Ethics: Long Beach Is All About It

Designing an
Effective, Measurable and Sustainable Ethics
Education Program

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USC Sol Price School of Public Policy Capstone Team

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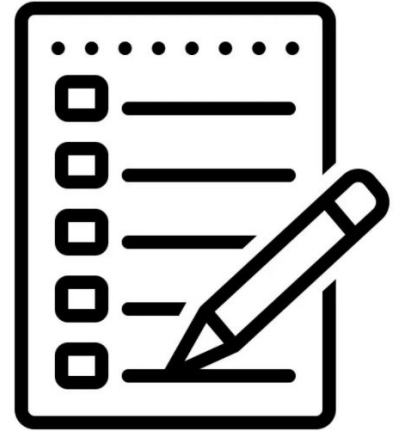
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Agenda

➢ Project Overview
➢ Opportunities and Challenges
➢ Research Design Matrix
➢ Review of Best Practices
➢ Analysis
➢ Answering the research questions
➢ Recommendations

PROJECT OVERVIEW

09 — 10 — 11 — 12

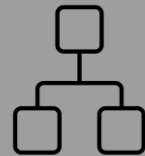Over the course of the semester, the research team:

read
over 900 pieces
of literature

interviewed
9 field experts

surveyed
over 100 government
agencies

conducted
study of
internal procedures

Opportunities

Interest in ethics from both internal leadership and the public

An established Ethics Commission

A completed employee survey and performance audit on internal ethics measures

Challenges

Actions will be under the public microscope

Defining ethics within the City

Accurately measuring the impact of the program

Maintaining fiscal sustainability

Research Design Matrix

Research Question

- What are emerging and best practices for workplace education and training programs?

- What are key measurements of effectiveness for workplace education and training programs?

- What resources are needed to create and implement an ethics education program?

Scope

Cities, and other local governments within California, as well as state governments across the United States

Government employees, candidates, elected and appointed officials, and citizen education

Data Collection Method

- Open source research

- Current City ethics practices

- Semi-structured interviews

- Survey questionnaire

Analysis

- Review of emerging and best practices

- Survey analysis

- Logic model

- Interview response matrix

- Power-interest Grid

- Cost estimation

Review of Best Practices

Creating Clear Ethical Standards

Building an In-House Ethics Team & Answering the Call for Ethics Advice

01

02

03

04

05

Communicating Ethics

Integrating Ethics into the Culture

Training Techniques
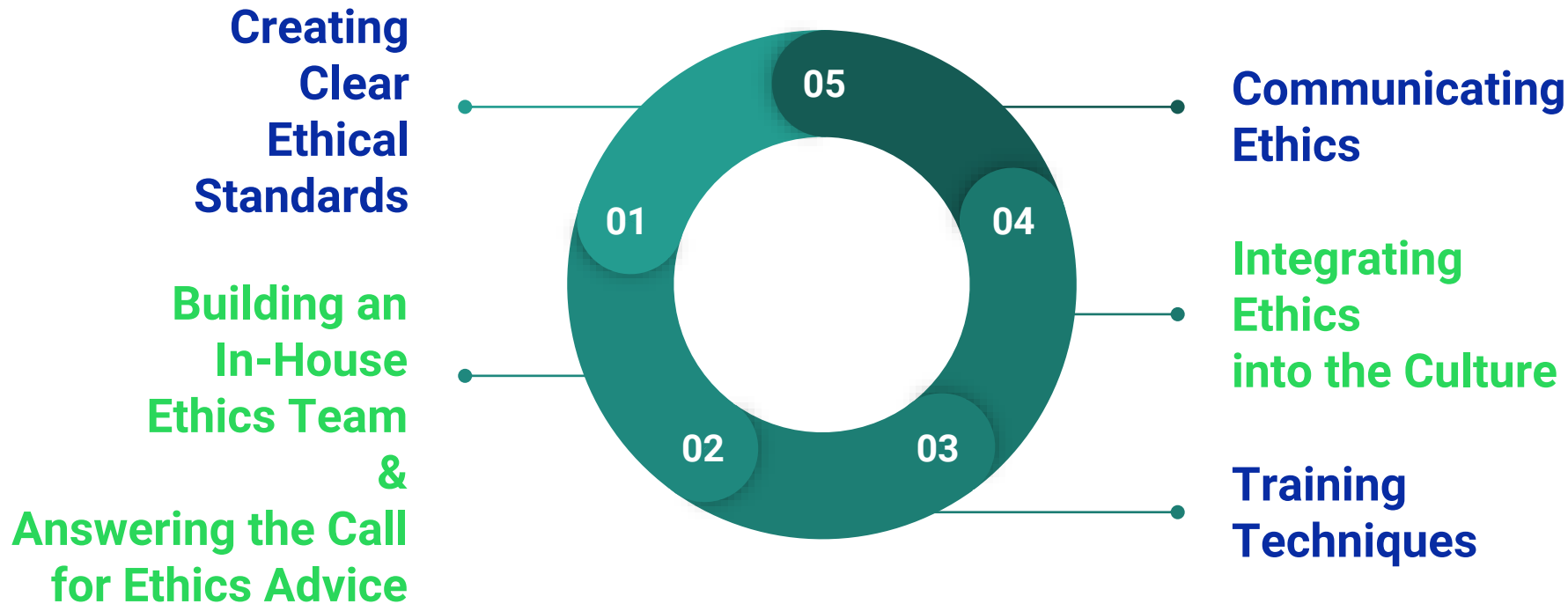
Analysis: Current City Practices

