

Changing L&D's, Employees' and Organizations' Expectations of Compliance Training

2021



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Introduction

In recent years, learning and development's strategic profile within organizations rose dramatically. Companies recognized the need to quickly upskill and reskill their workforce as business requirements change rapidly and dramatically. A pandemic only intensified this need as companies had to adapt overnight to new and unforeseen challenges.

Yet, for all the effort to make learning an integral piece

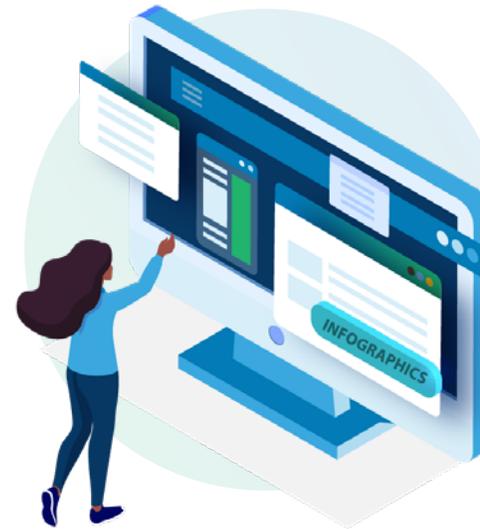
of an organization's culture and build learner-centric programs, its programs are not designed to close skills gaps and drive business performance. This is an area of that L&D continues to woefully fall behind in.

Compliance training is rarely included in the same conversations companies are having around training for technical skills, soft skills or leadership development. Instead, it is seen as

completely transactional and operational; a task to be completed for its own sake. But with the criticality of compliance training to the business's ability to operate and that it consumes similar time and resources as other training, organizations should think about the kind of impact they could be generating. Compliance training needs to become more strategic.

If organizations take a more strategic approach to compliance training and focus on the learner experience, employees will:

- Become more engaged in compliance training.
- Understand the business drivers of compliance training.
- Recognize the behavior and performance outcomes of compliance training.
- Become more willing to get into and stay in compliance.
- Be driven by beneficial outcomes rather than negative reinforcement.
- Have more opportunities for new roles that require different levels of compliance.



Employers will:

- Drive higher compliance rates.
- Reduce the effort to keep people in compliance.
- Recognize compliance training's performance benefits.
- Reduce fines, accidents, lawsuits and other negative outcomes of noncompliance.
- Derive a stronger ROI from compliance training.



Making the Shift

Meet regulatory requirements, certify employees and further the development of our talent

34%

Meet regulatory requirements

42%

The Purpose of Compliance Training

24%

Meet regulatory requirements and certify employees

Source: Brandon Hall Group, Reimagining Compliance Training 2021

Most companies simply see compliance training as a way to meet regulatory requirements as well as certify employees for certain roles. Only about one-third also see it as a means to further the development of their workforce. The question is, if organizations are taking the time (as well as their employees' time) to deliver what is essentially a learning experience, why wouldn't they want that experience to contribute to the growth of the learner?

When asked how effective their compliance training programs are in meeting the needs of the organization, 53% of companies rated themselves a 4 or a 5 on a 5-point scale where 5 is extremely effective. That means almost half of companies feel their efforts are falling short. Interestingly, companies that say their compliance training is highly effective are more likely to be the companies that expect more strategic outcomes from their programs.

On a scale of 1 to 5, to what degree does your organization consider the following to be the intended outcomes of compliance training?



Companies rating outcomes as a 4 or 5
 Source: Brandon Hall Group, Reimagining Compliance Training 2021

Companies with highly effective compliance training programs are almost twice as likely to view business performance as an outcome of their programs and almost three times as likely to say the same about advancing employee development.

While these outcomes may seem more difficult to achieve than meeting regulatory requirements or avoiding risk, companies that have a more strategic view of their programs are saying those programs are more effective in helping the business. The good news is that most companies would like to make this shift.

Making Compliance Training Strategic



Source: Brandon Hall Group, Reimagining Compliance Training 2021

Of course, this kind of change doesn't happen overnight. It must become a priority not just for L&D, but for the entire organization. The fact that strategic compliance is not seen as an organizational priority is the biggest challenge it faces — more so than time or budget concerns. Companies generally agree that raising this view of compliance training as a priority will make it easier to transform.

To what extent would each of the following be needed to make compliance training more strategic?

