CASE STUDY

REIMAGINING COMPLIANCE @ BNP PARIBAS

BNP Paribas and Interactive Services partnered to reimagine compliance training and communication at across the BNP Paribas global organization.

The program generated tangible business results for BNP Paribas, and won the Brandon Hall Gold Award for Best Compliance Training Program.
BNP Paribas is a French international banking group. It is the world’s 8th largest bank by total assets, and currently operates with a presence in 75 countries.

BNP Paribas partnered with Interactive Services, the compliance training design experts, to redesign their approach to compliance training, with the goal of making compliance training and communication at BNP more coordinated, efficient, easier to track, and popular with employees.

The Business Need

BNP Paribas faced heavy scrutiny from US Federal Regulators on the efficacy of its Compliance Training Program. The training had also received feedback from employees and management that courses were over-long (the average eLearning seat time was 55 minutes), and uncoordinated training calendars led to a high training burden, with a minimum of 8 hours of Compliance training required by each employee per year.
The Plan

BNP Paribas implemented a new governance structure for their compliance training program, which included a new framework and training standards for the Americas training region. BNP Paribas was looking to produce a best in class standard for compliance training in the financial services industry.

BNP Paribas’ investment in the development of an industry leading training program has been driven by the pursuit of a singular goal: ensuring that every employee within the organization knows and understands the rules necessary to effectively execute their roles and responsibilities and, in turn, help ensure the safety and security of the firm.

*Gary Collins, Managing Director of Compliance*
The 2016 training goals were to

- Set cohesive, global standards for every training event.
- Drive and communicate key learning requirements, processes, and controls across the enterprise.
- Track and monitor execution of a consolidated training plan.
- Produce rich media training content that employees would want to take.
- Bring Subject Matter Experts (SMEs) together to engage necessary leaders to help improve content.
- Schedule training in a coordinated fashion throughout the year to better manage training calendars for busy employees.
- Shorten the length of courses and ease the overall annual compliance training burden.
Program Design

BNP Paribas’ Compliance Training Team established a Training and Awareness Council, with 12 core members from the US, Canada, and Latin America. The Training Council ensured the training program was cohesive and coordinated throughout each of the Operating Entities in the Americas region.

The transformation of the compliance training was achieved by:

1. **Building training around the 60:90:30 principle**
   - 60: A meaningful interaction every 60 seconds.
   - 90: Videos and scenarios should never take longer than 90 seconds to complete.
   - 30: Keep every course under 30 minutes.

2. Reducing average course length from 55 minutes to 28 minutes

3. Deploying adaptive HTML5 to make one version of the training available on any device.

4. Using art direction that matched the quality of the firm’s advertisements and featured real people.

5. Applying elements of gamification (power bars, quick-fire questions) to keep learners engaged.

6. Videos and scenarios should never take longer than 90 seconds to complete.

This was the biggest update to BNP Paribas’ Compliance Training Program in over a decade and was designed to reflect the importance of critical learning for a busy audience. The BNP Paribas team benchmarked with other global banks to deliver a Compliance Training Program that met regulatory obligations, instilled a culture of compliance, and appealed to learners.
A key factor in the success of BNP Paribas’ updated Compliance Training Program was ensuring the training was engaging and effective. BNP Paribas needed to develop training that grabbed the learners’ attention immediately, and kept their attention throughout the course, while delivering the key compliance information the learner needed to know to successfully navigate any compliance situation they may encounter during their day-to-day responsibilities.

"Training’s lasting longer than 30 minutes begin to lose the attention and focus of the learner and therefore become less effective."

Jeffrey Langa, VP of Compliance Training at BNP Paribas

Training Design

The key to engaging learners in online training is establishing trust with the learner, while creating an emotional connection early in the training.

Within the first two minutes of launching the training, the learner needs to be convinced that the training isn’t the typical compliance training they are required to take and that it will be valuable in helping with their responsibilities at BNP Paribas.

The use of animated videos at the start of the training courses created high-impact openings that immediately piqued the learner’s interest and drew them into the training.

