Welcome to

Building a Culture of Compliance Learning Excellence:
3 Multi-Nationals Share Their Insight

Introducing the ‘SCRUM’ Concept

developing shortcuts to better training, communication, and learning experiences to achieve better compliance
1 define the system

as you’re tackling the challenge at your table, ask

“what are the one or two things you want to improve?”

2 define your aspiration

once your group has agreed to several system elements, define the way you want the system to improve:

“I’ll know it was successful when...”
3 identify components

then, identify a few key parts of the process or experience that could be changed

4 hack it

change one or more components in pursuit of your aspiration
for example - meetings

“meetings are a waste of time – I wish we could make them more productive…”

“If we could start and end on time and make sure they were focused, that would help.”

- people aren’t prepared
- it takes too long to get to the point of generating ideas/solutions
- we run out of time and important things get tabled

- send an agenda the day before
- state agenda items as questions
- prioritize topics (80/20 rule)

Global Learning at Biogen

Innovation in Compliance Training
Values in Action – COBC refresher training

SCCE Oct 2018
Where employees learn about our global policies and business ethics

As part of Biogen’s on-boarding process, all Board Members, Employees and Temps are responsible to complete a R&U of our Code of Business Conduct (COBC).

During New Employee Orientation employees are introduced to our elements, our shared responsibility for acting with integrity every day and being compliant with laws, and legal resources so they know where to get help (e.g., compliance hotline).

All Board Members, Employees and Temps are assigned the Values in Action Training on their first day of hire which includes ten (10) modules focused on our global policies. Learners are given 90 days to complete this training. **NOTE**: New VIA being developed and rolled out early 2019.

All Board Members, Employees and Temps are assigned the Code of Business Conduct once they have completed Module 10 of VIA. Learners are required to complete this refresher training once per calendar year so due dates occur on a rolling schedule.

*Other training and communications include Global Policies page on Synapse, Biogen helpline, Managing within the Law/Managing for Success, and many additional function- and site-specific training resources.

Values in Action - Training Goals

- Ensure employees understand Biogen’s COBC & global policies
- Reduce time spent on policy training
- Improve learner experience
- Reduce business risk

Business functions and commercial affiliates train with a deeper dive on business relevant policies.
Values in Action – the original 10

- Personalize content as much as possible, either to functions and roles, or by allowing flexibility in how learners complete the modules.
- Engage non-Legal and Compliance employees in design and review.
- Avoid corporate jargon.
- Pilot with small audience before full launch, identify issues and correct.
- Phase the launch.
- Ensure all languages launched at the same time.
- Communicate, communicate, communicate....
Bold graphics, plain language, interactivity...

...improves understanding.

The right & wrong answers are clear.
Training is individualized to the learner...

Any topic marked in green with a check mark indicates that you got the corresponding three questions correct in the Quiz and no longer need to complete the topic. You can still review the topic if you wish. Once each topic is in green with a check mark, you have successfully completed the COBC training and can take the final Summary topic and complete the training.

You MUST pass the assessment at the end of each topic to complete the topic.

Percent completion increased over time due to phased roll-out

2017 COBC Refresher global functional phased assignment

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<tr>
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<th>AUG 21 (n=1193)</th>
<th>AUG 28 (n=1023)</th>
<th>SEPT 5 (n=1355)</th>
<th>SEPT 11 (n=1062)</th>
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<th>DEC (n=10)</th>
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<td>Technical Development</td>
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Reduced Burden of New Training

Values in Action COMPARISON to COBC Refresher Avg. Time to Completion

<table>
<thead>
<tr>
<th>Values in Action (original, Sum/Total)</th>
<th>Values in Action (re-designed, SuccessFactors)</th>
<th>COBC Refresher (SuccessFactors)</th>
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<tr>
<td>8 hours</td>
<td>33%</td>
<td>1 hour 6 minutes</td>
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<td>DEC’15- DEC’16</td>
<td>5 hours 20 minutes</td>
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86% Reduction in time spent training

- Decreased time out of role
- Improved user experience
- No increased compliance risk
- Reduced cost to corporation

