



Ministry of Public Administration

Public Service Academy

ORGANISATIONAL IMPROVEMENT

**ETHICAL ISSUES IN THE
PUBLIC SERVICE**



PUBLIC SERVICE ACADEMY

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The Public Service Academy is entrusted with a mandate to ensure that Public Officers are adequately trained to meet the demands of an evolving society and a Nation which expects to support a framework for sustainable development.

This requires inculcating of a culture of learning, the expansion of knowledge and the development of new and relevant skills.

The Academy is well equipped and poised to facilitate change and develop skills in the Public Service. It will continue to create critical partnerships with line ministries, departments, statutory bodies and other agencies, as well as with the private sector.

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Our Vision

To be the foremost provider of Human Resource Development Initiatives and solutions to ensure a modern and high performing Public Service.

Our Mission

To maximize the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with strategic partners.

Workshop Categories

- Leadership
- Business Communication
- Organisational Improvement
- Service Delivery
- Human Resource Management
- Professional Development
- Financial Management
- Project Management





MINISTRY OF PUBLIC ADMINISTRATION
Public Service Academy

Ethical Issues in the Public Service

DATE	:	April 30 – May 01, 2019
TIME	:	8:45 a.m. – 3:30 p.m. (daily)
DURATION	:	Two (2) days
VENUE	:	Tobago House of Assembly, Tobago
TARGET GROUP	:	Middle Level Managers, Administrative Officers and Technical Officers between Ranges 25 to 46 in the Public Service
TRAINING OBJECTIVES	:	<p>The objectives of the workshop are as follows:</p> <ul style="list-style-type: none">• To examine some of the common ethical issues that may arise in the workplace• To explore the stages of moral development that influence behaviour change toward ethically accepted standards;• To examine the concept of moral cognitive development in ethical decision making;• To examine the behaviours and value systems required for promoting accountability and an ethical culture.
EXPECTED OUTCOMES	:	<p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none">• define key terms associated with business ethics;• identify typical areas of ethical dilemma that maybe encountered in the workplace;• use the prescribed guidelines in determining ethical behaviour and professional conduct in the workplace; and• design an action plan to promote ethical behaviour in their respective workplaces.
AREAS OF FOCUS	:	<ul style="list-style-type: none">• Ethical Behaviours in the Workplace• Ethics and Values• Overview of the Code of Conduct• Ethical Decision Making• Development of an ethical culture
METHODOLOGY	:	Learning will be facilitated through lecture and group discussions, case studies, role plays, video discussions as well as a pre-workshop reading.

TIME TABLE

Ethical Issues in the Public Service

TIME	DAY ONE	DAY TWO
A.M.	<p>Welcome/Opening Remarks 8:45 a.m. – 9:00 a.m.</p> <p>Overview of Ethics 9:00 a.m. – 10:15 a.m.</p>	<p>Review 8:45 a.m. – 9:00 a.m.</p> <p>Ethical Dilemmas 9:00 a.m. – 10:15 a.m.</p>
BREAK	10:15 A.M. – 10:30 A.M.	10:15 A.M. – 10:30 A.M.
A.M.	<p>Overview of Code of Conduct 10:30 a.m. – 11:30 a.m.</p> <p>Integrity and Values 11:30 a.m. – 12:15 a.m.</p>	<p>Culture of Corruption Code of Conduct 10:45 a.m. – 12:15 p.m.</p>
LUNCH	12:15 NOON – 1:00 P.M.	12:15 NOON – 1:00 P.M.
P.M.	<p>Guiding Principles of Ethics 1:00 p.m. – 2:30 p.m.</p> <p>Sniff Test 2:30 p.m. – 3:30 p.m.</p>	<p>Ethical Decision Making 1:00 p.m. – 2:00 p.m.</p> <p>Developing an Ethical Culture 2:00 p.m. – 3:30 p.m.</p>



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO
MINISTRY OF PUBLIC ADMINISTRATION
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Ethical Issues in the Public Service



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Unethical Behaviour a Problem in TT

The country has gotten so far in rationalising unethical behaviour it is now saying if it is not illegal it is ethical.

Director of the Police Complaints Authority, Gillian Lucky disclosed this during her presentation on ethical behaviour at the Human Resource Management Association of Trinidad and Tobago (HRMATT) at Crowne Plaza Hotel, Wrightson Road, Port-of-Spain, last week.

“That is the problem in Trinidad and Tobago, we are following if you can’t beat them join them. We rationalise unethical behaviour, we have reached so far in Trinidad and Tobago that we are now saying if it is not illegal it is ethical and that is wrong because what may not be legal may not necessarily be ethical,” she said.

She defined ethics as the standards which guide the behaviour and actions of personnel in public institutions and which may be referred to as moral laws.

Lucky said there were several principles for managing ethics in both public and private sector.

“Ethical standards should be clear, when you want to ensure ethical behaviour, employees need to know the basic principles and standards they are expected to apply to their work. Ethical standards should be also reflected in the legal framework,” she said.

She noted that ethical guidance should be available as employees should know their rights and obligations when exposing wrongdoing, within the establishment.

“These should include clear rules for officials to follow. Employees need to know what protection is available to them when exposing wrongdoing. There is so much in order to encourage ethical behaviour.

Is enough done in the private and public sector to promote ethical behaviour and sustain it by rewarding those who are doing the right thing? Because persons who are doing the right thing are not enjoying the benefits but they see the others who are not doing the right thing getting the merits,” she said.

