

MEMORANDUM

To: Gwen Ferrell, Board Liaison

From: Tammy King, JD Career Advisors Section Chair

Cc: Fred Thrasher, Deputy Director

Date: June 25, 2019

Re: NALP JD Career Advisors Section Quarterly Report

SUMMARY OF ACTIVITIES

The JD Career Advisors Section is off to a great start for NALP year 2019-2020. Sarah Rohne (University of Minnesota) who was originally named as section chair is transitioning to a new role outside of the industry. Tammy King (Washburn) has been tasked with replacing Sarah as section chair. Sarah left the section in excellent shape, and we look forward to fantastic output from our Work Groups.

The Section met in person on April 10, 2019 at the Annual Education Conference in San Diego, and members brainstormed ideas for the coming year. On June 13, 2019, Sarah Rohne, Tammy King, and Gwen Ferrell joined the section Vice-Chairs on a conference call to discuss progress so far on the charges from the Board for 2019-2020.

WORK GROUPS

Annual Education Conference/Bulletin Articles and Webinar Planning

Vice-chairs: Pamela Hoh (Arizona State) and Hallie Prest (Minnesota)

The Section submitted 11 RFPs for consideration by the Conference Planning Committee for the 2020 Annual Education Conference in Montreal, Canada. All the RFPs submitted were well thought out, timely, and responsive to the needs of the section members. In addition, 3 RFPs for *NALP Bulletin* articles were submitted. Hallie and Pamela will continue to monitor the Conference RFP process and will reach out to those who submitted proposals which are not selected and encourage members to write *Bulletin* articles or host webinars on the topics instead.

Strategic Planning

Vice-chairs: Sandy Minea (Northwestern) and Leslie Becker Wilson (UMass)

Sandy reports that members of the Strategic Planning Work Group are energetic with many good ideas. They have developed a 10-question survey with thoughtful questions focusing on what members hope to get out of NALP. The Work Group will schedule a JDCA Section-wide call to roll out the survey and to start the strategic planning discussion. Sandy and Leslie will also spearhead individualized outreach to members via phone calls and emails.

CSO Employer Outreach

Vice-chairs: Korey Henson (Stetson) and Sarah Polly (Case Western)

The Work Group is continuing its work from last year on an employer outreach survey designed to reach small and mid-sized law firms. Korey and Sarah are hoping for more employer responses and greater geographic diversity resulting in a more robust data pool. The survey was sent to CSOs in each state who were asked to forward the survey to 5 employers in their region. The Work Group has committed to authoring a *NALP Bulletin* article for next spring once data collection is completed and analyzed.

JD Counseling

Vice-chairs: Samantha Ciriaco (Case Western), Marti McCausland (Willamette) and George Podolin (William & Mary)

For 2019-2020, this Work Group is charged with producing a resource on job offers and salary negotiations for law students. George reported that they envision a checklist with salary and benefits evaluation that career counselors can use in advising students who are negotiating job offers with smaller and mid-sized employers. The Work Group submitted an RFP for the 2020 AEC and a *NALP Bulletin* article for May 2020.

First Generation College Students

Vice-chairs: Nikki Harris (UNLV) and Heather Spielmaker (West Virginia)

The Work Group considered submitting an RFP for the AEC, but based upon last year's success with a webinar, they have decided to produce another webinar this year in order to potentially reach more members than they might at the annual conference (last year's webinar had 100 attendees). They may write a *NALP Bulletin* article as well. Work Group members are currently evaluating options for an interesting First Gen topic for the webinar.

Sexual Harassment & Recruiting Conduct

Vice-chair: Mary Beth Nielsen (SMU)

The Work Group is continuing its work from last year when they collaborated with the Recruiting Section to create a best practices resource for employers and schools to utilize as they intentionally plan recruiting programs with sexual harassment considerations in mind. Gwen will present the resource to the Board for consideration. The Work Group submitted a *NALP Bulletin* RFP which will highlight the resource once approved.

JD Advantage Careers

Vice-chairs: Irina Gomelskaya (New York Law School) and Rhonda Rittenberg (Northeastern)

On the heels of the Summit on Emerging Careers for Law Grads held in DC on June 7, 2019, the Work Group is driving forward with publication of a resource created last year on JD Advantage careers. They are also evaluating the feasibility of potential JD Advantage job fairs to determine if that major project is

something that NALP could undertake in the future. The Work Group submitted 2 excellent RFPs for the 2020 Annual Education Conference.

ENVIRONMENTAL SCANNING

The Section will continue to monitor implementation of the Principles for a Fair and Ethical Recruitment Process and its effect on the work that JD career advisors do with respect to counseling law students. As the fall recruiting and 1L advising processes progress, we will start to get a sense of how the new Principles will play out. Two of the RFPs submitted on behalf of the Section for the 2020 AEC focused on evaluation of the new Principles, especially with respect to working with 1Ls.



JD ADVANTAGE CAREER GUIDE

SPRING EDITION 2019

Prepared by NALP's 2018-19 JD Career Advisors Section:
JD Advantage Work Group: :

Irina Gomelskaya Co-Chair, New York Law School
Rhonda L. Rittenberg Co-Chair, Northeastern University School of Law
Rana Aryan, University of San Diego
Erika Fadel, SMU Dedman School of Law
Leanne R. Fuith, Mitchell Hamline School of Law
Quaime V. Lee, Suffolk University School of Law
Jamey Mentzer, Pitt Law
Erin O'Neal Muilenburg, University of the Pacific, McGeorge School of Law
Kourtney James Perry, University of Houston
Sarah Rohne, University of Minnesota Law School
Annabrooke Temple, UC Hastings
Dorian Varga, University of Washington School of Law
Deb Zimmer, Catholic University, Columbus School of Law



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COMPLIANCE & ETHICS

In a Nutshell: Ensures that businesses abide by all applicable laws, regulations, and rules/helps to preserve the integrity and reputation of a corporation

Key Search Terms: compliance, compliance and ethics officer, chief compliance officer

Typical Employers: banks, pharmaceutical companies, hospitals/health care companies, higher education

Sample Job Titles: Ethics Compliance Officer, Director of Compliance and Ethics, Compliance Officer, Chief Compliance Officer, Manager Ethics and Compliance, Compliance Analyst

COMPETENCIES

Professional Competencies

- Communication
 - Listen attentively and respectfully
 - Proactively provide status updates to those involved in the matter
 - Promptly respond to inquiries and requests
 - Speak in a manner that meets legal and professional standards
 - Write in a manner that meets legal and professional standards
 - Emotional and Interpersonal Intelligence
 - Exhibit tact and diplomacy
 - Treat others with courtesy and respect
- Passion and Ambition
 - Set goals and develop a plan to meet them
- Professional Development
 - Adapt work habits to meet demands and expectations
 - Work autonomously
- Professionalism
 - Keep information confidential
 - Stress and Crisis Management
 - React calmly and steadily in challenging or critical situations
 - Make decisions and deliver results under pressure
- Working with Others
 - Work cooperatively and collaboratively as part of a team
 - Maintain positive professional relationship
 - Recognize client or stakeholder needs, objectives, priorities, constraints, and expectations
- Workload Management
 - Prioritize and manage multiple tasks
 - Maintain a high-quality work product
 - See a case or project through from start to timely finish

Characteristics

- Exhibit flexibility and adaptability regarding unforeseen, ambiguous, or changing circumstances
- Integrity and trustworthiness
- Diligence
- Attention to detail
- Conscientiousness
- Common Sense
- Intelligence
- Intellectual curiosity
- Resourcefulness
- Perceptiveness

Legal Skills

- Effectively research the law
- Gather facts through interviews, searches, document/file review, and other methods
- Maintain core knowledge of the substantive and procedural law in the relevant area
- Critically evaluate arguments
- Effectively use techniques of legal reasoning and arguments
- Recognize and resolve ethical dilemmas in a practical setting

Sources

NALP, *Careers Checklist: Compliance* (2018)
https://www.nalp.org/uploads/ComplianceChecklist_2018.pdf

Herman, Richard, 21st Century Legal Careers Series, *Careers in Compliance* (2017)

SALARIES

Category	Region	Salary Ranges
Compliance & Ethics Job Titles: <i>Compliance Officer</i> <i>Ethics Officer</i>	National	\$65,000 - \$71,142
	West	\$70,000 - \$75,000
	Midwest	\$60,000 - \$80,000
	East	\$74,000 - \$83,000`
	South	\$65,000 - \$74,000

PROFESSIONAL ASSOCIATIONS

Association of Insurance Compliance Professionals <http://aicp.net/>

The Association of Insurance Compliance Professionals serves the insurance compliance community by promoting relationships, exchanging information, and providing learning opportunities within a dynamic regulatory environment.

