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MORE ABOUT ME

If you could be any character in a book, TV show or movie, who would you be?
I'd choose Ted Lasso. His optimism and empathy build trust; his high standards and accountability sustain it. Great leaders do both - they connect with people while raising the bar. That's the spirit I work to bring into the organization every day.

What is your theme word or phrase for 2025?
Clarity. In a complex world, clarity is a superpower.

Pick one cherished item from your office - why is it significant to you?
A set of photos from our 'World's Most Ethical Companies' celebrations. They capture the pride, energy and smiles of the people who made it possible. For me, they're a reminder that culture is built through everyday choices.

If you had a one-way ticket in a time machine, would you go back in time or forward to the future?
I'd go forward. I've always been curious about what's ahead rather than what's behind. The future is where the real opportunity lies - to learn, adapt, and help shape what comes next.



Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?
The real secret to compliance is that it starts with people, not policies. It begins with trust—creating an environment where employees feel confident raising questions and surfacing concerns early. My approach is to meet the business where it is, build authentic relationships, and weave compliance into decision-making rather than bolting it on afterward.

I rely on data and behavioral insights to guide decisions. Too often, compliance programs are reactive. The real opportunity is in making them predictive - spotting patterns, identifying pressure points, and proactively coaching teams before problems occur. That forward-looking approach shifts the compliance role from enforcer to strategic advisor.

A code of ethics and conduct is one of the more gray areas of coverage that a compliance officer oversees – should the compliance officer’s voice be most prominent? If not, then who?
The best Codes are written in the company's voice, not the compliance officer's. My role is to guide the process, ensure it's practical, and align it with how the business operates. Ultimately, it belongs to everyone, from the boardroom to the front line.

When a Code reflects the values of the people who work there, it becomes a cultural compass. People see themselves in it, and it shapes everyday decisions. The weakest ones, by contrast, feel like they were written by lawyers - technically accurate but disconnected from reality. A great Code is one that people use. If employees can turn to it and know what's expected, it strengthens both trust and culture.

Does personal liability for compliance officers warrant a higher compensation level, or should that just be an accepted part of the job?
Accountability has increased; compliance officers today face personal liability in a way that was unthinkable a decade ago and that reality should be reflected in how companies structure and compensate these roles. But no one chooses this role because it's easy.

You take on this responsibility because you believe in building companies that succeed the right way. It's not about avoiding risk, it's about helping the business navigate complexity with integrity under pressure. Compensation matters, but purpose is what keeps people in these roles. A deep commitment to the mission is what transforms pressure into impact.

What is the biggest misconception about the role of a compliance function?
That compliance slows things down. That view comes from outdated models. Today, strong compliance teams are built for speed; engaged early to remove uncertainty so the business can move forward with confidence and clarity. When compliance is seen as an enabler, the relationship transforms. We're no longer the “department of no,” but problem solvers.

The strongest cultures emerge when compliance gives people the confidence to take bold, responsible action. Compliance isn't a brake - it's the accelerator.

What is one question you wish more of your colleagues would ask you more often?
“What risks might we be overlooking?” It's a simple but powerful question. Too often people focus only on the risks they know, when the real challenges usually come from the unexpected. Asking this creates space for compliance to help the business anticipate what's ahead.

When we explore risks together, the conversation shifts. It becomes less about limits and more about readiness - how we prepare the organization to move forward with clarity and confidence. That's when compliance is at its best: not just managing risk, but enabling smart, sustainable growth.

What advice would you give to a new graduate starting in their first Compliance role?
If you're just starting out, remember this: compliance is less about rules and more about people. Policies and regulations matter, but culture, influence, and relationships matter more. Be approachable, listen deeply, and learn the business inside out.

The strongest compliance professionals act as translators - taking complex risks and making them clear, actionable, and relevant. Focus on helping people succeed rather than simply avoiding failure, and you'll find this is one of the most impactful careers out there.

What is a Compliance book/podcast/blog/website that you recommend as a helpful resource?
The EthicsVerse podcast is a favorite—it highlights compliance leaders navigating real-world challenges, which always reminds me why this work matters.

The Poll Results

We asked

Are cover letters still a valuable part of a job application?

Yes - they add more depth	11%
Sometimes - if it's called for	24%
No - people don't read them	65%

HIRING A COMPLIANCE OR PRIVACY PROFESSIONAL,
OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

Please click on the links below:

HIRING IN COMPLIANCE OR PRIVACY

CURRENT JOB OPENINGS

AUGUST 2025