

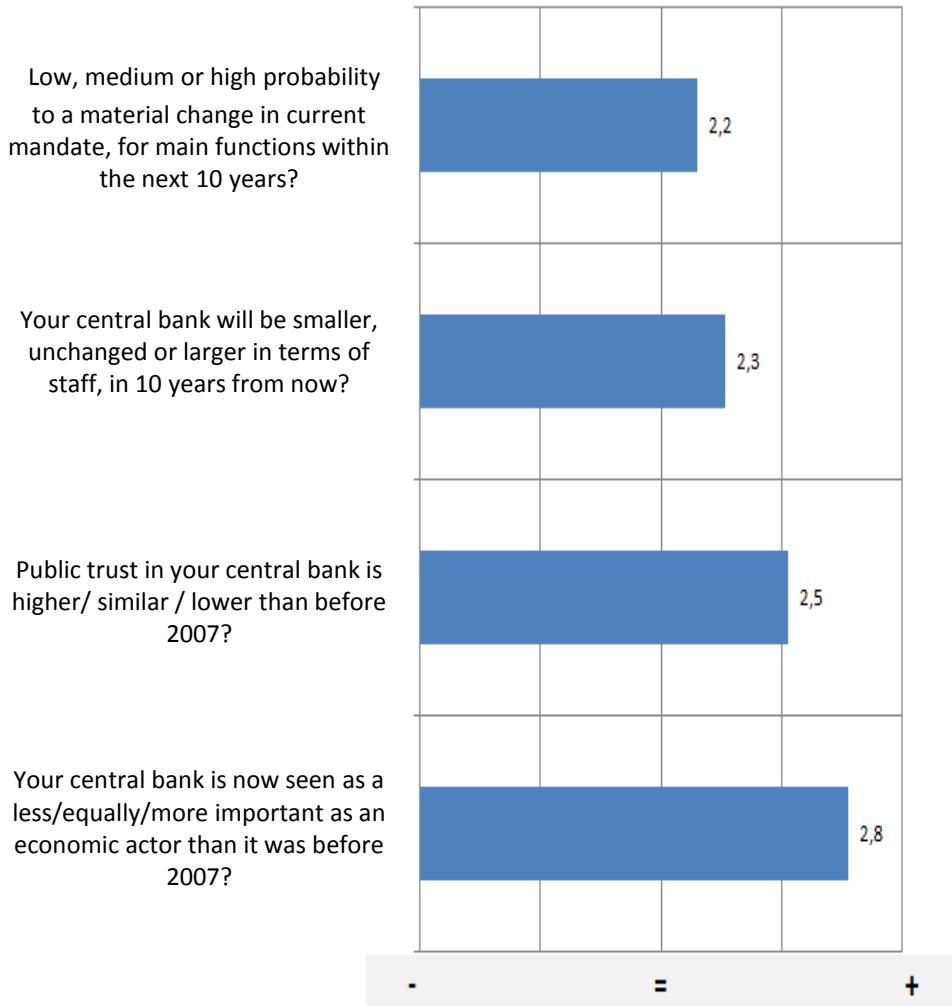


**RANGE OF PRACTICE IN
TRANSFORMING A CENTRAL BANK:
PARTICIPANTS' ANSWERS TO QUESTIONNAIRE
30 CENTRAL BANKS
5 - 7 SEPTEMBER 2018 SEMINAR**

