COMPLIANCE
Skill Community

Building a Community, Building a Career

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"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

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PROFESSIONAL DEVELOPMENT AT NSA

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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

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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.

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Skill Community Functions

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NSA's Gateway to Professional Development

EMERGE

Emerging Mission. Emerging You.

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Professional Development System of Tools and Processes

EMERGE
Emerging Mission. Emerging You.

Suite of Tools

Skill Communities and Organizations

e-CPI (capability proficiency indicator)	e-IDP (individual development plan)	e-ITP (individual training plan)	e-JQS (job qualification standards)	e-Next (future career/job)	e-Dev Paths (development paths)
Measure Capabilities Identify Development Requirements	Set Goals & Targeted Development	Request & Manage Training	Document On The Job Training Reqts and Position Qualifications	Identify and Assess capability for Possible Future Career Options	Work Role-based Development Paths

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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 exercise.

Now you will set your development direction by building your development and training plans in e-IDP and e-ITP.

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.

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NSA'S COMPLIANCE SKILL COMMUNITY

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NSA's Compliance Skill Community

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

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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

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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

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COMPETENCY-BASED CAREER DEVELOPMENT

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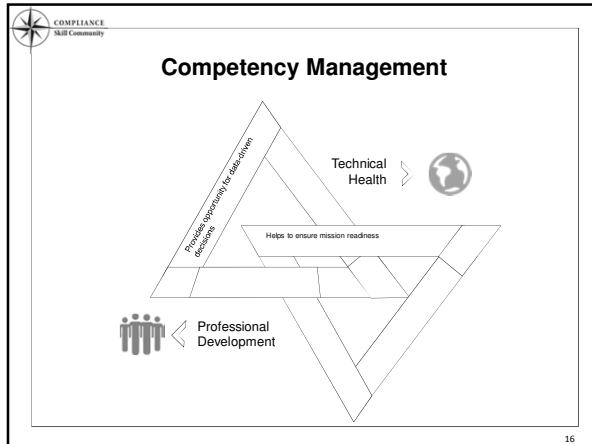## Competencies are Foundational

- 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.**

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Competency Management

Technical Health

Provides opportunity for data-driven decisions

Helps to ensure mission readiness

Professional Development

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

Work Role: Computer Network Defense (CND)

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e-Next: Compares competency to work role or organizational competency profiles

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Assessment Results Drive Investment in Development

X, X0, XC, XV
Chief of Staff, Integration, Oversight & Compliance

Strengths		Risks	
Competency	Target	Competency	Target
Customer Service	3	Enterprise Perspective	3
Interpersonal Skills	3	Political Savvy	3
Planning and Evaluating	2	Strategic Thinking	3

XE
Engagement

Strengths		Risks	
Competency	Target	Competency	Target
Interpersonal Skills	3	Policy and Directives	3
Oral Communication	2	Customer Requirements Generation/ Management	3
Policy and Directives	2	Document Review and Editing	2

X4
Fusion, Analysis & Mitigations

Strengths		Risks	
Competency	Target	Competency	Target
Threat Analysis	1	Digital Communications	2
Computer/ Network Architectures	1	SIGINT Development	2
Information Security	2	Risk Management	3

X3
IA Operations

Strengths		Risks	
Competency	Target	Competency	Target
Oral Communication	2	Policy and Directives	3
Computer/ Network Architectures	2	Conflict Management	3
Customer Service	2	Written Communication	3

X2
Trusted Engineering Solutions

Strengths		Risks	
Competency	Target	Competency	Target
Customer Service	2	Technology Research and Development	3
Planning and Evaluating	2	Vulnerability Assessment and Management	3
Oral Communication	2	Computer/ Network Architectures	3

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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.

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Compliance Officer Competencies

Global Competencies:	Core Compliance Competencies:	NSA Compliance 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	• 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) Policy & Directives • Compliance Policy & Directives • Compliance & Oversight Authorities • Compliance Tools • Domain Accuity • Technical Credibility

NSA Operations Compliance Focus Area

NSA Capabilities Compliance Focus Area

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COMPLIANCE SKILL COMMUNITY ACTIVITIES

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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

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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
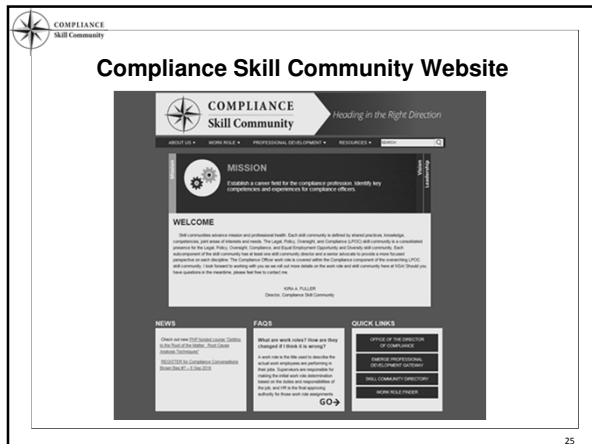- **New website –** Improved communication and member support

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Compliance Skill Community Website

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PHP and Compliance

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

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What's next?

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

- **Competency assessments**

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QUESTIONS/COMMENTS?

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