

## CEP Magazine – December 2018 CECOs and silos

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Parts of compliance today still operate in various silos — HR, environmental, and specialized regulatory are common examples of this. In this context, what should be the role of the chief ethics and compliance officer (CECO)?

One approach is to insist that all separate areas be torn down and rebuilt under the CECO. But if compliance operations in a silo have (at least up to now) been effective, what is gained by re-creating them? And what are the chances of success politically in pushing such a disruptive change?

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