

Leadership Santa Clara

Rebuilding the Public's Trust 2018

Ethics for Public Leaders and those considering Public Service

Facilitator

Dr. Tom Shanks

drshanks@comcast.net
408-529-5318

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***REAL POLITICAL
LEADERSHIP***

***TAKES PEOPLE TO WHERE,
IN THEIR BEST SELVES,
THEY REALLY WANT TO GO.***

-JIM WALLIS

#AdobeSpark

Today's Focus

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1. **Public Trust:**

The people's confident reliance that their government operates at all times, in public and in private, only in the **best interests** of all the people of the City/County/State/Country

2. **Ethics:**

A set of principles and core values that prescribe how we ought to treat people, animals, and our natural world.



FOCUS QUESTIONS/AGENDA

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1. Why do we need an ethics revolution today?
2. How does an ethical leader speak and act?
3. How do I recognize an ethics issue?
4. How do I think it through?
5. How do I act with courage?
6. What gets in the way? What do I do about it?
7. Can this work? Let's run for office
8. Where do we go from here? Doing ethics?

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Ground-rules

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1. **Full participation:** Our diverse experiences give each a piece of the puzzle
2. **Mutual Understanding:** Golden Rule speaking, listening (active not combative), questioning for clarification
3. **Inclusive Solutions:** hear *needs* beneath *positions*
4. **Dialog, not debate, esp. about politics**
5. **If you get upset, remember where you are?**
6. **“Thank you” Rule**

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Any other groundrules ?

WE NEED AN ETHICS REVOLUTION...AND IT NEEDS US.

Revolution is not the uprising against the existing order, but the setting-up of a new order contradictory to the traditional one

--Jose Ortega y Gasset, 1930.

WHAT IS AN *ETHICS* REVOLUTION?

What does ethics look like?

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- ☐ What would our lives look like if we lived in a world without ethics?
- ☐ Jot down some ideas: what would happen? What would not happen?

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Is ethics any part of politics?

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- ☐ What does politics look like without ethics?
- ☐ What does city government look like?
- ☐ Jot down some ideas: what would happen? What would not happen?

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Q: HOW SHOULD AN ETHICAL LEADER ACT?

A:

1. Thomas Jefferson: *The art of governing consists simply of being honest, exercising common sense, following principle, and doing what is right and just.*
2. George W. Bush: *It's not really very complicated. It's a question of knowing right from wrong, avoiding conflicts of interest, bending over backwards to see that there's not even a perception of conflict of interest.*

3. The Council for Excellence in Government:

Public service is a public trust. The highest obligation of every individual in government is to fulfill that trust.

Each person who undertakes the public trust makes two paramount commitments:

- *to serve the public interest; and*
- *to perform with integrity.*

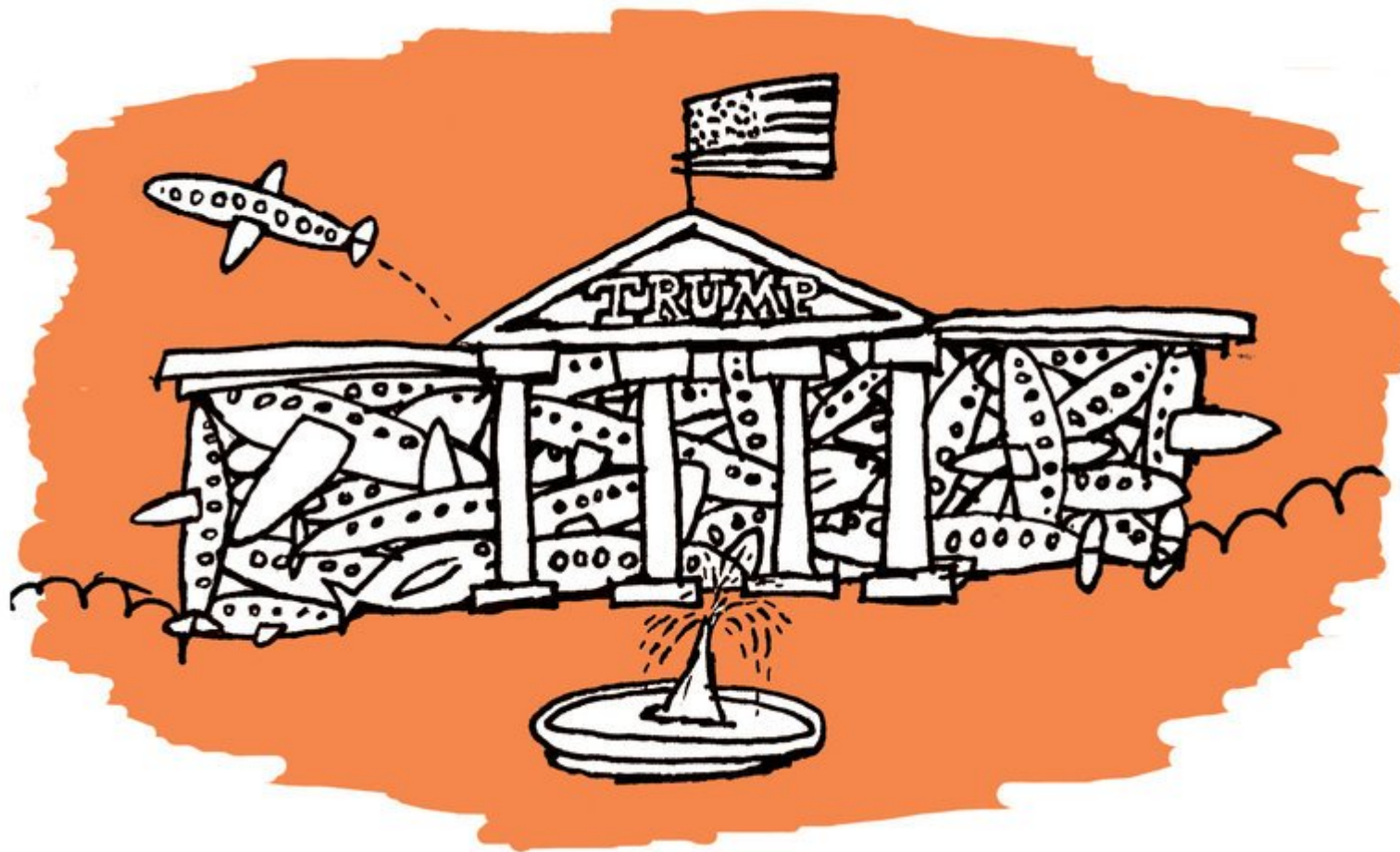
These are the commitments implicit in all public service.

In addition to faithful adherence to the ethical principles enjoined upon all honest and decent people, public employees have a duty to discern, understand, and meet the needs of their fellow citizens.

That is, after all, the definition of a public servant.

Trump's 'Best People' and Their Dubious Ethics

By THE EDITORIAL BOARD FEB. 18, 2018



Credit Scott Menchin

President Trump's White House has been so scandal-plagued that controversies involving cabinet members and other high-level officials that would have been front-page news in any other administration have barely registered in the public consciousness.

