

Why Be Ethical?

James J. L. Stegmaier, Retired County Administrator, Chesterfield, VA
Daniel Weinheimer, Deputy County Manager, Routt County, CO
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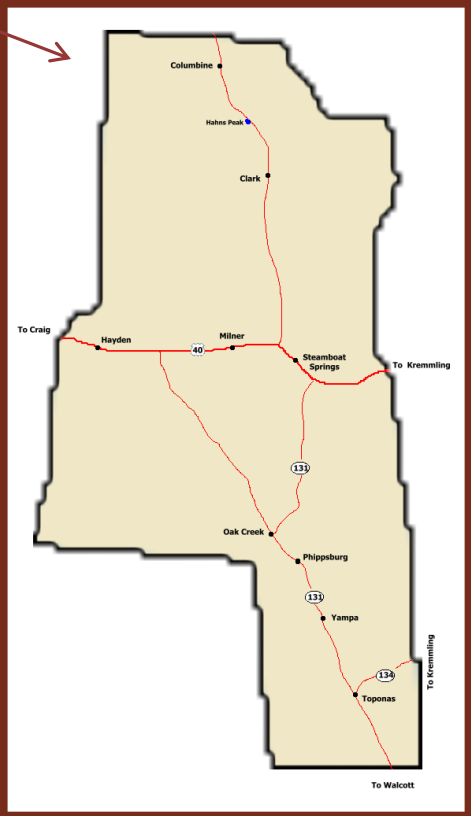
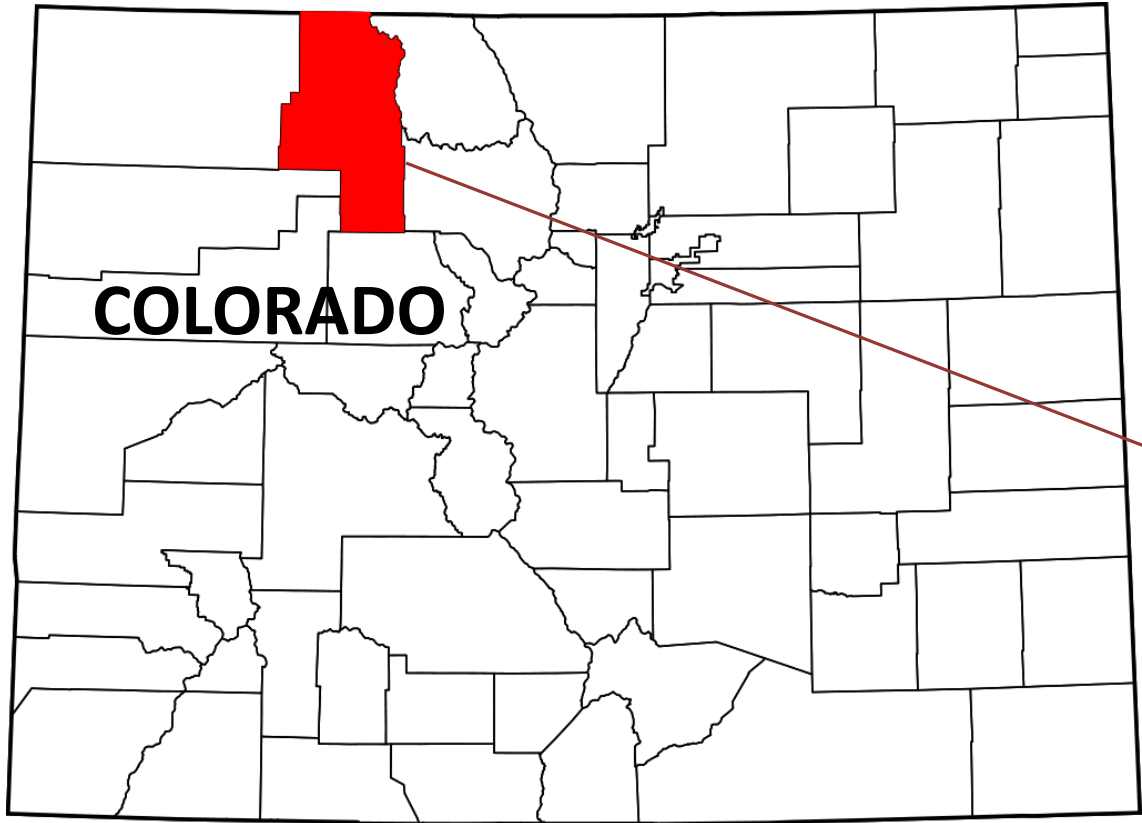


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Truth is the Foundation of Ethics

Telling the truth is an absolute and forms the basis of all ethical behavior

Truth is the Foundation of Ethics

1. Hypocrisy and compromise are necessary parts of human existence.
2. Social courtesy is not lying in the ethical sense.

“Why should I tell the truth when everyone around me is lying?”

In the long run, it is in your self interest.

