Working at the Intersection
Of Human Resources, Ethics, and Compliance
In 2004, the United States Sentencing Commission amended the Organizational Sentencing Guidelines, urging companies to foster an organizational culture that promotes ethical conduct and legally compliant behavior. This profound shift represented an understanding that genuinely ethical business behavior is driven by both a solid set of compliance guidelines and a set of institutional values that foster ethical behavior.

An ethical culture that is based on more than legal compliance is likely to enhance performance. According to recent research conducted by The Conference Board, "ethics and social responsibility" are among the top 10 skills employers find important among new employees. Further, "integrity and trust in the management team" has emerged as one of the top drivers of employee engagement.

Human resources, ethics, and compliance senior executives must now examine how they work together, how their functions intersect, and how they can capitalize on each others' strengths to build a strong ethical culture. They will need to think collaboratively and critically about how their company recruits new talent, plans for succession, builds rewards and incentives, sets behavioral expectations, and develops its leaders.

The Conference Board® Research Working Group on Human Resources, Ethics, and Compliance Collaboration will bring together high-level human resources, ethics, and compliance leaders to discuss the challenges where their professions meet. As a member of this research working group, you will learn how to:

- Leverage your company's resources and avoid duplication of effort
- Develop ways to support one another's mission to promote an ethical culture
- Collaborate to overcome obstacles to cultural change
- Coordinate among your internal stakeholders

Research working group participation is offered exclusively to individuals in member organizations of The Conference Board. To learn more about the additional benefits that come with membership, please contact Associate Service at +1 212 339 0230.
Issues
On the Table

The objective of this research working group is to engage participants in a frank and confidential exchange of views on how human resources, ethics, and compliance programs can best collaborate. Members will discuss the following issues:

- Establishing optimal organizational frameworks for working together
- Integrating ethics into leadership development programs and succession criteria
- Ensuring direct access to senior executives and the board of directors to address critical ethical concerns
- Developing ethics components to your performance management program
- Anticipating the “long tail impact” of ethical risks and legal lapses on your company’s reputation, financial performance, and employee morale
- Fostering a workplace that is open and that does not retaliate against employees who speak out on ethics issues

Why should you join?

By working with peer executives and The Conference Board researchers and facilitators, you can gain practical insight for your own company’s human resources and ethics and compliance program needs. Your interests and concerns will help guide our research efforts.

Who should join?

Each company may send two participants to the research working group. Companies may designate representatives from human resources, ethics and compliance, government relations, communications, and internal audit.

The results of our deliberations will be captured in a research report. You will receive a set of practical recommendations, including conceptual frameworks, tactical applications, tools, and techniques you can put to practical use in your organization.

Benefits of participation

- Learn from experts and organizations that have implemented successful collaborative practices in three face-to-face and three virtual meetings.
- Take part in confidential sessions with your peers to resolve common challenges.
- Exchange experiences, ideas, and insights with peers from leading-edge companies.
- Increase your company’s visibility by contributing to The Conference Board’s series of highly respected research reports, surveys, conferences, webcasts, and Executive Action online briefs on human resources and ethics issues.
Research working group schedule

The Conference Board Research Working Group on Working at the Intersection of Human Resources, Ethics, and Compliance will meet three times in person and three times via web conference during a nine-month period. In between these meetings, researchers from The Conference Board will perform studies requested by the working group and prepare summaries of each meeting’s outcome. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee $20,000

This fee covers participation for two senior executives from your organization and includes the cost of administering the program and producing the research, as well as providing meeting facilities and group meals. Members are responsible for their own travel and hotel arrangements.

Inaugural meeting
March 17 – 19, 2008

Where
The Conference Board
845 Third Avenue
New York, NY

Prior to the first meeting, each research working group member will be contacted individually to ensure that his or her specific concerns and issues are included in the agendas for upcoming meetings.

Agenda
Day One
Dinner
Day Two
Meeting 8:30 am – 5:00 pm
Dinner 6:30 pm
Day Three
Meeting 8:30 am – 1:00 pm

Meeting Format
• Introductions
• Key issues identification
• Research questions
• Future agenda topics

Related resources from The Conference Board

For more information about these and other resources from The Conference Board, please visit www.conference-board.org.

Conferences
The 2007 Business Ethics and Compliance Seminars
The 2008 Business Ethics and Compliance Conference
The 2007 Senior Human Resources Executive Conference
The 2008 Talent Management Strategies Conference: Maximizing Your People Assets for Business Impact

Councils
Council of Senior International Attorneys
Council on Corporate Compliance
European Council on Legal Affairs
Global Council on Business Conduct
Council of Human Resources Executives
Leadership Development Council

Research Working Groups
Ethics and Compliance Criteria in Government Enforcement Decisions
Corporate Center Design: Maximizing Shareholder Value

Research Reports
Resisting Corruption: How Company Programs Are Changing
Research Report 1397, 2006

Universal Conduct: An Ethics and Compliance Benchmarking Survey
Research Report 1393, 2006

Ethics Programs: The Role of the Board – A Global Study
Research Report 1344, 2004

Executive Action Reports
The Convergence of Principle- and Rule-Based Ethics Programs: An Emerging Global Trend?
Executive Action 231, 2007

Soft Law and Ethics Programs:
The Expanding Role for Company Attorneys
Executive Action 218, 2006

Ethics Programs and Practices:
A 20-Year Retrospective
Executive Action 207, 2006

Cultural Resistance to Whistleblowing Systems – Myth or Reality?
Executive Action 186, 2006

Why Ethical Leaders Are Different
Executive Action 159, 2005

How Prepared Are Companies for the Revised Sentencing Guidelines?
Executive Action 139, 2005