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A woman in a patterned shirt and dark pants stands in a meeting room, gesturing. The background features large windows and a hexagonal pattern overlay. The text 'In This Section:' is followed by a bulleted list of topics. Logos for SCCE and HCCA are in the bottom right corner.

In This Section:

- Choosing a format and learning approach
- Online training
 - Long vs. short courses
 - Awareness & communications campaigns
 - Test, quiz, challenge, game
 - Tools and resources
- Offline Training
 - Long vs. short workshops
 - Live game

SCCE Society of Corporate Compliance and Ethics HCCA Health Care Compliance Association

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Online Format Types

- Long courses
- Short courses
- Awareness or Reminders
- Communications Campaign
- Test, Quiz, Challenge, Game
- Tools & Resources



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Long Courses

- Seat times are getting shorter
 - 45-60 mins was standard early on—now, 12-20 is standard for many topics (15 min is LONG in Internet time)
 - Employee time is money—you may be challenged to show you're making good use of it
- Focus on what your audience needs to know
 - Lawyers need to know more, including history and cases
 - The average person needs basic literacy and clear direction
- Ask audiences to apply what they're learning
 - Application builds retention
 - Situation-based questions help them see how the concepts apply to actual situations that may come up in your business
 - Interacting with the content is also more interesting



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Long Courses (cont.)

Profiling and branching can help tailor learning

- **Role-based profiling**
 - Learner competes profile, course content based on answers
 - Different learner groups see different scenarios or teaching (Some LMSs can target employee groups but not all)
 - Works well when different employees face different situations on the same topic (e.g., bribery related to sales vs. procurement)
- **Branching**
 - Learner's course unfolds differently based on choices made
 - Allows "choose your own" story; get to see a scenario play out
- **Test out**
 - Learners who demonstrate competence get to skip material

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Short Courses

Remember: You can cover a lot of ground in a short time

(DOJ guidance specifically calls for shorter, more targeted pieces)

- A course doesn't need to cover everything in the policy
 - Focus on key behaviors, core concepts, concrete examples
 - Mix in application (questions/exercises) to ensure understanding
- Tips to shorten content without losing substance:
 - Plain, simple language vs. legalese
 - Well-made, efficient media, like explainer videos
 - Visualized information (infographics and icons vs. full sentences)
 - Focus on clear guidelines; give resources for further questions
- Bonus: Shorter content = shorter review cycle
 - Less for stakeholders to comment on

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Awareness or Reminders

- One and done is not enough—instead, train AND remind
 - DOJ considers training and communications/awareness separately—so include both in program
- Humans screen out or forget what’s not a priority
 - Advertising: People see an ad 7 times before they notice it
- Consider your audience when picking a strategy:
 - Mature programs: Reinforce key learning points
 - New programs: Grab attention, engage, make the stakes clear
- Shorter length requires high quality
 - Design your content to grab attention
 - Consider well-designed media—this acts as a commercial
 - Aim for 90 sec to two 2 mins—after that, attention wanes



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Awareness or Reminders: Examples

- Short video
- (Well-written) email from a company leader or from you
- “Breaking News” email, with key takeaways from a news story
- Poster
- GIF
- Infographic
- Intranet post or blog post
- Manager talking points
- Print handouts

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Test, Quiz, Challenge, Game

- Any kind of testing...cements learning
 - Studies into how people learn show that testing makes learning stronger
 - Retrieval aids later retention (more retrieval = more retention)
- ...identifies gaps in knowledge
 - First, for the learner—getting their attention
 - Second, for your program—if you can capture test scores
- ...gives you valuable feedback
 - Is your learning material effective? Is it sticking with people? Test to find out!
- ...and repeated testing encourages learners to absorb the material the first time



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Tools & Resources

- Well-designed, easy-to-access tools and resources can extend the reach of your training
 - Learners may not log back into a course—so where can they get a quick snapshot of guidance if they need it?
- DOJ compliance guidance calls out resources specifically:
 - **"Availability of Guidance:** What resources have been available to employees to provide guidance relating to compliance policies?"
- Visualized information can help here
 - Use visuals and charts to allow learners to quickly reference information—decision trees, flow charts, dos and don'ts, checklists
- Look for a storage location that's easy to find and access

