New Mandate, New Mindset: Making a Successful Transition into a Compliance & Ethics Career
(What Lawyers, In-House Counsel, and Others in Transition Need to Know)

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SESSION OVERVIEW:
What do Lawyers & In-House Counsel Need to Know about Ethics & Compliance?

- Compliance and Legal have separate, but (mostly) mutually supportive mandates
- Compliance is not a legal function, but lawyers and in-house counsel have many critical roles in program
- The Board and many others in the organization play key roles too
- Role of privilege, confidentiality and other legal principles in a compliance context
- Understand how to manage "scary topics" of compliance e.g. risk assessments, investigations, whistleblowers and discipline
MODULE 1:  
What Is an Ethics & Compliance Program?  
(a brief refresher)

+ A multi-disciplinary management control system;  
+ consistent with relevant standards;  
+ that seeks to “detect and prevent misconduct” and support an ethical culture that encourages accountability and transparency.

An effective ethics & compliance program

◊ Drives mindset of not only doing what the law requires, but acting ethically  
◊ Impacts, influences and monitors “how things are done around here,” i.e. creates an ethical culture

7 Elements of an Effective E&C Program

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<th>Management Commitment &amp; Resources</th>
<th>“Walk The Talk”</th>
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<td>High Level Personnel</td>
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<td>Structured For Success</td>
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<td>Standards, Controls &amp; Procedures</td>
<td>Code and policies are clear, written, &amp; accessible to all</td>
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<td>Beyond “legalese,” i.e., understood by humans</td>
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<td>Training &amp; Communication</td>
<td>Job related &amp; continuous, multimedia/blended</td>
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<td>Board training</td>
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<td>Substantial Authority Personnel</td>
<td>Avoid discretionary authority to managers likely to violate</td>
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<td>Background checks including for promotions &amp; new hires</td>
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<td>Monitoring, Evaluation, Reporting &amp; Audit</td>
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<td>Confidential report lines</td>
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<td>Reports to senior management &amp; board</td>
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<td>Enforcement, Discipline &amp; Incentives</td>
<td>No “double standard”</td>
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<td>No retaliation</td>
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<td>Performance alignment</td>
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<td>Review &amp; Modify Program</td>
<td>Ongoing risk assessment</td>
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<td>Including response after breaches</td>
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<td>Investigations</td>
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The DOJ/SEC Resource Guide: The Importance of an “Effective” Ethics & Compliance Program

Guidance reiterates significant incentives to design and implement “effective” compliance program – amount of fine, declination, DPA or NPA, or monitorship.

"In appropriate circumstances, DOJ and SEC may decline to pursue charges against a company based on the company’s effective compliance program, or may otherwise seek to reward a company for its program, even when that program did not prevent the particular underlying FCPA violation that gave rise to the investigation."

The DOJ/SEC Resource Guide: The Three Critical Questions

1. Well Designed?
2. Applied in Good Faith?
3. Does it Work?

The DOJ/SEC Resource Guide: Well Designed?

- Ineffective Program: One Size Fits All
- Check the Box Approach

- Effective Program: Based on Risk Assessment
- Specific Business Risks Drive Program Design & Implementation
The DOJ/SEC Resource Guide: Applied in Good Faith?

- Not Effective
  - Some are too valuable to be disciplined
  - Cutting ethical corners is ok

- Effective
  - Applies to all
  - Rewards ethical behavior
  - Sane & swift discipline

The DOJ/SEC Resource Guide: Does it Work?

- Investigation
  - efficient, reliable and funded
  - response is documented
  - includes discipline & corrective actions

- Auditors
  - used to update internal controls
  - included in training
  - targeted audits

- Continuous Improvement
  - business environment
  - laws and regulations
  - industry standards

Ethics & Compliance Reduces Corporate Misconduct

- NBES 2013 Survey found:
  - Strong ethics culture companies: 20% misconduct
  - Weak ethics culture companies: 88% misconduct
  - Percentage of companies providing ethics training rose from 74% to 83% between 2011 and 2013.
  - 67% of companies include ethical conduct as a performance measure in employee evaluations (up from 60 percent in 2011).
  - 75% of companies communicate internally about disciplinary actions when wrongdoing occurs.
  - NBES Survey found that in strong ethical cultures
    - Pressure to commit misconduct was reduced from 16 to 4%.
    - Misconduct rates reduced from 77 to 40%.
    - Failure to report misconduct was reduced from 44 to 27%.
Positive Benefits to Company Performance

An effective compliance program:
(a) Protects a company’s reputation;
(b) Ensures investor value and confidence; and
(c) Reduces uncertainty in business.

