



REFLECTIONS *from* LAS VEGAS

*Everything Compliance reports
from the SCCE 2017
Compliance and Ethics Institute*

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WITH CONTRIBUTIONS FROM

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In October 2017, nearly 2000 compliance professionals gathered in Las Vegas for the annual Society of Corporate Compliance and Ethics (SCCE) Compliance and Ethics Institute. The event was a great success for all involved, it a tad bittersweet as it was the final CEI where Roy Snell is the President and CEO of the SCCE, as he is stepping down in favor of Gerry Zack on November 1. The Everything Compliance Gang was there, minus Mike Volkov. In addition to our first live podcast ([Episode 20-Live from SCCE](#)), which featured Roy Snell sitting in for Mike Volkov, I asked the Gang to put together some of their thoughts on this year's conference. This eBook is the result. I hope you enjoy and I hope you will join us next year.

Chapter I-Tom Fox

A. Preconference-Sunday, October 15
You Are Not Alone in Compliance

I am writing this today from the Society of Corporate Compliance and Ethics (SCCE) 2017 Compliance and Ethics Institute (CEI). This is the largest annual gathering of compliance professionals anywhere and it is already off to a great start on the Sunday pre-conference events. I participated in two such events the Speed-Networking and Speed-Monitoring and my participation in both events informs today's blog post.

In both sessions, I met with some compliance professionals who were either new to the field or were one-person compliance shops in their organizations. They were struggling with where to go for resources and support. In speaking with both groups of folks, I tried to drive home a couple of key components of the SCCE 2017 CEI and beyond that which I believe are central to the experience of compliance professionals literally across the world.

The compliance profession is different than any other corporate profession that I have been a part of or have observed. The first is that there are no trade secrets in compliance to protect. The principals of a best practices compliance program are well-known. Whether you follow the Ten Hallmarks of an Effective Compliance Program, the Six Principles of Adequate Procedures, the US Sentencing Guidelines or some other recognized standard; every compliance practitioner has access to them. You can always adapt them to your organization.

The second thing about the compliance profession is that you are never alone. Unlike other corporate functions where lawyers from major energy companies are all in room, which might draw the attention of the Department of Justice (DOJ) Anti-Trust division, the compliance function is well known for its *collaborativeness*. A compliance professional can pick up the phone and call another compliance professional who has faced the same or similar situation. Even if this first level of contact does not have the experience required, there will be someone in the concentric circles outward who has faced the same dilemma.

For a new compliance professional, the most expeditious thing to do is join your local ethics and compliance organization. For Houston, that is the Greater Houston Business and Ethics Roundtable (GHBRE). From the national perspective, the largest organization by far is the SCCE. Membership not only gives you access to a wide range of conferences, resources and tutorials but also membership in a diverse group of like-minded professionals.

Jay Rosen and I were joined by Louis Sapirman, Chief Compliance Officer (CCO) at Dun & Bradstreet, Inc. (DNB), to record our first live podcast of ***This Week in FCPA***. The recording can be found on my Facebook feed and I will post the audio portion as a podcast later this week. Both spoke expressively about not only what they saw at the event but also how this conference allowed them both the opportunity to give back to the profession of which they have both been a part for several years. It was eloquent testament to the character of those in the compliance profession.

My thought to the compliance professional out there is that you are not alone. All you have to do is reach out and there will be someone there to answer your question. I met a female compliance professional from the mid-west who was looking for a female compliance mentor in the Chicago area. I later saw one of my good friends who fits that bill to the letter. I asked her if she would be willing to mentor the woman and she immediately responded yes.

Her response speaks directly to what makes the compliance profession so unique. Immediate outreach followed by immediate acceptance. Compliance professionals are always willing to help other compliance professionals. This is very different from the mental makeup of the corporate legal department which circles the wagons to fulfill its role to protect the corporation.

The evenings event was a tailgate held in the section of the conference where the vendors are located. People were encouraged to wear shirts from their favorite teams and many of did. Needless to say, my Astros jersey was well received. But more than using sports favorites to break the ice, the event held more importance for the compliance profession. Unlike many other conferences, at SCCE vendors are viewed as part of the solution to compliance. Many vendors now gear their marketing efforts around the CEI and will announce new products or service offering at the conference. This makes it a quite exciting time, with many innovative practices appearing on the compliance scene.