Lucky said creating and promoting and sustaining ethical behaviour should be a top priority in every business, public or private.

“If we as individuals as law-abiding citizens shirk in our responsibility to act always in the name of honesty that we not only be delinquent in our responsibility but also jeopardising the welfare of the nation,” she said.

- Trinidad & Tobago Newsday 3 October, 2011

Introduction to Public Sector Ethics

Introduction

Public servants often face difficult ethical dilemmas, such as whether to cut corners on quality to meet a deadline or whether to provide opportunities for smaller contractors. The intense pressures of deadlines and quality may not always allow you the luxury of much time for reflection, and the high stakes may tempt you to compromise your ideals. How will you respond? No doubt, you already have a well-developed ethical outlook. Nevertheless, by understanding the theories and applications of ethics, governance and accountability, you may be better able to make the right choice when the need arises.

The subject of ethics, governance and accountability in public administration is complex. Fair-minded people sometimes have significant differences of opinion regarding what constitutes ethical behaviour and how ethical decisions should be made. This article briefly defines and explains the basic concepts of ethics, corporate governance and accountability that individuals can use to consider ethical questions.

This introduction will present three main topics. Firstly, the article will discuss the “infrastructure” of public sector ethics. This is followed by an examination of good corporate governance. Finally, the article will close with an explanation of accountability. An Ethical/Integrity test is attached as Appendix 1 to measure the extent of an individual’s moral compass.

1.0 Understanding the Terminologies

Ethics refers to principles by which to evaluate behaviour as right or wrong, good or bad. In the public sector, ethics refers to well based standards of right and wrong, and prescribe what public servants ought to do.

Good corporate governance is an aspect of ethics which refers to the set of systems, principles and processes by which public service organizations are governed. They provide the guidelines as to how the organization can be directed or controlled such that it can fulfill its goals and objectives in a manner that adds to the value of department or ministry and is also beneficial for all stakeholders in the long term.

Accountability is a key principle of good corporate governance. Accountability is the [obligation](#) of a public servant or department to [account](#) for its [activities](#), accept [responsibility](#) for them, and to [disclose](#) the [results](#) in a [transparent](#) manner.

Each terminology is further elaborated below.

2.0 The “Infrastructure” of Public Sector Ethics

Public sector ethics emanates from several different sources. These sources range from the private ethical character of the individual public servant, via the agency-internal regulations and culture of the agency and national legislation, to international conventions with written standards and codes of conduct.

The combination of ethical standard setting, civil service regulations and legal regulations has been called “the ethics infrastructure” or “ethics regime”. The most efficient ethics regime is when these three sources work in the same direction, in parallel. It should be noted that any discussion on legal regulations is beyond the scope of this article.

Traditionally, moral philosophy (also known as normative ethics and moral theory) is the study of what makes actions right and wrong. These theories offer an overarching moral principle to which one could appeal in resolving difficult moral decisions.

There are several strands of ethics, which differs on the basis (or rationale) for their various ethical considerations. The two best known normative theories are teleological/consequentialism (in particular utilitarianism) and deontological ethics (and in particular Kantianism).

Consequentialism refers to those moral theories, which hold that the consequences of a particular action form the basis for any valid moral judgment about that action. Thus, from a consequentialist standpoint, a morally right action is one that produces a good outcome, or consequence.

Utilitarianism is a specific strand of consequentialist ethics. Utilitarianism is the idea that the moral worth of an action is solely determined by its contribution to overall utility, that is, its contribution to happiness or pleasure as summed up among all persons.

Deontological ethics has also been called “duty” or “obligation” based ethics. Deontologists believe that ethical rules “bind you to your duty”, and they look at the rightness or wrongness of actions themselves, as opposed to the rightness or wrongness of the consequences of those actions. Deontological ethics looks at our fidelity to principle and disregards the consequences of a particular act, when determining its moral worth.

Kantianism (or Kantian ethical theory) is deontological, revolving entirely around duty rather than emotional feelings or end goals. The core concept is “duty”, or what one ought to do in certain situations.

3.0 Good Corporate Governance

The current climate of increased accountability in public sector organizations has brought attention to the ethical dimension of corporate governance. The conceptual-theoretical terrain as set out in two dimensions: ethics as applied moral philosophy; and corporate governance as the moral health of an organization. At an operational level, corporate governance provides a framework to evaluate the overall integrity of an organization and embraces the inter-related themes of individual responsibility, social equity and political responsibility.

The concept of corporate governance in the public sector is the establishment, recognition and implementation of a framework to ensure the interest of the department/organization in satisfying the national agenda. Thus, public servants act as agents of the ministry and servants of the public to effectively delivery national goods and services.

4.0 Accountability

As discussed above, accountability is an obligation to ensure transparency and disclosure. Usually, the concept and expectation of accountability is articulated in the public service code of conduct. Within a department or a ministry, firstly, behaviour is bounded by rules and regulations; secondly, civil servants are subordinates in a hierarchy and accountable to superiors.

Accountability is a concept in political science and ethics with several meanings. It is often used synonymously with such concepts as responsibility, answerability, enforcement, blameworthiness, liability and other terms associated with the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in both the public and private worlds.

