

# JOSEPH E. MURPHY

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**PIONEER SPIRIT** For almost 40 years, Joe Murphy has focused on how to prevent and detect misconduct within organizations, starting in 1976 when he was in-house counsel at Bell of Pennsylvania, focusing on antitrust and antitrust compliance. As he was doing training sessions on antitrust, as well as some on environmental and FCPA, he started to notice that compliance activities had a lot in common that could be leveraged. “You are by nature outnumbered when you are doing that work. My objective was to find the people who do day-to-day training or investigations or audits and help make their jobs easier.”

**TRAILS BLAZED** Murphy believes that the chief compliance officer must be strong enough to stand nose-to-nose with a CEO. “If something is legal, but against the company’s code of conduct, the CCO must be in a position to stop it.” Murphy is one of the driving forces behind the Society of Corporate Compliance and Ethics (SCCE), which provides peer support throughout the industry. He also co-founded Integrity Interactive, which “pushed the market towards a more realistic approach to compliance training by implementing a story-based approach.”

**FUTURE EXPLORATIONS** The growth of compliance and ethics is inevitable because of the growth of large organizations, which Murphy says can cause real harm. “The government only comes in after the harm is done. The only way to prevent it is from inside.” He sees resistance, however, from within the legal community and from the government. “These barriers are normal when you have something new. We need to keep our focus on what’s important.”