Case Study – Issue Management

Seek to set the global standard in issue management excellence.

How do we consistently track and manage Issues and Corrective Actions across an enterprise using a single framework and solution...

Introduction

With the increased complexity and consistency challenges due to regulatory mandates; and the emphasis on integrated processes, information traceability, risk coverage and consistency, the legacy issue management tool was being extended beyond its capabilities. Management recognized that a comprehensive issue management solution was required to mitigate risk and provide a holistic view into disparate businesses with specific governance, channels, products, processes and customers.

Objective

Implement a comprehensive Issue Management solution that provides consistent definition and capture of the data associated with and ownership of issues across groups and risk programs. Including the ability to bi-directionally integrate with other risk management and line of business applications to facilitate the capture, communication and management of issues and status. Allowing the users to have simplified search and reporting capabilities that leverage standardized taxonomies for organization, product, risk, process, controls, policy and requirements. As well as, the ability to aggregate and drill-down to information about issues, status and levels of risk consistently across groups, risk programs, regulatory reporting and for ad-hoc analysis.

Comprehensive Solution

An environment to provide a single, automated approach for capturing and reporting information used for managing issues and related corrective actions was needed that could accommodate many different types of issues, each with their owner customized data requirements and workflows, but which still enforced enterprise standards in a single solution.

- Issues are captured across all business lines, product types, geographic locations and three lines of defense.

- Each business group and second line of defense teams' standards were incorporated into the rules-based configuration that included data dependencies, calculations and drove status, dates and notifications.

Comprehensive Solution
(continued)

- Issue type specific workflows.

- Alignment and integration with the full risk management suite.

Although the workflow varied across the types of issues, there needed to be standard requirements in each stage of the issue lifecycle:

- Issue type specific workflows.

- Issue Identification

- Corrective Action Development

- Issue Tracking

- Issue Validation
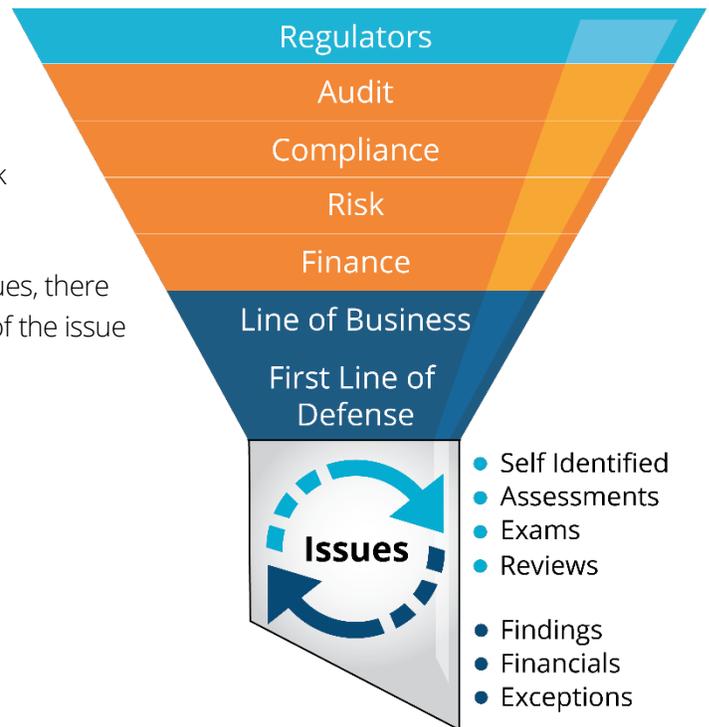
Structured Workflow

Once issues, corrective actions and milestones are created, tracking occurs through root cause analysis, correction and closure while getting the appropriate approvals.

- Cascading series of dependencies between issues, corrective actions and milestones, preventing premature closure.

- Required fields, documentation and standard timeframes (status updates, responses and closures) are enforced.

- Clear ownership and accountability across risk programs.

- Independent validation and required due diligence around risk acceptance.

Integrated Reporting

Comprehensive reporting, with standardized taxonomies, provide a holistic picture of issue management across an organization. Cascading series of dependencies between issues, corrective actions and milestones, preventing premature closure.

- Issues and corrective actions are reported across a variety of attributes, statuses and due dates, with dashboards highlighting queues and required actions.

Integrated Reporting
(continued)

- Encompass policy exceptions, control evaluations, compliance testing, financial reporting, and risk assessments.

- Information is used in reporting across all lines of defense, as well as audit, examination committees, risk committees, board of directors and regulators.

- Reports provide status updates, progress against targets, facilitation of escalation and ongoing monitoring.

Issue Management Scope
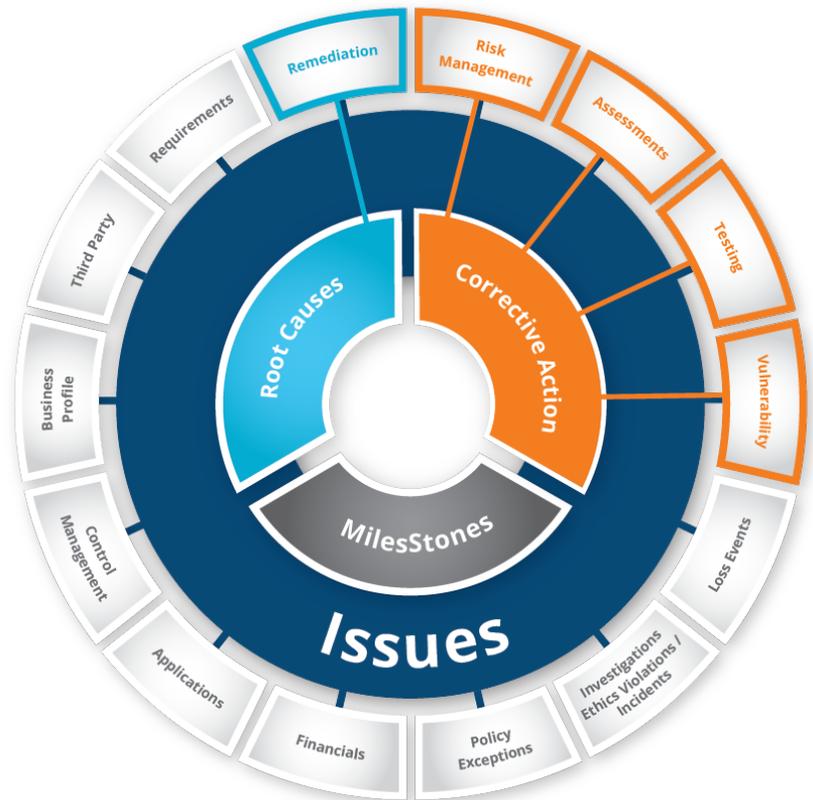
Result

Single source for issue management that provides: Comprehensive solution, Structured workflow, and Integrated reporting, in a platform that supports the evolving enhanced regulatory environment and provides a holistic view of issues across the enterprise.

In Closing

Our team created a robust, comprehensive solution that provides deep insight into the risk associated with issue management through an integrated solution that supports business specific requirements while meeting enterprise standards. The issue management capability provides transparency across the enterprise that allows business and risk executives to proactively manage their issues.