

# The Future of Compliance Training: Just Enough, Just-in-Time & Just for Me

Rebecca Rehm, Compliance Business Partner Manager  
Olympus Corporation of the Americas

Matthew Doherty, Lead Compliance Officer, Operations  
Mercer/Marsh & McLennan Companies

SCCE Boston Regional Compliance & Ethics Conference  
April 3, 2020

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## Rebecca Rehm, LPEC

- ▶ Olympus Corporation of the Americas (2017-)
  - ▶ Compliance Business Partner Manager
  - ▶ Diversity & Inclusion Council
- ▶ Ethics & Compliance Initiative (2012-2017)
- ▶ Training and education background
- ▶ Williams College, Rugby | Brown University

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# OLYMPUS®

Make people's lives healthier, safer, more fulfilling

- ▶ **Med device**, microscope, industrial, camera
- ▶ 36 countries
- ▶ 35K employees
- ▶ Tokyo HQ
- ▶ 100 Years



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## Matt Doherty, Mercer

- ▶ Mercer (US), Inc. (2000 -)
  - ▶ Compliance Operations Leader, Global Operations
  - ▶ Mercer Cares
- ▶ Operations management background
- ▶ Bridgewater State University



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- ▶ Global consulting leader helping clients around the world advance the health, wealth and careers of their most vital asset — **their people**.

25K employees  
in over 40  
countries

Talent Strategy

Global Benefits

Employee Financial Wellness

Executive Compensation    Due Diligence (M&A)

Endowments and Foundations

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Why

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## Poll:

To what extent has COVID-19 impacted your organization's C&E training/training plan?

- ▶ Significantly
- ▶ Moderately
- ▶ Minimally
- ▶ Not at all

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## Adapting to change

- ▶ Adapting to the rapid changes within your business and the industry.
- ▶ Evolving to meet the demands and needs of your employees.
- ▶ Needing to create effective messaging while minimizing impact to the business.



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## Why Evolve Training?

- ▶ Adult Learning
  - ▶ Self-directed and motivated
  - ▶ Build off past experiences
  - ▶ Practical, help solve problems
- ▶ Mobile, social, busy | boring = bad
- ▶ Align with evolving guidance

“The future of learning is three ‘just’s’: just enough, just-in-time, and just-for-me.”  
-Patty Woolcock, CSHRP

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## Benchmarking



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## Poll:

### How Do You Communicate and Train?

*Choose all that apply*

- ▶ Email
- ▶ Intranet posts
- ▶ LMS/CBT
- ▶ Live training
- ▶ Videos
- ▶ Q&A Panels
- ▶ Mailings
- ▶ Desk drop / Posters
- ▶ Newsletters
- ▶ Team Meetings
- ▶ Apps
- ▶ Giveaways

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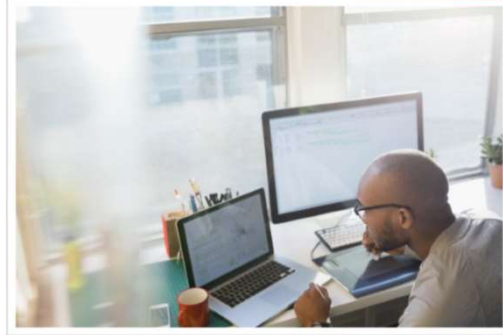
## Where We've Been

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## Where We've Been @ Mercer

- ▶ Global emails
- ▶ Regional emails/newsletters
- ▶ Town halls
- ▶ 30-60 minute CBT



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## Where We've Been @ Olympus

### History

- ▶ Compliance program
- ▶ 2016-19 DPAs | 2016-21 CIA

### Recent Training Plan

- ▶ Risk-based, targeted (3+ hours)
  - ▶ 8 CBT - mandatory, pay-impacting
  - ▶ 1+ live, in-person



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## Where We Are Now

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## Olympus: “Selling” Compliance Value

### COMPLIANCE Overview

We believe in building  
**relationships** based on trust



We build trust by:

- Being **business partners**
- Proactively solving problems
- Making your work easier
- Providing protection & assurance



We run a best practice compliance  
program aligned with **government**  
guidelines



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## Where We Are Now @ Olympus

Training > replacing some with:

- ▶ Humor - Real Biz Shorts, Second City
- ▶ Videos - In-house
- ▶ Animation - Vendor customized
- ▶ Efficiency - Test out, Shorter

Communication > FAQs, Infographics



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“Most learners won’t watch videos longer than 4 minutes.”  
-*Meet the Modern Learner, Bersin by Deloitte*

## Just Enough

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## Olympus: Just Enough

### ► Conflict of Interest LMS Training

#### ► 5 slides: overview, examples, infographic, disclosure link

**Avoiding Conflicts of Interest**  
We must all avoid situations where our personal interests or relationships could influence our business decisions at Olympus.

**DOs**  
- Accepting a modest gift from a vendor, such as a fruit basket.  
- A family member works at Olympus in a different department.  
- Funding a friend's start-up that is unrelated to Olympus business.  
- During your work, you learn of a business opportunity that may bring in your company and bring in your manager for Olympus's consideration.  
- With your manager's approval, your spouse works for a company that is unrelated to Olympus business and does not conflict with your Olympus work hours.  
- Volunteering in your personal capacity, unrelated to Olympus business, and outside of your Olympus work hours.

