
CONTENTS

Exhibits, Tables, and Figures v

Preface ix

Acknowledgments xv

The Authors xvii

Introduction: Ethics in Public Service 1

PART ONE: ETHICAL RESPONSIBILITIES OF PUBLIC MANAGERS 19

- 1 What Is Important in Public Service? 21
- 2 Obeying and Implementing the Law 52
- 3 Serving the Public Interest 73
- 4 Taking Individual Responsibility 98

PART TWO: TOOLS FOR PERSONAL DECISION MAKING 119

- 5 Finding Solid Ground: Ethical Standards and Reasoning 121
- 6 Resolving Ethical Dilemmas: Strategies and Tactics for Managers 141
- 7 Understanding Who and What Matters: Stakeholder Analysis 161

PART THREE: ETHICS AND THE ORGANIZATION 183

- 8 Designing and Implementing Codes 185
 - 9 Broadening the Horizon 220
 - 10 Building an Ethical Agency 235
- Afterword: The Job Ahead 269
- Resource A: Chronology of Theoretical and Applied Ethics
in Public Service (Work in Process) 272
- Resource B: Selected Internet Resources 301
- Resource C: Tools for Making Ethical Decisions 313
- References 322
- Name Index 343
- Subject Index 349

EXHIBITS, TABLES, AND FIGURES

Exhibits

- I.1. Cutbacks and Priorities 4
- I.2. Would I? Should I? 7
- 1.1. Average Is Not Good Enough 28
- 1.2. $D+P+E=I_{ii}$ 38
- 1.3. Values and Standards in Public Service 39
- 1.4. Waiving the Right to Sue 44
- 1.5. Earnings Figure into Calculation 48
- 2.1. Pledge of the Athenian City-State 54
- 2.2. Federal Appointment Affidavits 55
- 2.3. To Obey or Not to Obey! 60
- 2.4. Using the Go/No-Go Decision Model 66
- 3.1. Pursue the Public Interest 75
- 3.2. From Bounty to Booty 78
- 3.3. Read All About It 82
- 3.4. NYC Conflict-of-Interest Board's Ethics Guide for Public Servants 84
- 3.5. From Montgomery County's Ethics Code 85
- 3.6. Appearance of Impropriety 86
- 3.7. Public Works 90
- 3.8. Audit Decisions Against Four Standards 93

3.9.	Snapshot of the Red Cross	94
4.1.	The Tragedy of Mission STS-107	101
4.2.	Should the Agency Head Resign?	107
4.3.	Improvising a Homeland Defense	108
4.4.	Getting the Facts	109
5.1.	How Do I Make Ethical Choices?	123
5.2.	Tough Call	124
5.3.	Everyday Use of Philosophical Perspectives	125
5.4.	Ethical Perspectives in Action	127
5.5.	Ethical Traditions	128
5.6.	Presidential Explanation	133
6.1.	Decision-Making Checklist	146
6.2.	Doing Public Service	148
6.3.	Rank Responsibilities	150
6.4.	Use Threshold Test	151
6.5.	Ethics Responsibility Statement	156
6.6.	Test Ethical Decisions	157
7.1.	Stakeholder Diagnostic	165
7.2.	Creatively Lead	170
7.3.	Drawing the Line	172
7.4.	Before You Blow	178
8.1.	Code for U.S. Postal Workers, 1829	186
8.2.	Workable and Effective Standards of Conduct	194
8.3.	State Ethics Standards, 2003	200
8.4.	Ethics, Duty, and Freedom of Speech	203
8.5.	Excerpt from a Model Municipal Code	207
9.1.	Great Britain's Seven Principles of Public Life, 2001	223
9.2.	Article III of the Inter-American Convention Against Corruption	225
9.3.	OECD's Ethics Checklist	226
9.4.	OECD on Conflict of Interest, 2004	228
9.5.	South Africa's Public Service Commission	230
10.1.	Arrogance in the Public Interest	237
10.2.	Just Say No	242
10.3.	Hardly Neutral	249
10.4.	Intervention Techniques for Integrating Ethics into Agency Operations	250
10.5.	Rules of Thumb	256
A.1.	Values and Vision for the Twenty-First Century	271

Tables

- 5.1. Touching Six Bases 132
- 5.2. Kohlberg's Stages of Moral Development 135

Figures

- I.1. The Public-Private Continuum 10
- 1.1. Trust in Government Index, 1958–2002 24
- 1.2. Confidence and Trust in Government to Handle Problems 26
- 1.3. Rating on Honesty and Ethical Standards 27
- 1.4. Role Diagnosis 32
- 1.5. Ethical Values Are the Core of Personal Integrity 35
- 1.6. Diagnostic: What Shape Are We In? 41
- 2.1. Spirit and Challenge of Public Service 57
- 2.2. Go/No-Go Decision Model 65
- 5.1. Self-Centered Rationalization Is a Sorry Substitute for Ethical Reasoning 127
- 6.1. Abbreviated Decision-Making Model 146
- 6.2. Decision Makers Use a Framework to Sort and Accept Ethical Claims 149
- 7.1. Expansive Reach of Public Service 163
- 7.2. Connect the Dots 169
- 8.1. Different Approaches to Standards of Conduct 187
- 10.1. Ethics Impact Statement and Process 258