



ministry of  
compliance

# COMPLIANCE OFFICER TRAINING



## Starting dates

- ✓ September 2021
- ✓ January 2022



A practical training course that prepares professionals for a position as Compliance Officer. No 'one size fits all' approach, but sufficient attention for your specific knowledge and experience and the environment you work in. That is what this program wants to offer you.

### **Focused on your working environment**

In practice, compliance officers' tasks are often similar, but the context in which they do their work differs from organization to organization. The background of professionals entering the compliance function is also diverse. During this training, we take these differences into account as much as possible.

### **Learn what you want to learn**

We only want to teach you what is relevant to you. That is why we take your background, experiences and knowledge into account as much as possible. We offer you the information that fits the environment in which you work and the knowledge and experience you already have.

### **Focus on tasks**

We achieve this by focusing on the compliance officers' tasks throughout the training. For each step in the compliance cycle, you carry out one or more assignments in preparation for the plenary meetings.

The assignments are formulated in such a way that they relate to the task that you perform as a compliance officer, and not to the specific laws and regulations that apply to the type of organization.

During the plenary sessions, the common issues surrounding the tasks are discussed. Here, you share the pitfalls and best practices with your peers under the guidance of an experienced trainer.



### **Compliance software**

During the training, you get to know the laws and regulations that are relevant to you, by using compliance software Ruler. In Ruler, you can look up all specific laws and regulations. Through the assignments you get more and more familiar with the 'legal framework' of your organization. You can also use the templates provided by consultants from Charco & Dique. These practical tools will make the execution of your compliance tasks a lot easier.



**Charco  
& Dique**

### **Personal mentor**

To support you in your development, you will be assigned a mentor during the training. This is an experienced compliance officer from Charco & Dique, who will function as guide and sparring partner during the different phases of the training.

### **Attention to soft skills**

A good compliance officer is someone who not only has professional knowledge and knows the business in which he operates, but also has the right skills and attitude. That is why we devote a lot of attention in the training to how you fill your position as a compliance officer.

We zoom in on your moral compass. You learn to take a critical look at your own convictions and how they help or hinder you in the performance of your function and the contact with colleagues.

Style flexibility is also discussed. You learn to switch between the various stakeholders and dynamics that you may encounter as a compliance officer. One time you have to address someone on norm violating behavior, while the next time you are clarifying your report to the Board of Directors. As a compliance officer, you must be able to adapt your behavior and communication to these different contexts.

### **Price**

The total price of the training is €9,500 exempt from VAT. This amount includes exam fees and use of compliance software Ruler.

### **Duration**

The compliance officer training course takes 9 months. The average study load varies per student, depending on relevant prior knowledge and experience.

### Compliance cycle is key

For the design of an effective and independent compliance function, the 'compliance cycle' provides a good base. It is therefore central to the training.

The starting point of the compliance cycle is clear compliance governance. This is defined in the compliance framework and makes clear what the roles and responsibilities are of the most important departments within the three lines of defense model.

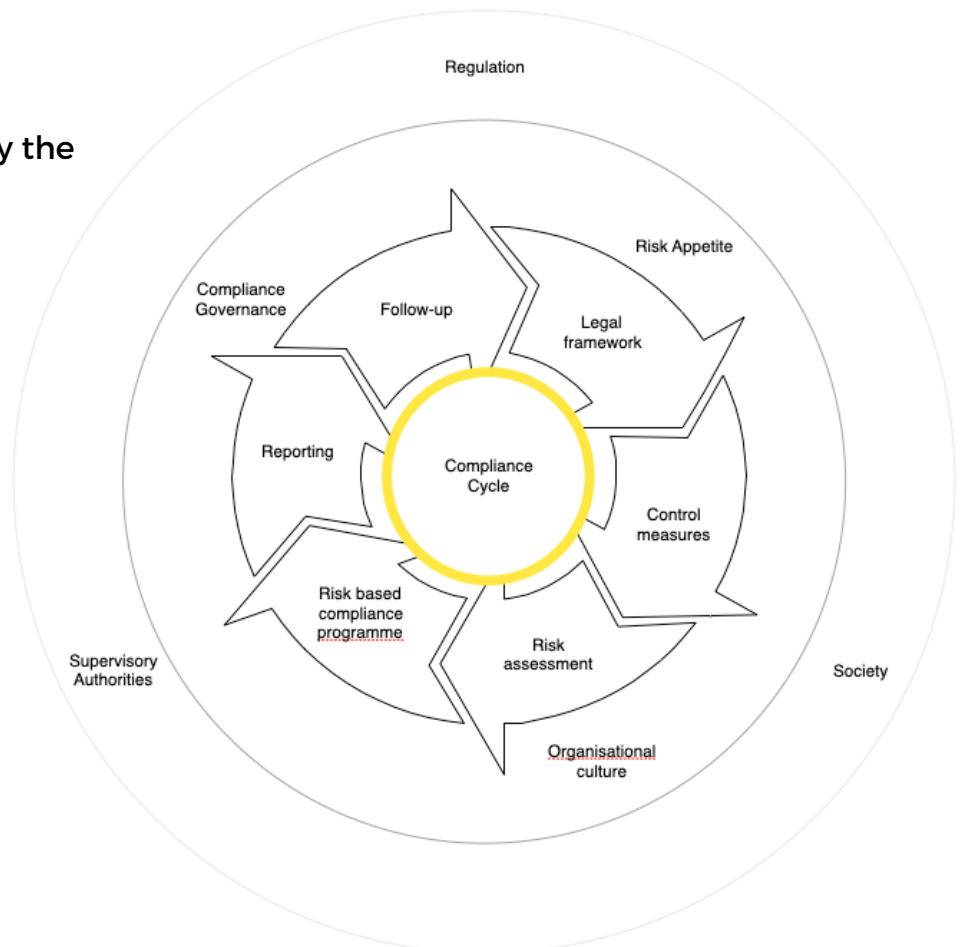
The compliance function operates in an external environment determined by the following factors:

