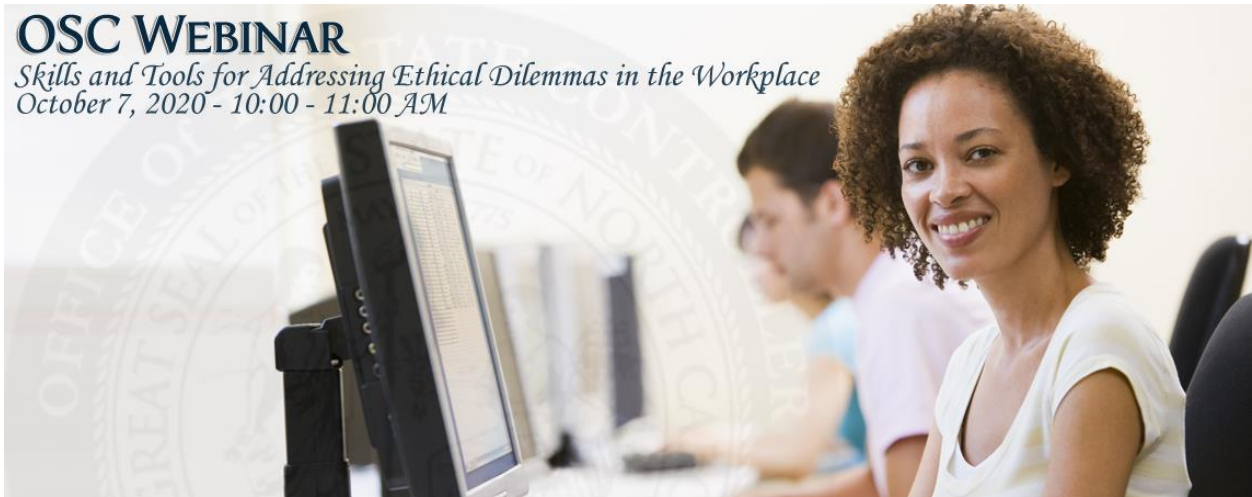


OSC WEBINAR

Skills and Tools for Addressing Ethical Dilemmas in the Workplace
October 7, 2020 - 10:00 - 11:00 AM



Internal Control Officers,

PLEASE DISTRIBUTE THIS EMAIL BROADLY WITHIN YOUR AGENCY OR ORGANIZATION.

The Office of the State Controller - Audit, Risk, and Compliance Services presents an internal controls webinar:

Skills and Tools for Addressing Ethical Dilemmas in the Workplace

- The Webinar will be held on **Wednesday, October 7, 2020** and will begin promptly at **10:00 am**.
- The Webinar, which is being provided at no charge to all state agencies, universities, and community colleges, qualifies for **one (1)** Continuing Professional Education (CPE) credit.
- The suggested audience for this webinar includes staff at all organizational levels.
- For further information, please visit and [register](#) at the [OSC website](#).

Each participant who plans to view the webinar and/or request CPE credit must register in advance.

Important information regarding CPE credit requirements:

- Each participant who plans to receive CPE credit **MUST** register for the webinar through the registration link provided. No CPE credits will be provided to non-registered participants.
- Each participant who plans to receive CPE credit **MUST** logon individually to the webinar for a duration of 50 minutes. Your time will be tracked to accurately award CPE credit.
- There will be **NO** site administrators for this webinar. No CPE credits will be awarded if you watch this as a group.

- During the webinar, participants will be required to respond to three polling questions to receive CPE credit. Your time will be tracked to accurately award CPE credit.
- Participants requesting CPE credit will receive their CPE certificates via email within six weeks of the date of the webinar.

For any questions you have regarding the registration process, please contact Jan Prevo at 919-707-0714 or jan.prevo@osc.nc.gov.