Research Confirms That Ethical Companies Are More Profitable

- United Kingdom’s Institute of Business Ethics (IBE) concluded that ethical companies are more profitable because of their ethical culture.
- The report “Does Business Ethics Pay” took a sample of FTSE 350 firms
  - Ethical Companies outperformed other companies based on:
    1. market value added (MVA);
    2. economic value added (EVA) and
    3. price/earnings ratio.
- The IBE study concluded: “[T]here is strong indicative evidence that large UK companies with codes of business ethics/conduct produced an above-average performance when measured against a similar group without codes.”
Culture of Ethics

Company Commitment to Trust and Integrity

- Accountability
- Walk the Walk Actions
- Establish Standards and Expectations
- Transparency and Communications

Culture Starts with Leadership Commitment

- CEO and board must walk the walk – managers and employees observe senior leaders and their behavior
- Symbolic actions can be important
- Public statement by CEO and/or Chairperson of Board: Visible and active commitment to compliance program (external and internal)
- CEO requires direct reports and all managers to communicate compliance message
  - Each year senior managers commit to specific task to promote compliance and ethics
  - Each year senior managers evaluated based on the compliance and ethics program factor
- Compliance and ethics modules distributed throughout organization to local offices (in foreign language) and promoted by local management
- Use social media to promote leadership commitment to compliance

Nine Important Steps the CEO Can Take to Help Embed an Ethical Culture
(Thanks to Joe Murphy!)

1. Keep the Company's Code of Conduct on desk and bring to meetings with other papers
2. Elevate and empower your CCO with direct reporting to Board and adequate resources
3. Require ethics and compliance reports by senior business managers (make sure CCO attends meetings).
4. Insist that compliance and ethics be tied into the officers and employees financial incentives and evaluations
5. Adopt ethics as part of business decisions. (Pass on any gift received; reject a business deal if ethical and compliance risks too high)
6. Set an example. Take training first; Do safety walk-through; call the company helpline with a question; call and ask a field line manager about his/her role in the code of conduct roll-out and training.
7. Recognize outstanding compliance & ethics performance.
8. Insist on the toughest discipline when one of the top brass breaks the rules or threatens retaliation.
9. Obtain an independent outside review of compliance & ethics program
Push Positive Incentives for Ethics

- Manager and employee evaluations should include a compliance and ethics component.
- Create ethics awards, recognition, and weekly reminders and support for ethical behavior. Commitment must be rewarded.
- Schedule an Ethics Week for highlighting compliance and ethics with daily events.
COMPLIANCE
To design, implement (as a function and through others) and oversee an effective compliance and ethics program covering the C&E risks of the organization.

LEGAL
To advise on a wide range of legal matters, assess and manage legal risks, defend the company against legal threats, instruct outside counsel, including reporting to C-Suite & the Board.

The Many Titles/Roles of the CECO

Chief Compliance Officer
Chief Ethics & Compliance Officer
Director of Global Compliance
VP - Business Practices & Compliance
AGC, Compliance
GC & CCO
Global Ethics Director
Leader of Compliance & Ethics Function
Overser of Compliance & Ethics Program
Subject Matter Expert of C&E
Door Opener/Empowerer of Team
Finder & Developer of Subject Matter Experts
Trusted Advisor & Educator to Management
Rally Chair/Symbol for Employees
Direct Access Reporter to Board
Liaise to Regulators

“Must Have” Foundation for any Lawyer
Doing, Supporting, or Transitioning into Compliance

+ Understand what constitutes an effective program beyond a “7 Elements” checklist
+ Clarity on the different mandates of Legal, Compliance & other key enabling functions e.g. HR, and how they interact
+ Self-assessment: What additional skills, knowledge, and experience do I need to perform the job well?

⇒ And a plan to get them
Separate and Distinct Functions

+ Different but complementary mandates
+ Key partners in many different workstreams
+ Sometimes the mandates will conflict
  → and that’s a good thing

“The lawyers tell you whether you can do something, and compliance tells you whether you should...We think upper management should hear both arguments.”
- Office of Inspector General, HHS (Pfizer)

So What are the Takeaways?