Association of Trade Compliance Professionals

<http://complianceprofessionals.org/>

The Association of Trade Compliance Professionals serves the trade compliance professional community by promoting relationships, exchanging information, and providing learning opportunities within the global trade compliance environment, all via the world wide web.

Compliance Professionals Forum

<http://compliancepf.com/>

This is a membership organization for anyone tasked with managing consumer debt. CPF offers practical, timely answers to your toughest compliance questions – when you need them, in the format you want them.

Corporate Compliance Insights

<http://corporatecomplianceinsights.com/>

Launched in December of 2008, Corporate Compliance Insights is a knowledge-sharing forum designed to educate and encourage informed interaction within the corporate compliance, governance and risk community.

International Association of Risk and Compliance Professionals

<http://risk-compliance-association.com/>

The IARCP offers standard, premium and lifetime membership, weekly updates, instructor-led and distance learning training and certification programs, and other services.

Health Care Compliance Association

<http://hcca-info.org/>

The Health Care Compliance Association (HCCA) is a 501(c)(6) member-based association for compliance professionals in the healthcare provider field. HCCA was established in 1996 and is headquartered in Minneapolis, MN. We provide training, certification, networking, and other resources to compliance officers and staff from a wide range of healthcare organizations.

Life & Health Compliance Association

<https://lhca.net/>

Meetings twice a year to find solutions to their compliance problems.

National Association of Athletics Compliance Coordinators

<http://nacda.com/>

NACDA serves as the professional association for those in the field of athletics administration, providing educational opportunities and serves as a vehicle for networking and the exchange of information to others in the profession.

Higher Education Compliance Alliance

<http://highereducationcompliance.org/>

The Higher Education Compliance Alliance (HECA) provides the higher education community with a centralized repository of information and resources for compliance with federal laws and regulations.

POTENTIAL CERTIFICATIONS/TRAINING

- Society of Corporate Compliance and Ethics
 - Certified Compliance and Ethics Professional
 - Certified in Healthcare Compliance
 - Certified in Healthcare Research Compliance
- International Association of Risk and Compliance
 - Certified Risk and Compliance Management Professional
 - Certified Risk and Compliance Management Professional in Insurance and Reinsurance

Compliance Certification Board (CCB)
<https://www.compliancecertification.org/>

CCB provides certifications in two different tracks:

Corporate:

The Certified Compliance & Ethics Professional (CCEP) program is geared toward compliance and ethics laws in the United States, while the Certified Compliance & Ethics Professional–International (CCEP-I) program focuses on the international sphere. To complete the CCEP, the candidate must have at least one year of work experience full-time compliance position (or 1,500 hours within two years) before applying, plus 20 approved continuing education units (CEUs). Once the candidacy requirements are completed, one may sit for the requisite two-hour exam. The process is similar for the CCEP-I.

Healthcare

In the healthcare space, there are the Certification in Healthcare Compliance (CHC), Certification in Healthcare Research Compliance (CHRC), and the Certification in Healthcare Privacy Compliance (CHPC). The CHC is geared toward general healthcare compliance, while the CHRC is aimed at those working in the healthcare research area. The CHPC is designed for careers in healthcare privacy. The work and CEU requirements for the healthcare certifications are similar to those of the CCEP and CCEP-I. As with the CCEP and CCEP-I, a two-hour exam is required.

CONTRACT MANAGEMENT/VENDOR/ PROCUREMENT MANAGEMENT

COMPETENCIES

Professional Competencies

- Developing Relationships with Others: Establish quality relationships with others to work toward goals
- Organizing and Managing (Own) Work: Generates well organized methods and work products
- Organizing and Managing Others (Staff/Colleagues): Organizes and manages others' work to accomplish goals
- Networking and Business Development: Develops productive business relationships
- Evaluation, Development, and Mentoring: Manages, trains and instructs others to realize their full potential
- Appreciate the legal services market

Characteristics

- Integrity & Honesty: Has core values and beliefs; acts with integrity and honesty
- Stress Management: Effectively manages pressure or stress
- Passion & Engagement: Demonstrates interest in law for its own merits
- Diligence: Committed to and responsible in achieving goals and completing tasks
- Self-Development: Attends to and initiates self-development
- Able to See the World through the Eyes of Others: Understands positions, views, objectives, and goals of others
- Creativity/Innovation: Thinks “outside the box,” develops innovative approaches and solutions
- Exhibit tact and diplomacy
- Treat others with respect
- Serve with transparency and accountability

Legal Skills

- Analysis and Reasoning: Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice
- Problem Solving: Effectively identifies problems and derives appropriate solutions
- Practical Judgment: Determines effective and realistic approaches to problems
- Providing Advice & Counsel & Building Relationships with Clients: Able to develop relationships with clients that address client's needs
- Researching the Law: Utilizes appropriate sources and strategies to identify issues and derive solutions
- Speaking: Orally communicates issues in an articulate manner consistent with issue and audience being addressed
- Writing: Writes clearly, efficiently and persuasively
- Listening: Accurately perceives what is being said both directly and subtly

- Influencing & Advocating: Persuades others of position and wins support
- Questioning & Interviewing: Obtains needed information from others to pursue issue/case
- Negotiation Skills: Resolves disputes to the satisfaction of all concerned
- Strategic Planning: Plans and strategizes to address present and future issues and goals
- Draft contracts
- Prepare client responses
- See a deal through to completion
- Present complex material to business leadership
- Assess a deal or solution's soundness
- Analyze and determine appropriate risk mitigation
- Knowledge of business and industry
- Prevent or handle conflicts

Sources

Institute for the Advancement of the American Legal System, *Foundations of Practice* (2016) and *Hiring the Whole Lawyer* (2016)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Contract Management/Vendor/ Procurement Job Titles: <i>Contract Manager</i>	National	\$69,000
	West	\$77,000- \$81,000
	Midwest	\$58,000 - \$69,000
	East	\$78,000 - \$79,000
	South	\$66,000 - \$68,000

PROFESSIONAL ASSOCIATIONS

Financial Industry Regulation Authority

<http://finra.org/>

FINRA is dedicated to investor protection and market integrity through effective and efficient regulation of broker-dealers. FINRA is not part of the government. We're a not-for-profit organization authorized by Congress to protect America's investors by making sure the broker-dealer industry operates fairly and honestly.

POTENTIAL CERTIFICATIONS/TRAINING

National Contract Management Association (NCMA)

NCMA provides three different certifications via examinations: the CCCM (knowledge of the Uniform Commercial Code, one year experience and 80 CPEs); the CPCM (five years of prior work experience and 120 hours of continuing professional education credits (CPEs)); and the CFCM (focus on federal acquisition regulations; one year of prior work experience and 80 CPEs).

