

Index

A

- Abu Ghraib prison case study, 205, 274–275, 286
- Accountability: constitutional arrangements for individual, 201–202; creating organization governance with, 216–218; individual responsibility and, 242–246; objective responsibility and, 82–85; of public administrators to organization, 294–295; whistle-blowing as indispensable to, 227, 240, 241. *See also* Responsibility
- Action: agentic shift and displacement of responsibility for, 236–239; consequences of, 35–36, 125–126, 224–227, 240, 241, 298; identifying alternative courses of, 34–35; influence of ethical leadership, 209–210; moral work and projects, 193, 194; morality associated with, 2; projecting probable consequences of, 35–36; societal expectations for ethical, 211–216. *See also* Behavior; Morality
- Administration: model of responsible, 287–299; political nature of, 53–59; separation of citizen and administrator roles in, 54–55, 59–64
- Administrative ethics: beyond requirements of the law, 135–136; design approach to, 7–9, 269–280; objective responsibility role in, 81–84; representation and, 70–72; responsibility as key concept of, 80–81. *See also* Ethics
- Administrative responsibility: to the citizenry, 90–93, 130–131; to elected officials through support of law, 84–85; fiduciary, 61–62, 135; as key concept of administrative ethics, 80–81; Mrs. Carmichael case study on, 100–105, 295–296; objective, 10, 81–93; public participation/role in, 211–214; subjective, 10, 81, 93–100; to superiors and subordinates, 85–90. *See also* Responsibility
- Administrative responsibility conflicts: over authority, 107–113; over conflicts of interest, 129–140; Corporal Montague case study of, 108–113, 141; maintaining the public trust, 140–141; moral basis for solution of, 126–127
- Administrator roles: democratic educator as, 74–77; fiduciary, 61–62, 135; separation of citizen and, 54–55, 59–64, 285; trustee versus delegate, 71–72
- Administrators: ethical versus responsible, 6–7; fiduciary responsibilities of, 61–62; “honorable bureaucrat” or, 192–193; as managers of diversity, 64–69; professional/political identity development by, 253–255; responsibility to superiors by, 221–227; separation of roles of citizens and, 54–55, 59–64; theoretical perspective required for role of, 14; vision of the responsible, 283–287; Weber’s functional rationality of, 60. *See also* Conflicts

After Virtue (MacIntyre), 191

Agencies: inequity institutionalized by, 68; keeping critical perspective on conduct of, 64; nature of public, 229–232; political transactions of, 57–58; values of professional system and, 194–196. *See also* Organizations

Agency-agency political transaction, 57–58

Agency-constitutional branch of government transaction, 58

Agency-interest groups transactions, 58

Agency-political party transactions, 57

Agentic shift, 234–239

Aiken, H. D., 19

Alford, C. F., 225, 228

America Speaks Web site, 77

American Progressive movement, 53, 54, 66–67

Antitattling conditioning, 232–233

Antifederalist papers, 221

Antirequistie organizations, 200

Appleby, P. H., 61, 86, 88, 89, 190, 193, 199

Arendt, H., 237, 244

ASPA (American Society for Public Administration), 96–97, 241

ASPA Professional Standards and Ethics Committee, 239–241

ASPA “Whistle Blowing: A Time to Listen . . . A Time to Hear” (1979), 241–242

Association of the Bar of City of New York study (1960), 133–134, 140

Attitudes: impact of roles on, 263–265; Mrs. Carmichael case study and, 103–104, 295–296; organizational culture, 203–211; personal morality and mental, 190–191; professional ethics and internalized, 189–196; subjective responsibility and role of, 94–95 *fig.* 96

Authority: agentic shift and, 234–239; anti-tattling solidarity against, 232–233; constitutional

arrangements for individual, 201–202; Milgram’s research (1974) on obedience to, 234–236, 238, 260, 261; responsibility conflicts over, 107–113, 285; subjective responsibility and concept of, 87

Autonomous (self-directed) mode, 235–236

B

Bailey, S. K., 86, 190, 196

Banton, M., 125, 127

Barnard, C. I., 87, 97, 98, 125, 126, 128–129, 209

Bates, S., 244, 245

Baucus, M. S., 197

Baumhart, H., 209

Beard, E., 136, 139

Beck-Dudley, C. L., 197

Becker, H., 32

Becker, M. O., 1

Behavior: agentic shift and, 234–239; codes of conduct governing, 97; consequences of, 35–36, 125–126, 224–227, 240, 241, 298; ethic of awareness and, 258–261; expectations through manager-subordinate relationships, 202; influence of ethical leadership, 209–210; influence of organizational culture on, 203–204; objective and subjective components of, 97–98; organization rewards for ethical, 210–211; societal expectations of, 211–216. *See also* Action; Responsibility; Responsible conduct components

