
Building Public Organizations of Integrity

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Introduction

- **There is no magic elixir or potion that can be applied to public organizations to transform them into organizations of integrity—workplaces where individuals treat each other with respect, take pride in their work, care about one another, promote accountability, and place the public interest over individual and organizational self-interest.**

Topics of Discussion

- **In this presentation I will identify and assess the tools that can be used to build and sustain public organizations of integrity.**
- **No single tool is sufficient.**

Tools

- Exemplary leadership
- Ethics Training
- Codes and Oaths
- Ethics Audits
- Human Resources Management



Walk-the-Talk

- **Effective ethical managers must demonstrate through their behavior that they believe what they say.**
- **Hillsborough County, Florida**
- **Mayor Steve Brown, Peachtree City**



from Angel's Archive
<http://www.angelsarchive.net>

Ethics Training

- **Ethics training was a cottage industry in the United States a short while ago. No longer—it is now a big time enterprise in both the private and public sectors.**
- **the compliance model vs the integrity model**

City/County Experiences

- **Should formal or informal ethics management strategies be adopted?**
- **How much ethics training is taking place among cities in this population category?**

Ethics Training in the States

- **Ethics training in the states lags behind federal and local government ethics training initiatives.**

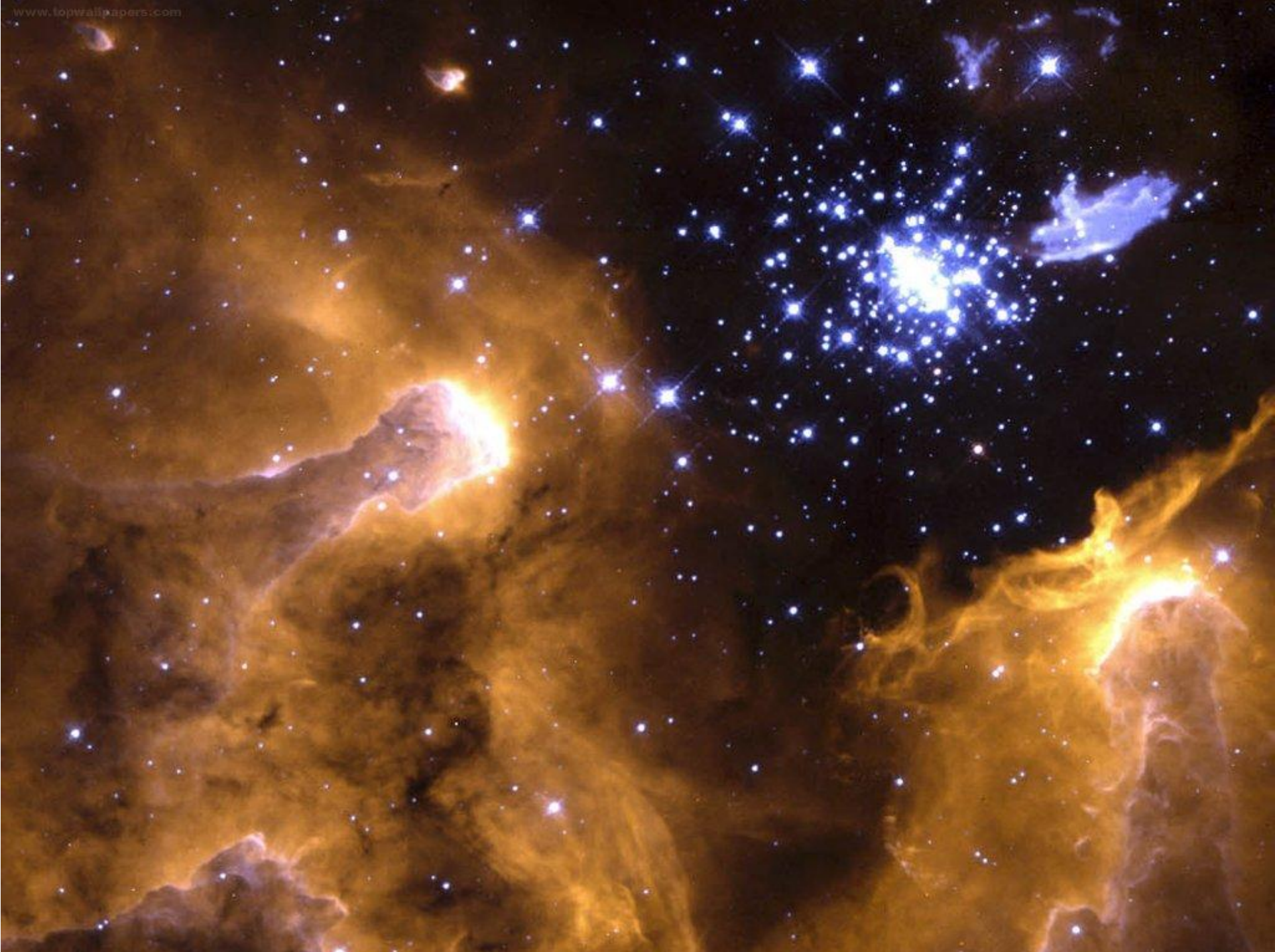
The Federal Experience

- **The U.S. Office of Government Ethics (OGE) is the primary provider of ethics training and education materials for agencies and departments located in the Executive Branch.**