Organizations Which Adhere to Ethical Standards are the Best Performers

Building Customer Value
and Profitability
with Business Ethics

Cluteinstitute.com

The Importance of Being Ethical

Inc.com

How do ethics affect the
financial results of a company?

Houston Chronicle

How Enterprise Leaders Like
Bill Marriott Create customer loyalty

Forbes.com

Why be an Ethical Company?
They're Stronger and last longer

Bloomberg.com

Articles of Interest

"The Importance of Being Ethical" <http://www.inc.com/articles/2000/11/14278.html>

"How Do Ethics Affect the Financial Results of a Company?"
<http://smallbusiness.chron.com/ethics-affect-financial-results-company-51280.html>

"How Enterprise Leaders Like Bill Marriott Create Customer Loyalty"
<http://www.forbes.com/sites/robertreiss/2013/05/06/how-enterprise-leaders-like-bill-marriott-create-customer-loyalty/>

"Does Being Ethical Pay?" <http://www.wsj.com/articles/SB121018735490274425>

"Building Customer Value and Profitability with Business Ethics"
<http://www.cluteinstitute.com/ojs/index.php/JBER/article/viewFile/2710/2756>

"Business ethics and customer stakeholders"
<https://danielsethics.mgt.unm.edu/pdf/Customer%20Stakeholders.pdf>

"Why Be an Ethical Company? They're Stronger and Last Longer"
http://www.bloomberg.com/bw/technology/content/aug2009/tc20090816_435499.htm

Values ≠ Rules

1. Rules will only serve as minimums; they define what you have to do to keep from being punished.
2. Without a strong ethical attitude, rules won't cause you to behave ethically.

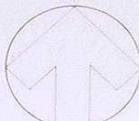
Using Values to Create a High-Performing Organization

1. Actions conform to ethical beliefs.
2. Work environment encourages ethical behavior.
3. Leaders reward ethical behavior.
4. Leaders punish unethical behavior.
5. Leaders never request unethical behavior.
6. Superiors do not undermine ethical behavior of subordinates.

JAMES

RIVER

NORTH



0 1000 2000

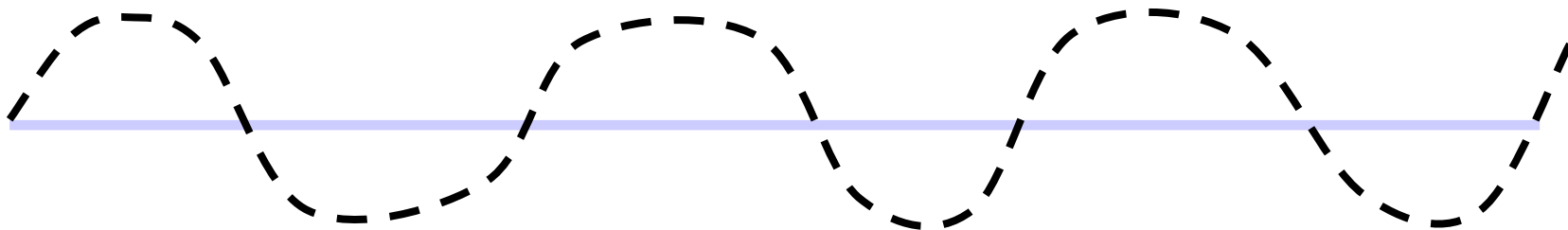
GRAPHIC SCALE IN APPROXIMATE FEET
DATE: JUNE, 1988