+ If you are In-House transitioning to Compliance, you have a different mandate, which requires a different mind-set.
  → Need to look beyond a Legal “lens”
+ If you are Legal supporting Compliance, your work will greatly benefit from understanding how the two mandates differ and intersect.
+ If you are Compliance reporting to Legal ... it’s complicated.
+ If you are “double-hatted” Legal and Compliance, good luck and Godspeed!

The Controversies:
Where Should Compliance Report?
Should The GC Also Be The CECO?

+ PwC State of Compliance Survey → More CECOs reporting to CEO
+ In the UK, more CECOs report to CEO than in US. Also, more Compliance departments are independent.
+ In the US, momentum for direct, unfiltered access to the Board and Senior Management by the person with “day to day” responsibility
+ Recent Corporate Settlement Agreements or pressure from Regulators/Investors have increasingly required separation of Compliance from Legal, including in Healthcare and some Big Banks
  + Barclays, HSBC, UBS, Goldman, JP Morgan
+ WalMart: Decision #1. Separating Legal and Compliance
The “Double-hatted” GC & CECO

- GC is a full-time job
  “[T]he GC should not be CCO … because rigorous oversight of the compliance processes demands too much time.”
  - Ben Heineman, former General Electric GC
- Different/conflicting mandates
  - Jay Jorgensen, Wal-Mart CECO: CECO can’t wear half a hat*
- Smaller companies can make a stronger case for a double-hatted role
- Clear momentum for independent CECO that works closely & collaboratively with Legal - “separate but equal”
- “Our GC is totally awesome” argument

Structure, Authority & Resources

Separate Chief Compliance Officer with direct reporting authority to the Board of Directors or Compliance/Audit Committee

Chief Compliance Officer

- Independent
- Direct Access to Board

“Appropriate Authority” (within organization)

“Adequate Autonomy” from management (direct access to Board and Board Committees)

“Sufficient Resources” to implement the compliance program

Empowering CECOs: Gaining Clout

Reports to CEO & Board (not GC)

PwC State of Compliance Survey

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<th>2014</th>
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<td></td>
<td>45%</td>
<td>40%</td>
<td>13%</td>
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Stand Alone CECO (Not in Dual Role)

Deloitte Compliance Trends Survey

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<td>50%</td>
<td>37%</td>
<td>33%</td>
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Member of the C-Suite (Seat At The Table)

Deloitte Compliance Trends Survey

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<th>2014</th>
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<th>% Change</th>
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<tr>
<td></td>
<td>52%</td>
<td>N/A</td>
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Governance Structure

Most common reporting structure:
- CCO to Audit Committee
- 20% of Companies have established separate Compliance Committee at the Board level
- More companies considering adding an ethics and compliance professional to the Board
- Quarterly meetings between CCO and Board Committee
- Executive session at each quarterly meeting
- Annual meeting with full Board
- Regular informal communications with committee chair

Recommended Reading

- Roy's thoughts on Transitioning from the GC's Office to Compliance: http://ow.ly/znKvq
- Skydiving Into Compliance - With Eyes Wide Open by Donna Boehme: http://ow.ly/AOgBE
- What Asch's Line Experiment Can Teach Us about Conformity & In-House Lawyers: http://ow.ly/v5qO5
- The GC and the CECO: Partners at the Table by Patrick Gnazzo: http://ow.ly/v5yYI
- When Legal and Compliance Don't See Eye-to-Eye by Donna Boehme: http://ow.ly/v5O9v

Scenario A: CECO & Direct Access to the Board

Jennifer is CECO at Best Made Plans, Inc. BMP manufactures consumer lawn care products. BMP engineers have identified a serious product defect that causes blades to fly off machines and potentially harm users/consumers. A number of consumers have lost limbs and suffered major injuries, and 5 consumers have been killed. Steve, the GC, is responsible for handling all product liability litigation. Steve and his department aggressively litigate issues, sometimes settling and other times going to trial. The product defect exists in a large number of BMP’s product lines. Steve resists efforts by engineers to acknowledge the problem claiming that it could harm litigation. Engineers go to Jennifer and advise her of the problem. Jennifer talks to Steve and they disagree as to when and how to address the product liability problem.
Scenario A: CECO & Direct Access to the Board

What are the issues?

What actions, if any, should Jennifer take?

Should she immediately seek a meeting with the board of directors to report the problem?