B. Day 1-Monday, October 16 **Eugene Soltes and How Compliance Programs Work**

The first full day of the SCCE 2017 Compliance and Ethics Institute (CEI) featured a talk by Eugene Soltes, an associate professor at Harvard Business School and author of "[*Why They Do It*](#)". For this book Soltes spent over seven years interviewing some 50 prominent white-collar criminals to learn what made them tick, why they blew it all, and what, if anything, distinguishes them from us. He eventually got to know Ponzi schemers Bernard Madoff and Allen Stanford, former Tyco Chief Executive Officer (CEO) Dennis Kozlowski, Enron Chief Financial officer (CFO) Andy Fastow, ImClone CEO Samuel Waksal, McKinsey partner Anil Kumar, KPMG partner Scott London, and many others.

The book came from a rather innocuous source, the television show on MSNBC called *Lockup* - which he described as a cross between a reality and documentary show. The programs were about criminals, mostly violent offenders, but it got Soltes to wondering about nonviolent offenders, what made them do what they did to break the law and get convicted and why they did the acts which got them convicted. He wrote down the ten questions that came to mind and sent letters to several prominent white-collar criminals.

What I found most interesting was that many of the felons he interviewed could not accurately describe why they engaged in the conduct they did. Most of them were well to do, successful professionals who did not need the money. Why did they engage in the conduct? There was some rationalization along the lines of the fraud triangle's three sides. But many seemed to point towards what fraud examiner Jonathan Marks says is really a Pentagon shaped fraud

symbol where arrogance comes into play. Simply put the persons Soltes interviewed never thought they would get caught. Moreover, it never even entered their consciousness that they *could* be caught. Yet Soltes found they are largely like us.

In an interview in [Fortune online](#) by Roger Parloff, Soltes noted, “The main challenge that not just managers face, but that we all face as humans, is that we’re not hardwired to detect harm that we’re doing when the harm is distant. It’s not enough to know the difference between right and wrong. One should feel that one’s actions are harmful to avoid going forward. Take something like insider trading. You don’t see the victims. It’s impossible in many instances to identify who those victims are. So, it’s not surprising that if you engage in insider trading, there’s not going to be any internal alarm screaming out that you’re engaging in some extraordinarily heinous crime.”

Soltes went on to say, “There’s a trait associated with being a leader of any large firm. We have people who are CEOs and CFOs come regularly to Harvard Business School and there’s a lot of similarities. You don’t become head of large firm by luck. There are some characteristics of temperament that allow you to get there. Temperament, discipline, and self-control are crucial. I see momentary lapses of self-control and restraint as being one of the things that undermined the executives in my book. They showed discipline and self-control for decades. But we all have momentary lapses.”

For the compliance professional, the question is how does this impact a best practices compliance program? There is one school of thought that says 5% of your employee base can never be reached through training. Basically, they must be written off as you will never be able to communicate ethical values to them. If you accept this as true, the response is that another part of your compliance program must compensate for this deficiency. The way to make up for this is to have a more robust hiring program, focusing on the compliance and ethical background of your high-risk candidate, meaning those which could put your company at risk for compliance violations, stealing money through fraud or other conduct which might damage the reputation of your organization.

This is also where the process of compliance is so important. It means having internal controls in place to pick up and detect such conduct. It also means having oversight or a second set of eyes as process validation of your program going forward. It can also mean putting a process in place where the person who is about to engage in illegal conduct can be made to see how their actions going forward will have consequences. Soltes said that a compliance process can help them to be in a place that they not only need to be in but want to be. He pointed to the recent Nobel Prize award to behavioral economist Richard Thaler to illustrate the point that in many ways compliance and ethics programs are behavioral engineering, helping to nudge people to act as they see themselves; basically, as honest hard working individuals.

It was this final takeaway that I found so powerful. Your compliance program is not simply a set of rules and regulations but one that influences behavior. This insight explains why there should not be a compliance defense appended to anti-corruptions laws such as the Foreign Corrupt Practices Act (FCPA). For it is only in the *operationalization* of compliance that a program moves

towards this type of influencing. Just as Thaler's research informs the modern compliance program, Soltes work also demonstrates that is through the *doing* of compliance that a program can function on all levels.

C. Day 2, Tuesday October 17

Liz Wiseman-Multiplying the Influence of Compliance

On the second full day of the SCCE Compliance and Ethics Institute, Liz Wiseman was one of the keynote speakers. Wiseman is the co-author with Greg McKeown of [*Multipliers: How the Best Leaders Make Everyone Smarter*](#), a book about the various types of leaders. They focus two different types of leaders, Diminishers and Multipliers. Multipliers are leaders who encourage growth and creativity from their workers, while Diminishers are those who hinder and otherwise keep their employees' productivity at a minimum. The authors give what they consider to be solutions and guidance to the issues they bring up in the book.

Wiseman walked the audience through some of key findings of the book and I found them very interesting points for not only every Chief Compliance Officer to use as a business leader but also for every compliance practitioner to utilize in their work to more fully operationalize corporate compliance programs. In short Wiseman's remarks had something for almost everyone in the audience.

