The ABC’s of Compliance Hiring: Attracting, Building and Caring for your Best Compliance Workforce
Barbara Roehler & Quainto Lee
March 23, 2018

Agenda

Attracting Talent
- What Law Schools are Doing
- Compliance and the JD Advantage
- JD and Compliance Skills Compared
- The Typical Law Student

Building Talent
- Core Compliance Skills
- Building a Complementary Team
- Asking Insightful Interview Questions

Caring for Talent
- The 3 B’s: Identification & Alleviation
- Motivating Factors
- Engagement

Attracting Compliance Talent
“Hard” and “soft” skills are an increasing focus in law schools:
- ABA requires schools to establish learning outcomes that include key skills
- Employers are demanding a wider array of skills development from graduates
- Technology has made the “human touch” more necessary

Changing marketplace = more law grads looking at business

Compliance and the “JD Advantage”
Compliance and the “JD Advantage”

Breakdown of JDA Jobs, Class of 2016

- Compliance
- Consulting
- Management
- Tax
- Associate
- Law Clerk/Paralegal
- Marketing
- Self-Employed
- Temp.
- Attorney
- E-Discovery
- Landman

Source: Jobs & JDs: Employment and Salaries of New Law Graduates Class of 2016 (NALP 2017)

Compliance and the “JD Advantage”

Top Ten Types of JDA Positions in Business (2016)

- Compliance
- Consulting
- Management
- Tax
- Associate
- Law Clerk/Paralegal
- Marketing
- Self-Employed
- Temp.
- Attorney
- E-Discovery
- Landman

Source: Jobs & JDs: Employment and Salaries of New Law Graduates Class of 2016 (NALP 2017)

JD and Compliance Skills Compared

<table>
<thead>
<tr>
<th>Skills of a JD†</th>
<th>Compliance Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Understanding of underlying laws and procedures through coursework</td>
<td>• Knowledge of relevant rules and procedures</td>
</tr>
<tr>
<td>• Ability to analyze issues orally and in writing</td>
<td>• Industry knowledge</td>
</tr>
<tr>
<td>• Critical reading and synthesis of statutes, rules and regulations</td>
<td>• Research and analysis</td>
</tr>
<tr>
<td>• Evaluation of facts and application of law</td>
<td>• Professional communication appropriate to different audiences</td>
</tr>
<tr>
<td>• Professional communication appropriate to different audiences</td>
<td>• Problem-solving</td>
</tr>
<tr>
<td>• Interpersonal skills</td>
<td>• Interpersonal skills</td>
</tr>
<tr>
<td>• Advocacy</td>
<td>• “Managing up”</td>
</tr>
</tbody>
</table>

**JD and Compliance Skills Compared**

<table>
<thead>
<tr>
<th>Skills of a JD</th>
<th>Compliance Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying ethical concerns and resolving issues in a timely fashion</td>
<td>Risk Assessment</td>
</tr>
<tr>
<td>Internalized awareness of need for sustained professional development</td>
<td>Regular re-training</td>
</tr>
<tr>
<td>Life-long self-evaluation</td>
<td>Understanding of current technologies</td>
</tr>
<tr>
<td>Understanding of current technologies</td>
<td>Acculturation to organization</td>
</tr>
<tr>
<td>Project management and process improvement</td>
<td>Project management and process improvement</td>
</tr>
<tr>
<td></td>
<td>Industry Certification</td>
</tr>
</tbody>
</table>


**“Typical” Law Student**

<table>
<thead>
<tr>
<th>The Industry Vet</th>
<th>The Newbie</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior industry experience and certifications</td>
<td>Some relevant coursework</td>
</tr>
<tr>
<td>Looking for advancement from prior position</td>
<td>Looking for a way into industry/organization</td>
</tr>
<tr>
<td>Well-developed legal research, writing and analytical skills</td>
<td>Well-developed legal research, writing and analytical skills</td>
</tr>
<tr>
<td>Will need to learn company culture</td>
<td>Will need to learn company culture</td>
</tr>
<tr>
<td>Hybrid resume</td>
<td>Process-focused resume</td>
</tr>
</tbody>
</table>

**Building Compliance Teams**

[Image of a team logo]
What Makes a Good Compliance Officer?

Seeking Compliance Officer

Description: New York City-based hedge fund seeking technology-savvy broker-dealer seeking Compliance Officer.

Requirements:
- Series 6, 7, 63, 65
- Experienced in retail trading or brokerage accounts

Compensation:
- Competitive Salary
- Comprehensive benefits

When: Looking to fill position immediately.

Tips:
- Please apply only. Recruiters, please don’t contact this job posting.
- This is NOT contact us with unsolicited services or offers.

Core Compliance Skills

Analytical Skills
Baseline Skills
Soft Skills
Strategic Skills
Technology Skills

The Importance of Soft Skills
What’s Your “Compliance” Type?

Team Composition

- Communication Styles
- Learning Styles
- Expertise
- Generation
- Leadership

Building a Complementary Team

Asking Insightful Interview Questions

Behavioral Interviews

- Tell me about a time when...?
- Interpreting the Unspoken
Caring for Your Compliance Workforce

Recognizing Problems

- The Firm’s Culture
- Does Compliance = Scapegoat?
- Do we have each other’s backs?
- Do I like what I do?

Alleviating Problems

- Work distribution
- Cross Training
- Clear Goals for Advancement
- Reward Systems
- Team Building
- Leadership Training
Motivating Factors

Engaging Your Present (and Future) Workforce

- Opportunities for growth (and they will leave to find it)
  - Average millennial tenure: 2 years
  - Average Gen X tenure: 5 years
  - Average Boomer tenure: 7 years
- A coach, not a boss
  - Access to leadership
  - Mentorship vs. direction
  - Ongoing check-ins highly preferred
- Is there an app for that?
  - Find creative ways into integrate tech. for routine, administrative tasks
  - Attachment to tech.
    - Tension of keeping the worker engaged vs. meeting mission/performance goals
- Balance and democracy
  - Flexible work locations and hours
  - Performance based on output, not time spent (not big on facetime)

Source: Jeff Fromm, Millennials in the Workplace: They Don’t Need Trophies But They Want Reinforcement, Forbes (Nov. 6, 2015)