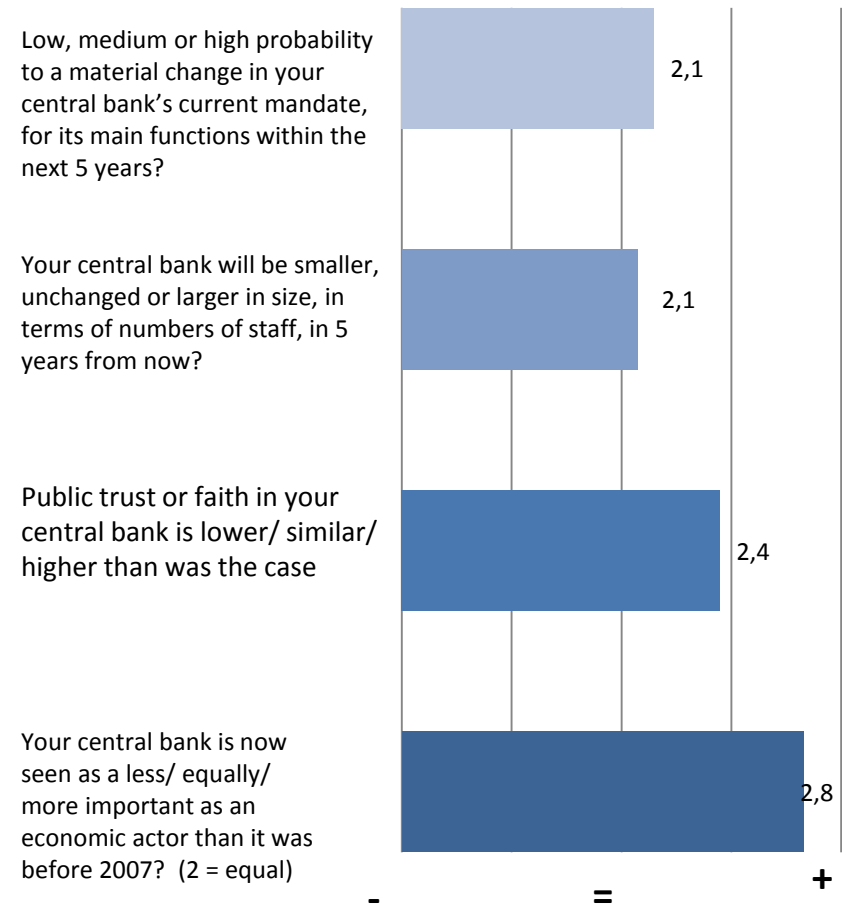
PREPARED BY IBFI THIERRY CUSSON

BIG PICTURE

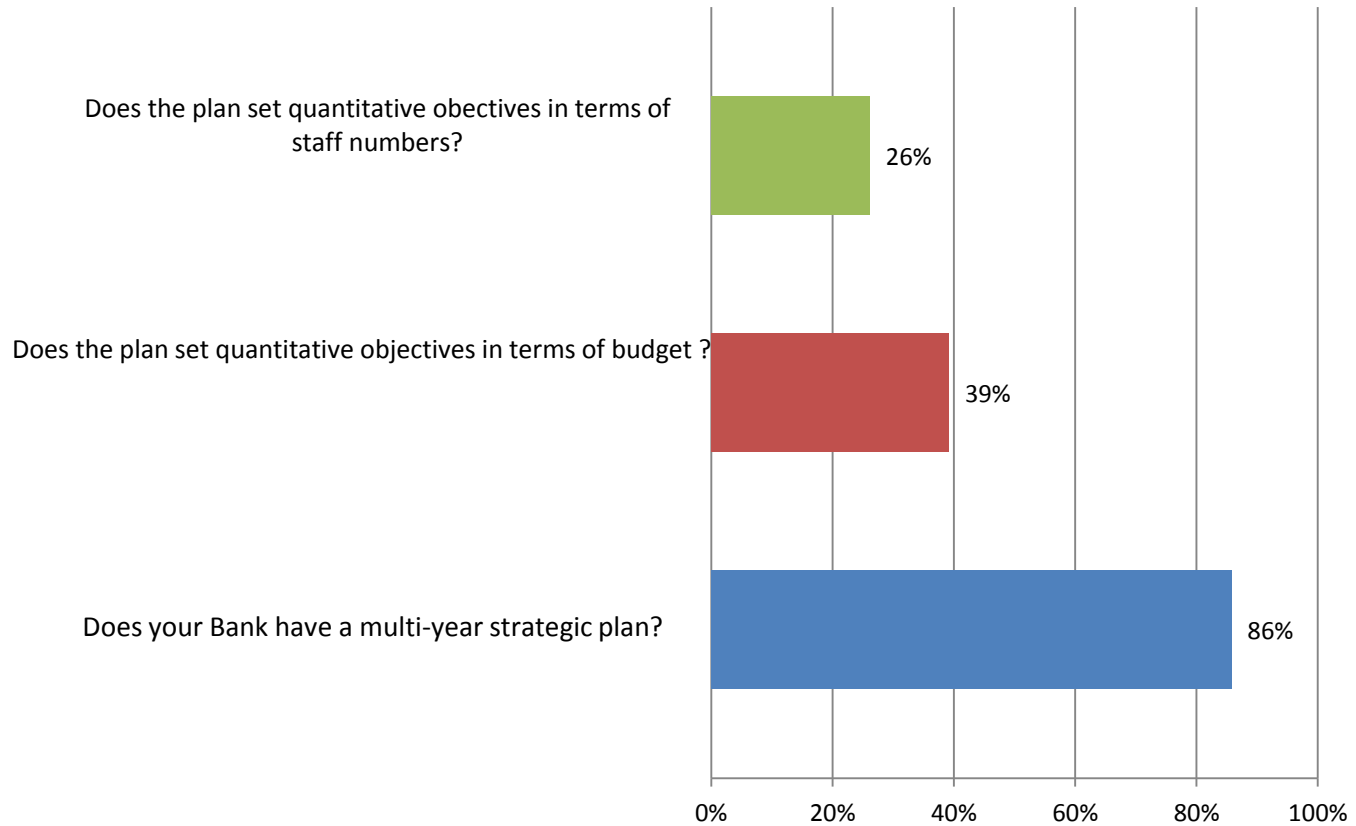
2017



2018

