### **Kimberly Strong**

Consolidated Edison, Inc.

Chief Ethics & Compliance Officer



A Trifecta of Experience

**Consent Decrees** 

**Qwest Communciations** 

DPAs (with monitor)

**AOL** 

More – Conviction and Court-Supervised Probation Consolidated Edison



#### Consent Decrees

- Pay a fine.
- Negotiated changes to business practice.
- May not have to acknowledge wrongdoing.
- Documented progress against terms and conditions to the agency for a period of time without a monitor.
- Pay attention to executive complaints, better business bureau complaints, FTC or FCC complaints.

- Deferred Prosecution Agreement
  - A criminal complaint is filed.
  - Acknowledge responsibility and admit that all the facts are true.
  - Delay prosecution for a period of time.
  - Probation without conviction.
  - Pay a fine.
  - Retain and pay for a monitor selected by agreement.
  - Report periodically to the court by monitor and company.

- Conviction and Court-Supervised Probation
  - Pay a fine.
  - Sentenced by the Court.
  - Findings of fact.
  - Statement of wrongdoing.
  - Loss of control of business practices.
  - Monitor selected by agreement and paid for by the company.
  - Monitor reports to the court.

- What happens in the organization
  - Business unit or corporate wide acceptance.
  - Where does the ownership reside.
  - Short-term impact vs. long-term change.
  - How to maintain the legacy.
  - Ensure the problems of the past are not repeated.

**Julia Symon** 

KBR Inc.

**Director of Compliance** 



**KBR's History** 

Guilty Plea with DOJ

Consent Agreement with SEC

Largest FCPA Fine Against a U.S. Company

Three-Year Monitorship

Challenges



### **Company Goals**

- ➤ Cooperative relationship
- Recommendations that are helpful and practical
- ➤ Good reports to agencies
- ➤ Manage costs
- > End on time (or early if possible!)



#### Company engages (and pays for) monitor

- Attorney-client privileged and confidential information
- > Scope of review and monitor's role
- ➤ Work plans
- Resolution of disputes
- > Reporting requirements



#### Keys to successful monitorship

- ➤ Prepare organization for monitor
- > Provide good background to monitor
- > Establish trust
- > Set ground rules and establish expectations
- > Understand monitor's needs

#### Keys to successful monitorship

- ➤ Tone from the top
- ➤ Good working relationship to jointly address areas of concern
- Documentation of progress
- > Regular meetings with agencies
- > Reports

