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Compliance Training:

How to boost compliance rates without the need to nag and nudge

The need for change

For most organisations, compliance training continues to seriously underperform. Completion rates tend to hover around the **70%** mark.

The clear majority of companies – **86%** – say they want to improve their compliance training.

Compliance learning is significant - **42%** of all online training content used within organisations is compliance-related.

Even for those sectors that achieve better than average statistics [1], getting across that finishing line feels like an enormous task.

What would happen if you could change the way your organisation approaches compliance learning? What if your organisation could focus its efforts on producing great, engaging learning rather than spending time nagging and chasing employees into reluctantly completing their compliance training?

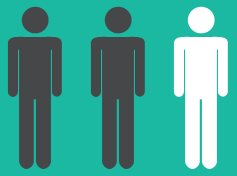
Understanding the modern learner

Kolb and Fry developed a way of looking at the adult learning process called the Experiential Learning Cycle.

Learning is the acquisition of new knowledge, skills and attitudes. Learning happens in a cycle made up of four stages: concrete experience, reflective observation, abstract conceptualisation and active experimentation. Compliance learning happens when the learners move through all four stages and the new knowledge, skills, and/or attitudes form the basis for new behaviour.

Making learning happen as described by the Experiential Learning Cycle is tough because of the workplace's learning environment. Bersin's 2015 infographic [2] held up an unforgiving mirror to the modern workplace. It revealed a place where workers are – in Bersin's words – overwhelmed, distracted and impatient.

Overwhelmed



Two thirds of knowledge workers complain that they don't have enough time to do their job.

41% of the time, workers are occupied with tasks that offer little satisfaction which do not help with completing work.

Distracted

Workers may go online 27 times in a working day.

Workers may be distracted as frequently as every **five** minutes – often ironically by apps and tools designed to boost productivity and collaboration.

Impatient

A worker's attention needs to be grabbed in the first 5-10 seconds or else they will click away.

Most learners won't watch a video that is longer than four minutes.

What can we learn from this description of modern working life?

Bersin by Deloitte calculates that organisations spend billions each year on learning content. Despite that investment, enterprises are aware of a lack of participation, engagement and satisfaction among their learners.

The answer is for organisations to rethink how they invest in, manage, deliver and use learning.

This is important: what and how people learn has a substantial impact on both individual performance and organisational capability.

One of the key areas for investment in learning and development (L&D) is compliance learning.

A constant challenge for almost all organisations – whether in the public or private sectors – is the challenge of keeping up with the changing regulatory environment.

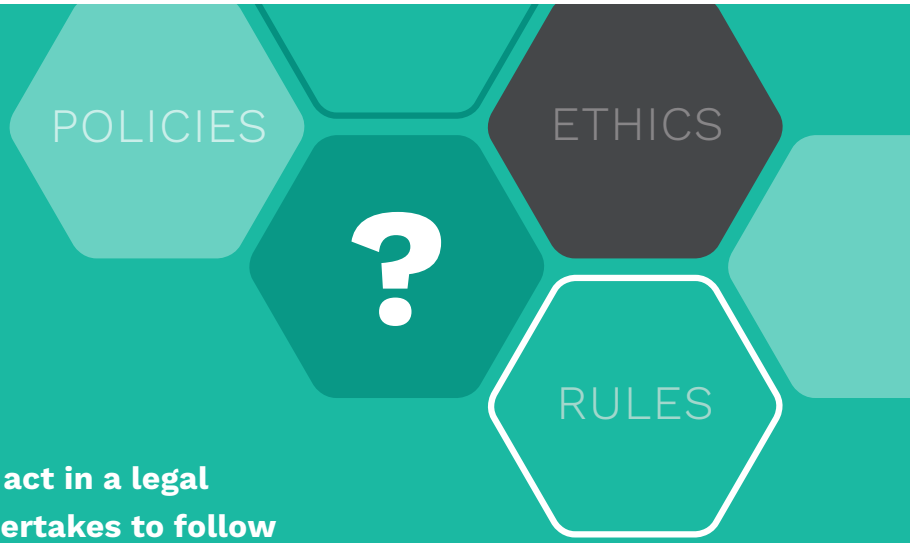
Mandatory training for compliance purposes forms the largest element in the training calendar in many organisations, according to benchmarking and research company Towards Maturity.

Towards Maturity suggests that 78% of organisations require compliance training each year [3].

