



INSTITUT BANCAIRE ET FINANCIER INTERNATIONAL
INTERNATIONAL BANKING AND FINANCE INSTITUTE

SEMINAR

TRANSFORMING A CENTRAL BANK

PARIS 4 - 6 SEPTEMBER 2019

**Banque de France, Conference area,
31 rue Croix des Petits-Champs, 75001 Paris**

PROGRAMME



WEDNESDAY, SEPTEMBER 4

- 8.45 a.m. Meeting at the Banque de France headquarters - Conferences area, room 2
31 rue Croix des Petits Champs, 75001 Paris, with **Thierry CUSSON**
- 9.00 a.m. **Welcome; introduction of participants**
Thierry CUSSON
International Banking and Finance Institute
- 9.15 a.m. **Opening remarks**
Gilles VAYSSET
Secretary General
- 9.30 a.m. **1. How digital transformation leads and interacts with cultural change**
Design and implementation of a digital plan
Olivier LANTRAN
Head of Innovation Department
- 10.30 a.m. **2. Transformation of IT services at BNL: a 4-year journey**
K.S. LEONG
Director of Digitalization and Technology
Banka Negara Malaysia
- 11.00 a.m. *Coffee break and group photo*
- 11.15 a.m. **3. Corporate strategic planning: definitions, elaboration methods for a multi-year plan**
Delphine LESCARCELLE-EVIN
Corporate Strategy Director
Audrey METZGER
Deputy Director of Strategy
- 12.15 p.m. **4. Formulate the new medium-term strategic plan 2020-2022**
Dawan AKARAKULVANICH
Deputy Director of Strategy National Bank of Thailand
- 12.45 p.m. *Lunch*

- 2.30 p.m. **5. Implementing the AMBITIONS 2020 plan: tools and governance**
Delphine LESCARCELLE-EVIN
Audrey METZGER
- 4.00 p.m. *Coffee break*
- 4.15 p.m. **6. Feedback on the questionnaires: Central bank strategy practices**
Thierry CUSSON
- 4.30 p.m. **7. The implementation of the strategic orientations in Banque de France Branch network**
Jean-Yves HAUSSAIRE
Deputy Director General, Director Branch network
- 5.45 p.m. *End of the session*

- 9.00 a.m. **8. Feedback on the questionnaires: HR practices of central banks**
Thierry CUSSON
- 9.15 a.m. **9. The human resources (HR) strategy in support of the 2020 transformation plan**
New collaborative management practices
Claude PIOT
Deputy Director General Human Resources
- 10.15 a.m. *Coffee break*
- 10.30 a.m. **10. Interactions between strategic planning and HR management at the D.Bundesbank**
Frank ELSTER
Assistant Director HR
Deutsche Bundesbank
- 11.30 a.m. **11. HR management oriented towards the challenges of recruitment, skills development and adaptability in the context of a demanding labour market**
Christine BARDINET
Director Recruitment and Careers
Juliette POUZOULET
Career Advisor
Andrea ARTMAN
Senior Expert
HR Management Division, D.Bundesbank
- 12.45 p.m. *Lunch*
- 2.15 p.m. **Implementation of a new reform of career reform and a new management model**
12. Banca d'Italia's experience
Giuseppe PALAZZOLO, Nadia DE GENNARO, Tiziana ABETE
Senior Advisors HR
Banca d'Italia
- 13. Banque de France's experience; the challenges of implementing a medium-term reform**
Christine BARDINET and Juliette POUZOULET
- 3.45 p.m. **Roundtable on HR reforms**
- 4.15 p.m. *Coffee break*
- 4.30 p.m. **14. Banque de France University: developing skills for all categories of staff**
Patrick HAAS
Director Training and University
- 5.15 p.m. *End of the session*

- 9.00 a.m. **15. Feedback on the questionnaires: central banks' communication practices**
Thierry CUSSON
- 16. Communication strategies and tools for Ambition 2020 at the Banque de France**
Geneviève MARC
Head of internal and institutional communication
- 10.15 a.m. **17. How does communication support transformational change?**
A new performance management at the National Bank of Georgia
Nino BERUASHVILI
Head of HR management
National Bank of Georgia
- 10.30 a.m. *Coffee break*
- 10.45 a.m. **18. The experience of a community of managers**
The BdF management school
Isabelle THOUZERY
IT Project Manager
Frédérique TEXIER
Advisor to HRMD
- 11.45 a.m. **19. How to improve agility in IT projects? the AGILE system at the BdF**
Isabelle THOUZERY
- Round table on project management methodology** with the central banks of Egypt,
Malaysia and Italy
- 1.00 p.m. *Buffet lunch*

2.00 p.m.	20. Feedback on the questionnaires: the range of digitalization practices Thierry CUSSON
	21. The Banque de France's approach to innovation and its governance Marc FASQUELLE Deputy Director Digital transformation
2.45 p.m.	22. The role of technology in digital transformation at Banca d'Italia Goran SARAJLIC Digital solutions expert Banca d'Italia
3.15 p.m.	<i>Coffee break</i>
3.30 p.m.	23. Impact of implementing the "Central Securities Depository" project at the CBE Mahmoud MORSI Senior Projects Manager Central Bank of Egypt
	24. Measure and evaluate process innovation and digitization Aline PARES Expert in digital transformation
4.30 p.m.	Final question and answer session; concluding observations Claude PIOT Deputy Director General Human Resources
5.15 p.m.	Evaluations and conclusions <i>End of the seminar</i>