Her basic thesis was that multipliers increase, often exponentially, the intelligence of the people around them. They lead organizations or groups that can understand and solve hard problems rapidly, achieve their goals, and adapt and increase their capacity over time. On the other hand, diminishers literally drain the intelligence, energy and capability from the employees or team members around them. They lead groups that operate in silos, find it hard to get things done, seem unable to do what's needed to reach their goals.

Wiseman broke multipliers into five disciplines in which they differentiate themselves from diminishers. The first is the Talent Magnet, who attracts and optimizes talent; the second is the Liberator, who creates intensity that requires an employee's best thinking; next is the Challenger who extends challenges by having others do the hard lifting so that they can stretch themselves; next is the Debate Maker who facilitates a debate between his or her team which leads to a decision improving a process or issue; and finally is the Investor, who instills ownership and accountability with his/her employee base. Interestingly Wiseman believes that multipliers increase efficiency and productivity by two times.

Diminishers also break down into five different prototypes. They are the Empire Builder, who is only interested in collecting very talented people around themselves so that they look good; next is the Tyrant, whose name is almost self-disclosing but ruins all those around them with their insistent criticisms; next is the Know-it-all who give directives simply to showcase how much they know limiting what their teams can achieve to what they themselves know how to do. This means the team must try to deduce, literally in the dark, the soundness of the decision instead of executing it; and finally, there is Micromanager, who generally believes they are only person who can figure something out and approach execution by maintaining ownership,

jumping in and out of a project and reclaiming responsibility for problems which they have delegated. Diminishers usually reduce efficiencies by up to 50%.

Wiseman presented several ways that a leader could use multiplier effects and I found many of them would work particularly well for the compliance practitioner who is working to operationalize a best practices compliance program. This is particularly true because it is through persuasion that compliance works best by getting other corporate disciplines to embrace compliance.

Some of the specific techniques Wiseman discussed in her presentation were to identify not only what the skills are for those on your team but also what comes easily and natural to them. By doing so you can more effectively utilize their talents in implementing a compliance regime. Interestingly you can get employees to stretch through a technique Wiseman calls 'supersizing' which is the situation where you give someone a task that may be "one size too big" but allows them to grow into it. This is certainly applicable when working to operationalize compliance in business units outside the United States which may only have been dictated to previously but where not involving in doing compliance.

As the CCO or compliance leader working to more fully operationalize your compliance program, you should work to limit your direct comments to a minimum going forward. This will allow the non-compliance team members to not only stretch themselves but also allows for more impactful intervention when necessary but the simple fact is you are intervening less.

Mistakes are going to happen in any implementation. The same is true when you are operationalizing your compliance program. To overcome this Wiseman suggests a couple of leadership strategies. The first is to talk up your mistakes within the team for debriefing and analysis. The second is to make room for mistakes (think of a sandbox) where your team can experiment, take some risks and recover from the mistakes.

I found her next point fascinating, which was to lead by asking questions. As a law student I was drilled by the Socratic method so asking questions is something I am quite comfortable with going forward. Basically, every question is answered by another question. Her technique of leading with questions works with all five categories of multipliers. The reason it is so successful is that people are smart, they not only want to get things right but they want to build and eventually they will figure out how to do it. It is not simply a case of getting out of their way. It is about guiding them with your compliance expertise to come up with not only the right answer but a solution which will work.

Now imagine applying this leadership technique as you are trying to more fully operationalize your compliance program. If you take this approach of leading by asking questions, you not only guide the functional unit but you get greater buy-in to the entire concept and process as it becomes their process. The non-compliance team may design it and have ownership over it.

Wiseman concluded by challenging each of us to multiply our influence to make those with whom we work with and even work for better. You can use these skills to more fully operationalize your

compliance program. If you do so, you will not only fulfill the requirements of the Department of Justice, laid out in the Evaluation of Corporate Compliance Programs, you will bake compliance into the DNA of your company by making it a part of the way you conduct your business.

D. Day 3, Wednesday October 18
Final Reflections on CEI 2017

The 2017 SCCE Compliance and Ethics Institute is now in the books. Once again, the organization had record setting attendance with over 1,800 attendees from some 41 different countries. During the event, I had the chance to do an Everything Compliance podcast where we were lucky enough to have SCCE President Roy Snell join our group of top compliance commentators. Today I want to write about their observations on some of the highlights of the 2017 CEI.