Figure 08: Logic Model

BUILDING A CITY ETHICS EDUCATION PROGRAM

PRIORITES
enhance public trust
educate & inspire
increase focus on ethics

INPUTS
- Commitment from City leaders
- Ethics Commission oversight and expertise
- Staff dedication
- City Resources

OUTPUTS
- Communications plan
- Ethics training module
- Ethics helpline
- Departmental liaisons

OUTCOMES
- Greater awareness of ethics
- Implemented ethics education
- Prominent ethics-related communication
- Heightened internal trust

IMPACT
A culture that encourages members to ask questions about ethics
A decrease (or complete elimination) of ethical lapses within the City
Increased public trust

FIGURE 08: LOGIC MODEL

Figure 09: Power-Interest Grid

POWER-INTEREST GRID

HIGH

BOARD OF HARBOR COMMISSIONERS
LOBBYISTS
CANDIDATES
CITY AUDITOR & OTHER ELECTED OFFICIALS

ETHICS COMMISSION
CITY MAYOR
CITY MANAGER
CITY ATTORNEY

LOW

HIGH

CITY EMPLOYEES

HUMAN RESOURCES
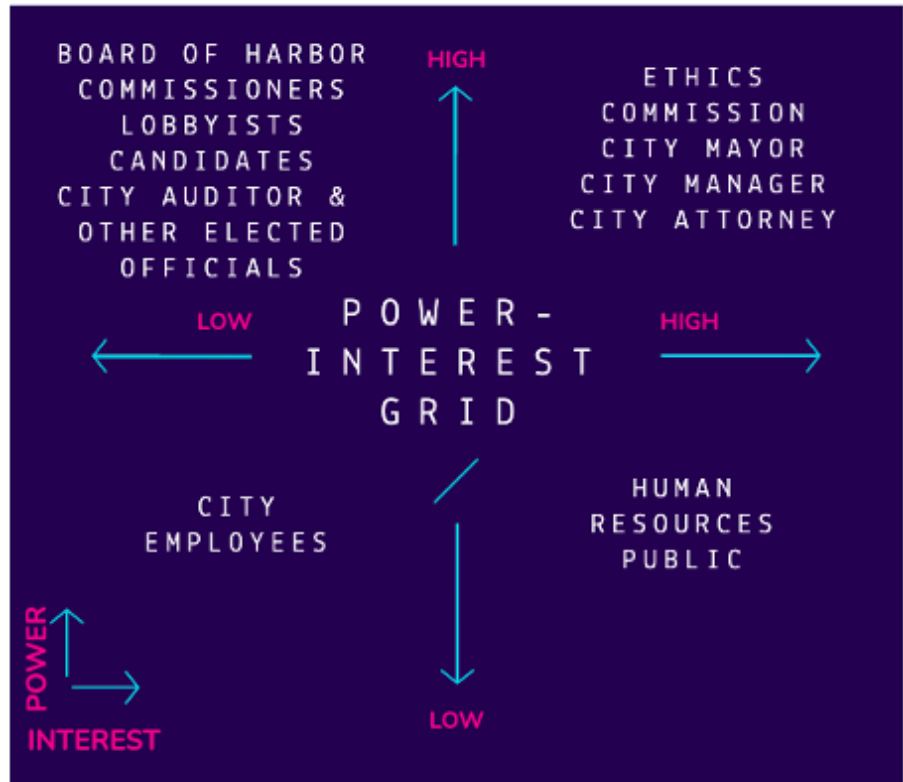PUBLIC

LOW

POWER

INTEREST

FIGURE 09: POWER-INTEREST GRID

Analysis: Expert Interviews

INTERVIEWS

Melissa Kuehn
Sr. Program Manager,
Institute for Local
Government

Suzan McGinnis
Sr. Advisor,
Ethics & Compliance
Initiative

Jeff Oaks
Sr. Advisor,
Ethics & Compliance
Initiative

Alicia Olmstead
Consultant, Global
Ethics & Compliance

Dr. John P. Pelissero
Markkula Center for
Applied Ethics

Martha Perego
Director of Member
Services & Ethics,
ICMA

Shannon Prior
former City of LA
Ethics Commission
Program Manager

Jay Wierenga
Communications Director,
Fair Political Practices
Commission

David Tristan,
Executive Director of
the Los Angeles City
Ethics Commission

Key Topics
- Ethics is more than compliance
- Define ethics for the organization
- Frequent, prominent and tailored communication
- Make materials accessible
- Use real world examples
- Shift from a help line to an advice line
- Train from the bottom up and include middle managers
- Do not re-invent the wheel - use the resources at your disposal

