Showtime: The Critical Component of Organizational Culture

Gerald Roy
VP, Chief Compliance and Privacy Officer

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
CULTURE

THE UNTOUCHABLES
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

![Image of a UPS employee delivering a package]

Operation Showtime

![Image of a newspaper article from Waco Tribune-Herald with a headline reading "The Sinful Messiah"]
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
- The Motorcade
- Activity in Town
- UPS Driver
- Media
- Undercover Agent
- Leadership
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
100% FOR CHILDREN