Recommended Reading

When The In House Lawyers Run Amuck by Michael Volkov http://ow.ly/zLaCS

What is your CECO’s line of sight? by Donna Boehme http://ow.ly/10zdN


MODULE 3: The Many Staff Functions Supporting the E&C Program

- Legal, HR, Audit, IT, Security and others are invaluable partners to Compliance
- Yet there is often confusion about overlap and interface ("fence" problem)
- Defining roles is the solution and the empowering factor
- This often makes the difference between a high-performing program and a hot mess!
Some Common Roles for In-House Counsel

- Compliance Officer
- Lawyer for the Compliance Function
- Subject Matter Expert (SME)
- Risk Owner e.g. Anticorruption, Competition
- Investigator
- Case Manager
- Regional Liaison

Task | Compliance Role | Legal Role | Key Interfaces | Scenarios
--- | --- | --- | --- | ---
C&E Training | Develop training program and schedule to address high-priority risks (e.g. based on risk assessment), including most effective use of resources such as subject matter experts | Review and advise (or content of training as a legal subject matter expert in line with the risk assessment) | Compliance & Legal to collaborate closely with Compliance to ensure the overall architecture & topics of the training program & Legal providing subject matter expertise when advising on program delivery. | Foreign trade controls are identified as a high-priority, but not well-understood legal risk area at a BU risk workshop. Compliance works with Legal to determine the need to address the risk with legal specialist attorneys to SME. Legal as subject matter expert in areas of required training. Legal to be responsible for overview of most effective methods of training & communication consistent with overall Company training program. Legal as "Risk Owner" monitors delivery of training. Reports generally to Compliance. |
Legal, Compliance, HR and other parts of the Company should be visualized in a (compliance) Venn Diagram
Compliance Infrastructure
Internal Management Compliance Committee

- Operational: Task-oriented facilitators, not policy makers, not micromanagers
- Solid Charter is critical
- Monthly meetings
- Key Representatives:
  - Legal
  - HR
  - Financial
  - Audit
  - Information Technology
  - Chief Operating Officer

MODULE 4:
Privilege, Work Product, Confidentiality & Other Legal Principles

- Through a Compliance Lens
- Myths and Realities

The “Lawyer” Privilege

- Anything a lawyer does is privileged
- If a client is involved the privilege is weakened
- If a lawyer thinks and writes something it’s protected as work product
- Anybody who reports to a lawyer is under the privilege
- But this privilege applies only when the lawyer is riding a unicorn
Attorney-Client Privilege: The Facts

- Privilege is a common law concept – "secret professional" is the civil law equivalent
- Non-lawyers can play a role in compliance matters even if conducted under privilege
- Protection requires a client asking for confidential legal advice but "advice privilege" is different to "litigation privilege"
- Non-lawyers can act under counsel's direction & control
- In the US => "Upjohn letter" (warnings to employees)
- BUT: for EU Competition, privilege for in-house counsel not generally recognized (Akzo Nobel). Unlike UK & US

Work Product Protection

- In the US, work product privilege does not require lawyer
- The rule covers preparation relating to litigation by a "party"
- But it is always best to use lawyers for case preparation, even when non-lawyers are involved
- Don’t forget – it also applies for potentially bringing a case against someone else
- Protection is only qualified for fact gathering, but absolute for counsel's mental impressions

But Isn’t It Safer To Have Lawyers Do Everything & Claim Blanket Privilege For All Compliance Activities?

- How do you prove your case that you had an effective program in place if you cloak everything with privilege
- Sharing with the government likely waives attorney-client privilege
- The best protection is to fix what you find
- Claiming privilege for everything undercuts your credibility - KBR case in US
Barko v. Halliburton Update

- Court of Appeals decision resolved issue by upholding claim of privilege to internal investigation conducted under direction of General Counsel
- Privilege claim still will involve document-by-document review and claim-by-claim analysis

Legal Ethical Issues for Compliance Lawyers

- Who is the client?
- Employee warnings?
- Duty to escalate
- In the US, SOX 307 escalation
- Confidentiality & disclosure

Scenario B: The Case of the Golden Mooncakes

Tom is CCO for GeoExplora, a UK metals exploration firm. He reports to the CFO. Last week there was big trouble at the company's China mining JV, when local Chinese media reported claims from anonymous whistleblowers that the JV had used travel agencies to arrange expensive "Harvest Moon Festival" trips for local officials, including special gold-filled mooncakes sold for $1000 each, and "consulting contracts" with a number of their family relatives. The GeoExplora Asia legal team works closely with the JV and Asia Regional VP. Tom is informed that the Compliance Committee, which includes the GC, has decided to refer the matter to the Asia legal team and its outside expert for review. The GC tells the CCO that from now on, due to privilege issues, the Asia legal team will work directly with the outside expert and the Regional VP, and Compliance will be excluded.
Scenario B
The Case of the Golden Mooncakes

What are the issues?
Who are the stakeholders?
How should this be resolved?

