

**Application Form****Profile****Office Use Only:**☒ Ward 2**Which Boards would you like to apply for?**

Board of Ethics: Appointed

Human Relations Commission: Submitted

**Ms./Mr.**

Mr.

Freya

First Name

A.

Middle Initial

Foley

Last Name

Home Address

Riverside

City

Suite or Apt

CA

State

Postal Code

Home

Primary Phone

Home:

Alternate Phone

Email Address

Employer

Job Title

**Business Address****Business Phone****Length of residence in City of Riverside****Are you a registered voter of the City of Riverside?**☒ Yes ☐ No**Have you ever been convicted of a crime of moral turpitude?**☐ Yes ☒ No**Do you have adequate time to serve?**☒ Yes ☐ No

\*Eligibility requirements per City Charter Article VIII Section 805.  
Applications may be screened on the basis of information submitted with this form.  
You are welcome to provide a resume and/or letters of endorsement.

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**Interests & Experiences**

**WHY YOU WANT TO SERVE ON A CITY BOARD OR COMMISSION:**

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**EXPERIENCE OR SPECIAL KNOWLEDGE PERTAINING TO AREA(S) OF INTEREST:**

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**EDUCATIONAL BACKGROUND:**

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**OCCUPATIONAL EXPERIENCE:**

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**PROFESSIONAL OR TECHNICAL ORGANIZATION MEMBERSHIPS:**

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**CIVIC OR COMMUNITY EXPERIENCE, MEMBERSHIPS, OR PREVIOUS PUBLIC SERVICE APPOINTMENTS:**

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COMMISSION ON AGING  
AIRPORT COMMISSION \*  
BUDGET ENGAGEMENT COMMISSION  
COMMUNITY POLICE REVIEW COMMISSION  
CULTURAL HERITAGE BOARD \*  
COMMISSION ON DISABILITIES  
BOARD OF ETHICS  
HUMAN RELATIONS COMMISSION  
HUMAN RESOURCES BOARD  
BOARD OF LIBRARY TRUSTEES \*  
METROPOLITAN MUSEUM BOARD  
PARK AND RECREATION COMMISSION \*  
PLANNING COMMISSION \*  
BOARD OF PUBLIC UTILITIES \*  
TRANSPORTATION BOARD \*

\*A Statement of Economic Interests is required. Any information listed on this application is a matter of public record and will be disclosed upon request.

Under existing California law, a member of a board or commission may not make, participate in making, or attempt to influence a governmental decision if it is reasonably foreseeable that the decision could have a material financial effect on that member, the member's immediate family, or any of his or her financial interests. There is also a special category of conflicts of interest which strictly forbids members and/or their employers from having financial interests in city contracts. Careful consideration should be given to this issue and applicants are encouraged to contact the City Clerk's Office if they have any questions.

Question applies to Human Relations Commission

**HUMAN RELATIONS COMMISSION:**

So far as is reasonably possible, the Human Relations Commission shall include representation in the fields of education, medicine, health and welfare, law, real estate, industry, business, finance, law enforcement, and labor. The diversity of the Commission is important to achieving its stated objective.

Question applies to Human Relations Commission

**Please state your field of endeavor as it applies to the Human Relations Commission:**

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**NOTICE REGARDING INCOMPATIBLE OFFICES**

Under existing California law, no member of City boards or commissions may simultaneously hold two public offices that are incompatible. (California Government Code Section 1099)

Offices are incompatible if one of the offices has supervisory, auditory or removal power over the other, if there would be any significant clash of duties or loyalties between the offices, or if public policy considerations make it improper for one person to hold both offices.

**Do you currently hold a position as an appointed or elected member of a governmental board, commission, committee, or other body?**

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☐ Yes ☒ No

If “Yes”, please state position:

Members of boards and commissions are covered by Workers’ Compensation insurance while serving. If appointed, completion of a LiveScan background screening is required prior to commencement of service.

Please call the City Clerk’s Office at 826-5557 or visit [RiversideCA.gov/city\\_clerk](http://RiversideCA.gov/city_clerk) for more information. City Clerk’s Office, City Hall, 3900 Main Street, 7th floor, Riverside, CA 92522

[2 - BOE - Foley Freya A..pdf](#)

Upload a Resume

Additional document(s)

How did you learn about the Board and Commission vacancies?

