

**Building an Ethical Culture**

A CORE CURRICULUM  
FOR ETHICS OFFICERS

EEC ETHICS COMMITTEE  
APRIL 2014

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**EEC RESPONSIBILITIES**

- ▶ Advice to EOs and EIGs
- ▶ Oversee Investigations
- ▶ Training – 150,000 State Employees
- ▶ Ethics Conference
- ▶ Decisions
- ▶ Rules
- ▶ Legislation
- ▶ Publications
- ▶ Procurement
- ▶ IPA

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**The Role of the Ethics Officer**

- ▶ Ethics orientation at the hiring stage
- ▶ Advice to employees
- ▶ Ethics discussions with agency leaders
- ▶ Ethics as a part of annual reviews
- ▶ More restrictive ethics policies
  - Examples:
    - Gift ban
    - Secondary employment

How can the EEC help?

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**"I don't  
need ethics  
training.**



**You either  
have it or  
you don't."**

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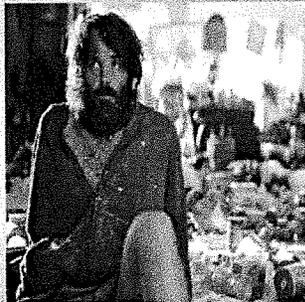
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**"If you  
have a  
good  
upbringing,  
you really  
don't need  
ethics  
training."**



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**"Hey!  
It's all just  
common  
sense!"**



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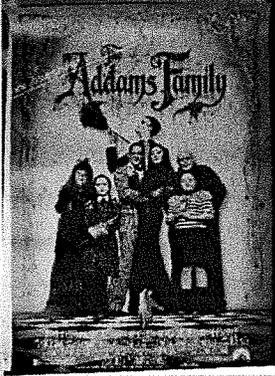
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**"It's a matter of morals. If you have good morals, you understand this stuff instinctively!!**

**You learn it at home from your family."**



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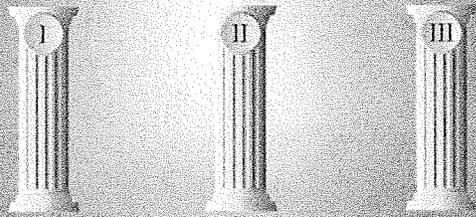
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### The Three Pillars of an Ethical Culture

Leadership      Enforcement      Training



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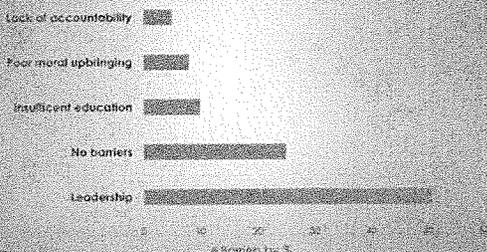
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### Survey Lessons

**"Ethics starts at the top!!"**

What are the barriers to ethical cultures?



Barrier	Percentage
Lack of accountability	10%
Fear moral upbining	10%
Insufficient education	10%
No barriers	20%
Leadership	50%

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### WHY IS LEADERSHIP ESSENTIAL TO AN ETHICAL CULTURE?

"Employees take their cue from superiors on how to conduct themselves, and written codes of conduct rarely carry as much weight as the actual actions of those in command."

- Dr. Robert Turkell  
Turkell Leadership Group



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### WHAT CAN ETHICS OFFICERS AND THE EEC DO TO HELP SUPPORT LEADERS TO BUILD A MORE ETHICAL CULTURE?

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### ENFORCEMENT

- ▶ Be aware of the recent EEC decisions, reports and appeals.
- ▶ Commitment to an ethical culture starts at the top
- ▶ Leadership, management, HR all play key roles in discipline and accountability
- ▶ The shared values of the organization should be clearly communicated to staff

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## TRAINING

- ▶ Helps to dispel myth that you either have ethics or you don't
- ▶ Employee Ethics Survey (2010) indicated the following:
  - ▶ A "greater demand for ethics education"
  - ▶ A worry about "lack of training, knowledge of what is expected and becoming insensitive"
  - ▶ A desire that "someone should lead the training, not just computer training"
  - ▶ A need for resources that "provide ethical guidelines for quick reference online."
  - ▶ "Reward ethical employees"

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### Question:

How useful is training in guiding work decisions in constitutional offices?

EEC Survey (2010) says:

- ▶ Governor – 51.6
- ▶ Secretary of State – 65.6
- ▶ Treasurer – 70.1
- ▶ Attorney General – 75.3
- ▶ Comptroller – 75.8

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## Survey Comments

- ▶ Employees understand the importance of ethics.
- ▶ Only 1/3 of employees seek advice.
- ▶ Most find it helpful.
- ▶ Supervisors are more concerned about ethics than leadership in some offices.

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## Survey Comments

- ▶ Few supervisors and employees discuss ethics in the workplace.
- ▶ More training helps.
- ▶ EO's role should be emphasized to employees.
- ▶ Ethics training should be conducted often.

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## Can Ethics Be Taught?

- ▶ Ethics Training is not about teaching what it means to be a good person.
- ▶ Ethics is not always intuitive!
- ▶ Socrates' position was clear: Ethics consists of knowing what we ought to do, and such knowledge can be taught.
- ▶ A person's ability to deal with moral issues is not formed all at once. Just as there are stages of growth in physical development, the ability to think morally also develops in stages.

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## Why do additional ethics training?

- ▶ 10 - 20 minutes per year is insufficient
- ▶ Issues may be unique to your agency
- ▶ Policies may be unique to your agency
- ▶ Issues unique to particular employees
- ▶ Avoiding scandal

Is ethics awareness intuitive?

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### Additional Training Options

- ▶ Publications
- ▶ "Timely Reminders"
- ▶ EOs attend board meetings?
- ▶ Creative use of other resources (below).

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### Training Options

- ▶ Annual on-line ethics training
- ▶ Regularly agency-scheduled ethical issue programs
- ▶ Publications
- ▶ Videos
- ▶ "Timely Reminders"
- ▶ New Ideas?
- ▶ Modeling
- ▶ Nudges
- ▶ Organizational Culture

How many of us can do additional live trainings?

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