

INNOVATION IN  
GLOBAL TRAINING, ASSESSMENT,  
& COMMUNICATION



A Live-Stream Event Recap

A Special Publication From:

EVERFI **ETHISPHERE**<sup>®</sup>  
GOOD. SMART. BUSINESS. PROFIT.<sup>™</sup>

# The Topic

## Innovation in Global Training, Assessment, and Communication

Ethisphere and EVERFI are excited to present this virtual conference recap. Joined by senior compliance, legal, and communication executives, the panel discussed adaptive training and assessment strategies to more effectively foster a culture of ethics across a global organization.

Throughout the course of the three hour event, the experts explored: Innovative Ways to Create Adaptive Learning Programs at Scale, Assessments and ROI: Building the Case for a More Comprehensive Compliance Training Program, and Training 3rd Parties: What Works, What Doesn't and Where it's Going.

In this recap, you'll have access to each of the video replays along with key quotes from each of the panelists and moderators. Enjoy.

# What's Inside

## Introduction

The Experts.....	3
The Full Video Replay.....	4

## The Sessions

<b>Session #1</b> .....	5
Innovative Ways to Create Adaptive Learning Programs at Scale	
<b>Session #2</b> .....	9
Building the Case for a More Comprehensive Compliance Training Program	
<b>Session #3</b> .....	13
Training 3rd Parties: What Works, What Doesn't and Where it's Going	


## Conclusion

Related Content.....	17
About EVERFI & Ethisphere.....	18

# The Experts

Leading ethics and compliance experts from companies committed to ongoing program and training innovation: Panasonic North America, Bristol-Myers Squibb, Wyndham Worldwide, BDP International, Honeywell, Dun & Bradstreet, Ethisphere, and EVERFI.



**Catherine Muldoon**   
Chief Legal Officer  
BDP International



**Karen S. Johnson**   
Head of Compliance & Ethics Education  
Bristol-Myers Squibb



**Dany Tijerina**  
Director, Integrity & Compliance  
Honeywell



**Louis Sapirman**   
VP, AGC and Chief Compliance Officer  
Dun & Bradstreet



**Preston Clark**   
President, Corporate Compliance  
EVERFI




**Ling-Ling Nie**   
Chief Compliance Officer & AGC  
Panasonic North America



**Korin Neff**   
SVP & Chief Compliance Officer  
Wyndham Worldwide Corporation



**Erica Salmon Byrne**   
EVP, Governance and Compliance  
Ethisphere

# The Full Video Replay

## Innovation in Global Training, Assessment, and Communication

3 Hours In Length

Includes Access to All Three Sessions

[Watch Video](#)



# Session #1 Video Replay

## Innovative Ways to Create Adaptive Learning Programs at Scale

58 Minutes in Length

Moderator:  
Preston Clark, EVERFI

Panelists:  
Karen S. Johnson, Bristol-Myers Squibb  
Dany Tijerina, Honeywell

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# Quotes from Honeywell



**Dany Tijerina**  
Director, Integrity & Compliance  
Honeywell

"We've chosen to take a **different route when doing learning**. Instead of doing it U.S. based, and then translating it into different languages we've doing it the other way around. We've taken trainings done in those regions, produced in their local language, and then translating them back to the different languages".

"We've recently, one or two years ago, we launched our gifts and hospitality app. So, all of the gifts and hospitality requests are just dumped through our mobile, your phone, and you use some of your request there. You can either get it approved right there, or it would go through a second approver, so on. We would **track those and we'd get metrics out of those, and we found that very useful**".

"In Mexico, we have our second largest employee footprint outside of the United States. We're talking about 18,000 employees. How are you not going to make them as **relevant and inclusive when you want to deliver a message**? For instance, for them, the issues that they face are very different to what an operation in India or in the US will have".

"The regions will come up with their own communications strategy that works for them, and they send very short messages around a case study that was relevant in that region. **But we also do a lot of videos, more than anything else**, bulletins, emails, we just shooting one of our senior leaders giving a message".

# Quotes

from Bristol-Myers Squibb



**Karen S. Johnson**   
Head of Compliance & Ethics Education  
Bristol-Myers Squibb

"Also today I hope to be able to share with you the story of how we've taken our code of conduct which used to be called our standards of business conduct and ethics, and we've transformed that into the principles of integrity, **which is easier to read, higher level, more appealing for employees to look at**".

**"That was where idea came together to build the Principles in Action.** How do you take the principles of integrity and bring that back to your day to day work, and how do you if you have a question today on conflicts of interest, but you read the principles 18 months ago or four months ago, how do you know what to do with that"?

