ETHICS

Main Goal: The goal of this course is to give students an understanding of ethics and how choices they make can affect their career path.

Objectives: 1. Students will be able identify the difference between Personal and Organizational ethics.
2. Students will be able to list the responsibilities of Middle Management in an organization.
3. Students will be able to define the sphere of influence.

I.   **Defining Ethics**
    A.   Identifying differing values and ethics
        1.   Different people have different values and what is ethical to some may be unethical to others
    B.   Ethics: Personal vs. Organizational
    C.   Community
        1.   What are the community's expectations of ethics for law enforcement? Are we held to a higher standard?
        2.   Do law enforcement ethics reflect that of the community or are they different?

II. **Responsibilities of Middle Management**
    A.   On-duty and off-duty
    B.   Modeling
    C.   Mentoring
    D.   Accountability
        1.   Self-accountability
        2.   Holding peers and subordinates accountable
        3.   Holding superiors accountable
    E.   Intervention
    F.   Training & communicating expectations
        1.   TEAM approach to ethics: Teaching, Enforcing, Advocating, Modeling
    G.   Tools & options
        1.   What are the manager's options and tools to effectively deal with ethical problems.

III. **How Ethics are Communicated**
    A.   Knowing your own value system
    B.   Identifying your organization's _true_ values
        1.   True organizational values are identified by examining your organization from the top down and the bottom up and revealing the actual values practiced (tangible) rather than values that are merely written or spoken (conceptual).
    C.   The sphere of influence

    1. That environment over which a person has managerial or leadership responsibility

 D. The adverse consequences of communicating helplessness

    1. A manager who claims to be helpless due to less than ethical practices by superior personnel communicates a detrimental message to subordinate personnel. Managers must take a proactive approach to insure ethical practices are appropriate and consistent despite where the problem comes from.

 E. Sending the wrong message through words, actions, or inactions

 F. The power of positive reinforcement

 G. Line level in-service training by supervisors

IV. **Early Warning System**

 A. Identify behaviors which are precursors to inappropriate conduct

    1. Sub-group behaviors (collective tattoos, exclusive clubs, insignias)

    2. Demonstrated attitudes & statements

    3. Financial status

    4. Inappropriate humor

    5. Patterns of complaints or repetitive un-sustained complaints

    6. Rumors

    7. Accepting mediocrity

 B. Tracking systems

V. **The Ethical Collapse**

 A. Why do good people make bad decisions?

 B. Rationalizations

    1. Entitlement

    2. Noble cause corruption i.e., "the end justifies the means"

    3. Peer pressure

    4. The code of silence

    5. Legalistic loopholes: If it's lawful, it must be ethical or if it's permitted it must be proper

    6. Doctrine of Relative Filth (Michael Josephson)

     a) This doctrine depicts those who rationalize or justify their own unethical behavior by focusing on or deflecting attention to the unethical behavior of others: "I am not so bad as long as others are worse".

 C. Inability to recognize the role of a manager

    1. Mistakes that are made based on a lack of understanding of the position's power/authority.

 D. Career survival

    1. Support networks

    2. How do you use effective self-assessment to avoid making common mistakes.