

BUSINESS CASE • TRAINING
Top 10 Reasons for International Harassment Best Practices

MICRO CASE STUDY:

Who

Fortune 500 company

Study

Live vs. online training cost analysis

Purpose

To justify the organization's investment in training and guide the future direction of the organization's training program.

Results

Online learning delivers a cost savings of 40-48% over live training

Training a global workforce can be a daunting task, and missteps can derail even the most well-intentioned compliance programs. Careful planning and attention to some important considerations can help ensure a successful roll-out of your global harassment training program.

1. Don't Roll Out a US-Centric Course

The laws, cultures and experiences of employees and managers outside the United States can vary greatly. To be successful, a program must take these differences into account. If it does not, you're likely to encounter some frustrated and offended international colleagues.

2. Anchor Your Training with a Great Policy

A well-crafted policy sets the framework for your initiative. The policy must accurately communicate your organization's values and expectations. If you don't have a policy, consider retaining legal counsel to advise your organization and help you develop one.

3. Be Conscious of Works Councils

In some countries, employers may have an obligation to interact with a works council, union, trade association, or other employee representative before implementing or modifying any new work rules. If you are developing a new policy, check with local legal counsel to determine what, if any, obligations you have in this regard.

4. Set Expectations & Engage Management Stakeholders Early

You will likely have many internal stakeholders who will be involved in a training initiative—from human resources, to legal, to compliance, to senior executives in the countries where you do business. You can avoid some major delays by doing careful planning, laying the groundwork for your initiative, and getting key stakeholders involved in the process early on.

5. Focus On Deployment of the Training, Not Creating the Content

Creating a live or online global harassment course in-house is not an easy task. Organizations typically underestimate the real costs and time inputs that are required to develop a successful product—and to keep it up-to-date and technically stable. Working with a strong e-learning vendor will accelerate training for your employees.

6. Cover Issues that are Important Outside the United States

When it comes to harassment training, it's easy to assume that one size fits all, but that's just not the case. Local laws vary from country to country, and local customs and culture affect how employees respond to training. Focus on shared values and common expectations and cover issues that resonate with learners outside the United States.

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Advanced Policy Management

Training is a critical element of your compliance program, but it's only as effective as the **policies and procedures** you're training against.

If you're like most Healthcare organizations, policy creation, management, and distribution is an ongoing challenge. Ask one of our compliance experts about integrating policy management with your training systems.

7. Ensure that Training is Engaging

Make sure that your course is engaging in both content and visual elements. If learners tune out or reject the message because it is outdated, irrelevant, or poorly crafted, you have wasted your time and money—and potentially even done damage with your employees.

8. Train on Retaliation (Victimization & Reprisal)

Retaliation is not just a US phenomenon. The desire to retaliate is, for many, human nature. And that makes it a global concern. Many countries around the globe prohibit retaliation, also known as victimization and reprisal.

9. Distribute the Right Policy & Track Completion

An important part of training is ensuring that each employee receives a copy of the correct prohibited-harassment policy. Relying on local personnel to manually distribute and track this process is inefficient and prone to error and exposes you to legal risk.

10. Consistency Matters – Avoid Opt Outs

A key benefit of e-learning is not only the ease of delivery but also the consistency of the message. Consistency helps reinforce the importance of shared values and the expectation that all employees will treat one another with respect and dignity. It's best to not allow internal stakeholders to opt out of the training. If possible, insist that they participate in the organization's global efforts.

ABOUT NAVEX GLOBAL

NAVEX Global is the trusted ethics and compliance expert for more than 8,000 clients in over 200 countries – the largest ethics and compliance community in the world. A merger of industry leaders ELT, EthicsPoint, Global Compliance Services and PolicyTech, NAVEX Global provides a comprehensive suite of solutions to manage governance, risk and compliance (GRC), providing critical cross-program insights thorough unmatched expertise and actionable data.

866-297-0224 | info@navexglobal.com | www.navexglobal.com