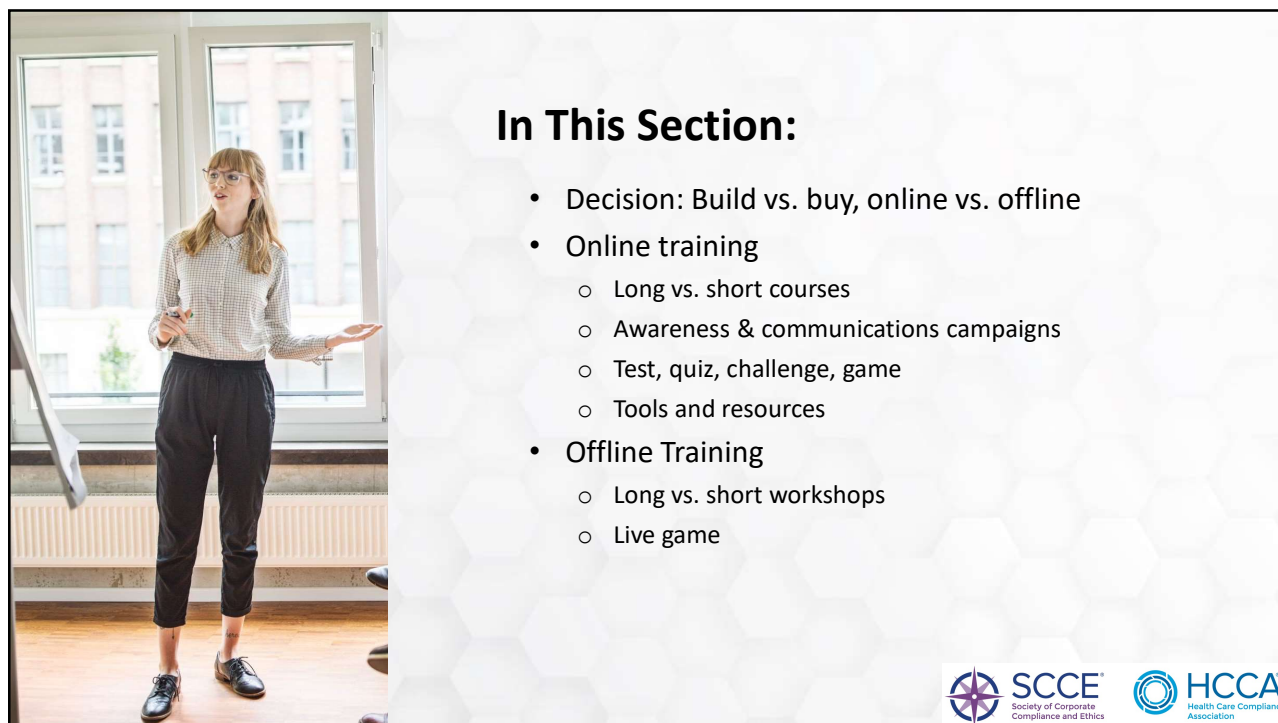


# CONTENT AND DELIVERY OPTIONS: CHOOSING THE RIGHT APPROACH

Section Six

Developing  
and Delivering  
Effective  
Compliance  
Training

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## In This Section:

- Decision: Build vs. buy, online vs. offline
- Online training
  - Long vs. short courses
  - Awareness & communications campaigns
  - Test, quiz, challenge, game
  - Tools and resources
- Offline Training
  - Long vs. short workshops
  - Live game



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## Build vs. Buy: Build

### When to BUILD

- When you have budget constraints
  - DIY content: Storyline (or similar) online course software; video animation license (Go Animate, etc.); iPhone video shoot
  - Your knowledge of your audience & company is a huge asset!
  - Can produce the entire program or supplement professional/vendor pieces
- When you have a generous budget
  - You can afford high-quality professional creative work
  - The right vendor will understand your goals, deeply understand your audience & culture, and produce a highly polished piece



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## Build vs. Buy: Buy

### When to BUY

- Multiple training and comms pieces
  - You want to deploy a number of items in your annual program
- Enough budget that you don't have to trade your time
  - Custom content is time intensive!
- Standard topic coverage
  - A library course that covers common concepts will cover most of what you need to teach
  - You can address specific scenarios etc. through customization
- Many languages
  - Being able to leverage a vendor's library of translations can be cost- and time-efficient



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## Build vs. Buy: Both!

### When to BUILD AND BUY:

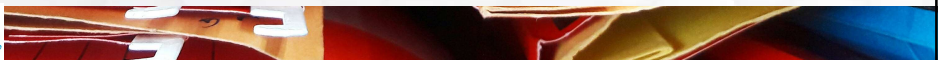
- Build when:
  - You know the topic well
  - You have access to good tools or formats (even webinars) and you know how to use them
  - Your knowledge of your company and similar specificity is key (customization of an existing course might be extensive)
  - You need to move fast
- Buy when:
  - You need the outside expertise
  - You're tight on time and want someone to handle it for you
  - You need access to a large pool of languages



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## Online Format Options

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



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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 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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## Online Format Options

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



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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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