



# PREPARING *the* FRONTLINES

## A Guide to Creating a High-Impact Financial Compliance Training Program

*Banks • Credit Unions • Non-Bank Financial*



*In partnership with*



# Preparing the Front Lines

## A Guide to Creating a High-Impact Financial Compliance Training Program

As a financial institution, it's likely that you've put compliance processes in place, talked to employees about its importance and perhaps even established a compliance team. But is it enough to protect the organization from vulnerabilities your front line faces during daily operations?

The front line of your financial institution is your first line of defense. And, with regulatory changes continuing to flow in and the importance of compliance growing, a one-time conversation is not enough. In fact, auditors check how often you conduct training and what the training includes.

Then there's the business impact on the bottom line. Compliance mistakes cost time and money - rework to correct any errors and staff productivity suffers if confusion exists. When errors run deep, you can also damage your reputation, face expensive litigation and add to costs through remediation and supervisory enforcement actions.

Ongoing compliance training, even though you may hear moans and groans, offers the best protection against these risks and a smart way to maintain a stellar reputation. The best news? Using today's learning techniques, it doesn't have to be boring and you can engage everyone participating, from generation z to millennials, to baby boomers.

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## What to Expect

This e-book offers a path to a new way to approach training. You'll discover why consistent compliance training is important today and how to truly engage your front lines in protecting your organization with a dynamic learning approach.



# Compliance Training a Distant Memory?

Without consistent and impactful training, it's easy to open your organization to compliance risk.



## Teller Risk

Missed signs of fraud, which results in financial loss and reputation damage.



## Call Center Risk

Inappropriate questions and responses to a credit inquiry creates a fair lending liability.



## Retail Branch Risk

Bypasses procedures to respond to a small business request for an urgent wire transfer that turns out to be fraudulent, resulting in significant financial loss.

## TRAINING AS PART of a Formal Compliance Program

To understand why compliance training needs a consistent learning program versus a one-time conversation, take a step back and review what a formal compliance management program should look like in a financial institution.

Auditors review **these five areas** to understand the strength and scope of an organization's compliance program.

- 01 Board Oversight
- 02 Documented Policies & Procedures
- 03 Training That's Job Specific
- 04 Monitoring Processes
- 05 Corrective Action



## Training is a Requirement

Since training is a requirement of a formal compliance management system, auditors will be doing more than asking if you've conducted training. They will want to see what training was provided, when it was provided, and who was in attendance. It's also common to receive a request for the training materials to ensure what was covered is up-to-date with current regulations.

# Preparing for a Deep Look by Auditors

## Is your organization prepared for additional requirements?

While most financial organizations track and provide the information mentioned in the previous section, they may not be prepared for the additional requirements needed today. According to an [ACAMS report](#), Auditing for Effective Training, here are some highlights of what **audit best practices** should cover:

- Ensure Board of Directors and senior management provide enough resources for ongoing education that mitigates the risk.
- Ensure bank staff receives training on risks associated with new products, services or clients.
- Ensure training is ongoing and incorporates current developments and changes, such as changes to internal policies, procedures, processes, and monitoring systems should also be covered during training.
- Ensure frequency of training is sufficient for risk level and turnover at the institution.
- Review documentation of attendance records and training materials.
- Ensure training covers bank policies, procedures and new rules and regulations.
- Includes penalties for noncompliance with internal policies and regulatory requirements.

As these best practices indicate, you need to provide consistent training to meet requirements, including ongoing training for what's new (new regulations, best practices, new products or even new clients), to cover staff turnover and to ensure familiarity with policies and procedures. The message is strong - once is not enough.

## The Big Question

How do you design a program that meets these requirements, engages your team and truly has an impact you can measure?

It starts with creating a learning culture.

.....

## Did You Know?

Training today can be offered in all shapes and sizes - in-person, online live instructors, interactive social chats, on-demand videos and more. What will click the most with your team?