CORPORATE GOVERNANCE/RESPONSIBILITY/ SUSTAINABILITY

COMPETENCIES

Professional Competencies

- Developing Relationships with Others: Establish quality relationships with others to work toward goals
- Organizing and Managing (Own) Work: Generates well organized methods and work products
- Organizing and Managing Others (Staff/Colleagues): Organizes and manages others' work to accomplish goals
- Networking and Business Development: Develops productive business relationships
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- Fact Finding: Able to identify relevant facts and issues in case
- Researching the Law: Utilizes appropriate sources and strategies to identify issues and derive solutions
- Speaking: Orally communicates issues in an articulate manner consistent with issue and audience being addressed
- Writing: Writes clearly, efficiently and persuasively

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- Prevent or handle conflicts

Sources

Institute for the Advancement of the American Legal System, *Foundations of Practice* (2016) and *Hiring the Whole Lawyer* (2016)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Corporate Governance/Responsibility	National	\$84,000
	West	\$74,000 - \$94,000
	Midwest	\$53,092 - \$84,000
	East	\$65,000 - \$92,000
	South	\$59,421 - \$80,000

PROFESSIONAL ASSOCIATIONS

Association of Corporate Counsel

<https://www.acc.com/>

The Association of Corporate Counsel (ACC) is a global bar association that promotes the common professional and business interests of in-house counsel who work for corporations, associations and other organizations through information, education, networking opportunities and advocacy initiatives.

Corporate Compliance Insights

<http://corporatecomplianceinsights.com/>

Corporate Compliance Insights is a professionally designed and managed forum dedicated to online discussion and analysis of corporate compliance, risk assessment, ethics, audit, and corporate governance topics. Additionally, CCI is a focused knowledge-sharing forum designed to educate and encourage informed interaction within the corporate compliance community.

Society of Corporate Compliance & Ethics

<http://corporatecompliance.org/>

The Society of Corporate Compliance and Ethics (SCCE) is a 501(c)(6) member-based association for compliance professionals. SCCE was established in 2004 and is headquartered in Minneapolis, MN. We provide training, certification, networking, and other resources to compliance officers and staff from a wide range of corporations.

Corporate Legal Operations Consortium

<https://cloc.org/>

CLOC is the world leader in helping in-house legal teams on their journey to operational excellence.

POTENTIAL CERTIFICATIONS/TRAINING

Society for Corporate Governance

<https://www.societycorp.gov/home>

The Society for Corporate Governance, Inc. (“the Society”) is a non-profit organization (Section 501(c)(6)) comprised principally of corporate secretaries and business executives in governance, ethics and compliance functions at public, private and not-for-profit organizations. Members are responsible for supporting their board of directors and executive management in matters such as board practices, compliance, regulation and legal matters, shareholder relations and subsidiary management. The Society provides an array of professional development opportunities to its members via regular conferences and seminars.

Higher Education

A variety of universities offer certificate programs in corporate governance and sustainability, including Harvard Extension School, Tufts University, and New York University’s Leonard N. Stern School of Business.

DATA PRIVACY/SECURITY

Cybersecurity: the process of and the protection against criminal or unauthorized use of electronic data. Online retailers are required to protect consumers' payment information from hackers and other nefarious individuals and organizations.

Privacy: typically, a regulation or statute that protects a person's right to be left alone as well as how an individual's financial, medical, and other personal information may be collected, stored, and released.

Data protection: safeguarding of important information from corruption, compromise, or loss. For example, when your doctor's office has a duty to safeguard data regarding your medical history, insurance, and payment information.

Places: banking, hospitals, higher education, or corporations

Keywords to Search: Cybersecurity, privacy, data protection

Job Titles to Look for: Chief Privacy Officer, Government Privacy Analyst, Cybersecurity Trainer, Vulnerability Analyst, Threat Intelligence Analyst, or Security Engineer,

Certifications and Professional Associations: IAPP; CompTIA Cybersecurity Analyst – CySA+; Certified Data/Cyber Forensics Professional – CCFP; ABA Cybersecurity, Privacy, & Data Protection Committee; Information Systems Security Association (ISSA)

Summary of Skills: Technology skills; problem-solving skills; written communication skills; oral communication skills; investigatory skills; research/analytical skills

COMPETENCIES

Professional Competencies

- Computer, technology, coding, forensics, back-office operations, lobbying and/or public policy experience
- Technical writing skills and/or experience
- Bachelor's degree in Information Technology, Data Forensics, or Computer Engineering
- Prior work experience in banking and finance
- In-depth knowledge of the protection of financial data or experience in cloud management
- Comfortable with tech vernacular
- Able to communicate with a variety of stakeholders (i.e., IT staff and management, executives, and legislators)
- Strong grammar and punctuation skills
- Willingness to use spellcheck and proofread for typographical, formatting and factual errors
- Ability to weigh the pros and cons surrounding an issue
- Ability to prioritize in the best interests of a business
- Ability to challenge existing processes or products

Characteristics

- Communication
- Focused
- Subjective

- Evaluative
- Intentional
- Innovative
- Creative
- Patient
- Persuasive

Legal Skills

- Speaking: Orally communicates issues with authority, articulately and in a manner appropriate for audience
- Writing: Write clearly, efficiently, and persuasively; ability to draft regulations, white papers or other industry-specific documentation
- Creativity/Innovation: Think “outside the box,” develop innovative approaches and solutions
- Questioning & Interviewing: Obtain needed information from others to pursue issue/case
- Problem Solving: Effectively identify problems and derive appropriate solutions
- Researching the law: Utilize appropriate sources and strategies to identify issues and derive solutions
- Fact-finding: Able to identify relevant facts and issues in a case
- Analysis & Reasoning: Use analytical skills, logic, and reasoning to approach problems and formulate conclusions and advice
- Diligence: Committed to and responsible in achieving goals and completing tasks
- Influencing & Advocating: Persuade others of position and garner support
- Networking & Business Development: Develop productive business relationships and help meet business goals
- Strategic planning: plan and strategize to address present and future issues and goals

Sources

NALP, *Careers Checklist: Cybersecurity, Privacy and Data Protection* (2018)

https://www.nalp.org/uploads/CybersecurityChecklist_2018.pdf

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Data Privacy/Security Job Titles: <i>Data Privacy Analyst</i> <i>Director of Data Privacy</i>	National	\$25,000 - \$107,000
	West	\$27,000 - \$95,000
	Midwest	\$25,000 - \$86,000
	East	\$34,000 - \$110,000
	South	\$22,000 - \$139,000

PROFESSIONAL ASSOCIATIONS

Association of Certified Anti-Money Laundering Specialists (ACAMS)

<https://www.acams.org/>

Offers a Certified Anti-Money Laundering Specialist certification that is considered a useful credential when applying to banking compliance positions. There are also local ACAMS chapters you can join after joining the larger national ACAMS organization.

Association of Certified Fraud Examiners (ACFE)

<https://www.acfe.com/>

The world's largest anti-fraud organization and premier provider of anti-fraud training and education. Offers a Certified Fraud Examiner credential that enables you to work in compliance, risk management, investigations, and governance.

International Association of Privacy Professionals (IAPP)

<https://iapp.org/>

The International Association of Privacy Professionals, is the largest and most comprehensive global information privacy community and resource. Founded in 2000, the IAPP is a not for-profit organization that helps define, support and improve the privacy profession globally. IAPP offers several privacy law certifications to demonstrate your command of relevant laws and regulations.

