Skillsoft

Engaging & Educating the Frontlines on Compliance

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TALK TO US . . .

We look forward to hearing from you and learning what you think about GRC 20/20 research. GRC 20/20 is eager to answer inquiries from organizations looking to improve GRC related processes and utilize technology to drive GRC efficiency, effectiveness, and agility.

Skillsoft
Engaging & Educating the Frontlines on Compliance

The Exposure at the Frontlines of the Organization

Too often, we shovel compliance into the bowels of the organization, thinking it is the responsibility of the obscure and behind-the-scenes individuals in the back office of the organization. This misperception is a critical issue organizations must address. The most significant exposures to compliance issues are not in the back office, but are at the front lines. They are at all levels of management and business operations. They are across partner, vendor, and supplier relationships throughout the extended enterprise.

The exposure of compliance issues at the front lines of the organization include:

- **Harassment:** Inappropriate interaction between a manager and an office employee opens the door to legal issues and litigation.

- **Sales:** What the salesperson just told that client or prospect that may violate a regulation.

- **Bribery:** Operations just paid a government official to prioritize their contracts in building facilities in a remote country.

- **Fraud:** The teller at the bank is handling transactions all day but fails to understand the basics of identifying fraud and money laundering.

- **Intellectual property:** A critical business partner has employees that are not aware of policies or trained on how to handle sensitive information and intellectual property.

- **Privacy:** The hospital cafeteria worker just overheard a conversation in the lunch line about the celebrity with the terminal illness and is quick to tweet what they just heard.

The scenarios of compliance exposure across business operations and frontline employees are unlimited. Some involve malicious employees, others could be inadvertent mistakes, while some scenarios involve an activity that employees should catch and report. Compliance is part of everyone's job. From the receptionist at the front desk, to the salesperson in the field, to the janitorial staff cleaning — all have a role in compliance. The organization has to effectively engage employees and educate them about compliance in the context of their role in the organization. The challenge is that

organizations need to find a way to get everyone involved and owning compliance to build integrity across the whole organization and the extended enterprise.

The user experience for compliance has been typically poor in most organizations, resulting in time-consuming and redundant processes, a check-box mentality, and the lack of centrally coordinated efforts for compliance communication and education. Organizations end up with multiple sources of policy, training, surveys, assessments, attestations, and issue reporting hotlines. Interaction with these systems has consumed human and financial capital. Interaction is often inconsistently logged in documents and spreadsheets, if they are logged at all. There is no coordination of compliance communication and no way to prioritize messages and employee tasks. The result is emails and documents that fly about, slip through cracks, are never responded to, or are simply forgotten.

Compliance in Distributed, Dynamic and Disrupted Business

Getting all levels of the organization involved in compliance is complex. Gone are the days of the brick-and-mortar organization where employees start and end their careers. Those days were simple. You could train an employee and build on that training over the years and decades. They became fine-tuned to the organization and its operations — and as a result, its policies, risks, and compliance requirements. Employees, relying on years of experience within the same organization, understood processes and who could answer questions when they arose.

Today, the organization is not only complex, but also chaotic as it is in a constant state of metamorphosis. The organization of the present is:

- **Distributed:** Business is not done within the traditional brick-and-mortar walls of the organization. Operations are distributed around the world. Even the smallest organization has global clients, suppliers, and partners. Employees are scattered geographically with many that do not come into any office regularly, often working at home. It has become impossible to determine who an insider or stakeholder is — it certainly is not just employees. Business today is a complex and distributed web of relationships across agents, suppliers, vendors, contractors, consultants, temporary workers, outsourcers, service providers, and more. It is not uncommon that more than half of the organization's insiders are not traditional employees, but still have the same level of risk exposure for their conduct and interactions.

