Breathing New Life into Safety and Compliance Training
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Breathing New Life into Safety and Compliance Training

Current Compliance Landscape

Compliance training is an issue that affects just about every single organization around the world. It can be anything from training on the employee manual to training on critical life or death matters. Not only does it affect most companies, but it also touches just about every employee. In Brandon Hall Group’s 2017 L&D Benchmarking study, companies indicated that compliance takes up an average of about 16% of the overall L&D budget, second only to skills training.

Compliance Requires Investment

Employers spend varying amounts on compliance training, depending on industry, organization size, and the volume of internal or external regulations they face. More than half of all organizations, according to Brandon Hall Group research, spend at least $500 per employee per year on compliance training. More than 15% of companies spend over $5,000 per employee annually to deliver compliance training.
Compliance Takes Time

In addition to money, compliance training also requires an investment of time. A large percentage of companies deliver compliance training on an annual basis. This gives it an event-like feel, separate from the everyday job. Some companies – often those that are more highly regulated - deliver it more frequently. While this might better fit the needs of the learners, it takes a new type of thinking to deliver compliance training more frequently. It needs to be looked at like other types of learning.
Compliance Training Conundrums

Organizations need to recognize certain realities when it comes to compliance training if they want to begin to improve it and include it in the digital transformation of learning. They need to understand the size and scope of compliance and the impact it has on the business. They also need to recognize that compliance training most likely does not get time and attention from leadership that other forms of learning may. Part of this is understanding the real costs of failing to execute properly. Companies can be subject to fines and lawsuits, accident rates can be high, and the business may not be able to move forward, in some cases, due to a lack of compliance.

One of the biggest training areas

- Gets arguably the least attention
- Invest in content creation
- Costs of doing it poorly
- Fines
- Accidents
- Lawsuits
- Slowdowns

Compliance Complication

Other considerations that must be taken into account when rethinking the compliance training strategy is that it’s typically the first learning experience an employee has with an organization. It is also the one type of training that will impact most employees, and time spent in compliance training is often mandated. If the experience is dry, dull, hard to navigate, or simply not user-friendly, it can impact the employees’ perception of any learning they will encounter in the future.

- Typically the first learning experience
- Typically the most common learning experience
- Hours often mandated
Overall Compliance Effectiveness

Ultimately the biggest challenge lies in employers’ ability to execute on compliance training. Only 34% of companies say their efforts are effective. 64% say their efforts are somewhat effective, but the reality is that somewhat effective isn’t good enough when it comes to compliance. If the strategy is only somewhat effective, that means there are gaps and companies are out of compliance – whether from an individual or an organizational perspective. This shows in companies’ preparedness for an audit. Just 40% of companies say they are thoroughly prepared. Again, somewhat prepared is essentially not prepared at all. The auditing agency will not take into consideration how close the company came to passing. The organization either is, or is not, in compliance.

Compliance Effectiveness

The impact of effective compliance training strategies becomes apparent when we cross reference it with audit preparedness. Fewer than one-quarter of companies with less than effective compliance training are thoroughly prepared, while nearly 70% of those with effective training say the same.
Managing Compliance

Compliance training is delivered in a wide variety of methods today, with instructor-led classroom training being #1. However, the landscape is changing. Over the next two years, 53% of organizations say they are going to increase their focus on using videos for compliance, and 49% say they are going to focus more on simulations. Organizations are seeking to transform their approaches to compliance training, and soon.

Change is Coming to Compliance Training

<table>
<thead>
<tr>
<th>Method</th>
<th>Use</th>
<th>Future Focus</th>
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<tbody>
<tr>
<td>Classroom</td>
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<tr>
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<tr>
<td>Simulations</td>
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<td>49%</td>
</tr>
<tr>
<td>Games</td>
<td>21%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Strategic vs. Transactional

Traditionally, the perception of compliance training has belied its impact on the organization. In order to bring them into alignment, organizations must decide how they want to view compliance training. Is it going to be strategic or transactional? If they want to continue simply checking the box and using compliance training solely to avoid penalties, not much has to change. But to modernize compliance training, companies need to think strategically. The training should be linked to the business, not just to a rule or regulation. Why does this training make the employee better? The organization better? Employees who are more engaged by the training will be more engaged in learning in general and engaged with the company overall. Perhaps more importantly, effective, strategic, engaging compliance will go further to mitigate risks than simple risk avoidance ever will.
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The 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

Making it Better

When asked which learning initiatives were most important to helping improve business results, organizations are clear in the messaging that a new learning experience is required. They want to increase the amount of both experiential and informal learning. They also want to rework existing content to be delivered in new ways and create smaller, bite-sized learning. Compliance training can benefit from all of these initiatives. And companies that wish to take a strategic approach cannot do so unless they begin to embrace these concepts. This is how compliance moves from training to employee development.