None Selected

Are you interested in being contacted by the Registrar of Voters to volunteer as a poll worker?

☐ Yes ☒ No



# BOARDS AND

WARD: 2 Voter Registration: YES  
Interviewed: BOE 7-20-16  
Term Dates: \_\_\_\_\_  
Reactivated: \_\_\_\_\_

## RECEIVED

APR 29 2016

City of Riverside  
City Clerk's Office

Date Received, For Official Use Only

BOARD(S) OR COMMISSION(S) APPLYING FOR: Ethics Board

<input type="checkbox"/> Mr.	<u>Foley</u>	<u>Freya</u>	<u>A</u>
<input type="checkbox"/> Ms.	LAST NAME	FIRST NAME	M.I.
	<u>[REDACTED]</u>	<u>[REDACTED]</u>	<u>[REDACTED]</u>
	HOME ADDRESS	ZIP	PHONE
	<u>Retired</u>		<u>[REDACTED]</u>
	EMPLOYER	JOB TITLE	E-MAIL ADDRESS
	BUSINESS ADDRESS	ZIP	BUSINESS PHONE

LENGTH OF RESIDENCE IN CITY OF RIVERSIDE <u>35</u> YEARS <u> </u> MONTHS	*ARE YOU A REGISTERED VOTER OF THE CITY OF RIVERSIDE? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	*HAVE YOU EVER BEEN CONVICTED OF A CRIME OF MORAL TURPITUDE? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	DO YOU HAVE ADEQUATE TIME TO SERVE? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
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\*Eligibility requirement per City Charter Section 805.  
Applications may be screened on the basis of information submitted with this form.  
You are welcome to provide a resume and/or letters of endorsement.

WHY YOU WANT TO SERVE ON A CITY BOARD OR COMMISSION: \_\_\_\_\_  
I want to serve on a city board or commission because I think  
that it is important to give back to the community in which you live. I also believe that I have knowledge and skills that could be beneficial to the  
city.

EXPERIENCE OR SPECIAL KNOWLEDGE PERTAINING TO AREA(S) OF INTEREST: \_\_\_\_\_  
I, not only have had ethics training, I have provided ethics training. As a member of the University California Office of the President Ethics Roll  
Committee, I participated in the development of systemwide ethics policy, the development of on line ethics training for staff and in development of the system wide roll out strategy.  
(attached) I provided ethics training for Human Resources Management at the UC leadership Institute. (attached). In various positions, I reviewed whistleblower, ethics violation  
conflict of interest, and sexual harassment complaints as well as review of misconduct allegations. Upon review, I either advised upon or determined the next steps.

EDUCATIONAL BACKGROUND: Please see attached resume.

OCCUPATIONAL EXPERIENCE: Please see attached resume.



## PROFESSIONAL OR TECHNICAL ORGANIZATION MEMBERSHIPS:

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## CIVIC OR COMMUNITY EXPERIENCE, MEMBERSHIPS, OR PREVIOUS PUBLIC SERVICE APPOINTMENTS:

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Board of Directors Riverside Arts Academy , Board of Directors Visiting Nurses Association (VNA)

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- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| - AIRPORT COMMISSION*                | - BOARD OF LIBRARY TRUSTEES*      |
| - COMMUNITY POLICE REVIEW COMMISSION | - MAYOR'S COMMISSION ON AGING     |
| - CULTURAL HERITAGE BOARD*           | - METROPOLITAN MUSEUM BOARD       |
| - COMMISSION ON DISABILITIES         | - PARK AND RECREATION COMMISSION* |
| - BOARD OF ETHICS                    | - PLANNING COMMISSION*            |
| - HUMAN RELATIONS COMMISSION         | - BOARD OF PUBLIC UTILITIES*      |
| - HUMAN RESOURCES BOARD              | - TRANSPORTATION BOARD*           |

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## COMMUNITY POLICE REVIEW COMMISSION:

Have you ever been convicted of a felony or misdemeanor? ☐ Yes ☐ No

CPRC applicants must undergo a limited background check by the Police Department prior to serving on the Commission due to the sensitivity and confidentiality of the materials you will review that have certain legal restrictions. The background check consists of the following:

Completion of a Background Personal Information form; live scan fingerprint process through the FBI and Department of Justice, a local police records check, a records check of the National Crime Information Center (NCIC), and a DMV records check that includes vehicles registered to the applicant. The purpose of the DMV records check is due to liability issues since Commissioners occasionally drive their personal vehicles to public outreach events. The background check takes approximately two weeks to complete.