Beliefs: impact of roles on, 263–265; Mrs. Carmichael case study and, 103–104, 295–296; organizational culture, 203–211; professional ethics and internalized, 189–196; subjective responsibility and role of, 94–95 *fig.* 96; worldview and self-image, 262–263

Bellah, R. N., 197

Benevolence virtue, 193

Bennis, W., 68
 Benson, C., 295
 Bentley, A. F., 65
 Benveniste, G., 54, 57
 Berger, B., 45, 52
 Berger, P., 45, 52, 197
 Berry, J. M., 68
Beyond the Quick Fix (Kilmann), 204
 Bienert, M. A., 197
 Bierman, A. K., 252
 Blackwell, K., 222, 265
 Blanton, R., 246, 295
 Blasi, A., 260
 Boisjoly, R. M., 225–226, 275, 276
 Bok, D., 73
 Bok, S., 24
 Bork, R., 264
 Boulding, K., 252
 Bowie, N. E., 238
 Brenner, S., 209
 Bribery, 136–137
 Bruce, W., 9
 Buchanan, J. M., 65
 Bureaucracy: code of subservience to the hierarchy of, 232; constitutional, 200–203; equality equivalence to equity assumption of, 66–67; “honorable bureaucrat” of, 192–193; as modern phenomena, 45; norms of, 233–234. *See also* Organizations
 Bureaucratic ethic, 246–247
 Burke, J. P., 196

C

Caiden, G. E., 229
 Cairn, J., 277, 278, 279–280
 Calhoun, J. C., 65
 Career Integrity workshops (LA County Sheriff’s Department), 207–208
 Carmichael case study, 100–105, 295–296
 Carney, A. W., 230
 Caro, R. A., 66
Challenger space disaster (1986), 225–226, 227, 275, 276, 286

Chandler, R. C., 71
Chesapeake (Michener), 13–14, 259, 296
 Citizen roles: democratic educator, 76–77; responsibilities associated with, 62–63; separation of administrator and, 54–55, 59–64, 285
 Citizens: administrative responsibility role by, 211–216; maintaining public trust with, 140–141; public deliberation by, 35, 73–77; responsibility of public administrators to, 83–84, 130–131. *See also* Public participation
 Citizenship: organizational affirmation of employee, 202–203; public services consumption ability of, 68–69; task of redefining, 62–63
 Cleveland, H., 37
 Code of Ethics for Government Services, 229
 Code of silence, 204–205, 233
 Codes of conduct, 97
 Codes of ethics, 217, 293–294. *See also* Law
Columbia space disaster (2003), 275–276, 286
 Commoner, B., 252
 Community identity, 255
 Conflicts: authority, 107–113, 285; of interest, 129–140, 222–224, 233, 285; responsibility, 108–129, 140–141; role, 113–129. *See also* Administrators; Ethical problems
 Conflicts of interest: bribery as, 136–137; conflicting loyalties as, 222–224, 233; dealings with relatives as, 139–140; definition and issues of, 129–136; financial transactions as, 138; future employment as, 139; gifts and entertainment as, 138; influence peddling as, 137; information peddling as, 137–138; outside employment as, 138–139. *See also* Responsibility conflicts

Consequences: practical consideration of outcomes, 298; projection of, 35–36; role conflict and possible, 125–126; for whistle-blowing, 224–227, 240, 241

Constitutional bureaucracy, 200–203

Cooper, T. L., 10, 54, 59, 61, 62, 65, 66, 107, 192, 193, 195, 197, 205, 208, 212, 214, 221

Cooperrider, D. L., 99

Coplin, J., 223–224

Corporal Montague case study, 108–113, 141

Courage, as moral quality, 191

Cox, A., 264

Crozier, M., 55

Cruise, P. L., 197

Culture. *See* Organizational culture; Police subculture

D

Davis, K. C., 57

Davis, M., 134

De George, R. T., 82

Dean, J., 264

Decision-making model: benefits of using the, 39–41; congruent with legally mandated organization mission, 291–292; defining the ethical issue using the, 32–34; descriptive task of, 30, 32; designing a, 29–30; finding a fit among elements of, 36–39; identifying alternative courses of action using, 34–35; illustrated diagram of, 31*fig*; overview of, 284–285; problem of application and, 30; projecting probable consequences, 35–36. *See also* Design approach

Declaration of Independence, 221

Dees, J. G., 82

“Defining Issues Test,” 260

Delegate versus trustee debate, 71–72

Deliberation. *See* Public deliberation

Demille, N., 259

Democratic theory: on education, 73–77; on implementation, 77–78; on representation, 70–72