- **Dynamic:** Business is constantly shifting. The dynamic business of the 21st century has to deal with constant change:

  - *Business:* Mergers and acquisitions, divestitures, new operations in remote geographies, new lines of business and products etc. must constantly adapt to remain competitive and contribute to the bottom line growth in the present and the future. This brings challenges in keeping policies, controls, assessments, and training current employees, while trying to avoid redundancy that change brings and overwhelming

employees with training, assessments, policies, and controls resulting from change.

> *Employees:* Employees change at a rapid pace. They enter the organization, change roles and responsibilities, and leave the organization. In some organizations, such as retail, GRC 20/20 finds turnover can be as high as 90 percent or more annually. How does an organization train employees in such a complex and changing environment? When employees change roles there are compliance implications. The organizations must screen employees to ensure the employee is the right person for that role and does not bring liability and exposure to the organization; that they are properly trained and have the experience necessary.

> *Relationships:* Suppliers and vendors bring exposure to operations, agents under contract introduce bribery and corruption risk, and temporary workers may not have been screened and are given access to personal financial or health information. The challenge with dynamic business relationships is that change is exponential. Not only is the organization dealing with constant change in its business relationships, each individual relationship is dealing with change in its employees and downstream relationships. All this brings risk exposure back to the organization that sits in the shoes of its extended enterprise relationships.

> *Processes and technology:* The organization must also deal with changes to business processes and the technology that supports the organization at all levels. Sometimes controls fail as a system is reconfigured, or a process changed; or no one put a control in place at a critical point. Policies and procedures are not updated to address new or modified processes. New technology brings new risks, such as social media and bring-your-own-device trends have illustrated over the past few years. Existing systems may have been secure, but new vulnerabilities are discovered that open the doors of exposure to risk and compliance.

- **Disrupted:** The intersection of distributed and dynamic business with compliance brings disruption. Change (dynamic business) combined with complexity (distributed operations and relationships) means the organization is easily disrupted in the context of compliance. It is entirely possible that while the organization was fully compliant at noon today, by 12:15 p.m., it is out of compliance. An employee was not trained, a business relationship was entered into without being screened or vetted properly, a transaction occurred that should have been flagged as a bribe or other fraud, or a new vulnerability was found with an IT system resulting in exposure to personal information.

The bottom line: Compliance is not just for back-office, risk experts. For compliance to be successful, organizations must engage employees. It is no longer good enough to have well documented policies. Organizations must demonstrate compliance is active, understood at all levels, and operational across the organization. Compliance is only as good as your front-line understanding, participation, and alignment with compliance. This requires employee engagement in compliance.

Skillsoft

Engaging & Educating the Frontlines on Compliance

Skillsoft is a compliance solution provider that GRC 20/20 has researched, evaluated, and reviewed with organizations that are using it in distributed and dynamic business environments. Where so many compliance and broader GRC solutions focus on the back-office employees of compliance, Skillsoft focuses on the education and engagement of the front-line employees of compliance. They deliver this through engaging user experiences in interactive learning technologies, combined with a broad course library in compliance courses.

GRC 20/20 has evaluated the features and capabilities of Skillsoft and finds that it delivers a flexible, intuitive, and engaging solution for compliance education and policy acknowledgements/attestations. This is achieved through a robust solution that has leveraged instructional design, learning outcomes, and brain science research to deliver on real and measurable compliance behavioral change in organizations. Their courses provide practical compliance training that is relevant, meaningful, and leverages emotions for a learner-centric experience. Devices such as narrative storytelling and compliance scenarios put this into a realistic perspective for the learner to apply to their business context.

GRC 20/20's evaluation, research, and interactions with Skillsoft clients have determined the following:

- ■ **Before Skillsoft:** Clients of Skillsoft typically are replacing manual, in-house compliance training that had a high total cost of ownership to deliver and manage, or they came from competitor compliance education solutions that did not address the right breadth of content, nor in a way that engaged employees in behavioral change. Clients said they were tired of the time spent on manual compliance training processes and things getting missed and documentation lost.