POTENTIAL CERTIFICATIONS/TRAINING

International Association of Privacy Professionals (IAPP)

The IAPP offers the most encompassing, up-to-date and sought-after global training and certification program for privacy and data protection. The Certified Information Privacy Professional (CIPP) helps organizations around the world bolster compliance and risk mitigation practices, and arms practitioners with the insight needed to add more value to their businesses.

GOVERNMENT AFFAIRS/RELATIONS

COMPETENCIES

Professional Competencies

- Ability to manage government affairs activities
- Ability to represent organization before government officials, departments, and agencies, trade associations, industry coalitions, etc.
- Ability to manage legislative agendas – reviewing bills, developing positions, and communicating views to others
- Ability to organize coalition activities to advance organizations' agenda
- Ability to work with attorneys handling regulatory issues to gain political support
- Ability to manage political programs including contributions
- Ability to participate in administrative proceedings
- Ability to formulate policy positions on key issues
- Ability to develop and implement strategic plans on key policy positions
- Ability to monitor and analyze legislative and regulatory proposals and assess potential impact on the organization
- Ability to develop relationships with key regulators, legislators, and policymakers
- Ability to prepare policy briefings
- Ability to manage outside legal and lobbying resources

Characteristics

- Multidisciplinary
- Communication
- Analytical
- Proactive
- Detail-oriented
- Networking
- Strategic
- Managerial
- Interpersonal
- Focused
- Evaluative
- Intentional
- Persuasive

Legal Skills

- Intellectual & Cognitive
 - Analysis and Reasoning: Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice
 - Creativity/Innovation: Thinks “outside the box,” develops innovative approaches and solutions
 - Problem Solving: Effectively identifies problems and derives appropriate solutions
 - Practical Judgment: Determines effective and realistic approaches to problems
- Research & Information Gathering
 - Researching: Utilizes appropriate sources and strategies to identify issues and derive solutions
 - Fact Finding: Able to identify relevant facts and issues in case
 - Questioning and Interviewing: Obtains needed information from others
- Communications
 - Influencing and Advocating: Persuades others of position and wins support
 - Writing: Writes clearly, efficiently and persuasively
 - Speaking: Orally communicates issues in an articulate manner consistent with issue and audience being addressed
 - Listening: Accurately perceives what is being said both directly and subtly
- Planning and Organizing
 - Strategic Planning: Plans and strategizes to address present and future issues and goals
 - Organizing and Managing One’s Own Work: Generates well-organized methods and work products
- Conflict Resolution
 - Negotiation Skills: Resolves disputes to the satisfaction of all concerned
 - Able to See the World through the Eyes of Others: Understands positions, views, objectives, and goals of others
- Character
 - Passion and Engagement: Demonstrates interest in law for its own merits
 - Diligence: Committed to and responsible in achieving goals and completing tasks
 - Integrity/Honesty: Has core values and beliefs; acts with integrity and honesty
 - Stress Management: Effectively manages pressure or stress
 - Community Involvement and Service: Contributes legal skills to the community
 - Self-Development: Attends to and initiates self-development

Sources

Hermann, Richard L., 21st Century Legal Careers Series, *JD Advantage Jobs in Corporations: Expanding the Legal Function* (2017)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Governments Affairs/ Relations	National	\$64,000
	West	\$60,000 - \$82,500
	Midwest	\$59,000 - \$78,000
	East	\$85,500 - \$88,000
	South	\$69,000 - \$82,000

PROFESSIONAL ASSOCIATIONS

American Association of Political Consultants

<https://theaapc.org/>

The AAPC is a multi-partisan organization of political and public affairs professionals dedicated to improving democracy. The AAPC has over 1,350 members hailing from all corners of the globe. It is the largest association of political and public affairs professionals in the world. AAPC members consist of political consultants, media consultants, pollsters, campaign managers, corporate public affairs officers, professors, fund-raisers, lobbyists, congressional staffers and vendors. Student Membership Dues cost: \$60

American Society of Association Executives

<https://www.asaecenter.org/>

ASAE is the essential organization for association management, representing both organizations and individual association professionals. We believe associations have the power to transform society for the better. Our passion is to help association professionals achieve previously unimaginable levels of performance. We do this by nurturing a community of smart, creative, and interesting people: our members. In short, we are the Center for Association Leadership.

Directory of Political Advocacy Groups

<http://www.smallwhitefilter.com/about.html>

A list of national “cause lobbyist” organizations

Government Relations Association

<https://www.grassociation.org/>

Founded in 2017 and based in Washington, DC, GRA is the only organization in the world focused solely on supporting and championing the government relations profession. The Association is dedicated to (1) protecting the First Amendment of the Constitution that seeks to ensure the right of all parties to appeal to their US Government for a “redress of grievances”; (2) promoting the social value, educating the public, supporting the professional development and encouraging the highest ethical standards of today’s practicing lobbyists and government relations professionals; and (3) connecting the world of government relations practitioners in order to foster dialogue, understanding and transparency so that free governments around the world can most effectively represent the constituents they have been elected to serve. Student Membership Dues cost: \$49

Public Affairs Council

<https://pac.org/>

The Public Affairs Council is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide.

State Government Affairs Council

<https://www.sgac.org/>

The State Government Affairs Council is the premier national association for multi-state government affairs professionals for major U.S. corporations, trade associations and service providers. No individual memberships.

Washington Government Relations Group Foundation

<http://www.wgrgfoundation.org/>

WGRGF is charged with generating funding and support resources for minority undergraduate and graduate students pursuing careers in public policy, public administration, political science, community engagement or other advocacy disciplines.

Washington Network Group

<https://washingtonnetworkgroup.com/>

The Washington Network Group (WNG) is a membership organization of professionals in business, finance, technology, foreign and government affairs, established in 1995. We are dedicated to helping WNG Members advance their business and professional objectives by convening networking events, educational forums and career development opportunities.

Women in Government Relations

<https://www.wgr.org/>

Women in Government Relations (WGR) is dedicated to advancing and empowering women by fostering professional development and growth opportunities through a community that supports women's leadership in government relations. Student Membership Dues cost: \$45

Government Affairs Industry Network

<https://www.gaindc.org/>

Founded in the Spring of 2016, GAIN brings together dedicated professionals who transform and define the government affairs industry in Washington, DC. We are focused on providing development and networking opportunities to professionals in advocacy at all levels of their careers. We are cultivating a vibrant network and forging strong business partnerships with the various membership organizations, professional non-profit organizations, and other thought leaders in Washington, DC.

Resource for jobs as a lobbyist

<https://lobbyingjobs.com/>

Dedicated Lobbying Job Board focused on delivering recruitment assistance and lobbying career opportunities for Local, State and Federal Lobbyists, Advocacy, Public Policy, Public Affairs and Government Relations professionals. The site serves as a platform to hire lobbyists and Search, Review and Apply for open Government Affairs jobs posted by Lobbying Firms, Corporations, Recruiters, Non-Profits, Trade Associations, PACs and Grassroots Organizations.

Council on Government Relations

<https://www.cogr.edu/>

COGR is an association of leading research universities, affiliated medical centers, and independent research institutes. We are the national authorities on the financial and regulatory infrastructure, and the corresponding compliance requirements associated with managing federal research grants and contracts within research institutions. We provide information, analyses, advice, policy perspective, and historical context to our members in the areas of research administration and compliance, financial oversight, and intellectual property. COGR communicates the viewpoint and concerns of its members and fosters productive relationships between the research community and federal policymakers, advocating for innovation and change that avoid unnecessary regulatory burden.

International City/County Management Association (ICMA)

<https://icma.org/>

ICMA is the world's leading association of professional city and county managers and other employees who serve local governments.