Where to begin? Trump officials have been accused of wasting taxpayer dollars when they travel for work — or, in the case of one cabinet secretary, when they travel for a work trip-cum-European vacation. Others have appeared to misuse their positions to benefit special interests and political allies. Then there are those who have conscripted family members to help them do their jobs, possibly under the mistaken belief that it takes a village of people with the same last name to run a government department.

Perhaps we should not be surprised by these ethical lapses, given that the president himself has little interest in ethical niceties. He has refused to disclose his tax returns or divest businesses that may create conflicts of interest between Mr. Trump the executive and Mr. Trump the president. And he has given his daughter and son-in-law, who have no government experience, plum White House jobs.

Here are some of the recent scandals in Trumpland that deserve greater public scrutiny, or even congressional hearings and investigations.

MR. FIRST CLASS

Scott Pruitt, the champion of fossil fuel interests who is busily trying to destroy the Environmental Protection Agency, and his aides have made the ludicrous argument in recent days that he must fly first class because he is not safe in economy. This has elicited howls of laughter from [aviation experts](#). Mr. Pruitt and his staff have racked up a tab totaling many thousands of dollars for domestic and international trips, including \$1,641 for a brief flight from Washington to New York. Mr. Pruitt told The [New Hampshire Union Leader](#) that he has to travel in the front of the cabin because people in coach are mean to him. “We’ve reached the point where there’s not much civility in the marketplace, and it’s created, you know, it’s created some issues,” he said.

EUROPEAN IDYLL

In other travel news, the secretary of the Department of Veterans Affairs, David Shulkin, last week [struggled to explain](#) why the government spent \$4,000 to fly his wife to Europe so she could accompany him for what was supposed to be a trip to attend a conference on veterans’ issues. Turns out, the happy couple spent nearly half the trip checking out sites like Amalienborg Palace in Copenhagen and Buckingham Palace in London. Oh, and they also improperly accepted free tickets to watch a tennis match at Wimbledon, according to the V.A.’s [inspector general](#). Dr. Shulkin said he was repaying the Treasury for the cost of his wife’s ticket, though not before producing an unusual 28-page rebuttal to the inspector general’s report.

FAVORITISM AT THE F.C.C.

At the Federal Communications Commission, Chairman Ajit Pai is [under fire](#) from Democrats in Congress for relaxing rules that restrict how many local TV stations a business can own in one market, weeks before a large conservative broadcaster, Sinclair, announced it was acquiring more stations by buying Tribune Media. The commission denies any wrongdoing, but has refused to respond to members of Congress who have sought information about Mr. Pai’s contacts with Sinclair executives. [The Times reported](#) in August that the chairman and his staff met and corresponded with Sinclair several times. Earlier, The [New York Post reported](#) that Mr. Trump had met with Sinclair officials and discussed the F.C.C. rules. Clearly, there is nothing to see here.

FAMILIAL SUPPORT

It is hard to get good help when unemployment is at 4.1 percent. Perhaps that’s why Ben Carson, the secretary of the Department of Housing and Urban Development, saw fit to let his son, Ben Carson Jr., organize a “listening tour” for the secretary in Baltimore, despite warnings from department lawyers that doing so could violate ethics rules. One lawyer wrote in a memo that the son’s involvement could give “the appearance that the secretary may be using his position for his son’s private gain” because his son and his son’s wife might be doing or seeking business with people invited to attend events on the tour, according to [The Washington Post](#). Mr. Carson says that he and his family did nothing wrong and that they were [“under attack by the media.”](#)

This is hardly a complete list. We haven’t even gotten to the Treasury secretary, Steven Mnuchin, his wife, Louise Linton, and their penchant for [traveling on military planes](#) when far cheaper options are available. And there are Trump appointees like [Tom Price](#), the former health and human services secretary, and [Brenda Fitzgerald](#), the former director of

the Centers for Disease Control and Prevention, who have had to bail out of the administration because of scrutiny they were under for expensive air travel (Mr. Price) and dubious investments (Dr. Fitzgerald).

During the election, [Mr. Trump said](#) he would stock his administration with “the best people in the world.” That is working out about as well as his promise to turn [Trump University students](#) into successful real estate investors.

Opinion | OP-ED CONTRIBUTOR

Walter Shaub: How to Restore Government Ethics in the Trump Era

By **WALTER M. SHAUB, JR.** JULY 18, 2017

... By continuing to hold onto his businesses and effectively advertising them through [frequent visits to his properties](#), our leader creates the appearance of profiting from the presidency. As things stand, we can't know whether policy aims or personal financial interests motivate his decisions as president. Whatever his intentions may be, the resulting uncertainty casts a pall of doubt over governmental decision-making.

Defenders of the status quo also seem unwilling to acknowledge the existence of a problem absent clear evidence of significant violations. This argument risks legitimizing an approach of bare minimum legal compliance. The existence or absence of identified violations is not the only measure of an ethics program — no program can detect every violation and those detected are often hard to prove. At its heart, an ethics program acts as a prevention mechanism through systems designed to reduce the risk of violations occurring. Those systems depend on adherence to ethical norms.

Recent experiences have convinced me that the existing mechanism is insufficient. The Office of Government Ethics needs greater authority to obtain information from the executive branch, including the White House. The White House and agencies lacking inspectors general need investigative oversight, which should be coordinated with O.G.E. The ethics office needs more independence, including authority to communicate directly with Congress on budgetary and legislative matters. Because we can no longer rely on presidents to comply voluntarily with ethical norms, we need new laws to address their conflicts of interest, their receipt of compensation for the use of their names while in office, nepotism and the release of tax forms. Transparency should be increased through laws mandating creation and release of documents related to divestitures, recusals, waivers and training. Disclosure requirements can be refined and the revolving door tightened. These changes would give O.G.E. the tools it needs to address the current challenges and, perhaps more importantly, reinforce for presidents the importance of setting a strong ethical tone from the top.

Walter M. Shaub, Jr., ([@waltshaub](#)) is the outgoing director of the United States Office of Government Ethics.



Milestones

By Miles H Barber
Publisher

What the hell is going on? You are witness to the dirtiest election of all time. You are right. Accountability is non-existent and phony, fabricated "facts" are imaginations of our Mayor's mind.

Never has Santa Clara been deluged with such strong-arm HIT PIECES as the Mayor is sending out with her endorsement stamped on them.

Mayor Lisa Gillmor is betting the farm and her political career on this election, and she is desperate. Desperate enough she will say and do anything as demonstrated in her Police Officer Association mailers.

Her mailers make a pretzel look straight.

People in the know are just pissed. She wants control of our Council and is betting that voters will buy her muckraking allegations.

She doesn't just fudge the truth, she invents non-existent facts as though they were court documents. Shame on you Lisa.

This is a pretty clear message of how desperate she has become to win this election at any cost. She MUST get her cronies elected to maintain her power base and control.

Her biggest challenge is to grind our Police Chief Mike Sellers into the ground. He is one of the few people in our city to stand up to the Mayor.

