February 23, 2023

Rethink Compliance

Making Compliance Training Great:
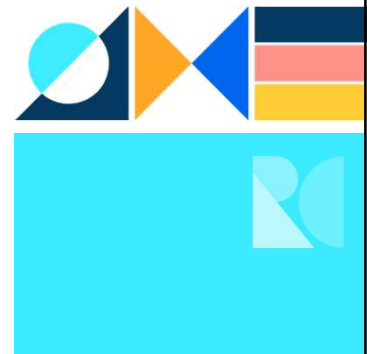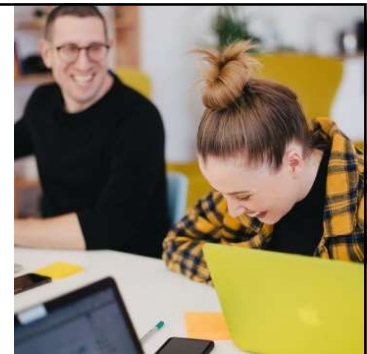# From 2 Minutes to 2 Hours

Alaska Regional SCCE Conference

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Compliance training: How long is short?

A. 60 minutes
B. 45 minutes
C. 30 minutes
D. 20 minutes
E. 15 minutes
F. 5-8 minutes
G. 2-3 minutes

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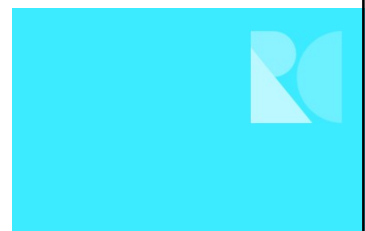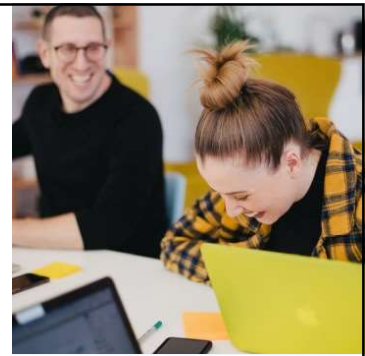# Compliance training: How long is short?

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Online learning is getting shorter

What is elearning best practice?

The modern learner has around 20 minutes a week for learning at work (Bersin & Forbes). That's a mere **1% of their working week**. This might not even be 20 minutes in one go or one place. So, a really crucial aspect of what makes effective elearning is that it respects its audience and makes good use of this time. After all, elearning effectiveness is measured on whether it makes a difference to a person's behavior or performance habits. It needs to drive change!

> "In order to engage with your learners, you need to meet them where they are. If they want short and sweet learning, then offer them that. And critically, it needs to be timely and relevant – learners need to access learning at the point of need." Towards Maturity
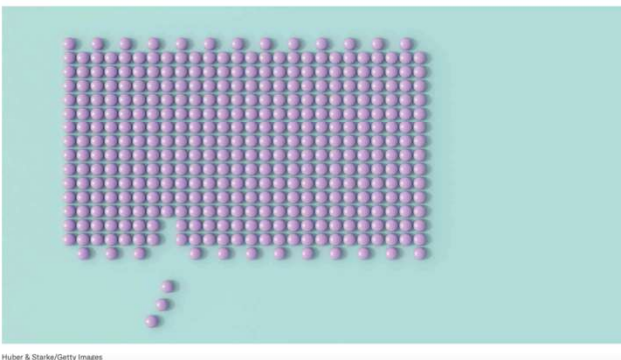
—Simon Greany, Elucidat blog

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Government Policy And Regulation

Why Compliance Programs Fail—and How to Fix Them

The key to success is better measurement. by Hui Chen and Eugene Soltes

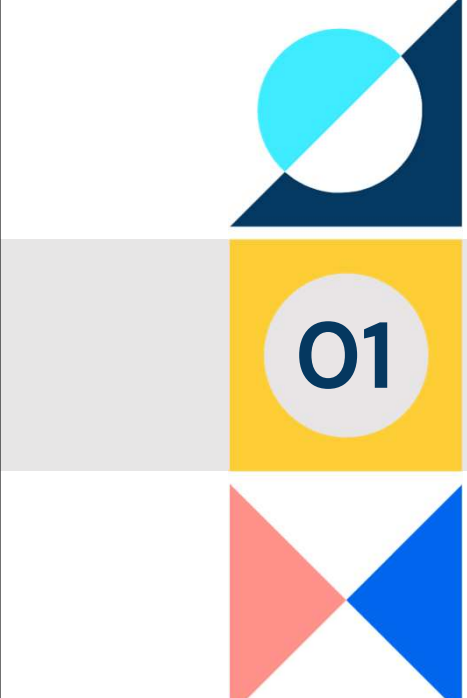From the Magazine (March–April 2018)