Key compliance areas include:

- **Data protection and privacy**
- **Health and safety**
- **Respect, equality and diversity**
- **Cyber and information security**
- **Anti-bribery/anti-corruption**
- **Financial crime**
- **Trade compliance and export control**

Most organisations have moved to a technology-enabled model, with an increasing proportion of the training budget dedicated to online learning and an increasing proportion of online content relating to compliance – yet the completion rate is only 77% [4].



What is compliance?

The overall objective of compliance is to ensure that all enterprises act in a legal and responsible manner. Compliance is the action an enterprise undertakes to follow and obey the laws and regulations to which it is subject. The objective of compliance learning is that all employees are aware of and understand the laws and regulations which impact their organisation and how to successfully fulfil their obligations.

Failure to follow rules and regulations – to comply – is a serious risk for all enterprises. They can lose money, be fined by regulators, or lose customers and damage their reputation – all of which are potentially many times more costly than the price of compliance learning.

The three main focuses for compliance training for business are:

1. **To achieve cultural or behaviour change**
2. **For performance improvement**
3. **For risk mitigation**

Barriers to learning

Barrier 1: Engagement

While compliance is seen as an important business priority, compliance learning has the reputation of being boring, a dull chore and little more than a tick-box exercise. Therefore, it is not surprising that lack of employee engagement is seen as the biggest obstacle in the way of effective compliance training. 35% of workers say that uninspiring content is a barrier to online learning.

While **7** in **10** organisations are developing custom made e-learning in-house to tackle this issue, only **34%** have the necessary digital content development skills [5].

Barrier 2: Complicated

No one ever said compliance is easy - for the business or for individuals. Compliance training consists of knowing, understanding and applying laws, rules and regulations, and that does require some effort.

Learners need a helping hand to make it more manageable.

Barrier 3: Accessibility

When learners settle down to start compliance training they often find that accessing the e-learning can be tricky. Old fashioned learning management systems (LMSs) sometimes seem designed to mismanage learning. Finding the right content – the programmes and courses – can be a struggle with learners quickly losing trust in training and their LMS.

26% of learners say they can't find what they need which is a real problem for today's time-poor employees with **59%** saying a lack of time is a barrier to learning [5].

Overcoming the barriers

Barrier 1: Engagement – make it appealing and relevant

Adult learning principles make it clear that adults are motivated to learn when they find the learning interesting and relevant. To make the training resonate with your people and your business, think hard about who should be trained on what. Research shows that the majority of companies (61%) give their learners the same content [1], whilst 26% of workers say that current content is not relevant to their needs [5].
Avoid blanket company-wide general compliance training: make it engaging by providing content that is rich, real and relevant.

This is where bespoke digital learning content is king.

Barrier 2: Complicated – make it easy and provide support

No one wants to sit through hours of compliance training, so keep the messages concise and clear and make sure complicated stories are easy to understand and compelling.

Encourage learners to do little and often. It is easy to make this happen if you empower your modern learners with an easy-to-use learning platform.

Give learners the support they need. Line-manager buy-in to training and your chosen learning platform is key to establishing the right learning culture. 78% of staff find support from their managers one of the most useful components for learning while 9 out of 10 under 30's believe that support from their line manager is essential/very useful. Just 26% of L&D departments are equipping line managers to help them to help their teams get the most from learning [5].

It is also a good idea to measure the results on the way.

It is much better to find out quickly that the learning isn't working rather than at the end when it is much harder to correct.

Barrier 3: Accessibility – think user experience and multi-device

Well designed and executed learning can help overcome the learning difficulty. When learners interact with the LMS a great user experience enables them to complete tasks quickly and easily, such as starting a new course or reviewing learning progress. Finding a course should be as easy as finding a film on Netflix.

Using the principles of usable design in building the LMS should enable learners to complete their work successfully and efficiently, and to feel competent and satisfied.

Make sure your LMS supports multi-device learning too, enabling people to learn at their own pace, at a time that suits them, using their preferred device.

48% of workers now use their personal mobiles to access work-related learning apps [5].

What does this all mean in practice?

There are a number of tactics that can be used to make the learning more appealing and effective and to help you achieve your highest compliance levels without the need to chase and chase:

1

Short videos or animations

Remember Bersin's 'no one watches anything longer than four minute anymore' rule. Videos are good for information retention and, of course, can be replayed.