Denhardt, K. G., 196

“Denizenship,” 63

Deontological ethics, 3, 298

Design approach: additional considerations for, 282–283; to ethics and ethical problems, 7–9; “The Favorite Contractor” application of, 277–280; general application of, 274–276; to public administration ethics, 269–273. *See also* Decision-making model

Design approach elements: 1: uncertainty and ambiguities, 270–271; 2: defining problem too narrowly or simply, 271; 3: resolving within constraints of time, 272; 4: acknowledging implications of ethical problems, 273

Dewey, J., 35, 52, 53

Dickson, M. W., 197

Die Free case study, 185–187

Differentiation of roles, 48–50

Diffused individual responsibility, 199

Diversity management, 64–69

Downie, R. S., 55, 263

Drews, E. M., 96

Duty-interest tension, 131

E

Education: as administrator role obligation, 74–77; adoption of values in public service, 194; democratic theory on, 73–77; on public deliberation, 73–74

Effective Citizen Participation in Transportation Planning (Little), 214

Egger, R., 88, 99

Eichmann, A., 237–238, 243, 244

EIS (environmental impact statement), 80, 87

Elder, S., 65

Emmet, D., 131

- Employee bill of rights, 255–257
- Employer-employee relationship, 256–257
- Employment conflict of interest: dealings with relatives and nepotism, 139–140; over future employment, 139; over outside employment, 138–139
- Entertainment/gift conflict of interest, 138
- Equity: achieving, 68–69; assumption of equality equivalence to, 66–67
- Ethic of awareness, 258–261
- Ethic of Citizenship for Public Administration, An* (Cooper), 3, 12, 107, 214
- Ethical administrator, 6–7
- Ethical analysis level, 22–26
- Ethical autonomy: choices as part of, 272; components of individual, 257–265, 286; conflicting loyalties and, 222–224; consequences for whistle-blowing, 224–227, 240, 241; hindrances to, 249*fig*; organizational remedies, 239–242; organizations and individual, 246–257; sources of organizational pressure for, 227–239. *See also* Organizations
- Ethical autonomy sources: agentic shift, 234–239; Milgram’s authority research (1974) on, 234–236, 238, 260, 261; nature of public organizations, 229–232; political pressure, 228; prison simulation research (1971) on, 238–239; private sector norms, 232; team play ethic, 228–229, 232–233
- Ethical climate, 206–207
- Ethical issues: Defining Issues Test for, 260; defining the, 32–34; Kohlberg’s research on, 259–260
- “Ethical Norms of Organizational Culture” questionnaire, 208, 217
- Ethical principles: definition of, 22–23; distinction between values and, 23–24; identifying controlling, 25–26; specific assignment of, 24
- Ethical problems: acknowledging implications of, 273; avoiding “quick fixes,” 206, 298; considering examples of, 15–18; constraints of time and, 272; decision-making model for, 29–41, 31*fig*, 284–285, 291–292; defining dimensions of, 23; defining too narrowly or simply, 271; design approach to, 7–9, 269–280, 282–283; identifying the descriptive task of, 30, 32. *See also* Conflicts
- Ethical process: dynamic context of, 27–28; elements of, 18–19; levels of ethical reflection during, 19–27; uses of framework for understanding, 28–29
- Ethical reflection levels: ethical analysis, 22–26; expressive, 19–20; moral rules, 20–22; postethical, 26–27
- Ethics: as active process, 18–29; beyond requirements of the law, 135–136; definitions of, 1–4; deontological, 3, 298; design approach to, 7–9, 269–280; distinguishing morality from, 2–3; integrity and, 99; internalized professional, 189–196; relationship between law and, 4; team play, 228–229, 232–233; teleological, 3, 298. *See also* Administrative ethics; Morality
- Ewing, D., 255, 256, 257
- Exemplary Public Administrators: Character and Leadership in Government* (Cooper and Wright), 193
- Exner, Dr., 236
- Expressive ethical reflection, 19–20

F

- Fair City Policy Department case study, 184–185
- Fairness, as moral quality, 191
- False Claims Act, 227

“The Favorite Contractor” case study, 277–280

Federal Conflict of Interest Statute (1962), 134

Federalist Papers, 221

Ferraro, G., 73

Few Good Men, A (film), 233

Fiddler on the Roof (musical), 52

Fiduciary role: conflicts between personal material interest and, 135; responsibility of, 61–62

Final Report of the Independent Panel to Review DOD Detention Operations (Schlesinger), 274

Financial transactions conflict of interest, 138

Finer, H., 216

First Annual Report to the Congress on the Activities of the Office of Special Counsel (1979), 239