The essential factors of a public service code of conduct can be divided into five categories. These categories or principles are fairness, transparency, responsibility, efficiency and conflict of interest. These principles are the basic

elements of democratic accountability in relation to public sector decision-making and actions. Those issues are not only the obstacles that the public service officer faces in internalising these principles but, also, the challenges for a pro-active management in fostering such internalisation.

Conclusion

Ethics, good corporate governance and accountability are critical factors in meeting the national obligation. This article introduced the basic terminologies of these concepts to deepen the reader's appreciation of the subject matter.

Writers note: this excerpt was in-part adopted from Amundsen, I and Pinto de Andrade, V (2009), "Compendium for teaching at the Catholic University of Angola"

Further reading:

International Code of Conduct for Public Officials as adopted by the United Nations General Assembly 1996. See www.un.org

Model Codes of Conduct for Public Officials developed by the Council of Europe. See www.coe.int

Civil Service (Amendment) Regulations, 1996
CHAPTER XI
CODE OF CONDUCT

- 134.** An officer's conduct shall be such at all times as not to bring the Service into disrepute.
- 135.** (1) An officer shall, with integrity, promptly and effectively discharge the duties of the office to which he is appointed and any other related duties that the Permanent Secretary or Head of Department requires of that officer.
- (2) In the discharge of those duties, an officer shall be courteous and polite both to members of staff and to the public.
- (3) An officer shall not willfully refuse, or willfully omit, to perform those duties.
- 136.** (1) An officer shall not be absent from duty without leave or reasonable excuse.
- (2) An officer, when leaving the country, shall inform the Permanent Secretary or Head of Department in writing or, in cases of emergency, a superior officer who shall report forthwith, in writing, to the Permanent Secretary or Head of Department.
- 137.** (1) An officer shall not, directly or indirectly, be involved in any financial or other interest or undertaking which could compromise, or reasonably be said to compromise that officer's job performance or office.
- (2) Where an actual or potential compromise arises, the officer shall inform the Permanent Secretary or Head of Department.
- (3) The Permanent Secretary or Head of Department shall determine the nature and degree of compromise, decide upon an appropriate course to resolve it which may include assigning the officer to other duties, and advise the officer accordingly.
- (4) An officer who is aggrieved by a decision made under sub regulation (3) may appeal to the Chief Personnel Officer who shall review that decision.
- (5) Where the officer is aggrieved by the outcome of the review of the Chief Personnel Officer, the matter may be pursued on his behalf by the appropriate recognised association as a grievance to be dealt with under Part III of the Act.
- 138.** (1) An officer shall not make any unauthorised disclosure or make copies, for purposes unrelated to the performance of his duties, of official documents, papers or information of which that officer may have become aware in the course of the performance of duty.
- (2) Unauthorised disclosure does not include the reporting by an officer of complaints to the Chief Personnel Officer, Auditor General or the Public Service Commission with regard to the conduct

of the Public Service, where such complaints have been reported to senior officers without redress.

- 139.** (1) An officer shall not respond to questions of public policy, in a manner that could reasonably be construed as criticism and which may call into question his ability to impartially implement, administer or advise on Government policy.
- (2) Sub regulation (1) shall not apply to an officer acting in his capacity as a representative of a recognised association.
- 140.** (1) No officer shall, on his own behalf or on behalf of the Ministry he represents receive payment for the preparation or delivery of a lecture or talk done in pursuance of his duties or the duties of the Ministry.
- (2) Lectures or talks which are not necessary for departmental purposes may be given by an officer who is knowledgeable in a particular subject, whether or not he has specialised in the subject in his official capacity.
- (3) Where the subject matter of the lecture or talk referred to in sub regulation (2) is related to the work of his department or if the officer is to be announced by his departmental title, the prior authority of the Permanent Secretary or Head of Department is required to ensure that—
- (a) there is nothing in the lecture or talk contrary to the public interest or inconsistent with the status of the officer; and
- (b) the standing of the officer is sufficient to justify the delivery of the lecture under his departmental title.
- (4) In respect of a lecture or talk given by an officer in accordance with sub regulations (2) and (3) the officer shall make his own private arrangements for remuneration and in every case such lecture or talk shall be prepared and delivered outside of official hours.
- 141.** An officer shall not incur indebtedness to the extent that it compromises that officer's job performance or brings the Service into disrepute.
- 142.** An officer against whom bankruptcy proceedings have been taken or who becomes insolvent or who has been declared a bankrupt shall within seven days report that fact to the Permanent Secretary or Head of Department.
- 143.** An officer shall not solicit the intervention or influence of members of Parliament, Ministers, members of a Commission, or prominent members of the community to support or advance his individual claims in the Service.
- 144.** Except with the permission of the Permanent Secretary or Head of Department, an officer shall not accept any gift or reward from any member of the public or from any organisation for services rendered in the course of performing official duties.