Municipal Management Association of Northern California

<https://www.mmanc.org/>

MMANC is "Municipal Management Association of Northern California" — a membership organization of local government management professionals located throughout the 49 counties of Northern California.

National Association of County Administrators

<https://icma.org/naca>

NACA is an affiliate of ICMA (International City / County Management Association). ICMA's mission is to create excellence in local governance by developing and fostering professional management to build better communities around the world.

The National Forum for Black Public Administrators

<https://www.nfbpa.org/home>

The National Forum for Black Public Administrators (NFBPA) is the principal and most progressive organization dedicated to the advancement of black public leadership in local and state governments.

Women Leading Government

<https://icma.org/wlg>

Helping women succeed in public service by enhancing career-building models that develop leadership skills and by networking professional women in government.

National Academy of Public Administration

<https://www.napawash.org/>

The Academy is an independent, non-profit, and non-partisan organization established to assist government leaders in building more effective, efficient, accountable, and transparent organizations.

National Association of State Auditors, Comptrollers and Treasurers

<https://www.nasact.org/>

The National Association of State Auditors, Comptrollers and Treasurers is an organization for state officials tasked with the financial management of state government. NASACT's membership is comprised of officials who have been elected or appointed to the offices of state auditor, state comptroller or state treasurer in the 50 states, the District of Columbia, and the U.S. territories.

National Association of Counties

<https://www.naco.org/>

The National Association of Counties (NACo) unites America's 3,069 county governments. Founded in 1935, NACo brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government and exercise exemplary leadership in public service.

National League of Cities

<https://www.nlc.org/>

The National League of Cities (NLC) is dedicated to helping city leaders build better communities. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and an advocate for the more than 19,000 cities, villages and towns it represents.

POTENTIAL CERTIFICATIONS/TRAINING

Public Affairs Council

<https://pac.org/certificate>

With a 60+ year history, the PAC has over 10,000 members representing over 700 institutions. It provides two certifications: the more junior Certificate in Public Affairs Management, and the Certificate in PAC and Grassroots Management for more senior, mid-career professionals. The expectation with each is that the candidate will complete all requirements within two to three years of starting the certification process. The candidate must attend a variety of workshops and seminars, as well as complete service obligations within the industry to obtain the requisite credits toward the certification.

State Government Affairs Council (SGAC)

<https://www.sgac.org/professional-certificate-program.html>

SGAC offers the State Government Affairs Certificate. The Candidate must earn credit in six mandatory (e.g. Ethics and Ethical Leadership, Inside the Legislative Process, State Lobbying Compliance, Media and Communications Training) and six elective (e.g. Developing a Proactive Advocacy Agenda, Effective Advocacy Tools, Grassroots and Grass-Tops Advocacy, Leading a State Government Affairs Department, Managing Contract Lobbyists, Mounting a Multi-State Advocacy Campaign) competencies.

HUMAN RESOURCES/ DIVERSITY & INCLUSION/ WAGE & EMPLOYEE BENEFITS

COMPETENCIES

Professional Competencies

- Ability to create legally effective job descriptions
- Ability to write job offers and rejection documents that deter lawsuits
- Ability to draft employment contracts
- Ability to obtain information on applicants via references, social media accounts, and criminal background checks
- Ability to monitor workplace communications and computer use
- Ability to conduct investigations and employee surveillance
- Ability to draft legally sound and defensible employee handbooks, disclaimers, employee classifications, policies, and procedures
- Ability to negotiate competitive benefit and retirement packages
- Ability to navigate labor and employment laws to meet standards and avoid legal liability
- Ability to create and administer leave policies consistent with state and federal regulations
- Ability to manage complaints regarding discrimination and harassment and to develop prevention plans and training
- Ability to develop and implement professional development and training programs
- Ability to develop and implement disciplinary policies consistent with state and federal regulations
- Ability to terminate/discharge employees while minimizing liability
- Ability to develop and implement equity and inclusion policies, trainings, workshops, and programming

Characteristics

- Communication
- Analytical
- Proactive
- Detail-oriented
- Networking
- Strategic
- Managerial
- Interpersonal
- Innovative
- Creative

Legal Skills

- Intellectual & Cognitive
 - Analysis and Reasoning: Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice
 - Creativity/Innovation: Thinks “outside the box,” develops innovative approaches and solutions
 - Problem Solving: Effectively identifies problems and derives appropriate solutions
 - Practical Judgment: Determines effective and realistic approaches to problems
- Research & Information Gathering
 - Researching: Utilizes appropriate sources and strategies to identify issues and derive solutions
 - Fact Finding: Able to identify relevant facts and issues in case
 - Questioning and Interviewing: Obtains needed information from others
- Communications
 - Influencing and Advocating: Persuades others of position and wins support
 - Writing: Writes clearly, efficiently and persuasively
 - Speaking: Orally communicates issues in an articulate manner consistent with issue and audience being addressed
 - Listening: Accurately perceives what is being said both directly and subtly
- Planning and Organizing
 - Strategic Planning: Plans and strategizes to address present and future issues and goals
 - Organizing and Managing One’s Own Work: Generates well-organized methods and work products
- Conflict Resolution
 - Negotiation Skills: Resolves disputes to the satisfaction of all concerned
 - Able to See the World through the Eyes of Others: Understands positions, views, objectives, and goals of others
- Character
 - Passion and Engagement: Demonstrates interest in law for its own merits
 - Diligence: Committed to and responsible in achieving goals and completing tasks
 - Integrity/Honesty: Has core values and beliefs; acts with integrity and honesty
 - Stress Management: Effectively manages pressure or stress
 - Community Involvement and Service: Contributes legal skills to the community
 - Self-Development: Attends to and initiates self-development

Sources

Hermann, Richard L., 21st Century Legal Careers Series, *JD Advantage Jobs in Corporations: Expanding the Legal Function* (2017)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
HR/D&I/Wage & Employee Benefits	National	\$65,000
	West	\$70,000 - \$106,000
	Midwest	\$61,000 - \$68,000
	East	\$72,000 - \$91,000
	South	\$62,000 - \$70,000

PROFESSIONAL ASSOCIATIONS

International Personnel Management Association for Human Resources

<https://www.ipma-hr.org/>

IPMA-HR is the leading public sector human resource organization in the world. We represent the interests of human resource professionals at all levels and strive to promote excellence in HR management

Society for Human Resource Management (SHRM)

<https://www.shrm.org/>

SHRM is an individual membership organization. Anyone who is involved in HR, supervises the HR function or otherwise has an interest in HR is invited to join.

POTENTIAL CERTIFICATIONS/TRAINING

Society for Human Resource Management (SHRM)

<https://www.shrm.org/>

The SHRM-CP and SHRM-SCP exams and credentials are available to applicants who meet specific educational and work experience criteria at the time they submit their application in order to be eligible to sit for one of the exams.

HR Certification Institute

<https://www.hrci.org/>

Offers several human resources certification options.