Fitzgerald, A. E., 222

Flathman, R., 90

Fleishman, J. L., 70

Fogelin, R., 1

Ford, R. C., 206

Foster, G. D., 136

Foster, H., 277, 278

Fox, C. J., 46

Franck, T. M., 141, 230, 231, 232, 233

Fraud Task Force (GAO), 239–240

Frederickson, G., 193

Freedom Inside the Organization (Ewing), 255

Freeman, R. E., 238

Friedrich, C. J., 91, 211, 212, 216

Functions of the Executive (Barnard), 97

Future employment conflict of interest, 139

G

Gabris, G. T., 211

GAO Fraud Task Force, 239–240

GAO (U.S. General Accounting Office), 239–240

Gardner, J., 252

Gaus, J. M., 54

General's Daughter, The (Demille), 259

Gibson, P. A., 204

Gifts/entertainment conflict of interest, 138

Gilligan, C., 260

Goffman, E., 49

Goodnow, F., 54, 66

Goodsell, C., 90

Gorney, R., 200

Governance: Code of Ethics for Government Service and, 229; collective decision making as part of, 47; creating accountable and ethical organization, 216–218; public participation as feedback on, 213–214

Graham, G., 63

Grojean, M. W., 197

Grosenick, L. E., 204

Grunebaum, J. O., 71

Guantanamo Bay (Cuba), 205

Gustafson, J., 1

Guttmann, A., 47

H

Hardin, G., 132, 133

Harel, I., 237

Harmon, M., 10, 91

Hart, D. K., 190, 192, 250, 252, 256

Hartzog, G., 193

Hays, S. W., 226, 240, 241, 245

Hecllo, H., 88, 89

Heisenberg, W., 46

Hejka-Ekins, A., 246

Held, V., 91

Hierarchy of needs theory (Maslow), 257

Hitler, A., 237

Holocaust: displacement of responsibility defense of, 236–238; Nuremberg principle on responsibility for, 242–243

“Honorable bureaucrat,” 192–193

Horn, S., 136

Human Agenda, The (Gorney), 200

I

Implementation of policy, 77–78
 “In-and-out” syndrome, 139
 Individual attributes: ethical behavior and three moral qualities, 191; personal morality related to mental attitudes, 190–191; practices organized around internal goods and, 191–193; professional value system, 194–196; role models or exemplars of virtuous, 193–194; studies on internalized ethic due to, 189–190
 Individual ethical autonomy: choices as part of, 272; components of, 257–265, 286; ethic of awareness and, 258–261; hindrances to, 249*fig*; individual responsibility element of, 242–246; organization delimitation, transcendence and, 251–255; organizational remedies for, 239–242; problem of organizational dominance and, 246–251; role evaluation at limits of organizational loyalty, 261–265; sources of organizational pressure for, 227–239; whistle-blowing and, 224–227, 240–246; workplace bill of rights and, 255–257
 Individual responsibility: as final safeguard, 244–246; the Nuremberg principle on, 242–243
 Individualism, 130, 141, 245
 Inequity institutionalization, 68
 Influence peddling, 137
 Information peddling, 137–138
 Inside versus outside role conflicts: “Politics and Toilets” case, 113–119, 142; “raising salaries or raising hell” case, 119–129
 Institute of Public Administration of Canada, 136
 Integrity, 99
 Interest: conflict between fiduciary role and personal, 135; public, 26, 90–93, 132; responsibility conflicts

of, 129–140; tension between duty and, 131; “tragedy of the commons” and, 132–133

Interest groups: conflict of responsibility to different, 107; democratic role of, 65; political transactions between agency and, 58

Internal-external control conflicts: congruence with policy objectives case study on, 187–188; natural death case study on, 185–187; sexual orientation in law enforcement case study on, 184–185

“Iron triangle” policy, 70

IRS (Internal Revenue Service), 230

Isenberg, D., 39–40

J

Jackall, R., 199

Jackson, R. H., 243

James, H. S., 197

Janis, I. L., 38, 40

Jaques, E., 199, 200, 202, 203, 257

Jaworski, L., 264

Jodl, A., 236, 243

Johnson, R. A., 227

Jones, W. J., 1

Jos, P. H., 226, 240, 241, 245

Jun, J. S., 48

K

Kellner, H., 45, 52

Kenhardt, K., 196

Kernaghan, K., 136

Kettering Review, 73

Kilmann, R. H., 204, 206, 209, 298

King, M. L., Jr., 4

Kohlberg, L., 259–260

Koop, C. E., 193

L

Law: administrator actions within codes of ethics and, 293–294; ethical consideration beyond requirements of, 135–136; functions of,

