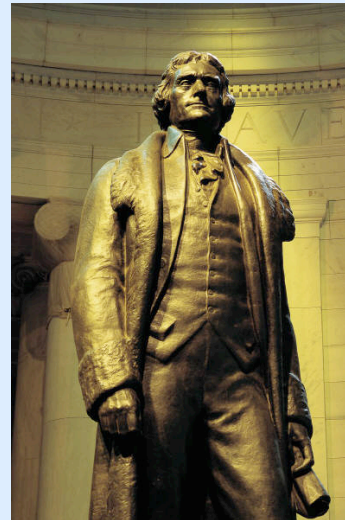


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The Changing World of Ethics




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ICMA Code of Ethics

Tenet 1

- Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective



ICMA Code of Ethics

Tenet 2

- Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant



ICMA Code of Ethics

Tenet 3

- Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public



ICMA Code of Ethics

Tenet 4

- Recognize that the chief function of local government at all times is to serve the best interests of all of the people


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ICMA Code of Ethics

Tenet 5

- Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals, and uphold and implement local government policies adopted by elected officials



ICMA Code of Ethics

Tenet 6

- Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members



ICMA Code of Ethics

Tenet 7

- Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body



ICMA Code of Ethics

Tenet 8


- Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques



ICMA Code of Ethics

Tenet 9


- Keep the community informed on local government affairs, encourage communication between the citizens and all local government officers, emphasize friendly and courteous service to the public, and seek to improve the quality and image of public service



ICMA Code of Ethics

Tenet 10

- Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice




ICMA Code of Ethics

Tenet 11

- Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline

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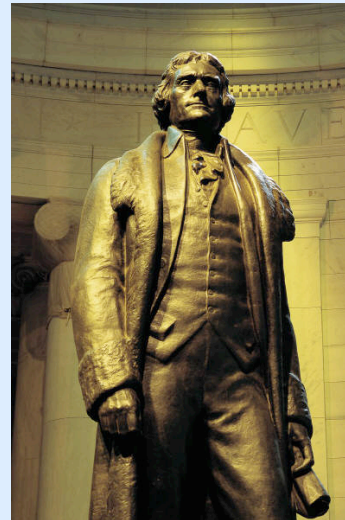
ICMA Code of Ethics

Tenet 12

- Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest

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The Changing World of Ethics



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The Problem with Ethics

- Who crosses the line?
- “I vote against playing fair!”
- Can you be ethical AND low integrity?

Ethics Versus Core Values

Ethics

- Ethics is a set of standards used to determine right from wrong and on which we base our actions
- Often legal or procedural and established as a “code of ethics”
- Defines how people ACT

Core Values

- Core values are the internal barometer that drives what we do when no one is looking AND how we do it
- Often regardless of what the legal or procedural minimums are
- Defines how people THINK



Trends Which are Creating a Changing World of Ethics in Local Government

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Political Trends

“politics” – from the Greek

“Poli” meaning many; and

“tics” meaning blood sucking insects

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Trend One: Delegate vs Representative Governance Philosophy Battle

- Understanding the difference is the foundation for political savvy. It is what allows you to negotiate and compromise and know when to surrender and when to fight and how you approach a given situation or problem.
 - » A Representative owes the people not only his industry, but his judgment, and he betrays them if he sacrifices it for their opinion.
 - » Edmund Burke



Trend Two: Disconnect with Reality

- Campaigning vs Governing
- Death Panels
- ISO 1 Rating/3 New Fire Stations/
45 New Firemen/\$18.5 million
shortfall
- Bumper Sticker Complexity
Limitation



Trend Three: Mainstreaming Stupid

- **Articulate Incompetents**
 - The most dangerous person in the public realm
 - Make doing the wrong thing sound SO right
 - Progress is a nice word, but change is its' motivator and change has it's enemies
- **CAVE men (citizens against virtually everything) tempt you to:**
 - Place a greater emphasis on problems than solutions
 - Agree on decisions as a group that individually all agree are dumb
 - Abandon all beliefs, principles, values and policies in search of something no one believes in, but to which no one objects; avoiding the very issues that have to be solved, merely because you cannot get agreement on the path ahead.



Trend Four: Mean spirited and uncivil discourse

- More partisan even in non partisan city council's
- Viciousness
 - Not just disagreeing but evil
- Race Baiting
- Name Calling
 - Socialists
 - Nazi's



Trend Five: My Facts are as Good as Your Facts

- Google
- Wikipedia
- Council meeting – dynamic fact checking
- Political operatives creating internet urban legends that gullible people believe
- Less trusting of professional opinions
- Facts become something to be shaped to accommodate my ideology



Financial and Budgetary Trends

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Trend Six: Cut Government

- Unwilling to raise taxes (but unwilling to cut services)
- No more tax increases and often tax reductions
- Emphasis upon cutting the size of government
- Declining support for employee pensions and healthcare
- Now focused instead of future focused
- More concerned with ideology – less concerned with cause and effect
- Doing more with less
- Question everything
- “run government like a business”