- 145.** Notwithstanding regulation 144, an officer may accept a present offered by—
- (a) a representative of a foreign government on the occasion of an official visit to that country;
 - (b) a community organisation, on a social occasion where the gift represents the work or achievement of that organisation;
 - (c) fellow officers on marriage, retirement, transfer or other social or celebratory occasion.
- 146.** An officer who is offered a bribe shall immediately inform his senior officer, in writing, who shall notify the Permanent Secretary or Head of Department who shall cause the matter to be reported to the Police.
- 147.** An officer who desires to initiate legal proceedings against another officer or against a member of the public with respect to any matter which arose out of, or in the course of, the execution of duty shall inform the Permanent Secretary or Head of Department.
- 148.** An officer who is charged with a criminal offence which carries a penalty of imprisonment shall report the matter without delay to the Permanent Secretary or Head of Department.
- 149.** (1) An officer who without reasonable excuse does an act which:
- (a) amounts to failure to perform any required lawful duty in a proper manner;
 - (b) contravenes any of the Regulations;
 - (c) contravenes any law relating to the performance of the duties of his office; or
 - (d) is otherwise prejudicial to the efficient conduct of the Service or tends to bring the Service into disrepute, commits an act of misconduct.
- (2) Without prejudice to the generality of sub regulation (1), an officer who:
- (a) is absent from office or official duties without leave or valid excuse, or is habitually irregular in the time of arrival or departure from the place of employment;
 - (b) willfully disobeys or disregards any lawful order made or given by any person having authority to make or give the order;
 - (c) is unfit for duty through drunkenness or the illicit use of drugs;
 - (d) is inefficient or incompetent through causes which are within that officer's control;
 - (e) commits any immoral, obscene or disorderly conduct in office;
 - (f) performs the required duties in a negligent manner;
 - (g) exercises authority unreasonably or abuses that authority in the course of performing the required duties;
 - (h) having made or subscribed an oath or affirmation for the purposes of office does or says anything in violation of that oath or affirmation;
 - (i) uses, without the authority of the Permanent Secretary or Head of Department, any property or facilities provided for the purposes of the Service, for a purpose not connected with that officer's official duties;
 - (j) has a criminal charge proved against him;
 - (k) participates in the meetings of any political organisation while on duty, while on official business or while wearing official uniform, commits an act of misconduct.

TEST YOUR ETHICS: A 10-QUESTION QUIZ

Answer the following questions honestly to get an accurate gauge of your personal sense of ethics.

1

You're on a first date and things are going really well. At the end of dinner, your waiter hands you the check. After reviewing your tab, you realize the appetizer you ordered wasn't included on your bill. What do you do?

- a. Ignore the waiter's oversight and tip based on the total listed on the bill.
- b. Don't say anything but leave a larger tip than you normally would.
- c. Use the money you saved on the appetizer to take your date out for ice cream.
- d. Bring the oversight to your waiter's attention.

2

At the end of an important meeting your boss turns to you and compliments the suggestion you had for streamlining the reporting process. The idea actually came from a coworker who shared it with you over lunch last week. What would you do?

- a. Say thank you and leave it at that.
- b. Explain that you appreciate her compliment but must admit that you had some help from your coworker.
- c. Shrug it off confidently saying, "There's plenty more where that came from."
- d. Tell her that you can't take credit because it was your coworker's idea, but you agree it's a great one, which is why you brought it up in the meeting.

3

On your commute into work you notice the woman in the car driving in front of you putting on her makeup as she drives. Several minutes later she knocks the side mirror off of a parked car and keeps going. What do you do?

- a. Get the license plate number of the car in front of you and pull over to leave a note for the owner of the damaged parked car.
- b. Take a video of the car in front of you, narrating what just happened and post it to YouTube with the hope that the owner of the damaged car will see it.
- c. Pretend you didn't see anything and continue on your route to work.
- d. Get the license plate number of the car in front of you and call the non-emergency police number to report the accident.

4

It's lunchtime, so you head to the office kitchen to heat up your food. While you're waiting on the microwave, you notice an open file folder sitting on the table with what looks like a list of employees and their salaries hanging out of it. No one else is in the room, so you have no idea who the folder belongs to. What do you do?

- a. Ignore the open folder and go about your business.
- b. After briefly looking at the contents of the folder (just to make sure you're being paid competitively) you take it to the HR Director for her to handle.
- c. Take the folder with you and send out a company-wide email asking the person who left a file folder in the third-floor kitchen to come see you to pick it up.
- d. Without reading the visible pages, close the folder and wait. When its owner shows up, explain that you closed the open folder as soon as you saw what it was but didn't want to leave such sensitive information unattended.

5

You've been craving a soda all day. After digging through your desk for change, you head down to the vending machine to get your mid-afternoon sugar fix. You insert the correct change, push the button and two sodas come rolling down the shoot. What do you do?

- a. Call the number on the vending machine to report the mistake and take the extra soda can to the receptionist, so she can return it to the vending company when they show up to fix the issue.
- b. Take the two sodas back to your office and smile at your good fortune.
- c. Give the extra soda to your coworker who was complaining just the other day that that same machine had taken her money and not given her a soda.
- d. Give the extra soda to that same coworker, but tell her that you bought it specifically for her.

6

You come home to find that your roommate broke your headphones—the ones that took you two months to save for. On your way to the electronics store the next day you run into someone selling the same headphones on the corner. The headphones are still in their original packaging but based on the price you think they were either stolen or counterfeit. What do you do?

- a. Find a nearby ATM to get cash to buy the headphones on the corner. After all, you didn't break them, you'll save nearly 80% and you won't have to add to your debt by using a credit card.
- b. Try to return the broken headphones to the store to exchange them for a new pair, claiming they never worked in the first place.
- c. Turn down the guy on the corner and his potentially shady goods. Continue to the electronics store to buy the fully legal headphones.
- d. Buy the headphones from the store. Then call the police to report the man on the corner for potentially selling stolen or counterfeit goods and not having a vendor's permit.