For many company leaders, compliance programs are protection against worst-case scenarios, akin to an expensive insurance policy. Employees may be asked to sign lengthy codes of conduct attesting that they know their firm's polices; additionally, they may sit through training programs on topics such as privacy, insider trading, and bribery. Yet individuals often pay only enough attention to these generic classes to pass the 10-question quiz at the end. Even at firms spending millions of dollars annually on their programs, compliance often lacks substance.

The ubiquity of corporate misconduct is especially surprising given the staggering amount firms spend on compliance efforts—the training programs, hotlines, and other systems designed to prevent and detect violations of laws, regulations, and company policies. The average multinational spends several million dollars a year on compliance, while in highly regulated industries—like financial services and defense—the costs can be in the tens or even hundreds of millions. Still, all these assessments deeply underestimate the true costs of compliance, because training and other compliance activities consume thousands of valuable employee hours every year.

Many executives are rightly frustrated about paying immense and growing compliance costs without seeing clear benefits. And yet they continue to invest—not because they think it's necessarily productive but because they fear exposing their organizations to greater liability should they fail to spend enough. Employees, too, often resent compliance programs, seeing them as a series of box-checking routines and mindless training exercises. In our view, all this expense and frustration is tragic—and avoidable.

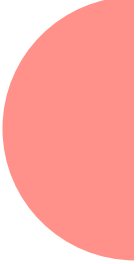Huber & Starke/Getty Images

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01 Making Great Short Training

When to go short

- Refresher/reminder for a known subject
- Audience only needs high–level awareness
- Conflicting business or content priorities
- Learner fatigue

How do you make
great short training?

Don't make it long
to begin with!

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For great messages, less is more…

SMALL AND CRAFTY

ToyFight is an award winning creative
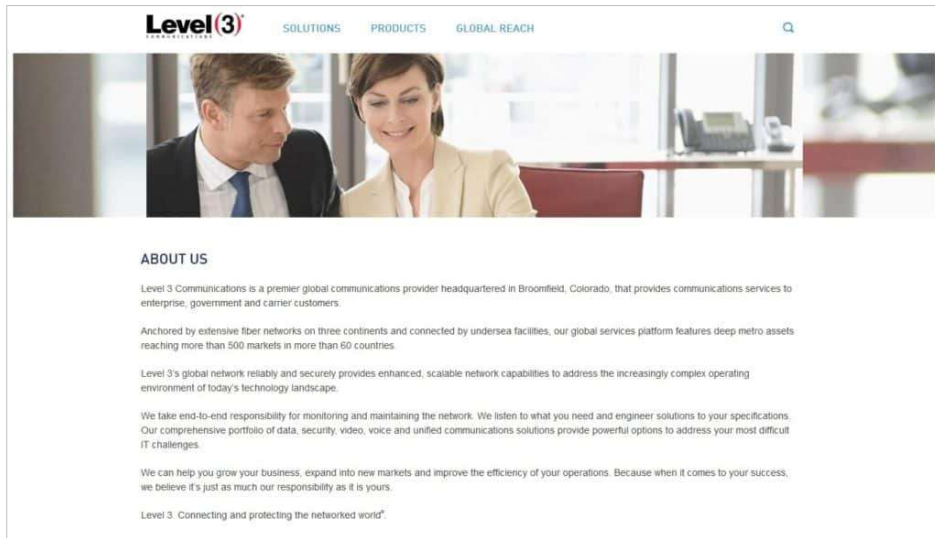agency specialising in design.

We partner with global brands and emerging businesses to create exciting and
meaningful experiences, whether digital or non-digital.

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... and more is less

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Engagement time varies by format...