For Roy Snell, myself and everyone who attended the Awards Banquet, the highlight was the acceptance speeches by Bojan Bajić and Višnja Marilović. Their story of how, in the still war-torn country of Bosnia, they worked to literally create a speak up whistleblower culture, legislation to protect whistleblowers, then moved forward to create an entire anti-corruption legislation for the country was one of the most inspirational moments I have experienced in my compliance career. In his acceptance speech Bajić showed himself to be naturally gregarious and hugely funny, even in his second language of English. The contrast with Marilović could not have been starker, as she recited all the trials and travails she went through as the whistleblower who helped bring down corruption. At the end of her acceptance speech there were SCCE members in the audience who were literally in tears from listening to her story. It was that powerful. Roy Snell has committed to finding a way to post the videos of their acceptance speeches to the SCCE website.

Jay Rosen thought the advanced discussions groups, of which he led a panel, were a highlight. He talked about the format which brings compliance professionals from many disparate industries and countries together to talk about best practices in a way that facilitates learning going forward. He contrasted the advanced discussion groups with more basic sessions for newbies or others who might have less experience in the compliance profession.

Rosen's biggest insight was from the keynote speech by Marjorie Doyle. She told a great story on compliance and, apparently, he never realized that doing compliance is like taking care of cows on the ranch. Doyle even posted the ten lessons of compliance derived from ranching. Also, Doyle firmly believes in rewarding one's self for a job well-done. She does so by purchasing jewelry for herself and while Rosen had thought it was all about shoes he indicated that he did note the overall pattern. He also found her keynote to have been "an incredibly passionate speech."

Jonathan Armstrong brought an international perspective to his highlights. He noted that it is a huge advantage for a compliance practitioner from outside the US to be able to not only hear about cutting edge US best practices in compliance but also sitting down for in-depth dialogue

with fellow compliance practitioners to foster more and greater learning. He also noted there was clearly a conscious effort to include the first-time participants or international attendees who might have felt uncomfortable in walking up to engage with another compliance practitioner. He provided an example from the Saturday volunteer event where first time attendees spent no longer than one minute alone as someone would come up to engage them. From an English perspective, he found the welcoming spirit quite a refreshing change and effective.

The thing that Armstrong identified as a key insight was what I might term the “360 degree” view of communications around compliance. It began with the insight that the language a compliance practitioner uses can often drive the perception of what compliance is in an organization. Put simply if the employees perceive you as the compliance police or Dr. No from the Land of No; they will treat you as such and not engage with you on anything close to a voluntary basis.

Matt Kelly has organized and participated in many conferences. He picked up on Armstrong’s theme that some of the best conversations he garnered the most learning through were informal discussions. He gave an example of a compliance practitioner he with whom he struck up a conversation during one of the break times in the vendor room. Kelly related that she is overhauling all the risk assessments her company does as they do a large number of them and they realized we were all asking the people the same things over and over. The company employees were becoming exasperated employees and she was looking at how to streamline it. He related this is a very typical problem for a lot of compliance officers and she could bounce some ideas off Kelly about how to simplify it. This was an example of what Kelly sees as one of the real strengths of the CEI, to bring compliance professionals together to share ideas in an informal setting. It drove home the power of the informal portion of the event and how it works with the formal agenda to facilitate growth for the compliance professional and the compliance profession.

Kelly bookended his thoughts with something that he gained more insight from in one of the formal sessions. It was around the issues of Artificial Intelligence (AI) and compliance. He noted that he has previously considered AI as simply “more of a tech thing”. However, in a session he garnered an appreciation of the US Sentencing Guidelines obligations that a compliance program is supposed to be designed so that people can be trained to learn from their mistakes and can improve the incentives for good conduct and provide punishment for bad conduct. If you simply have an algorithm which does not respond to either punishment or rewards you may need to rethink your approach.

For myself probably the biggest insight was from Donna Boehme, the Lion of Compliance. Even with her current travails Donna was present and participating in the conference. She told me she did so because she wants to support the next generation of up and coming compliance professionals. She views it as the responsibility of more senior compliance practitioners to participate and be present for the next generation who are learning the ropes. While I certainly know that lesson well, I found it good to be reminded of it by Donna.

I hope you will plan to join us at the SCCE 2018 CEI, which will be held once again at Caesar's Palace in Las Vegas from October 14 to 19, 2018.

Chapter II-Jonathan Armstrong

A reflection on SCCE 2017

When I was a boy growing up in the UK one of the most popular books was the Secret Diary of Adrian Mole Aged 13¾. Perhaps it is just me but it seems like it is hard to reflect on a conference like SCCE and not sound like the writer of a teenage diary. I have so many thoughts and reflections on this year's event that it is hard to do the event just, but here's the reflections of someone now a little bit older than 13 ¾...