- 214–215; inability to cover all ethical dilemmas, 195–196; public participation clarifying intent of, 213; relationship between ethics and, 4; responsibility to elected officials through, 84–85; societal expectations and role of, 214–216.
See also Codes of ethics; Police subculture; Public policy
- Leadership. *See* Superiors
- Leahy, P. J., 223, 224
- Leahy report (1978), 228, 229, 230, 232
- Lieberman, J. K., 57, 134
- Liebman, L., 70
- Lifton, R. J., 48
- Lippmann, W., 92
- Lipson, L., 96
- Little, A. D., 214
- London, P., 258
- Long, N. E., 265
- Los Angeles County Sheriff's Department program, 207–208
- Los Angeles Times*, 230
- Lowi, T. J., 57, 65
- Loyalty: public administrators obligations and, 292–293; responsibility conflicts over, 222–224, 233; role evaluation at limits of organizational, 261–265
- Luckman, T., 197
- Lukensmeyer, C., 77
- Lynch, C. E., 197
- Lynch, T. D., 197
- M**
- MacIntyre, A., 191
- MacNeil, R., 73
- “Malek Manual” (1972), 228
- Mann, L., 38, 40
- Margolis, J., 134
- Marshall, G., 193
- Martin, M. C., 1
- Maslow, A., 257
- Maslow's hierarchy of needs, 257
- Mathews, D., 73, 76–77
- McKeon, R., 5
- Means, R., 1, 55
- Meier, K., 65
- Merit Systems Protection Board (MSPB), 239, 240
- Merton, R. K., 90
- Michener, J. A., 13, 259, 284, 296
- Mihm, J. C., 224–225
- Milgram, S., 40, 234, 236, 238, 260, 261
- Milgram's authority research (1974), 234–236, 238, 260, 261
- Miller, H. T., 46, 67
- Minnowbrook II conference (1989), 193
- Modern, 45–47
- Modern worldview problems: attempt to apply scientific principles to much of life, 47–48; domination of organizations as, 256; implications for public administration, 53–69; individual pull between multiple roles, 248; multiplicity and differentiation of roles, 48–50; pluralization of society, 52–53; relativism, 51; from separation to comingling work/private life, 50–51
- Modernity/modernization: hindrances to ethical decisions and, 249*fig*; overview of, 45–47; problems in a postmodern world, 47–55
- Mollandar, E., 209
- Moore, M. H., 70, 77
- Moral development: Defining Issues Test assessing, 260–261; Kohlberg's research on cognitive, 259–260; SSMS (Stewart Sprinthall Management Survey) assessing, 261
- Moral processes, 193
- Moral projects, 193, 194
- Moral qualities, 191

Moral responsibility, 259
 Moral rules: considering consequences of following, 36–37; as ethical reflection level, 20–22. *See also* Norms
 Moral work, 193, 194
 Morality: agentic shift and different focus of, 236; definitions of, 2; distinguishing ethics from, 2–3; Kohlberg’s research on cognitive process of, 259–260; studies on virtue and professional, 193–194. *See also* Action; Ethics
 Morgan, D., 91
 Morton Thiokol, 225
 Mosher, F., 81
 MRA (Municipal Redevelopment Agency) case study, 100–105, 295–296
 Mrs. Carmichael case study, 100–105, 295–296
 MSPB (Merit Systems Protection Board), 239, 240
 My Lai massacre (Vietnam), 244
 Myers, B., 193

N

NAACP, 4
 Nachmias, D., 56
 Nader, R., 222, 252, 265
 NASA: *Challenger* space disaster (1986) and, 225–226, 227, 275, 276, 286; *Columbia* space disaster (2003) and, 275–276, 286; organizational culture of, 275–276
 National Academy of Public Administration report, 140
 “Natural communities,” 56
 Needs theory (Maslow), 257
 Nelson, W. E., 47
 Nepotism, 139–140
 Neuhouse, R. J., 197
 New York Bar Association report (1960), 133–134, 140
New York Times test, 37

Newton, Sir I., 46
 Nixon, President R. M., 228, 264, 297, 298
 Norms: bureaucratic, 233–234; complying with organization’s informal, 292; “Ethical Norms of Organizational Culture” questionnaire on, 208, 217; private sector, 232. *See also* Moral rules; Organizational culture
 Nuremberg Charter, 242
 Nuremberg principle, 242–243