**DON'Ts**  
- Accepting cash, gift cards, or something of value greater than \$150 from a vendor.  
- Participating in an Olympus business transaction with a family member.  
- Choosing an Olympus vendor of which you are a part owner.  
- Using Olympus's proprietary idea or time to pursue a personal business venture.  
- Outside employment that interferes with your Olympus work schedule.  
- Serving as a board member for a competitor or customer.

**Disclosing Potential Conflicts**  
Employees and temporary contractors have an obligation to disclose actual, potential and even the appearance of conflicts for Compliance review.

**Conflict of Interest Disclosure Form**

**Remember** – Olympus employees and temporary contractors must disclose conflicts when they arise, which may happen during changes, such as role shifts, vendor selection, or entering new markets.

**People Leader Responsibilities** – Understand the rules so you can answer your team's questions, help them avoid and disclose conflicts, and assist in developing mitigation plans where conflicts exist.

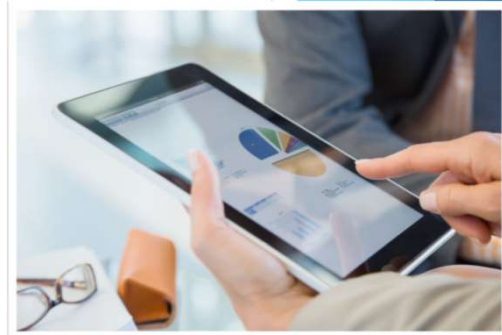
**Questions** – This tool shows common conflicts but not an exhaustive list. When unsure, contact Compliance (compliance@olympus.com) or refer to the Conflict of Interest Policy.

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## Mercer: Just Enough

- Activity, risk-based communications for targeted audiences
- Introduction vs. reinforcement
- Short, engaging awareness videos
- Simple, eye catching infographics
- Content must align with theme
  - “GDPR in 60 Seconds”

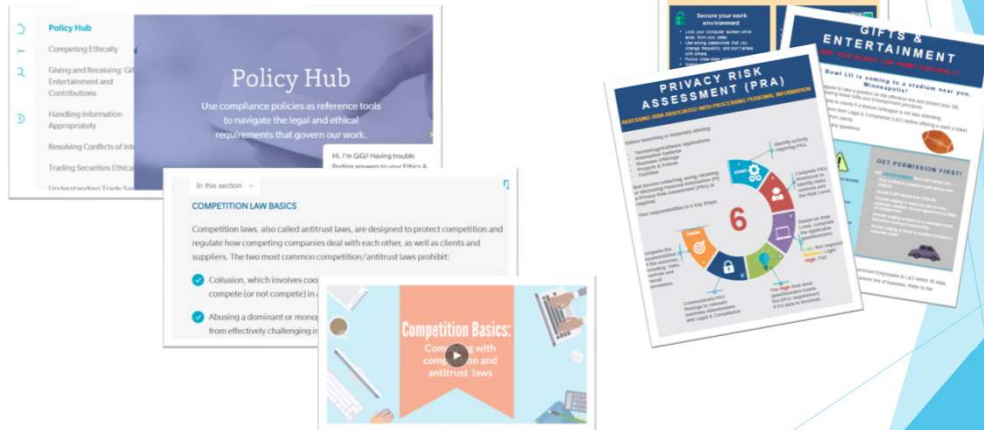


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## Mercer: Just Enough

### ► Diversifying educational materials

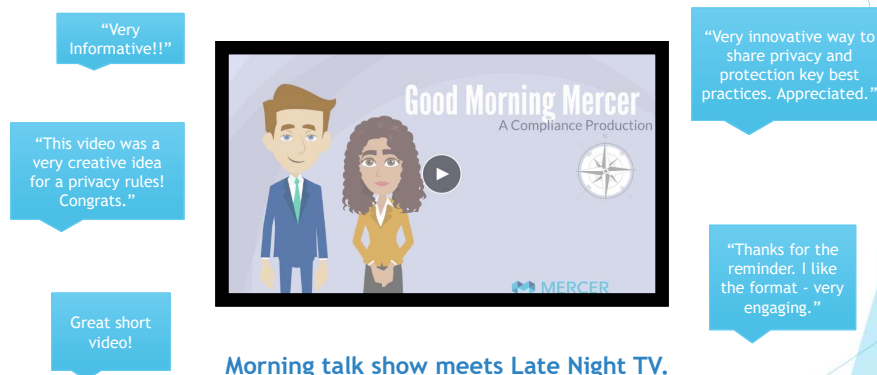


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## Mercer: Just Enough

### ► Compliance Series - "Good Morning, Mercer"



**Morning talk show meets Late Night TV.**

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## Training & Communication Plan