7

You're planning a surprise birthday party at work for your supervisor and have invited your whole team. After sending out an email to your team members asking them to chip in for a card, decorations and a cake, you've only received enough to cover the cost of the cake. What do you do?

- a. Spend time after lunch every day leading up to the party making decorations and a card out of office materials from the printing room.
- b. Front the money to buy the card and the decorations, then send out another email after the party asking your coworkers to reimburse you for it.
- c. Decide to cancel the party since no one seems that interested but keep the money they've already contributed for the next team member's birthday.
- d. Forget the card and decorations and just get the cake, since that's all the money everyone chipped in will cover.

8

Standing in line at a café you notice the man in front of you drop a \$5 bill out of his wallet and onto the floor. After looking around it seems like no one else, including the man in front of you, saw the bill fall. What do you do?

- a. Consider it karma for the \$10 you lost last month on the subway, pick it up when you get to the counter and use it to pay for your latte.
- b. Tap the man on the shoulder and tell him that he accidentally dropped some money.
- c. Pick up the \$5 bill and put it in the tip jar when you reach the counter. After all, that guy was really rude to the barista and didn't even tip him.
- d. Leave the bill on the floor and say nothing, figuring either the guy will come back for it or someone who needs it more will find it.

9

You've been working as a personal financial planner (PFP) for the past decade. One day you hear that one of your longest running client couples have gotten a divorce. After their divorce, but before you knew about it, you'd done some work at the husband's request. Several months later his ex-wife reaches out wanting you to continue to be her PFP as well. What do you do?

- a. Set up a conference call between yourself and the former couple to let them know about the conflict of interest and ask them to choose who will stay with you and who will find a new financial planner.
- b. Take on the ex-wife and ex-husband as separate clients. After all, you've worked with both of them for years—and they're both fine with it.
- c. Explain the entire situation to the ex-wife, letting her know it would be a conflict of interest for you to work for both she and her ex-husband. Then recommend a friend who you think would be a great CPA for her needs.
- d. Explain the conflict of interest to both parties and excuse yourself from working with either of them to ensure fairness. Then offer each of them the contact information for several other qualified financial planners.

10

On your way to grab a cup of coffee from the office kitchen you over hear one of your supervisor's peers making a sexist joke about one of the females who works in the cube right next to yours. What do you do?

- a. Report the incident to your supervisor so that you can remain anonymous, considering that the person you are reporting is senior to you.
- b. Nothing. They didn't see you so you can pretend like it never happened.
- c. Walk up and confront the supervisor, explaining that his joke was inappropriate, and he shouldn't tell jokes like that because someone else who might take even more offense could overhear him next time.
- d. Walk up and join in the conversation. Even though you don't agree with what he said, you don't want to make a big deal about it and it's good always a good idea to make friends with people who hold positions senior to yours.



innovation



goals



leadership



trust



ethics



integrity

CORE VALUES



teamwork



responsibility



support



commitment

120 Common Core Values

Accountability	Cooperation	Expertise	Ingenuity	Positivity	Strategic
Accuracy	Correctness	Exploration	Inner Harmony	Practicality	Strength
Achievement	Courtesy	Expressiveness	Inquisitiveness	Preparedness	Structure
Adventurousness	Creativity	Fairness	Insightfulness	Professionalism	Success
Altruism	Curiosity	Faith	Intelligence	Prudence	Support
Ambition	Decisiveness	Family-orientedness	Intellectual Status	Quality-orientation	Teamwork
Assertiveness	Democraticness	Fidelity	Intuition	Reliability	Temperance
Balance	Dependability	Fitness	Joy	Resourcefulness	Thankfulness
Being the best	Determination	Fluency	Justice	Restraint	Thoroughness
Belonging	Devoutness	Focus	Leadership	Results-oriented	Thoughtfulness
Boldness	Diligence	Freedom	Legacy	Rigor	Timeliness
Calmness	Discipline	Fun	Love	Security	Tolerance
Carefulness	Discretion	Generosity	Loyalty	Self-actualization	Traditionalism
Challenge	Diversity	Goodness	Making a difference	Self-control	Trustworthiness
Cheerfulness	Dynamism	Grace	Mastery	Selflessness	Truth-seeking
Clear-mindedness	Economy	Growth	Merit	Self-reliance	Understanding
Commitment	Effectiveness	Happiness	Obedience	Sensitivity	Uniqueness
Community	Efficiency	Hard Work	Openness	Serenity	Unity
Compassion	Elegance	Health	Order	Service	Usefulness
Competitiveness	Empathy	Helping Society	Originality	Shrewdness	
Consistency	Enjoyment	Holiness	Patriotism	Simplicity	
Contentment	Enthusiasm	Honesty	Vision	Soundness	
Continuous Improvement	Equality	Honor	Vitality	Speed	
Contribution	Excellence	Humility	Perfection	Spontaneity	
Control	Excitement	Independence	Piety	Stability	

CASE STUDY

- A cashier at the Licensing Division is discovered taking money from the day's receipt which was not collected on the Thursday afternoon of a long weekend. She was instructed to secure the cash.
- She is a single pregnant mother with a two year old child and is waiting for her pay. She indicates that she has rent to pay and milk and diapers to purchase, the landlord is threatening to put her out during the weekend. She tried borrowing from a friend and was unsuccessful and she intend to return the money on Monday but due to a glitch in the system salary was not processed.