- laws and regulations;
- society;
- the regulators.

As a compliance officer, you operate within certain internal frameworks. These frameworks are defined by the following factors:

- compliance governance;
- risk appetite;
- culture within the organization.

Below is the compliance cycle as we use it during the training. The outer rings represent the external and internal environment described above.





# Kick-off

During the kick-off you will get to know your fellow students and the program better. The kick-off has the following program:

- Getting to know each other
- Forming mentor-mentee teams
- Introduction: me as a compliance officer
- Familiarization with the program and the compliance cycle
- Introduction to Ruler

## **Me as a compliance officer**

Skilled craftsmanship is essential for you as a compliance officer to be effective in your role. This is an integral part of your functioning and therefore also of this program. 'Me as a compliance officer' therefore returns several times in this training.

Skilled craftsmanship is not optional but it is also not an exam. That is why you conclude this part with a report. In it you write a short reflection on your personal development during the training. The trainer will give you feedback on this.

To pass the course, this report must show that you have been serious about your personal development.

You will demonstrate self-reflection, identify what you have grown in and what you would still like to learn.

## **Learning objectives**

In the first months of the training you answer the following questions:

- In which force field do I operate and what does that mean for my functioning?
- What drives me in my work as a compliance officer and what holds me back?
- How do I want to develop myself further?
- How do I look at the world and how does that influence my functioning?
- Can I stand firm when there is resistance and a lack of understanding or even unwillingness?
- How do I connect with my stakeholders?
- How do I make dilemmas and issues negotiable?
- How do I deal effectively with differences?
- How do I communicate what I want to say and how am I heard?



# Module 1: Position within the organization

The first step in the compliance cycle as we use it in this course concerns compliance governance. This deals with the position of the compliance officer within the organization.

## Discussion

During the meeting of this module, we compare the diversity within the different organizations and discuss best practices, why certain choices were made and the consequences of those choices.

## Learning objectives

Upon completion of this module, you will be able to outline the environment in which you hold your position as a compliance officer. You will be able to:

- Explain the role of a compliance charter within the governance of an organization
- Explain how your role as a compliance officer relates to other roles in the organization, using the 'Three lines of defense' model
- Give substance to your own role based on the compliance charter of your organization
- Identify best practices with regard to compliance charters
- Evaluate your own compliance charter in relation to the charters of other organizations and identify strengths and areas for improvement of your own charter



# Module 2-1: Relevant laws and regulations

The legal framework consists of the laws and regulations that apply to your organization. Which laws and regulations that are, depends on the license(s) that your company has. Here we focus on the laws and regulations that you, as a compliance officer, will have to deal with: the rules of conduct.

## Discussion

During the meeting we will discuss how to read a license, how to determine which regulations are relevant to you, what you should pay attention to when laws and regulations change, and how external requirements are translated into internal rules and what you should pay attention to in doing so.

## Learning objectives

At the end of this module you can:

- Work out which laws and regulations apply to your organization, given the licence(s) your organization has
- Determine which of these regulations you will have to deal with in your role as a compliance officer and in what way
- Outline the upcoming developments in legislation relevant to the organization and what these developments mean for the organization in general
- Identify the internal rules of the organization and explain from which external regulations these internal rules derive and how they are related to them



# Module 2-2: Getting to know the business

To be able to fulfil your role as compliance officer, it is important that you understand how your organization earns its money and what your colleagues are up against. It is possible that you already know the business very well. For instance, because you worked there yourself before becoming a compliance officer. In that case, you can also draw on your own experience in this assignment.

## Discussion

During the meeting we will discuss the differences and similarities that you see with the elaboration of others. We also look at how the interviews went, what you can learn from them and what tips you have for each other. Finally, you draw conclusions from this about how you do your work.