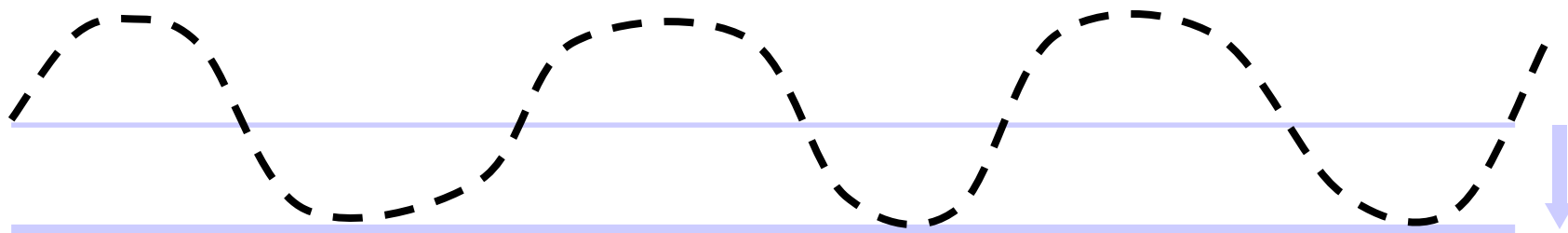
JEFFERSON

Ethical Anchor

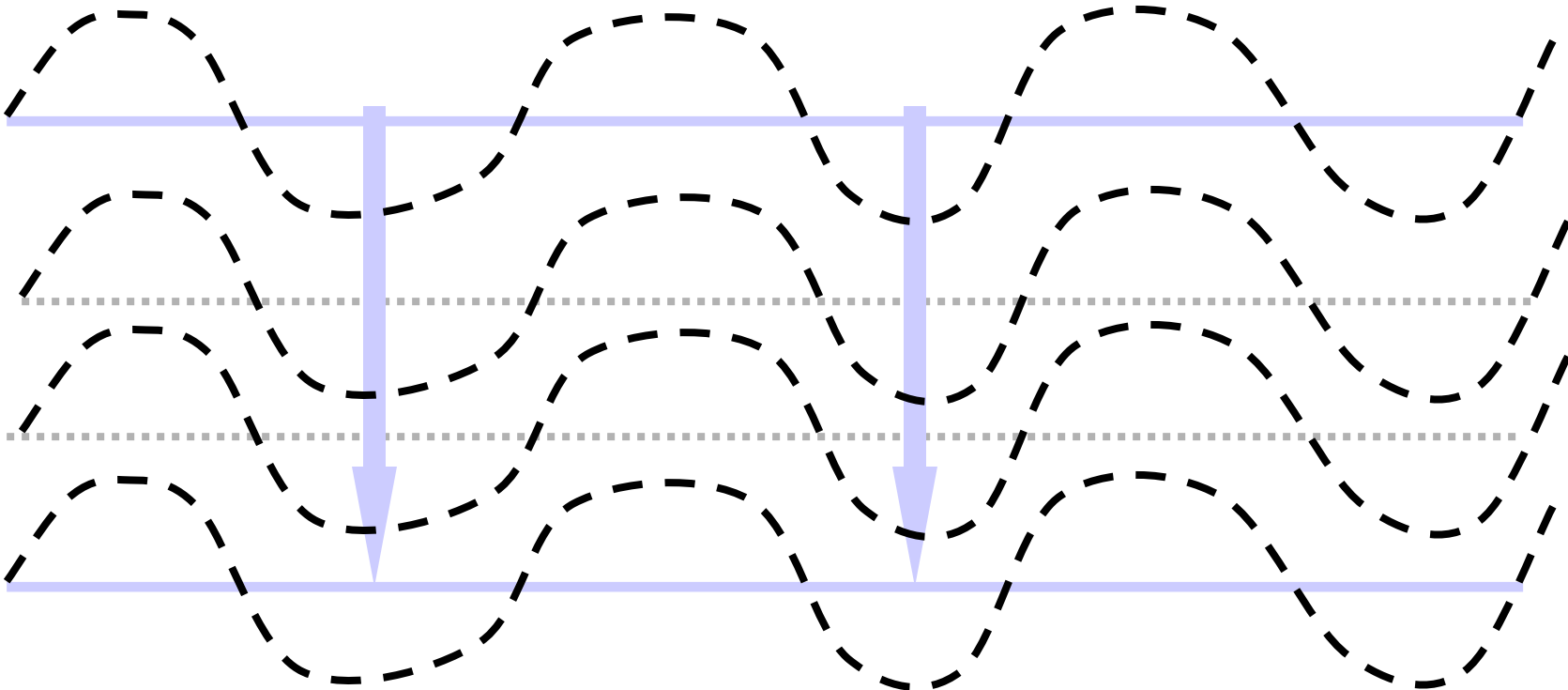
Ethical Anchor



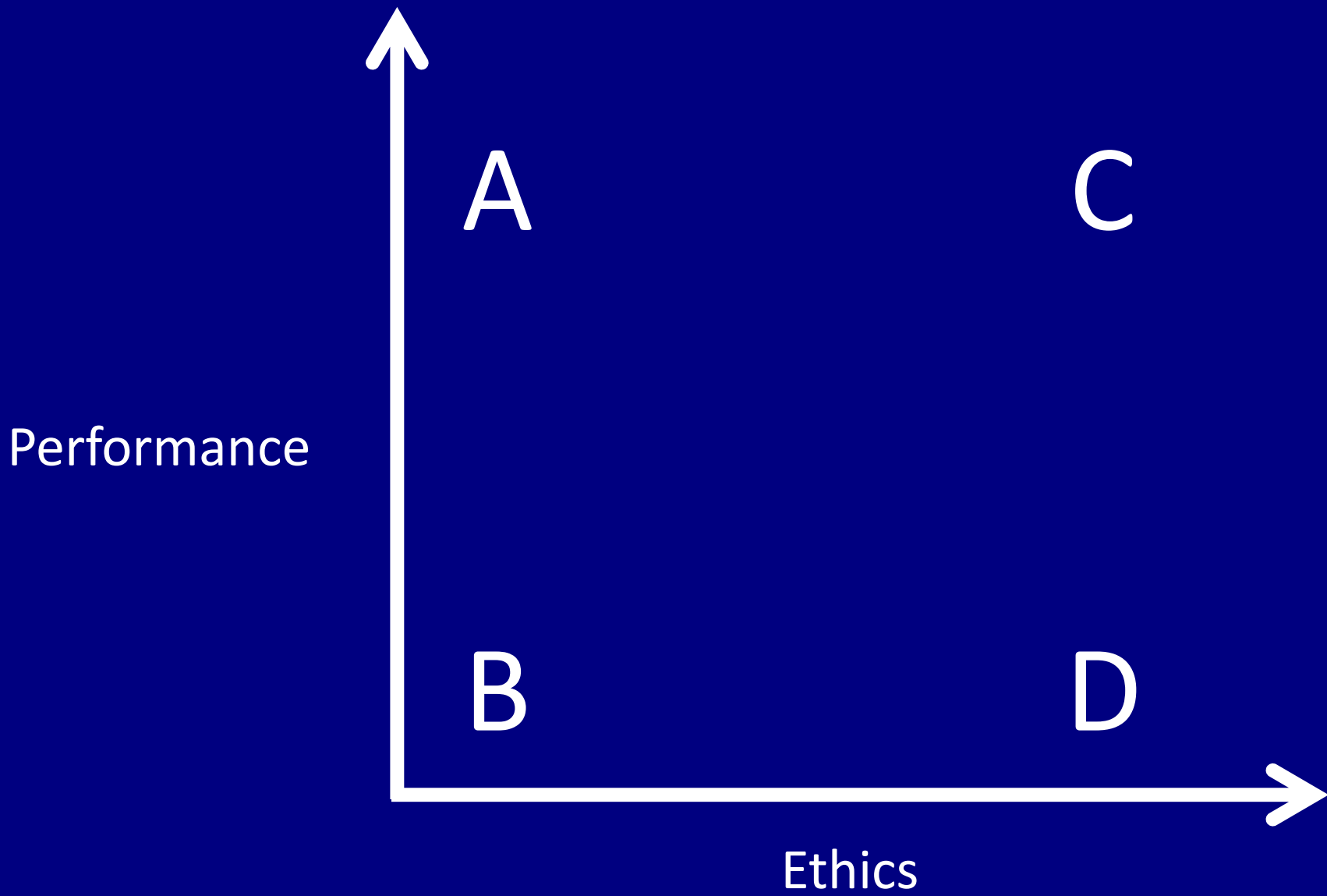
Ethical Anchor



Ethical Anchor