The Mayor's candidate for police chief, Sergeant Patrick Nikolai, has been using Union Boss strong-arm tactics of his own to "persuade" our police officers to come up with a "No Confidence" vote against Sellers. Just watch for the Mayor's new mailers on that one.

Thank God, the Chief is elected and our voters are smarter than Nikolai.

Sellers is independent, smart, and defiantly not a "yes" man. He and his department are respected by every law enforcement agency in the State. Sellers is a serious thorn in the Mayor's ass and why she wants to dump him. She will continue the attacks on Sellers because he didn't sell out.

If you have watched any of the candidate forums, you can see why Gillmor is desperate. Except for O'Neill, the rest of her line up of candidates can barely spell their name. One of them was even caught stealing Weekly Newspapers at the Portuguese Hall Candidates Forum. And she wants to be on Council? Oh, yeah. Preaching honesty and transparency.

What a crock.

This crap about dark money in Santa Clara is a smoke screen to cover the Mayor's arm twisting and fund raising antics from several high-profile developers. If you want project approval you better play the game. Tens of thousands of dollars has been raised by Gillmor and dumped into the POA PAC and used to smear some quality people.

These smeared people are good candidates and they deserve to be elected on their merits of independence, integrity and their ability to pronounce s-a-n-i-t-y.

Get the word out to your friends and neighbors. Our City is under attack. NOT by the 49ers but by our own Mayor and her cronies.

God can deliver us from the hell we would experience over the next four years if the Mayor gets her way. But, God will need your help. If you give a damn, you will need to vote qualified people into office.

What better way to put a stop to the nonsense of a dictatorship than to shut it down with your ballot?

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The problem isn't Trump, it's us: Column

USA Today Network Kevin S. Aldridge, Cincinnati Enquirer Published 4:36 p.m. ET Jan. 24, 2017 | Updated 20 minutes ago

If we don't like the tone we're hearing from our country, perhaps we need to check our own.



(Photo: Brian Quinn, Brian Quinn, Wellsville Daily Re)

"America will never be [destroyed from the outside](#). If we falter and lose our freedoms, it will be because we destroyed ourselves." – Abraham Lincoln

I'm [worried about the future](#) of America. Not because of President Trump or his policies, or Russia, or the Islamic State.

I worry because of us.

Racist, homophobic graffiti was spray painted at [Withrow University High School](#) this past weekend.

"We the People" seem to have forgotten how to treat one another like, well, people. Hostility and meanness seem to be the order of the day, and I find myself wondering, when did America's citizens become one of America's enemies? Our political discourse has become so corrosive, so divisive that its primary casualty has been common decency and respect.

We excel at dehumanization these days and have stopped looking at one another as fellow countrymen wanting to create a more perfect union. Instead, we view one another with suspicion and contempt, reducing our neighbors to a label: Republican, Democrat, conservative, liberal, libtard, tea bagger, alt-right. I often scratch my head about how I, a black, middle-class pastor born in a blue-collar steel mill town in the middle of the Rust Belt, could be labeled a "coastal elite." It would be funny if it weren't such a serious problem.

It's easy to blame President Trump or Barack Obama for the divisions in our country, but that lets each of us off the hook way too easily. We play a part in this too — a bigger one than any president. (After all, who elects them?) While Trump controls his personal Twitter account, he doesn't have access to your social media. Each of us decides what message we want to send out to the world, and if we don't like the tone we're hearing from our country, then perhaps we need to check our own.

[Luke 6:45](#) says, "A good man brings good things out of the good stored up in his heart, and the evil man brings evil things out of the evil stored up in his heart, for the mouth speaks what the heart is full of." Whether you're a believer or not, it's hard to argue the truth this passage of scripture contains. What comes out of our mouths reveals what is truly in our hearts. And if this is true, then based on the rhetoric that is being spoken on all sides, it is safe to say America has a serious heart problem.

Each of us must do an honest assessment of ourselves and the words we are speaking to one another. Words contain power. I fear that we are killing one another and our country with thoughtless, careless and destructive language that is pushing us farther apart rather than bringing us closer together. We seem to care more about the number of LIKES on our snarky Facebook and Twitter posts, than engaging in real conversation or gaining true understanding.

However, there are two things I believe each of us can do to help our country correct course. The first thing is learn to listen more. This is not just simply hearing someone else's words, but actively listening to those words, feelings and thoughts. Many of us enter conversations to win the debate. Many of us don't actively listen, we just wait for our turn to speak. Many of us only like to hear points of view that support our own.

I've engaged with a number of *Enquirer* readers whom I disagree with politically, but through our dialogue I've gained perspective. Sometimes, these readers and I even discover there are more things we agree about than we disagree about.

The second thing we can do is make sure our words matter. It's not how much you say, but it's making what you say count. Are your words making an impact or is it just chatter? Are you contributing to the conversation or trolling? Right now, there is a lot of noise out there that, unfortunately, is drowning out real, constructive conversations. Political correctness is dead and has been replaced by a spare-no-feelings, tell-it-like-it-is attitude. I'm not a fan mainly because, as a communicator, I understand that it's not so much what you say as how you say it. Being politically correct doesn't mean that you can't or shouldn't speak truth, it is just the recognition that I need to take other people's feelings and dignity into account when I speak. I value frankness as much as anyone, but our words carry more impact if they are not weighed down by rudeness and baseless stereotypes.

We absolutely should stand up and speak in favor of our beliefs, but we don't have to say something about everything. And when we do open our mouths, we should endeavor to be thoughtful and solution-oriented. It's easy to finger-point and highlight flaws; it's often much more difficult to fix them.

Swastikas, racial slurs and the word "Trump" were spray painted around Withrow's campus this weekend. The graffiti was painted on sidewalks, signs, benches and high up on the school itself.

So let's not allow ugly words and acts such as the painting of swastikas on buildings in our community define us. This really isn't about Trump or any other elected official. This is about us, We the People. Say what you will about President Trump's inaugural address, but he got a few things right in his remarks.

"We must [speak our minds openly](#), debate our disagreements honestly, but always pursue solidarity," he said. "When America is united, America is totally unstoppable."

Most importantly, he said this: "Everyone is listening to you now."

Kevin S. Aldridge is The Cincinnati Enquirer's associate opinion editor, where this piece was [first published](#). He is also pastor of St. Paul African Methodist Episcopal Church in Milford. He can be reached at kaldridge@enquirer.com. Follow him on Twitter [@Kevaldrid](#).

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AMERICA IN CRISIS

JANUARY 21, 2018

In a year marked by turbulence at home and abroad, trust in institutions in the United States crashed, posting the steepest, most dramatic general population decline the Trust Barometer has ever measured.

It is no exaggeration to state that the U.S. has reached a point of crisis that should provoke every leader, in government, business, or civil sector, into urgent action. Inertia is not an option, and neither is silence. The public's confidence in the traditional structures of American leadership is now fully undermined and has been replaced with a strong sense of fear, uncertainty and disillusionment.