## CULTURAL HERITAGE BOARD:

If applying for membership on the Cultural Heritage Board, please complete and return a supplemental application.

## COMMISSION ON DISABILITIES:

If applying for membership on the Commission on Disabilities, please complete and return a supplemental application.

## HUMAN RELATIONS COMMISSION:

So far as is reasonably possible, the Human Relations Commission shall include representation in the following fields: education, medicine, health and welfare, law, real estate, industry, business, finance, law enforcement, and labor. Further, the diversity of the Commission is important to achieving its stated objective.

Please state your field of endeavor as it applies to the Human Relations Commission: \_\_\_\_\_



## MAYOR'S COMMISSION ON AGING:

Members must be at least 55 years old and not be a paid representative of an elder service.

Are you age 55 or older?

☐ Yes

☐ No

Are you a paid representative of an elder service?

☐ Yes

☐ No

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Do you currently hold a position as an appointed or elected member of a governmental board, commission, committee, or other body? ☐ Yes ☒ No

If "Yes", please state position: \_\_\_\_\_

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Please call the City Clerk's Office at 826-5557 or visit [RiversideCA.gov/city\\_clerk](http://RiversideCA.gov/city_clerk) for more information.

RETURN TO: City Clerk's Office, City Hall, 3900 Main Street, 7th floor, Riverside, CA 92522

SIGNATURE: \_\_\_\_\_

DATE: 11/29/16

## THANK YOU FOR YOUR INTEREST IN THE CITY OF RIVERSIDE.

How did you learn about the Board and Commission vacancies?

☐ Newspaper ☐ Utility Bill Insert ☒ Web Site ☐ Other \_\_\_\_\_

Are you interested in being contacted by the Registrar of Voters to volunteer as a poll worker? ☐ Yes ☒ No

**This information will be detached from your application and used for research and statistical purposes only.**

FREYA A. FOLEY

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APR 29 2016

City of Riverside  
City Clerk's Office

EDUCATION

52 Credits PhD, Psychology at the Graduate School and University Center of C.U.N.Y. 1983  
MA. Psychology, C.U.N.Y., 1976  
B.A. Psychology, Herbert H. Lehman College, 1973  
A.A. Recreation Education, Manhattan Community College, 1971

ADVANCED TRAINING

CUPA HR Executive Leadership Training, HR Metrics ,Interest Based Problem Solving, management development, ethics, strategic planning, supervision, assessment center methodology, performance management, situational leadership, hiring interviews, team development, arbitration/grievance resolution advocacy, organizational development and design.

EXPERIENCE

2006-2009

ASSISTANT VICE CHANCELLOR for HUMAN RESOURCES  
University of California Merced

Design, develop and administer Human Resources programs including Employment, Compensation and Classification services for non-faculty staff, Benefits Administration, Labor and Employee Relations, Training and Development, Worker's Compensation administration, Health and Wellness programs, Performance Management and Merit Pay program development, and Affirmative Action. ADA Coordinator. Affirmative Action Officer. Member of the of the executive committee that reviewed all whistleblower, conflict of interest and sexual harassment complaints. Provide confidential consultation and advice to University Managers. Reduced six month classification back log to current within 30 days. Started EAP program. Implemented system wide Learning Management System at the local level. Initiated and implemented various policies. Initiated campus Health and Wellness program in collaboration with various campus groups. Increased HR staffing through system wide funding vs. local funding. Obtained funding to start an employee Health and Wellness program. Developed TOP Cat bonus award program.