Saturday

For me the conference kicked off with the volunteer programme which returned again this year to Three Square in Las Vegas. I think this is always a great start to the conference and something that I have not come across at any other event. If you are not familiar with Three Square, they are an amazing charity set up to end (or at least limit) hunger in Nevada. They do all sorts of things including operating a foodbank which is accessible to other community organisations, rescuing food from banquets in Las Vegas and using it to feed the poor, and providing ready to eat meals for schools.

In 2017 alone they distributed more than 36 million meals to the hungry. This year a bus full of SCCE volunteers turned up at Three Square to work in the warehouse, and we assembled and packed food parcels to feed 244 families for the week we were in Las Vegas. The community volunteering from my point of view is always incredibly rewarding. We can all have a view as to whether there should be food poverty in a city like Las Vegas, but this aside there is a genuine belief amongst all those there that we are paying back. At many conferences, you just fly in and fly out without any real impact on the city. This is different I think in that we can leave a positive footprint behind.

From a personal point of view, this is always a great event when you come from overseas because you get to meet some of the delegates beforehand. There is nothing better than working hard in a warehouse, moving pallets or packing boxes to build community spirit. My experience is that all the volunteers keep an eye out for each other throughout the conference. As we waited for the buses it was apparent that one of the volunteers was alone and did not know people at the event. It was heartening to see that within about a minute or so she was identified as someone on her own by one of the groups of people talking, brought into the circle and introduced to other people. Because it is a smaller group I think it is much easier to integrate people and as I have said, you can't be a stranger if you are moving a pallet! As a second example, even when the conference was closed I met up with another overseas delegate and fellow volunteer for a brief chat in one of those fake Italian streets for which Las Vegas is famous.

Whilst we are on the topic of good works, Saturday is also the first opportunity to look at the lots for the silent auction. Another great cause.

Sunday

For me Sunday started with the speed mentoring session. Again, I think this is a great way of making contacts quickly, particularly for those people who are from overseas. I had some interesting discussions about international compliance, albeit compressed into 6 or 7 minute soundbites, but I had longer conversations with some of the people I met at speed mentoring during the event. I have also tried to help one of my mentees already by doing a mini-resume workshop to try and help her position herself a little differently for her next career move.

As Adam Turteltaub always says about these events, they are great for making quick contact, but there are also lasting relationships to be had there as well. Again, it is a great way of the compliance community coming together and helping each other. Sunday is also the time for speed networking – which is broadly the same by amongst peers rather than mentors and mentees. Both these sessions highlight for me another key element of SCCE which is organisation. I think the conference is organised better than almost anything I attend and it is a testament to Roy, Adam and the many many others who put in a lot of hard work to make this happen.

Monday

I guess the 2 highlights of Monday for me were at the beginning and at the end.

One of the key note opening addresses was from Marjorie Doyle. Obviously, Marjorie's achievements are many and varied, but I know her as the Chief Compliance Officer at DuPont. Now as a lawyer in England and Wales I am not one for naming clients unless they have already talked about my role but it is public knowledge that I worked quite a bit with DuPont when Marjorie was there, and Marjorie and I worked together on the design and roll-out of DuPont's global privacy strategy. Marjorie talked about her experiences at DuPont and how they had built a culture of safety and compliance into the sub-conscious of all their employees.

I can tell you that it applies to outside advisers too. For example, at all of DuPont's facilities you are told that you must hold the hand rail when walking up stairs. No ifs, no buts, that is the rule. I still do it and I know many others who do too. This I think reinforced some of the thinking that I'd been having about compliance over the years. I am not a very good golfer. I did have lessons however from a great coach who taught a recent US open winner. His skills were lost on me but one thing that he was really into was "muscle memory". Doing the right thing over and over again until the wrong things just feels automatically wrong.

We try and follow the same approach when we are looking at an organisation's compliance. With policies and procedures for example, they should be aligned so that you are repeating the same messages – e.g. "don't pay bribes" and keeping that focus. The message must be repeated in the same way each time – for example "don't pay bribes to public officials" is something you can't say. It dilutes your simple message of "don't pay bribes". To some people "don't pay bribes to public officials" means "do pay bribes to people who aren't public officials". To build muscle memory in compliance we must pick the right way of doing things, stick to it and repeat it. Training should follow the same approach – short bursts of training with the same themes repeated are generally more affected than one long session once a year. On our side of the pond, at least, regulators like that better as well.

