

BTRM Alumni Stories

BTRM

The Certificate
of Bank Treasury
Risk Management

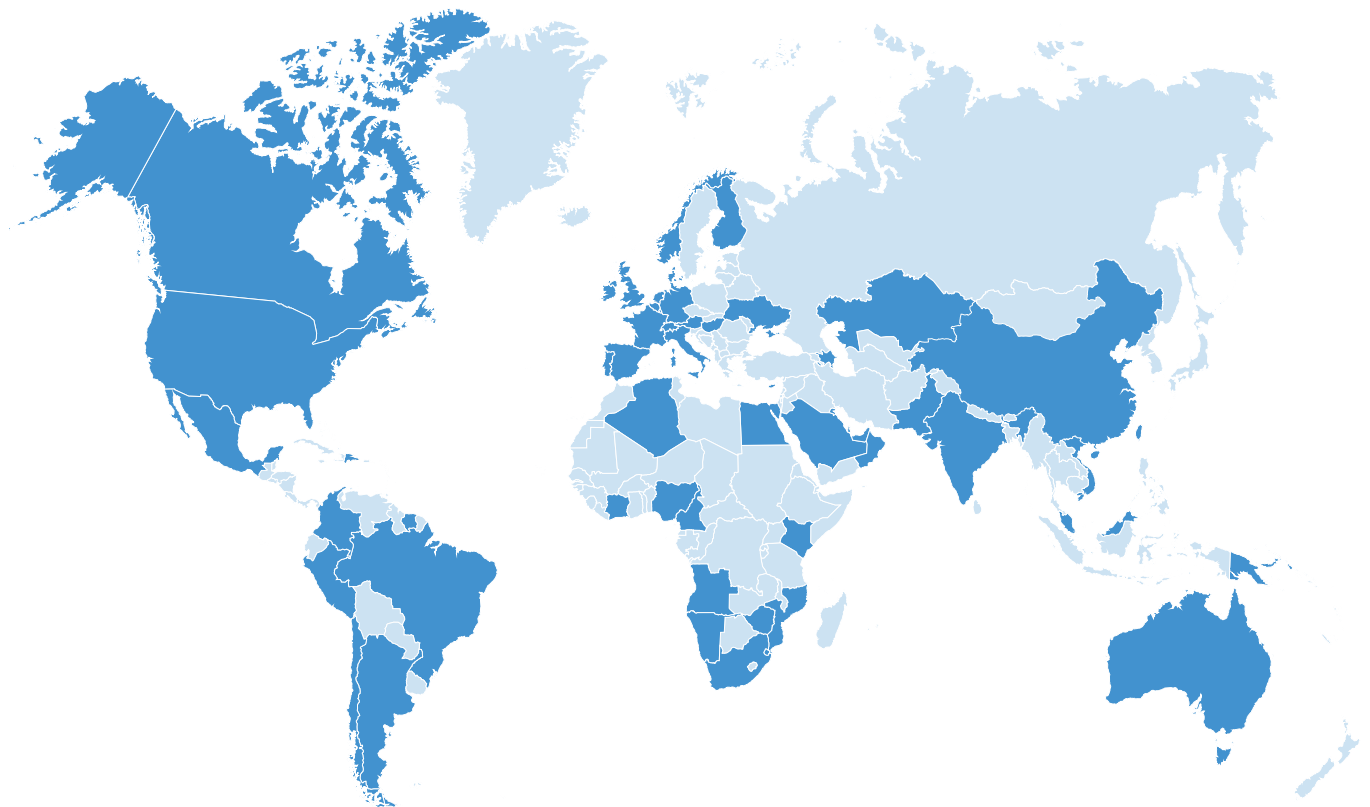


BTRM Alumni Stories

The BTRM is practitioner led, developed and orientated, and enables students to acquire an advanced-level understanding on the core process of bank ALM governance and liquidity risk management. Practitioners will be able to apply best-practice techniques to measure ALM risks and formulate strategies for management of these risks at their employing institutions.

A Global Community

The BTRM is a truly global qualification, educating professionals throughout the world in over 80 countries.



Over 1000 alumni have now chosen the
BTRM career-enhancing professional qualification.

Industries

Obtaining the BTRM is a solid demonstration of continuing professional advancement and one that will keep both you and your employer ahead of the competition. We are confident of the high quality and practical value of the BTRM. It is a privilege to be able to bring this programme to so many.

