



Welcome to

**Building a Culture of Compliance Learning Excellence:**

3 Multi-Nationals Share Their Insight



---

---

---

---

---


---


---


---


### Introducing the ‘SCRUM’ Concept


developing shortcuts to better training, communication, and learning experiences to achieve better compliance

system

aspiration

components

hack



---

---

---

---

---

---

---



---

1

define the system

as you’re tackling the challenge at your table, ask

“what are the one or two things you want to improve?”



---

---

---

---

---

---

---

---

## 2 define your aspiration

once your group has agreed to several system elements, define the way you want the system to improve:

“I’ll know it was successful when...”



interactive  
services

---

---

---

---

---

---

---

## 3 identify components

then, identify a few key parts of the process or experience that could be changed



interactive  
services

---

---

---

---

---

---

---

## 4 hack it

change one or more components in pursuit of your aspiration



interactive  
services

---

---

---

---

---

---

---

e.g. for example - meetings

"meetings are a waste of time – I wish we could make them more productive..."

"If we could start and end on time and make sure they were focused, that would help."

- people aren't prepared
- it takes too long to get to the point of generating ideas/solutions
- we run out of time and important things get tabled

- send an agenda the day before
- state agenda items as questions
- prioritize topics (80/20 rule)

[SYSTEM]

↓

[ASPIRATION]

↓

[COMPONENTS]

↓

[HACK]

---

---

---

---

---

---

---

---

# Global Learning at Biogen

Innovation in Compliance Training  
Values in Action – COBC refresher training

SCCE Oct 2018

---

---

---

---

---

---

---

---

Where employees learn about our global policies and business ethics

Pre-Hire Onboarding

New Employee Orientation

Values in Action

Code of Business Conduct

Specific policy training in business functions, ILT and eLearning

As part of Biogen's on-boarding process, all Board Members, Employees and Temps are responsible to complete a R&U of our Code of Business Conduct (COBC)

During New Employee Orientation employees are introduced to our elements, our shared responsibility for acting with integrity every day and being compliant with laws, and legal resources so they know where to get help (e.g. compliance hotline)

All Board Members, Employees and Temps are assigned the Values in Action training on their first day of hire which includes ten (10) modules focused on our global policies. Learners are given 90 days to complete this training. **NOTE:** New VIA being developed and rolled out early 2019.

All Board Members, Employees and Temps are assigned the Code of Business Conduct once they have completed Module 10 of VIA. Learners are required to complete this refresher training once per calendar year so due dates occur on a rolling schedule.

Business functions and commercial affiliates train with a deeper dive on business relevant policies.

\*Other training and communications include Global Policies page on Synapsis, Biogen helpline, Managing within the Law/Managing for Success, and many additional function- and site-specific training resources.

---

---

---

---


---

---


---

---


# Values in Action - Training Goals




Ensure employees understand Biogen's COBC & global policies




Reduce time spent on policy training



Improve learner experience



Reduce business risk



Biogen

Biogen | Confidential and Proprietary 12

---

---

---

---


---


---

---

---

# Values in Action – the original 10





Biogen

Biogen | Confidential and Proprietary 13

---

---

---

---

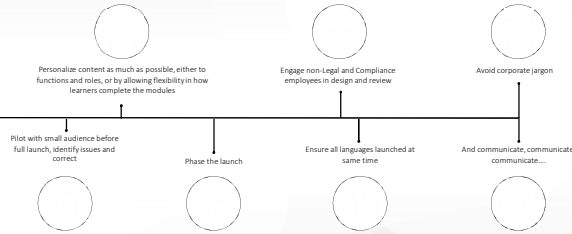
---


---

---

---

# Lessons Learned





Biogen

Biogen | Confidential and Proprietary 14

---

---

---

---

---

---

---

---

4

## Bold graphics, plain language, interactivity...

**YOUR COMMITMENT**  
Select each line to acknowledge and certify to the following statements.

- I have read and understand the Code of Business Conduct and will adhere to it at all times. ✓
- I am familiar with Biogen's policies, I know how to find them and I will abide by them at all times. ✓
- I will speak up and report any concerns. ✓
- I will cooperate fully with any investigations when asked to do so. ✓

Yes, I will

...improves understanding

---

---

---

---

---

---

---

---

## The right & wrong answers are clear

That's correct.  
Public Affairs is the only group authorized to speak to the media on Biogen's behalf.

Respectfully decline the interview and refer his brother-in-law to Biogen's Public Affairs department. ✓

Take the interview **only** if his brother-in-law promises not to reveal his sources for the article. ✗

Take the interview and tell his brother-in-law about **all** the meeting things Biogen is doing and seeing in its clinical trials. ✗

Submit

---

---

---

---

---

---

---

---

## Training is individualized to the learner...

Any topic marked in green with a check mark indicates that you got the corresponding three questions correct in the Quiz and no longer need to complete the topic. You can still review the topic if you wish. Once each topic is in green with a check mark, you have successfully completed the COBC training and can take the final Summary topic and complete the training.