INSURANCE/RISK MANAGEMENT

COMPETENCIES

Professional Competencies

- Ability to create legally effective job descriptions
- Ability to write job offers and rejection documents that deter lawsuits
- Ability to draft employment contracts
- Ability to obtain information on applicants via references, social media accounts, and criminal background checks
- Ability to monitor workplace communications and computer use
- Ability to conduct investigations and employee surveillance
- Ability to draft legally sound and defensible employee handbooks, disclaimers, employee classifications, policies, and procedures
- Ability to negotiate competitive benefit and retirement packages
- Ability to navigate labor and employment laws to meet standards and avoid legal liability
- Ability to create and administer leave policies consistent with state and federal regulations
- Ability to manage complaints regarding discrimination and harassment and to develop prevention plans and training
- Ability to develop and implement professional development and training programs
- Ability to develop and implement disciplinary policies consistent with state and federal regulations
- Ability to terminate/discharge employees while minimizing liability
- Ability to develop and implement equity and inclusion policies, trainings, workshops, and programming

Characteristics

- Communication
- Analytical
- Proactive
- Detail-oriented
- Networking
- Strategic
- Managerial
- Interpersonal
- Innovative
- Creative

Legal Skills

- Intellectual & Cognitive
 - Analysis and Reasoning: Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice

- Creativity/Innovation: Thinks “outside the box,” develops innovative approaches and solutions
- Problem Solving: Effectively identifies problems and derives appropriate solutions
- Practical Judgment: Determines effective and realistic approaches to problems
- Research & Information Gathering
 - Researching: Utilizes appropriate sources and strategies to identify issues and derive solutions
 - Fact Finding: Able to identify relevant facts and issues in case
 - Questioning and Interviewing: Obtains needed information from others
- Communications
 - Influencing and Advocating: Persuades others of position and wins support
 - Writing: Writes clearly, efficiently and persuasively
 - Speaking: Orally communicates issues in an articulate manner consistent with issue and audience being addressed
 - Listening: Accurately perceives what is being said both directly and subtly
- Planning and Organizing
 - Strategic Planning: Plans and strategizes to address present and future issues and goals
 - Organizing and Managing One’s Own Work: Generates well-organized methods and work products
- Conflict Resolution
 - Negotiation Skills: Resolves disputes to the satisfaction of all concerned
 - Able to See the World through the Eyes of Others: Understands positions, views, objectives, and goals of others
 - Character
 - Passion and Engagement: Demonstrates interest in law for its own merits
 - Diligence: Committed to and responsible in achieving goals and completing tasks
 - Integrity/Honesty: Has core values and beliefs; acts with integrity and honesty
 - Stress Management: Effectively manages pressure or stress
 - Community Involvement and Service: Contributes legal skills to the community
 - Self-Development: Attends to and initiates self-development

Sources

Hermann, Richard L., 21st Century Legal Careers Series, *JD Advantage Jobs in Corporations: Expanding the Legal Function* (2017)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Risk Management	National	\$77,000
	West	\$78,000 - \$97,000
	Midwest	\$60,000 - \$70,000
	East	\$81,100 - \$87,000
	South	\$57,800 - \$78,000

PROFESSIONAL ASSOCIATIONS

American Risk & Insurance Association

<http://www.aria.org/>

Premier academic organization devoted to the study and promotion of knowledge about risk management and insurance, and publishes two peer-reviewed journals

The Risk Management Society

<https://www.rims.org/home>

Preeminent organization dedicated to educating, engaging and advocating for the global risk community, RIMS, the risk management society™, is a not-for-profit organization representing more than 3,500 corporate, industrial, service, nonprofit, charitable and government entities throughout the world.

PRMIA

<https://www.prmia.org/>

The Professional Risk Managers' International Association provides an open forum for the development and promotion of the risk profession.

POTENTIAL CERTIFICATIONS/TRAINING

RIMS - Certified Risk Manager

<https://www.rims.org/certification/rims-crmp/about>

The RIMS-Certified Risk Management Professional (RIMS-CRMP) is a credential that demonstrates your achievement of risk management competencies, knowledge and commitment to quality. Add RIMS-CRMP to your professional profile to show you can successfully manage risk and create value for your organization.

Society of Actuaries: Chartered Enterprise Risk Analyst (CERA)

<https://www.soa.org/Education/Exam-Req/edu-cera-req.aspx>

To attain the CERA credential, a candidate must successfully complete the requirements shown below. Requirements include examinations, an e-Learning module, validation of educational experiences outside the SOA Education system (VEE), and a professionalism seminar. In addition, candidates who have the Application for Admission as an Associate approved by the SOA Board of Directors will be granted membership as an ASA.

INTELLECTUAL PROPERTY, TECHNOLOGY & LICENSING

COMPETENCIES

Professional Competencies

- Developing Relationships with Others: Establish quality relationships with others to work toward goals
- Organizing and Managing (Own) Work: Generates well organized methods and work products
- Organizing and Managing Others (Staff/Colleagues): Organizes and manages others' work to accomplish goals
- Evaluation, Development, and Mentoring: Manages, trains and instructs others to realize their full potential
- Appreciate the legal services market

Characteristics

- Integrity & Honesty: Has core values and beliefs; acts with integrity and honesty
- Stress Management: Effectively manages pressure or stress
- Passion & Engagement: Demonstrates interest in law for its own merits
- Diligence: Committed to and responsible in achieving goals and completing tasks
- Self-Development: Attends to and initiates self-development
- Independent Worker: Ability to work independently and motivate self to complete tasks on time and assess own work
- Able to See the World Through the Eyes of Others: Understands positions, views, objectives, and goals of others
- Creativity/Innovation: Thinks "outside the box," develops innovative approaches and solutions.

Legal Skills

- Proven and practical expertise in a specific area of technology
- Comfortable with technical information possibly over a wider range of technologies than familiar with
- Asks good questions to effectively identify problems and derive appropriate solutions
- Analyze large amounts of information and reach logical, well-reasoned conclusions
- Strong attention to detail
- Ability to draft licensing agreements, memorandums of understanding and other documents formalizing technology specifications and relationships of others to technology
- Present complex material to clients
- Analyze and determine appropriate risk mitigation
- Knowledge of business and industry
- Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice
- Determines effective and realistic approaches to problems

- Able to develop relationships with clients that address needs
- Communicates issues orally and in writing an articulate manner consistent with issue and audience being addressed
- Obtains needed information from others to present viable solutions
- Resolves disputes to the satisfaction of all concerned
- Plans and strategizes to address present and future issues and goals

Sources

Institute for the Advancement of the American Legal System, *Foundations of Practice* (2016) and *Hiring the Whole Lawyer* (2016)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
IP/Tech/Licensing	National	\$82,000
	West	\$83,000 - \$86,500
	Midwest	\$65,200 - \$79,000
	East	\$71,300 - \$90,000
	South	\$64,200 - \$81,000

PROFESSIONAL ASSOCIATIONS

Intellectual Property Owners Association

<https://www.ipo.org/index.php/about-ipo/>

Intellectual Property Owners Association (IPO), established in 1972, is a trade association for owners of patents, trademarks, copyrights and trade secrets. IPO serves all intellectual property owners in all industries and all fields of technology.

American Intellectual Property Law Association (AIPLA)

<https://www.aipla.org/>

Founded in 1897, AIPLA is a national bar association constituted primarily of lawyers in private and corporate practice, in government service, and in the academic community. AIPLA represents a wide and diverse spectrum of individuals from law firms, companies, and institutions involved directly or indirectly in the practice of patent, trademark, copyright, trade secret, and unfair competition law, as well as other fields of law affecting intellectual property. Members represent both owners and users of intellectual property.

IAOIP

<https://www.iaoip.org/>

The International Association of Innovation Professionals (IAOIP) is the world's only innovation certification body, providing members with the knowledge, skills, and opportunities to deliver real change in their industry or field.

SIIA

<https://www.siia.net/>

The Software & Information Industry Association is the principal trade association for the software and digital content industry. SIIA provides global services in government relations, business development, corporate education and intellectual property protection to the leading companies that are setting the pace for the digital age.

POTENTIAL CERTIFICATIONS/TRAINING

CLP, Inc.

