

18th National Government Ethics Conference:

Developing Real Agency-Wide Support for Your Ethics Program



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Program Objectives



- Identify proven ways to increase support for your ethics program
- Explain strategies for improving communication and outreach techniques
- Apply key approaches to realistic work scenarios
- Meet a new colleague

Four Familiar Faces of Ethics



- **Shock** - Do you realize what this means for me?
- **Worry** - But I don't want to go to jail.
- **Anger** - I'm so upset I don't know what I'll do!
- **Disbelief** - You're joking, right?

Shakespeare on Honesty



“To be honest as this world goes
is to be one man picked out of ten thousand.”

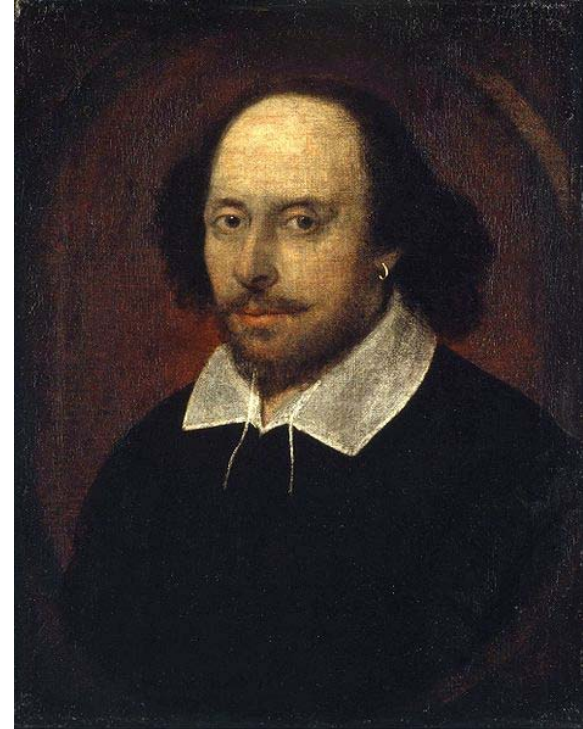
-*Hamlet*

“All men have their faults, and honesty is his.”

- *Timon of Athens*

“Take note, take note, O world.
To be direct and honest is not safe.”

- *Othello*



<http://en.wikipedia.org/wiki/File:Shakespeare.jpg>

Machiavelli on Appearances



“Every one admits how praiseworthy it is in a prince to keep faith, and to live with integrity and not with craft. [I]t is unnecessary for a prince to have all the good qualities I have enumerated, but it is very necessary to appear to have them. [T]o have them and always observe them is injurious, [but] to appear to have them is useful.”

- *The Prince* (1532).



http://en.wikipedia.org/wiki/File:Portrait_of_Niccol%C3%B2_Machiavelli_by_Santi_di_Tito.jpg

Five Ways to Increase Program Support



- Manage expectations before they manage you
- Physically demonstrate your availability to employees
- Broaden the moral perspective of employees
- Incorporate ethics into agency operations
- Address the ethical hazards of leadership

Manage expectations before they manage you



- Help employees to develop moral imagination
- Highlight both goal and vision
- Be authentic – is what everyone wants wrong?
- Appreciate that collateral damage may occur
- Acknowledge the existence of ethical luck

Physically demonstrate your availability



Your job is to make sure employees know who you are BEFORE they need you.

- CFC Events
- Office Parties
- Award Ceremonies
- Blood Drives
- Yoga Classes
- Softball Teams
- Employee Appreciation Events
- Town Halls

You will many receive questions and develop valuable relationships.

Broaden the moral perspective of employees



Effective compliance programs and values-based ethics programs are interdependent

Compliance-based Ethics

Focuses on rules and consequences of breaking rules.



Values-based Ethics

Focuses on enhancing ethical decision making and doing the “right” thing.

Broaden the moral perspective of employees



Ethical Decision-Making Quick Test

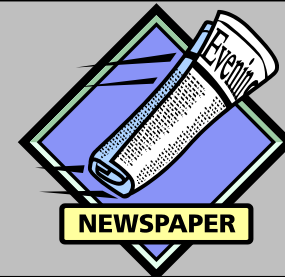
Is it legal?



