

3 THINGS

YOU MAY NOT KNOW ABOUT ME...

1. When I was young I lived in Cooperstown NY, the home of the Baseball Hall of Fame. I have early memories of playing on the field where Abner Doubleday (supposedly) invented the game of baseball
2. I have a longstanding interest in politics and I always have a book on political history on my nightstand
3. I'm an outdoor enthusiast - I have done a self-directed safari in the Kagalagadi Transfrontier Park, hiked among brown bears on Kodiak Island and climbed above 15,000 feet in the Tien Shan mountains



Joshua Drew

Former Group Chief Ethics & Compliance Officer
VEON

Q&A

THE SECRET SAUCE OF COMPLIANCE

HOW IMPORTANT IS A JD FOR COMPLIANCE PROFESSIONALS??

It is a common question and often a subject of debate - one that can divide us significantly! So we conducted a poll to see where opinion stands currently:

Not at all: 31%

Nice to have: 33%

Very useful: 25%

Essential: 11%

We're compliance recruiters so hear mixed opinions on this subject from clients and candidates all the time.

Would you vote "not at all" or "essential" and would like to explain why? We would love to hear from you!

What is your secret sauce for compliance?

First, be accountable, be straight with people, do what you say you're going to do, keep your commitments, admit mistakes when necessary, share credit for successes. Second, be a problem solver. Compliance professionals cannot be satisfied with simply spotting problems and issues. We have to come with solutions, or at a minimum an analysis of the pros and cons of potential solutions, and a recommendation. Finally, we have to constantly be looking for ways to innovate. I have worked at multiple companies across several different industries, and the one thing they all had in common was prioritizing innovation. Innovation is critical to continuous improvement and for compliance to stay organizationally relevant.

What is one thing you changed in the past year that made a big difference to the compliance culture at VEON?

As basic as it sounds, we found that changing the name of the function from Compliance to Ethics & Compliance made a big difference. We had reached the point in our journey where we wanted to encourage employees to think about ethics as well as compliance - in other words, to think not just about what the company's policies permitted and prohibited, but also about our values and acting with integrity. Doing so drove engagement with stakeholders across the business, and enabled us to continually use the function name as a reminder to employees that we were working to promote a culture of ethics.

What changes do you foresee for compliance in the "new normal"?

Effective compliance programs have to change and adapt, because companies are not static even in ordinary times, and these are far from ordinary times. Businesses will be figuring out how to operate with the reality of Covid-19 for the foreseeable future.

All of this is actually an opportunity for compliance professionals to show their value, by demonstrating how they can adjust to the evolving business environment as well. In particular, compliance functions should be keenly focused on identifying emergent risks from the "new normal" and designing and implementing mitigation for those risks. Corruption and fraud risk will remain high, as well as risks related to cybersecurity and data privacy.

What would you say to someone considering a career in compliance?

I would be encouraging and I would also recommend that they try to get a real understanding of what compliance entails, so they're not proceeding with a mistaken assumption that the work is something it's not. Compliance is a particularly good fit for those who are interested in issues that arise at the intersection of law and business, who like to grapple with questions that are not black and white, who have a strong sense of personal ethics, and who like collaboration and working in teams.

How do you keep your hair from bursting into flames each day?

The chief compliance officer role can be intense so my hair has not caught fire but there's a lot more gray than there was 10 years ago! I do prefer a dynamic work environment where issues sometimes arise unexpectedly.

But you have to be able to manage the stress of the job and avoid burnout. One way to do that is to trust your team, particularly your direct reports and others in key roles. Surround yourself with capable people, support and empower them, and let them do their job. Realize that the higher you go in an organization, the more your job is to be the coach, not necessarily the best individual player.

JD or not JD, that is the question

Legal training helps with many aspects of compliance work. I prefer using lawyers for internal investigations, for example. That being said, I understood long ago that an effective compliance function is made up of a variety of professionals and skill sets. The team needs auditors, communications and training specialists, project managers, a whole range of competences which don't require a law degree, and everyone on the team has valuable contributions to make.

Why did the compliance officer cross the road?

Because it was more efficient than walking around.

*Interviewed by Steve Harrison - Partner at Conselium Compliance Search
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PEOPLE ARE TALKING

"Thanks to Steve and the team at Conselium for a great, and successful, experience!"

Chief Compliance Officer - Healthcare

"We appreciate the speed that Conselium work at, but more so the eye for detail!"

General Counsel - Manufacturing

"Conselium placed a Senior Director level compliance candidate and she is doing a great job during difficult times!"

Chief Compliance Officer - Biotech

HAVE A COMPLIANCE JOB TO FILL OR LOOKING FOR ONE YOURSELF?

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