



# TRAINING BY ORGANIZATION

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ICPA Annual Conference 2012

# Agenda

- Setting your Training Strategy
  - Training Strategy Checklist
- Identifying Key Drivers to Educational Success
- Targeting Learners
- Setting Learner Objectives
- Developing Targeted Content
- Delivering Effective Training
- Measuring the Effectiveness of Training



# Setting your Training Strategy

- Agree on the primary training objectives for the year:
  - Need to raise overall corporate awareness?
  - Need to target a particular group or country/region?
  - Need to drive certain behaviors?
    - Fixing a problem.
    - Establishing a new policy or procedure.
  - Need to mitigate a specific risk?
- Review your Compliance Calendar.
- Make a Checklist of things to consider when setting your strategy annually.
  - Invite other functions to participate in the Checklist review!



# Example of a Training Strategy Checklist

- Have any new Policies or Procedures been released?
- Have there been any mergers or acquisitions?
- Has the Company entered new markets?
- Has the Company launched any new products?
- Is the Company selling to a new customer type?
- Is there a particular area where compliance metrics are reflecting risk?
- Do you expect to have a compliance assessment, Focused Assessment, or other external validation during the up-coming year?

# Identifying Key Drivers to Educational Success



- Although management might be setting education objectives for their resources, trends are showing:
  - People are not taking one-off classes on their own time or initiative.
  - People are responding positively to corporate-sponsored classes.
- If you decide to host a training, gain ownership by:
  - Communicating in your terms your Learners understand;
  - Make it personal;
  - Using case studies or real-life examples;
  - Clarifying up front how they will use the knowledge they gain immediately, and what it will do for them; and
  - Providing them with easy-to-use resources for future reference.



# Targeting Learners

- Make compliance training a mandate against which people are measured.
  - Ideally, at the corporate level.
- Depending on the level of executive support, and your organizational structure, consider training groups such as:
  - Supply Chain – Procurement, Logistics;
  - Finance – Transfer Pricing, Tax, Business Finance;
  - Legal – Business Legal, Mergers and Acquisition Legal;
  - Human Resources;
  - Sales;
  - Research & Development; and
  - Third party providers that support the above.



# Targeting Learners

- Develop a clear summary of the training along with what job roles / function specifically should attend
  - “Anyone who works with imports or exports” will not cut it!
  - Good examples:
    - “Import Compliance for the Field Force will focus on providing on-the-ground sales leads with the knowledge they will need to ensure customer set-up and deliveries to those customers happen smoothly and effectively.”
    - “Export Controls and Deemed Exports will provide Senior Scientists the information they need to identify potentially controlled items or technology, and help them understand what restrictions are associated with those controls.”
- Consider culture when scheduling and developing training.
  - Don’t assume that all locations work the same hours as you - consider when they might be most receptive to training.



# Setting Learner Objectives

- Develop clear and compelling “Learner Objectives”.
- These should be in the Learner’s terms, and include what specific actions the Learner can take after completing the course.
- Bad Example:
  - Learn what Global Trade Compliance means.
- Good Examples:
  - Vet a new Customer against the Red Flag list before setting them up in the Customer Master.
  - Understand who to call when an order is held for Global Trade reasons.
  - Be able to provide the information necessary for a fast and effective Customer Screen against the Restricted Party Lists.





# Developing Targeted Content

- Once you have identified your Training Objectives and clearly called out who should be a Learner, it is time to develop targeted content.
- Consider developing content in “levels” based on the Learners, such as:
  - New employee orientation;
  - Townhall meetings;
  - Larger corporate efforts such as an Ethics training;
  - Division or Business Unit specific training; or
  - Process driver training.



# Developing Targeted Content

- As trade compliance professionals, we generally have a hard time simplifying our area.
- An alternative to “dumbing it down” is to be specific with your learning objective.
- Let’s go through a case study...



# Targeted Content Case Study

- *Course Objective: “Export Controls and Deemed Exports will provide Senior Scientists the information they need to identify potentially controlled items or technology, and help them understand what restrictions are associated with those controls.”*
- DO target content specific to what a scientist will need to know in order to identify a controlled item.
- DO NOT spend time trying to make them a classification expert!
- DO explain complex concepts using layman’s terms and real-life examples.
- DO NOT quote regulatory citations!



# Delivering Effective Training

- Most Learners outside of the trade compliance field do not have time for a lengthy training session.
  - Utilize other people's training to deliver your content.
- Consider how to provide your Learner with **access to knowledge**.
- Focus on the tools they need to get the information they need, when they need it.
- Consider presenting the training content as a solution to a business problem.
- Review relevant concepts quickly and then apply them with a hands-on activity, if possible.



# Measuring the Effectiveness of Training

- Depending on your corporate culture, consider doing brief quizzes throughout or at the end of the course.
  - Be sure to offer links to how they get information that supports the answer!
- Conduct post-training surveys to see how people received the information.
  - Can be helpful for continuous improvement.
  - Consider if you can respond quickly to the information for the Learning group that provided it – not just focusing on how to change it next year.
- Monitor compliance metrics for improvements.
  - Look for hard proof to support the ultimate goal: improvement of your compliance posture.
  - If you don't see it, adjust!



# QUESTIONS?

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