Leaders take risks by making ethics a high priority.



County Code of Ethics

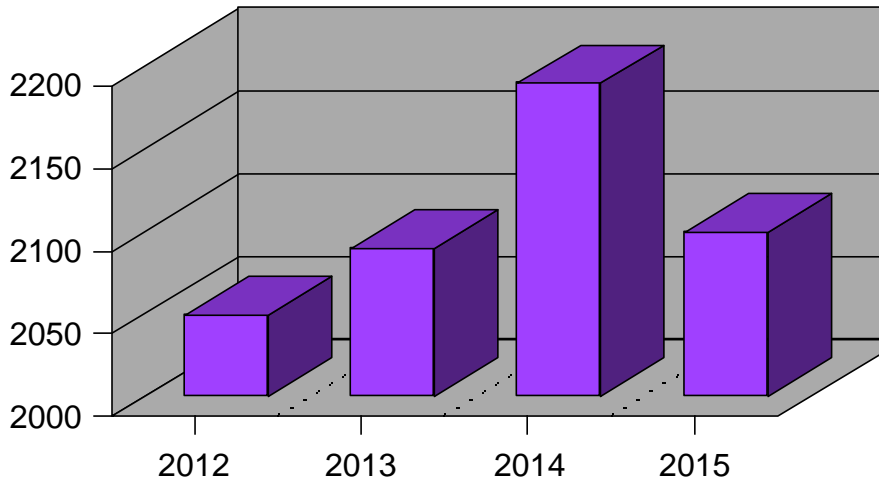
- A. Originally enacted in 1993.
- B. Only two changes in over two decades.