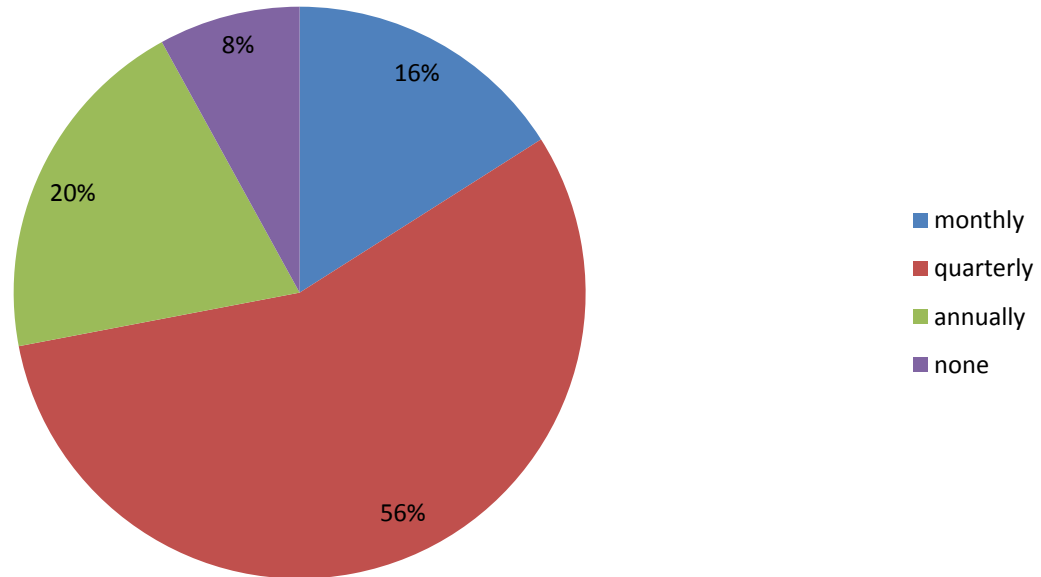


STRATEGIC PLANNING



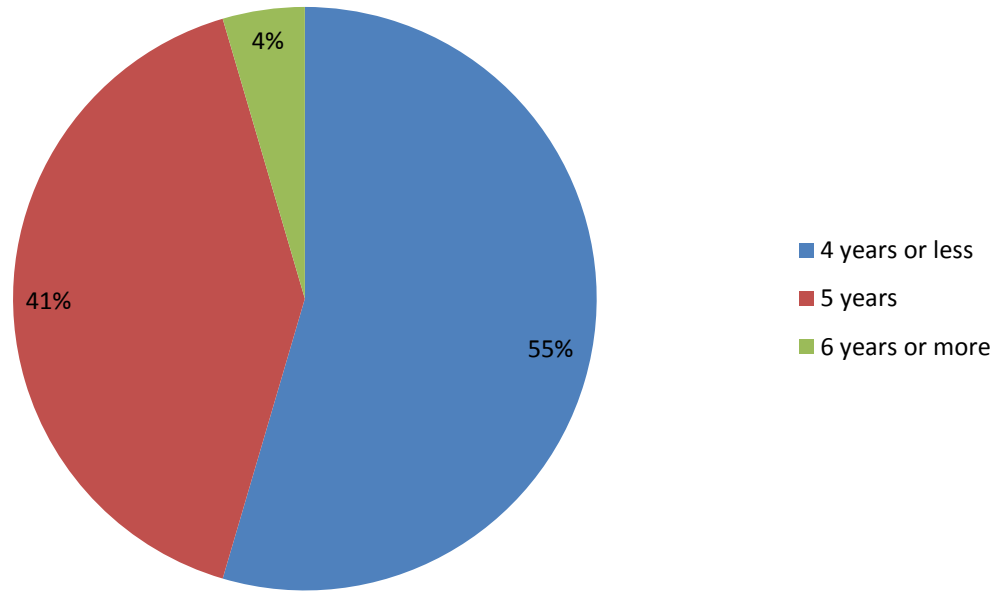
STRATEGIC PLANNING

