13.   Make Compliance Visible

Challenge

Bringing compliance 'to the people', not just sending it to the employees from behind hour desk. The visibility and effectiveness of the Compliance function increase in such a way that compliance becomes 'everyone's', so that compliance has permanent attention within the organization.

Solution

Placing a policy document on the intranet is not enough. The Compliance function must be visibly present in the organization. Therefore, where possible, try to have a lot of 'face-to-face' contact.

For example, let Compliance regularly work with other teams, in different locations. For example, set up a rotation schedule so that no team/department is forgotten. This not only makes Compliance more visible, but also makes contact with Compliance much more accessible. And so colleagues come by more easily for a chat or advice. Additional advantages are that this gives you a better insight into the various activities and what is going on in the organization. Please coordinate it in advance with the relevant team /department and make yourself known.

Maintain a relationship management system so that you can check who you have approached, when and in what way. To do this, make an overview of the contacts. This can be done in Excel, but you may also be able to use the Customer Management System.

Here you can (as far as feasible) keep track of who you have been in contact with, when and in what way and mark with whom you have had 'face-to-face' contact.

You can also schedule a number of meetings with the heads or contacts of the other departments at the beginning of the year. For example: every first Friday of the quarter at 10.00 am an meeting with Internal Audit. This is also possible with (non-exhaustive) Legal, HR, Finance, Sales, Purchasing, IT, Marketing & Communication, the Works Council and (a member of) the Supervisory Board. Make these contacts part of your annual plan.

What also helps for the visibility and status of Compliance is to be physically close to the board. Ideal if employees, including managers, walk past you on their way to the Executive Board. The opposite, hidden away in the basement, you have to avoid. Do this, if necessary, by using your powers (direct access to the chairman of the Executive Board). Incidentally, sitting close to the management can also have a wrong appearance ('ivory tower'). This depends on the organization where you work.

Actors

- Compliance
- Management

Techniques

- Personal contact
- Relationship management system

Role Compliance Professional

Actively establish and maintain relationships. Also: show exemplary behavior by approaching people actively and personally.