County Code of Ethics

1. Deceiving others by misrepresenting or withholding information

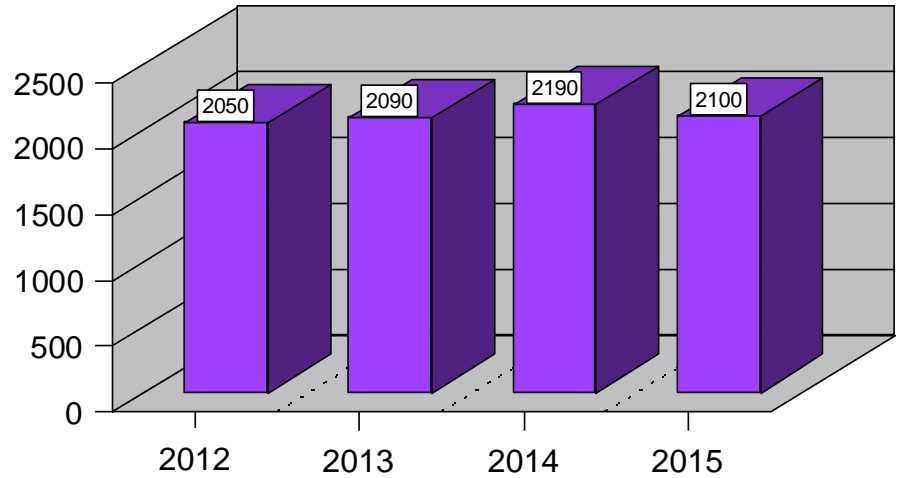
LIE

A Chesterfield Department Number of Transactions



TRUTH

A Chesterfield Department Number of Transactions



County Code of Ethics

1. Deceiving others by misrepresenting or withholding information.
2. Pressuring someone else to act unethically.

Fire Lieutenant Scenario

- 1) Lieutenant in Fire Department under investigation for minor infraction (failure to enforce the way subordinate firefighters sit in fire apparatus).
- 2) On evening before subordinate firefighters to be questioned, Lieutenant sends out Facebook post to subordinates to tell them “not to send me up the river!!”

Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.facebook.com/people/>

is having a good day and looking forward to seeing the guys on E-1-B on my first day back on sunday. 15 hours ago

Wall Info Photos

Write Share Link Post Photo Causes Record Video

Write something... Post

View Photos of [Profile] (3)

Send Paul a Message

Poke Paul

My page is going to be dedicated to my wife, kids, family and especially my Father. God rest his soul I will truly miss him. He was my Father but most importantly he was my best friend.

Information

Networks:
Richmond, VA

Relationship Status:
Married

Birthdays:
April 8, 1974

Current City:
Prince George, VA

Mutual Friends

64 friends in common See All

Friends

131 friends See All

is now friends with [Profile] and [Profile] 7:24am - Comment

is now friends with [Profile] 8:58pm - Comment

is having a good day and looking forward to seeing the guys on E-1-B on my first day back on sunday. 6:07pm - Comment

[Profile] at 6:17pm January 14
Call the guys on your crew and tell them not to send me up the river!! Good to hear that your getting back!

Write a comment...

is now friends with [Profile] and [Profile] 5:42pm - Comment

[Profile] wrote at 12:30am
you and your family were blessed to have had your father. We all feel some of the loss, so do not feel you need to carry the burden yourself. Your extended family is here if you need us.
Wall-to-Wall - Write on [Profile]

Jan 13

[Profile] is now friends with [Profile] and [Profile] 7:07pm - Comment

Jan 12

[Profile] wrote on [Profile]'s wall. 10:54pm

[Profile] wrote at 10:21pm
Hang in there big boy....best wishes to you and your fam..
Wall-to-Wall

is tired and sometimes overwhelmed!!!! 8:51pm - Comment

[Profile] at 9:12pm January 12
I know the feeling well. :) You doing ok?

Advertisements

A bad credit score is 600 or below. Click here to see yours online in just two easy steps for \$0 at FreeCreditReport.com.

Play Duck Hunt

Have fun playing a new version of the classic duck hunt game. 100% free.

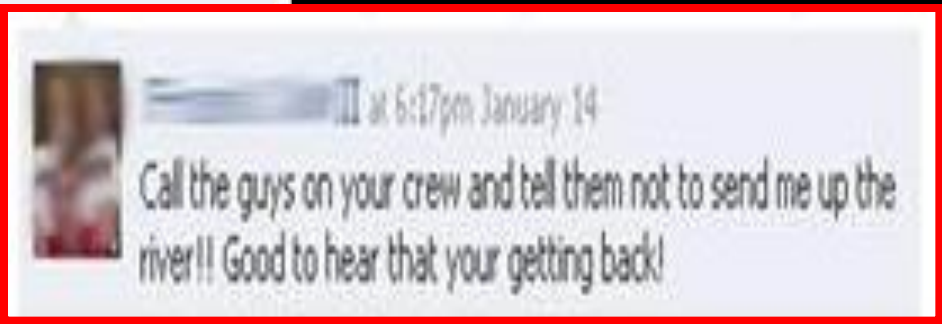
Military Boarding School

Co-ed, college-prep school for grades 6-12 now enrolling for second semester. Located in Front Royal, Virginia.

More Ads

Applications

<http://www.facebook.com/album.php?profileid=1106687405>



Fire Lieutenant Scenario

- 3) Battalion Chief sees post and makes a screen shot of it. Word gets out that Department may be looking into post and Lieutenant deletes it.
- 4) Battalion Chief confronts Lieutenant about post and Lieutenant denies he posted it.

Fire Lieutenant Scenario

- 5) Battalion Chief shows Lieutenant screen shot; Lieutenant explains:
 - a) Post was actually written by his wife;
 - b) Wife thought she was posting on her own Facebook page, and
 - c) The reference to “Don’t send me up the river” was just wife using the wrong pronoun.

County Code of Ethics

1. Deceiving others by misrepresenting or withholding information.
2. Pressuring someone else to act unethically.
3. Failing to accept blame; passing blame to others; passively allowing others to take blame.