You **MUST** pass the assessment at the end of each topic to complete the topic.

We Respect Patients 0 min ✓	We Respect Healthcare Providers 2 min ✓	We Work Together as a Team 18 min ✓
We Are Responsible to Our Communities 11 min ✓	We Are Fair and Honest 5 min ✓	We Protect Our Information and Assets 6 min ✓
We Never Compromise Our Integrity 7 min ✓	We Are Transparent 2 min ✓	Summary 9 min ✓

---

---

---

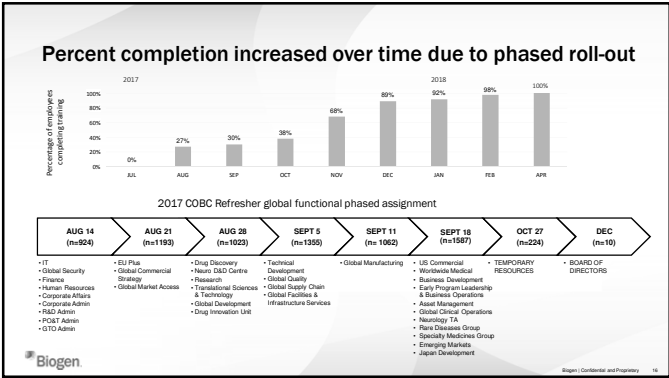
---

---

---

---

---



---

---

---

---

---

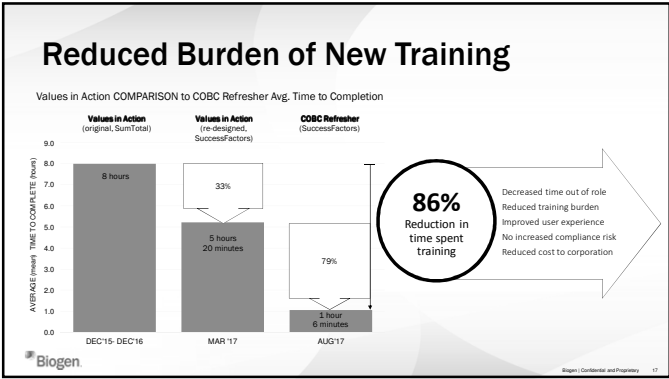
---

---

---

---

---



---

---

---

---

---

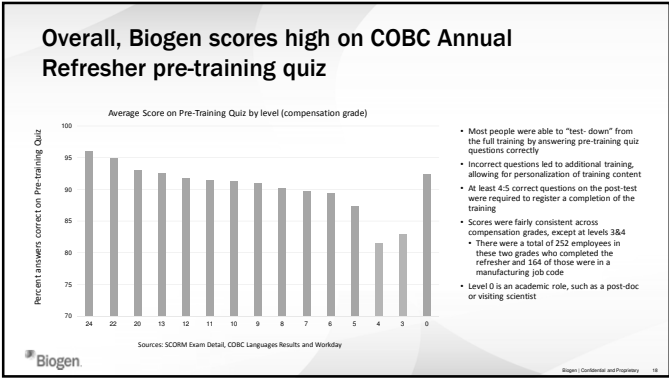
---

---

---

---

---



---

---

---

---

---

---

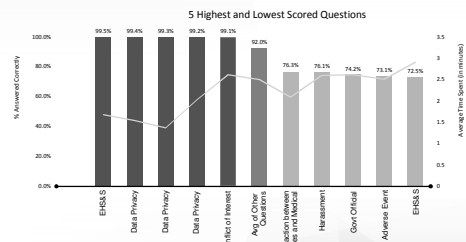
---

---

---

---

## Top and Bottom 5 best and worst scoring pre-training quiz questions inform learning need for reinforcement



Biogen

Biogen Confidential and Proprietary 13

---

---

---

---

---

---

---

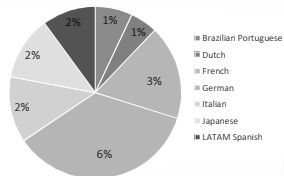
---

---

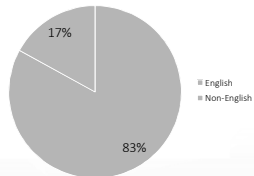
---

## 17% of Biogen is not comfortable learning in English

COBC Refresher Completed in Non-English Languages



Language



Sources: SCORM Exam Detail, COBC Languages Results and Workday

Biogen

Biogen Confidential and Proprietary 14

---

---

---

---

---

---

---

---

---

---

LET'S START THE FIRST SCRUM SESSION

---

---

---

---

---

---

---

---

---

---

## SCRUM SESSION #1

Rolling out a global program

Building a communication strategy

ROI and evaluation of training



---

---

---

---

---

---

---

# 5

TIPS

TO MAXIMIZE  
TRAINING  
EFFECTIVENESS

With Jack W. Arnold, Jr.  
Global Corporate Compliance  
Xilinx Inc.