2002-2006

ASSISTANT DIRECTOR LABOR RELATIONS  
University of California, Office of the President

Chief University negotiator for various unions. Collaboratively develop management bargaining objectives. Supervise technical/professional and administrative staff. Collaborate with campus management in the resolution of grievances, unfair labor practice charges and negotiated settlements. Review President's Office level grievance responses. Provide technical advice, guidance, and briefings to the campus Human Resource Directors, Labor Relations managers and executive staff on appropriate courses of action on all matters pertaining to employee and labor relations. Develop and conduct training programs. Developed minimum salary zone compensation strategy, Assessor, UC Management Skills Assessment Program, member of the Los Alamos Contract Closeout Team, member of the System wide Ethics Roll Out Team. Chair, Labor Relations Career Development committee



1997-2002

MANAGER, EMPLOYEE /LABOR RELATIONS  
California State University, Office of the Chancellor

Chief University negotiator for The California State University's largest staff union. Successfully negotiated performance pay. Collaboratively developed management bargaining objectives. Provided contract administration for seven different union contracts, collaborated with campus management in the resolution of grievances, conducted Chancellor's Office level grievance hearings. Prepared and presented faculty and staff arbitration cases. Developed and conducted HR training programs for campus management. Advised and consulted with campus management on appropriate courses of action on all matters pertaining to employee relations for faculty and staff. Provided recommendations to the Assistant Vice Chancellor of Human Resources concerning the prevention or settlement of labor disputes. Consulted with the Office of General Counsel on legal issues and litigation matters. Conducted confidential campus investigations. Participated in the development of an early return to work and modified duty program. Member of the Chancellor's Office employee of the month program design and implementation team. Designed system-wide IT recruitment plan.

1993-1997

SENIOR STAFF REPRESENTATIVE  
Public Employees Association of Riverside County, Inc.

Supervised and trained Labor Relations Representatives. Served as chief negotiator for cities, special districts and county. Interpreted contracts, court cases, and other legal decisions. Filed grievances, prepared and presented arbitration's. Served on and chaired various labor-management committees. Reviewed classification studies. Member of Employee Assistance Advisory Committee (Chair), member of Child Care Consortium Committee. Made presentations to County Board of Supervisors and City Councils. Member of Riverside Employer's Consortium for Health Care providers.

1989-1993

Human Resource Director  
County of Riverside, Public Health Department

Directed and managed the Human Resources Department of the Public Health Department of the Riverside County Health Services Agency. Managed Human Resources staff. Served on the Agency Director's executive cabinet. Participated in strategic planning. Administered management and staff development training programs. Facilitated solutions with regulatory agencies such as EEOC, DFEH, and the Office of Civil Rights. Served as departmental affirmative action officer. Successfully designed, developed and directed the implementation of a Human Resources Information System which included position control, HR tracking systems and other reports that supported executive decision making. Administered Workers compensation. Administered department employee and labor relations functions. Wrote and administered all personnel policy and procedures including all compliance policies and procedures. Administered department recruitment, selection, compensation and classification plans. Provided advice and direction to management on all Human Resources issues. Served on County wide Employee Assistance Program Advisory Committee. Served on County wide committee to develop system wide performance appraisal system. Served on County wide team that developed Nurse Career Ladders. Coordinated departmental Human Resources with central Human Resources Office.

1986-1989

PERSONNEL ANALYST  
County of San Bernardino

Provided recruitment, selection, classification, and other personnel services to assigned departments including the law and justice group. Collaboratively designed and implemented recruitment plans, and developed selection procedures. Member of committee that reviewed and approved all job announcements. Counseled applicants. Provided training on assessment centers, hiring interviews and oral examinations. Participated in negotiations. Wrote test items for the Western Region Item Bank. Served as an Assessment Center Assessor.

1984-1986

PERSONNEL ANALYST  
Los Angeles Unified School District  
San Pedro, California

Performed job analysis, designed and implemented selection procedures including oral, written and performance examinations. Provided training for interns, personnel analysts, aides and assistants in test development methods. Performed item analysis and review and other personnel management activities similar to those performed with the County of San Bernardino as identified above.

1964-1981

Bronx Psychiatric Center, New York, New York

In five progressively more responsible management positions, participated in the research, design, planning and implementation of five different clinical programs specifically designed to fulfill the organization's mission including programs that supported discharge and/or admission reductions for specific clinical populations.