Analysis: Survey Responses
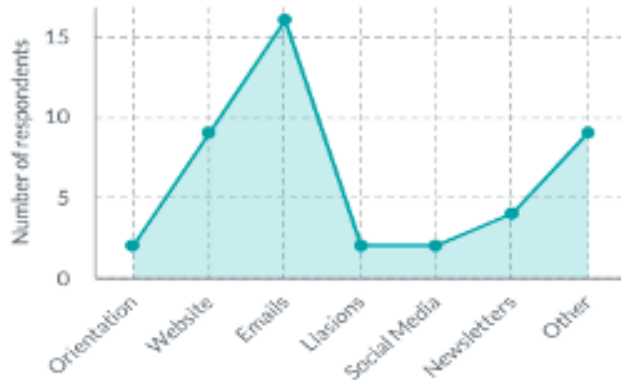
How is the program advertised internally?

Number of respondents

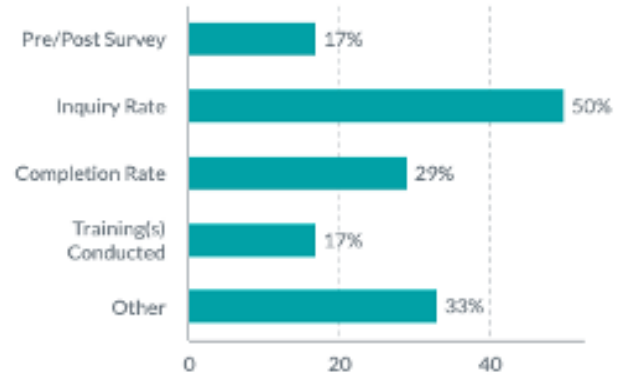Orientation, Website, Emails, Liasions, Social Media, Newsletters, Other

FIGURE 12: QUESTION 8 SURVEY RESPONSE

Ethics definition types

State code (40.91%) · City code (27.27%) · Self-defined code (31.82%)

FIGURE 14: QUESTION 9 SURVEY RESPONSE

How do you measure training effectiveness?

Pre/Post Survey — 17%
Inquiry Rate — 50%
Completion Rate — 29%
Training(s) Conducted — 17%
Other — 33%

FIGURE 06: QUESTION 10 SURVEY RESPONSE

Analysis: Cost Estimation

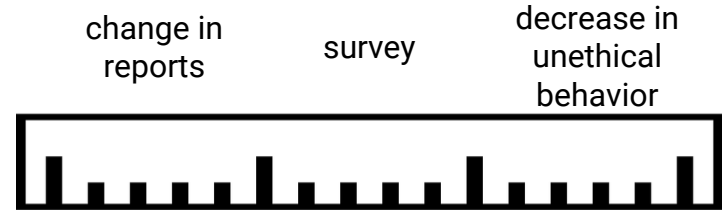| Direct Costs	Indirect Costs
Ethics Officer and potentially additional staff	Labor (Ethics Officer, Management, Administrative Officers)
Supplies for marketing and branding	Employee time to complete training
Purchasing/developing ethics training module	Space for in-person training
Purchasing/developing ethics training videos	Equipment for in-person and/or virtual training
Potential contract with vendor to operate new ethics helpline	Technology-related costs for managing the program
Potential contract to conduct follow-up survey on ethics in the City	Overhead costs for office space for ethics education program

Answering the Research Questions

What are emerging and best practices for workplace education and training programs?

written policies and procedures **+** an ethical culture **+** transparent outcomes for unethical behavior

What are key measurements of effectiveness for workplace education and training programs?

change in reports   survey   decrease in unethical behavior

What resources are needed to create and implement an ethics education program?

Financial Resources

Staff Time

Training Space

Ethics Advice Line

RECOMMENDATIONS

01 DEFINE Ethics

- Define ethics
- Create an ethics motto

02 DEVELOP Ethics

- Update the Code of Conduct and Ethics
- Update the City's Ethics Handbook
- Develop an action plan for unethical behavior
- Develop a reporting chart
- Place all documents online
- Identify program goals

03 INTEGRATE Ethics

- Select ethics liaisons
- Develop an advice line

04 TRAIN Ethics

- Develop 30-minute training
- Create "refresher" trainings
- Develop creative training strategies
- Encourage discuss of ethics at weekly meetings

05 COMMUNICATE Ethics

- Add ethics into main communication channels
- Create a communication plan
- Develop a branding strategy
- Add ethics language to hire and onboard process
- Conduct a post-survey

THANK YOU!