



Deborah Barrett

CHIEF COMPLIANCE OFFICER
QUALCOMM

MORE ABOUT ME

What is the most interesting thing about you?

One of my passions outside of work is animal rescue and welfare. In order to join my current employer, I had to relocate from Chicago to San Diego. We had nine pets traveling with us on the flight (our horses were shipped later).

Skydiving, sunbathing or sightseeing?

Skydiving

What is one thing you could not go a day without? (Not including necessities)

The love and excitement that my dogs exhibit when I get home each day.

What would you love to learn to do?

Hone my skills at grant writing, so that I can do more to assist the charities that I am passionate about.

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

When I first took a full-time compliance role, my employer was in the midst of a regulatory investigation regarding FCPA compliance. At the time, it felt like we had to build a car while driving one hundred mph.

We had a lot of different legal, compliance and accounting experts advising us on current compliance best practices. This led to a very procedurally heavy program and training and communications that were mostly focused on rules. Over time, we realized that you cannot have a rule for every business risk that may arise.

Once enlightened, we began to balance our education and awareness initiatives on company culture, values and training the organization on compliance basics and the ability to issue-spot potential risks. A company culture that is built on a foundation of integrity goes a long way toward mitigating most risks and achieving business results the right way.

What is the work achievement that you're most proud of?

Our compliance team is relatively small, given that we support 45,000 employees in 38 countries. We designed and built a compliance program from the ground up. We continue to assess the efficacy of the program through monitoring compliance program KPIs, internal audits, and external third-party expert assessments.

We have continued to receive favorable feedback and ratings on how our program is maturing and working in practice to mitigate our key business risks. Given all of the challenges and change in how we work over the last two years, I am really proud of my team for staying the course and keeping our commitment to continuous program improvement.

What makes a GREAT compliance leader?

Great leaders are committed to being good change agents, listeners, learners, ethical role models, and balanced risk-takers dedicated to diversity, equity, and inclusion and solving societal challenges.

They also demonstrate the ability to serve and inspire the employees that they lead to support the Company's mission.

What does it mean to be an ethical company in 2022?

The fundamental requirements for being an ethical company stem from good governance practices and a company culture founded on integrity and ethical conduct, implementation of an effective ethics and compliance program that addresses the unique risks of the business, reputable leadership and business practices and a commitment to ESG.

The challenges of a compliance officer are never-ending – how do you stay motivated?

I like to be challenged and dealing with issues or challenges that are different every day. No two days are the same in this role.

Is technology and automation the answer to the understaffed compliance team?

Technology and automation certainly make compliance work and recordkeeping more efficient. In addition, it is also critical that compliance leaders constantly assess risk priorities, to ensure that the compliance function is spending its time and resources on the highest risks for the business.

Not all risks are equal, so when you are dealing with not-unlimited resources, you may have to make tradeoffs in terms of focus areas for your team.

What unique compliance challenges does your company face?

I have worked in the tech industry most of my career. I am not sure the industry has unique compliance challenges, but fast-paced innovation means your business and your risks are constantly evolving.

This makes it imperative that the compliance function have tight relationships with the business and is plugged into business strategy and processes, to ensure the compliance program is evolving in line with the Company's risk profile.

Why did you decide a career in compliance was right for you?

I am motivated by work that is purposeful, and I consider ethics and compliance to be a performance imperative for any organization.

THE RESULTS ARE IN

On LinkedIn we asked:

Do you feel valued at work?

No	31%
Somewhat	27%
Most of the time	20%
Yes absolutely!	22%

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