



# **William P. Hobby Distinguished Lecture: Fostering Integrity in Public Service**

Texas Certified Public Manager (CPM) Conference  
Texas State University – Round Rock, Texas  
Alan Bojorquez, April 7, 2017

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*“Always do right—this will gratify some  
and astonish the rest.”* — Mark Twain

# **Introduction**

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**The purpose of this material is to:**

- i. Aid you on your journey to become an ethical public servant.**
- ii. Provide information helpful in cultivating an ethical environment.**

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*“What we see depends mainly on what we look for.”* — Sir John Lubbock

# If it Bleeds, It Leads

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- *Corruption, cronyism stifle NM economy*  
— ALBUQUERQUE JOURNAL
- *Can New Mexico Break Its Cycle of Corruption?* — GOVERNING
- *2015 was a year of political scandal in New Mexico* — SANTA FE NEW MEXICAN

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- *State Legislators Talk about Ethics Reform Bill*  
— DAILY TEXAN
  - *Will Texas lawmakers toughen the ethics rules governing themselves?*  
— AUSTIN AMERICAN STATESMAN
  - *Texas ethics reform bill marks progress but doesn't touch dark money*  
— DALLAS MORNING NEWS
  - *In Texas, a Collapse of Ethics Reform*  
— TEXAS TRIBUNE
  - *Why Is Public Corruption So Common in South Texas?*  
— GOVERNING
  - *Texas Has a Corruption Problem*  
— NATIONAL REVIEW
  - *The FBI just arrested almost all of this Texas town's leaders*  
— WASHINGTON POST

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- **2015 - The Pew Research Center**
    - Only 19% of Americans trusted the government in Washington to do what is right.
  - **2016 – Gallop Poll**
    - Percentages trusting the American people – 56%
    - Percentages trusting political leaders – 42%

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*“Few men have virtue to withstand the highest bidder.”* — George Washington



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*“The time is always right to do what is right.”* — Martin Luther King, Jr.

*“Ethics are a code of values which guide our choices and actions and determine the purpose and course of our lives.”*

— Ayn Rand

# What is “Ethics”?

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- 1) Ethics are the moral guide we choose for our behavior.
- 2) Ethics are the rules we choose to follow even when no one is looking.
- 3) Ethics are our internal moral compass.

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*“Action indeed is the sole medium of expression for ethics.”* — Jane Addams

# Conduct, not Thoughts

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Ethics is about actions.

Behavior.

It's not about thoughts.

# Basis for Ethics

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- 1) Duties:** behaviors expected of persons who occupy certain roles
- 2) Virtues / Values:** qualities that define what a good person is
- 3) Principles:** fundamental truths
- 4) Societal Benefits:** actions that produce the greatest good

# Constituents

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- 1) Organization
- 2) Administrators
- 3) Electeds
- 4) Citizens
- 5) Self/Family!?!

# Virtues

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- Honest
- Independent
- Competent
- Committed to doing their best
- Integrity

# Values

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- Efficient
- Effective
- Equitable
- Inclusive
- Legal
- Transparent
- Timely
- On budget
- Politically palatable



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*“What we think, we become.”* — Buddha

# Stages of Development

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## 1) Pre-conventional:

- a. Punishment and Obedience
- b. Instrumental Relativist

## 2) Conventional:

- a. Good Boy/Nice Girl
- b. Society Maintaining/Law & Order

## 3) Post-conventional:

- a. Societal Contract
- b. Universal Ethical Principle

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*“A long habit of not thinking a thing wrong gives it a superficial appearance of being right.”* — Thomas Paine

# Overcoming Obstacles

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- 1) Leadership Myopia
- 2) Lack of Awareness
- 3) Culture
- 4) Ethical Illiteracy

# Approaches

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a) Compliance Approach

b) Integrity Approach

c) Ideal Approach

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*“Those who stand for nothing, fall for anything.”* — Alexander Hamilton

# Ethical Issue v. Management Issue

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- a) Purchasing
- b) Human Resources
- c) Ethics Commission

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*“You can pay me now, or you can pay me later....”* — Aamco Transmission mechanic



# Role of Legal Counsel

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**Legal does not mean ethical.**

- a) Purchasing
- b) Human Resources
- c) Elections
- d) Open Government

# Training

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- Ethical thinking
- Moral reasoning
- Considering cases
- Networking

# Caution

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Don't use ethics as a weapon.

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## Fostering Integrity at City Hall

**L**eadership

**A**dministration

**R**egulation

**I**nstruction

**A**ccountability

**T**ransparency

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