“Compliance and Ethics professionals do their jobs for the betterment of their companies and their communities whether or not anybody notices... some who know of [compliance] underestimate its breadth and potential opportunities, such as those in-house who may not even recognize it as a field and growing profession.”

- Joseph E. Murphy & Joshua H. Leet,
  Building a Career in Compliance and Ethics
PROFESSIONAL DEVELOPMENT AT NSA

Skill Communities at NSA

Skill communities: Groupings of individuals based on education, training, and general skill sets/competencies

- Serve as the focal point for envisioning and defining workforce capabilities
- Affiliation is based on development path and type of work to be performed
- 24 skill communities, each headed by a director and senior advocate
  - NSA has a Compliance Skill Community
- Skill community leaders are responsible for professional development of skill community members
Work Roles at NSA

Work role: Title used to describe the work being performed in an employee’s current job and to set performance objectives.

- Each skill community has a number of work roles that belong to it to guide professional development efforts
- NSA has a Compliance Officer work role

While skill communities and work roles relate to each other, they serve two different purposes. Each complements job growth for employees.

Skill Community Functions

- Education and Training Programs
- Work Role Validations
- Career Development Paths
- Hiring Standards
- Skill Community Directors & Advocates
NSA’s Gateway to Professional Development

Professional Development System of Tools and Processes

- e-CPI (capability proficiency indicator)
- e-IDP (individual development plan)
- e-JQS (job qualification standards)
- e-Next (future career/job)
- e-Dev Paths (development paths)

Skill Communities and Organizations
**Virtual Resource Center**

**Professional Development Roadmap**

- First, you will identify your career aspirations and gain an understanding of how those aspirations align to priorities within your organization and the Agency.

- Next, you will determine your development needs and requirements for success in your current and future job.

- Then, you will identify your strengths and development gaps, through the use of online assessments and exercises.

- Finally, equipped with a development plan, you will take action to actualize your professional goals and career aspirations.

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**Professional Health Program (PHP)**

- **PHP funding** is intended for career development (i.e., provides the employee with an opportunity for growth for future career development), but does not address an immediate mission need.

- Provides for online courses, training, books, travel expenses, etc.

- Skill community directors manage PHP requests.
NSA’s Compliance Skill Community

NSA’s Compliance Skill Community was established to provide more expertise and a focused perspective on the compliance discipline.

**Mission:** Establish a career field for the compliance profession. Identify key competencies and experiences for compliance officers.

**Vision:** Develop and retain a professional compliance workforce
NSA’s Compliance Skill Community

• Compliance Officer work role
  – ~60 Compliance Officers hold formal work role
  – Not all compliance professionals hold the work role

• Senior Advocate
  – Strategic vision and direction

• Skill Community Director
  – Work role/career path development
  – Licensing and certification
  – Professional Health Program (PHP) Funding Management
  – Scheduling training, events, and activities

COMPETENCY-BASED CAREER DEVELOPMENT
Competencies are Foundational

- Competencies are **enduring and transferrable** to a multitude of situations and environments.
- They are **indicators** of an individual’s ability to learn and be successful in new situations.
- Becoming proficient in a competency is an **enabler to success**.

Competency Management
e-Next: Self assessment against career aspirations for targeted development opportunities

Work Role: Computer Network Defense (CND)

e-Next: Compares competency to work role or organizational competency profiles
Assessment Results Drive Investment in Development

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<td>Computer/Network Architectures</td>
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Competency Gap Mitigation and Recommendations

Key points to consider:

- What development opportunities exist within the organization?
- Is the balance of training to experiential opportunities correct?
- Does the Agency have an accurate view of the workforce’s development needs?

Long term: Need to include organizational specific/provided development opportunities in supplemental training repository.
Compliance Officer Competencies

<table>
<thead>
<tr>
<th>Global Competencies:</th>
<th>Core Compliance Competencies:</th>
<th>NSA Compliance Competencies:</th>
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<tr>
<td>Accountability</td>
<td>Auditing</td>
<td>(NSA) Policy &amp; Directives</td>
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<td>Continual Learning</td>
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<td>Flexibility</td>
<td>Compliance Risk Management</td>
<td>Compliance &amp; Oversight Authorities</td>
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<td>Influencing/Negotiating</td>
<td>Risk Analysis</td>
<td>Compliance Tools</td>
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<td>Interpersonal Skills</td>
<td>Risk Assessment</td>
<td>Domain Accuracy</td>
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<td>Oral Communication</td>
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<td>Problem Solving</td>
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<td>Resilience</td>
<td>Application</td>
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<td>Written Communication</td>
<td>Legal Research &amp; Analysis</td>
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<td>Conflict Management</td>
<td>Legal Theory and Practice</td>
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<td>Researching</td>
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<td>Communicate &amp; Present Information Orally</td>
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<td>NSA Operations Compliance Focus Area</td>
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<tr>
<td>Make Decisions &amp; Solve Problems</td>
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<td>NSA Capabilities Compliance Focus Area</td>
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<tr>
<td>Use Basic Computer Systems/Office Technology</td>
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<tr>
<td>Working With Others</td>
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<tr>
<td>Writing, Editing &amp; Reviewing</td>
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Global Competencies:
- Accountability
- Continual Learning
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Problem Solving
- Resilience
- Written Communication
- Conflict Management
- Developing Others
- Researching
- Communicate & Present Information Orally
- Make Decisions & Solve Problems
- Use Basic Computer Systems/Office Technology
- Working With Others
- Writing, Editing & Reviewing

Core Compliance Competencies:
- Auditing
- Compliance Incident Management
- Compliance Risk Management
- Risk Analysis
- Risk Assessment
- Analytic Methods
- Compliance Documentation
- Compliance Standards & Policy
- Compliance Standards & Policy Application
- Inquiry
- Legal Research & Analysis
- Legal Theory and Practice

NSA Compliance Competencies:
- (NSA) Policy & Directives
- Compliance Policy & Directives
- Compliance & Oversight Authorities
- Compliance Tools
- Domain Accuracy
- Technical Credibility

COMPLIANCE SKILL COMMUNITY ACTIVITIES
Advisory Council

Provides advice on career and skills development needs

- Compliance Officer work role revision and potential expansion
- Training roadmap – Mapped existing and future training to work role development

Building a Community & Building Careers

- Developmental Opportunities and Resources
  - Annual NSA Mission Compliance Conference
  - Desktop learning
    - SCCE Pre-recorded Webinars/Institute Recordings
  - External Training
  - Speaker series
  - “Compliance Conversations” brown bag series
  - Reading List
    - Electronic Lending Library

- New website – Improved communication and member support
Supported professional development activities and resources:

- Sending compliance personnel to Compliance, Security, Privacy, Risk Management, and Audit-related conferences
- Sending personnel to the Society of Corporate Compliance & Ethics (SCCE) Compliance and Ethics Institute
- Sending personnel to SCCE Basic Compliance and Ethics Academies
- Bringing in an audit-related course from an external vendor
- Purchased online courses from the International Association of Privacy Professionals
- Purchased resources for Compliance Skill Community lending library
- Purchasing SCCE online training to be hosted on intranet
What’s next?

- Identify additional developmental opportunities for compliance officers
  - Panel discussions
  - Mentoring/shadowing opportunities
  - Formal development program?
    - Rotations?
    - Internships?

- Competency assessments

QUESTIONS/COMMENTS?