Recommended Reading

When The In House Lawyers Run Amuck
by Michael Volkov http://ow.ly/zLaCS

There Is No Bark to the Barko Case
by Michael Volkov http://ow.ly/AsPUB

Titanic Shift - Whistleblower Presses Challenges
Over Access to KBR Docs nationallawjournal.com/legaltimes/id=...
Module 5: “Scary Topics”

Topics where Compliance and Legal often interface - and sometimes disagree

Examples:
- Risk Assessment
- Discipline
- Whistleblowers

Continuous Improvement Cycle

Advice of Counsel

- A documented advice of counsel, blessing whatever action you take, is an extra layer of protection
- Advice of counsel negates (is contrary to) criminal intent
- When you rely on advice of counsel, you are acting, by definition, in good faith
- Build advice of counsel into as many decisions as you can
Risk Assessments

The foundation of an effective ethics and compliance program
The only way to determine what risks need to be addressed and how to allocate resources
Some GC’s FEAR risk assessment and seek to avoid it
UTC story

Ethics & Compliance Approach to Risk Assessment

Risk assessment is only as good as the information in the room
Legal SMEs are key players in the process
Natural area of collaboration between Compliance and Legal
Can leverage ongoing risk assessment activities with CECO oversight
Any problems or risks need to be addressed by action or plan of action

Risk Assessments - Build in Documentation

Document key decision points that you may need to defend sometime down the road
Every time you take an action that may have compliance consequences, it needs to be documented
Explain good faith basis by which you approached the issue and then why you resolved the issue as you did
Remember: “If it is not documented, it did not happen.”
Not Your Father’s Investigation

+ Investigations are where the rubber meets the road ("closing the loop" of the compliance program)
+ All other elements can be present, but if investigations don’t uncover the right facts to decision-makers, program is mere window-dressing
+ Area of high scrutiny for any program evaluation
+ How are investigations carried out in your organization?

7 Investigation Myths

1. Legal should conduct all investigations.
2. Compliance should conduct all investigations.
3. If the matter is privileged, non-lawyers can’t be involved.
4. We can use experienced investigators from other parts of the company without further training.
5. Any lawyer or HR person can conduct effective investigations – it’s an innate job skill for them.
6. Investigation training is about detecting fraud, how to interview, how to detect lying.
7. Best way to control confidentiality is to give warnings in writing to all lead investigators & witnesses.

Hallmarks Of Effective Ethics & Compliance Investigations

✓ Clear written investigation guidelines, including confidentiality, objectivity, impartiality, professionalism, timeliness, competence & non-retaliation
✓ Investigation training for all who lead or support investigations
✓ Good triage protocol, need to know list
✓ Nonretaliation policy includes protections for CECO
✓ Everyone understands their role, including line management
✓ CECO has line of sight (random audits)
Internal Investigations & Discipline

- Separate internal investigations unit within the E&C function
- Coordination of strategy, evaluation and discipline/actions with Legal, HR and other appropriate functions
- Written procedures and forms/templates for interviews and reports
- Track investigations and measure results
- Publicize discipline in numbers to avoid privacy problems
- Positive incentives for compliance
  - Personnel evaluations and promotions
  - Rewards for ethical conduct (e.g. bonuses); compliance metric is part of management bonuses
  - Publicize compliance accomplishments or performance internally

Discipline

- One of 7 elements - “uniform & consistent”
  - Organizational Justice -> can’t guarantee the results but can guarantee the process
  - It’s easier to fire the mailroom guy than the high-flyer
  - A common area of “mandate conflict”
- Every company has a defining moment (2 war stories)
  - Coaching/Soft landing vs. Public Hanging/Transparency
Whistleblowers (The Company’s Dilemma)