Are there monthly, quarterly or annually follow-up meetings?



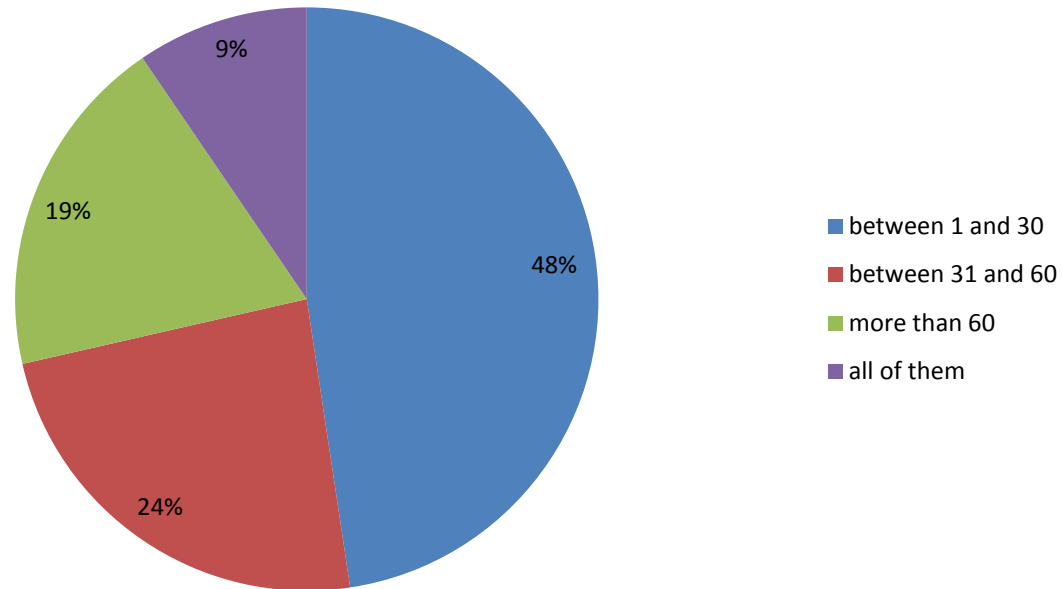
STRATEGIC PLANNING

How many years does the plan cover?



