

3 THINGS YOU MAY NOT KNOW ABOUT ME...

1. I grew up in Hawaii.
2. Earlier in my career I lived and worked in Paris. Je parle Français!
3. Notre Dame as an undergrad. Michigan for law school. #Conflicted



JEFF TORRES

Chief Compliance Officer
Injured Workers Pharmacy



Could working remotely impact a person's chances of promotion or career progression?

Yes

48%

Somewhat

29%

No

23%

What in compliance keeps you awake at night?

The possibility that messaging a company's commitment to non-retaliation is undercut by employees who retaliate against others for bringing their concern to compliance.

JD or not JD, that is the question

It really depends on the role. If there is a true separation of the compliance and legal function in a company it isn't critical that compliance professionals have a JD. However, when compliance professionals are asked to opine on regulatory matters that impact business needs I've found that a JD comes in handy.

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

I have told scores of individuals over the years that compliance is an excellent profession with long term opportunity for all.

Apart from the impact of significant fines and the imposition of mandatory compliance programs, companies have grown to realize that compliance professionals help bridge the communication gap with regulators. Quite a few CEOs have told me that they wished they realized that an ounce of prevention is worth a pound of cure before the imposition of a regulatory sanction.

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

Many key compliance functions can be done remotely including auditing, training and education. During COVID, our team, like many who have had the privilege of working from home, has seamlessly adapted to the reality of remote work by using technology tools to complete our work plan objectives. That said, compliance needs to be visible to members of the organization who cannot work remotely. Thus, time in the workplace is essential.

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

I make my secret sauce when I interview for a compliance leadership position in an organization.

I make sure I have a clear understanding of the company's commitment to transparency, funding for key compliance initiatives, and direct access to a company's leadership.

What is one thing you changed that has made a big difference to compliance culture at IWP?

Involving the company's senior leadership in evaluating output (and remediating issues) resulting from surveys that measure employee comprehension of basic compliance principles and the company's compliance program itself.

Without strong CEO support, discussion and remediation of issues at the senior leadership level cannot be accomplished.

What do CCOs need more of?

CCOs always need more resources -- that's a given.

Mature companies grant CCOs authority in a timely fashion to deploy adequate resources to remediate compliance issues.

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

Exercise. I try to get a heart healthy workout every morning before I start work. It really helps.

What is one big objective you have for your program in 2021?

My biggest objective at IWP -- as it has been in all companies where I have served as CCO -- is to leave the compliance program in better shape at the end of the year.

Actively measuring and reporting on compliance initiatives and progress through scorecards and other tools helps me tell the story.

Why did the Compliance Officer cross the road?

Because the Board Meeting was across the street!

Interview by Steve Harrison, Partner at Conselium Compliance Search
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"Every candidate presented was qualified after months without any results internally."

- Chief Legal Officer - Healthcare



"Conselium identified several great candidates and more than one that we would hire!"

- Chief Operating Officer - Investment Advisor



"Search completed rapidly as promised!"

- Chief Compliance Officer - Consumer Finance

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