style-type: none"> <li>• Proper governance structure/leadership within supervisory authorities</li> <li>• Supporting infrastructure for decision making</li> <li>• Clearly defined strategy and processes</li> <li>• Measurement of supervisory effectiveness</li> </ul>

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Day 4, Thursday, April 10, 2025	
	<ul style="list-style-type: none"><li>• Coordination with other authorities (including cross border)</li><li>• Capacity building and leadership</li></ul>
10:25am – 11:15am	<b>Case Study – Part 2</b>
11:15am – 11:25 am	<b>Coffee Break</b>
11:25am – 11:55am	<b>Questions and Answers (Q&amp;A)</b> <ul style="list-style-type: none"><li>• Participants to ask program leaders to clarify or elaborate on material covered so far</li></ul>
11:55am – 12:10pm	<b>Introduction to the Exam</b>
12:10pm – 12:15pm	<b>Daily Evaluation</b> <ul style="list-style-type: none"><li>• Daily evaluation and quiz</li></ul>
12:15pm	<b>End of Day</b>

## Effective Supervision Program Agenda

Day 5, Friday, April 11, 2025	
7:30am – 7:45am	<b><i>Ideas I Will Use</i></b> Participants to share their takeaways from the previous day.
7:45am – 9:45am	<b>Session 9: Examination (Part 1)</b>
9:45am – 10:00am	<b>Coffee Break</b>
10:00am – 11:00am	<b>Session 9 (cont'd): Examination (Part 2)</b>
11:00am – 11:30am	<b>Final Evaluation and Closing Ceremony</b>
11:30am	<b>End of the Program</b>