BTRM students have come from around the world and from across the banking, consulting and financial software industries, including:

- ABC Bank
- ABSA
- Abu Dhabi Islamic Bank
- African Development Bank
- AlfaBank
- Allica Bank
- Banco BCI
- Banco Bradesco
- Banco de Crédito BCP
- Banco Múltiple Caribe
- Banco Sabadell
- Bank Muscat
- Bank of America
- Bank of England
- Bank of Jordan
- Bank of Zambia
- Banque Saudi Fransi
- Barclays
- BBVA
- Belfius
- BNP Paribas
- BNY Mellon
- Capital Bank of Jordan
- Central Bank of Ireland
- CIBC
- Citigroup
- Commercial Bank of Qatar
- Commonwealth Bank of Australia
- Credit Suisse
- Deloitte Risk Advisory
- Dexia Crédit Local
- EBRD
- EIB
- Emirates Investment Bank
- Emirates Islamic Bank
- Emirates NBD
- Ernst & Young
- European Central Bank
- Federal Reserve Bank of New York
- Finastra
- First Rand
- FIS
- FNB Ghana
- FNB Lesotho
- FNB Mozambique
- FNB Namibia
- FNB Zambia
- Gatehouse Bank
- HSBC
- ING
- International Finance Corporation
- Investec Bank
- Islamic Development Bank
- Islamic International Arab Bank
- Itaú
- J.P. Morgan
- KPMG
- Lloyds Banking Group
- Murex
- National Bank of Oman
- Newcastle Building Society
- NTT Data
- Nykredit
- OneSavings Bank
- Oracle Financial Services
- Paragon Bank
- PASHA Bank
- PwC
- Qatar National Bank
- Rabobank
- Raiffeisen Bank International
- Rand Merchant Bank
- Recognise Bank
- Santander
- Saxo Bank A/S
- Scotiabank
- South Africa Reserve Bank
- Standard Chartered Bank
- Swiss National Bank
- TD Bank
- The Central Bank of Hungary
- UBS
- UniCredit Bank Austria
- Union Bank of Nigeria
- United Overseas Bank
- Westpac Banking Corporation
- Wolters Kluwer



Positions held by BTRM alumni

Asset-liability management is the core discipline in banking, and one that must be mastered by every bank, irrespective of its operating model or product suite. The post-crash Basel III environment emphasises a strong adherence to conservative principles of capital and liquidity management – the traditional role of the Treasury function in a bank.

Obtaining the BTRM provides students not only with a recognised professional qualification demonstrating excellence in the Treasury space, it is also a sign of genuine commitment to excellence in risk management.

- ALM & Liquidity Risk Manager
- ALM Risk Analyst
- ALM Risk Manager
- ALM Senior Trader
- ALM Snr Specialist
- ALM Treasury Analyst
- CEO
- Chief Dealer
- Chief Operations Officer
- Chief Risk Officer
- Funds Transfer Pricing Manager
- Group CFO and Treasurer
- Head - Treasury & ALM
- Head of ALM
- Head of ALM & Financial Risks
- Head of ALM & FTP
- Head of ALM, FTP, ALM, FTP & Investor Relations
- Head of ALM, Liquidity & Market Risk
- Head of Asset-liability Management
- Head of Capital Management
- Head of Intraday Liquidity Management
- Head of Investment
- Head of Islamic Banking Finance & Regulatory Reporting
- Head of Liquidity Risk Management
- Head of Liquidity Risk Mgt
- Head of Market Risk Management
- Head of Model Risk
- Head of Risk
- Head of Risk & Compliance
- Head of Treasury
- Head of Treasury and Financial Markets
- Head Trader, ALM
- Intraday Liquidity Manager
- Junior Risk Analyst – Market & Liquidity
- Liquidity Manager
- Market and Liquidity Risk officer
- Market Risk
- Market Risk Analyst
- Market Risk Associate
- Market Risk Control Director
- Market Risk Manager
- Head of Balance Sheet Management
- Model Risk Analyst
- Model Risk Manager
- Model Risk Specialist
- Model Validation Specialist
- Model validator-IRRBB/ALM
- Risk & Compliance Manager
- Risk Advisor
- Risk Analyst
- Risk Controller
- Risk Management Consultant
- Risk Management Data Analyst
- Risk Management Specialist
- Risk Manager
- Senior ALM Expert
- Senior ALM Officer
- Senior ALM Risk Analyst
- Senior Analyst
- Senior Associate, Asset Liability Management
- Senior Auditor
- Senior Risk Manager
- Senior Treasurer
- Senior Treasury Analyst
- Senior Treasury Consultant
- Senior Treasury Manager
- Senior Treasury Team
- Lead Treasurer
- Treasury Analyst
- Treasury Finance Manager
- Treasury Risk Manager



