

## 3 THINGS YOU MAY NOT KNOW ABOUT ME...



**KATE GODFREY**

Chief Compliance & Privacy Officer  
Adaptive Biotechnologies

1. I'm a very proud mom to the most amazing boy in the world who has intractable epilepsy and severe autism spectrum disorder, yet he wakes up every day with a smile on his face. That smile can brighten the room!
2. I was a Division I athlete and was fortunate enough to play in the Women's College World Series for softball twice!
3. During a legal internship in the Athletics Compliance Office for SDSU, I was responsible for administering the NCAA compliance test to Tony Gwynn so I got to hang out with him 1:1 all afternoon!



### How did you find your most recent job?

Applied Directly **33%**

Through a Recruiting Firm **22%**

Networking / Referral **42%**

Rejoined Previous Employer **3%**

## Q&A

### THE SECRET SAUCE OF COMPLIANCE

#### What is your secret sauce for compliance?

Making sure you understand the business- what they do, the ins and outs of how they work, what their priorities are, and how to speak their language. For compliance to take hold, you have to get each team to understand why it matters to them, not because they're being told to do something.

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

Fairly well. I've added a couple new team members during this remote time and because of technology and all of the "live" meetings, I actually forgot the other day that I had never met one of my own direct reports in person because I feel like we have such great comradery remotely!

#### What do CCOs need more of?

No matter where you are, I'm sure all CCOs will tell you they need more resources! We'd all love to do more training, update our policies more often or implement new policies, have time for additional monitoring and auditing, etc. At the end of the day, there's only so many hours available but resources can stretch the time we have.

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

I am very fortunate to have amazing people around me, both on my teams and in the business, that are not only great colleagues, but wonderful friends, who are excellent with either providing a laugh when necessary or a dose of perspective at the right moment. Also, having been in this position long enough, learning to stay calm and not react immediately to any situation so that you have time to process all of the information and often times, it's not as bad as you first thought when emotions have settled.

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

Be comfortable navigating in the gray; If you're a "black and white with the rules" type of person...you may consider a different career choice! Compliance is a field full of interpretations much of the time and that's not always comfortable for everyone. Also, be okay with not always being right!

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

#### How do you make sure that compliance stays relevant at Adaptive Biotechnologies?

Having the company culture embrace the Compliance Team as a partner and engage us early and often has led to an extremely business-forward approach and many successes! Being involved in discussions early makes it much easier to navigate paths to yes, which is a win for all.

#### JD or not JD, that is the question

Great question! I have both JDs and non-JDs on my team and both of their skill sets are extremely valuable for the roles they serve. In my position, I think the JD is necessary for the amount of legal risk analysis I have to do regularly, but my non-JD team member also knows that I can't use Excel to save my life (not a skill they teach in law school!) so thankfully she's amazing in that department!

#### What in compliance keeps you awake at night?

For my learning style, I like to have a full grasp of the issue and its nuances so I can approach it from multiple angles. This has led to a few late nights down the rabbit hole with sessions of research!

#### How do you make a difference to compliance culture?

I emphasize that Compliance is here to be your partner, not the police. Same team with the same end goal, even if we play different positions. If you ever played soccer, think of the Compliance Team as being the goalkeeper for the company. We're the last line of defense meant to protect the whole team, but we're out there watching everyone's backs at all times and helping call things out where we see potential vulnerabilities because we see the entire field.

#### Why did the Compliance Officer cross the road?

To partner with the business!

### PEOPLE ARE TALKING



"We looked for a candidate for over a year and Conselium filled the job in weeks."  
- Chief Compliance & Risk Officer - Healthcare



"The very first candidate Steve identified was our ideal profile!"  
- Chief Compliance Officer - Investments



"Conselium completed a national search for our Chief Compliance Officer in four weeks!"  
- General Counsel - Pharma

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