Among the informed public, the trust crash is even steeper, with trust declining 23 points, dropping the U.S. from sixth to last place out of the 28 countries surveyed. The informed public trust crash is universal across age, region and gender. As a result, the gap in trust between the informed public and the mass population has been all but eliminated.

In the search for explanation, context helps. For sure, it has been a year of exceptional public opinion volatility. Record rises in the stock market and the lowest unemployment rates in 10 years have been juxtaposed with stagnant wage growth, and public concerns over jobs, mass shootings, sexual harassment, and police treatment of black youth, not to mention the emerging fears on the global stage over North Korea, job migration and U.S. isolationism.

The result is an unsettled and unnerved public at large. Vast swaths of Americans no longer trust their leaders. Government had the steepest decline (14 points) among the general population.

Fewer than one in three believe that government officials are credible. But no one is off the hook: trust in other institutions (business, NGOs and the media) fell heavily as well.

In losing the battle for trust, the biggest victim has been confidence in truth. Persistent references to fake news, linked to headlines around foreign government election manipulation have, unsurprisingly, had a cumulative, deep effect on the public. The inability to stem the perceived surge in disinformation has proven toxic: 63 percent of the U.S. general population finds it difficult to distinguish between what is real news and what is fake.

In this year's survey there have been only losers, including business: the turmoil has had a clear, negative effect on Brand USA. Trust in companies headquartered in the U.S. has dropped five points from 55 to 50 percent just in the last year, after having already fallen from 61 percent in 2014. This is much below trust accorded companies based in Canada and Switzerland at 68 and 67 percent, respectively.

The uncertainty of the moment is palpable. The public is fearful, and trust is disturbingly low.

In this context, leadership is desperately sought and opportunities to step up are clear, starting with a new commitment to advancing a shared understanding of the truth, and a determination to stand tall in addressing the fears of Americans. Silence and inaction are not options, and no work is more important than re-establishing trust.

Business and CEOs have a critical role to play. The issues around which an individual business should engage will differ depending on the company and industry sector, but each has urgent issues that must be addressed. Social media platforms must act on "fake" news feeds and advertisers on information privacy; the financial service sector needs to shine a clearer light on the rise of crypto-currencies; manufacturers must allay fears about the export of jobs; and a growing cross-section of industries must address the malaise around job automation, from truck drivers to retail workers.

Speaking up requires courage and conviction. There will be no shortcut to rebuilding trust in America, and no one institution will succeed on its own. Government, business, NGOs and the media will need to work together to find a new foothold with the public, one that is firmly grounded in a commitment to truth.

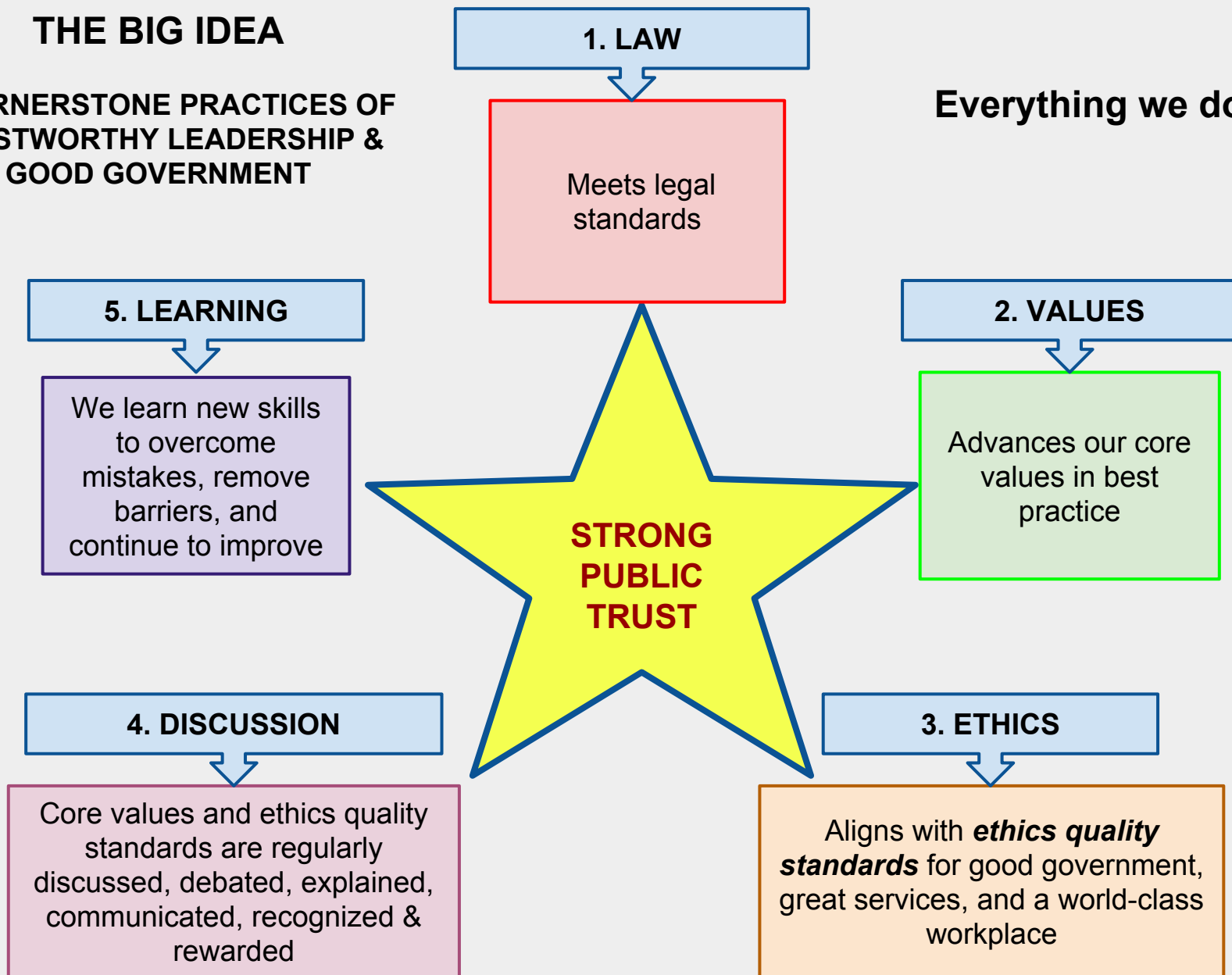
Lisa Ross is president, Washington, D.C.

Stephen Kehoe is global chair, Reputation.

THE BIG IDEA

5 CORNERSTONE PRACTICES OF TRUSTWORTHY LEADERSHIP & GOOD GOVERNMENT

Everything we do...



IT BEGINS WITH OUR EXPERIENCES AND OUR VALUES

"Core Values" are deeply held beliefs about what's important in our personal lives and our work lives. Some values, like respect or integrity, help our relationships. Other values, like self-centeredness or self-protection, often hurt our relationships. Either way, whether we like it or not, our values actually do guide and motivate our everyday actions and decisions. They are also fluid, changing as we have new experiences.