1974

GROUP PROCESS CONSULTANT  
Albert Einstein College of Medicine, New York, New York

Member of group that provided team development workshops for three major New York City hospitals.

LECTURER

ADJUNCT LECTURER  
California State University, San Bernardino – 1983  
City College, City University of New York – 1981  
Fordham University, Bronx, New York – 1981

ORGANIZATIONS

American Arbitration Association, Society for Human Resources Management, College and University Professional Association

PRESENTATIONS

Co-presenter CUPA 1999 national conference, Making Alternative Compensation Strategies Work in a Unionized Environment

UC Leadership Institute, 2005, Management Ethics, If You Know How to be B.A.D. It's Good

UC Human Resources and Allied Professionals Conference, 2006, Group Conflict Resolution, Using Group Methods to Resolve Conflict.

**THE UNIVERSITY OF CALIFORNIA ETHICS PROGRAM****Rollout Strategy by the Ethics Rollout Team**

- A. Issue a joint letter from the Chairman of The Regents and the President to the University of California community introducing the UC Statement of Ethical Values and Standards of Ethical Conduct.
- B. Distribute small posters of the UC Statement of Ethical Values at each UC location.
- C. Work with the University of California Office of the President and campus Human Resources (HR) departments to incorporate ethics responsibilities into job descriptions of existing Conflict of Interest Coordinators. Consider changing the working title to Ethics Officers/Advisors.
  - Special delegation of ethics responsibilities from the President to Ethics Officers/Advisors.
  - Develop specialized extended training for advising and responding to questions about online training.
- D. Add an ethics training component to all UC employee training offerings, including new employee orientation.
  - Training the Trainers
    - Issue written statement to all trainers about their role in supporting the University's commitment to the Ethics Statement and Standards.
    - Apprise trainers of the addition of an online Ethics Training program (see H. below) as part of the training repertoire offered to employees.
    - Deliver a special training component at the annual meeting in November of all HR trainers.
  - Work with Student Affairs to weave the Ethics Statement and Standards into existing new student orientation and student government leader orientation programs.
  - Identify and develop materials for non-employee populations, such as campus and hospital volunteers, 4-H and other student-centered programs, foundations and support groups, and related constituencies, about the UC Ethics Statement and Standards Component.



AUDIT

-9-

September 22, 2005

material weaknesses have been found in the internal controls structure. A letter to management will provide detailed observations. There have been no areas of significant disagreement with management, although some adjustments have been made over the course of the audit.

The meeting adjourned at 1:15 p.m.

Attest:

Secretary

## IF YOU KNOW HOW TO BE B.A.D.-IT'S GOOD!

**Freya Foley**  
Assistant Director  
Office of Labor Relations  
University of California

## Purpose

- What are we doing here today?
  - Discuss Organizational Ethics and how it applies to the management of human resources
  - How to provide practical guidance and rules of conduct that achieve desired ethical behavioral outcomes



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Managing People in Today's Workforce

## Purpose

"Managers are the ethics teachers of the organization. This is true whether they are saints or sinner, whether they intend to teach ethics or not. It simply comes with the territory. Actions send signals—omissions send signals—almost everything does."

—Badaracco, Jr., Joseph, *Defining Moments*

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## B. A. D.

- **B**-Anticipate ethical issues **before** they occur
- **A**-After problems occur (repairing after an ethical violation)
- **D**- During day to day operations (maintenance).

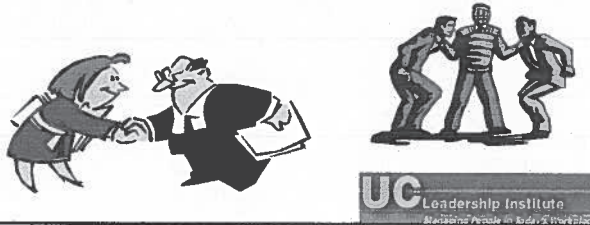
—Robert A. Giacalone, PhD



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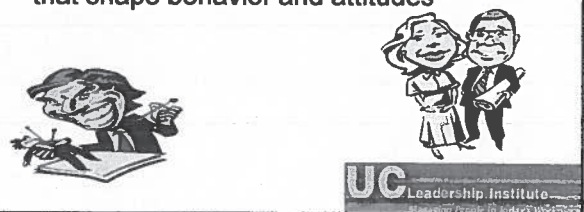
## Ethics