---

---

---

---

---

---

---



---

---

---

---

---

---

---





FOCUS ON  
TEACHING  
THEM **HOW**  
TO DRIVE

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



GIVE IT  
CHARACTER

---

---

---

---

---

---

---

---

**BUFFER  
DISTRACTIONS  
AND  
ELIMINATE  
FREE TIME**



---

---

---

---

---

---

---

---



**PUT UP  
ROAD  
SIGNS**

---

---

---

---

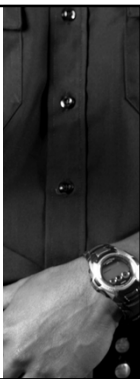
---

---

---

---

**DON'T BE  
AFRAID TO  
TAKE AWAY  
THE KEYS**



---

---

---

---

---

---

---

---


**RULES OF THE ROAD**

- Focus on teaching them how to drive
- Buffer distractions and eliminate free time
- Don't be afraid to take away the keys
- Put up road signs
- Give it character
- Don't drink and drive

[illegible]

# SCRUM SESSION #2

- Designing effective eLearning
- Getting the training blend right
- SMEs, Regulators, and staying current



The logo for Scrum Session #2 features a dark gray circle containing two white stylized human figures facing each other, with a white star in the center between them. The entire graphic is reflected below it.

[illegible]

# Training for the Ages

Driving engagement across functions,  
roles, and generations



**Nicole Tarasoff**   
Senior Program Manager,  
Global Compliance & Integrity at LinkedIn

[illegible]



---

---

---

---

---

---

---

---



---

---

---

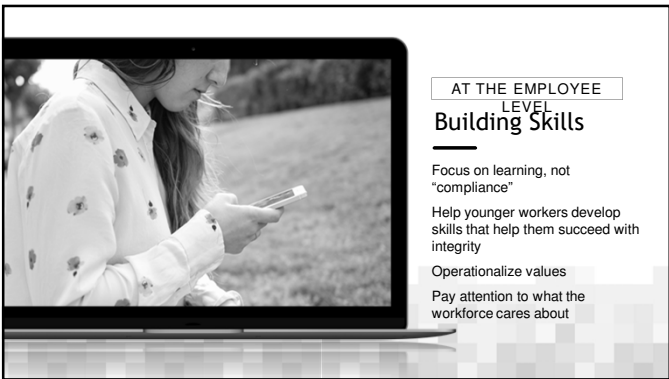
---

---

---

---

---



---

---

---

---

---

---

---

---



AT THE EXEC  
LEVEL

### Making the Case

Draw on current events to highlight importance of exec engagement

Tie the training to operating priorities

Appeal to role model & good example-setting

---

---

---


---

---

---

---

---



IN THE  
MIDDLE

### Empowering Managers

Make your managers part of the training plan

Focus on specific asks & escalation paths

Provide follow-up resources

---

---

---

---

---

---

---

---



### Put Integrity into Practice

---

---

---

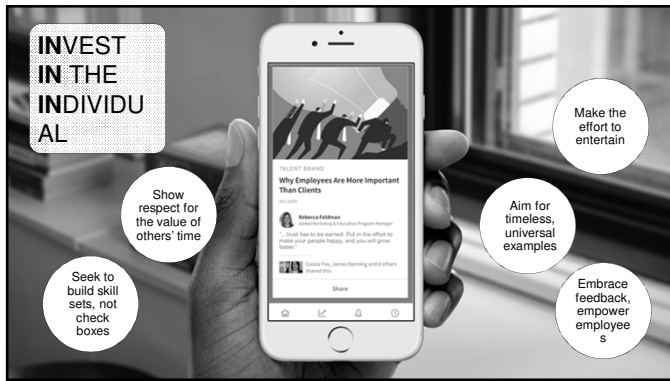
---

---

---

---

---




---

---

---

---

---

---

---

---

## Dos and Don'ts for More Meaningful Engagement

- **DO** invest in learning that is visually appealing
- **DON'T** over-index on memes, slang, or other devices to appeal to younger populations
- **DO** focus on relevant, specific examples and audience targeting
- **DON'T** frustrate or fatigue learners with barrage of knowledge checks or stodgy legalese
- **DO** plan a thoughtful campaign and follow-up exercises to engage employees throughout the year
- **DON'T** rely too heavily on mandatory stipulations, consequences, and prohibitions

---

---

---

---

---

---

---

---

## The Bottom Line

- Like anything in life, **you get out of your training what you put into it**
- **Millennials aren't a mystery:** most of your workforce values their time and wants a **relevant, customized learning experience**
- Use current events to your advantage: your **execs take note when their peers** at other companies are **getting busted for compliance failures**
- **Managers need support** in being effective, escalating issues appropriately, and being integrity (and training) champions

---

---

---

---

---

---

---

---

## SCRUM SESSION #3

Engaging young first-time hires in compliance

Engaging the C-Suite

Engaging and supporting managers



---

---

---

---

---

---

---



**Thank you!**

---

---

---

---

---

---

---