+ Company needs WBs to come forward and raise issues before they reach the media and regulators
+ The goal of an effective E & C program: to detect and prevent wrongdoing
+ BUT...... whistleblowers are often
  1) fired
  2) forced out
  3) shunned
  4) demoted
  5) marginalized
  6) harassed
  7) did we say shunned?
+ Challenge: mindset of management
+ Consider: “Take your whistleblower to lunch”

3 Undeniable Truths About Whistleblowers

+ WBs are not always “model employees” - Example: ex-UBS banker Bradley Birkenfeld (the “Tarantula”)
+ Bounty programs level the playing field
+ If you leave misconduct on the table, someone is now more likely to report it (“arbitrage”)

"The Undeniable Truths About Corporate Misconduct and Whistleblowers" (Boehme 2012)

Number of countries around the world where whistleblowers are liked, honored, and respected

0
Scenario C: The Case of the Redacted Culture

Gretel is CCO of Starr, Inc., a German manufacturing multinational operating in 60 countries. She reports to the SVP, GC & Corporate Secretary. In 2012, the company entered into a plea agreement with US regulators in connection with a factory explosion in which 23 employees and contractors were killed. The plea agreement required significant "enhancements" to the compliance program. Gretel and her team have worked with an outside expert to develop a culture assessment and focus groups as part of an internal evaluation of Starr’s compliance program. The first confidential focus group has been completed, and issues of fear, retaliation, and reluctance to raise concerns were observed. Colleagues from Legal have now raised concerns about focus group results because they are not privileged and may be subject to discovery by plaintiffs in the ongoing class action. The SVP-GC asks Gretel to "table" the culture assessment indefinitely.

Scenario C: The Case of the Redacted Culture

What are the issues?

Who are the stakeholders?

How should this be resolved?

Scenario D: The Case of Zack, the Very Bitter, Problem Employee

Steve, VP HR at BestSale, Inc., receives a visit from Zack, a purchasing manager in the company's government contracts division. Zack is known to HR as a problem employee who is currently under a performance improvement plan with his supervisor. Today, Zack is concerned about some irregularities he has observed in an ongoing bid process for some defense items. He has taken extensive notes and wishes to raise a concern as encouraged by the Code of Conduct. Steve suspects the complaint is spurious and refers the matter to Legal, which decides to conduct an investigation of Zack, bringing in an outside employment law firm to interview Zack and his teammates. Later that week, Steve sees Jackie, the Chief Compliance Officer in the cafeteria and mentions the issue to her in passing.
Scenario D: The Case of Zack, the Very Bitter, Problem Employee

What are the issues?
Who are the stakeholders?
How should this be resolved?

Recommended Reading
The 'Rogue Employee' and Dogs That Eat Homework by Donna Boehme http://ow.ly/AsRbG

MODULE 6: Compliance As An Alternate Career Path

"If you are someone who still gets angry over abuses of power and still has a desire to make things better . . . Compliance and ethics . . . might be just the right path for you"

"Compliance Careers for Lawyers," Ch. 6, Murphy & Leet,
"Building a Career in Compliance & Ethics"
What the Effective CECO Brings to the Table

Integrity, Gravitas
Business & Political Savvy
Engagement & Communication Skills
Project Management
Collaboration & Problem Solving
Organizational Justice
Leadership, Courage & Judgment
Perseverance
Team, Crisis & Change Management
Know What You Don’t Know
Humility

500 Year Old Wisdom For The CECO

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Nicolò Machiavelli
The Prince, 1513

The Role of the Compliance Lawyer

✦ The CECO does not need to BE a lawyer
   (although the law can be an excellent background)
✦ He/she just needs to HAVE a good lawyer
✦ What are the legal risks of the compliance program?
Transition Tool Kit

- Understand the relevant regulations/guidance.
- Do you have mandate, independence, line of sight, seat at the table + resources to do the job?
- Understand new mandate, and how it differs from your old one.
- Create a training program for yourself.
- Listen and learn the business.
- Establish internal and external networks. Don't be isolated.
- Tap into social media networks + consume compliance news.
- Develop an elevator speech.
- Have a short and long term plan.

EVOLUTION OF A COMPLIANCE OFFICER’S IDEA

STAGE 1:
IT WILL NEVER WORK

STAGE 2:
IT MAY WORK, BUT THERE ARE PROBLEMS

STAGE 3:
IT WAS MY IDEA

Comments or Questions?

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KEEP CALM AND MAKE A DIFFERENCE