"I think one of the **most effective tools that we've had is that we look at our investigations data that comes in from our integrity line, and we look to see if there are increases in any particular area.** If there are, we'll start to dig into those investigations and read through them and then we use them as the basis for our scenarios. It's a series of articles that we've put out called Reality Check, and it's really to help employees take what has happened in the field or what's happened in the office and learn from that".

# Quotes from EVERFI



**Preston Clark**   
President, Corporate Compliance  
EVERFI

**"You can't replace tone from the top and C-Level commitment.** I think that what we found, and it sounds like you all have found as well, is that that tends to send the message that this is something that matters to the organization. In stark contrast, when it's devoid of that, you run the risk of there being folks, I think especially who are in satellite offices or are very physically removed from the C suite, that you're sort of like saying where is this really coming from? How critical is this to my participation? I think seeing that engagement is powerful."

**"One of the challenges that as a global organization that meets the needs of different types of organizations,** from tech companies to manufacturing, is invariably, we'll come up with our list of learning objectives, saying, "Hey, we need to convey 25 things on data security or on diversity and inclusion," and then we'll go through the types of scenarios within which we want to achieve those learning objectives. But the reality is, if the manifestation of those learning objectives doesn't connect, if it's a clothing store and it's relating to do with PCI and data security, and that's the scenario, and someone is sitting in an office watching that, thinking about how to protect social security numbers or credit card numbers, whatever it may be, it's not just that they're not gonna feel part of it. It's that they're literally gonna say, "This isn't helping me because this is not part of my job."



# Session #2 Video Replay

## Building the Case for a More Comprehensive Compliance Training Program

56 Minutes in Length

Moderator:  
Erica Salmon Byrne, Ethisphere

Panelists:  
Preston Clark, EVERFI  
Korin Neff, Wyndham Worldwide

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# Quotes

from Wyndam Worldwide



**Korin Neff**   
SVP & Chief Compliance Officer  
Wyndham Worldwide Corporation

"We've divided our metrics into two separate categories, one we call operational metrics so, how do we make sure that the compliance function is functioning appropriately, are we investigating claims in the appropriate amount of time, are we doing screening in accordance with what our standard operating procedures are, and that's one piece of it. But then **the other piece that's very important that we share with our senior leadership is compliance effectiveness**, how do we make sure that our compliance program is operating at an optimal level and that we're seeing a return on investment for all of the people investment, monetary investment, we're putting in".

"We also have a **network of compliance champions throughout the world**. Those are business people who have business roles in every area of the organization, middle management level, that then provide feedback. What we try and do is bring them into the loop".

"It's probably an overused phrase but **communicate early and often**. So if you can get in front of those groups, the key stakeholders in those groups... become a guest speaker at some of their leadership meetings so they understand the why. Because that's really important so it doesn't just seem like we're just shoving random training down people's throats without a purpose".

# Quotes from EVERFI



**Preston Clark**   
President, Corporate Compliance  
EVERFI


"We find that **there are topics that require a lot of ROI defense**, and require a lot of internal quarter by quarter, year by year, how is this working, is the major investment that you alluded to ... Are we getting the return that we expected and ... Setting the internal expectations of what success looks like is a big part of what we do and it would be easier if I could just say,"and these are those metrics, and for every program we build these are the metrics that are hard coded."

"What does it mean, then, to actually **have a program that is thoughtfully designed**? We, more often than not, we see that not happening."

"I think **the biggest shift is that we're getting fewer incremental requests for programs** or courses or whatever word you want to use, and we've having organizations come to us saying, "We need a program, we need there to be something that is comprehensive. I think that is the right shift, because I think it implies a much deeper commitment, but I also think that with that, the stakes get much higher too, because what you're saying now, it's really easy when you have, as we talked about earlier, this decentralized approach to training."

# Quotes from Ethisphere



**Erica Salmon Byrne**   
EVP, Governance and Compliance  
Ethisphere

"And I think that's one of the things that, certainly for me, **over the course of the last 15 years**, I've seen that as one the biggest changes: That idea that you really are **looking at behavior change**, that causal component. Five, ten years ago, it was everybody gets anti-money laundering training, whether you have ABC risk or not, it doesn't matter. We're gonna give all 5,000 employees anti-money laundering training, and 97% completion rate, call it done. If you dug one layer below that, you found a bunch of US-based sales guys saying, "**This has absolutely no applicability to my job whatsoever**".