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.... and different lengths serve different learning goals

Micro learning	0-3 mins	• On the job resources • Video messages • Diagnostics • Social polling • Teasers • Reflective activities
Spaced learning	4-6 mins	• Mini-games • Tutorials • Quizzes • Scenarios • Guides & toolkits • Refresher activities
Training	7-18 mins	• Simulations • Elearning 'courses' • Manuals • Workshop activities • Roleplay

Elucidat
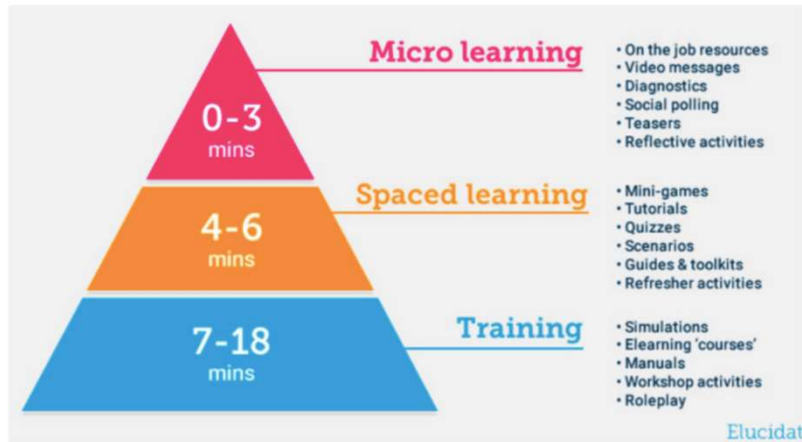
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Tips and tactics

- If your content contains anything extra — leave it out!
  - You don't have to cover everything in every communication
- Focus on key points and make them actionable
- Be strategic in design
  - Visuals shorten text, enhance understanding
  - Analogies help ideas stick
- High quality = high impact
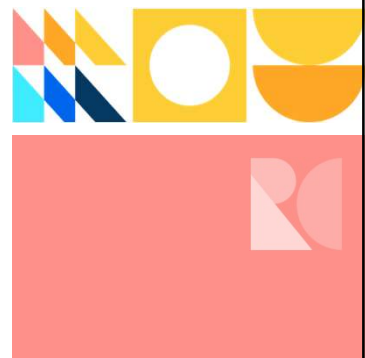
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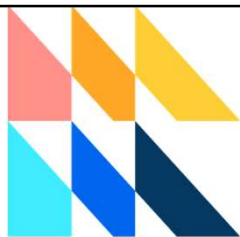
02 Making Great Longer Training
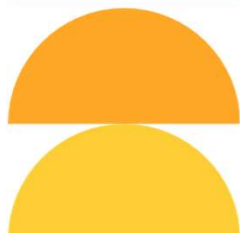
When to go long

- Audience needs basic literacy or foundational learning
- Application practice
- Nuance is necessary, or the subject is technical or detailed
- Regulatory or other time requirement
- Lots of topics to cover
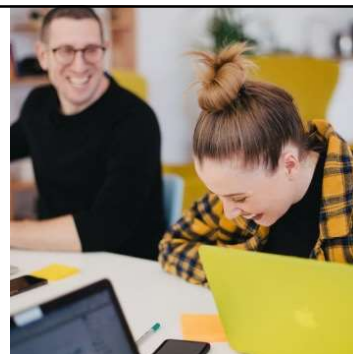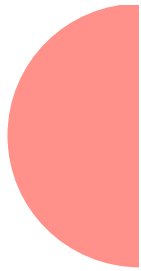
How do you make great long training?

Use every trick in the book to keep people engaged.

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For better, stronger material

- Keep it "need to know" (manage SMEs)
  - History, cases, and terms...
  - ...or basic literacy and clear direction?
- Aim for deep relevancy
  - Tune scenarios, details, branding
  - Use profiling or branching to tune further
- Build in application
  - Learning is different from practice — and both matter
  - Show scenarios that a learner could reasonably encounter
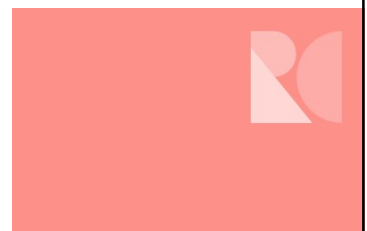
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What learning science tells us

To learn, retrieve

Testing is also a learning activity.

