

3 THINGS YOU MAY NOT KNOW ABOUT ME...

1. I am a descendant of two Roman Catholic Popes.
2. My Grandfather was an engineer for the original Yankee Stadium.
3. I am a huge Grateful Dead fan! I even named our new puppy "Ripple".



CATHERINE RAZZANO
Chief Compliance Officer - Panasonic Avionics



When were you last promoted?

IN THE LAST YEAR 24%

1-2 YEARS 15%

2-3 YEARS 18%

I'M STILL WAITING! 43%

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

I don't know that it is a secret sauce, but there is something quite special about making an ethics and compliance program come alive to your employees. It can be a rather bland topic, so making it fun, lighthearted and not too serious will get you more airtime than images of handcuffs and information about potential penalties.

Our job as ethics and compliance professionals is to make the program relevant to each person's "why I get up in the morning" and that's the special sauce!

How have you and your team adapted to the change in working arrangements?

Overall, quite well. We are located all over the world, so we had been operating in a virtual environment to stay connected. One game changer has been our use of Microsoft Teams. With managing multiple time zones, it allows us to post chats and collaboratively work on files without the constant "ding" of email notifications. I don't know that we will ever truly adapt to an environment that restricts face-to-face contact, but we've made the best of it. I absolutely look forward to getting back on the road and having those in-person connections!

What do CCOs need more of?

Risk tolerance. The ethics and compliance function exists to support the business, not the other way around.

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

Getting outdoors every day, even if only for a few minutes. It's amazing what sunshine and oxygen can do for one's sanity.

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

Do it! Compliance is a fun and creative work life; and it has room for a diverse group of people with a wide variety of skillsets.

How do you make sure that compliance stays relevant at Panasonic Avionics?

That is the ultimate challenge! We have managed to do this in a couple of ways, but most importantly, by listening to the business and adapting where they need us the most.

For the past several years, we have devoted much of our time and effort on anti-corruption compliance; now that we've got a handle on it, it's time to expand our scope and show the business we have more to offer, particularly in areas such as trade compliance and data privacy. If the business pivots, so will we.

JD or not JD, that is the question

As any good lawyer would respond, it depends. There is certainly room for both lawyers and non-lawyers alike.

I would argue that non-lawyers (e.g., data scientists, risk managers, auditors) are becoming more valuable to the compliance profession as we move to more data-driven solutions.

What in compliance keeps you awake at night?

I absolutely despise this question! All of it and none of it. You always need to keep your eyes open; trying to point to one specific item would be the death knell of any compliance professional.

You've got to have some inherent trust in your business ... then pressure test that trust with data and risk assessments.

Why did the Compliance Officer cross the road?

To take paths less travelled.

Interview by Steve Harrison, Partner at Conselium Compliance Search
steve@conselium.com

PEOPLE ARE TALKING



"We asked five firms to pitch for our Compliance Director search and Conselium were the obvious choice!"

- Chief Compliance Officer - Diagnostics



"It was a pleasure to work with Steve - he is always responsive, understanding and helpful"

- Head of Financial Crimes - Banking



"Steve provided a full shortlist for our CCO search in two weeks - we are impressed!"

- Chief Human Resources Officer - Pharma

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