



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

Texas Certified Public Manager (CPM) Conference
Texas State University – Round Rock, Texas
Alan Bojorquez, April 7, 2017

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*“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

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- *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

Caution

Don't use ethics as a weapon.



Fostering Integrity at City Hall

Leadership

Administration

Regulation

Instruction

Accountability

Transparency

www.TexasEthics.com