Developing a Code of Conduct

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Ethics

• What Is Ethics?
• Why Is Ethics Important?
• How to Develop Ethical Culture and the Code of Conduct in an Organization?
What Is Ethics?

• Ethics
  – “Shared expectations for behavior in particular circumstances” (Baird, 2010)
  • “Morality… is our individual moral compass that lets us know what behavior we expect of our selves and others in particular situation.” (Baird, 2010)

What Is Ethics? (Values versus Principles)

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<tr>
<th>Values-Based Ethics</th>
<th>Principle-Based Ethics</th>
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<tr>
<td>Values are formed relative to the individual and given situation.</td>
<td>Principles provide a ‘right-vs.-wrong’ standard for an individual’s behavior.</td>
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<td>Values are broadly-defined and can be subjective and varying across cultures.</td>
<td>Principles teach an individual to ‘do what is right, NOT what is best.’</td>
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<tr>
<td>Values lead to choice and are used to develop socially enforceable norms (i.e. unwritten laws; e.g. washing hands before eating).</td>
<td>Principles are universal, used to develop rules (i.e. written guidelines; e.g. traffic rules) across cultures.</td>
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Rawlsian Ethics (Rawls, 1971): Principles ⇒ Values ⇒ Norms ⇒ Behavior
What is Ethics?
Have You Ever Encountered an Ethical Dilemma?

Why Is Ethics Important?

- Ethics is important, because:
  - It helps building trusts!
    - Increase in commitment and cooperation
    - Decrease in uncertainty and possible conflicts
  - In an organization, it helps enhancing organizational reputation and productivity!
How to Develop Ethical Culture and a Code of Conduct in an Organization?

- **Ethical Organizational Culture** means both leaders and subordinates in an organization are:
  - Collaboratively creating a code of ethics with proper reinforcement and consequences
  - Cohesively following ethical codes and practices in their jobs and business

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<th>Common Examples of Ethical Codes</th>
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<tr>
<td>Respect</td>
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<td>Accountability</td>
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<td>Legal &amp; Compliance</td>
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<td>Leadership</td>
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Example of DFEI Principles:
*Integrity, Trust, Accountability, Transparency, Fairness, Respect, Rule of Law, and Viability*

How to Develop Ethical Culture and a Code of Conduct in an Organization?

• **Main Components Built to Code of Ethics/Conduct:**
  (http://www.shrm.org/templatestools/samples/policies/pages/cms_014093.aspx)
  – **Organizational Core Values and Vision**
    • Core value and vision statement
  – **Organizational Mission**
    • Mission statement
  – **Ethical Culture and Practice**
    • Main ethical codes and compliance
      – General and field practices; reinforcement; consequence
  – **Avoidance of Injustice**
  – **Information and Resources**
    • Reporting structure

How to Develop Ethical Culture and a Code of Conduct in an Organization?

• **Example #1: Code of Conduct, Hospital Corporation of America (HCA)**

• **Example #2: Code of Ethics and Standards of Practice, National Association for Healthcare Quality (NAHO)**
You! Leaders!!

Leaders’ Ethical Responsibility

- “The distinguishing mark of leadership and executive responsibility is influencing the moral behavior of others.”
  – Chester Barnard, The Functions of the Executive (1938)
- “Management is doing things right; leadership is doing the right things.”
Leaders’ Ethical Responsibility

• Chinese proverb: “上樑不正下樑歪!” (shàng-liáng-bú-zhèng-xià-liáng-wāi)
  – “If the upper beam is not straight, the lower ones will go aslant.”
  • “Fish begins to stink at the head!”
  • When a leader fails to set a good example, his followers will follow suit.

• Leaders! Being ethical & set good models!

Reference

• 1. Reference of Conference Presentation Materials
Reference

• 2. Reference of Field Study
  – Ethics Case Studies, by The Center for Bioethics & Human Dignity (Trinity International University), available at https://cbhd.org/resources/case-studies

Q & A

• Q & A

• Thank You! 😊