We often don't pay attention to our values. So, quickly read over the core values below and check the **three** that you believe are most important to your life right now, when you consider your personal life and your work life together. We have deliberately left "family" off this list to force you to think about the other values you act on. If you don't find your most important values on this page, please add them at the bottom. As best you can, focus on values you're actually living, not the ideal values you'd like to live.

- _____ **Accomplishment:** Make a lasting contribution; produce results; reach goals.
- _____ **Altruism:** Give top priority to the interests and needs of others.
- _____ **Belonging:** Be accepted as a worthwhile member of a group.
- _____ **Compassion:** Stand with and support others in their need and distress.
- _____ **Diversity:** Value and respect differences in people, ideas, situations.
- _____ **Exciting Life:** Maintain a stimulating and active life; take risks; try new things.
- _____ **Fairness:** Treat everyone the same, unless need or merit justify different treatment.
- _____ **Friendship:** Develop intimate and caring bonds with others.
- _____ **Happiness:** Feel joy and emotional well-being.
- _____ **Health:** Maintain soundness of body and mind.
- _____ **Honesty:** Telling the truth to yourself and others.
- _____ **Independence:** Take actions free from the control of others.
- _____ **Influence:** Exercise control, have authority and or be able to persuade others.
- _____ **Inner Harmony:** Develop inner peace, free of internal conflicts and confusion.
- _____ **Integrity:** Consistency of thought/words/actions: "what I think is what I say and do."
- _____ **Justice:** Distribute benefits and burdens appropriately.
- _____ **Loyalty:** Do one's duty, honor allegiances and commitments to obligations.
- _____ **Recognition:** Gain positive feedback, and perhaps notoriety, for a job well done.
- _____ **Respect:** Treat other people, animals, and the environment with dignity and care.
- _____ **Responsibility:** Accountability for actions relating to people, things or results.
- _____ **Security:** Be free from fear or danger; exist in a stable environment.
- _____ **Self-Respect:** Treat yourself with dignity and care, develop self-esteem.
- _____ **Social Contribution:** Work for the good of society, advance the common good.
- _____ **Stewardship:** Care for resources and processes entrusted to you.
- _____ **Spirituality:** Participate in a faith relationship with God or your "wisdom figure."
- _____ **Teamwork:** Act together with others toward a shared goal.
- _____ **Wealth:** Accumulate money and possessions for good reasons.
- _____ **Wisdom:** Understand what is true, right and lasting.
- _____ (Add your own value and definition) _____

Values as Standards of Conduct

Value/ Value Definition	Looks like these good behaviors	Doesn't look like these bad behaviors

10. THE HEART OF ETHICS: HUMAN BEINGS 'AT OUR BEST'

Write down the name of someone you care about a great deal?

1. Treatment at my best:

2. Negative treatment I try to avoid:

3. More good or more harm?

4. What criterion do we use if someone is going to get a good thing and the other person is going to get a not so good thing?

5. Impact on other relationships

11. ETHICS RULES

1. What's ethical is what allows human beings to practice their *core values*, those deepest attitudes and beliefs (like integrity, honesty, compassion) that help human beings to flourish.
2. What's ethical is what treats human beings with dignity and respect, and never as an object.
3. What's ethical is what does the most good and the least harm.
4. What's ethical is what treats everyone equitably and according to their needs.
5. What's ethical is what advances the most important needs of the community.

12. MORAL IMAGINATION

Why can't we expand our options so that we act:

1. According to our core values
2. Treating everyone with dignity and respect
3. Doing the greatest good and the least harm
4. Acting fairly and treating everyone equitably and
5. Advancing the most important needs of the community.

SUMMARY: WHAT IS ETHICS REALLY ALL ABOUT?

Ethics is about relationships of the highest quality. It is how we are when we are at our best in relationships with anyone whose life we can influence. It rests on two beliefs:

1. Other people matter.
2. I can either cast light or shadow on someone else by what I do and who I am.

Ethics begins when we expand our sense of solidarity with other human beings.

It grows when we are honest with ourselves about how we treat one another, whether we are doing "the right thing" in these relationships, and are living up to our core values as human beings, leaders, City leaders, professionals, and however else we define ourselves.

Ethics is the set of rules for how to treat other human beings and the natural world around us when we have a "reverence for life". It is also the set of core values we practice that help us and everyone else we touch to flourish. We do this naturally when we are at our best. The task of our lifetime is to work everyday to be at our best and to make it a habit.

Now, define leadership ethics:

TRUSTWORTHY LEADERS

Scientific surveys of residents in two local cities identified the character traits that build public trust. Public trust increases when City or Town officials:

- **ARE HONEST** and tell the truth to residents, colleagues, and staff;
- **ARE DEPENDABLE** and do what they say they will do;
- **MAKE PRUDENT FINANCIAL DECISIONS**, taking into account both short-term needs and long-term financial stability;
- **ACT WITH INTEGRITY**, and seek to do the right thing for the City in public and in private;
- **TAKE RESPONSIBILITY** for their actions, even when it is uncomfortable or unpopular to do so;
- **MAKE IMPARTIAL DECISIONS**, free of any interests that might compromise or appear to compromise their independence of judgment;
- **ARE ACCOUNTABLE**, willing to explain actions and to accept fair consequences when they make mistakes.

ETHICAL DECISION-MAKING BUILDS PUBLIC TRUST:

Good Government Decision-Making Process

Trustworthy leaders follow the law and make decisions after:

- Carefully considering the facts and staff recommendations
- Listening carefully to the interests of all stakeholders
- Developing a number of good options for action
- Choosing the option which best meets these standards:
 - Positive consequences outweigh negative ones
 - An individual's rights are protected and advanced
 - Everyone is treated with dignity and respect
 - The action is fair, just, and equitable
 - The action is best for the community as a whole
 - The action best advances the City's Core Values
- **Test 1:** If I do this, who wins? Who loses? Why? Should we consider different options? What do others think of our reasoning? Why is this the right thing to do?
- **Test 2:** Explain your reasoning to someone harmed by it.

Trustworthy leaders take action and learn from each decision.

Voter Checklist For Evaluating Candidates

Does the candidate run an honest, fair, respectful and issues-oriented campaign by . . .

- ☐ Telling the truth
- ☐ Focusing on issues relevant to Santa Clara
- ☐ Taking a clear stand on issues
- ☐ Describing how the candidate will make decisions when in office
- ☐ Pointing out factual differences from other candidates
- ☐ Treating opponents with dignity and respect
- ☐ Avoiding personal attacks on others
- ☐ Never trying to confuse or mislead voters
- ☐ Criticizing unfair and dishonest campaign tactics from any source
- ☐ Taking responsibility for mistakes made by the candidate or campaign

Ethics in government begins at the ballot box



City of Santa Clara Code of Ethics & Values

Ethical
Professional
Service-Oriented
Fiscally Responsible
Organized
Communicative
Collaborative
Progressive

BRING ON THE CLOWNS

DEBORAH PAULY, Villa Park Councilwoman



Disgraced Villa Park councilwoman Deborah Pauly provides the intellectual leadership for the San Juan Circus. At a recent San Juan city council meeting she called our city a “Backward third-world communist regime.”