<http://www.licensingcertification.org/>

CLP, Inc. administers the Certified Licensing Professional (CLP) credential, which requires an undergraduate degree plus three years of professional experience in the fields of licensing, business development and commercialization of intellectual property. The required, three-hour examination covers eight major areas, including intellectual property protection, opportunity assessment and development, valuation, marketing, agreement development and drafting, negotiation and agreement management.

LEGAL OPERATIONS, INNOVATION & TECHNOLOGY

(INCLUDES E-DISCOVERY/KNOWLEDGE MANAGEMENT)

COMPETENCIES

Professional Competencies

- Developing Relationships with Others: Establish quality relationships with others to work toward goals
- Organizing and Managing (Own) Work: Generates well organized methods and work products
- Organizing and Managing Others (Staff/Colleagues): Organizes and manages others' work to accomplish goals
- Evaluation, Development, and Mentoring: Manages, trains and instructs others to realize their full potential
- Appreciate the legal services market

Characteristics

- Integrity & Honesty: Has core values and beliefs; acts with integrity and honesty
- Stress Management: Effectively manages pressure or stress
- Passion & Engagement: Demonstrates interest in law for its own merits
- Diligence: Committed to and responsible in achieving goals and completing tasks
- Self-Development: Attends to and initiates self-development
- Able to See the World Through the Eyes of Others: Understands positions, views, objectives, and goals of others
- Creativity/Innovation: Thinks “outside the box,” develops innovative approaches and solutions

Legal Skills

- An understanding of how data works
- Proven and practical expertise in a specific area of technology
- Present complex material to business leadership
- Analyze and determine appropriate risk mitigation
- Knowledge of business and industry
- Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice
- Effectively identifies problems and derives appropriate solutions
- Determines effective and realistic approaches to problems
- Able to develop relationships with business partners and clients that address needs
- Communicates issues orally and in writing an articulate manner consistent with issue and audience being addressed

- Obtains needed information from others to present viable solutions
- Resolves disputes to the satisfaction of all concerned
- Plans and strategizes to address present and future issues and goals

Sources

Institute for the Advancement of the American Legal System, *Foundations of Practice* (2016) and *Hiring the Whole Lawyer* (2016)

Shultz and Zedeck, *26 Lawyering Effectiveness Factors* (2011)

SALARIES

Category	Region	Salary Ranges
Legal Ops/Innovation/Tech Job Titles: <i>Legal Technology Consultant</i> <i>Legal Operations Manager</i>	National	\$69,000
	West	\$77,000 - \$81,000
	Midwest	\$58,000 - \$69,000
	East	\$78,000 - \$79,000
	South	\$66,000 - \$68,000

PROFESSIONAL ASSOCIATIONS

National Association of College and University Attorneys

<https://www.nacua.org/>

The Association's purpose is to enhance legal assistance to colleges and universities by educating attorneys and administrators as to the nature of campus legal issues. It has an equally important role to play in the continuing legal education of university counsel. In addition, NACUA produces legal resources, offers continuing legal education programming, maintains a listserv (NACUANET) and a variety of member-only web-based resources pages, and operates a clearinghouse through which attorneys on campuses are able to share resources, knowledge and work products on current legal concerns and interests.

SIFMA Compliance and Legal Society (securities industry)

<https://www.sifma.org/>

SIFMA's Compliance & Legal Society is the leading forum for compliance and legal professionals working in the financial services industry. Membership provides a unique opportunity for industry leaders and regulators to come together to share information and collaborate with the goal of ensuring our capital markets are the most fair, transparent and ethical in the world.

Association of Corporate Counsel

<https://www.acc.com/>

The Association of Corporate Counsel (ACC) is a global bar association that promotes the common professional and business interests of in-house counsel who work for corporations, associations and other organizations through information, education, networking opportunities and advocacy initiatives.

Corporate Legal Operations Consortium

<https://cloc.org/>

CLOC is the world leader in helping in-house legal teams on their journey to operational excellence.

POTENTIAL CERTIFICATIONS/TRAINING

The Association of Certified E-Discovery Specialists (ACEDS)

<https://www.aceds.org/page/certification>

ACEDS, established by The Intrigo Group in 2010, is a member organization for professionals in the private and public sectors who work in the field of e-discovery. The Certified E-Discovery Specialist certification is awarded to candidates who meet the education and experience eligibility criteria. Candidates who earn the CEDS credential must pass a rigorous, psychometrically sound examination of 145 four-choice items. The exam, which meets the testing standards of the Institute for Credentialing Excellence, probes knowledge and skill in performing numerous job tasks⁹ performed by the multidisciplinary population that works in e-discovery, including attorneys, litigation support professionals, information technology specialists, paralegals and others.

The Organization of Legal Professionals (OLP)

<https://theolp.wildapricot.org/>

After 18 months in development, this nonprofit organization launched its certification program in July 2011. OLP's mission is to establish global standards and certification through collaboration and education. The certification applies to attorneys, paralegals, litigation support staff and consultants. The certification exam has been developed and designed with OLP's strategic partner, Pearson VUE, a division of Pearson Learning Solutions. OLP has provided the content, while Pearson has provided a team of PhDs and a measurement services team.

Arkfeld & Associates

<http://arkfeld.com/ediscovery-instruction/>

Michael R. Arkfeld, the author of *Arkfeld on Electronic Discovery and Evidence*, has developed the Electronic Discovery and Evidence Course. This course, which is conducted online, is designed to provide legal professionals with an integrated and comprehensive foundation about the technological and legal issues involved in e-discovery. The course is divided into three sections: Information Technology for the Legal Professional; E-discovery Critical Issues, Strategy and Tactics; and Admissibility of Electronic Evidence. The course, which includes more than 15 hours of on-demand instruction time, includes pre- and post-testing and certification.

eDiscovery Team Training

<https://e-discoveryteamtraining.com/>

The Team in Training program was designed by Ralph Losey, a partner at Jackson Lewis, for the class he teaches at the University of Florida College of Law. This program, with 84 modules, provides 75 to 300 hours' worth of education depending on how much supplemental homework is completed. While there is no certification per se, once you complete all 84 modules you can ask to take a 3,000-word essay exam to test your understanding of the materials. If you pass the exam, you will receive written confirmation of your passing grade. The curriculum includes ideas and solutions from experts around the world that address the many challenges of e-discovery. It also explores common mistakes, what to avoid, legal opinions and real-world practice suggestions.

Legal Operations: Law Vision's Certification

<https://lawvision.com/services/legal-project-management/lpm-training-certification/>

Law Vision is the only organization teaching LPM that has developed a sophisticated on demand, e-learning LPM course. This course teaches the same tools and techniques as in the live program, but in a convenient, interactive, online format. Building upon a foundational understanding of legal project management (LPM), lawyers and other legal professionals will learn how to integrate project management principles, skills, processes and behaviors into their management of legal matters on a day-to-day basis. Using case studies of actual legal matters, our rigorous online program enables lawyers/legal professionals to develop the skills needed to achieve clear and measurable productivity and efficiency improvements in their legal work, resulting in enhanced ability to budget, predict and manage costs and fees associated with legal matters.

Legal Operations: Legal Lean Sigma Institute

<http://legalleansigma.com/certifications-and-programs/>

These certification courses are the first and only combined process improvement and project management certification courses designed specifically for the legal profession. LLSI's Yellow Belt Certification courses are offered at Suffolk Law School and at George Washington University (Master's Degree in Law Firm Management). White Belt: Participation in a one-day course that is designed to be a high level introduction to Lean, Six Sigma and Legal Project

Management. Learning objectives are geared toward participants gaining familiarity with the vocabulary, concepts, and some of the tools most commonly used in PI and PM. Yellow Belt: Participation in a two day, more intensive course that is designed for participants to be able to understand and employ Lean, Six Sigma and Legal Project Management vocabulary, methodologies, and tools. A White Belt is NOT a prerequisite.