- ■ **Why Skillsoft:** Organizations choose Skillsoft as they are looking for a single, integrated compliance education and communication platform. Clients were looking for a customizable training solution that also delivered good content. Clients state they chose Skillsoft as the capabilities of the solution exceeded their expectations.

- **How Skillsoft is used:** Typical compliance use cases for Skillsoft vary to meet a range of compliance education challenges. Clients can deploy Skillsoft for a single area of compliance training (e.g., GDPR, harassment), or leverage the breadth and depth of the Skillsoft learning technology, combined with compliance course content, to provide a complete compliance training portal for all employees. Alongside the training, Skillsoft delivers policy acknowledgements and questionnaires with each course.

- **Where Skillsoft has excelled:** Organizations state that Skillsoft has improved the quality of their overall compliance awareness and understanding that has had a direct impact on the organization's ethical and compliance culture, with measurable behavioral change. Clients find that the solution is flexible to adapt to their organization's compliance training and corporate branding requirements, has the breadth of course content needed, and provides them the ability to grow and mature their program over time. Overall, users find the solution was particularly easy to implement and rollout in their organization, and the solution is able to focus and deliver training based on audience/employee segmentation by geography, role, business unit, or a combination of these.

Skillsoft Delivers Employee Compliance Engagement

GRC 20/20 finds that Skillsoft is a solution that can grow and expand with the organization and adapt as the organization and its compliance environments and challenges change. It can be easily implemented to meet the needs of specific compliance education requirements or be implemented as the backbone for all compliance training, education, and employee engagement.

The core components of Skillsoft for compliance are:

- **Percipio Compliance.** This combines content with user experience for compliance training. The solution delivers customizable reporting, the ability to track training across all formats (e.g., online training, offline/classroom training), records management, and integration with human resources (HR) systems to pick up employee change and their roles. The solution allows for the assignment of training that can be one-time or recurring, with workflow and task management automation to assign training to users or groups/roles, departments/divisions, geographies, or a combination of these.

- **Certitude.** Delivering training is not enough; organizations need to know that individuals understand policies, their context, and can apply it to their business activities. Skillsoft Certitude provides a policy attestation tool that has electronic signature support which is enhanced by survey and questionnaire functionality to test understanding, gather certifications, and manage disclosures related to policies.

- **SumTotal.** Skillsoft's compliance content can further be leveraged with the broader SumTotal Learning Management System to bring all corporate

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education and training into a single cohesive and integrated system, including compliance content.

Skillsoft, through these solutions, delivers a range of pre-developed, yet customizable, course content for compliance. This can be broken down into the following areas:

- **Legal & Ethics:** courses include anti-corruption, anti-money laundering, anti-trust, bullying in the workplace, business ethics, code of conduct, conflict minerals, conflicts of interest, data privacy, information security, foreign corrupt practices act, HIPAA, insider trading, preventing harassment, sexual harassment etc.

- **Environmental, Health & Safety:** courses include active shooter, bloodborne pathogens, Cal/OSHA health and safety, electrical safety, emergency and disaster preparedness, environmental management systems (EMS), fall prevention, fire safety and prevention, handling hazardous materials, infectious diseases, lockout/tagout, machine guarding, toxic substances control act (TSCA), workplace safety etc.

- **Compliance Microtraining:** To supplement the longer full courses, Skillsoft delivers a range of compliance short training videos that reinforce compliance learning and understanding in their impacts & experts – microtraining

Skillsoft is a global solution that simplifies and strengthens compliance awareness in organizations across industries, and of all sizes with content in over 32 languages. It is:

- **Engaging.** Skillsoft delivers an intuitive user experience focused on streamlined compliance training and tasks.

- **Customizable.** Skillsoft supports the ability to customize training to the needs and branding of the organization in a scalable manner, helping the organization adapt to change quickly.

- **Informative.** Skillsoft delivers reporting tools and analytics to manage and monitor compliance training trends and activities in real time across the organization.