At the end of the day came the International Compliance & Ethics Award Dinner. I was surprised that there seemed to be a lower attendance this year (or maybe just a bigger room), but those that were there will have heard one of the most moving acceptance presentations at any awards ceremony from Bojan Bajic and Višnja Marilović. Any diary summary won't do their talk justice, but suffice to say that Bojan gave a passionate, humorous and spontaneous speech which talked about the issues involved in bringing a whistleblowing and compliance culture to Bosnia and Herzegovina and he was the perfect foil to Višnja's talk about her personal experiences. It is important to remember that just over 20 years ago this was a country in turmoil. Around a 100,000 people were killed in the war – 8,000 in one incident alone in 1995, and an addition 2.2million individuals were displaced. Bojan and Višnja talked about their wish to introduce western standards of compliance into the region and about the personal efforts of Roy Snell in making that happen. Very moving.

Tuesday

There was a packed programme again on Tuesday, and again it is hard to single out highlights. For me some of the most rewarding formal sessions are the advanced discussion groups. In one we had a good discussion about the term "compliance officers", and whether the profession had moved on from that. There was a lot of thought about whether compliance officers really were seen by people in the business as law enforcement rather than mentors and guides and how a change of terminology could change the effectiveness of the compliance team. Plenty of food for thought there.

Another thing throughout the conference were the breakaway groups of people that formed on an ad hoc basis to meet and chat and socialise. Jay Rosen and Samantha Kelen put together a group like this on Sunday night and we had an even more ad hoc group on Monday and Tuesday nights. Both were a chance to unwind and spend some time chatting with people you might only meet once a year. Being in compliance can be a lonely place and sometimes it good to just chat through issues and get a feel for how other people are coping.

Wednesday

On Wednesday I was fortunate to be able to present a panel with Kris Robidoux QC and Mary Shirley. Our session was "Around the world in 80 minutes" with the aim of looking at some of the things that were crossing our desks as compliance professionals focused on Canada, Latin and South America, Asia and Europe. We'd been along to the excellent session that Greg Walters ran on innovative compliance training and we tried to build some of Greg's themes into our presentation as well with prizes for participation. It is always heartening to me to see how you can fill a ballroom at 8am on what is effectively for some day 5 of a conference, and get them willing to participate and join a debate on current compliance issues and where we are headed. It's a really rewarding session for me and one I will be keen to repeat.

Conclusions

I am sure there are lots that I'll have missed out in these reflections but if I have any excuse it's that I am trying to think back as a teenage boy rather than a grown up. The abiding memory however, will be of good chats with new friends, a real opportunity to see what other people

are up to and where their pain points are and the knowledge that there is a mutual support network for this growing profession of ours.

Chapter III- Matt Kelly

SCCE Statement on Vegas Shooting

Ed. Note-although this post came approximately 10 days before the opening of the 2017 Compliance and Ethics Institute; the topics, its sentiments and effect on the city of Las Vegas were all a part of this year's event. Matt reports on an email sent out to all SCCE members by Roy Snell after the tragedy of the concert massacre.

As most compliance professionals already know, the Society of Corporate Compliance & Ethics will host its annual conference in two weeks—at Caesar's Palace in Las Vegas. Given the tragic massacre just down the street from Caesar's last night, SCCE chief executive Roy Snell sent the following email to SCCE members this afternoon:

By now you have heard about the tragedy in Las Vegas. It is so horrible for those who were affected by this. We will respect the decision by any attendees, vendors, or speakers who choose not to attend, however, we will be moving forward with the SCCE CEI conference in Las Vegas in 2 weeks. We have already reached out to the events team at Caesars Palace to review the security they had planned for the Institute. We will work with them to bring in additional security personnel. We will also be very strict this year about Institute participants wearing a conference badge. Once you have been given your badge at registration you will need to wear it to access meeting rooms.

More than ever, I look forward to seeing familiar faces in Las Vegas and meeting new members of the compliance and ethics community. And I also want you to know that the SCCE remains committed to serving our membership in these difficult times. Our challenges are not diminished, and neither is the dedication of SCCE to meeting our members' needs. Our hearts go out to all those who were affected by this tragedy. We will carry on.

The precautions Snell cites above all sound sensible to me, and certainly those matters have been on my mind this morning. I was in Las Vegas on business two weeks ago, and drove by the exact spot at Mandalay Bay where the shooting occurred.

But more important to me is Snell's second paragraph. The SCCE conference is one of the best events in the business, always worth attending. I plan to be there, and I hope you will be too. I stand with Snell.

I mean, I'll be hitting up Snell for extra drink tickets while I'm with him, but I'm with him. And everyone else who shows up. We all should be. This is the best professional community in the world.

SCCE Names New Chief

Ed. Note-Gerry Zack was announced to be the new chief executive of the SCCE at the 2017 Compliance & Ethics Institute. This is Matt Kelly's initial report.