Overall, Biogen scores high on COBC Annual Refresher pre-training quiz

Average Score on Pre-Training Quiz by level (compensation grade)

- Most people were able to "test- down" from the full training by answering pre-training quiz questions correctly
- Incorrect questions led to additional training, allowing for personalization of training content
- At least 4.5 correct questions on the post-test were required to register a completion of the training
- Scores were fairly consistent across compensation grades, except at levels 3 & 4
- There were a total of 252 employees in these two grades who completed the refresher and 164 of those were in a manufacturing job code
- Level 0 is an academic role, such as a post-doc or visiting scientist

Sources: SCORM Exam Detail, COBC Languages Results and Workday
Top and Bottom 5 best and worst scoring pre-training quiz questions inform learning need for reinforcement

17% of Biogen is not comfortable learning in English
LET’S START THE FIRST SCRUM SESSION

SCRUM SESSION #1

- Rolling out a global program
- Building a communication strategy
- ROI and evaluation of training
5 TIPS TO MAXIMIZE TRAINING EFFECTIVENESS

With Jack W. Arnold, Jr.
Global Corporate Compliance
Xilinx Inc.
FOCUS ON TEACHING THEM HOW TO DRIVE
GIVE IT CHARACTER

BUFFER DISTRACTIONS AND ELIMINATE FREE TIME
PUT UP ROAD SIGNS

DON’T BE AFRAID TO TAKE AWAY THE KEYS
**RULES OF THE ROAD**

- Focus on teaching them how to drive
- Give it character
- Buffer distractions and eliminate free time
- Don’t be afraid to take away the keys
- Put up road signs

**SCRUM SESSION #2**

- Designing effective eLearning
- Getting the training blend right
- SMEs, Regulators, and staying current
Training for the Ages
Driving engagement across functions, roles, and generations

Nicole Tarasoff
Senior Program Manager,
Global Compliance & Integrity at LinkedIn

Engaging millennials, xennials, and the new class of worker

Buy-in and participation from senior leadership

Growing managers’ skillsets and helping them hold teams accountable
Create a Learning Story

AT THE EMPLOYEE LEVEL
Building Skills

Focus on learning, not “compliance”
Help younger workers develop skills that help them succeed with integrity
Operationalize values
Pay attention to what the workforce cares about
Making the Case

**AT THE EXEC LEVEL**

- Draw on current events to highlight importance of exec engagement
- Tie the training to operating priorities
- Appeal to role model & good example-setting

Empowering Managers

**IN THE MIDDLE**

- Make your managers part of the training plan
- Focus on specific asks & escalation paths
- Provide follow-up resources
Put Integrity into Practice

INVEST IN THE INDIVIDUAL

Show respect for the value of others’ time
Seek to build skill sets, not check boxes

Make the effort to entertain
Aim for timeless, universal examples
Embrace feedback, empower employees

Why Employees Are More Important Than Clients
Rebecca Feldman
Director, Marketing & Education Program Manager
"...but has to be earned. Put in the effort to make your people happy, and you will grow faster."
Cocoa Fox, James Denning and Brothers Shared this

Share
Dos and Don’ts for More Meaningful Engagement

- **DO** invest in learning that is visually appealing
- **DON’T** over-index on memes, slang, or other devices to appeal to younger populations
- **DO** focus on relevant, specific examples and audience targeting
- **DON’T** frustrate or fatigue learners with barrage of knowledge checks or stodgy legalese
- **DO** plan a thoughtful campaign and follow-up exercises to engage employees throughout the year
- **DON’T** rely too heavily on mandatory stipulations, consequences, and prohibitions

The Bottom Line

- Like anything in life, you get out of your training what you put into it
- **Millennials aren’t a mystery**: most of your workforce values their time and wants a relevant, customized learning experience
- Use current events to your advantage: your execs take note when their peers at other companies are getting busted for compliance failures
- **Managers need support** in being effective, escalating issues appropriately, and being integrity (and training) champions
SCRUM SESSION #3

Engaging young first-time hires in compliance

Engaging the C-Suite

Engaging and supporting managers

Thank you!