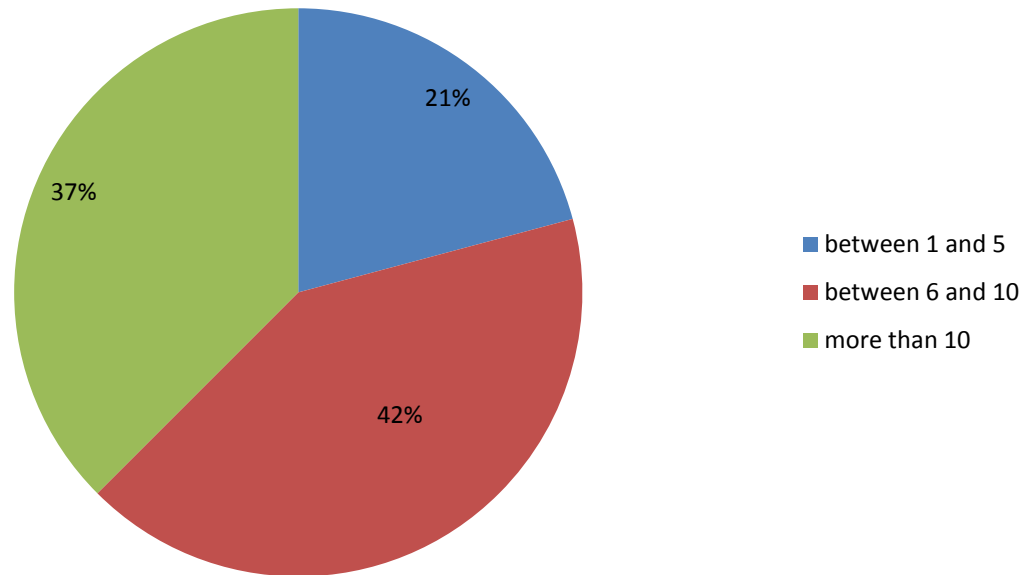
STRATEGIC PLANNING

How many managers does the multi-year plan explicitly involve?



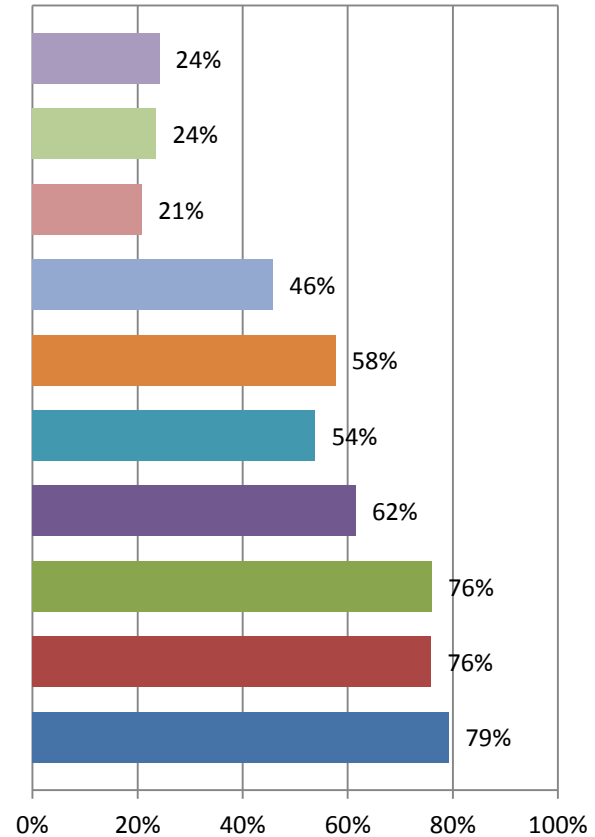
STRATEGIC PLANNING

How many projects/ objectives/ main strategic orientations does the plan encompass?