ETHICAL QUANDARY

- You are the colleague/friend, you know the story. What would you do?
- You are the supervisor. What is your plan of action?
- You are the employee. Should you steal/borrow the money?
- You are the Permanent Secretary. How would you treat with the issue?

Ethical Theories

Deontology (from the Greek deon, meaning "duty") refers to an ethical theory or perspective based on duty or obligation. A deontological, or duty-based, theory is one in which specific moral duties or obligations are seen as self-evident, having intrinsic value in and of themselves and needing no further justification. Moral actions are evaluated on the basis of inherent rightness or wrongness rather than goodness or a primary consideration of consequences.

Teleology (from the Greek telos, meaning goal or end) describes an ethical perspective that contends the rightness or wrongness of actions is based solely on the goodness or badness of their consequences. In a strict teleological interpretation, actions are morally neutral when considered apart from their consequences. Ethical egoism and utilitarianism are examples of teleological theories.

Deontological Ethics



Teleological Ethics



Dilemmas

1. Conflict of interest:

Your organization is looking for a consultant to do a new project. The wife of your supervisor puts in the best proposal for the work. Since the person will work on your team, you are responsible for the hiring. What do you do?

- You don't feel comfortable doing the hiring process, so you ask someone else in the office to do it.
- Don't hire her as it's too complicated and full of potential real and perceived conflicts.
- As long as the husband is out of the hiring process there is no problem so you would hire her.
- Change the supervisory structure so that you would no longer be her supervisor and go ahead and hire her.
- Tell her if she pays you part of her salary she can have the job.

2. Receiving Gifts:

You are visiting organizations in the south with which you are interested in arranging a donor relationship. One of the organizations gives you an expensive welcoming gift when you visit their office. What do you do?

- Accept it just in case your refusal would be seen as an insult. Consider it an organizational, not personal, gift and take it back to the office to give to your CEO.
- Accept it this time, but if they become a partner, discuss the issue openly with them to set parameters for gift giving.
- Thank them for their generosity but refuse the gift explaining that you are not allowed to accept any gifts in case others perceive it as offering a bribe.
- Contact your office for advice.
- Accept it for yourself and buy a cheap gift to take back to the office.

3. Discrimination/harassment

As you walk down the hall toward your office, you, along with everyone else in ear-range, hear a senior staff's conversation where disparaging comments are being made about a junior staff member's work style, saying it is typical of her culture. What do you do?

- Stop the conversation and demand the person apologize on the spot for making a racist statement.
- Walk past but go directly to the supervisor of the senior staff to complain that the comments are unacceptable.
- Interrupt the conversation and ask to speak to the senior staff in private where you explain how you think that conversation was inappropriate behaviour.
- Close your office door and ignore it; everyone is entitled to his/her opinion.
- Join in the conversation and tell them that great joke you heard last night.

4. Travel records

You overhear one of your colleagues explain that whenever he travels for work, he charges for all possible expenses, even though he doesn't actually purchase all the services. He argues that he spends far more than he can claim for.

- You ignore it since you figure the expenses probably balance themselves out in the end.
- You report what you heard to his supervisor.
- You tell the finance department that people are abusing their expense claims and they should start to accept only official receipts.
- Ask your finance department for clarification on the policy.
- Share with him some of your creative accounting tricks

5. Program Waste

You are involved in a program overseas and begin to notice that there seems to be a lot of waste of time and energy that could be used to better use. Local staff do not see it as waste and the practices continue. What should you do?

- Accept that local staff are in control of the program and know what's best for their situation.
- Suggest that you can train everyone in time and financial resource management so that things will improve.
- Contact the Canadian partners who help fund the program and tell them about the waste.
- Ask the local staff for an opportunity to discuss some of the practices that concern you and try to learn from one another.
- Call a press conference to expose the waste and the organization involved.

Housing Fraud

(Sunday Newsday 18/11/18)

This investigation is one of two stemming from the flooding. The other is being conducted internally at the Ministry of Housing and Urban Development (MoHUD) into how a couple was given a house without the necessary clearance. The couple, Atiba and Nitasha Sorzano, along with their two children were discovered to be living in a unit at Alpha Avenue, Greenvale, two weeks ago without authorisation, for over a year.

The duo said they were assisted by a “nice man” in getting their home but their documents were all fraudulent. After the discovery, the family was evicted and an internal investigation began. The Sorzanos spent a week under their home until they moved in with relatives.

Housing ministry officials who did not want to be named, said the “nice man,” who has worked closely with the permanent secretary Simone Thorne-Mora, was hired at the former ministry of community development, culture and gender affairs, during the years 2007-2010, before being transferred to the MoHUD in 2015 and placed in the People’s Issues Resolution Co-ordinating Unit (PIRCU).

The source added the man was removed from his post but remained with the unit while being banned from certain areas.

Insiders said the man was not the only person currently being investigated as Housing Development Corporation (HDC) officials were also being investigated in this and other instances of fraudulent activity. The internal investigation is being overseen by HDC managing director Brent Lyons alongside a team of MoHUD officials.

Sunday Newsday spoke with former housing minister Randall Mitchell who said under his tenure he worked feverishly at stamping out corruption. He added that education programmes were implemented to inform would-be tenants about what to do and the red flags to look out for from those “helpful” employees who guaranteed them houses. He recalled instances of employees squatting in allocated HDC homes that had to be evicted. He said, on one occasion, he set up a sting operation but the HDC employee learnt of the attempt to catch him and changed his plans.