O

Objective responsibility: administrative ethics and role of, 81–84; to the citizenry, 90–93; conflict between subjective and, 10; definition of, 81; to elected officials through support of law, 84–85; obligation and accountability elements of, 82–84; organization goals achieved through, 203; principal-agent theory on, 81–82; to superiors and for subordinates, 85–90
 Obligation: balancing ethics and, 294–295; objective responsibility and, 82–84; to serve the public interest of citizenry, 90–93
 Optimism, as moral quality, 191
 Organization ethic, 246–247
Organization Man, The (Whyte), 246, 247
 Organization theory, 256
 Organizational culture: Abu Ghraib prison, 205, 274–275, 286; ethical climate of, 206–207; ethical conduct encouraged by leaders of, 205–206, 209–210; “Ethical Norms of Organizational Culture” questionnaire on, 208, 217; influence on behavior by, 203–204; NASA’s, 275–276; visible rewards for ethical conduct, 210–211. *See also* Norms; Police subculture

Organizational Culture and Leadership (Schein), 204

Organizational delimitation, 251–255

Organizational functioning mode, 235–236

Organizations: accountability to, 294–295; constitutional, 200–203; creating accountable and ethical governance of, 216–218; diffusion of individual responsibility by, 199; employer-employee relationship in, 256–257; ethical autonomy pressures from within, 227–239; ethical autonomy remedies by, 239–242; ethical climate of, 206–207; ethical dilemmas and hierarchy of power in, 197–199; goals achieved through objective/subjective responsibility, 203; hindrances to ethical decisions in, 249*fig*; individual ethical autonomy and delimitation of, 251–255; individual ethical autonomy in, 246–257; integrity/trust integrating, 99; nature of public, 229–232; politics of modern, 53–59; recognition of power hierarchy in, 201–202; requisite and antirequisite, 199–200, 202; responsible conduct and culture of, 203–211; responsible conduct and structure of, 196–203, 197–199; rewards for ethical behavior by, 210–211; substitutes for “natural communities” in, 56; whistle-blowing retribution in, 224–227, 240, 241; workplace bill of rights provided by, 255–257. *See also* Agencies; Bureaucracy; Ethical autonomy

Ornstein, N. J., 65

OSC (U.S. Office of Special Counsel), 239, 240–241

Ostrom, V., 69, 213

Outside employment conflict of interest, 138–139

P

“Parenthetical men” concept, 251–252

Parenti, M., 65

Peace Officer Standards and Training Commission (California), 208

Peddling: influence, 137; information, 137–138

Perkas, P. J., 222, 265

Perror, C., 90

Personal responsibility displacement, 234–239

Peters, T. J., 206, 209

Pfiffner, J. P., 205

Piaget, J., 232

Pincoffs, E. L., 191, 192

Pluralization, 52–53

Police subculture: code of silence of, 204–205, 233; ethics of legal profession and influence of, 204–205; LA County Sheriff’s Department’s Career Integrity workshops, 207–208; power hierarchy of, 198–199; on sexual orientation, 184–185; “war story” of, 205; whistle-blowing retribution in, 226, 246, 290–291. *See also* Law; Organizational culture

Political identity, 255

Political pressure, 228

Political theory. *See* Democratic theory

Political transactions: agency-agency, 57–58; agency-constitutional branch of government, 58; agency-interest groups, 58; agency-political party, 57

Politics: internal and external transactions in, 57–58; public administration, 53–59; subjective responsibility and concept of, 87

“Politics and Toilets” case study, 113–119, 142

“Portean self” idea, 48–49

Porter, E., 193

Portney, K. K., 68

Posner, B., 209

- Postethical level, 26–27
- Postmodern society: administrators as managers of diversity in, 64–69; attempt to apply scientific principles to much of life in, 47–48; multiplicity and differentiation of roles in, 48–50; pluralization of, 52–53; political nature of public administration in, 53–59; rationality notion in, 67; relativism in, 51; separation of public administrative and citizen roles in, 54–55, 59–64; separation to comingling work/private life in, 50–51
- Postmodernization: overview of, 46–47; problems with modernity in context of, 47–53
- Power hierarchies: ethical dilemmas and conflict with, 197–199; recognition of organization, 201–202. *See also* Superiors
- Pranger, R., 63
- Principal-agent theory, 81–82
- Principles: definition of ethical, 22–23; distinction between values and, 23–24; identifying controlling, 25–26
- Prison simulation research (1971), 238–239
- Prisoner abuse case study, 205, 274–275, 286
- Private-sector norms, 232
- Problem of application, 30
- Professional identity, 253–255
- Progressive movement, 53, 54, 66–67
- Proteus, 48–49
- Proxmire, W., 222
- Public administration. *See* Administration
- Public deliberation: democratic education on, 74–77; described, 35, 77; teaching and learning through, 73–74
- Public interest: as controlling principle, 26; definition of, 92; responsibility to serve the, 90–93; “tragedy of the commons” and, 132–133
- Public and Its Problems, The* (Dewey), 52
- Public organizations. *See* Organizations
- Public participation: administrative responsibility role of, 211–214; clarifying intent of law and policies, 213; costs of, 69; as feedback on governance, 213–214. *See also* Citizens
- Public policy: decision making congruence with, 187–188; functions of, 214–215; public participation clarifying intent of, 213; societal expectations and role of, 214–216. *See also* Law
- Public trust, 140–141
- Q**
- Quandaries and Virtues* (Pincoffs), 191
- R**
- Ragghianti, M., 193, 246, 294–295
- “Raising salaries or raising hell” case study, 119–129
- Ramos, A. G., 251–252, 253, 255
- Rational society, 67
- Rawls, J., 24, 92–93
- Reagan, President R., 275
- “Regime values,” 194–195
- Relationships: employer-employee, 256–257; impact on technical judgments, 297–298; nepotism and personal, 139–140; performance expectations through manager-subordinate, 202; as responsible conduct component, 216
- Relativism, 51
- Representation: political theory, ethics, and, 70–72; trustee versus delegate debate over, 71–72
- Requisite organizations, 199–200, 202
- Resick, C. J., 197