In fact, retrieval strengthens memory — and repeated retrieval strengthens it even further.

Mix up your practice

Most people think learning or other practice is better with a single focus.

In fact, spacing and interleaving it with other training produces better mastery and retention.

To extend learning, use retrieval cues

There's virtually no limit to what we can learn — but our retrieval capacity is limited.

You don't lose knowledge — you lose the retrieval cues.

Use mnemonic devices — rhymes, taglines, vivid imagery, acronyms.

Encourage struggle

Generating an answer is more powerful that recalling it.

And struggling with an answer makes learning stickier.

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More tips and tactics

- Plain simple language vs legalese
- Well-made, effective media
- Use visuals to enhance understanding
- If there's a seat time requirement, tell people why

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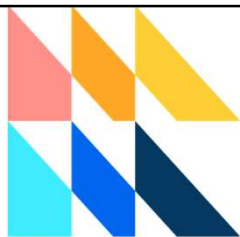
03 Measuring for Effectiveness

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Big data — nice to have; not required

- "Big data" isn't just "lots of data"

- Big data: Taking multiple, separate data sets that, combined, allow you to achieve insights that no single set would give you

- Challenge: I can't get access to data elsewhere in the company

- Solution: But what if I can generate my own data….?

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What to measure

- Attitudes/Perceptions:
  - Do employees believe integrity matters at the company? Respect?
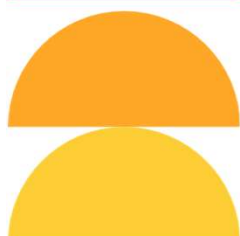 - Do they believe reports will be welcomed? That they can speak up without fear of retaliation?

- Knowledge:
  - Do they know where to find the Code or a policy?
  - Are they familiar with the helpline?
  - Can they pass a test about bribery, insider trading, conflicts, exports?

- Behavior:
  - Have they given a gift in the last year? If so, did they follow the gift limit?
  - Do they know about and refer to privacy requirements in their work?
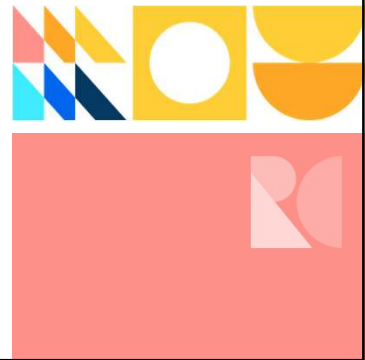
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Asking questions to meet DOJ guidance

The DOJ guidance asks…	So measure…
"How the company measures the effectiveness of its training curriculum"	• Test and quiz scores; test out + tracking • Learner course evaluations • Use of related resources (clicks, visits, etc.)
"analysis …. to determine who should be trained and on what subjects"	• "How equipped do you feel to…" • "Which topics would you like to know more about?" • Topic visits to Code, alone and by geography, time, etc.
"[has] the training has an impact on employee behavior or operations?"	• "How would you handle this situation?" • Have you given a gift in the last year? (If so, pop quiz.) • Use of related resources (clicks, visits, etc.)
"….[does the] complaint-handling process [help] create a workplace atmosphere without fear of retaliation, appropriate processes for the submission of complaints, and processes to protect whistleblowers?"	• Do you know where to make a report? • Which of these company resources would you be most comfortable talking to? • Increase or decrease in helpline/hotline visits
And other indicators of the effectiveness of various program elements…	• Do you know where to find our Code? • Have you consulted our Code/policies? Were they useful? • Who most sets the ethical tone at our company?

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8 great pieces of data

1. Awareness of and willingness to use reporting channels
2. Evidence (or lack thereof) of fear of retaliation
3. Perception of company ethical requirements (e.g., company values integrity vs. does not)
4. Knowledge assessment outcomes — plus trends over time
5. Resource awareness and use (self-reported as well as hit rates) — plus trends over time
6. Evidence of organic interest in certain topics or requirements
7. Data showing a launch worked — or did not
8. Data-driven evidence that employees could use more guidance in a particular topic

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Q A Questions?

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