- Are value based principles
- Beliefs about moral right and wrong
- That lead to action and behavior



## What are Organizational Ethics?

- Derived from organizational values
- Values are important ideas and desires that shape behavior and attitudes



## What are Organizational Ethics?

- Ethics in the workplace are about
  - prioritizing moral values for the workplace
  - ensuring that work behaviors are aligned with the organization's values and ethics in achieving its mission



## Organizational Values

- Excellence
- Integrity
- Respect
- Accountability
- Teamwork
- Professionalism
- Collegiality

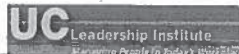




## Organizational Ethics

Knowing the difference between right and wrong...

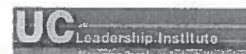
...and doing what is right



## Five Principles of Public Service

1. **Public Interest** – advance public, not personal interests
2. **Objective Judgment** – Decisions on merits, free of partiality, prejudice and conflict of interest

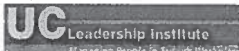
– Josephson Institute



## Five Principles of Public Service

3. **Accountability**– conduct business openly, efficiently, equitably, honorably
4. **Democracy** – Honor and respect democratic principles; observe the letter and spirit of laws

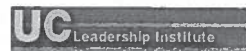
– Josephson Institute



## Five Principles of Public Service

5. **Respectability** – Safeguard public confidence by avoiding appearances of impropriety and misconduct

– Josephson Institute



## Organizational Ethics

- *Financial Reporting*
- *Use of Resources*
- *Conflicts of Interest or Commitment*
- *Internal Controls*
- *Reporting Violations and Protection from Retaliation*
- *Respect for Others*
- *Individual Responsibility and Accountability*
- *Fair Dealing*



## Organizational Ethics

### Management of employees

- Hiring
- Termination
- Lay offs
- Recruitment
- References
- Confidentiality
- Due process
- Favoritism



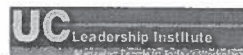
## Organizational Ethics

- Union contract rights
- Training
- Non discrimination
- Nepotism
- Employee wages and benefits
- Union membership
- Use of position or authority



## Organizational Ethics

- Unethical behavior with employees leads to big verdicts and settlements usually in the millions.
- A study (Trevino 2005 ) found that when employees perceive unfair treatment, they are motivated to balance the scales



## **WHY Organizational Ethics Now?**

- Corporations want to have a strong ethical climate and to encourage ethical behavior.
- Current Business Climate
  - Public is demanding it—Enron, WorldCom, Martha Stewart
  - Sarbanes-Oxley Act of 2002
  - It is good for business. Ethics are an insurance policy against illegal and/or non compliant behavior
  - Promotes a strong public image



## **Ethics are good for Business**

- A 2003 Business Ethics Survey (ERC) compared the business ethics climate of 2003 with that of 2000
- In 2003 the study found
  - Employee perceptions that top management talks about the importance of ethics, keeps promises and models ethical behavior have increased since 2000



## **Ethics are good for Business**

- Despite an overall increase in the reporting of misconduct, nearly half of all non-management employees (44%) still do not report the misconduct they observe. Primary reasons for not reporting include
  - A belief that no corrective action will be taken
  - That the report will not be kept confidential
- Employees with the least amount of tenure(43% vs. 69%) for all other employees) are the least likely to report unethical behavior



## **Ethics are good for Business**

- Less than 3 in 5 employees(58%) believe that unethical behavior will be dealt with.
- Senior and middle managers have less fear of reporting misconduct
- A third of respondents say that their coworkers condone questionable behavior by showing respect for those who achieve success by using unethical means





## Ethics Programs Make a Difference

- A complete ethics program usually includes
  - written standards of conduct,
  - ethics training,
  - ethics advice offices/lines,
  - systems for anonymous reporting of misconduct.



