ELC Module 400

Ethical Leadership: Dilemmas and Decisions!

Participant Guide

Revised July 23, 2004
Ethical Leadership: Dilemmas and Decisions

Welcome and Review of Objectives

Definition of Ethics

Government Code of Ethics

Ethical Leadership

Ethical Dilemmas

Ethical Decision Making Tool (EDMT)

The Leader’s Influence On the Organization’s Ethics

Summary
How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that "protocol" for asking questions or making comments.

With TELNPS courses there is also a "protocol" to follow to ensure you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push to talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press the push to talk button and say,

"Excuse me [instructor's first name], this is [your first name] at [your location]. I have a question (or I have a comment)."

Then release the push to talk button. This is important. Until you release the button, you will not be able to hear the instructor. The best distance from the microphone is 10-12 inches. If you get closer than this, the instructor will have difficulty in hearing you clearly.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.
**Course Objectives**

At the conclusion of this course, you should be able to—

1. Define ethics.

2. List the principles of ethical conduct (EO 12674) and possible criminal charges that can result from unethical actions.

3. Define ethical leadership.

4. Explain what an ethical dilemma is.

5. Demonstrate how to use an ethical decision making tool to assist in making decisions.

6. Give a real life example of how a leader’s unethical decision led to a negative outcome for the organization.

7. Give a real-life example of how a leader’s ethical decision led to a positive outcome for an organization.

8. Explain how ethics counselors can assist leaders within the NPS.

9. List resources available to assist a leader in making ethical decisions.


Definitions of Ethics

“Ethics refers to well based standards of right and wrong that prescribe what humans ought to do.”

“Ethics is deciding what is right (or more right) in a particular situation - determining what ought to be - deciding what is consistent with one’s personal or organizational value system.”

“Ethics are standards of right and wrong, good and bad. Ethics are concerned with what one ought to do to fulfill one’s moral duty.”

“Ethics are the rules that govern right conduct and are the “shoulds” of human behavior.”

Simply put, we are acting ethically when we are doing the right thing and doing what we know we should do and ought to do in a particular situation.
Principles of Ethical Conduct for Government Officers and Employees
Executive Order 12674 of April 12, 1989 (as modified by E.O. 12731)

- Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.

- Employees shall not hold financial interests that conflict with the conscientious performance of duty.

- Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

- An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

- Employees shall put forth honest effort in the performance of their duties.

- Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.

- Employees shall not use public office for private gain.

- Employees shall act impartially and not give preferential treatment to any private organization or individual.

- Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

- Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

- Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

- Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those such as Federal, State, or local taxes—that are imposed by law.

- Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

- Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.
**Ethical Leadership**

Ethical leadership is defined as the ability to convey honesty and integrity, through words and actions, and induce those same characteristics in others.

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**What examples of ethical leadership have you seen?**

1. Think of a supervisor, manager or leader that you feel was able to convey honesty and integrity and influenced others to do the same.
2. What was it that they did that impressed or affected you?
3. Be prepared to share your responses.

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_______________________________________________________________

_______________________________________________________________
Ethical Dilemmas

“An ethical dilemma is not a choice between right and wrong, but a choice between two rights.”
- Rushworth Kidder (1995)

For example, stealing government property for your own personal gain would be a “moral temptation” not an ethical dilemma. Deciding whether scarce resources should go to interpretation or law enforcement and how you make that decision might constitute a dilemma.

We all believe that we are ethical people. In fact, each of us probably believes we are more ethical than most other people. So, even though we may have the best intentions in the world, even the most conscientious people rationalize their behavior.

A few common challenges and dilemmas are:

It’s for a good cause, or the end justifies the means.
It is tempting to take short cuts in decision-making when the end result will be a good thing. For instance, hiring a person or awarding a contract without giving other people a chance to apply for the job or bid for the contract may reduce the time and money that is spent making the decision. However, not being open about the process violates other public service and civic leadership ethics, including being trustworthy, open, and fair.

Multiple loyalties. Many people feel an obligation to promote the interests of special groups or friends (friends groups, a particular division or branch within the park, employees you have worked with for a long time, etc.) Loyalty is an ethical value. However, the primary loyalty is to the code of ethics and the public good. The obligation can become unethical when it extends to making sure that a special group or individual benefits at the expense of other groups.
Ethical Dilemmas

Concealment. We’ve all avoided giving negative feedback or expressing opinions that others won’t like because we care about people’s feelings or we don’t want to offend others. However, not being honest is disrespectful—the key is share negative information or disagree with others in ways that still communicates respect.

No one will know. We may excuse behavior that might not meet ethical standards because “no one will be hurt.” Using the stature of the position to influence staff, asking for special favors or perks, or sharing confidential information may seem easy and harmless, but the ethic of trustworthiness is violated.

Everybody’s doing it. Others acting in unethical ways is not permission for unethical behavior. Some organizational and group practices or systems may be so ingrained that they seem acceptable even if they are ethically questionable. Ethical leaders will always evaluate behavior against the code of ethics.

- Adapted from Association of Community College Trustees
www.acct.org

Ethical Dilemmas: What Are Some You Can Think Of?