Skills and Tools for Addressing Ethical Dilemmas in the Workplace

Objectives:

- Define ethics
- Explain the four ethical paradigms
- Apply the ethical fitness model to a real-world scenario
- Provide examples of challenges to ethical thinking in organizations

Date and Time: Wednesday, October 7, 2020 – 10:00 am – 11:00 am

Speaker: Dr. Eileen Taylor

Who Will Benefit:

Personnel from State Agencies, Universities, and Community Colleges

CPE Logistics

Instructor: Dr. Eileen Taylor – NCSU Poole College of Management

CPE Credit Offered: One (1) hour

Field of Study: Behavioral Ethics

Materials: Provided on [website](#)

Instructional Delivery Method: Group internet based

Prerequisites: None

Advance Preparation: None

Level: Basic

Webinar Developer: [NC State University](#)

Webinar Sponsor: [NC Office of the State Controller](#)

NOTE: There will be NO site administrator or group registrations for this webinar. During the webinar, participants are required to be individually logged on for no less than 50 minutes of the webinar and respond to three polling questions to receive CPE credit. Your time will be tracked to accurately award one(1) hour of CPE credit.

IMPORTANT: There will be NO partial credit given. If you watch this as a group, there will be NO CPE credit awarded.

Speaker – Dr. Eileen Z. Taylor

Professor of Accounting, NC State Poole College of Management



Dr. Eileen Z. Taylor is a Professor of Accounting at NC State Poole College of Management. She teaches in the MBA and MAC programs and teaches courses at Duke University. Her research is focused on whistleblowing, ethics, and accounting information systems. She publishes in a range of journals, including Journal of Information Systems, Journal of Business Ethics, Journal of Forensic Accounting Research, Accounting Horizons, and Behavioral Research in Accounting. She serves on several editorial boards and she co-edited a special issue of JIS on AIS and Ethics.

She is currently co-editing a Routledge Companion on Accounting and Ethics. Dr. Taylor is a CPA in North Carolina and is a Certified Fraud Examiner. She holds a BS, MAC, and PhD, all from the University of South Florida.



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Understanding ethics

Eileen Z. Taylor, PhD, CPA, CFE
Webinar
October 7, 2020

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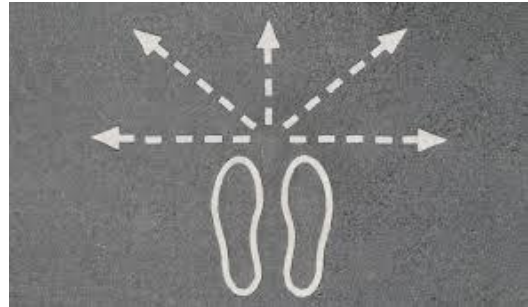
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Agenda

- Ethics defined
- Ethical Paradigms/Principles
- Ethical Fitness Model
- Challenges to Ethical Thinking
- Resources



<https://commons.wikimedia.org/wiki/File:Pasitos.jpg>

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Learning Objectives

After this session, participants will be able to:

1. Define ethics
2. Explain the four ethical paradigms
3. Apply the ethical fitness model to a real world scenario
4. Provide examples of challenges to ethical thinking in organizations

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Ethics Defined

Critical components:

- Between people and other people and living creatures
- Minimize harm, maximize good



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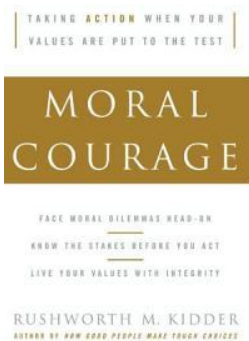
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Ethics Defined

Common Global Values

| | |
|---------|------------|
| Justice | Loyalty |
| Honesty | Compassion |
| Respect | Altruism |
| Freedom | Fairness |

The only difference is in ranking of importance



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Ethical examples


- Going beyond what is obligatory to improve the lives of others – generous, charitable
- Relating to people in ethically appropriate ways – polite, courteous
- Relating to people in commendable ways – friendly, kind
- Acting out of concern to behave ethically – honorable, scrupulous
- Dealing with people objectively – impartial, equitable, fair
- Being forthright and honest – truthful, trustworthy
- Being willing to forgive to alleviate suffering – absolve, merciful
- Acting out of concern for the feelings of others – sympathetic, considerate