Codes and Oaths

- **Public officials, elected and appointed, typically express a very positive attitude toward codes of ethics. The conventional wisdom is that codes have a positive influence in governance, especially in deterring unethical acts by ethically motivated public servants.**



Ethics Audits

- **Although not widely employed in the public sector in the United States, an ethics audit can prove to be a very useful tool for public managers.**

Ethics Audits--illustrations

U.S. Office of Government Ethics Audit

United Nations Ethics Audit



Human Resources Management

- Hiring
- Annual Evaluations
- Promotions
- Ethics Counselors

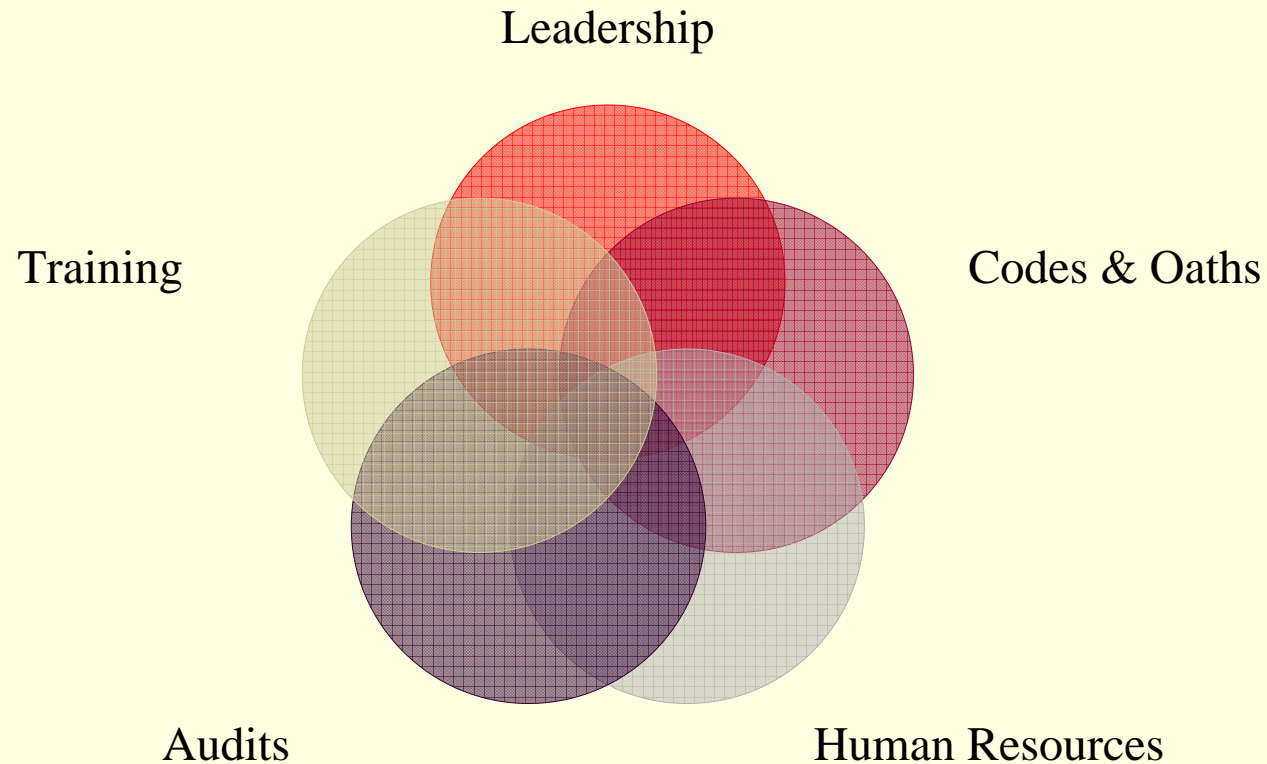
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Conclusion

- **Public administrators must use all tools available to them to put into place a comprehensive and integrated ethics management program.**
- **No single tool is more effective than another.**

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