Really?

This is from a rejected GOP official, failed supervisorial candidate, and rumored racist who eighteen months ago was removed as an officer of the OC Republican Party. Failed county supervisorial candidate Pauly was the subject of an FPPC complaint for her involvement in a letter sent on Alabama Governor and segregationist George Wallace for President letterhead supporting her campaign.

(www.ocregister.com/totalbuzz/strong-469323-pauly-walters.html)

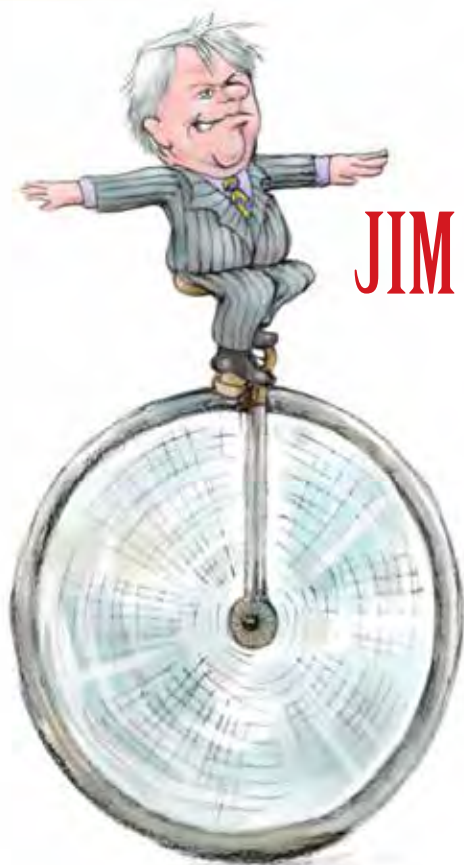
CLINT WORTHINGTON, Wants Taxpayers to Pay \$100,000 for a Recall Election

Local beekeeper and leader of the Sam Allevato recall is San Juan's Don Juan. He's threatened to sue San Juan Cares because he didn't like a photo we used of the self-proclaimed “world record ultra-marathon cyclist” sunning himself on the beach.



JOHN PERRY — Wants \$422,000 of Your Money

John Perry sued the city over water rates. His group, Capistrano Taxpayers Assn., couldn't pay their lawyer so they've asked the judge for \$422,000 in attorney's fees. It's quite a racket Perry has created. As part of the attorney's fee request Perry wants San Juan taxpayers to pay for the creation of his group. That's wrong – suing taxpayers to collect money from taxpayers to pay for the formation of his group, the Capistrano Taxpayers Assn. (read John Perry's motion for \$422,000 at www.sanjuancares.com)



JIM REARDON — MR. LAWSUIT

Jim Reardon has sued the Capistrano Unified School District at least three times, receiving huge judgments funded by taxpayers. It's an age-old tactic – file a lawsuit against a public agency and get a settlement. Reardon joined John Perry in the water lawsuit. Reardon has also threatened to sue San Juan Cares because of our commitment to expose scams against taxpayers. (read Reardon's bevy of lawsuits at www.sanjuancares.com)

KIM MCCARTHY — San Juan's Version of Deborah Pauly

Another failed city council candidate, Kim McCarthy is a circus leader with her “Common Sense” newsletter. She is known for her bitterly caustic comments on the campaign trail and at city council meetings. She made her disdain for the Catholic Church and Latinos known during her 2012 campaign – hardly the message we should be sending to our children.



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COUNCILMAN DEREK REEVE — “Constitutional Lawyer” & Deadbeat

Reeve is fond of high-brow rhetoric about his fiscal restraint, conservative principals, and constitutional conscience.

He preaches fiscal conservatism but last May Capital One Bank sued him for failure to pay \$3,146 in credit card debt. Old habits die hard for Reeve. (read Capital One Bank v Derek J Reeve at www.sanjuancares.com)

Rhetoric aside, he's just another deadbeat. After graduating from USC Law School and passing the bar exam in 1996 he promptly filed for bankruptcy and left taxpayers holding the bag on \$144,200 in student loans. With another \$13,000 in credit card debt, Reeve walked away from almost \$250,000 in total debts. (read Reeve's bankruptcy at www.sanjuancares.org)

Total Liabilities \$249,182.00

IN THE SUPERIOR COURT OF CALIFORNIA
COUNTY OF ORANGE, HARBOR JUSTICE CTR-LAGUNA FACILITY

CAPITAL ONE BANK (USA), N.A.,
Plaintiff,
vs.
DEREK J REEVE,
and DOES 1 through 5, Inclusive.
Defendants.

CASE NO. 30-2013-00647410-CL-CL-HLH

COMPLAINT FOR MONEY:
BREACH OF CARHOLDER
AGREEMENT

DEMAND
\$3,146.46

LIMITED CASE

TIRED OF SAN JUAN'S CLOWNS?

GET THE FACTS: www.sanjuancares.org

ETHICS IS HARD, BUT MAYBE NOT AS HARD AS WE THINK

From time to time, every human being makes a moral mistake. We don't live up to our core values. We do the wrong thing. When we do, we usually beat ourselves up about it. Then we often fall over the same obstacle again.

Instead, the questions we should ask are:

1. What stumbling block did I fall over? In other words, what's the reason I didn't do the right thing in this situation?
2. What skill do I need to learn so I don't fall over the same obstacle again?

STUMBLING BLOCK	SKILL TO LEARN	HOW

Campaign Ethics Simulation Exercise: Design the Last Mailer

Your Task: You are one of the inner circle of either Mayor George Dailey's or Challenger Irene Brown's campaign staff. They are running for Mayor of San Diablo, a city of 95,000 in the Coppertone Valley of California. The election is two weeks away and you have enough funds to send out one last mailer.

Your group's task is to design the **mailer** that will go out to 50,000 voters and arrive in their mailboxes two days before the election. You must include in it the information that will persuade the voters and win the campaign for your candidate. For this exercise you need only have a "mock-up" of the mailer, which includes headlines for the text, and your recommendations on what pictures and graphics should be included.

Your group will be assigned to do either an "ethical" mailer or an "unethical" one. Please do not announce it to the rest of the room, once you are assigned to one or the other group.

The Issues: Growth, Crime, Gun Control, Quality of Schools, Safety of Women's Health Clinic

The Polling Data:

Present Standings:

Dailey:..... 40%
Brown40%
Undecided20%

By Gender:

Women Support Brown.....	60%		Men Support Brown	20%
Women Support Dailey	20%		Men Support Dailey	60%
Undecided Women.....	20%		Undecided Men	20%

By Issue:

	<u>Overall</u>	<u>Men</u>	<u>Women</u>	
Limit Growth	70%	65%	75%	
Crack Down on Crime.....	75%	75%	75%	
Favor Gun Control	55%	65%	45%	
Need more Parental Involvement in City Schools	70%	60%	80%	
ProChoice	50%	25%	75%	
Favor Campaign Finance Reform.....	80%	75%	85%	

The Candidates:

George Dailey, age 66, Incumbent mayor for 12 years

Resume: George was an advertising executive until the age of 44 when he entered politics. He served one term on the School Board, one term on the City Council and has spent the last 12 years as Mayor of the City of San Diablo.