# Creating *a* LEARNING CULTURE



## COMMUNICATE

Have conversations about learning - what's working, what isn't and what to do about it



## ASK

Ask your learning partners who provide training about best practices



## MEETINGS

Hold monthly meetings with trainers, supervisors and branch managers to assess the program



## MEASURE

Measure results - test, observe and monitor error rates



## ENCOURAGE

Encourage exceptional employees to participate as experts and mentors



## DISCUSS

Discuss expectations in job interviews, job descriptions and quarterly reviews



### Honey Shelton

President • InterAction Training

### Advice on how to create a learning culture *from* Honey

- Know your audience
- Engage your listeners
- Have some fun
- Organize your content
- Use bite-sized bits
- Try knowledge check-ins (pop quizzes)
- Don't assume the worst (lazy learners)
- Use feedback





## Try New Ideas .....

**To help training stick, take the opportunity to try new approaches or consider new ideas.**

Before implementing organization-wide, try these tips to present your new training ideas first:

- **Suggest a pilot** with a small group of people - agree on how to measure results
- **Collect data** from peers in other companies who are also using a new approach
- **Gather testimonials** showing results and provide them to your senior management team

## Use Adult LEARNING TECHNIQUES

A recent webinar, *Train Smarter and More Effectively*, by InterAction Training, offered insight into how Malcolm Knowles, the originator of adult learning techniques, described ways to teach adults.

01

"Facilitate," **don't teach**

02

Offer help to cope with daily life, perform a task or **solve a problem**

03

Recognize that adults come to learning with a **wealth of experience** and great deal to contribute

04

Respond to **internal motivators**, such as increased self-esteem, versus external motivators, such as salaries

# Raise the Bar on Compliance Training

## How do you create a high energy, high-impact program?

The truth is, if you require training, your team must participate however it's offered. But there's another truth to consider, if it's not effective, you've wasted time and money. Training today can be tailored so that it connects with your audience and truly makes a difference. **Try these steps to identify what you need:**

# 1

### PLAN FOR THE FINISH FROM THE START

What is it you expect people to know how to do from training? Before the program is designed, questions should be asked to supervisors, branch managers and employees about challenges, information gaps, recurrent problems and confusing processes. By understanding needs and defining expected results, you'll create more effective training.

# 2

### DON'T ASSUME ONE SIZE FITS ALL

The best training is tailored to the audience. Tellers, lenders, the mortgage team - they all have different roles and different needs to understand compliance. Training on specific topics directly related to a role have a much higher success rate.

# 3

### CONSIDER WHAT FORMAT WILL CONNECT WITH YOUR TEAM

Learning techniques need to adapt to the multiple generations in the workforce. What will work best for the profile of the team? Live training (in-person or online) for interaction? An online course for schedule flexibility? Use of apps for millennials?

# 4

### AVOID THE INFORMATION OVERLOAD TRAP

"The one-day training covered all the details." It's a common story of too much information that didn't transfer to learning. Adults learn best with bite-sized information focused on what they need to know to do their job.

# 5

### DON'T FORGET YOU ARE TRAINING ADULTS

For adults, training should focus on facilitation, taking advantage of the natural motivation to invest time in things that will simplify tasks and improve life.

# 6

## DEBRIEF EMPLOYEES AFTER TRAINING

To see if the training was truly effective, it's important to regroup with employees to see what connected and what didn't. Whether it's a conversation or testing progress with skills, a debriefing will offer important information for follow-up training.

# 7

## CONSIDER USE OF PARTNERS

You don't have to do it all. Training partners, who specialize in financial compliance training, offer an effective, high quality way to strengthen your existing program. These partners monitor regulation changes and provide the most up-to-date training information, saving you time and increasing impact. It can also be a fast way to add multiple training formats.

# 8

## DEFINE MEASUREMENT

Unless you measure, you can't tell if training worked. Metrics should be set up by role, not one size fits all. Tools can include audit findings, exam results, compliance monitoring, error tracking and retention testing.



*Given the complexity and breadth of compliance training, it doesn't make sense to create a classroom experience around each piece. Instead, a blend of the classroom and eLearning tailored to the needs of the organization, as well as simulations, presentations and videos makes for the most well-rounded approach.*

- Training Magazine

[\*The Importance of Improving the Quality of Compliance Training\*](#)



# Use Today's Learning Techniques *to* CREATE A HIGH-IMPACT PROGRAM

It's an exciting time for learning and development. Using technology and the latest techniques, it's easier to create a program that adapts to how people learn. And that's what helps learning stick. Here are some important considerations as you develop your program.

## Learning Styles

Not every student learns in the same way. When designing and developing online courses, it's important to incorporate all learning styles by considering the four spheres of learning. There is not one primary learning style, it's usually a mixture.