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Ethical Paradigms

Moral Choices versus Ethical Dilemmas

| Value | Value | Right versus wrong | Right versus right | Ethical Dilemma |
|--|------------|--------------------|--------------------|-----------------|
| Honesty | Dishonesty | X | | No |
| Fairness | Unfairness | X | | No |
| Four Dilemma Paradigms: when two values collide in one of the following ways: | | | | |
| Truth | Loyalty | | X | Yes |
| Individual | Community | | X | Yes |
| Short term | Long term | | X | Yes |
| Justice | Mercy | | X | Yes |

Help us get to the  of the matter
Common patterns in business, policy, strategy decisions

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Ethical (Resolution) Principles

- Ends – teleological - consequentialism, utilitarianism – greatest good for greatest number in the end
- Rules – deontological – duty, obligation (justice)
- Care – Golden rule, compassion (mercy)



<https://ethicaldecisions.net/how-to-analyze-an-ethical-dilemma/>

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Ethical Fitness Model

Nine step process for developing a reasoned course of action

1. Who are the actor(s)?
2. What are the facts?
3. Is this a moral issue (right versus wrong) or an ethical dilemma?
4. If right versus right, assign one or more of the four dilemma paradigms
5. Apply resolution principles (ends, rules, care)
6. Identify alternative courses of action
7. Does a trilemma or third option exist?
8. Make the decision
9. Reflect on the decision

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Bill is the chief financial officer of a small liberal arts college that is under economic pressures. Among the small staff of administrators with whom he worked closely was Maude, a single woman in the comptroller's office whose loyalty to the school knew no bounds.

In twenty years of service, she had held a number of different positions. Yet she never quite proved suited to any of them. Bighearted with her colleagues and careful in her tasks, she was nevertheless a slow, deliberate worker, unable to grasp the newer technologies and easily flustered by changes in routine. Bill had several conversations with her about her work, each ending in tears on her part.

He knew that six years away from retirement, she had little accumulated savings and no family. Her life seemed completely wrapped up in the school. Bill was also aware, however, that with increasing costs and a leveling of enrollments, he had to make adjustments to his staff. It was clear to all involved that Maude's work could be nearly eliminated by new computer equipment. It was also clear that there was no obvious position into which she could be moved, and that her salary was a significant drain on the budget.

Case source: <http://faculty.polytechnic.org/gfeldmeth27/dilemmas>

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Ethical Fitness Model

Who are the actors?

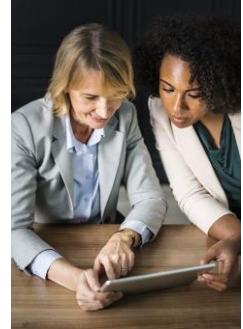
What are the facts?

Is this a moral issue (right versus wrong) or an ethical dilemma?