REGULATORY AFFAIRS

Regulatory Affairs: ensuring that a company complies with regulatory authorities, that products are manufactured and distributed in compliance with appropriate legislation.

Keywords to Search: regulatory affairs, compliance, regulatory compliance

Typical Employers: pharmaceutical companies, banks, health care industry

Job Titles: Regulatory Management, Regulatory Compliance, Director- Pharmaceutical Sales and Marketing Compliance, Energy Regulatory Affairs Professional, Regulatory Compliance Specialist

COMPETENCIES

Professional Competencies

- Communication
 - Listen attentively and respectfully
 - Proactively provide status updates to those involved in the matter
 - Promptly respond to inquiries and requests
 - Speak in a manner that meets legal and professional standards
 - Write in a manner that meets legal and professional standards
- Emotional and Interpersonal Intelligence
 - Exhibit tact and diplomacy
 - Treat others with courtesy and respect
- Passion and Ambition
- Set goals and develop a plan to meet them
- Professional Development
 - Adapt work habits to meet demands and expectations
 - Work autonomously
- Professionalism
 - Arrive on time for meetings, appointments, and hearings
- Technology and Innovation
 - Learn and use relevant technologies effectively
- Working with Others
 - Work cooperatively and collaboratively as part of a team
 - Maintain positive professional relationship
 - Recognize client or stakeholder needs, objectives, priorities, constraints, and expectations
- Workload Management
 - Prioritize and manage multiple tasks
 - Maintain a high-quality work product
 - See a case or project through from start to timely finish

Characteristics

- Show initiative
- Take ownership
- Have strong work ethic and put forth best effort
- Integrity and trustworthiness
- Diligence
- Attention to detail
- Conscientiousness
- Common sense
- Intelligence
- Intellectual curiosity
- Resourcefulness

Legal Skills

- Effectively research the law
- Effectively use techniques of legal reasoning and argument (case analysis and statutory interpretation)
- Maintain core knowledge of the substantive and procedural law in the relevant focus area
- Identify relevant facts, legal issues, and informational gaps or discrepancies

Sources

NALP, *Careers Checklist: Compliance* (2018)
https://www.nalp.org/uploads/ComplianceChecklist_2018.pdf

Herman, Richard, 21st Century Legal Careers Series, *Careers in Compliance* (2017)

SALARIES

Category	Region	Salary Ranges
Regulatory Affairs	National	\$66,899 - \$74,000
	West	\$66,240 - \$77,000
	Midwest	\$67,200 - \$70,000
	East	\$70,500 - \$83,000
	South	\$64,400 - \$75,700

PROFESSIONAL ASSOCIATIONS

Alliance for Nonprofit Management
<https://allianceonline.site-ym.com/>

Our mission is to increase the effectiveness of the individuals, groups and organizations that help nonprofits and communities achieve positive social change. We create spaces for professional dialogue and learning by amplifying research in the field and promoting its implications for effective practice.

American Association for Budget and Program Analysis (AABPA)

<http://www.aabpa.org/about-aabpa>

AABPA began in the mid-1970's and has helped federal, state, and local government managers and analysts, corporate executives, and academic specialists meet the unique challenges of their careers. By helping members keep up with the latest developments in their fields, establish and maintain contacts with colleagues, represent their interests, and share opportunities, AABPA serves as the key difference between simply having a job and being part of a highly respected and well-trained profession. Student Membership Dues: \$15.

American Bar Association Section of Administrative Law and Regulatory Practice

http://americanbar.org/groups/administrative_law.html

The Section of Administrative Law and Regulatory Practice is an important actual and virtual gathering place for lawyers practicing in every sector and serving in government and academia. Regular participants in the Section's activities and programs already know that the Section offers a vibrant community of scholars and practitioners who seek to explain and improve the functioning of administrative agencies so that they serve the public well.

American Evaluation Association

<http://www.eval.org/>

The American Evaluation Association is a professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluation. Evaluation involves assessing the strengths and weaknesses of programs, policies, personnel, products, and organizations to improve their effectiveness. AEA has approximately 7300 members representing all 50 states in the United States as well as over 80 foreign countries.

American Society of Public Administration

<http://www.aspanet.org/public/>

ASPA is the leading interdisciplinary public service organization that advances the art, science, teaching and practice of public and nonprofit administration.

The Association for Public Policy Analysis & Management

<http://www.appam.org/>

APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education.

Emerging Local Government Leaders (ELGL)

<https://elgl.org/>

ELGL's mission is to engage the brightest minds in local government

Federal Managers Association

<https://www.fedmanagers.org/>

FMA advocates excellence in public service through effective management and professionalism, as well as the active representation of its members' interests and concerns. FMA advances its mission through consultation in the Executive Branch and advocacy in Congress, top-notch professional development programs, informative publications and networking opportunities for its members.

Government Finance Officers Association

<http://www.gfoa.org/>

GFOA's mission is to advance excellence in state and local government financial management.

Institute for Public Procurement

<http://www.nigp.org/>

Developing, supporting and promoting the public procurement profession through premier educational and research programs, professional support, technical services and advocacy initiatives that benefit members and constituents since 1944.

National Council of Nonprofits
<https://www.councilofnonprofits.org/>

The National Council of Nonprofits (Council of Nonprofits) is a trusted resource and proven advocate for America's charitable nonprofits. Connecting the policy dots across all levels and branches of governments, the Council of Nonprofits keeps nonprofits informed and empowered to create a positive public policy environment that best supports nonprofits in advancing their missions.

Federation of Regulatory Counsel
<http://forc.org/>

FORC has promoted the common interest of legal counsel who specialize in the representation of insurance companies before insurance regulatory bodies.

Regulatory Compliance Association
<https://rcaonline.org/about/rca-overview/>

As a non-profit, the Regulatory Compliance Association (RCA) supports a community of over 80,000 compliance, legal and operations executives from regulatory authorities, institutional investors and alternative investment and asset management firms.

POTENTIAL CERTIFICATIONS/TRAINING

Certifications and Programs:

- University of California-Irvine – Regulatory Affairs and Compliance
- Financial Institutions Regulatory Agency – Compliance Boot Camp
- National Safety Council – Certificate in OSHA Compliance
- National Regulatory Services – Investment Adviser Certified Compliance Professional Program
- American Bankers Association – Certified Regulatory Compliance Manager

Regulatory Affairs Professionals Society (RAPS)
<https://www.raps.org/rac-credential>

The Regulatory Affairs Certification (RAC) is the only credential for regulatory professionals in the healthcare product sector. The RAC demonstrates to employers, clients and colleagues essential knowledge, critical thinking abilities and a commitment to continuing professional development. It is designed for working regulatory professionals, with at least three to five years of regulatory experience. There are six different RAC exams. The US, EU and Canada exams test regional regulations and involvement with regulatory bodies. The global exam focuses on international standards and guidelines. The devices and drugs exams have a global focus yet aligns to a specific sector of regulation knowledge. All six exams test for regulatory knowledge, critical thinking and analysis throughout the lifecycle of a product.

NOTES

SALARY SOURCES AND RELATED NOTES

Sources:

- LinkedIn Salary (<https://www.linkedin.com/salary>)
- Burning Glass/Job Pulse (<https://www.burning-glass.com>)
- Glassdoor (<https://www.glassdoor.com>)
- Payscale (<https://www.payscale.com>)
- SimplyHired (<https://www.simplyhired.com>)

Salary ranges represent the diversity of job titles represented within the category which span from entry level to senior positions.

Salary data is as of March 31, 2019.