- Visual
- Auditory
- Kinesthetic (*learning with hands or computer*)
- Text-based

## Microlearning

Microlearning is huge in the industry and involves small, learnable objects - usually 5-10 minutes - and one teachable moment. It's a great way to structure learning so employees receive the information when they need it. Employees gain the ability to go to that content right way and just learn for that moment.

## Personalized & Adaptive Learning

To adapt to different learning styles, **personalized learning** sequences a curriculum so that an employee can choose the best path for their style. **Adaptive learning** focuses on computer learning, using the right technology to personalize and adapt the content based on the learner's responses. In both cases, it's a great way to adapt learning to different styles.

## OUR COURSES

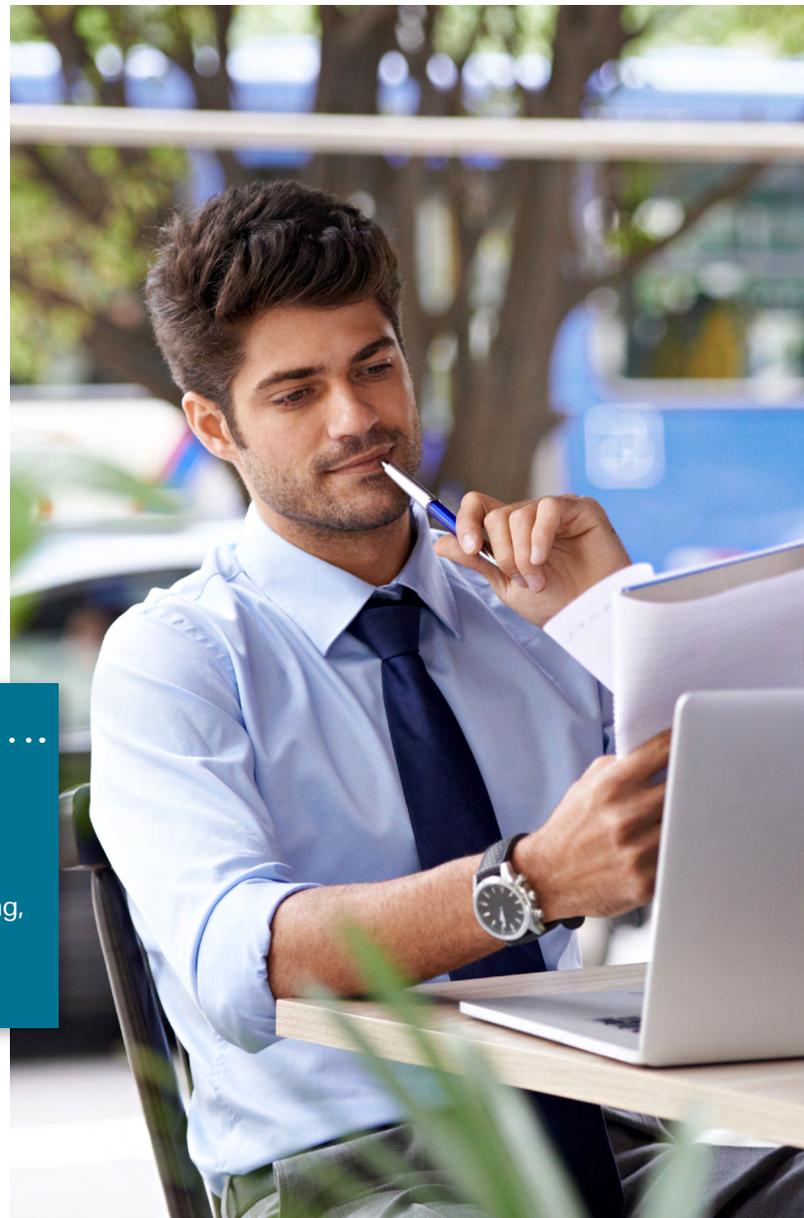
Many companies today use learning partners to quickly and effectively implement new styles of training.