George is supported by:

—The Chamber of Commerce		—“Diablos for Improved Schools”
—The Board of Realtors		—National Right to Life Organization
—National Rifle Association		

His Platform:

- He wants to encourage new residential development in recently incorporated areas of the city and thereby expand the tax base and address the city’s financial problems.
- He has called for reduced class sizes in schools and a relaxation of hiring standards for teachers so that more can be hired to fill these classrooms.
- He has called for a crackdown on crime and wants to put 30 more cops on the streets. He opposes gun control except for Saturday Night Specials
- He is pro-life and refuses to beef up police protection for Women’s Health Clinic

Opposition Research:

- His voting record shows that, despite his pro-growth stance, he consistently voted against efforts by minority business persons to build strip malls in economically depressed sections of the city.
- A female aide to him recently resigned when she was caught embezzling money from city funds and inappropriately using a city-provided credit card to buy personal items.
- George is divorced and the records of his divorce were sealed. However there is a copy of a complaint by his ex-wife which was public record at the time and it claims that George physically abused and sexually assaulted his wife during their marriage.
- George has two high school age children. Two years ago when his daughter was sexually harassed by a male teacher he pulled his children out of the city’s school system and placed them in a private school outside the city.

NOTE: Dailey sent out a mailer two weeks ago which challenged Brown’s commitment to campaign finance reform, citing her role as local Democratic Party Treasurer when it was fined for accepting illegal contributions

Irene Brown, age 36, Lawyer

Resume: Brown is a graduate of Yale University, and while at Stanford Law School was the editor of the Law Review. She has worked as a lawyer at the firm of Carter, Clinton and Brown for the past 10 years. She has always been active in local politics but this is her first try at public office. She just finished a term as President of the large local Sierra Club chapter. She is a member of the Judicial Review Council. She served as an aide to Senator Randy Rover.

Irene is supported by:

— A number of environmental groups		—National Organization for Women
— The Trial Lawyers Association		— NAACP
— California Teachers Assn		

Her Platform:

- She is calling for a strict, limited-growth policy to halt construction of new tracts of homes
- She believes school teachers should receive better compensation so that San Diablo schools can attract better teachers
- She wants to divert a planned increase in the police budget and with those funds initiate a drug abuse program in the jail.

Opposition Research:

- In 1987 Brown was arrested outside the South African Embassy and charged with disorderly conduct.
- Her daughter once was suspended from one of San Diablo's high schools for smoking marijuana
- Her ex-boss, Senator Randy Rover, resigned from office because of a scandal involving an alleged affair with an young female aide, the aide was never named.
- Ms. Brown has never run for office before, but she has been treasurer of the local Democratic Party fundraising effort. During her tenure the local Democratic Party was fined \$10,000 for receiving illegal campaign contributions while she was treasurer. As treasurer her role was limited to signing forms—all the real work was done by CPA's and staff.

WE HAVE NEVER LEARNED HOW

We want to be ethical, but sometimes we just don't know *how* to make the right decision, especially when it is a tough choice.



- Focus on ***personal character***
 - Rule 1: Aligns with positive core values to build stronger relationships
- Focus on ***other individuals***
 - Rule 2: Protect people's moral rights. (Fulfill duties.)
 - Rule 3: Treat all parties equitably
- Focus on ***consequences*** of the decision
 - Rule 4: Do the most good and the least harm
- Focus on the ***community***
 - Rule 5: Advance the common good, especially the "common conditions" which contribute to everyone's welfare (e.g., waste removal)

The Delray Beach Case

Kathleen Hensman is a public librarian in Delray Beach, Florida. When the names and photographs of the suspected September 11 hijackers were released, she recognized two of them as men who had used the computers in her library.

She immediately called the police.

That broke a Florida law that guarantees confidentiality to library patrons. It also violated the 50 year old "Library Bill of Rights," a set of principles that protect patrons' freedom of information and which define the professional responsibility of every professional librarian.

The police contacted the FBI, who obtained a court order and seized two library computers the suspects were thought to have used. The FBI says they hope to retrieve email messages the hijackers sent and received.

Ms. Hensman says she was well aware of the Florida law and of her professional responsibility, but had no qualms about calling the police. "People were murdered," she said, "and people have a right to know that terrorists were here in our library using our public facilities."

Her action has caused considerable debate in professional library circles. Most libraries are so diligent about protecting their patrons' information that they erase the record as soon as the book is returned. 47 states have laws to protect library patrons. Most librarians will refuse to give any information unless there is a court order.

Asked about this, Ms. Hensman said she there never would have been a court order because the police did not have her knowledge and never would have thought about the library's computers.

The overall conclusion of people interviewed about Ms. Hensman in the local paper was, "I suspect most people faced with the same situation would have done what she did."

You are Ms. Hensman's boss at the library. You were home sick the day she did this, but she did not get your permission before she called police. You need to decide if she made an ethically appropriate decision? If not, on what grounds? What action will you take? If so, on what grounds? Is any further action required then?

Public Trust Decision-Making

Case: _____

1. Most relevant facts? Focus on facts involving stakeholders and relationships.		
2. Stakeholders? Persons/groups involved or directly affected by your decision and what they have at stake.		
3. Professional/Political Issues?	4. Legal/Policy Issues?	5. Ethical Issues?
6. Possible actions? List two likely actions you can take, then ask the questions below.		
7. Consequences: Which option produces the most good, least harm?	8. Individual Rights/Fairness: Which best respects the rights of all parties; treats all fairly?	9. Common Good: Which advances personal/company/ City core values/virtues?
10. Final Decision?		

To end: Leading from within

A leader:

- has an unusual degree of power to project on other people his or her shadow, or his or her light
- must take special responsibility for what's going on *inside* him or her self...lest the act of leadership create more harm than good

■ Educator Parker Palmer, "Leading from within"

'Everyday Ethics' Reflection

Today, did I--

1. Practice any core values?
2. Do more good than harm?
3. Act fairly?
4. Treat others with respect?
 - e.g.: Thank people for their hard work?
5. Make my community better?

(Reference: "Everyday Ethics Challenge")



EVERYDAY ETHICS CHALLENGE

This is a reflection exercise, designed to keep you mindful of ethics everyday. The exercise will take you one minute in the morning and about five minutes at the end of the day, usually on your way home.

Choose one of the questions below to use as a reflection question for that day. Use a different question each day. So Monday might be reserved for question 1. Tuesday for Question 2, and so on.

In the morning when you are getting ready to go to work, read over the question for that day. You might think about what you find easy about the skills involved, what you find difficult, and any obstacles or stumbling blocks you know you need to confront. Spend no more than a minute on this. This will set your values frame of mind for the day.

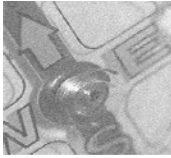
At the end of the day, let your day wash over you and ask yourself the question again.