The new chief executive of the Society of Corporate Compliance & Ethics will be [Gerry Zack](#), a managing director at BDO and long-time mover and shaker in the anti-fraud community. He will start Nov. 1.

Roy Snell, current CEO, announced Zack's hiring this morning at the opening of SCCE's annual conference. Snell had already [announced his own departure plans earlier this year](#), and he will remain at the organization's helm through 2018 as Zack gets up to speed on SCCE's many activities.

Technically Zack's title will be "incoming CEO" until sometime next year. He will also head up SCCE's sister organization, the Health Care Compliance Association.

"When we started the search six months ago we were uncertain if we could find all the experience we wanted in one person, but it's clear to me we have. We could not be more excited to get Gerry on board as incoming CEO," Snell said in a statement.

Zack was not at the SCCE conference himself because he had a prior commitment to teach at an event with the Association of Certified Fraud Examiners.

Zack has been a managing director at BDO for three years, and head of his own consulting firm, Zack P.C., for 24 years. He has spent pretty much his entire career working in fraud, corruption, and noncompliance: finding it, fixing it, or preventing it from happening in the first place. And I gotta say, I dig the spiked hairstyle.

He has also been a faculty member for 11 years at the Association of Certified Fraud Examiners, and a member of ACFE's board of regents, too. He also held positions as chief operating and compliance officer at the Optical Society. And Zack has been a loyal Society of Corporate Compliance Association member since 2009.

We wish Zack all the best, and hope he continues Snell's policy of generously distributing free drink tickets as SCCE cocktail receptions.

Dispatches From SCCE 2017 Conference

The Society of Corporate Compliance and Ethics held its annual conference in Las Vegas this week, the biggest single event in the corporate compliance industry. Radical Compliance was on the scene—catching up with old friends, meeting new people, and hearing the latest thinking on running effective compliance programs.

We'll have more thoughts and lessons learned from the conference in future posts. For now, here are some of the highlights as stolen from Twitter.

First, how big was the conference? Like, this big. More than 1,800 people big, with attendees from more than 40 nations around the world.



[Marsha Ershaghi @zappylibra](#)

Keynote kickoff [@SCCE](#) *The Life of an Ethics & Compliance Professional 'Boards WANT to hear about culture and risk'* [#sccceci](#)

The SCCE also unveiled its new logo: note the crisp, sleek type. Also pleased that SCCE is keeping the graphic on the left that supposedly is a compass, but everyone really knows it represents a ninja throwing star to whip at the general counsel.



[Adam Turteltaub @AdamTurteltaub](#)

Meet the new [@SCCE](#) Logo. Making its debut on stage at [#SCCEei](#).

The show-stopper of the conference were two Bosnians, Bojan Bajić and Višnja Marilović, both of Net Consulting Ltd. in Sarajevo. Bajić, standing at right, gave a hilarious recounting of how he tried to build a corporate compliance community in Bosnia. Then Marilović, at the podium, told a riveting tale of how she tried to blow the whistle on corruption at a public company where she worked, and the retaliation she suffered. Marilović brought people to tears. Both received a standing ovation they richly deserved for their courage.

Chapter IV-Jay Rosen

It's Who's In the Room That Matters and That's Why It Feels Like Coming Home

This past January, I wrote a *Hamilton*-inspired LinkedIn Pulse blog on [Ethics and the Room Where it Happens](#). It's nine months later and I'm writing about rooms again, but this time I'm talking about the break-out rooms where the Advanced Discussion Groups ("ADGs") were recently held at the 2017 SCCE Compliance and Ethics Institute.

Per the CEI brochure, "If you're an **experienced** Compliance and Ethics professional, or looking for a more **interactive program**, you'll enjoy the sessions in our **Advanced Discussion Group Track**. These sessions are designed to involve everyone in the room. There is no formal presentation, just discussion led by an industry expert."

⌋

ADVANCED DISCUSSION GROUPS

AD11* From Bangkok to Bogota and Boston to Brussels, Global ABC and FCPA Benchmarks, Best Practices and Bootcamps – One Size Does Not Fit All

Monday, 4:30–5:30 PM

Jay Rosen, VP Business Development & Monitoring Specialist, Affiliated Monitors, Inc.

- How do companies choose to communicate their anti-bribery values to their global workforce?
- If your compliance program is starting at 0, how to resist the urge to go straight to 60 mph. How to ease yourself out onto the anti-bribery and anti-corruption road.
- What are specific FCPA/Global Compliance risks that keep you challenged?

Each ADG is limited to the first 50 attendees and this was made a bit more challenging by the "Marathon" distances between the main seminar/exhibition hall and ADG breakout rooms at Caesar Palace (let's just say a lot of people were able to amass their steps for the CEI Fitness Challenge!)

