William P. Hobby Distinguished Lecture: Fostering Integrity in Public Service

Texas Certified Public Manager (CPM) Conference
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Alan Bojorquez, April 7, 2017
“Always do right—this will gratify some and astonish the rest.” — Mark Twain
Introduction

The purpose of this material is to:

i. Aid you on your journey to become an ethical public servant.

ii. Provide information helpful in cultivating an ethical environment.
“What we see depends mainly on what we look for.” — Sir John Lubbock
If it Bleeds, It Leads

- Corruption, cronyism stifle NM economy — ALBUQUERQUE JOURNAL

- Can New Mexico Break Its Cycle of Corruption? — GOVERNING

- 2015 was a year of political scandal in New Mexico — SANTA FE NEW MEXICAN
• State Legislators Talk about Ethics Reform Bill
  — DAILY TEXAN
• Will Texas lawmakers toughen the ethics rules governing themselves?
  — AUSTIN AMERICAN STATESMAN
• Texas ethics reform bill marks progress but doesn't touch dark money
  — DALLAS MORNING NEWS
• In Texas, a Collapse of Ethics Reform
  — TEXAS TRIBUNE
• Why Is Public Corruption So Common in South Texas?
  — GOVERNING
• Texas Has a Corruption Problem
  — NATIONAL REVIEW
• The FBI just arrested almost all of this Texas town's leaders
  — WASHINGTON POST
• 2015 - The Pew Research Center
  – Only 19% of Americans trusted the government in Washington to do what is right.

• 2016 – Gallop Poll
  – Percentages trusting the American people – 56%
  – Percentages trusting political leaders – 42%
“Few men have virtue to withstand the highest bidder.” — George Washington
“The time is always right to do what is right.” — Martin Luther King, Jr.

“Ethics are a code of values which guide our choices and actions and determine the purpose and course of our lives.”

— Ayn Rand
What is “Ethics”? 

1) Ethics are the moral guide we choose for our behavior.

2) Ethics are the rules we choose to follow even when no one is looking.

3) Ethics are our internal moral compass.
“Action indeed is the sole medium of expression for ethics.” — Jane Addams
Conduct, not Thoughts

Ethics is about actions.
Behavior.
It’s not about thoughts.
Basis for Ethics

1) **Duties**: behaviors expected of persons who occupy certain roles

2) **Virtues / Values**: qualities that define what a good person is

3) **Principles**: fundamental truths

4) **Societal Benefits**: actions that produce the greatest good
Constituents

1) Organization
2) Administrators
3) Electeds
4) Citizens
5) Self/Family!?!
Virtues

- Honest
- Independent
- Competent
- Committed to doing their best
- Integrity
Values

• Efficient
• Effective
• Equitable
• Inclusive
• Legal
• Transparent
• Timely
• On budget
• Politically palatable
“What we think, we become.” — Buddha
Stages of Development

1) Pre-conventional:
   a. Punishment and Obedience
   b. Instrumental Relativist

2) Conventional:
   a. Good Boy/Nice Girl
   b. Society Maintaining/Law & Order

3) Post-conventional:
   a. Societal Contract
   b. Universal Ethical Principle
“A long habit of not thinking a thing wrong gives it a superficial appearance of being right.” — Thomas Paine
Overcoming Obstacles

1) Leadership Myopia

2) Lack of Awareness

3) Culture

4) Ethical Illiteracy
Approaches

a) Compliance Approach

b) Integrity Approach

c) Ideal Approach
“Those who stand for nothing, fall for anything.” — Alexander Hamilton
Ethical Issue v. Management Issue

a) Purchasing

b) Human Resources

c) Ethics Commission
“You can pay me now, or you can pay me later....” — Aamco Transmission mechanic
Role of Legal Counsel

Legal does not mean ethical.

a) Purchasing
b) Human Resources
c) Elections
d) Open Government
Training

• Ethical thinking

• Moral reasoning

• Considering cases

• Networking
Don’t use ethics as a weapon.
Fostering Integrity at City Hall

Leadership
Administration
Regulation
Instruction
Accountability
Transparency
www.TexasEthics.com