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By Joe Murphy, CCEP

Joe Murphy (<u>jemurphy5730@gmail.com</u>) is a Senior Advisor at Compliance Strategists, SCCE's Director of Public Policy, and Editor-in-Chief of CEP Magazine.

For compliance programs to be effective, it is essential that there is an executive-level chief ethics and compliance officer with independence, power, and line of sight into the business. Yet while there has been much focus on this, there has been less discussion about another key element: having presence in the field or, as the British put it, at the coalface.

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