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Trend Seven: Shift from Competing to Conflicting Goals

- **Competing Goals are Resource Driven**
 - Resources may be money, time, volunteers, etc.
 - Not mutually exclusive if resources were available
 - Limited resources are the core source of conflict
- **Conflicting Goals are Generally Philosophical in Nature**
 - Often mutually exclusive regardless of resource availability
 - Resource conflicts are symptoms not causes



Trend Eight: More Emphasis on Continuous Improvement

- Prioritization of Services
- Making hard choices
- Six Sigma
- Lean Government



Trend Nine: Alternative Revenue Sources

- Advertising on City Facilities
 - Sports and convention facilities
 - Rooftops
 - School buses
 - Police Cars
 - Electronic Bill Boards
 - Signage above traffic light bars
 - Signage on water towers
- Electricity Aggregation Project
- Public/Private Radio Maintenance Project
- Combined Purchasing Initiative

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Trend Ten: Long Term Fiscal Health Choices

- Current vs future residents
- Pension plan stability
- Employee compensation and benefits compared to the private sector
- Infrastructure investment
- Haves vs have not's
- Who is subsidizing who



Trends in Citizen Engagement via Technology

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Trend Eleven: Crowd Sourcing

- Austin, Texas Budget Balancing Exercise
- Manor, Texas Online Citizen Suggestion System
- Oakland County, Michigan Budget Balancing input



Trend Twelve: Citizen Complaint Dynamics

- Traffic light timing driving path posted on You Tube
- Twitter revolution in Egypt, Iran, others
- Facebook




Trend Thirteen: Instant mobilization of uninformed citizens

- Twitter calls to arms on a moment's notice – citizens who have not heard the whole debate suddenly showing up to weigh in

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Trend Fourteen: Open Record and Open Meeting Confusion

- Texting between Council members during a meeting
- Political interest groups texting Council members during a meeting
- Vendors texting a supportive Council member during a debate



Trend Fifteen: Changing Values and Priorities with the Next Generation

- Punctuality
- Expectation of Training and Technology
- Contractual Work Ethic
 - Lack of Institutional Loyalty
- Racial and Gender Equality as a Core Value
- Sexual Values
 - Sexually suggestive logos, symbols, photos, t- shirts, etc
 - Immodest clothing choices
 - Transmitting nude self photos
- Lack of Privacy
- A Higher Commitment to Sustainability
- Respect for superiors must be earned

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Trend Sixteen: Baby Boomer Bust

- Typical organization has 70% of senior executives eligible to retire now.
- Many baby boomer public executives are leaving the profession early.
- Many of the best and brightest are no longer willing to pay the price to be a sr executive in local government. The leadership pipeline is weak.
- Institutional values and organizational DNA is at risk with such rapid change to the next generation of leaders

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Technological Trends

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Trend Seventeen: Cell Phones

- Personal use of city phone on city time
- Personal use of personal phone on city time
- Intimate texts on personal phone on city time
- Texting to circumvent open meetings
- Recording/Photographing and transmitting
 - Inappropriate images or jokes
 - People unaware they are being recorded
 - Cops being recorded
 - Cops doing recording



Trend Eighteen: Internet

- AI studies show more than 2.2 hours per day is spent by workers visiting websites during working hours.
- A study published by *Snapshot Spy* reflects employee admissions that the Internet is used for personal purposes up to three hours per day.
- *Snapshot Spy* also reports that 64 percent of workers acknowledge use of the Internet for personal purposes during work hours and that a significant number state that Internet use can be “addictive.”
- An Internet Data Corp. survey published by *Snapshot Spy* reports that up to 40 percent of workplace Internet use is not business related.
- The same Internet Data Corp. survey reveals that up to 60 percent of all online purchases are made during regular work hours.
- Workers spend twice as much time online at work as at home as reported by *Snapshot Spy*.

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Trend Nineteen: Email

- Racial jokes
- Sexual jokes
- Inappropriate images
- Gossip
- Rumors
- Unclear privacy standards
- Derogatory comments about citizens or elected officials

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Creating an Integrity Driven Culture in the Midst of a Changing World of Ethics


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Promote Ethical Work Environment -- (ICMA Article in PM March, 2011)

- Lead by example
- Be clear about values and acceptable behavior
- Have good internal policies
- Conduct training




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Four Principles to Create a High Integrity Org.


- Do Things Right and Do the Right Things

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Four Principles to Create a High Integrity Org.

- Do Things Right and Do the Right Things
- Do Right. Risk Consequences.



Four Principles to Create a High Integrity Org.

- Do Things Right and Do the Right Things
- Do Right. Risk Consequences.
- Do Unto Others As You Would Have Them Do Unto You



Four Principles to Create a High Integrity Org.

- Do Things Right and Do the Right Things
- Do Right. Risk Consequences.
- Do Unto Others As You Would Have Them Do Unto You

- Some look at the world as it is and ask why. I look at the world as it could be and ask why not.



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