Hanky – Panky Land Deal

In the matters that Minister Rambharat reported to the Prime Minister, which will go before a Joint Select Committee, the most scandalous is the case of a female employee of the Land Management Division who applied to the Commissioner of State Lands (COSL) for lease of a plot for her family. Within nine days, the woman, in her official capacity, inspected a plot in Arouca, and, as the interviewer, recommended that the applicant (herself) be granted a residential lease!

To cut a short, incestuous story shorter, in a record five weeks from the date of the application, the COSL authorised that Cabinet be advised to approve the lease. But the matter suffered a fatal setback when, three months later, a man who claimed to be the owner of the said plot, having paid \$700,000 to the previous owner, was granted a court injunction restraining the occupants (the public officer's family) from entering the property. The matter is currently before the courts.

To illustrate just how these entrenched public officers operate as laws unto themselves, when Minister Rambharat sought to personally inspect the controversial land, he was given a mighty run around by senior employees of his ministry.

By way of information, I should state that there are thousands of applications for new leases and renewal of leases for State lands, mainly for agricultural purposes that are 20 years and older, which are buried in dusty files in the offices of the COSL. These have been studiously ignored by successive office holders.

By Raffique Shah

June 07, 2018

\$22 million fraud at Corporation ... “10 ARRESTED IN SALARY SCAM”

(18 July, 2018 - ttwhistleblower.com)

Ten persons have been arrested in a salary scam at the PNM-controlled San Juan/Laventille Regional Corporation.

The arrests of the suspects on Thursday, were a major breakthrough for Police Service's Anti-Corruption Investigations Bureau (ACIB) in their investigations into the \$22.5 million scam.

The suspects are assisting the police into the alleged fraudulent payment of \$22.5 million in salaries at the corporation between 2011 to 2017.

The arrests were made during anti-crime exercises in the Petit Valley, Valsayn and St Augustine districts between 3.30 am and noon on Thursday.

The suspects are between the ages 25 to 40 years. Police said charges are imminent. Some of the suspects worked at the Corporation.

The Ministry of Rural Development and Local Government said the issue was detected earlier this year by the Corporation's former CEO Kofi Chapman.

The Ministry said Chapman recognized discrepancies in the Accounting Unit and it was immediately reported to the Anti-Corruption Bureau. It added that the corporation cooperated fully with the investigation and police interviewed relevant personnel in the corporation before they made their arrests.

Minister of Local Government and Rural Development, Kazim Hosein, said he had requested a full report from the chairman Anthony Roberts.

Source: <http://ttwhistleblower.com/22-million-fraud-at-corporation-10-arrested-in-salary-scam/>

FLOOD GRANTS FRAUD

(Sunday Newsday 18/11/18)

Social Development ministry officials among 13 charged

A crowd of applicants for flood relief grants at one of the assessment centres in Sangre Grande. Thirteen people including State officials have been charged with fraud relating to programme.

A crowd of applicants for flood relief grants at one of the assessment centres in Sangre Grande. Thirteen people including State officials have been charged with fraud relating to programme.

THIRTEEN PEOPLE including officials at the Ministry of Social Development will appear in court tomorrow after they were charged by the Fraud Squad for offences relating to the distribution of grants to flood victims.

The charges include receiving money under false pretences. Fraud Squad officers went to the ministry's office on Independence Square, Port of Spain, on Thursday and detained four ministry employees. They are alleged to have made out cheques in the names of friends and relatives who were not victims of the flood. Documents were also seized from the ministry and police informed Minister of Social Development Cherrie Ann Crichtlow-Cockburn of the action. Police sources said the 13 were not the final tally as other ministry officials were still on their radar.

More than \$81 million in flood relief cheques have been distributed to citizens following the October 19 floods which devastated parts of East and Central Trinidad. Officials at the Ministry of Social Development are now investigating how much of that money went to families in need and how much of it was siphoned. Since the October flooding, more than 6,200 cheques have been printed and distributed. Each household that received cheques was granted either \$15,000 or \$20,000 depending on whether there were children at the home.

Multiple cheques which were processed by commercial banks were then flagged by the Central Bank as suspected fraudulent. These issues were then raised with ministry officials.



A crowd of applicants for flood relief grants at one of the assessment centres in Sangre Grande. Thirteen people including State officials have been charged with fraud relating to programme.

ETHICAL SCENARIOS

1. You're at a hotel and conference center. You've arrived to your meeting early, and have not have a chance to eat breakfast yet. On your way to your meeting room, you walk by another meeting and there's a table full of food and beverages outside the room. Your meeting has no food. Would you help yourself?
2. Your manager congratulates you for a brilliant suggestion and hints at a promotion. Your employee gave you the idea. Do you mention this to the manager?
3. You've made a verbal agreement with a supplier. A competitor offers you a deal for 50% less. Do you take the deal?
4. A colleague is out of her office. You notice her paycheck stub on her desk. Do you glance at it?
5. Your manager demands to know what a co-worker is saying behind her back. It's not flattering. Do you tell her?
6. You're reviewing the results of an employee survey and accidentally discover a way to see individual responses and comments. Do you keep reading or report the problem?
7. You're traveling in Elbonia on business when you're invited to a feast by shepherds. You're given the sheep's eyeball, the greatest delicacy. To refuse it is the greatest insult. Everyone's watching. Do you gulp it down?
8. As a joke, a co-worker sends anonymous love letters to another co-worker who takes them seriously. Everyone is enjoying the prank. Do you expose it?
9. A disgruntled worker is brandishing an automatic weapon. You're near a door. If you try to warn others you may not escape. Do you save yourself?
10. After closing a big deal, your manager surprises you with a warm, lingering hug. Do you tell your manager you're not comfortable with this?
11. You're playing tennis with your manager for the first time. You're winning and your manager is getting angry. Do you let him win?
12. You want to quit a job without notice but you need a good reference from your employer. Do you invent a family health emergency?
13. You decide not to hire someone because he's wearing a nose ring. When he asks why he didn't make it, do you give the real reason?
14. You find an expensive pen in an airport lounge. Do you keep it?

