

Customer success story



Coventry Building Society

In 2008, Coventry Building Society won the E-Learning Award for 'Meeting the Needs of Compliance of an External Regulator or an Internal Workforce'. Here, Howard Hills, Head of Research at Towards Maturity finds out more about their award-winning learning solution.



e-Learning is not just a tick in the box at Coventry Building Society, but part of an award winning strategy that adds value to the business.

Coventry Building Society, like all businesses in financial services, must prove its capability and competence. Demonstrating that staff provide quality service and best advice retains customer confidence in a time of uncertainty and doing this robustly, effectively and efficiently is the hallmark of a productive business. Using e-learning, Coventry Building Society can develop better customer service, more knowledgeable staff and hassle free proof of compliance, all ticks in the box for learning and development.

The Financial Services and Markets Act 2000 brought mortgages under the remit of the Financial Services Authority (FSA) at the end of October 2005, putting responsibility on all providers, including mutual building societies, to prove they are compliant. Proving the competence of the workforce is an essential requirement.

Coventry Building Society is the UK's fourth largest, with more than a million members, assets of over £17 billion, 1,300 staff and 48 branches. It must meet the requirements of the FSA, specifically the Mortgage Code of Compliance and the Treating Customers Fairly initiative, and follow statutes such as the Data Protection Act, the Banking Code and anti-money laundering legislation.

The Coventry takes the treatment of its members extremely seriously, believing that taking care of customers and their information is very important. Likewise, the safety and security of employees is a priority of the business and the learning and development team.

Originally, the Coventry relied heavily on the induction process to inform individuals of their responsibilities in compliance.

On their first day, staff were given basic policy sheets, supported by information booklets, which were signed for to confirm that they had read the policy requirements. Further information was provided by face-to-face training as part of the induction process for various roles. The onus was on Individual trainers to implement any changes in policy and compliance requirements.

The business challenge

Not surprisingly, this approach was expensive both in time and money. Before 2004, the total number of trainer hours needed to provide this programme was 49 per individual. The cost of face-to-face delivery during a typical year was £190 per individual and, on average, 100 staff would be trained in this way every year.

The system needed to be modernised and reporting improved, not only to meet new requirements of the FSA, but also to provide a better and more efficient standard of service. The aim of the change was to:

- Standardise reporting
- Validate assessments
- Include assessment of the induction process
- Personalise assessment and training to a specific role
- Adapt learning to individual learning styles
- Provide Information and learning at the right time for each individual

Top tips for creating compliance training:

- Establish a project team with a full time project manager, subject experts and learning designers
 - Subject experts should own the content and take responsibility for updating it
 - Engage local managers by reporting progress and success against individual management responsibility areas
 - Continuously review and monitor the quality and success of learning materials and collect feedback from learners
 - Repurpose and reuse existing material both in assessment questions and learning content
- *Pete Ferraro, Coventry Building Society*

- Engage subject matter experts to ensure the content is accurate and up to date
- Discover how long learners take to study specific items of information
- Collate statistics on validity and reliability

Learning Management System

To address these issues, the Coventry bought Kallidus Learning Management System (LMS) from e2train, and appointed an e-learning manager. Over time, this role developed from a designer of content to a consultant to the business, reflecting the increasing support that learning technologies give to the building society.

An e-learning project set out to produce both content and assessment by converting existing resources and adding new ones. To do this, a partnership was established between the subject matter experts and the creators of the content and assessments. This proved critical to the project and the way in which work was conducted. The specialist compliance management team took responsibility for monitoring learning progress centrally. It ensured compliance materials were updated and that the building society could meet the requirements of external regulators.

It ensured compliance materials were updated and that the building society could meet the requirements of external regulators.

Compliant performance

Learning content and information could be quickly and easily presented to all staff via Kallidus LMS and a consistent or tailored message could be delivered depending on the specific requirements or circumstances of individuals. This enabled training delivery to extend beyond the requirements of induction into supporting business change for all staff. The result of implementing the LMS is compliant performance that is delivered faster, cheaper and more successfully.

Customer service assistants, who work at branch counters, now take just two weeks from starting in their new role to learn about and prove their competence in data protection, anti-money laundering and the Banking Code.

Testing knowledge

There is also better alignment between the assessment of individuals and the required performance for each role. Information about products and services is delivered through the Kallidus LMS and levels of knowledge are tested before learners attend face-to-face courses that, in turn, focus on skill development. For example, customer service advisors, both those who work in branches face-to-face with customers and those at the call centre, can prove their compliance in this more detailed and complex job within six months of starting the role. Previously, it was not so easy to prove individual compliance reliably.

Kallidus LMS records the various lessons completed and test scores for each individual. The data can then be used to create reports. For example, internally, the compliance management team will analyse the training, compliance performance and learning progress of individual locations and areas.

The needs of external regulators can be met by providing reports on job areas and particular job role types.

Right first time

A significant benefit both for the business and its individuals, in terms of their sense of achievement, is the first time pass rate and average score. All 1,300 staff at the Coventry passed the anti-money laundering test, but 92% did so at the first sitting, demonstrating a faster route to competence.



In 2009, 86% passed the data protection test at the first sitting. The pass rate for tests is set at 80% and with over 1,000 examinees in the two tests for the Banking Code and the anti-money laundering, average passes were 95% and 92% respectively. Organisations using tests for compliance purposes must provide information on reliability and validity of their tests and questions, how long they took and the results being achieved.

At Coventry Building Society, Kallidus Learning Management System provides a wealth of data to assist in conducting this analysis. The building society knows who has done what and when, how long they took and the results being achieved. This enables the quality of learning materials to be assessed.

More than a tick in the box

But compliance at the Coventry is not just about a tick in the box. Validity is maintained by close involvement of subject matter experts in making content directly relevant to business performance.

Key stakeholders are involved in the sign-off process, which ensures that current and future business issues are addressed through the training material, and new material is piloted across appropriate audiences that supply feedback on the quality of the material and how easy it is to use.

Kallidus LMS ensures learning content directly supports business benefits. Assessment is tailored specifically to particular job roles and is related to procedures or processes learners will carry out in their job role, creating a direct link between training and business performance.

Award winning solution

Judges of last year's E-Learning Awards felt that Coventry Building Society was a worthy winner as it demonstrated clear links between compliance and the performance of the individual, as well as real time and cost savings.



For a demonstration or just more information about Kallidus, call **01285 883900**, email: sales@e2train.com or go to www.e2train.com/Kallidus

Deloitte Fast 50 Technology Award Winner 2005 and 2007.
101/102 Cirencester Business Park, Love Lane, Cirencester,
GL7 1XD.