- Resignation in Protest* (Weisband and Franck), 230, 232
- Responsibility: associated with citizen's role, 62–63; comparing technical and moral, 259; conflict between subjective and objective, 10; in context of ethics, 4–6; definition of, 98; impact of agentic shift on sense of personal, 234–239; individual, 242–246; objective, 10, 81–93, 203; organizational diffusion of individual, 199; subjective, 10, 81, 93–100, 202–203; to superiors, 221–227. *See also* Accountability; Administrative responsibility; Behavior
- Responsibility conflicts: over authority, 107–113, 285; Corporal Montague case study of, 108–113, 141; over different roles, 113–129; maintaining the public trust, 140–141; moral basis for solution of, 126–127
- Responsible administration model: accountability and obligations as part of, 294–297; benefits of developing, 287–288; complying with codes of ethics and legislation, 293; complying with organization norms/procedures, 292–294; cultivating organization knowledge as part of, 290–291; elements and components of, 288, 289*t*–290*t*; handling conflicts of interest, 293–294; long-term commitment to, 298; making decisions congruent with legally mandated mission, 291–292; role of relationships in, 297–298
- Responsible administrator: ethical versus, 6–7; vision of the, 283–287
- Responsible conduct components: illustrated diagram of, 188*fig*; individual attributes, 189–196; key relationships, 216; leadership behavior as, 209–210; organizational culture, 203–211; organizational structure, 196–203, 197–199; overview of, 285–286; rewards for ethical conduct as, 210–211; societal expectations as, 211–216. *See also* Behavior
- Rest, J., 260, 261
- “Revolving door” syndrome, 139
- Rewards/positive reinforcement, 210–211
- Richardson, W. D., 206
- Rivera, M., 48
- Rohr, J. A., 56, 194, 195, 221
- Rokeach, M., 94, 95, 96, 194
- Role evaluation: legitimacy level of, 263; limits of organization loyalty level of, 265; role enactment level of, 263–265
- Roles: administrator democratic educator, 74–77; of citizens in administrative responsibility, 212–216; conflicts between inside versus outside, 113–129, 285; in context of ethics, 4–6; individual pull between multiple, 248; interest group's political, 65; multiplicity and differentiation of, 48–50; objective and subjective components of, 97–98; organizational loyalty and evaluation of, 261–265; responsibilities associated with citizen, 62–63; responsibility conflicts over different, 113–129; separation of citizen and administrator, 54–55, 59–64, 285; trustee versus delegate, 71–72
- Rosenbloom, D. H., 56
- Ruckelshaus, W., 193, 264
- Rushdie, S., 49

S

- Sabini, J., 258
- Sappington, D.E.M., 82
- “Saturday Night Massacre” (1973), 264