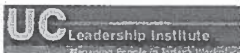
## Ethics Programs Make a Difference

- Ethics programs which contain all 4 elements are associated with increased reporting of observed misconduct
  - 78% of those observing misconduct reporting when all four program parts are included
  - Written standards plus at least one other program element—67% reporting
  - Written standards—only 52% reporting
  - No program—39% reporting



## Ethics Programs Make a Difference

- Ethics programs are associated with higher perceptions that employees are held accountable for unethical behavior.
- In large organizations (over 500) ethics programs are associated with lower pressure on employees to compromise company standards of business conduct



## What is an Ethical Dilemma?

- It is choosing between alternatives that cause us to have to subordinate one or more values
  - Conflict between two or more personally held values
  - Conflict between personal values and the values held by a manager or the organization
  - Conflict between basic principles and the desire to achieve a desired outcome
  - Conflicts between two or more individuals or groups to which one has an obligation

Lankard A. Bettina, 1991



## What is an Ethical Dilemma?

Ethical decisions involving employment matters and employee issues are usually complex and may not involve an obvious right or wrong –leading to ethical dilemmas.



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## What is an Ethical Dilemma?

- Right behavior produces a wrong outcome
- Wrong behavior produces a right outcome
- Choosing between a right behavior and a right behavior.



Badaracco, Jr., Joseph, 1997  
Ross, Kelly Ph.D., 2004

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## Ethical Congruence

- Ethical congruence is the alignment of an organization's stated values, the decisions, the behaviors that are encouraged by its systems, and the values of its employees



— Frank J. Navran, 1994

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## Ethical Congruence

Manager's job is to provide a frame work that

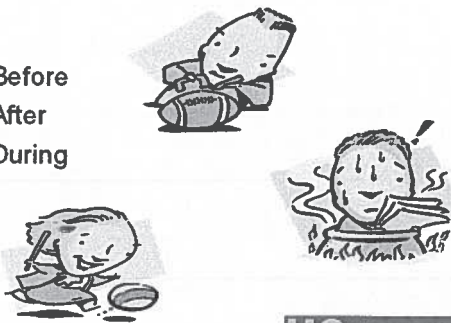
- assists in problem solving and turns ethical dilemmas into ethical congruence
- Limits unethical behavior and decisions



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## The B.A.D. Approach

- Before
- After
- During



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## Prevention-Before it happens

- Establish an ethics program based On
  - University values
  - University ethics policy
  - University conflict of Interest Policy
- Elements of an ethics program
  - written standards of conduct,
  - ethics training,
  - ethics advice offices/lines,
  - systems for anonymous reporting of misconduct

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## Prevention-Before it happens

The ethics program over all should

- Provide a framework for ethical decisions
- Provide a process for managing ethics
  - Discuss at staff meetings
  - Include in new employee orientation
- Assess vulnerability to misconduct
  - Cash services
  - Family relationships
  - Lack of trained staff

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## Prevention-Before it happens

- Align management practices with ethics code of conduct
  - audits
- Develop specific examples and training scenarios
- Develop crisis management plan
- Develop and communicate clear standards of conduct

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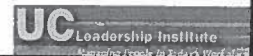
### Prevention-Before it happens

- Focus on applicable laws, regulations, university policies
- Should be customized to deal with specific workforce



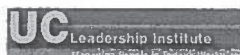
### After problems Occur (Repairing an ethical violation)

- Tylenol vs. Enron- Martha Stewart
- Have a crisis management plan in place prior to event
  - Notify appropriate management/executives, HR, Risk Management, legal advisor
  - Contain the situation ensure that there are no health and safety issues



### After problems Occur (Repairing an ethical violation)

- Investigate and define the problem
- If wrong doing –admit it –no cover up
- Determine the audience for communication
  - Students, employees, public, legislature
- Have a communication team-determine who is spokesperson if necessary



### After problems Occur (Repairing an ethical violation)

- Get legal assistance
- Make a group decision –who does the violation impact most
- Deal with violator appropriately
- Take steps to prevent such a violation in the future



## **During day to day operations (maintenance)**

- Provide decision making models
  - Methods
    - Ethical checklist
    - Ten step method of decision making
    - 12 questions to address ethical dilemmas
- Assess and identify ethical risks in advance
- Train in ethical dilemma problem solving

## **Scenarios**