Participation is Encouraged!

Asking Questions and Making Comments

During Session
Type your questions into the question box

Type in your question here
Founded in 1993

300,000+ Community

10,000 Global Clients

#1 Leading independent HCM research & analyst firm

Publishing 2+ pieces of research each day

RESEARCH PRACTICES

- Learning & Development
- Talent Management
- Leadership Development
- Talent Acquisition
- Workforce Management
Agenda

- The importance of compliance
- Compliance ownership
- Compliance dichotomy
- Compliance delivery
- Case studies
- Summary
- Questions
Poll Question One

How important to your organization is compliance training?

1. Not at all
2. Slightly
3. Moderately
4. Very
5. Critically
## Importance of Learning Programs to Business Strategy

**Overall**

<table>
<thead>
<tr>
<th>Program</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Specific Technical Skills</td>
<td>1</td>
</tr>
<tr>
<td>Products and Services</td>
<td>2</td>
</tr>
<tr>
<td>Regulatory Compliance</td>
<td>3</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>4</td>
</tr>
<tr>
<td>Company compliance</td>
<td>5</td>
</tr>
<tr>
<td>Job-specific soft skills</td>
<td>6</td>
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</tbody>
</table>

**High Consequence**

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</table>

*BHG, Compliance, 2014*
How important is your organization’s need to demonstrate learning compliance to some external regulatory agency?

Overall

- 39.0% Not at all
- 28.6% Somewhat
- 22.7% Very
- 9.7% Critical

High Consequence

- 67.4% Not at all
- 16.3% Somewhat
- 11.6% Very
- 4.7% Critical

_BHG, Compliance, 2014_
Where does compliance primarily reside within your organization?

1. Learning & Development
2. Legal
3. Operations
4. HR
5. Other
Ownership of the Compliance Budget

- Finance: 5.8%
- Executive team: 6.7%
- IT: 6.8%
- Audit: 7.7%
- L&D: 8.6%
- Quality: 11.3%
- Operations: 17.2%
- HR: 17.8%
- Legal: 18.2%

BHG, Compliance, 2014
72% of organizations have a group or function dedicated to compliance.
Transactional vs. Strategic
The Compliance Dichotomy

1. Compliance training is critically important to many organizations and their ability to even function as a business.

2. Compliance training is boring and looked at like a necessary evil.
• **Transactional compliance**
  – Driven by fines/punishment
  – Checking the boxes
  – No connection the business
  – Not seen as development
• **Strategic compliance**
  – Driven by business
  – Defines an employer of choice
  – Improves engagement
  – Risk mitigation
Compliance Content

- Custom e-Learning: 36.6%
- In-person classroom instruction: 26.4%
- Online simulations: 11.4%
- Virtual classrooms: 10.1%
- Recorded PowerPoint presentations: 8.7%
- Video: 4.6%
- Mobile performance support: 1.2%
- Off-line simulations: 1.1%

*BHG, Compliance, 2014*
How Effective is Compliance Training?

Very/Extremely Effective

- In-person classroom instruction
- Custom e-Learning
- Online simulations
- Video
- Virtual classrooms
- Mobile performance support
- Off-line simulations
- Recorded PowerPoint presentations

*BHG, Compliance, 2014*
Case Study

<table>
<thead>
<tr>
<th>Organization</th>
<th>Multinational construction company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>Asia Pacific</td>
</tr>
<tr>
<td>Scope</td>
<td>Code of Ethics training across entire organization</td>
</tr>
</tbody>
</table>

Challenges

- Three different languages
- 4,500 staff over two months
- 100% completion rate required

Solution

- Hosted LMS
- Deployed India, Malaysia, Australia, China, Mongolia and Indonesia
Challenges

– Ensure regulation requirements are met
– Introduce performance management for staff development

Solution

– On premise LMS
– Deployed Australian and US based staff
– Developed a performance reporting mechanism
Case Study

<table>
<thead>
<tr>
<th>Organization</th>
<th>Banking organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>Philippines</td>
</tr>
<tr>
<td>Scope</td>
<td>Transition 2,500 staff to new level of banking standards</td>
</tr>
</tbody>
</table>

**Challenges**

- Transition from Basel II to Basel in 8 weeks.
- Retraining courses total 120 hours

**Solution**

- Hosted LMS
- Deployed the courses to staff based all over the Philippines
  - 80% main city
  - 20% rural areas
Case Study

<table>
<thead>
<tr>
<th>Organization</th>
<th>Dialysis products provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>Global</td>
</tr>
<tr>
<td>Scope</td>
<td>Multiple healthcare regulation training for 135,000 users</td>
</tr>
</tbody>
</table>

Challenges
- Need for over 135,000 users worldwide to meet strict regulations
  - US FDA’s 21 CFR Part 11
  - EU’s GMP Annex 11 requirements

Solution
- On premise validated LMS and Performance Management System
  - 21 CFR Part 820/211 and Part 11
  - EU GMP Annex 11 requirements
- Analyzed current state of compliance
- Quickly deployed learning to close compliance gaps
BE PREPARED
Poll Question Three

Does your organization conduct training gap analysis/risk assessment for compliance?

1. Yes
2. No
3. Don’t know
Does your organization conduct training gap analysis/risk assessment for compliance?

- Yes: 38.5%
- No: 61.5%

*BHG, Compliance, 2014*
Does your organization conduct training gap analysis/risk assessment for compliance?

High Performers

78.2%

21.8%

Yes

No

BHG, Compliance, 2014
Preparedness is Key

How prepared would you consider your organization to be right now for a compliance audit?

- Highly Prepared: 42.4%
- Very highly prepared: 16.7%

BHG, Compliance, 2014
<table>
<thead>
<tr>
<th>Name</th>
<th>Job Profiles</th>
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<tbody>
<tr>
<td>LEARNER Dorothy</td>
<td>A. System Technician's Basic Learning</td>
</tr>
<tr>
<td>Middle East</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A. System Technician's Basic Learning</td>
</tr>
<tr>
<td></td>
<td>Required Competencies (4):</td>
</tr>
<tr>
<td></td>
<td>• Onboarding and Induction Training (Required Level 2)</td>
</tr>
<tr>
<td></td>
<td>• Fundamentals: Products and Services (Required Level 2)</td>
</tr>
<tr>
<td></td>
<td>• Functional Readiness (Required Level 2)</td>
</tr>
<tr>
<td></td>
<td>• Basic Technical Skills (Required Level 2)</td>
</tr>
<tr>
<td>LEARNER Ellie</td>
<td>A. System Technician's Basic Learning</td>
</tr>
<tr>
<td>Middle East</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B. System Technician's Intermediate Learning</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*A. System Technician's Basic Learning:</td>
</tr>
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<td>• Onboarding and Induction Training - Level 2 (Required Level 2)</td>
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<tr>
<td></td>
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• Compliance covers a wide swath of strategic and operational needs in many types of businesses.

• Almost most obvious in regulated industries, many of the techniques related to compliance also apply to simple “business requirements” management in non-regulated industries.

• Compliance should be influenced, if not driven, by the function(s) most impacted by it.

• Automated management really does help in resource constrained or widely dispersed organizations!
Thank You!

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