"In our dataset, **72 percent of the companies that utilize culture survey results as one way of demonstrating the effectiveness of their training** So before I rolled out my training, I had 45 percent of my employees that said they were willing to raise a concern if they saw something. After I rolled out my training, I had 52 percent. Those sort of demonstrable markers of behavior changes".

# Session #3 Video Replay

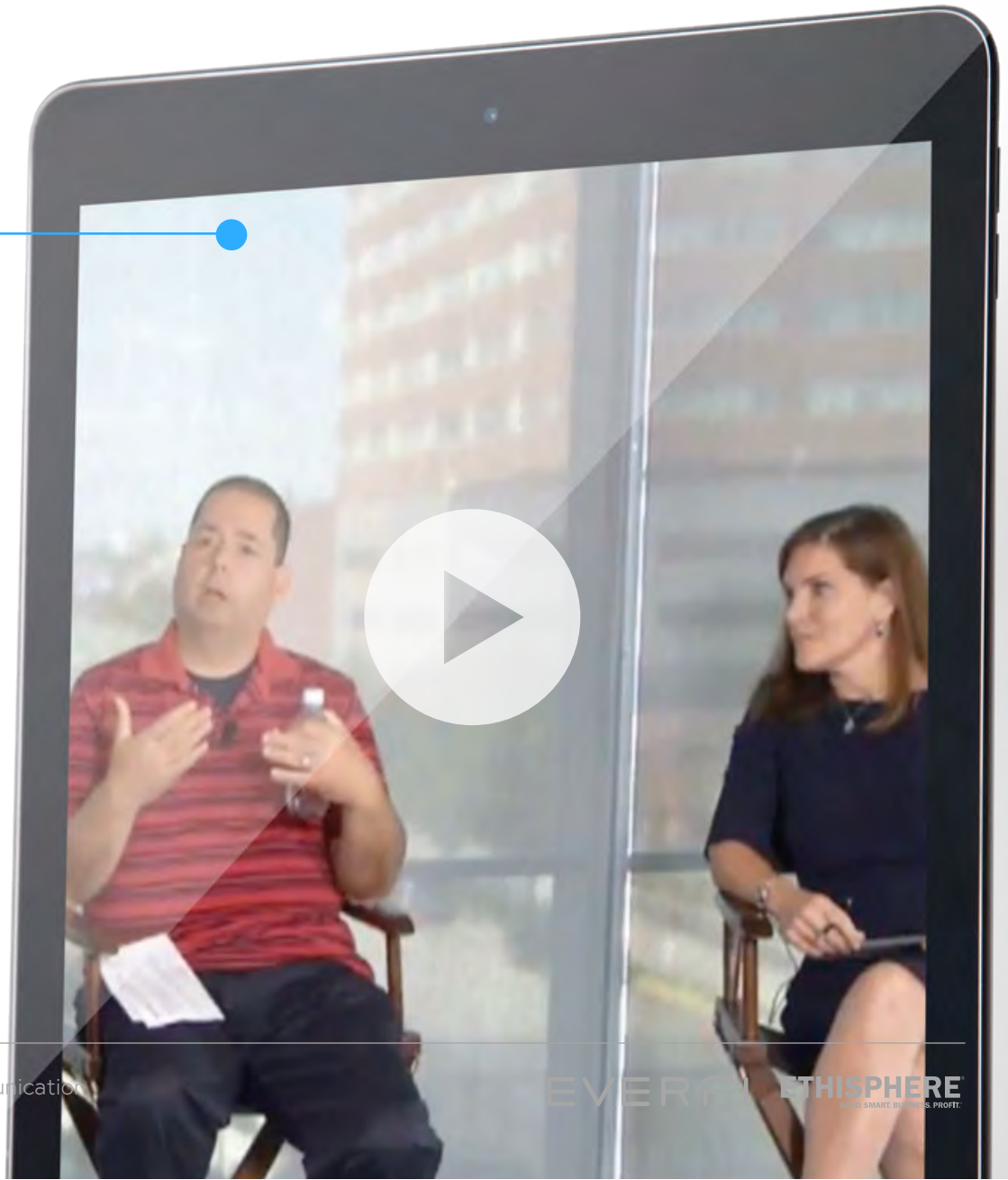
## Training 3rd Parties: What Works, What Doesn't and Where it's Going

54 Minutes in Length

Moderator:  
Preston Clark, EVERFI

Panelists:  
Catherine Muldoon, BDP International  
Ling-Ling Nie, Panasonic North America  
Louis Sapirman, Dun & Bradstreet

[Watch Video](#)



# Quotes from Dun & Bradstreet



**Louis Sapirman**   
VP, AGC and Chief Compliance Officer  
Dun & Bradstreet

**"I think that the context is everything in reality.** Especially when it comes to how you're doing with your third parties. Knowing your business, knowing your supplier base, your third party base so that you can make decisions around how you interact with them, that's what sets the compliance professionals apart. Anybody can know the regulations, but that doesn't necessarily mean you can translate it to your business".

