



Credit Suisse revitalizes and centralizes compliance training with Saba Cloud

Industry: Financial Services

Active Users: About 60,000

Use Cases: Compliance Training



Good governance is critical in the financial services industry. Credit Suisse is always looking to be best in class regarding the governance, quality, usability and technology of the eLearning programs it uses for mandatory training purposes. With Saba Cloud, Credit Suisse is now delivering more effective compliance training on mobile devices, supporting employee-driven learning experiences.

THE CHALLENGE

Credit Suisse AG is a leading global financial services company headquartered in Zurich, Switzerland. It has a global reach with operations in about 50 countries and more than 46,000 full-time employees as well as thousands of contingent workers. The company decided to adapt its governance structure for regulatory or risk-related training to better align it with the strategy and organizational structure it announced in October 2015.

Credit Suisse already had a robust program in place for global, bank-wide training. For many years it was also possible to launch individual training programs for groups of fewer than 10,000 employees without any formal approval process. During that time, the number of decentralized eLearning programs increased from less than 10 in 2011 to more than 90 in 2015. Over the same period, the number of global mandatory eLearning programs decreased from 30 or 40 to around 12 to 15 modules per year.

To address these changes and challenges, the Credit Suisse Learning team – working in partnership with the Compliance function – decided to increase the transparency of mandatory eLearning while improving the user experience.

“With Saba Cloud, we have complete governance of our mandatory training. We’ve taken this opportunity to deliver it in a fresh and modern way, including to mobile devices. This enhances the effectiveness of the training.”

Markus Simon
Global Head of Digital Learning
at Credit Suisse

“To support the building of a risk-conscious compliance culture, we knew that we needed to do things differently. The high volume of eLearning being pushed out caused an over-reliance on the rather static resources available from some learning content providers, and the content itself tended to be the traditional linear, page-turning style.”

Markus Simon, Global Head Digital Learning at Credit Suisse

Credit Suisse faced two further challenges. First, learning content was only accessible via desktop or laptop computers in the workplace. Second, eLearning was often used to advise employees about updates and regulatory developments when other forms of communication would be more effective.

THE SOLUTION

Credit Suisse moved from a highly customized onsite solution to Saba Cloud. Starting in January 2017, it delivered its first seven Saba-powered, bank-wide, mandatory, mobile eLearning modules. An additional 65 smaller or departmental mandatory programs have also been rolled out, resulting in a total of 72 courses and the completion of 561,300 training sessions by employees.

To meet the need for best practice governance in the area of compliance training, Credit Suisse has implemented a two-tier Governance Board.

“All divisions and functions have one representative on the Board and this has had a highly positive impact in driving change in compliance training. The Governance Board reviews and challenges all requests for mandatory training before approving them or removing them from the pipeline if it believes that training is not the best way to deliver the new information,” says Markus Simon, Global Head of Digital Learning at Credit Suisse. The members of the Governance Board also review the course content at storyboard stage and check it is appropriate to address the needs of the target audience.

Credit Suisse has refined its delivery model to ensure much tighter controls in terms of participants and timing. Mandatory training modules are now directed at a defined audience, reducing unnecessary training hours for the wider workforce. In addition, the quarterly rollout process has been optimized to allow Credit Suisse to set a single global completion deadline for all participants.

Employees have to complete Financial Crime Compliance (FCC) training on an annual basis. In the past, the FCC eLearning course contained large volumes of text, with very little user interaction. Under the new format, the training course begins with engaging, animated content that clearly communicates the overarching theme. The assessment takes account of the participants' prior knowledge and experience, and allows those who already have detailed knowledge of the topic to progress through the training modules more rapidly. The real-life video content supports the more effective application of learning back in the workplace.

Credit Suisse is now delivering compliance training on a broader range of mobile devices, making learning more accessible. The Saba Cloud Learning Management System provides a stable infrastructure and enables seamless mobile functionality for participants through the Saba Mobile App.



“Delivering compliance requirements to our employees in an easy-to-understand and efficient manner is critical to an effective compliance program.”

Jim Barkley
Global Head of Core Compliance Services
at Credit Suisse

THE BENEFITS

Credit Suisse has seen clear indications that its compliance training program is now much more effective. Today, 100 percent of regulatory mandated training is governed centrally, compared to only 14 percent, two years ago when the vast majority of the training was delivered outside the corporate governance structure.







The measurable improvements in compliance training at Credit Suisse include:

- A 56 percent increase in participation in non-mandatory compliance training between 2012 and 2017
- Increased training completion rates with the new delivery model having achieved a 99.8 percent completion rate for the year to date
- Greater uptake of mobile learning at senior management level: Since the start of 2017, senior managers have used mobile devices to complete mandatory training, resulting in greater productivity

The first phase of Credit Suisse’s eLearning project was to address critical issues by migrating the Group’s eLearning system to Saba Cloud and to thus address the organization’s changing business needs. Credit Suisse aims to continue developing and delivering best practice in compliance training to support a risk-conscious compliance culture and the Learning team is now considering other ways to build on that success. Their next area of focus for a continuous learning experience is to encourage employees and other learners to engage with social learning communities.

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