A black HP laptop is shown from a three-quarter perspective, open and facing slightly to the right. The screen displays a blue background with a faint, abstract pattern of light blue and white. In the center of the screen, the letters 'XXX' are written in a large, bold, black serif font. The laptop's keyboard, trackpad, and various ports are visible. The HP logo is centered below the screen. The laptop is set against a plain white background with a soft shadow underneath.

XXX

County Code of Ethics

1. Deceiving others by misrepresenting or withholding information.
2. Pressuring someone else to act unethically.
3. Failing to accept blame, passing blame to others; passively allowing others to take blame.
4. Failing to honor promises.

LAW ENFORCEMENT CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all people to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner which does not bring discredit to me or my agency. I will maintain courageous calm in the face of danger, scorn, or ridicule; develop self restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my Department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held as long as I am true to the ethics of the police service. I will never engage in acts of bribery nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession.....LAW ENFORCEMENT.



Director of Department

1. Never shows up for work before 10:30.
2. Does not keep work calendar.
3. Requests to Director always completed by deputies.
4. When terminated, deputies reveal Director was doing almost no work for County. Getting rid of Director actually made it easier for deputies to do job.

County Code of Ethics (cont'd)

5. Subverting group decisions by action or inaction. (Passive/Aggressive)

“Easier to ask for forgiveness
than ask for permission.”

County Code of Ethics (cont'd)

5. Subverting group decisions by action or inaction.
6. Feigning lack of memory or understanding to avoid following group decisions.

Police Officer

- 1) It is discovered that police officer has been working security for various businesses at the same time he is working for the County. Draws three paychecks for the same hour: “triple dipping”.
- 2) Officer explains that he did not understand that he couldn't work two jobs simultaneously, that “everyone does it” and his Sergeant knows he and other officers (actually 7 others) do it.

Police Officer

- 3) Businesses say their arrangement with the officer is that his police work always takes precedence and they just want him to drive by and check on their facilities when he can. There is no indication that he has ever failed to respond to a police call.

County Code of Ethics (cont'd)

5. Subverting group decisions by action or inaction.
6. Feigning lack of memory or understanding to avoid following group decisions.
7. Using position of authority in an unfairly coercive manner.

Telephone Communications Chief

Using County phone system to obtain confidential “secret” information about employees. Passing info on to Director of another department. Reported by subordinate.

Telephone Communications Chief

When Chief's activity is reported and Chief under investigation, Chief writes memo to subordinate suggesting that she not participate in investigation. Claims Director of department has said, "if anyone talks about it he would fire them".

From: Doe, John

Sent: Thursday, June 05, **** 12:15 PM

To: Mary Smith

Subject: review

I met with our department director this morning. It took a couple of hours and it was difficult. He did want the facts and he has the information. He is looking at the data and will get back to me I guess once he talks to the County Attorney. He does not want to involve anyone else because he feels comfortable with the fact you did nothing wrong. Anyway I have probably said too much here because he also said if anyone talks about it he would fire them although I have heard him say that before about things so I never tested that one. I know you like working here and the things you do. I don't need to complicate that for you.

John S. Doe
County of Chesterfield
P.O. Box 40
9901 Lori Road
Chesterfield, VA 23832

County Code of Ethics (cont'd)

5. Subverting group decisions by action or inaction.
6. Feigning lack of memory or understanding to avoid following group decisions.
7. Using position of authority in an unfairly coercive manner.
8. Failing to follow rules or procedures to achieve self-needs.



County Code of Ethics (cont'd)

5. Subverting group decisions by action or inaction.
6. Feigning lack of memory or understanding to avoid following group decisions.
7. Using position of authority in an unfairly coercive manner.
8. Failing to follow rules or procedures to achieve self-needs.
9. Compromising public authority or trust.

County Code of Ethics (cont'd)

7. Using position of authority in an unfairly coercive manner.
8. Failing to follow rules or procedures to achieve self-needs.
9. Compromising public authority or trust.
10. Engaging in on-duty or off-duty conduct which harms the reputation or integrity of the County in the community.

The logo features the text "Paper Moon" in a large, bold, cursive font with a yellow-to-orange gradient and a black outline. Below it, "Gentlemen's Club" is written in a smaller, similar cursive font with the same gradient and outline. To the left of the text is a yellow circle with a black crescent shape inside, resembling a moon.

Paper Moon
Gentlemen's Club

Making Ethics The Foundation of Your Organizations

1. Stress in employee orientation.
2. Provide training for all employees.
3. Emphasize supervisory training.
4. Enforce with disciplinary action.
5. Reward (and never punish) ethics whistleblowers.
6. Reward ethical behavior generally.
7. Make ethical behavior a part of employee evaluations.
8. Make Code of Ethics applicable to governing body members.

Organizational Climate Assessments

2002-2012

“Senior leaders in my department (including department and senior manager) clearly communicate a strong set of values and ethics.”