This year I had the privilege of attending two ADGs facilitated by my colleagues [Cindy Morrison](#) -- **The ABCs of Conflicts of Interest: Awareness, Bias and Corruption** and [Eric Feldman](#) -- **Suppliers and Other Third Party Engagement**. Other ADG facilitators included [Al Gagne](#) (who does an amazing job organizing the ADG track along with SCCE's [Lizza Catalano](#) and [Katie Burk](#)), [Karen Aavik](#), [Theodore Banks](#), [Richard Bistrong](#), [Shin Jae Kim](#) and [Renata Muzzi](#), [Steven Priest](#), [Sonal Shah](#), [Kurt Stitche](#) and [Art Weiss](#).

During the past 3 years I have been fortunate to have the participation of my cadre of global experts including [Jonathan Armstrong](#), [Nat Edmonds](#), Al Gagne, [Jim Moore](#) and [Mary Shirley](#), who not only attend my session year after year, but actually make a commitment to share their deep international Ethics, Compliance and FCPA knowledge with each ADG. Not only have they been kind enough to keep coming back, they have also sent new friends to attend including [Beth Colling](#), [Lisa Fine](#), and [Larissa Gary](#).

Hello.... So Jay, you've told us about the marathon walk to the break-out rooms, you've name-checked all your session participants, is there a point you would like to share with us more than patient readers? Why yes, the point is that at an SCCE CEI or any Academy or single day conference, it is always about "**Who's In The Room**" that matters. We are fortunate to have not only an amazing SCCE membership who participates in all our events, but we are even luckier that they are so generous with their time and sharing their expertise. And furthermore, this does not end when the conference booths are broken down and we all scatter our different ways.

Your high school may have a Thanksgiving homecoming dance or your college may have a class reunion tied its annual graduation, but it's different at the SCCE. Day in and day out it's the "Who" that is in the room, that truly makes it **feel like coming home**. And while this feeling is amplified during a conference, each of us attempts to transport a bit of this excitement and enthusiasm back to our companies, clients, and colleagues and keep this feeling alive over the next year. So, if you need a dose of SCCE to pick you up, there are plenty of people mentioned here in my blog and reachable through LinkedIn and SCCEnet who will be glad to lend an ear and most likely a pair of hands too!





Walter E. Johnson [@walter_johnson1](#)

This moment will forever be with me. I am proud to be [@SCCE](#) member and contributor. This is the quintessence of what we do and why [#SCCEci](#)

Assent Compliance wins special designation since it sponsored the Monday night drinks. Plus, supply chain compliance is indeed a big deal.





[Assent Compliance @AssentGlobal](#)

Assent's Travis Miller leads an advanced discussion group on responding to global compliance risk in supply chains at the [#SCCEci](#).

SAI Global, which [introduced the "Compliance Coloring Book" earlier this year](#), continues its cutting-edge work on goofy compliance tchotchkes:





[Samantha Kelen @SamanthaKelen](#)

Maybe my favorite swag from [@SAIGlobal](#) at the [#SCCECEI](#). Compliance officers are everyday super heroes. Give yours a hug today.

Shot from a session discussing the importance of IT compliance— which, in the fullness of time, will become hugely important to corporations struggling with regulatory reporting and risk management.



[Mila Crnogorac Bajić @Mila_Crnogorac](#)

How often do you change your password? Everyone should have an IT compliance officer or suffer the consequences, Ralf Villanueva [#sccecei](#)

Allstate's compliance team represents...



[Marsha Ershaghi @zappylibra](#)

Shoutout to team [#Allstate](#) for stopping by to visit with team [@LRN](#) [@SCCE](#) [#SCCEcei](#) [@LRN](#)

Proud Houstonian Tom Fox and Louis Sapirman, chief compliance officer at Dun & Bradstreet, preparing to lead a session. I lobbed a question to them via Twitter about the wisdom of integrating cybersecurity and AML compliance functions.





[Louis Sapirman @LouisCCODNB](#)

*[@tfoxlaw](#) and I are about to speak at the [#sccecei](#) about “the new normal” in compliance.
[@SCCE](#)*

And this is what a group of panelists at SCCE do in their free time before speaking.



[Roy Snell @RoySnellSCCE](#)

[@armstrongjp](#) [@KrisRobidoux](#) getting ready for their presentation [#SCCEcei](#)

You can find many more tweets online with the [#SCCEcei](#) hashtag. As always, a great event with excellent people. The 2018 conference is Oct. 21-24, again at Caesar's Palace in Las Vegas. I am already laying the groundwork to weasel a press pass.