Is it right?



How would it look on the front page of the Washington Post?

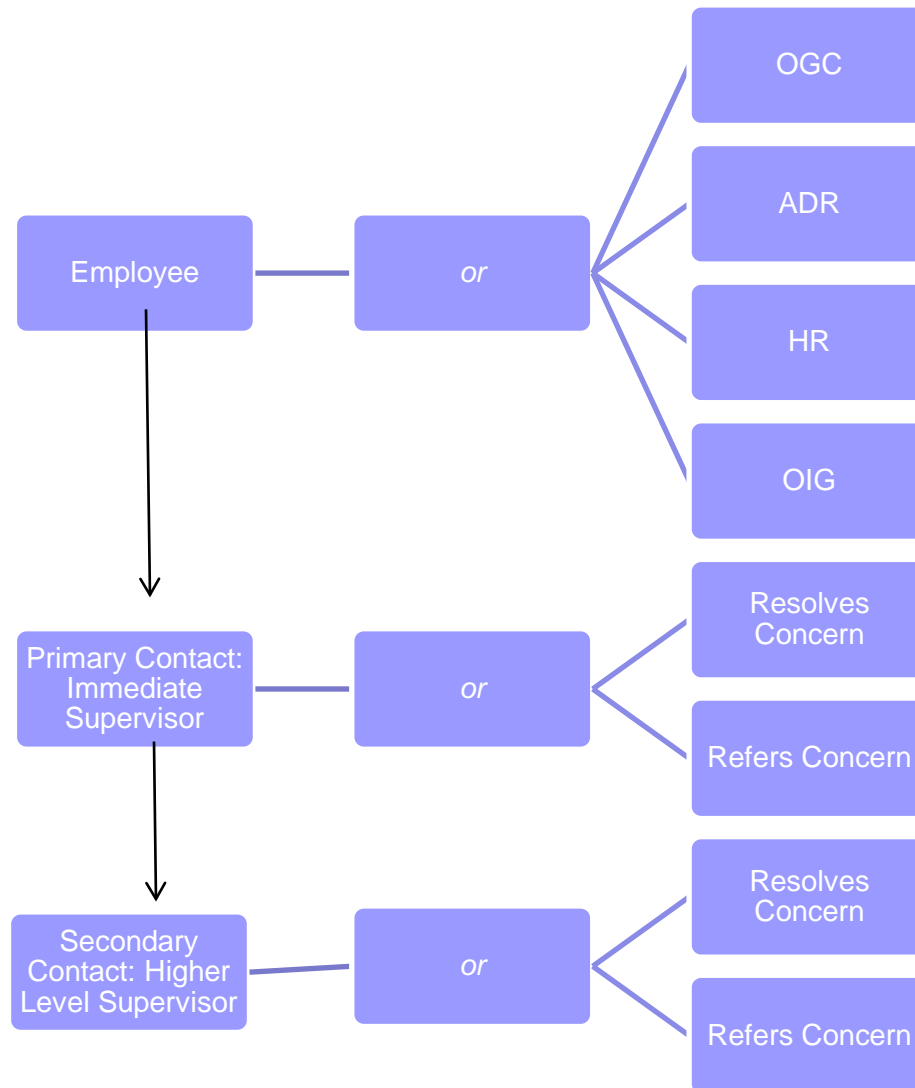


Incorporate ethics into agency operations



- Alternative Dispute Resolution
- Annual Strategic Plan
- Annual Awards Program
- Agency Committees (non-voting member)
- Personnel Policies
- Organizational Charts

Incorporate ethics into agency operations



Address the ethical hazards of leadership



- Ethical leaders and effective leaders are not mutually exclusive
- It is a leaders duty to care about ethics
- Self control and moral learning are critical
- Leaders are responsible for the unethical decisions of others
- Take time to engage in self reflection

Wrap-up



- As ethics officials, we play a critical role in fostering support for our programs and modeling ethical behaviors.
- All of us can strengthen our ethics programs by improving outreach techniques and promoting ethical decision-making.

Questions



Need more information?

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