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
2002	6.3	10.2	22.0	39.9	21.6	
2004	5.6	11.1	19.8	40.9	22.6	
2006	5.8	9.8	17.3	38.5	25.2	3.3
2008	5.7	7.2	15.1	39.8	29.3	2.9
2010	3.5	6.9	16.1	40.4	30.5	2.5
2012	7.1	9.5	13.3	38.8	27.9	3.3

“My immediate supervisor encourages ethical business practices in all transactions and interactions.”

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
2002	1.7	2.7	12.4	46.7	36.5	
2004	1.7	3.2	12.4	46.9	35.8	
2006	2.1	4.6	9.7	42.8	37.5	3.3
2008	2.9	3.6	9.9	40.5	40.0	3.2
2010	2.3	3.8	9.6	39.8	41.9	2.6
2012	2.6	3.8	9.2	40.6	40.9	2.9

“The Leadership Group clearly communicates a strong set of values and ethics.”

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
2002	4.2	8.5	29.4	43.6	14.3	
2004	3.5	8.4	31.3	40.9	16.0	
2006	8.6	8.4	21.7	36.7	13.3	11.3
2008	4.2	4.5	20.8	41.8	17.0	11.6
2010	3.1	5.4	21.1	43.2	17.8	9.3
2012	4.9	6.6	19.6	40.1	17.9	11.0

In 2014, the survey asked two questions regarding the survey.

FAIL

**Challenging
work**

Responsibility

**Ethical
support
and
respect**

Motivators

Inspire employees with motivators
which elevate pride and loyalty
to create a high-performing
organization.

Advancement

Recognition

Fostering an Ethical Cultural *the Fort Collins experience*

Dan Weinheimer
Deputy County Manager
Routt County, CO



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Why Start an Ethics Program?

- Avoid the front page
- Foster successful decisions
- Communicate to electeds and community
- Build an ethical culture
- Guidelines form best decisions
- Practice makes perfect



Overview

- Fort Collins, CO
 - Pop. 158,000
 - 2,000-2,500 employees
 - Full Service City
 - Four Utilities
 - Police Services
 - Transit



“Employees demonstrate the City of Fort Collins values by behaving in a manner that creates a trustworthy, transparent and credible organization.”

ETHICS:
RAISE THE BAR

“We’re Ethical”



- “Why do we need this?”
- “Don’t you trust us?”
- “We would never hire anyone like that”

What are Ethics?



Moral principles that govern a group or individual's behavior

Doing what the law requires

The standards of behavior our organization accepts

Creating the Ethics Ecosystem

- Hiring
 - Job announcements
 - Job descriptions
 - Interview questions
- Onboarding
 - Organizational
 - Positional
- Communication

As Ethical Employees, We Will:



- Act at all times in the best interests of the citizens of Fort Collins.
- Support the City’s Mission, Vision, and Values.
- Report improper conduct.
- Seek guidance when confronted with ethical dilemmas or “gray areas.”

As Ethical Employees, We Will:



- Follow all federal, state, and local laws.
- Comply with City and Service Area policies, procedures, and rules.
- Treat all coworkers and citizens with respect and provide assistance to the best of their ability in all situations.

Available Resources



- Ethics Decision Framework
- Citynet website
- Supervisor's toolkit
- Captain Conundrum (blog)
- EthicsPoint Reporting Tool
- Colleagues and supervisors
- Human Resources partners

Standards and Decision Framework

"Employees demonstrate the City of Fort Collins values by behaving in a manner that creates a trustworthy, transparent, and credible organization."

ETHICS: RAISE THE BAR

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- Treat all coworkers and citizens with respect and provides assistance to the best of their ability in all situations.

WHAT IS A CODE OF ETHICS?

A Code of Ethics describes the principles that guide decision-making in an organization.

WHY IS A CODE OF ETHICS IMPORTANT?

As employees of the City of Fort Collins, maintaining the public trust is vital to demonstrating our values of integrity and stewardship.

A CODE OF ETHICS:

- Heightens awareness of the importance of ethical conduct.
- Provides guideposts for employees who may encounter ethical issues.
- Demonstrates commitment to the public trust.

HOW DO I KNOW IF AN ACTION IS ETHICAL?

If an employee has a question about whether or not an action is ethical, he or she can use the decision-making framework on the back of this code. If unethical behavior is observed, the employee should report the behavior through the chain of command, or through the Ethics Hotline 955-728-0230.



ETHICS: RAISE THE BAR

IS IT LEGAL?

- NO** Don't do it.
- ?** Ask Your Supervisor or HR Partner. Check with the City Attorney's Office for legal guidance.
- YES** I Proceed.

DOES IT COMPLY WITH CITY POLICY?

- NO** Don't do it.
- ?** Ask Your Supervisor. Ask HR Partner. Check policies.
- YES** I Proceed.

DOES IT REFLECT CITY VALUES?

- NO** Don't do it.
- ?** Ask Your Supervisor. Ask a colleague. "What would a citizen say?"
- YES** I Proceed.