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Online Format Options

Format	Best When
Long courses (15+ min)	<ul style="list-style-type: none"> • Audience needs basic literacy/foundational learning • Subject is technical or detailed • Regulatory or other time requirement
Short courses (4-12 min)	<ul style="list-style-type: none"> • Don't need in-depth teaching, but need some • Goal is to review, refresh, remind/update, and apply
Awareness or reminder piece (90 sec – 2 min)	<ul style="list-style-type: none"> • Subject/expectations are well known—what you need is attention/retention/reminder • You can design for impact (make it good/memorable)
Comms campaign	<ul style="list-style-type: none"> • Design is driven by audience insights (i.e., where are they now, where do you want to take them) • Sent through <i>well-used</i> company channels besides online training and the LMS (emails, Slack/Yammer, Intranet)
Test, quiz, challenge, game	<ul style="list-style-type: none"> • You want to build on and reinforce previous learning • Audience cares in some way about the challenge posed
Tools and resources	<ul style="list-style-type: none"> • Easy to find/access; can serve as “just in time” resources



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Online vs. Offline

When **online** is right

- Broad-based audience, broad-based message
 - Online is great at sending a clear, broad/global message to a broad audience
 - Establish basic literacy and key behavior guidelines
 - Show how these issues can come up in generally-applicable, real-life situations
- Training infrastructure in place
 - Company LMS and good data feeds
 - You can reach employees via email or can otherwise get a log-in message to them



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Online vs. Offline

When **offline** is right

- Nuanced or highly-targeted content
 - “201” style learning for high-risk audiences (can build on general online messages)
 - Explore highly-relevant situations or nuance in live setting with room for back and forth
- Opportunity to give managers a compliance voice
 - Equip managers with compliance/ethics talking points
- Lack of training infrastructure
 - No LMS? Mix live training and online webinars
 - No way to reach offline audiences? Deputize managers or local HR/compliance personnel



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Offline Format Types

- Long workshops
- Short workshops
- Live Game
- Manager Talking Points (next session)
- Poster or Physical Item (next session)



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Long Workshops

- Adults learn best when they are involved in the learning
 - Maximize participation: SHORT lecture -> exercise -> discussion
- Take advantage of live format benefits:
 1. Opportunity for personal interaction
 - Encourage participants to ask questions and get clarification
 - Use small group discussions, role playing, demonstrations
 - Feature company leaders (put a face to a name or personalize the message)
 2. More room for nuance
 - Explore complex or nuanced situations
 - Ask participants to apply what they are learning to their work—discuss as a group
- Manage the physical space
 - Check the chair set up, room temperature
 - Double check the technology (slides, display, handouts)

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Short Workshops

- Keep training focused—one hour is not long
 - Consider requiring some advance preparation or reading
 - In-session time can focus on application and going deeper
- Consider who presents?
 - Subject matter experts can cover subject in detail
 - Local compliance or HR can build those relationships
 - Involving local management helps build “tone from the middle”
- Think about takeaways
 - Aim for 2-3 main points; structure the workshop around each; summarize at the end
 - Speaker’s trick to reinforce takeaways: Ask participants to share 1 thing they will change as a result of the workshop

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Live Game

- Good games boost engagement and motivation (plus 9-14% higher retention)
- Can be harder to create but very popular if a success
 - A good game makes you want to play along automatically (you can't help but answer the questions in your own head)
 - A good game is simple. If it takes a long time to explain the rules, it's not going to work.
 - Game preferences are cultural—what works in Europe may not work in the U.S. (and vice versa)
- Host:
 - A great host keeps things moving seamlessly
 - Brings out the best in contestants—realize the contestant is the star
 - Seems truly invested in the game and cares about the outcome
 - Show up excited about the day



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Game Examples

- Formats that can work:
 - Game show (straightforward quizzing)
 - Monopoly style: Roll dice, move around a board, pull a card
 - Brain games—stress cooperation and people figuring out things out as a team (reinforce cooperation skills and listening skills)
 - Leaderboards (people play asynchronously but can see how they stack up against others)



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Offline Format Options

Format	Best When
Long workshop (several hours)	<ul style="list-style-type: none"> • Audience needs basic literacy/foundational learning • Subject is technical or detailed • Useful to explore and discuss real-life, relevant situations • Regulatory or other time requirement
Short workshop (1 hour)	<ul style="list-style-type: none"> • Don't need in-depth teaching, but need some • Can be led by managers or local HR/compliance • Goal is to review, refresh, remind/update, apply
Live game	<ul style="list-style-type: none"> • Design this based on audience insights • Make sure audience cares about the challenge posed
Manager talking points	<ul style="list-style-type: none"> • Subject/expectations are known—what you need is attention/retention/reminder—or are simple • Don't want training to take time from the workday • Can equip with 5-10 mins of "stand up" talking points or 10-15 min module for a standard meeting
Posters and physical items	<ul style="list-style-type: none"> • Topic can be understood at a glance • Topic lends itself to visualized information or taglines