Today, was I at my best? Did I--

1. **Practice my core values?**
2. **Do more good than harm?**
3. **Act fairly, treating everyone as I want to be treated?**
4. **Treat others as human beings, not objects?**
 - e.g.: Thank people for their hard work?
5. **Make my community better?**

Keeping the question in mind, think through your day, noting times when you were a good role-model for that core value. Give yourself a pat on the back. Also note the times when you were not a good role-model. What obstacle or stumbling block did you fall over? If you really were more of the horrible example type, forgive yourself and move on from here. Focus on the skills do you still need to learn to overcome it.

HERE'S A CHALLENGE: Do this 6 minute exercise for two work-weeks as an experiment in ethical leadership. That's just 10 work days. You will see a difference in yourself from now until then. At the end of the two weeks, drop Dr. Shanks an email at drshanks@comcast.net and share with him the results of the experiment. What's changed, for you, if anything. Dr. Shanks will keep your email confidential and not share specific information with anyone. He promises to send an overview report back to anyone who sends him an email. Good luck!



TO LEARN MORE

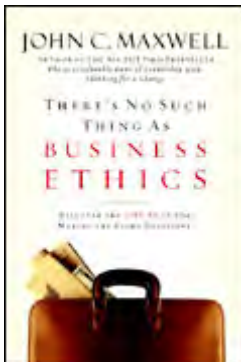
If you want to learn more about business ethics, here are some resources that are highly recommended:

1. Business Ethics: A Manual for Managing a Responsible Business Enterprise in Emerging Market Economies (Department of Commerce, 2004)

An excellent, recent, **free** 355 page book on business ethics is available on-line through the U.S. Department of Commerce. The Commerce Department describes it as: a comprehensive framework for addressing ethics, compliance, and social responsibility questions on a strategic basis. It helps owners and managers organize the body of practical wisdom reflected in legal requirements, proposed guidelines, best practices, case studies, and even traditions. It can stimulate and legitimize stakeholder dialogue into matters of significance to all.

Find it at: http://www.ita.doc.gov/goodgovernance/adobe%20files/bem_manual.pdf

2. Maxwell, John C. There's No Such Thing as Business Ethics (Warner: 2003).



This book makes a case for using the Golden Rule as the primary ethics standard and shows its use in many religions and cultures. Makes an easy case to follow and discusses basics well, but perhaps reduces the complexity of ethics a bit too much. A pretty easy read with lots of practical suggestions.

3. Creating and Maintaining A Corporate Ethical Culture (Georgetown: Woodstock Center, 1990). Presents in a very short volume the results of a two-year study by leaders from corporate, non-profit, government, and academia about building an ethical culture. Lists some excellent values and practical suggestions. Contains a few pages of questions an organization can ask itself to assess its ethical culture. Available on line free at.

http://www.georgetown.edu/centers/woodstock/business_ethics/cmecc.htm

4. Check out the ethics section on the City of Santa Clara website:

BIOGRAPHY OF THOMAS E. SHANKS, PH.D.

Dr. Tom Shanks is a nationally-recognized consultant and leadership coach. Since 2006, he has been President of *The Ethics Company* (Los Gatos, CA), which he founded in 1992 as *Thomas Shanks Consulting*. He partners with public, business, and non-profit leaders to work *at their best every day* building mission-driven, values-centered, and ethically-grounded organizations which excel at earning the trust of external and internal stakeholders.

In 1999, the San Jose *Mercury News* named him one of the *Millennium 100*, approximately 100 people over the last century who “made Silicon Valley what it is today” and wrote: “As Executive Director (of the Markkula Center for Applied Ethics at Santa Clara University) from 1992-1999, Shanks elevated the Center into the region’s standard bearer for teaching the value of ethical conduct – not only in high technology, but also in the health industry, government, banking, public service and other disciplines” (S.J. Mercury News, December 19, 1999.)

Shanks was a founding member and chair of the governing board of the Ethics Center (1985-1999), Executive Director (1992-1999), Director of Business Ethics and Public Policy Programs (1999-2000), and Senior Fellow in Business Ethics and Public Policy (2000-2002). He also served as Senior Scholar with the Washington, D.C., Ethics Resource Center (1999-2002). He led the Center to become one of the nation’s pre-eminent Ethics Centers.

At Santa Clara University from 1977-2007, Shanks also served as a Jesuit priest (1977-1999), was founder and first Chair of the Department of Communication (1985-1991); was the first Senior Associate Dean of the College of Arts and Sciences for budgets and faculty/staff resources (1990-1995). As Acting Assistant Professor in Theatre Arts and then Assistant and tenured Associate Professor of Communication (1977-2007), he taught courses in engineering ethics, Internet, public policy, survey research, journalism, and all areas of video writing and production.

Shanks partnered with the City of Santa Clara from 1998-2014 on a City-wide program in ethical decision-making and values-based management. He created the ground-breaking creation and implementation process for the first consensus *Code of Ethics & Values* in the State of California. With City officials and staff, he created and staffed the Campaign Ethics Program (2000), the Council of Trust Program (2002), and the Vote Ethics Public Outreach Program (2004). These Programs have won awards and recognition for the City from the International City Management Association (2000), the League of California Cities Helen Putnam Award for Excellence (2000, 2002), the United Nations (2002), the International City Clerks Association, and others. In 2011, Shanks authored an article for the League of California Cities *Western Cities Magazine* on *Rebuilding Trust in Local Government*.

He has also worked extensively with the City of Milpitas, the Santa Clara County Library System, the County’s Early Childhood Local Planning Council, and the cities of Atascadero and Rancho Palos Verdes. He has conducted ethics and team-building workshops for, among others, the League of California Cities, East Bay MUD, and the Cities of Sunnyvale, San Carlos, Palo Alto, Mountain View, and San Mateo, Leadership Santa Clara, Leadership Los Gatos, and the Counties of Santa Clara, San Mateo, Sonoma, and Santa Barbara.

His corporate clients have included Juniper Networks, the Charles Schwab Corporation, Edwards Lifesciences, Investment Management Consultants’ Association, and the start-up technology company, Propel, whose ethics and values program was featured in a cover story in SV (Silicon Valley), the Sunday magazine of the *San Jose Mercury News* (“Value Judgments: Do Well or Do Right?”, April 16, 2000, pp. 8-16.) He advised San Jose’s Tech Museum of Innovation (1993-2002) on its integration of ethics throughout the museum. In 1995, he established the Applied Ethics Center at O’Connor Hospital and served as the Chair of its Steering Committee until 2002.

Shanks writes regularly about ethics, values, and communication. He authored or co-authored a series of articles and cases (especially *Everyday Ethics*, *Thinking Ethically*, *Framework for Ethical Decision-Making*) which have been distributed widely through the Internet. He is currently creating an ethics-based website, AsWeLive.Com.

He has a B.A. in Philosophy and Psychology from Saint Louis University (1971), an M.S. in Education from Fordham University in New York City (1975), a Master of Divinity from the Jesuit School of Theology at Berkeley (1977), and a Ph.D. in Communication Theory and Research from Stanford University (1985).