COULD THIS REFLECT POORLY ON THE CITY?

- YES** Don't do it.
- ?** Ask Your Supervisor. Ask a colleague. "What would a citizen say? How would a front page headline read?"
- NO** I Proceed.

COULD THIS PUT YOU OR A CO-WORKER AT RISK OR INJURY?

- YES** Don't do it.
- ?** Ask a colleague. Are you in a hurry? Is this contrary to best practices? Would Risk Management have concerns?
- NO** I Proceed.

COULD THIS BE CONSIDERED PREFERENTIAL TREATMENT?

- YES** Don't do it.
- ?** Ask a colleague. See Personnel Policy 8.1. See Administrative Policy 2.8.
- NO** I Proceed.


BEST DECISION





Intranet Resource Page

🏠 citynet / departments / city manager's office /

Ethics Resources

-  [Ethics Decision Framework](#)
- [Report Preferential Treatment](#)
- [Report an Ethics Violation](#)
- [Request an ethics presentation](#)

Ethics Links

-  [Personnel Policies and Procedure Manual](#)
- [City Charter](#)
- [City Ethics Code](#)
-  [City Manager's Administrative Policies](#)



"Employees demonstrate the City of Fort Collins values by behaving in a manner that creates a trustworthy, transparent and credible organization."

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- Report improper conduct.
- Seek guidance when confronted with ethical dilemmas or "gray areas."
- Follow all federal, state, and local laws.
- Comply with City and Service Area policies, procedures, and rules.
- Treat all coworkers and citizens with respect and provides assistance to the best of their ability in all situations.

Your Role as Manager

- Leadership support is critical
- Leaders model good, ethical choices
- Communicate the importance of ethics (a lot!)
- Support good individual/work group decisions
- Include ethics in hiring and evaluations
- Ethics = customer service (consistency)

Takeaways

- It usually isn't black and white
- Encourage employees to throw the flag
 - *When you see a violation*
 - *When you aren't sure*
- Foster discussion throughout organization
- Ethics is a journey not a destination
 - *Culture change requires sustained effort*

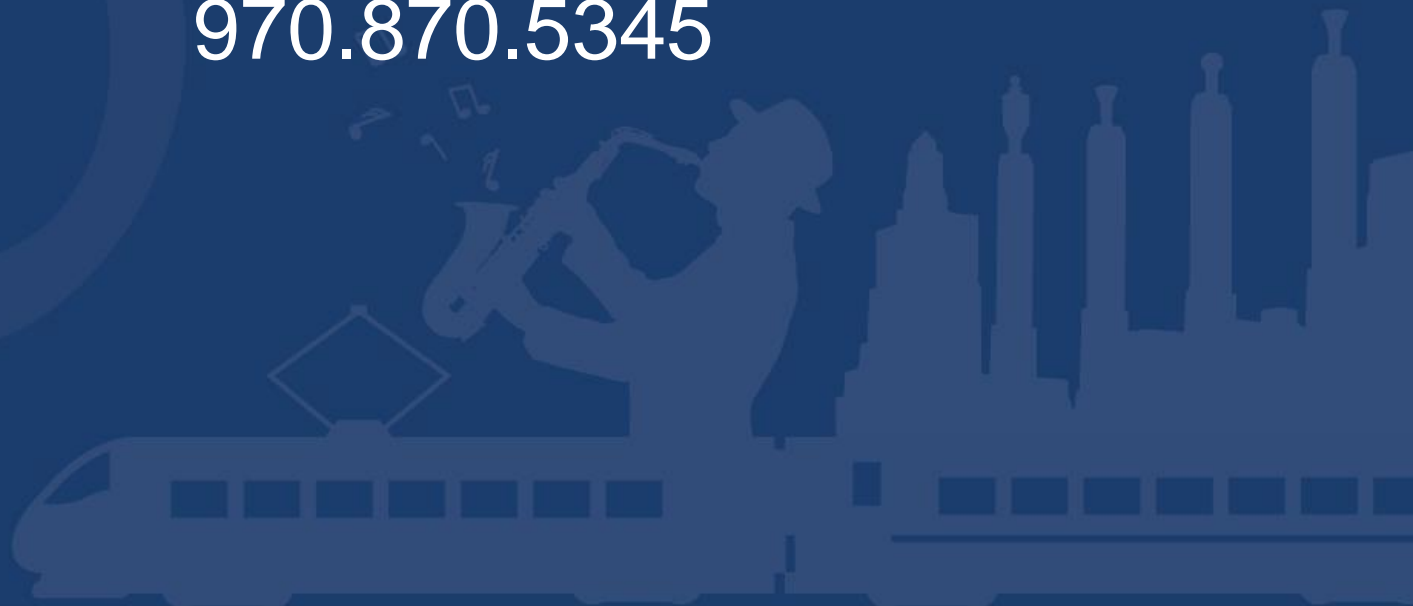


Thank you!

Dan Weinheimer

dweinheimer@co.routt.co.us

970.870.5345



Questions/Comments?





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