Measuring Real Impact

Benchmarks for "Best in Class" compliance training

What is great compliance training?

IN EARLY 2022, a group of 15 compliance officials from Fortune 500 companies across tech and finance brought their collective decades of experience together to answer that question.

Through weeks of thoughtful discussion and discourse, the working group mapped out a clear set of benchmarks that **define best in class compliance training** and provided **helpful strategies for tracking and measurement**. These benchmarks were structured into three distinct categories: **training completion, value for learners,** and **behavioral impact.**

The outcome:

- **Effectiveness metrics** your compliance training program can track, and the **"Best in Class" benchmarks** for each metric.

- **Software features** that enable effective compliance training.

Do learners complete training?

Completion metrics are foundational in tracking compliance training effectiveness, but **does completion tell the full story?** Our compliance experts challenge leaders to go beyond asking, "is it done?" to get a bigger picture of how your training is received by your audience.

60
Average number of days to complete training after assignment

Keep it flexible

Have a practical expectation for when training can be completed by employees with varying schedules. A Best in Class training program should see training completed **within 60 days of assignment** with minimal follow up.

At least
95%
Completion by the given deadline

Realistic Expectations

Aim for this "Best in Class" completion rate instead of 100% to account for unpredictable variables that may impact an employee's ability to complete training, such as parental leave, jury duty, extended travel, etc.

3-5 hours
Total time spent training annually

Training fatigue is real

Total annual training should stay **between 3-5 hours** to reduce **learner fatigue.** Learners outside of this range should be reviewed to avoid over or under training.

Avoid excessive learner "seat time" by training incrementally over time. In years where many hours of training are legally required, short, microlearning sessions can help keep important topics and resources top of mind.

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BUSINESS ETHICS LEADERSHIP ALLIANCE™ An Ethisphere Community

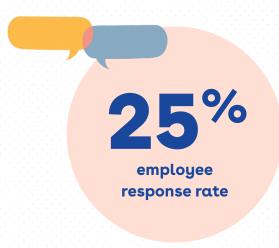# Do learners see value in their training?

It would be nice if employees *liked* their training, but they must see its value in order to learn from it. To understand if your employees find value in their training, **all you need to do is ask . . . and ask again**. The more feedback you receive, the better the learning experience will be for your employees.

Feedback is key

When learners are sharing their thoughts on their training, not only are they **engaging** with the material, they're actively helping you **improve your program in the long-term.**

Encourage employees to **provide feedback** through post-training surveys, pulse questions mid-training, during performance reviews, or polling during team meetings.

Afraid of over-surveying? Check your passive channels, including incident retros, Slack threads, or even e-meeting chats. Aim for a 25% response rate from employees **across all feedback channels.**

25%
employee response rate

Positive Consensus

Of the feedback received, 70% of it should be positive.

"Positive" feedback doesn't necessarily mean the training was enjoyable (as great as that would be). Consider positive feedback phrases or rankings that include words such as **"informative," "engaging," "relevant," "modern,"** or **"helpful."** (You may even consider providing a list of adjectives like these in your post-training surveys for quick, convenient learner feedback.)

70%
of positive feedback

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Does training impact behavior?

The Holy Grail of compliance training: does training have a positive impact on employee behavior and company culture? Measuring impact doesn't have to be complicated. Consider your existing employee feedback loops and mine for examples of how training impacts behavior.

Increased reporting activity

Proof is in the reporting

Compliance training that includes **clear instructions for reporting compliance and ethics issues** will almost certainly result in an uptick in reporting activity. Pay close attention to the increase in reporting activity in the **immediate 30 days** following the end of the training period—an increase can be linked back, in part, to the **success of compliance training**. (And isn't that what these trainings are for?)

Training mentioned in reports as factor that encouraged reporting

End-to-end

When monitoring reporting activity, look for reports that **specifically mention training** as "a factor that encouraged reporting." Add a question or field in the reporting form where employees can confirm whether or not they **recalled or utilized** their training to consistently track this Best in Class metric.

75%

Of learners who self-report improved knowledge basis

Building Knowledge

Learners should leave their training with more knowledge and tools than they entered with. Best in Class compliance training aims to **increase knowledge** in at least 75% of learners after training.

Pulse surveys immediately before and immediately after a learner participates in training can show how impactful the specific training session was. Additionally, continuous surveying can help **track knowledge gaps** throughout the year. Less than the benchmark might mean your training is missing the mark.

The best software powers the best training

The right software partner can enhance your compliance and ethics training efforts. Look for technology that significantly reduces administrative tasks, provides engaging and informative course content, has flexible delivery capabilities, and will surface the data you need to prove effectiveness. Use this checklist to navigate the evaluation process and ensure you pick the solution that's right for you.

Training Assignment	Training software integrates with HRIS to automate assignment of training	✓
	Software can assign training based on risk, even if HRIS data isn't clean	✓
Content	Training content can be configured to meet company needs (e.g. policies, messages from leadership)	✓
	Training content has a consistent branding and tone with other employee communications.	✓
Delivery	Training is delivered where employees spend time (e.g. Slack, email, MS Teams)	✓
	Training can be delivered when it's maximally impactful (e.g. tied to company events, aligned with company initiatives)	✓
Tracking	Completion data is available in a BI tool and able to be cut by variables such as department, office, etc.	✓
	Department managers are able to see the completion data of their teams	✓
	Learners are able to leave feedback on training (both quantitative and qualitative) in platform for analysis	✓

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