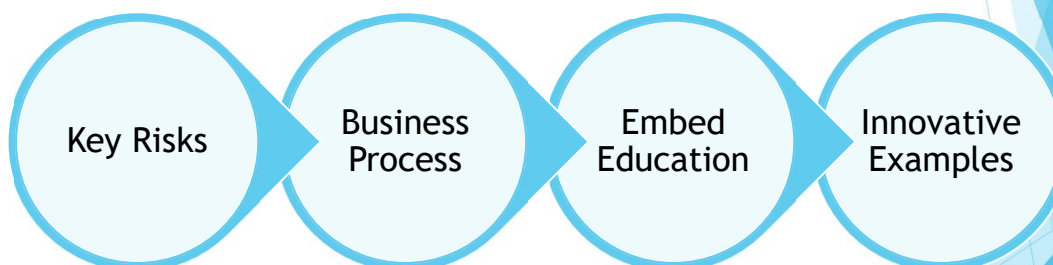
- ▶ What drives it?
  - ▶ Risk assessments and monitoring findings
- ▶ What method to use?
  - ▶ Integrate education into employees day to day work (i.e. business processes)
- ▶ How to capture everyone?
  - ▶ Translations are key



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## Activity: Reflect, then Chat Your Examples



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## Just-for-Me

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## Olympus: Just-for-Me

- ▶ National Sales Meeting In-Person Training
  - ▶ 6 custom sessions, survey, BU leaders pick topics

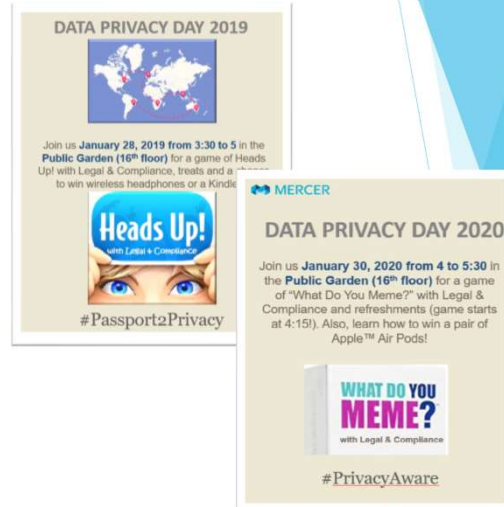


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## Mercer: Just-for-Me

- ▶ Compliance Events - Privacy Day
- ▶ Colleague focused events
- ▶ Colleague engagement - integrating compliance messaging



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Just-in-time learning  
optimizes retention  
because of immediate  
application  
-SHIFT

## Just-in-Time

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## Olympus: Just-in-Time

- ▶ Podcasts for sales reps during “windshield time”
  - ▶ In-house creation
    - ▶ Screencast-O-Matic - free video recording, editing
    - ▶ Record on PC with USB microphone
    - ▶ Upload to Microsoft Stream
  - ▶ E.g., Medical device product evaluations

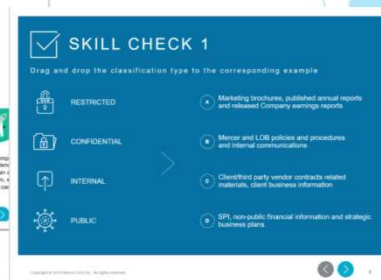


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## Mercer: Just-In-Time

- ▶ Short, simple computer-based training with skill checks...



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## Mercer - Just-In-Time

- ▶ Targeted awareness videos deployed to reinforce prior learnings...



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## Lessons Learned

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## Challenges

- ▶ Leveraging technology to integrate
  - ▶ Business alignment
- ▶ Video development
  - ▶ Creating content
  - ▶ Approving content
  - ▶ Diversity
  - ▶ Balancing humor and avoiding slapstick



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## Questions?

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**Thank you!**

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## Resources

- [Evaluation of Corporate Compliance Programs, US DOJ](#)
- [Start With Why, Simon Sinek, TED Talk, YouTube](#)
- [Meet the Modern Learner Infographic, Bersin by Deloitte](#)
- [Is Your Company Embracing Just-in-Time Learning? SH!FT](#)
- [4 Best Practices To Use Animation For Training, eLearning Industry](#)
- [Drip Marketing 101: Definition, Benefits and Best Practices, CLEVERISM](#)
- [How Learning and Development Are Becoming More Agile, Jon Younger, Harvard Business Review](#)
- [The Microlearning Guide to Microlearning, Carla Torgerson](#)

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## Tool: Education Plan

- ❑ Risk-based: Identify highest Ethics & Compliance risks
- ❑ Mitigation: Determine how to best mitigate (e.g., training)
- ❑ Implementation: Embed in business process or standalone
- ❑ Audience: Targeted by location and/or function
- ❑ Goal: What should people know/be able to do after training
- ❑ Timing: One-off, just-in-time or year-long campaign
- ❑ Method
  - ❑ Communication (e.g., Yammer/Chatter post, email, poster)
  - ❑ Training (e.g., LMS/CBT, live webinar, in-person presentation, hands-on workshop)
  - ❑ Resource (e.g., website, app, tool, podcast, video, take-away)
- ❑ Evaluation: How will you know and show it's working (e.g., KPIs)?

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