Top Learning Initiatives to Improve Business Results

- Increasing the amount of experiential (on-the-job) learning: 78%
- Increasing the amount of informal learning: 66%
- Revising existing content for new modalities: 57%
- Creating smaller content objects: 56%
- Redesigning the classroom experience: 55%
- Leveraging simulations: 41%
- Incorporating mobile-delivery: 41%
- Increasing learner-contributed content: 37%
- Incorporating social tools: 33%
- Exploring games/gamification: 24%

Brandon Hall Group Learning Technology Study, 2016 (n=311)
Modern Learning

Contextual
- Role
- Location
- Development path

Small
- Short videos
- Quick updates

Informal
- Everyday
- Ad hoc

Mobile
- Down time
- Moment of need

Social
- Discussions
- Recommendations

Micro-learning, which is becoming the norm across all learning, can be used to great effect in compliance training. Whether imparting new skills, improving performance, improving retention or reinforcing key principles, smaller learning interventions can address many compliance training challenges.
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Success Stories

United Rentals

One of the biggest challenges United Rentals faced with its forklift/scissorlift training was that the quality of operator training varied across the industry. Specifically, variation in the trainer’s industry experience and training experience, and content/learning objectives covered in the courses. United decided that when training equipment operators, quality training is more important than checking the “compliance” box. As the largest equipment rental company in the world, United Rentals’ goal is to help make the industry safer. However, there was the challenge of meeting the internal and customer demand for safety training due to the limited number of trainers available. In addition, employers were hesitant about taking employees off the jobsite for classroom training when deadlines needed to be met.

Goals

- Streamline and standardize high-quality industry training.
- Meet customer training demand with limited number of trainers.
- Reduce training downtime, increase retention, optimize in-person training time.

Solution

Theoretical Online Training
- Built by IDs and industry SMEs
- English, French, and Spanish
- On-demand availability
- Self-paced
- Involves watching, doing and listening

Condensed Face-to Face Training
- Online training frees up experts to focus on practical components and evaluation
- Readiness for real-world situations easier to verify

Gaming Instruction
- Real-world scenarios within which to practice
- Realistic environments
- Appeals to younger workforce
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**Goals**

- Familiarize new field service engineers and customers with the general design, layout, and functioning of the GE Evolution Series (GEVO) locomotive.
- Content is highly technical and complex and had to be taught at basic and advanced levels.
- The instructional strategy chosen was a virtual walkthrough that simulated the actual GEVO locomotive to give learners a good orientation of how the five main cabs of the locomotive are laid out.

**Solution**

- The project came down to the need for a gaming platform, usability, and balancing the graphic quality with freedom of navigation.
- Several usability challenges such as easy navigation between cabs, restricting movement to optimal directions, standardizing interactivities across the different components etc. were some of the usability issues that they worked through.
- Redundancy in navigation options, such as being able to access the cabs both through a map and by directly clicking on the cabs, was introduced for ease of navigation. Menu-driven navigation was also introduced for usability.
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Key Takeaways

Compliance covers a wide swath of strategic and operational needs in many types of businesses.

Compliance is typically the first learning experience.

If the mechanism for demonstrating compliance is sound, the training methods to get you there can be fluid.

Compliance cannot be left behind during learning’s digital transformation.
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About DuPont

DuPont Sustainable Solutions (DSS), a business unit of DowDuPont Specialty Products Division, is a leading provider of world-class operations management consulting services to help organizations transform and optimize their processes, technologies and capabilities.

DSS is committed to improving the safety, productivity and sustainability of organizations around the world. DuPont Sustainable Solutions’ blended learning programs help organizations improve business results through the development of a safe, efficient and capable workforce.

Additional information is available at:
www.training.dupont.com and www.sustainablesolutions.dupont.com
About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 20 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.

Authors and Contributors

David Wentworth (david.wentworth@brandonhall.com) wrote this report and co-developed the model. He is Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.

George D. Haber is the Global Director of Instructional Systems at DuPont Sustainable Solutions

Emma Bui (emma.bui@brandonhall.com) is the Graphic Design Associate at Brandon Hall Group. She created the layout and graphics for this report.
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