BTRM Alumni Story

Cristobal Chacon Gallavan

Before starting my career, I studied for a bachelors in business administration and a masters degree in finance at Universidad Adolfo Ibañez in Chile. I then took a job with EY consulting in financial services risk management. I worked in the market risk team, which handles projects focused on treasuries and risk departments of various banks here in Chile. I found that treasury is a very interesting area and began looking for professional programs that offer a specialization in treasury management for banks.

Fairly quickly, I discovered the BTRM and spoke with two people here who had completed the program. They both said that it was very thorough and recommended it highly.

One of my goals was to gain a deep understanding of how a bank manages their balance sheet and when I started working with Treasuries, I could see that there is always so much to learn - about regulations and the financial markets, which change every day.

The BTRM program was the right choice for me. The information is presented in a flexible and practical manner that allows you to make your own choices on how to implement solutions to all kind of Treasury challenges.

The lecturers for the program are practitioners and it was great to have access to experts from different areas to address questions and develop an informed perspective. Now, I'm starting to internationalize my career and I have found that what I have learned can be applied to treasuries for banks anywhere in the world.

The course helped me to understand what challenges or problems may arise when you choose one model over another, or how you organize your risk department with your finance department.

While I was completing the program, I started applying to treasury positions at a number of firms and I feel that the BTRM gave me a definite advantage in the interview process.

I am now working at BCI Bank, where I am on the funding desk. We work with debt issues of two years and above, FTP management, stable deposits pricing, structural financing strategy and FTP curve construction, regulatory indicators management (NSFR), and others. For all of these subjects and more, the BTRM was of great value.

For anyone considering the program, my recommendation would be to ensure that you keep up with the classes, as there is so much to learn and it moves quickly. Make good use of the summary material for each lecture, and study the slides and text sources carefully. For me, the extra slides and exercises were incredibly useful.

I would also say that prior to taking the exam, be sure to map out your thoughts and practice the writing. If you work on articulating your financial ideas in advance, you can make the best use of your time in the exam on content rather than on translation.

It is a very interesting time to be working in this area of the financial markets and I am extending the knowledge I gained from the BTRM every day.



BTRM Alumni Story

Graham Leitch

I was always interested in accountancy and spent four years at the University of Strathclyde in Scotland doing accounting and finance joint honours. After graduation, I did the ICAS program to become a Chartered Accountant through the Institute of Chartered Accountants of Scotland, where you go into employment with an accountancy firm and undertake your professional qualification at the same time. I was working in Glasgow, completed the program, and then took a kind of unusual career break to begin full time triathlon training from 2010 until 2014. The Commonwealth Games were going to be held in Scotland and it was a great opportunity to focus on that sport.

Then I went back to accountancy, taking a job at Morgan Stanley in product control and getting my foot back into the finance world. I decided to move to London in 2016 and switched to Bank of America, working on the regulatory reporting side. I moved again in 2017 to a challenger Bank in London, Wyelands Bank. At Wyelands, I gained full exposure to both capital and liquidity reporting and eventually became the Bank's Financial Controller.

I ultimately went to work for another challenger bank, Allica, where I returned to regulatory reporting. This might have seemed like a step back from the controller role, but in a small firm just starting out, it was a great opportunity to build something from the ground up. I began to do more Treasury work, linking my liquidity reporting knowledge to liquidity management in the Bank, and came a point where I had to decide which direction to go in. I chose to stay in Treasury, which was a good fit due to the range of my accountancy, regulatory reporting, and financial control experience.

However, I also wanted to gain greater knowledge of Treasury products and issues related to risk management. This led me directly to the BTRM, where people I work with had previous connections and recommended it highly.

What I found, over the course of the program, was that I was familiar with many of the topics and had been deeply immersed in some of them, but completing the formal study helped bring the full picture together. When I went through the syllabus and participated in

the lectures, I realized that much of the time there are no right or wrong answers to certain questions. The way that people approach particular issues in Treasury varies for different reasons, depending on the institution and the situation.