1. Remembering that an ethical dilemma is a “choice between two rights”, come up with 3 ethical dilemmas that an NPS leader is likely to face during his/her career.
2. Be prepared to share your responses.

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_______________________________________________________________
_______________________________________________________________
Ethical Decision Making Tool (EDMT)
The following table is adapted from the Hastings Model for ethical decision making.

<table>
<thead>
<tr>
<th>Identify the ethical question(s) raised by the dilemma.</th>
</tr>
</thead>
<tbody>
<tr>
<td>List all the relevant facts of the dilemma.</td>
</tr>
<tr>
<td>Identify the stakeholders in the dilemma.</td>
</tr>
<tr>
<td>Identify the Principles of Ethical Conduct that play a role in the dilemma.</td>
</tr>
<tr>
<td>List several possible solutions to resolve the conflict. (What could you do?)</td>
</tr>
<tr>
<td>Choose the best solution(s) and justify. (What should you do? What do you feel you ought to do?)</td>
</tr>
</tbody>
</table>

Using a EDMT

Using one of the ethical dilemmas that you identified in the previous exercise, use the EDMT above to choose what you feel is the best solution.

Be prepared to share your responses.

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Assignment

Evaluate a decision you have made within the last 3-6 months using the EDMT and what you have learned about ethical leadership.

Would you make the same decision or a different decision? Why?

What changes, if any, would you have made in how you went about making the decision?

E-mail your answers to these questions to:

______________________________________
Appendix A – NPS Ethics Counselors

NATIONAL PARK SERVICE

Bureau Ethics Counselor
Ms. Fran Mainella Phone (202) 208-4621
Director, National Park Service Fax (202) 208-7889
1849 C St., NW, Rm. 3112 Washington, D.C. 20240

Ethics Responsibilities: administers the ethics regulations governing the conduct and responsibilities of employees in the National Park Service.

Deputy Ethics Counselor
Ms. Peggy Moran-Gicker Phone (202) 354-1981
Ethics Program Manager Fax (202) 371-5659
1201 Eye St., NW, MS 2654 Washington, D.C. 20005

Ethics Responsibilities: carries out operational duties of the Ethics Counselor, including reviewing and certifying SF-278 and OGE-450 financial disclosure reports and answering employee conduct questions and conducting ethics training.

Assistant Ethics Counselor
Mr. David Stover Phone (202) 619-7024
U.S. Park Police Fax
1100 Ohio Dr., S.W. Washington, D.C. 20024

Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450’s.

Alaska Area Region

Assistant Ethics Counselors
Mr. Dawin Aho Phone (907) 644-3336
Human Resources Officer Fax (907) 644-3808
240 West 5th Avenue Anchorage, AK 99501

Ms. Helen Stewart Phone (907) 644-3337
Lead Human Resources Specialist Fax (907) 644-3808
240 West 5th Avenue Anchorage, AK 99501

Intermountain Region

Assistant Ethics Counselors
Mr. John Crowley Phone (303) 969-2506
Assistant Regional Director, Human Resources Fax (303) 969-2785
12795 W. Alamenda Parkway Lakewood, CO 80228

Ethics Responsibilities: provides ethics training and ethics counseling.
Ms. Cathy Leach  Phone (303) 969-2522
Employee Relations Officer  Fax (303) 969-2024
P.O. Box 25287
Denver, CO 80225-0287

Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Ms. Imogene Anaya  Phone (505) 988-6062
Human Resources Officer  Fax (505) 988-6061
P.O. Box 728
Santa Fe, NM 87504-0728

Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

**Midwest Region**

Assistant Ethics Counselors
Ms. Debra Imhoff  Phone (402) 661-1606
Chief, Administration  Fax (402) 661-1984
601 Riverfront Drive
Omaha, NE 68102

Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Ms. Floy Westermeier  Phone (402)
Human Resources Specialist  Fax (402) 661-1984
601 Riverfront Drive
Omaha, NE 68102

Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

**National Capital Region**

Assistant Ethics Counselor
Mr. Ken Brodie  Phone (202) 619-7242
Chief, Employee/Labor Relations and  Fax (202) 619-7240
Employee Development  Pager 1-888-492-0714
100 Ohio Drive, S.W., Rm. 244
Washington, D.C. 20242

Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

**Northeast Region**

Assistant Ethics Counselors
Mr. Frank Harris  Phone (617) 223-5104
Chief, Labor/Employee Relations  Fax (617) 223-5193
15 State Street
Boston, MA 02109
Mr. Bill Hughes  
Labor Relations Specialist  
15 State Street  
Boston, MA  02109  

*Ethics Responsibilities:* provides ethics counseling and reviews and certifies OGE-450’s.

Mr. David Day  
Personnel Management Specialist  
15 State Street  
Boston, MA  02109  

*Ethics Responsibilities:* provides ethics counseling and reviews and certifies OGE-450’s.

