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
- prioritise 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

Pre-Hire Onboarding
New Employee Orientation
Values in Action
Code of Business Conduct
Specific policy training in business functions, ILT and eLearning

Business functions and current role will dictate which is a deeper dive to business role relevant policies.
Values in Action - Training Goals

- Ensure employees understand Biogen's values in action policy
- Reduce time spent on policy training
- Reduce business risk
- Improve learner experience

Values in Action – the original 10

- Personalize content as much as possible, either by 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 same time
- And communicate, communicate, communicate....

Lessons Learned

- Personalize content as much as possible, either by 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
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- Ensure all languages launched at same time
- And communicate, communicate, communicate....
Bold graphics, plain language, interactivity...

The right & wrong answers are clear

Training is individualized to the learner...
Reduced Burden of New Training

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

<table>
<thead>
<tr>
<th>Volume to Action</th>
<th>Volume in Action</th>
<th>COBC Refresher</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 hours</td>
<td>38%</td>
<td>79%</td>
</tr>
<tr>
<td>5 hours</td>
<td>23%</td>
<td>66%</td>
</tr>
<tr>
<td>20 minutes</td>
<td>54%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Values in Action

- Reduced Burden of New Training
- Values in Action (original, SumTotal)
- SuccessFactors

- 86% Reduction in time spent training
- Reduced time out of role
- Reduced training burden
- Improved user experience
- No increased compliance risk
- Reduced cost to corporation

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

- 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 3:5 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
- Buffer distractions and eliminate free time
- Put up road signs
- Give it character
- Don’t be afraid to take away the keys

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**SCRUM SESSION #2**

- Designing effective eLearning
- Getting the training blend right
- SMEs, Regulators, and staying current

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**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
AT THE EXEC LEVEL
Making the Case
- Draw on current events to highlight importance of executive engagement
- Tie the training to operating priorities
- Appeal to role model & good example-setting

IN THE MIDDLE
Empowering Managers
- Make your managers part of the training plan
- Focus on specific asks & escalation paths
- Provide follow-up resources

Put Integrity into Practice
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 regurgitation
- 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, excelling 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!