It has been a very interesting time in the banking world over the past few years. I remember that the exam for the BTRM was on the 5th of October, which was just after the UK mini-budget crisis with Liz Truss. The market was absolute mayhem, and it was challenging to divide my time between watching that situation and finishing up the last week of studies for the exam. These days, I am still using my BTRM books as references and have been creating a funding framework at the Bank. I've seen the Treasury department grow and I'm very much invested in the journey.

My recommendations for BTRM candidates would be to focus as much as you can during the six months while you are in the program, although there can be many professional and personal distractions along the way. In addition to everything you will gain from the lectures and dialogue with the faculty, this course brings like-minded people together from different areas and it's an opportunity to sound out ideas and gain an understanding of what other people are doing. The discussions in the group are always informative because, more likely than not, if you're not sure on what approach to take on a particular issue, you are not alone.

You will get the most out of the program if you actively engage with your colleagues and draw on their years of experience as well.



BTRM Alumni Story

Michael Heath

I started my career in business and corporate banking for National Australia Bank, which is one of the Big Four banks in Australia. At NAB, I had roles in business development, growth and acquisition finance, and debt advisory.

From an academic standpoint, I had Bachelors degrees in Commerce, majoring in finance and Arts, majoring in political science, and I was attracted to banking. I did that for about 14 years in Brisbane, the state capital of Queensland. In 2014, I relocated to Melbourne, NAB's Head Office to broaden my skill set, with roles in strategic change initiatives and banker enablement.

In 2016, one of my former colleagues co-founded Judo Capital, a start-up SME lending company with aspirations to become a bank, and asked me join as a founding employee. I joined, following the initial seed capital round, and spent the next year focusing on raising the first round of real equity, (A\$120 million). My role involved supporting the co-founders with equity and debt investor due diligence and raising warehouse securitisation funding, both of which drew heavily on my prior debt advisory and transaction experience.

After Judo's initial launch as a finance company in 2018, I was formally appointed as Treasurer and tasked with building out a Treasury function. In parallel, Judo applied for and received its banking license in April 2019. I was given the opportunity by the co-founders to do this based on my work in supporting the equity and securitization funding streams. However, I had never worked in Treasury before, so I wanted to complete additional study that was focused on Bank Treasury.

Right away, the BTRM stood out as a great option. My goal was to rapidly upskill myself on Bank Treasury strategic concepts, while also methodically building Judo's Treasury function as the Bank scaled. The BTRM program provided me with both theoretical and practical Bank Treasury information and I was able to apply immediately at Judo. The bank now has about 550 staff, has raised ~A\$1.5 bn in CET1, and has an SME loan book of A\$8bn.

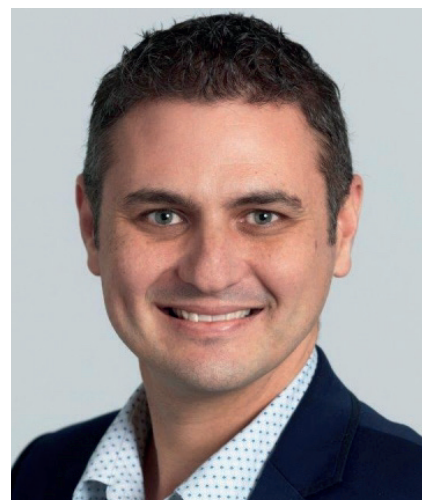
In terms of course design, I found the flexible nature of online learning extremely helpful, particularly in being able to balance work commitments and the time zone difference.

I watched the recorded lectures multiple times and read the chat as people were asking questions, which prompted many good debates, with responses and challenges from the facilitators.

The content is highly relevant in terms of Bank Treasury concepts, considerations and issues, which I could adapt to the Australian context. The presenters were of high quality, clearly with strong expertise in their content, and they were very approachable.

Rolling forward to 2023, I've been Treasurer at Judo for almost five years and have seven people on the team in Treasury. Judo continues its journey as a fast-growing challenger bank, and Treasury is continuing to evolve and mature to support the growth.

As someone who's had to build a Treasury from the ground up, I can say that if you are looking to a career in Bank Treasury, the BTRM will provide strong foundations to help you succeed.





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Risk Management

**The Certificate of Bank
Treasury Risk Management**
incorporating International
Double Degree BTRM
and CAS Bank Treasury
Risk Management



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