- Scent of a Woman* (film), 233
 Schein, E. H., 204, 206, 209
 Schlesinger, J. R., 274
 Schmidt, W., 209
 Schnebel, E. D., 197
 Schön, D., 252
 Schultz, D., 51
 Schutz, A., 35
 Scientific principles, 47–48
 Scott, W. G., 250, 252, 256
 Self-awareness, 258–261
 Self-image beliefs, 263
 Selznick, P., 56, 197
 Sennett, R., 131–132
 Sherman, L., 204–205
 Silver, M., 258
 Sisk, E., 295
Sixty Minutes test, 37
 Small, J., 132, 140
 Smith, D. B., 197
 Smith, H., 70
 Social ethic, 246–247
 Societal expectations: of administrative responsibility, 211–216; public participation expression of, 211–214; role of laws and policies in, 214–216
 Society: contrasting modern and postmodern view of, 46; hindrances to ethical decisions and, 249*fig*; individual pull between multiple roles of modern, 248; individualism valued in American, 130, 141; modernization, postmodernization, and modern, 45–47; pluralization of, 52–53; problems with modernity in postmodern, 47–55; rational management of, 67; responsible conduct and expectations of, 211–216; values of, 46–47
 Society equity: achieving, 68–69; assumption of equality equivalence to, 66–67
 Sontag, F., 1
 Spirit of individualism, 130, 141
 Sprinthall, N. A., 260, 261
 Srivastva, S., 99
 SSMS (Stewart Sprinthall Management Survey), 261
 Staats, E., 193
 Stahl, G. O., 61
 Standardization, 66–67
 Stein, J., 52
 Stewart, D. W., 260, 261
 Storing, H., 221
 Subjective responsibility: conflict between objective and, 10; definition of, 81, 93; enhanced through constitutional organization, 202–203; organization goals achieved through, 203; overview of, 94–100; role of beliefs, attitudes, values and, 94–95*fig*, 96
 Sullivan, L., 239, 240
 Superiors: conflicting loyalties to, 222–224; ethical influence of conduct by, 209–210; organizational culture shaped by, 206; responsibility to, 221–227; as role models of virtuous behavior, 193–194; whistleblowing retribution by, 224–227, 240, 241. *See also* Power hierarchies
- T**
- Team-play ethic: and antitattling conditioning, 232–233; debate over source of, 232; described, 228–229
 Technical judgments/expertise, 297–298
 Technical responsibility, 259
 Teleological ethics, 3, 298
 Tennessee Board of Pardons and Paroles, 246
 “Theory of Social Systems Delimitation: A Paradigmatic Statement” (Ramos), 251
 Thompson, D. F., 62, 199
 Thompson, K., 68
 Tobin, A., 193

Tompkins, M. E., 226, 240, 241, 245
 "Totalitarian America," 250
 Townsend, R., 252
 "Tragedy of the commons," 132–133
 Trancending organization boundaries, 253–255
 Truelson, J. A., 227, 229
 Truman, D. B., 65
 Trust: and integrity, integrating in organizations, 99; maintaining the public, 140–141
 Trustee versus delegate debate, 71–72
 Tullock, G., 55, 65, 90
 Tussman, J., 130, 131, 261

U

U.S. Constitution, 221, 256
 U.S. Department of Agriculture (USDA), 223
 U.S. General Accounting Office (GAO), 239–240
 U.S. Office of Special Counsel (OSC), 239, 240–241, 241

V

Values: adopted in public service education, 194; distinction between principles and, 23–24; drawn from outside the organization, 253–255; impact of roles on, 263–265; Mrs. Carmichael case study and, 103–104, 295–296; organizational culture and, 203–211; professional ethics and internalized, 189–196; of professional system, 194–196; "regime," 194–195; role conflicts and associated, 124; societal, 46–47; of subjective responsibility, 94, 96; subjective responsibility and role of, 94–95 *fig.* 96
 Van Wart, M., 196
 Vartabedian, R., 230
 Vietnam War, 244

Virtue: definition of, 192; relevance to moral practices, 192–193; studies on professional morality and, 193–194

W

Waldo, D., 54, 69, 92
 Walzer, M., 61, 62, 63
 Wamsley, G. L., 54, 55
 Warren, R., 65, 69
 Waterman, R. H., 206, 209
 Weber, M., 54, 60, 66, 88
 Weisband, E., 141, 230, 231, 232, 233
 Weschler, L., 65, 69
 Whistle-blowing: ASPA statement (1979) on, 241–242; individual responsibility driving, 245–246; legislation protecting (1989), 241; by Marie Ragghianti on pardon/parole procedures, 193, 246, 294–295; MSPB report on, 240; retribution for, 224–227, 246; by young police officer, 226, 246, 290–291
 Whitbeck, C., 7, 8, 269, 270, 282, 286
 White, L. D., 54, 66
 Whyte, W. H., Jr., 246, 247, 250, 252, 287
 Wilensky, H., 90
 Wiley, H., 193
 Wilson, W., 54, 66
 Winter, G., 2, 5, 81
 Wittmer, D. P., 197, 206
 Wolin, S., 56
 Workplace bill of rights, 255–257
 Worldview beliefs, 262–263
 Wright, D. N., 94, 193

Y

Yankelovich, D., 73, 76, 197
 Yoder, D. E., 62

Z

Zald, M. M., 54, 55
 Zimbardo, P., 238, 261

