

# **Rolf K. Phillips (ACIB)**

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## **Personal Information**

**Date of Birth:** 11/12/61      **Age:** 60  
**Sex:** Male      **Nationality:** Grenadian      **Marital Status:** Married

## **Summary**

- Professional, with ability to work well under pressure, consistently delivers results, and exceeds targets
- Experienced in developing and implementing strategy and business change in commercial and retail banking.
- Proficient in building and leading highly motivated teams
- Experienced in the management of operational and credit risk in all areas of retail and commercial banking.
- More than 30 years' experience in international, commercial and retail banking
- Proven experience in building intermediary relationships to drive business development.

## **Career History**

**Nov 2021- Current:**      **Managing Director Bank of Saint Lucia Ltd.** (Bank of Saint Lucia is the largest indigenous bank in the OECS with 5 branches, a Corporate Banking Centre, Investment Banking Unit and an Insurance Agency on St Lucia.)

**Jan 2013- October 2020: Consolidated Finance Co Limited - President & CEO.** (*Consolidated Finance is a licensed financial institution in Barbados and a fully owned subsidiary of the ANSA McAL group of companies, a regional conglomerate*).

- Member of the Board of Directors and responsible for the leadership of CFCL to include development and execution of strategy, delivery of financial results, leadership of staff, good governance of the entity, regulatory compliance and management of risks.
- Developed and successfully implemented a recovery plan for the corporate loan portfolio which was above 50% delinquent with chronic under provision for potential losses.
- Reviewed and documented risk assessments and action plans for each account in the portfolio to include a 3-year recovery outlook and provision recommendations.
- Completed the clean up of the loan portfolio within the target period which allowed the company to obtain regulatory approval to recommence corporate and commercial lending.
- Refocused the business on its core vehicle and consumer lending strengths and returned that segment to profitability.
- Developed and implemented an operational risk framework for the company which identified key risks and set up systems for ongoing testing of controls with reporting the board of directors

- Improved the control framework in Retail and Commercial credit management to include the separation of business development staff from credit assessment and assurance as well as the capacity and capability of the credit staff.
- Developed and implemented a delegated authority policy as well as a framework for ongoing development of staff and succession planning.
- Developed and implemented a communication and meeting structure for the management team and the general staff body to achieve a more cohesive way of working together to deliver objectives while supporting each other.
- Strengthened and re-established the capacity and independence of the internal compliance function and the levels of testing and reporting on key areas of credit and operational risk.
- Convinced the board to invest in leadership training for senior staff and a continuous training for staff at all other levels.
- Implemented a Treasurers role to strengthen liquidity management and expansion of the foreign exchange business line.
- Implemented an insurance agency to complement to Retail business line by bundling insurance and lending products and negotiating commission arrangements on the company's insurance portfolio

**Jan2007- Sept 2012: FirstCaribbean: Managing Director Retail Banking**

- Responsible for strategically leading and managing, the bank's Caribbean Retail Banking segment which comprises assets of \$3billion across 73 branches in 17 countries with a staff of 1600. Included responsibility for the management of Credit Card operations and Small Business and the management of four customer service centres
- Made significant improvements to the operational efficiency of the segment including account opening and loans processing, and internet banking
- Developed and implemented a customer segmentation program with tailored products, pricing and service standards for each customer segment
- Implemented branch level metrics to track and manage branch sales activity with consolidated reporting of product sales on a regional basis
- Implemented consolidated identification, management and reporting of operational risk incidents across all retail branches
- Successfully implemented the transfer of branch-based call handling to the customer service centres with significant improvements in efficiency and customer service
- Developed and implemented a new rewards program for gold and classic card holders
- Significantly expanded the debit card customer base with commensurate increase in local usage and revenues
- Successfully migrated personal cash transactions to electronic channels and significantly increased fee revenue from transactions performed in branches
- Implemented a new branch model for retail branches
- Successfully implemented mobile banking in the Caribbean
- Delivered consistent earnings performance

**Aug. 2004-Jan2007: FirstCaribbean: General Manager Home Finance**

- Responsible for a team of 93 mortgage specialists and team leaders and a balance sheet of US\$1.4billion in residential mortgages contributing 60% of retail banking profits for the bank.

- Increased mortgage sales by 20% year on year
- Increased mortgage balances from US\$1.047m to \$1.382M (33%) for the period November 2004 to October 2006.
- Increased net interest income by 16 % year on year
- Implemented needs-based selling in the mortgage teams and a process for management of intermediary relationships
- Recruited a team of 6 regional sales leaders and implemented segmented management of the mortgage portfolio.

**Nov 2001-Aug 2004: Barclays/FirstCaribbean, Head Office, Barbados; Senior Manager, International Banking**

- Represented the International Banking segment on the development of the International Banking Strategy with Booz, Allen, Hamilton
- Successfully implemented a pilot for segmented management of the international mortgage portfolio in Barbados which has now become the model for wealth management
- Responsible for sales & service performance and compliance management of 5 international banking centres with a combined balance sheet of US\$3 billion.

**Nov 1996-Nov2001: Barclays: International Banking Director, Cayman Islands**

- Grew the Cayman International banking centre balance sheet from US\$700 million in 1996 to 1.4 billion in 2001 and doubled contribution over the same period.
- Successfully implemented a new compliance policy and procedure in the Cayman International banking centre
- Recruited a team of 7 managers and expanded overall staffing from 5 in 1996 to 23 following the successful implementation of the Barclays Offshore banking model in the Cayman Islands.

**Jan 1996- Nov 1996: Barclays: Branch Manager Vieux Forte, Branch**

- Responsible for the management and profitability of the Retail and Commercial operations of the branch
- Implemented the separation of sales & service in the Vieux Forte branch
- Implemented the consolidation of corporate banking to the main branch in Castries without loss of customers

**May 1994-Nov 1995: Barclays: Assistant Manager, International Banking**

- Separated treasury dealing from customer service and implemented a relationship management model in the Cayman Offshore banking department.

**1990 to 1994: Barclays Management Development Training Program Trainee.**

- Successful completed training attachments (each of 6 months duration) in the following areas: corporate banking, retail branch banking, corporate credit risk adjudication, central planning & operations, and Audit.

## **Education**

2016-2017	ANSA McAl Leadership Development Programme, JMW Consultants Inc
2007-2009	FirstCaribbean Leadership Programme, Wharton University, PA
1993-1996	Chartered Institute of Bankers, UK. Associate of the Chartered Institute of Bankers (ACIB)
1990-1994	Barclays Management Development Program
1972-1980:	Presentation Brothers College and Grenada Boys Secondary School, Grenada. 2 A Levels: General Studies, Mathematics. 8 GCE O Levels: Maths, Additional Maths, English Language, Biology, Chemistry, History, Geography, Physics

## **Additional Skills/Experience**

- Member of the Board of Directors of Consolidated Finance Company Ltd
- Member of the Board of Directors of McEneaney Quality Motors Inc.
- Council Member of the Barbados Chamber of Commerce
- Member of the Board of Directors of Caribbean Association of Banks
- Developed and implemented regional multiyear strategies for International Banking and Retail Banking.
- Experienced in all areas of Retail, Commercial and International Banking
- Has also had experience in corporate banking and corporate credit risk management
- Led and participated in several bank wide projects and initiatives
- Extensive senior executive experience. Member of the senior executive team of FirstCaribbean International Bank for eight years
- Presented on several occasions to the Board of Directors of the Bank on strategy and risk management in the retail business
- Computer literate, working knowledge of Microsoft Word, PowerPoint, and Excel