

## Make Ethics & Compliance (E & C) Real

I'm a manager of several busy clinical departments. I'm not sure I'm helping my staff to understand and handle issues that may be compliance or ethical dilemmas. What can I do to help so they are better prepared to recognize and act on them?

### 5 Ways Managers Can Help Make E & C Real for Their Teams

Despite our best efforts, ethics and compliance training and requirements can seem like distractions to front-line employees. Managers who bring E&C principles to life for their teams can have a major, positive impact—not only on their teams, but also on their organization's efforts to mitigate compliance risk. So how can you help your team see the value in compliance—and make E&C real for your team?

Here are five ways managers can have a true impact:

**1. Help them filter the noise and get to what matters most.** While our code of conduct is broad and applies to all employees, there will be some aspects of the code or specific policies that are particularly applicable. Make sure your team keeps the most relevant policies, laws and regulations top of mind. When they have a robust understanding of the policies, they will naturally learn how to comply. Offer additional training when and where appropriate.

**2. Share your approach to E&C.** Share (appropriate) examples of your decision-making process with your team—particularly when there are grey areas to be navigated. Demonstrate your willingness to go to the Office of Audit, Compliance & Ethics (OACE), the UConn Health legal team or Human Resources (HR) team for advice and guidance. Modeling willingness to collaborate and seek guidance will give them permission to do the same.

**3. Set aside (even a little) time for team discussions about E&C.** Ask your team to share examples—from their work experience or from current events—for discussion with the team. Even taking five minutes in your next team meeting to have someone present a brief situation that involved a difficult ethical choice that's pertinent to their role of your business—and the outcome of that choice—can have a major impact.

**4. Showcase senior executive commitment.** Share examples of top-level executive team decisions that your team might not otherwise know about. Employees who understand that there is a deep commitment to E&C at the highest levels of the organization are more likely to commit themselves.

**5. Reiterate available resources for E&C help.** Make sure your employees know you are always willing to help them work through tough decisions and unclear situations. Remind them of their allies in OACE, HR, and Legal who are ready and willing to help.

Ensuring employees see E&C as a vital component of their personal success—and the company's long-term health—is one of the key contributions managers can make to the success of our organizations.

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