Mini Summit II – Developing Compliance Professionals

Growing Compliance Professionals

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October, 2012
What ‘parameters’ you need to look for when growing Compliance Professionals?

• Before looking at ways to grow Compliance Professional it is critical to identify what exactly you want to grow.

• You need to identify sets of core competencies, also called ‘Capabilities’.

• These capabilities need to be tailored your company’s:
  – sector, regulatory environment, risk profile, culture, strategy, organizational needs, (…)

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Core Capabilities for Compliance Officers

• Core capabilities for Compliance Officers can be segmented into two distinct, but complementary, categories:
  – Compliance Capabilities
  – Leadership Capabilities

• Compliance capabilities:
  – Risk management
  – Policy development
  – Regulatory knowledge
  – Training and Communication
  – Investigation
  – Monitoring/Auditing
  – (....)

• Leadership capabilities:
  – Strategic and business insight
  – Execution and Projects
  – Costumers
  – Colleagues
  – People management
  – Ethical behaviours
  – (....)

Often underestimated, but particularly significant as the Compliance Function grows in importance.

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How does capability development happen?

- Development usually happen through a variety of activities:
  1. **Education**: workshops, training, reading, video, (...)
     - Development impact: small to medium
  2. **Relationship**: feedback, coaching, interactions with leaders, (...)
     - Development impact: medium to high
  3. **Experience**: development in role, job change, temporary assignments, challenging tasks, projects, (...)
     - Development impact: high to very high -also called action learning-
Manager side - How to grow capabilities?

• Agree core compliance and leadership capabilities
• Design a framework to assess capabilities with your team
• Identify areas of strength and areas requiring improvements
• Define the adequate mix between Education, Relationship and Experience
• Create Individual Development Plans (IDPs) based on outcome
• Connect IDPs to annual objectives
• Measure formally at mid-year and year-end
• Provide on-going feedback to employees during the year
• (...)

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Employee side - How to develop capabilities?

• Identify your strengths and improvement areas
• Prioritize the capabilities that will drive the business, your performance and career development
• Develop simple action plans
• Work only on one capability at a time (two at most)
• Use a relatively short-term horizon (6-12 months)
• Each actions should be measurable and have tangible outcomes
• Identify obstacles
• Leverage your strengths as you are working on the improvement areas
• (...)
Some example of Best Practices around development

• **Rotation** – Develop rotation programs:
  – for future Business Leaders (a few months/years in Compliance)
  – for future Compliance Leaders (a few months/years in the business)

• **Talent pools** – Compliance personnel included in both business and compliance talent pools

• **Career path** – Offer out-of-Compliance career development opportunities and develop clear In-Compliance career paths

• **Mentoring** – Senior Business Leaders as mentors to Compliance Officers

• **Hiring** – Hire Compliance Officers from Commercial Functions and from other diverse backgrounds (Clinical, Manufacturing, Auditing, Risk Management, Finance, Legal, ...). Do not stick to one profile.

• **Diversification** – Diversify Compliance Officers’ daily activities

• **360°** – Business providing feedback to compliance but also compliance providing feedback to the business during annual review process

• **Education** – Congress and literature, news, Executive Education Development Programs, Certifications
Dr. Julien Durand is currently Regional Compliance Officer Latin America based at AstraZeneca Americas Headquarters near Philadelphia (USA). Previously, he was working for many years in different capacities at AstraZeneca Global Headquarters in London (UK): Global Privacy Officer, Director Global Compliance Strategy and Implementation, Global Head of Anti-Corruption and Secretary to the Global Compliance and Risk Committee. Julien was reporting into the Global Compliance Officer and a member of the Global Compliance Leadership Team. He joined AstraZeneca as Corporate Compliance Officer for the French business unit based in Paris (France).

Prior to joining AstraZeneca, Julien has worked many years as a Strategy and Management Consultant, Financial Auditor, Legal Advisor and Researcher in international organizations such as Mazars, Marsh & McLennan, Prudential Securities, NASA, Bird & Bird, SNR Denton or Sector Consulting. He has been on the Board of various not-for-profit organizations and is a member of the PCF Planning Committee.

Julien was awarded a PhD in Engineering Science from Ecole Centrale Paris, an MSc in Aerospace Science and Medicine from ISU, an MBA from University of Cambridge, and an LLM in International Business Law from ISC Paris. He is a Certified Healthcare Compliance Professional (CHCP) from the University of Miami and certified in Healthcare Leadership and Strategy from INSEAD, programs which he has co-develop with other CCOs.

He has lived more than 20 years aboard in Africa, Asia, Europe and Americas, and is a certified marital arts / self-defence instructor.