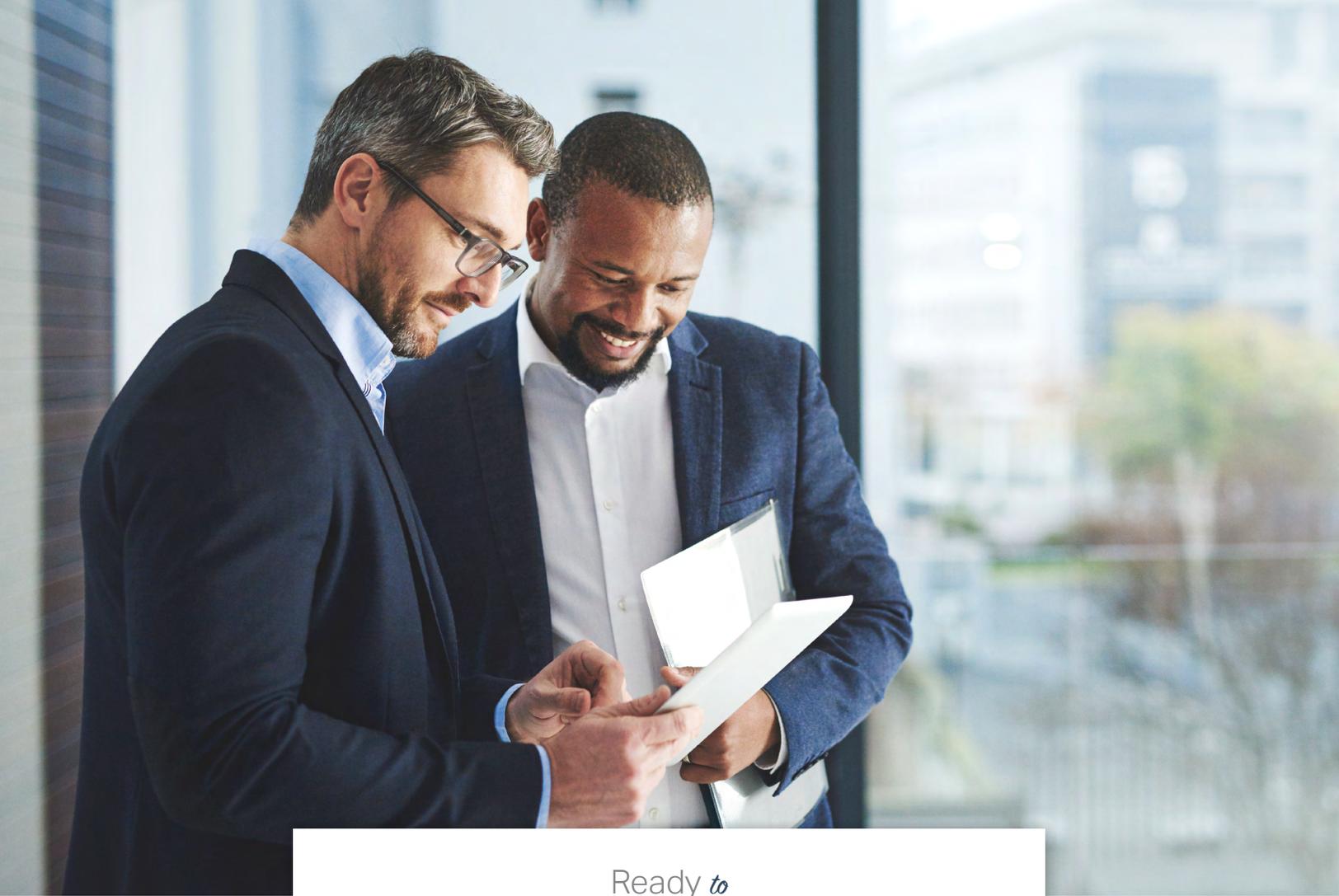
To meet this need, OnCourse Learning provides microlearning, self-paced training, webinars, video and audio courses, interactive quizzes and more.

## Increase Success

To increase success, every training program should...

- Present why the learner needs to know this information (*within the first 20 seconds*)
- Prepare the learner about what to expect before, during and after the session
- Show the benefits of the training and how it will make life easier
- Provide a glossary, frequently asked questions and flowchart for reference
- Emphasize why it matters on a personal level





Ready to  
**CREATE A HIGH-IMPACT PROGRAM?**

OnCourse Learning provides a comprehensive solution for your compliance training and personal development.

Request a demo at [OnCourseLearning.com](http://OnCourseLearning.com)

*OnCourse Learning is a member of the **Adtalem Global Education** Financial Services Workforce Solutions family which includes: the Association of Certified Anti-Money Laundering Specialists (**ACAMS**), its CAMS certification is one of the most widely recognized anti-money laundering certifications among compliance professionals worldwide; **Becker Professional Education**, which offers programs in CPA Exam Review and continuing professional education courses; and **EduPristine**, one of India's leading training providers in accounting, finance and digital marketing.*



## CONTACT US

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