4 or 5 on a 5-point scale
Source: Brandon Hall Group, Reimagining Compliance Training 2021

83%

Having the organization make it a priority

83%

Having executive leadership make it a priority

75%

Having business stakeholders make it a priority

57%

Having the learning organization make it a priority

Compliance will never become more strategic if it continues to exist in a vacuum, with no connection to learners, their performance or the business. As with other learning programs, to be effective, compliance training should be based on specific behavioral and performance outcomes. Companies must examine their existing compliance needs and determine the following:

- The link to business performance outcomes
- The link to functional area performance outcomes
- The link to individual performance outcomes
- The link to the personal and professional development of employees
- The link to corporate citizenship and accountability

By leveraging these connections, companies can create much stronger engagement with compliance training. Currently, most employees see it as a necessary evil — a task they must complete to meet some requirement they may know nothing about. But when an employee sees why the training is important to them and the business, helping to make it successful and a better place to work, they buy into the programs, driving better results.



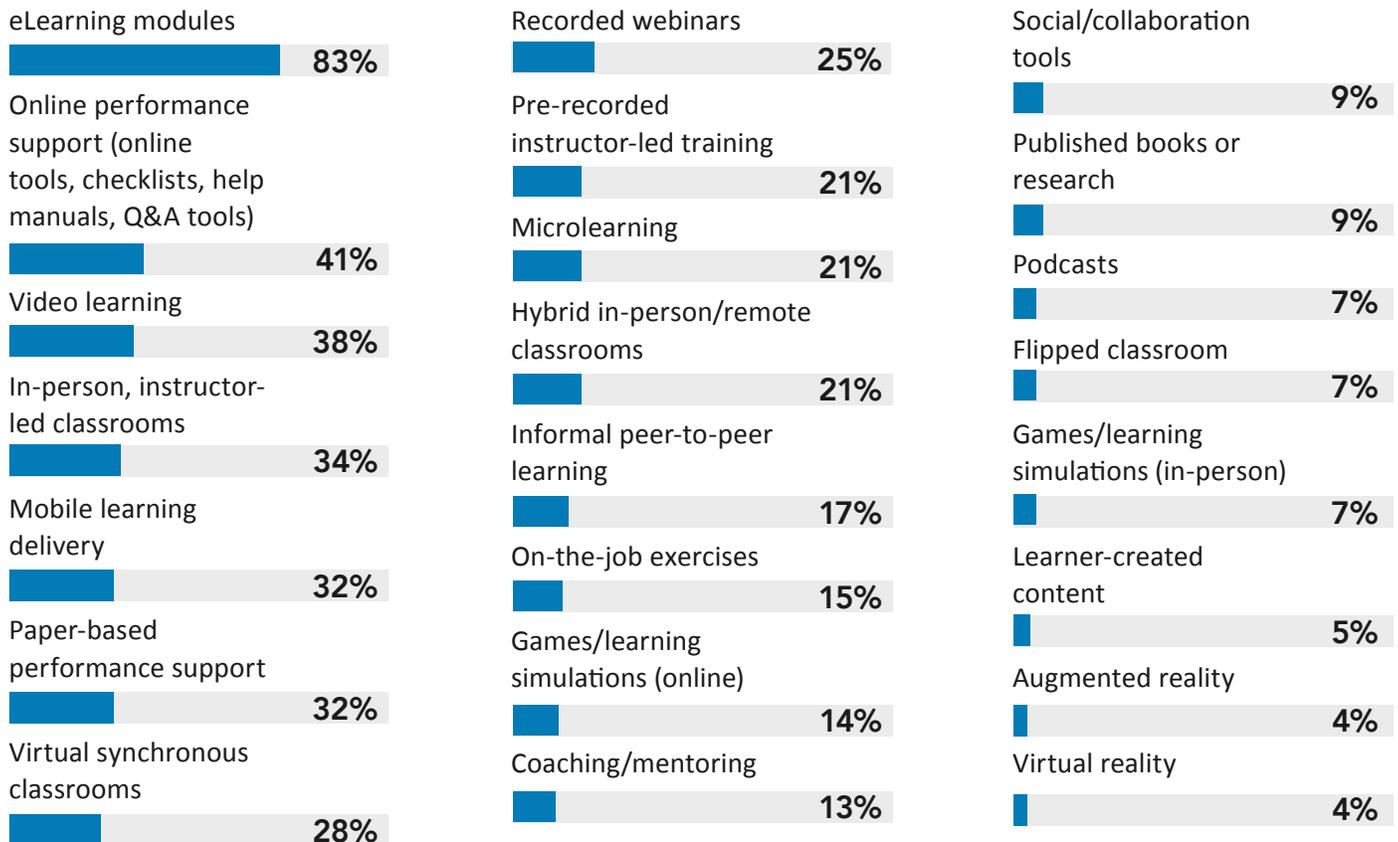
Technology Makes it Happen

For about 80% of companies, lack of the right technology is seen as at least somewhat challenging to making compliance training more strategic.