**You have to understand suppliers are not created equal. And if you trying to deploy your compliance resources, in an equal manner, then ultimately, you are actually failing,** because you're giving too much to companies that don't need it. I want to make sure that when I have my compliance resources, they are going to those suppliers that create the greatest level of risk to my business".

"I think that our third party code is a bit simpler, it doesn't deal with some of the issues that you would see in a larger employee based code of conduct, but **the reality is, when you think about the values of your organization, those values get expressed not just by your employees, but by your third parties.** And if your third party code of conduct doesn't do a good job of explaining the expectations of those values to your third parties, that's something you need to work on clearly".

# Quotes from BDP International



**Catherine Muldoon**   
Chief Legal Officer  
BDP International

"If you look at the enforcement actions with the Department of Justice, **the majority of cases are through third-parties**, so they're more likely to put you at risk than your own employees. So we require that as a level to do business, now there are certain risk assessments that we take".

"What are issues where you're at risk? Then we just have a catch-all that just you don't know what to do. You're out there twisting by yourself. **We're an organization that says we're here for you. You're working on our business. Escalate it to us. Come back and ask us how to handle this situation.** We're going to help you find a solution that is compliant, that is in line with our ethical standards".

"If we're talking about risk, and we're talking about ways in which we conduct business and the way we're so embroiled in each other's supply chain, I would use real world examples of this is how customers like us or partners like us actually ... we are each other. Your actions are going to come back on us, and ours on you. **So mutually we have to raise the level of our performance so that we ensure that neither of us are at risk.** But on that spectrum there may be a time, a place where you say this isn't a partner we want to continue doing business".

# Quotes from Panasonic



**Ling-Ling Nie**   
Chief Compliance Officer & AGC  
Panasonic North America

**It starts with the risk analysis**, and one approach, one way you could do this, something I've done personally, is you want to **get a master list of your vendors, and arrange them according to what you believe to be the major risks for your company, so you rank them according to the country in which they operate**. Or you could rank them according to maybe the service they provide, the amount of spin that your company may have with them, or even the existence, or non-existence, of a compliance program at those companies themselves. And when you do that you come up with your high risk companies".

"I think one way to kind of **get away from the check the box feeling when it comes to supplier training is to leverage the camaraderie that we as compliance professionals have with our counterparts at other companies**. We love to benchmark, we love to participate in panels like this so we can share ideas and for some reason, and I suffer from this as well, I forget that a lot of companies have counterparts to me in their organization".



# Related Content



**Honeywell Video**  
Leading with Integrity | Hiring a third party



**Ethisphere Magazine**  
CRM of Ethics & Compliance  
w/ Hui Chen



**EVERFI Whitepaper**  
Compliance Training Best Practices  
for Managing Third Party Risks

# About Us



EVERFI is the leading education technology company that provides learners of all ages education for the real world. EVERFI works with 1,900+ corporations to educate employees on harassment, diversity, data security and culture. Founded in 2008, EVERFI is fueled by its Software-as-a-Service (SaaS) subscription model and has certified over 18 million learners in critical skill areas. Some of America's leading CEOs and venture capital firms are EVERFI investors including Amazon founder and CEO Jeff Bezos, Google Chairman Eric Schmidt, Twitter founder Evan Williams, TPG Growth, The Rise Fund, Advance Publications, and Rethink Education, and Rethink Impact. The EVERFI Education Network powers more than 4,300 partners in their education initiatives across all 50 states and Canada. Learn more at <http://everfi.com>.



The Ethisphere Institute is the global leader in defining and advancing the standards of ethical business practices that fuel corporate character, marketplace trust, and business success. Ethisphere has deep expertise in measuring and defining core ethics standards using data-driven insights that help companies enhance corporate character. Ethisphere honors superior achievement through its World's Most Ethical Companies recognition program, provides a community of industry experts with the Business Ethics Leadership Alliance (BELA), and showcases trends and best practices in ethics with Ethisphere Magazine. More information about Ethisphere can be found at <https://www.ethisphere.com>.