Mr. Kevin Kelly  
Labor Relations Specialist  
Pacific West Region  

*Assistant Ethics Counselors*  
Ms. Pauline Jue  
Regional Human Resources Manager  
1111 Jackson Street, STE 700  
Oakland, CA  94607  

*Ethics Responsibility:* provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Channel Islands National Park  
Ms. Denise Domian  
Human Resource Officer  
1901 Spinnaker Drive  
Ventura, CA  93001  

Crater Lake National Park  
Ms. Cheryl Gilson  
Human Resources Assistant  
P.O. Box 7  
Crater Lake, OR  97604  

Death Valley National Park  
Ms. Mary E. Davis  
Human Resources Officer  
P.O. Box 579  
Death Valley, CA  92328-0579  

*Ethics Responsibility:* provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Golden Gate National Recreation Area  
Ms. Nancy Fischer  
Personnel Officer  
Building 201, Fort Mason  
San Francisco, CA  94123  

*Ethics Responsibility:* point of contact for ethics questions/issues.
Hawaii Volcanoes National Park
Ms. Melissa L. Heiser Phone (808) 985-6008
Human Resources Specialist Fax (808) 985-6107
P.O. Box 52
Hawaii National Park, HI 96718

Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Honolulu
Ms. Jeannie Freeman Phone (808) 541-2693 ext. 725
Human Resources Assistant Fax (808) 541-3696
300 Ala Moana Boulevard, Box 50165
Room 6-226
Honolulu, HI 96850

Ethics Responsibilities: initial OGE-450 review.

Joshua Tree National Park
Ms. Becky Patterson Phone (760) 367-5511
Human Resources Officer Fax (760) 367-5519
744 National Park Drive
Twentynine Palms, CA 92277

Ethics Responsibilities: provides ethics counseling, ethics training, and reviews OGE-450’s.

Lake Mead National Recreation Area
Mr. Jerry McHugh Phone (702) 293-8713
601 Nevada Highway Fax (702) 293-8954
Boulder City, NV 89005

Ethics Responsibility: reviews and certifies financial disclosure forms, gives ethics training, and provides advice and counseling on conflict of interest matters.

Lassen Volcanic National Park
Mr. Paul Sheehan Phone (530) 595-4444 ext. 5142
Human Resources Officer Fax (530) 595-3262
P.O. Box 100
38050 Highway 36E
Mineral, CA 96063

Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450’s.

Mount Rainier National Park
Ms. Patricia A. Klump (Patty) Phone (360) 569-2211 ext. 2363
Human Resources Officer Fax (360) 569-2170
Tahoma Woods, Star Rt.
Ashford, WA 98304

Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450’s.

Point Reyes National Seashore
Ms. Anne M. Tisei Phone (415) 464-5106
Human Resources Specialist Fax (415) 663-8132
Bear Valley Road
Point Reyes Station, CA 94956
Redwood National and State Parks  
Mr. Jay W. Wechselberger  
1111 Second Street  
Crescent City, CA  95531  
Phone (707) 464-6101 ext. 5020  
Fax (707) 464-1812  

*Ethics Responsibilities:* provides ethics counseling, ethics training, and reviews OGE-450’s.

Sequoia & Kings Canyon National Park  
Mr. Tony J. Reyes  
47050 Generals Highway  
Three Rivers, CA  93271  
Phone (559) 565-3750  
Fax (559) 565-4247  

*Ethics Responsibilities:* provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.

Santa Monica Mountains National Recreation Area  
Ms. Marilyn Sutton  
401 West Hillcrest Drive  
Thousand Oaks, CA  91360-4207  
Phone (805) 370-2318  
Fax (805) 370-1850  

*Ethics Responsibility:* reviews and certifies financial disclosure forms and provides advice and counseling on conflict of interest matters.

Whiskeytown National Recreation Area  
Mr. Rudy W. Maich  
14412 Kennedy Memorial Drive  
P.O. Box 188  
Whiskeytown, CA  96095-0188  
Phone (530) 242-3403  
Fax (530) 246-5154  

Yosemite National Park  
Ms. Trudy Hawkins  
P.O. 700 (HR)  
El Portal, CA  95318  
Phone (209) 379-1802  
Fax (209) 379-1934
Southeast Region

Assistant Ethics Counselors
Mr. Peter Fondry
Human Resources Officer
Atlanta Federal Center
100 Alabama Street, SW
Atlanta, GA  30303

Assistant Ethics Counselors
Ms. Betty Clark
Supervisory Human Resources Specialist
1924 Building
100 Alabama Street, SW
Atlanta, GA  30303

Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450’s.

Denver Service Center

Assistant Ethics Counselors
Ms. Diane Sontag
Human Resources Officer
12785 W. Alameda Parkway
P.O. Box 25287
Denver, CO  80225-0287

Assistant Ethics Counselor
Mr. Kevin Hermanson
Acting Human Resources Officer
12795 W. Alameda Parkway
P.O. Box 25287
Denver, CO  80225-0287

Ethics Responsibility: provides ethics counseling and gives ethics training.

Harpers Ferry Center

Assistant Ethics Counselor
Ms. Debbie Knight
Acting Human Resources Officer
67 Mather Place
Harpers Ferry, WV  25425-0050

Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450’s.