

Showtime: The Critical Component of Organizational Culture

Gerald Roy
VP, Chief Compliance and Privacy Officer



100% FOR CHILDREN

A Brief History of The ATF





The Treasury Blue Book

- **Andrew E. Tomback, Interagency Council on the Homeless**
- **Professor Daniel C. Richman, Fordham Law School**
- **Sarah Elizabeth Jones and Billy S. Bradley
Treasury's Office of the General Counsel**

The Treasury Blue Book

- **Edwin O. Guthman - Journalist and Editor, New York Times**
- **Henry S. Ruth, Jr. - Watergate Prosecutor**
- **Chief Willie Williams - LAPD**
- **U.S. Treasury, Office of Inspector General**

The Treasury Blue Book

- **Internal Revenue Service ("IRS")**
- **United States Customs Service**
- **United States Secret Service**
- **Financial Crimes Enforcement Network (FinCEN)**
- **Federal Law Enforcement Training Center**
- **Tactical Team of Six Special Operations Team Members**

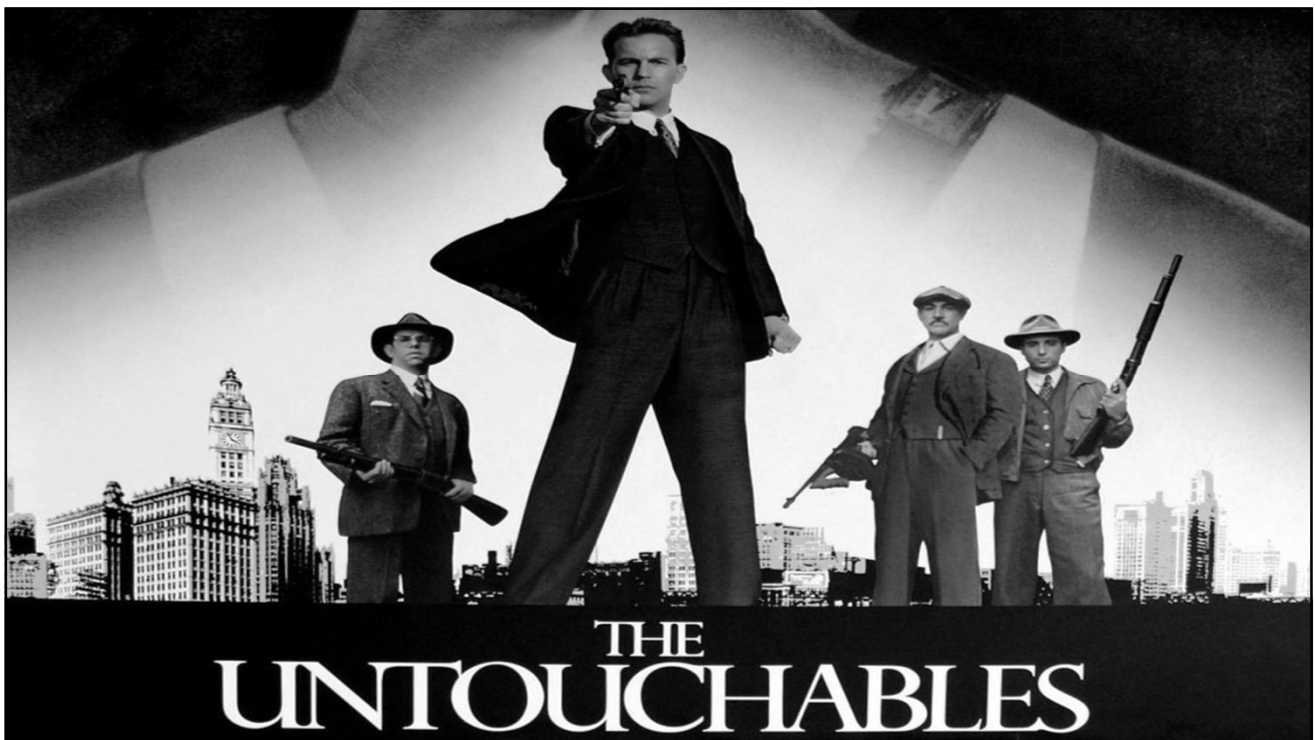
Key Findings

- Review and revise the B.A.T.F. National Response Plan
- Establish a supervisory and management course for major case investigation and major incident preparation/response control
- Review Title III laws... if necessary, propose additional legislation to the Congress

Key Findings

- Conduct a management seminar on interagency assets, capability and access
- Conduct a 2 or 3 day management retreat to address B.A.T.F. 's strategic issues and future planning
- Revise BATF media relations policy

DO SAY "EXCEPT
THAT IT WAS SAID
ITS **CULTURE** CAN
MAKE SERIOUS
TIME OF DOING



No Calm Before the Storm

January 1993 “60 Minutes”

“First, the supervisor may totally attack their credibility, totally attack their competence as a performer in their particular work...Once you file a complaint, you become retroactively incompetent.”

No Calm Before the Storm

- **15 agents file a Class Action Lawsuit on behalf of all 180 African American agents in the Bureau.**
- **March Congressional Budget Hearings**

Operation Showtime

- Undercover House
- The Motorcade
- Activity in Town
- UPS Driver
- Media
- Undercover Agent
- Leadership

Operation Showtime



Operation Showtime



Operation Showtime



Operation Showtime



Operation Showtime





Operation Showtime

"Neither the ATF nor the National Guard will ever get me. They got me once and they'll never get me again...they're coming, Robert, the time has come."



Operation Showtime

- Undercover House
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The Years that Followed...



Organizational Culture

A system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

Organizational Culture

These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.



The Compliance/Culture Connection...

- Learn from the past.
- Create a culture that aligns with your core values.
- Find great people who complement you.
- Communicate.
- Have fun.
- Work as a team.
- Maintain and carefully evolve your culture.

Entrepreneur

The Compliance/Culture Connection...

- Vision
- Values
- Practices
- People

Harvard Business Review

In Memory of

Conway C. LeBleu

December 23, 1962 - February 28, 1993

Todd W. McKeehan

October 19, 1964 - February 28, 1993

Robert J. Williams

March 1, 1966 - February 28, 1993

Steven D. Willis

December 18, 1960 - February 28, 1993

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