



KPMG SMART PRACTICE

Export controls and sanctions: A better way to train

Everyone who has conducted training understands the challenge of presenting information in a way that engages the audience while effectively educating them. For a highly complex topic like export controls and sanctions, this can feel like an insurmountable task. But it doesn't have to be. We have found that there are a few ways to improve the training experience. Before determining what would be the best format for the training, the presenters should consider a few questions:

1. Who is the audience? This consideration determines the level of detail that should be presented.
2. What is the key message? Articulating the main driver for the training will ensure that it stays on topic.
3. What do you want people to remember? Distilling the information to two or three take-away points will help the audience focus on the key issues.

¹ *Promoting Students' Ability to Retain Information and Apply it in New Situations*, McGraw Center for Teaching and Learning available at <https://mcgraw.princeton.edu/node/1361>

Once these questions have been addressed, the next step is determining the best format.

Training bursts

In a traditional training environment, the trainees attend an in-person session for a certain period of time in which information is typically presented in a PowerPoint deck. However, people are increasingly busy or work remotely, making in-person training impractical.

One alternative is to develop a program that presents the training in bursts. Presenters can develop 10-15 minute videos covering one topic. This allows the trainees to absorb a concentrated amount of information without burying them in details. Following up with an email outlining key points reinforces retention.

This format is an excellent medium for general awareness or ad hoc training. For non-native English speakers this is highly effective in conveying the risks of transacting with denied parties, without providing an excessive amount of information.

Online training

Trainings are increasingly moving to

on-line platforms to make them more accessible. Although an efficient way to train personnel, there is a risk that the trainees will not engage with the material. Research indicates that to successfully retain information, less is more.¹ Focusing on a single but complicated topic, such as commodity classification, increases the likelihood of assimilating the information.

Highly effective online training also requires audience interaction. Staying with our commodity classification scenario, after reviewing procedures for accurate classification, an interactive scenario could be presented to the audience. This could be an image of a piece of hardware with a description of what it does or is used with, and includes a list of assumptions. Then the participants are asked to classify it. In doing so, they must interact with the information, enhancing retention.

In-person training

Live training may be the best format for more complicated topics, such as a deep dive into sanctions regulations – but it doesn't have to be passive.

Breaking down barriers is key to engaging the audience. Typically, a conversational approach encourages participants to ask questions and make observations. Incorporating teamwork or a case study in which the audience must issue spot is also integral. For example, what is the issue when a member of the board of a customer's parent company is a Specially Designated National with more than a 50% ownership in the customer? What are the next steps once this identification has been made?

Careful consideration should also be given to the presentation. Incorporating visuals that the trainers then speak to will help keep the audience engaged. Linking regulatory citations to real-world violations provides context about enforcement and application.

Regardless of the training's form, the goal is to make the content approachable. After all, if the audience doesn't understand it, they won't remember it. Without remembering it, compliance won't be enhanced or risk mitigated. ■

About the authors:

Steven Brotherton (San Francisco) is a Principal in the Global Export Controls & Sanctions practice of KPMG LLP and leader of the service line. sbrotherton@kpmg.com
Elizabeth Shingler (Philadelphia) is a Manager in the Global Export Controls and Sanctions practice of KPMG LLP. eshingler@kpmg.com