15. A close friend will be interviewed for a job with your employer. He asks you for a list of the questions in advance. Do you supply it?
16. You have a struggling young company. You have to choose between two equal candidates for a job, a man and a woman. The woman will work for \$2000 per year less than the man. Do you hire her for that reason?
17. You've just been promoted to manager at the branch where you work. The person you're dating has applied for a job there and would be reporting to you. Is this OK?
18. The customer wants a refund. You agree that a refund is called for but company policy says "No." If you go to Corporate, the customer's refund will be denied. If you act on your own authority, the customer will be satisfied, but you may get in trouble. What would you do?
19. The company procedure is very clear but you know a "better" way to do the job. Your productivity results are a bit low this month. If you use your new approach (and violate the "rules") you can raise your results to an acceptable level. What would you do?
20. You are working to correct a mistake that your manager doesn't know about. If you tell your manager, you will be blamed for the mistake. If you don't tell your manager, you'll miss your deadline. Do you tell?

A 5-Step Guide to Making Ethical Decisions

June 1, 2014 Ethics

Each day, companies and individuals are faced with ethical decisions. These kinds of decisions aren't the easiest to make, as there are usually many sides to an issue and the best decision isn't always apparent. One needs to recognize ethical issues and a sound method to dealing with them. Consider the following steps:

Recognizing an ethical issue

The first step is recognition. One must be sensitive enough what is ethical and what is not. The decision maker must analyze the choices laid before him. Is there a good choice and a bad choice? Or must he choose between two good choices and two bad choices?

Getting the facts

Before making a decision, one must know about the factors affecting the decision. Investigation is crucial, and all the relevant facts must be laid on the table to aid in the decision making process. One must also not just rely on the facts provided, but ideally, should investigate for himself. Will the information be enough to make an informed decision?

It is also important to consult relevant person and groups, especially those who have stakes in the outcome. Know their concerns and determine if they are valid. Are some concerns more important than others?

Evaluating alternative actions

Study the choices and evaluate what's best using the different approaches to ethical standards. Use the utilitarian approach, rights approach, justice approach, common good approach, and virtue approach to weigh the choices. These ethical standards may ask different questions and attack the decision-making process differently, but they espouse the same thing. Making the best decision for the parties involved.

Making a decision and testing it

After selecting the approach that best addresses the particular situation, it is time to make the actual decision. What is the ethical decision that needs to be made based on the chosen ethical standard?

After a decision has been made, it is now time to test it. Is the decision something one can stand behind? How will other people react to the decision? Will they agree that it is the right choice?

Act and reflect on the outcome

Once a decision has been made and tested, it can then be implemented. In doing so, one must be sure that the greatest care be employed. One must also pay attention to the concerns of all the stakeholders.

Finally, one shouldn't stop just because a decision is made and implemented. One must continue monitoring the effect of the decision. Was the choice satisfactory? Was the outcome the same as what was predicted? And most importantly, how can one learn from the specific situation?

Making ethical decisions is not an easy thing, but with regular practice and continually using this suggested ethical framework, the process becomes easier and gets ingrained until it comes automatically, without needing to consult the specific steps.

While making decisions for these ethical dilemmas do not get easier or less serious, the process becomes more efficient, allowing one to dwell on the actual ethical issues and identifying the best courses of action.

Source:

A Framework for Thinking Ethically. (2009, May). Retrieved from <http://www.scu.edu/ethics/practicing/decision/framework.html>

Integrity and Work Ethics Test

ETHICS IN THE WORKPLACE	WOULD	NOT SURE	NOT
1. Would you help a company win the award of a contract if the profits are used to help the poor?			
2. Would you report to Inland Revenue on that \$25,000 extra money earned from private work?			
3. Would you use the office phone for personal calls when it's against policy?			
4. Would you destroy documents at the request of your supervisor, knowing that they are relevant to a pending lawsuit?			
5. Would you pay someone (e.g. a mechanic) knowing that they will not declare any income to Inland Revenue?			
6. Would you lie to your boss to protect a colleague who is consistently late?			
7. Would you report on a close colleague if he/she is caught taking bribe?			
8. Would you use the printer/photocopier for personal reasons?			
9. Would you record 8:00am even though you reached to work 8:10am?			
10. Would you leave a note on a car you accidentally scratched in the parking lot, if no one saw you?			
11. Would you get a sick leave letter to stay home even though you are not sick?			
12. Would you take a copy paper or a pen home for yourself or family?			
13. Would you return clothes to a store after you wore it?			
14. Would you tell your significant other about your 2 hour lunch with your former fiancée?			
15. Would you compliment your significant other on how nice they look in that pants even though you hate it?			



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