Real-Life Scenarios

Once learners were engaged with the high-impact opening video, the challenge then was keeping them engaged. This was achieved by developing realistic workplace scenarios that were directly relevant to the day-to-day tasks in which the learner was involved. These scenarios also featured “real-people” and not the stock models that appear in many other eLearning courses.
Gamification

Gamification of training does not refer to games that encourage learning, but learning experiences that feel like a game. An interaction that feels a little like a game presents a challenge to the learner that helps to engage them further with the training. This type of “gamified” interaction was used to present an assessment at the end of each topic in the training.

Intuitive Design

An intuitively designed training module will pique the interest of learners and become another key tool in the battle to engage learners who may dread the thought of having to take their annual Compliance training.

With this in mind, there was a focus on developing training that moved beyond the traditional “click-next-to-continue” Compliance training most learners are familiar with. This was achieved through the use of full screen impactful imagery, and an intuitive design that feels more like a web page than traditional eLearning (especially when viewed on a tablet device or smartphone).

A menu at the start of the course indicated the time required to complete each individual topic. This presented the learner with a clear picture at the start of the training of how much time they needed to devote to an individual section and gave them the opportunity to take their training in bite size chunks that better fit with their work schedule.
A very important, and often overlooked, element of successful compliance training programs is an effective communication strategy to announce the upcoming compliance training.

A compliance training calendar was developed so that compliance training would be deployed intelligently over a 12-month period.

This had two benefits:

• Training events were scheduled away from busy year-end periods.
• The program sponsors had visibility on the entire compliance curriculum, allowing them to prioritize learning and shorten the total training seat time.

Initial awareness of the training was raised through video vignettes and whiteboard animations. As Jeffrey Langa explains:

WE WANTED TO QUICKLY ENGAGE THE LEARNERS AND GRAB THEIR ATTENTION, WHILE LETTING THEM KNOW THIS IS NOT YOUR TYPICAL COMPLIANCE TRAINING.

The eLearning was only launched after rigorous technical testing to ensure a perfect user experience. It is important that training reflects modern media design, such as high-end websites, so that the navigation is intuitive for learners and look like a product that the learner needs to take seriously.

BNP Paribas also implemented a robust reporting process. Completion reports were run on a weekly basis to quickly escalate non-compliance by employees required to take the training.

Classroom training was also tracked and organized on BNP Paribas’ learning management system, to ensure that every training event met the company standard for training and that learners received credit for all training’s in which they participated.
Change Management Efforts

Building impactful and effective training was the starting point of a broader change management initiative. The change management was just as important as the training media.

BNP Paribas followed Jeff Hiatt’s benchmark process for managing change:

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<th>Awareness</th>
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<td>Building awareness of the need for change in compliance training was critical; every stakeholder was engaged from day 1 to get SMEs onboard.</td>
<td>Organization motivation was started with small wins such as 60-second video teasers for compliance that matched the quality of the firm’s TV commercials; this made sure the first piece of new training wowed employees.</td>
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<tr>
<th>Knowledge</th>
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<td>The training team set clear timelines and efficacy goals for the program and then delivered on those promises. The organization came to expect great compliance training.</td>
<td>The learning mapped to the work life of BNP employees with scenarios that reflected their actual compliance responsibilities with heavy use of John Keller’s Action Based Learning Model.</td>
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<td>The team reinforced the message set out in its eLearning with numerous face to face events culminating in a Global Conduct Week event.</td>
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Conduct Week ensured every employee was exposed to the firm’s compliance program both in training and live F2F events that involved everyone including senior business leaders as well as the CEO. The message that “Conduct Matters” was communicated throughout the week-long events as well as BNP Paribas’ ambition that:

“in our everyday decisions and actions we aim to treat our clients fairly and promote market integrity.”

Measurable Benefits

The training program resulted in the following improvements:

- Reduction in average training course time from 55 minutes to 28 minutes
- Establishment of a Compliance Training Council that has become self-sustaining and meets on the third Tuesday of every month
- Improvement of year completion rate from 81% to 100%

For more information, please contact Becky Murphy
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