2

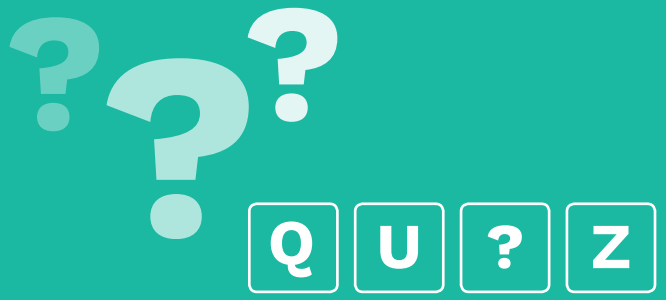
Tell stories

There is nothing more engaging or powerful at imparting ideas and complex information as a good story. Make those stories relevant by using narrative about compliance in your business and use real-life experiences to help communicate information. Think about incorporating a character that your audience can relate to as this will help to personalise the e-learning experience.

3

Use gameful design

Games and quizzes are a great way to engage and immerse the learner and can be used to test the knowledge acquired during the compliance learning. Games can help learners memorise complex legal and regulatory stuff. A quiz or test ensures the learners are following the training while satisfying the learner's need for achievement and recognition.



4

Use rewards or incentives

When used judiciously they can motivate learners to actively participate. This means keeping games and rewards appropriate. However, it is worth bearing in mind that what may work for a customer-service team in a call centre may not go down as well with more senior finance professionals at head office – and vice versa.

5

Add some humour

There is no reason why compliance training can't be fun. A small dose of humour that doesn't detract from the seriousness of the subject matter can help build that all important emotional connection with the learner.

6

Use the technology

Technology-based learning is the obvious way to deliver compliance training. Today's authoring tools make it easier than ever to incorporate video, animation, storytelling, quizzes, games and rewards – the building blocks of constructing engaging learning. Once the learning has been produced it can be re-used. A further benefit of bespoke learning is that when changes are needed – because the regulations have changed or because of a change in the business – they can be done quickly, easily and cost-effectively.

Thanks to technology, proof is in-built. Compliance learning not only needs to be done, it needs to be seen to have been done.

Organisations need proof, records or an audit trail to satisfy regulators or other authorities showing who has done the training and when. Records typically required include attendance, assessments and materials distributed. When the learning has been completed certificates and reports often need to be produced. This is a complex set of requirements handled most efficiently by a modern LMS.

The next steps to nag-free compliance learning

Revolutionising compliance learning isn't impossible. A few steps can make a big difference [1]:

Firstly, engage with learners – find out their compliance learning concerns then make the learning timely, relevant and real. That way learners will relate to and remember the content.

Secondly, engage with the leaders in the business – ensure that the compliance content meets their concerns about the key risk facing the enterprise.

Thirdly, use technology – phones, tablets, laptops can all be used to deliver compliance learning. Make sure it is focused on supporting on the job compliance issues. Integrate work and learning. Use the LMS to track the outcomes and report regularly on your compliance learning success.

Follow these steps and end the nagging.

How we can help

Award winning content

Kallidus creates award-winning bespoke e-learning solutions for world-class organisations.

Solutions inspire, immerse and motivate learners and achieve outstanding results. We have won multiple industry awards for our expertise in creating innovative tailor-made solutions which dramatically improve learner engagement, boost compliance rates and drive long-term behavioural change. Whatever your sector, we will work in partnership with you to identify and deliver the most effective solution. Our designers are highly skilled in using a wide range of learning techniques depending on your needs, from storytelling and scenario-based learning, to high quality video, to audio and 3D animation, to gamification and VR.

Simple, fast, effective learning management

Kallidus Learn, our next-generation cloud-based learning platform makes it easier than ever to deliver compliance training.

As easy to use as Netflix and designed for today's modern learners, we are helping organisations to deliver a more engaging and effective on-demand learner experience, seamlessly across multiple platforms and devices. This user-centric, personalised learning experience creates a new industry standard for learning management. With comprehensive reporting, it has never been easier to see who is performing and actively completing courses and to see at a glance who hasn't done their compliance training, and to automate individual and batch reminders.

References

1. Towards Maturity, Solving the Compliance Conundrum, 2017
2. Bersin by Deloitte, Meet the Modern Learner, 2015
3. Towards Maturity, Compliance Training Versus Compliance Performance, 2015
4. Toward Maturity, Solving the Compliance Conundrum Infocus, 2015
5. Towards Maturity, The Learner Voice Part 3, 2016

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Find out more

To find out more about how our LMS or Creative e-learning content can improve your organisations compliance rates, speak to one of our experts.

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