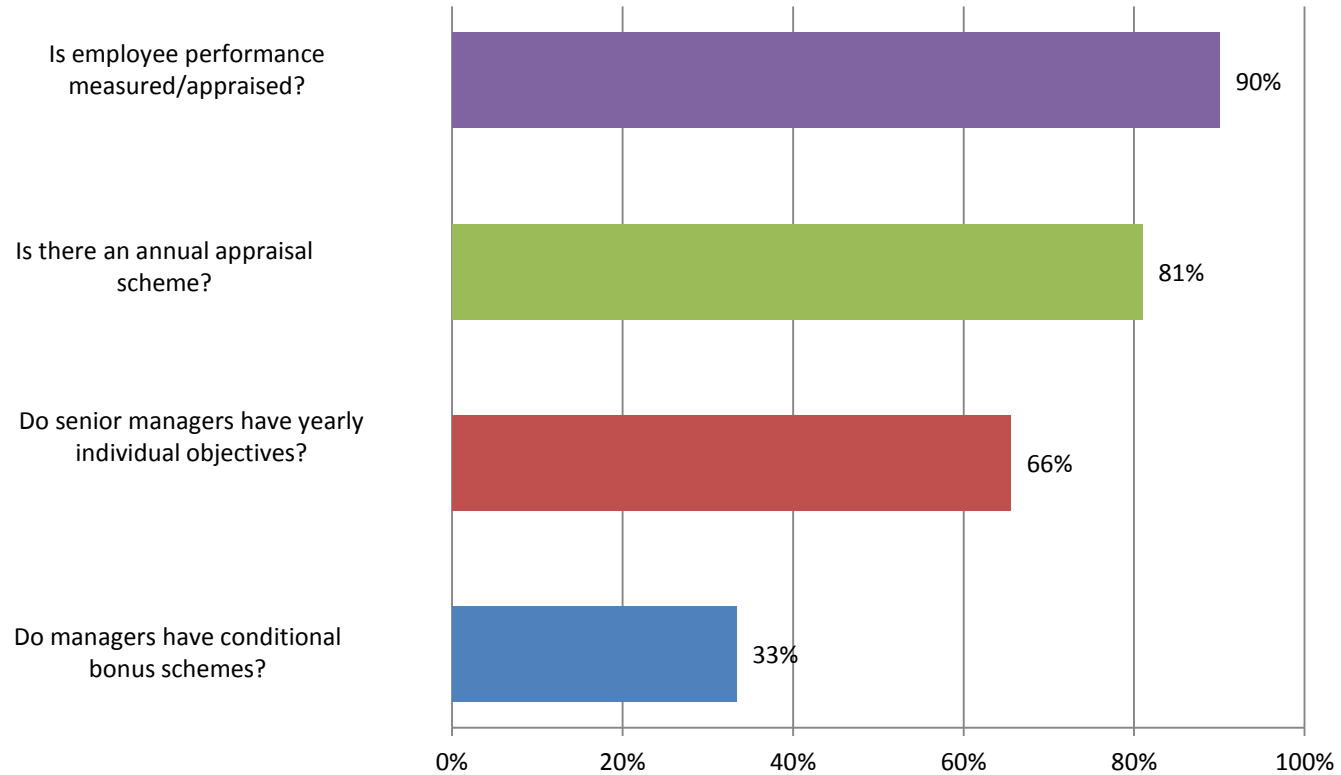


HR FUNCTION

- Is working by remote (from home) allowed/encouraged?
- Is there a proactive promotion policy for women?
- Are the salaries of Central Bank's managers higher than at commercial banks?
- Are salaries for mid/low-level employees higher at the Central Bank than at commercial banks?
- Is the effectiveness of the HR function measured / assessed at your Bank?
- Is there a multi-year HR strategy?
- Is there a career management framework?
- Is the HR function considered as playing a partnership role for operational managers?
- Is internal job rotation encouraged?
- Are there Competency Profiles / Is there competency-based HR management?