## Learning objectives

At the end of this module you can:

- Describe the business(es) for which you act as compliance officer, paying attention to the products and services, the revenue model and the customers for which the business works
- Describe how colleagues in the business view integrity in the performance of their work and how they feel requirements help or hinder them in doing so
- Describe the important dilemmas colleagues in the business face in their work and how they deal with them





# Module 3: Identifying compliance risks

An important task of the compliance officer is to identify compliance and integrity risks and to determine to what extent control measures are effective. This module focuses on how to do this. You look at gross risks, the control measures that your organization has taken to mitigate those risks. You map this out by making a risk matrix.

## Discussion

During the meeting, we will discuss how to determine what risks the company faces and how to make these measurable. We will also discuss the creation of the risk matrix and the considerations to make in doing so.

## Learning objectives

At the end of this module you can:

- Describe the gross compliance and integrity risks to which the organization is exposed
- Determine the net risk given the control measures
- Formulate indicators that can be used to monitor these risks
- Create a risk matrix and substantiate the choices made based on weighing risks and impact, measures and costs and benefits



# Module 4-1: Promoting an ethical corporate culture

The next step in the compliance cycle is to draw up a risk-based compliance programme. This defines which actions you take to mitigate the net risks. It is, as it were, the compliance agenda for the coming period. The first step is to map out what is already in place within your organization.

## Discussion

During the meeting, we will discuss how to translate regulations into procedures and how to assess procedures. We formulate general guidelines and lessons.

## Learning objectives

At the end of this module you can:

- Identify the operational requirements that apply to your own business from the regulations
- Describe how these requirements are translated into procedures within your own organization
- Assess whether the procedures are designed to meet the operational requirements
- In promoting a culture of integrity, take into account irrational behaviour and conscious and unconscious manipulation



# Module 4-2: Compliance monitoring program

The next step in the compliance cycle is to draw up a risk-based compliance program. This defines which actions you take to mitigate the net risks - where desired. It is, as it were, the compliance agenda for the coming period. The second step is to create a plan to mitigate the remaining risks.

## Discussion

During the meeting, we will make a comparison between the annual plans and compliance plans and look at:

- What stands out in the comparison
- What are best practices and do they apply to all environments?
- What is important in each environment?

## Learning objective

At the end of this module you can:

- Create an annual plan and monitoring plan based on the risk matrix



# Module 5: Monitoring

In this phase of the compliance cycle, you carry out the actions in your compliance program. This gives you insight into which control measures are effective, and which control measures are not sufficient. You can also record and prioritize additional measures or actions and monitor progress.

## Discussion

During the meeting we will compare the elaborations and look at:

- Differences in approach and results
- Best practices for conducting a survey

## Learning objectives

At the end of this module you can:

- Formulate research questions and standards as a basis for gap analysis
- Perform a compliance gap analysis
- Set up and perform a simple compliance risk assessment
- Indicate how you want to follow up on this



# Module 6: Reporting

In this phase of the compliance cycle, you report your findings. It is especially important that you separate facts, opinions and conclusions. The presentation of your findings must be factual, objective and reproducible. The conclusions you draw must be traceable to the results of your investigation. You write the report in a way that it is easy to read and well-structured.

## Discussion

During the meeting we will compare the elaborations and look at:

- Quality of the reports
- Reproducibility

## Learning objectives

At the end of this module you can:

- Prepare a report following an investigation in which all necessary elements are included in a comprehensible and orderly manner
- Create a reproducible and complete file that supports the conclusions of the report
- Deliver a well-structured document in understandable English

# Assessment

Central to this training course are the tasks that the compliance officer must be able to perform in his or her own context, and the way in which he or she does this. With the assessment, we therefore want to measure the extent to which you are capable of doing this.

## Assignments as a basis

This training has been set up in such a way that for each step in the compliance cycle you have to do one or more assignments in preparation for the plenary meetings. The assessment is consistent with this by using these assignments as the basis for the assessment.

## Tightening up elaboration

It is not our intention to test the first version. After all, that is an interim measurement during the learning process. After the meeting in which a step in the cycle was discussed, you will have the opportunity to sharpen your elaboration.

## Trainer assessment

The question(s) from the version that best demonstrates mastery of the task, will be the test element for that module. The trainer of that module assesses the work and gives it a mark varying between 1 to 10, including substantiation and tips for improvement.

## Writing reflection

You conclude the skills part of the program with a short reflection on your personal development.

## Passing the training

In order to pass the program, you must hand in all assignments and the reflection. You must obtain a pass for at least six of the eight components and score at least a 5 for a maximum of two components.

## Resit

Resits consist of improving previously submitted work based on the justification for the assessment and tips for improvement.

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Want to know more? Read the [course information](#) on our website or [get in touch](#) with our learning consultants.