This is understandable. Much of the world's existing compliance training is very traditional, static and event-based. Companies simply haven't fully embraced the tools and technologies needed to make compliance training more engaging and impactful.

Once compliance training is elevated as a priority and linked to performance and business outcomes, companies should create and deliver it in a much more learner-centric fashion. This means leveraging a wider array of content and modality types. Currently, more traditional learning elements dominate compliance training.

Compliance Training Modalities



4 or 5 on a 5-Point Scale; 1 = Never; 5 = Consistently

Source: Brandon Hall Group, Reimagining Compliance Training 2021

However, in companies where compliance is seen as more effective in meeting the needs of the business, there is greater use of mobile learning, social and collaboration tools, and informal peer-to-peer learning. The problem is that the systems and platforms used to manage compliance training do not typically have these capabilities. When organizations look for technologies to make other learning areas more engaging and learner-centric, it is important

to include compliance as part of that selection process.

It is not simply about the modalities, however. How compliance training is developed and delivered should be reconsidered. Brandon Hall Group's research finds that companies with effective compliance training are leveraging strategies and tools that make the training more contextualized, engaging and impactful.

To what degree are the following included in the design/delivery of compliance training?

Contextualization of content based on learner requirements



Translation/localization for specific geographies



Practice/apply the training in a safe environment



Mobile-friendly training



Ability to "test out" of training



Methods to gather learner feedback



● Effective ● Not effective

Interactivity training (gaming, simulation, AR, VR, video)



Leverage microlearning



Social/Collaborative learning



Coaching and mentoring



Neuroscience application



4 or 5 on a 5-point scale

Source: Brandon Hall Group, Reimagining Compliance Training 2021



The right technology is required to do all of this. These approaches are shown to be effective for other learning topic areas because they address the things that engage learners, help them retain knowledge and deliver new and/or improved skills, behaviors and performance.

There are several key considerations when looking for technology to help deliver strategic compliance training.

Global reach



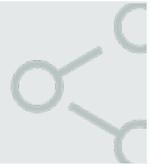
One of the things that makes compliance training challenging is that it is typically a companywide mandatory exercise regardless of the organization's geographic footprint. This means the technology not only must deliver on the modalities and contextualization but do it at scale. Localization and translation features become critical in these environments.

Data and Analytics



None of this will be worth it if the tools cannot accurately track and measure compliance training. Leverage technology that can quickly and easily report out completions, progress and challenge areas. The recertification process should be automated, as well.

Integration



The technology should work as a stand-alone and fit seamlessly into existing LMS- or LXP-based learning environments. Additionally, sharing data and triggering events with other platforms (legal, operations, etc.) is critical. Without these integrations, it can be difficult to create or improve the links between compliance training and its expected performance outcomes.

The Right Modalities



Having technology that can leverage microlearning and mobile delivery will help make compliance training occur more within the natural flow of work. Microlearning can be much more engaging, take less time to create, and employees can participate when it makes sense for them, at just a few minutes a time.

Contextualization



One of the best things a company can do to get people engaged and connected to compliance training is to contextualize it. That means presenting people with only what they need, as well as with the reasons they need it. Allowing people to test out of compliance material they already know saves everyone time and prevents employees from perceiving compliance training as redundant or boring.

Neuroscience



Look for technology designed to teach the way people learn. Many new providers base their solutions on cognitive science and the elements that help people learn and retain knowledge better. Compliance training should not be an exception.

Brandon Hall Group Smartchoice Preferred Provider Qstream checks off all the above boxes — and more. They have extensive experience deploying microlearning in just about every environment — compliance or otherwise — with organizations that operate around the globe. They provide the tools to engage learners, reinforce the knowledge they gain and analyze training's performance impact. Qstream's clients bring compliance training into the continuous, personalized, flow-of-work learning culture that companies are striving to create with their other learning programs. The robust data and analytics mean that even while the compliance training is becoming more strategic, companies can also meet any regulatory or audit requirements.



Authors and Contributors



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About Brandon Hall Group

With more than 10,000 clients globally and 27 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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About Qstream

Qstream is a leading enterprise microlearning solution proven by science and in practice to boost learner performance at scale through knowledge reinforcement, engagement and analytics. Since 2008, Qstream has been on a mission to make people in the workplace better at what they do. Today, over 600 global organizations rely on Qstream to build high-performance teams by delivering a precision microlearning experience that reinforces job-critical knowledge and skills in minutes a day. Resulting in 93% average learner engagement levels and 17% average proficiency improvements, Qstream gives companies the tools they need to get a real-time view of performance readiness and take action where it is needed most.

Qstream has offices in Boston, United States and Dublin, Ireland servicing a customer base across the Americas, Europe, Middle East, Asia, and Australia.