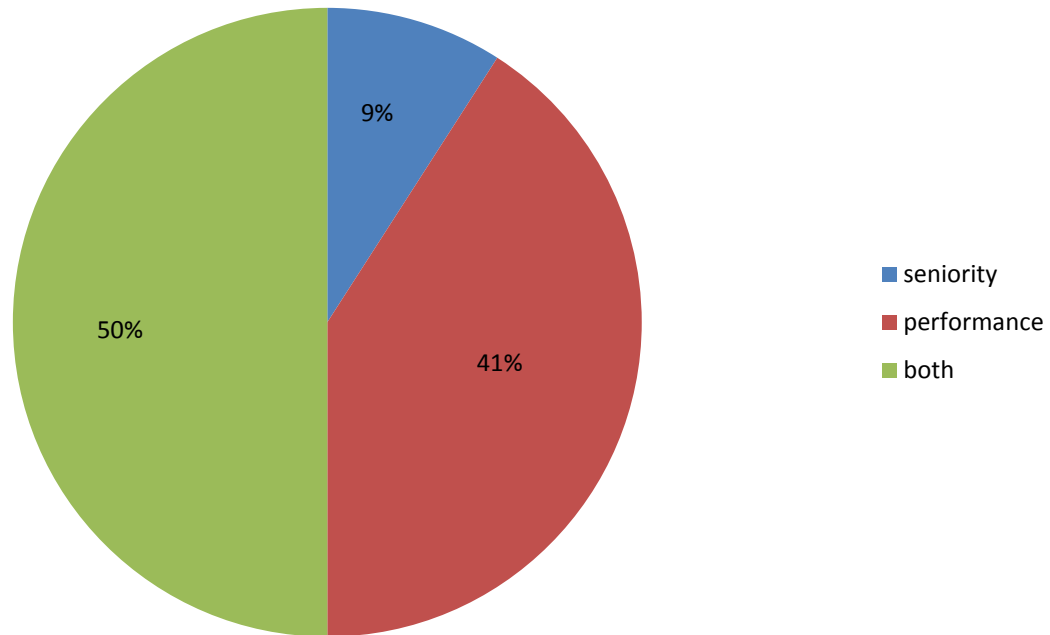


HR FUNCTION

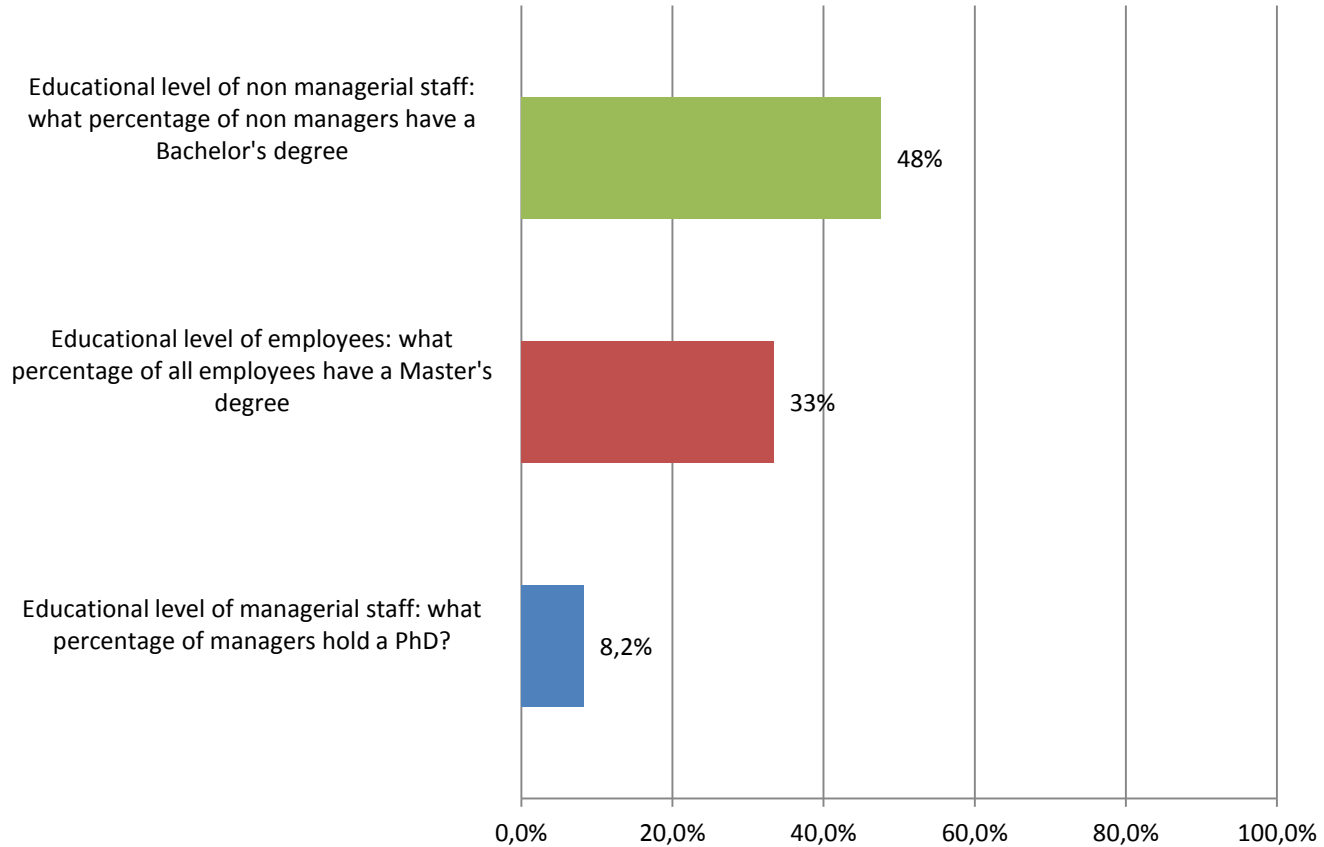


HR FUNCTION

Are the remuneration increases based on seniority or performance (excluding mobility, excluding bonus)?



HR FUNCTION



DIGITALIZATION AND INNOVATION

