# *Ethics Management for Public and Nonprofit Managers Leading and Building Organizations of Integrity 3rd edition Menzel Solutions Manual*

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## Chapter 2 In Pursuit of Ethical Competence

This chapter is entirely new in the third edition and approaches a subject that is increasingly important to public and nonprofit managers and the accrediting body for master's degree programs in public affairs and administration (NASPAA). I have developed this chapter on the presumption that before one can aspire to lead and build organizations of integrity, he or she must come to terms with their on ethical being or, to put it differently, become aware of one's personal/professional ethical boundaries. That is, he/she should take a close look at one's ethical competence.

The chapter begins with a discussion of what ethical competence is and adopts the author's definition, as depicted in Exhibit 2.1. This is followed by how one aspires to ethical competence and then moves on to catalog a collection of trap doors and blind alleys that can derail the pursuit of ethical competence.

A unique feature of Chapter 2 is a set of four Ethics Management Skill Building exercises. These exercises ask the learner to apply the five ethical competency components to four cases.

*Learning Objectives*

1. To challenge the learner to understand that ethical competence is a career-long pursuit.
2. To motivate the learner to take advantage of all opportunities to become ethically competent.
3. To expose the learner to the myriad of obstacles that can impede the pursuit of ethical competence.

*Instructional Tips*

The two practicums at the end of Chapter 2 focus on common threats to ethical competence. The first, Practicum 2.1 When Interests Collide: Or Do They?, presents a conflict-of-interest case involving the disclosure of a possible conflict and asks the learner to consider what he/she would do if faced with this situation. The second, Practicum 2.2 The Many Hands Problem, is based on a real-world experience in which top county leaders find themselves grappling with diffused responsibility, confused accountability, and media accusations of insider dealing. Students are likely to have a spirited discussion of who is responsible for what and who should be reprimanded for growing public skepticism about the integrity of the county administration.

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This case also lends itself to role playing, with students imagining how the roles they play might exacerbate or resolve the ethical issues.

*Video*

The video (3’54”), Ethics in Nonprofits I, features Ms. Pam Iorio, President and CEO of Big Brothers Big Sisters of America, who discusses ethical issues, especially those involving fund raising in nonprofits. Her discussion of tainted money provides insight into how she would deal with this issue. This video fits well with the section in Chapter 2 that focuses on (Un)Ethical Fundraising (p. 51).

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# CH 2 IN PURSUIT OF ETHICAL COMPETENCE

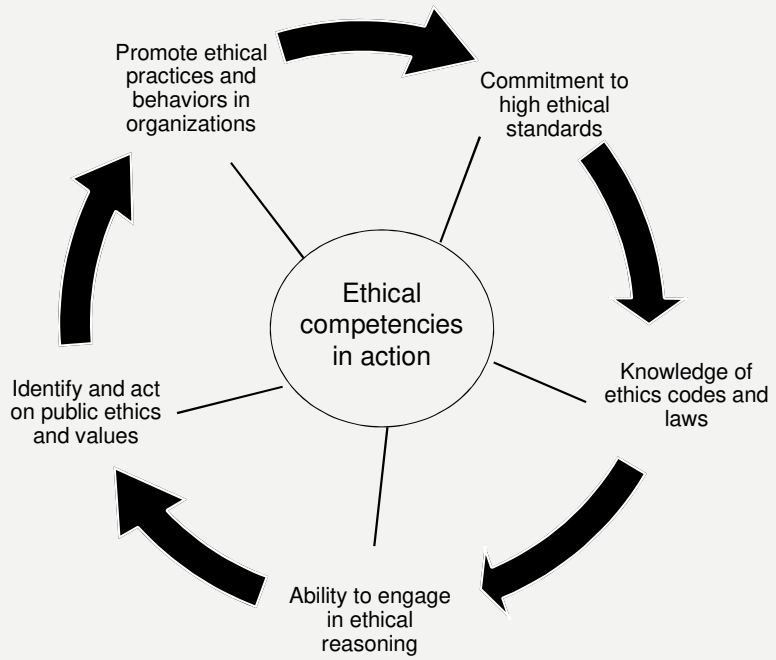
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# ETHICAL COMPETENCE

- Is a state of being with specific competencies that include:
  - Commitment to high ethical standards
  - Knowledge of ethics codes and laws
  - Ability to engage in ethical reasoning
  - Identifying and acting on public ethics and values
  - Promoting ethical practices and behaviors in organizations

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# HOW IS ETHICAL COMPETENCE ACHIEVED?

- Education
- Common sense
- Experience
- Self-reflection

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# OBSTACLES TO ACHIEVING ETHICAL COMPETENCE

- Usual suspects—bribery, extortion, graft
- Next-in-line suspects:
  - Conflicts of interest
  - Appearances
  - Deception and (dis)honesty
  - Gifting

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# HARASSMENT—AN OVERLOOKED SUSPECT

- Racial
- Sexual
- Gender
- Bullying

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# CONFIDENTIALITY AND WITHHOLDING INFORMATION

- The city manager in pursuit of a very competitive high-profile job
- Should he or should he not disclose that he was accused of slapping and verbally abusing his terminally ill wife?
- You decide!

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# ADVOCACY AND LOBBYING

- Should public and nonprofit managers be strong advocates for their organizations?
- Is lobbying a political and therefore unacceptable act by managers? Why or why not?
- Analyze the village inspector case

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# FUND RAISING IN NONPROFITS

- Necessary and justified—why or why not?
- What are the ethical boundaries?

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# SUMMING UP

This chapter illustrates that even the line between criminal behavior and ethical behavior is often blurred and, in worst-case situations, requires an external judgment to be made. Bribery, extortion, graft—conflicts of interest, appearance of impropriety, deception and dishonesty, confidentiality and withholding information—are among the collection of behaviors that managers must deal with in pursuit of ethical competence and building an organization of integrity.

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