Benefits Organizations Have Received with Skillsoft

Most Skillsoft clients moved to the solution because they found their in-house built training approaches consumed too many management resources, and they found things were getting lost in the continuous barrage of training activities, as well as regulatory and business change. Others moved to Skillsoft as they found their previous solution was cumbersome and not as engaging. Across these clients, there is consistent praise for the value of the ongoing cost of ownership and value Skillsoft brings to compliance awareness and education activities to the front lines of the organization.

Specific benefits that GRC 20/20 finds that Skillsoft clients have achieved in their implementations are:

- *360° visibility into compliance education* across the enterprise where all information is in one place and gives complete situational and contextual awareness of compliance training.

- *Elimination of in-house solutions and manual processes* that were costly with the time needed to monitor, gather, and report on compliance education related activities and processes.

- *Ability to meet more compliance needs* with extensive coverage of legal, ethics, and environmental health and safety awareness requirements.

- *Subject matter expertise* with Skillsoft that ensures that training is current with regulations

- *Significant efficiencies in time through automation* of workflow and tasks as well as reporting.

- *Fewer things slipping through cracks* as there are established tasks, notifications, and escalation when things are approaching deadlines or are past due.

- *Efficiency in streamlining training processes* through the identification of requirements, accountability, tracking, and getting things done. One client reported that compliance training activities now trend at 99% completion, while they were only at 50% to 60% completion three years back.

- *Greater granularity and the ability to report* on compliance training activities and details that could not be done before.

- *Increased awareness and accountability of compliance* by individuals who are informed on the subject matter in the context of their role.

- *Consistency and accuracy of training* as the organization conforms to consistent processes and regulatory obligations.

- *Accountability with full audit trails* of who did what and when. This particularly has delivered value in fewer things slipping through the cracks.

- *Reduction in the time needed* to govern and manage compliance training activities that are freed from manual processes.These resources can then focus on value-added activities.

- *Increased agility in the context of change* that enables the organization to be proactive, and not just reactive - leading to less compliance exposure and being caught off-guard.

Considerations in Context of Skillsoft

Every solution has its strengths and weaknesses and may not be the ideal fit for all organizations in all situations. While GRC 20/20 has identified many positive attributes of Skillsoft to enable organizations to achieve consistent GRC management processes, readers should not see this as a complete and unquestionable endorsement of Skillsoft.

Skillsoft clients praise the solution for its adaptability and scalability to their unique environments. They see that they have achieved great value in implementing Skillsoft to bring together all of the organizations compliance training into one system.

Skillsoft is a capable solution for a range of organization training needs beyond compliance training, but it has particularly excelled at delivering compliance training and activities/engagement to the front lines of organizations. Organizations engaging Skillsoft will find that the speed of implementation and cost of ownership to be superior to many other solutions available in the market.

About GRC 20/20 Research, LLC

GRC 20/20 Research, LLC (GRC 20/20) provides clarity of insight into governance, risk management, and compliance (GRC) solutions and strategies through objective market research, benchmarking, training, and analysis. We provide objective insight into GRC market dynamics; technology trends; competitive landscape; market sizing; expenditure priorities; and mergers and acquisitions. GRC 20/20 advises the entire ecosystem of GRC solution buyers, professional service firms, and solution providers. Our research clarity is delivered through analysts with real-world expertise, independence, creativity, and objectivity that understand GRC challenges and how to solve them practically and not just theoretically. Our clients include Fortune 1000 companies, major professional service firms, and the breadth of GRC solution providers.

Research Methodology

GRC 20/20 research reports are written by experienced analysts with experience selecting and implementing GRC solutions. GRC 20/20 evaluates all GRC solution providers using consistent and objective criteria, regardless of whether or not they are a GRC 20/20 client. The findings and analysis in GRC 20/20 research reports reflect analyst experience, opinions, research into market trends, participants, expenditure patterns, and best practices. Research facts and representations are verified with client references to validate accuracy. GRC solution providers are given the opportunity to correct factual errors, but cannot influence GRC 20/20 opinion.