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Loyal employee/Budget cuts

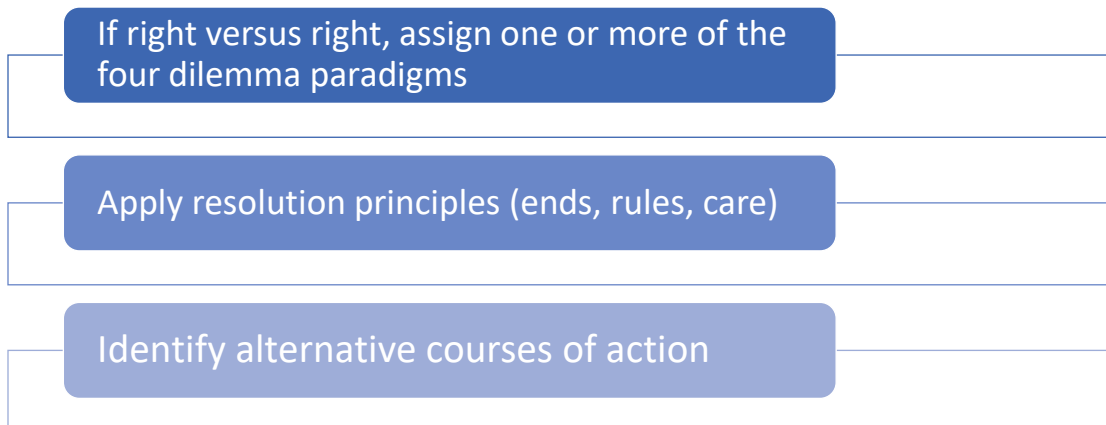
- Actors:
 - Maude
 - Bill, College Trustees
 - Maude's Colleagues
- Facts
 - Maude is loyal, somewhat productive, close to retirement
 - Her job could be eliminated and replaced with technology
 - The college has budget pressures
- Moral issue – right versus wrong?



<https://www.pxfuel.com/en/free-photo-49010>

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Ethical Fitness Model



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Loyal employee/Budget cuts

Ethical dilemma paradigms (right versus right)

- Individual versus Community
 - Maude's needs versus college's budget needs
- Short-term versus Long-term
 - Can Bill keep her for 6 more years? What if it was 2 years? Or 10 years?
- Justice versus Mercy
 - Are there HR policies that require performance evaluations, with required courses of action? Is there room to make exceptions?
- Truth versus Loyalty
 - Is there an expectation that loyal employees are given the benefit of the doubt?



<https://www.flickr.com/photos/59937401@N07/5857654560>

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Loyal employee/Budget cuts

Resolution principles

- Ends (most good for most people)
 - Maude is one person, the college serves many people, including its own employees
 - Will firing Maude damage morale? Or free up budgets to give others deserved raises?
- Rules (Justice)
 - Is Bill treating Maude as he would treat all his employees?
 - Is he following the written guidance/organizational norms?
- Care (Mercy)
 - Is Maude's loyalty valuable to the organization?
 - Will losing her job cause her irreparable harm?

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Possible courses of action



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Ethical Fitness Model

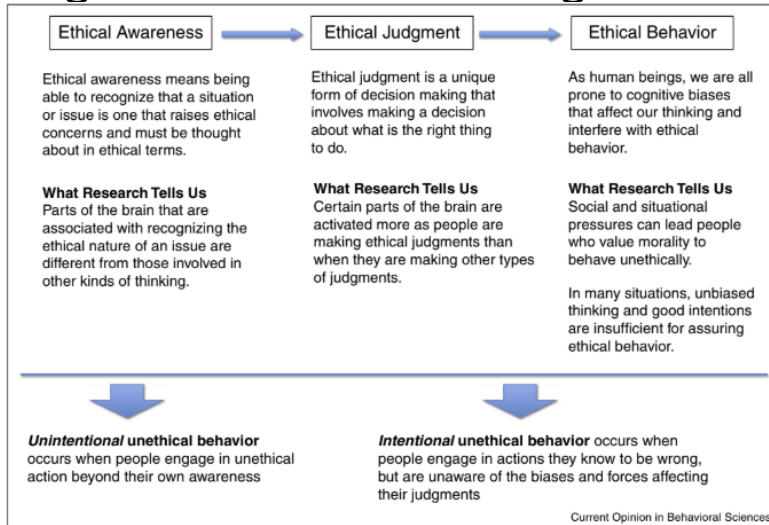
Does a trilemma or third option exist?

Make the decision

Reflect on the decision

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Challenges to Ethical Thinking



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Challenges: Moral Myopia

- Unintentional unethical behavior – can't even see the ethical issue.
- Intentional unethical behavior – use rationalization to minimize true nature
 - Individual – cheating on expense report
 - Organizational – enforcing laws that harm innocent people
 - Societal – reinforcing stereotypes (wife is the boss)

1 – Legality is not a sufficient test
 2 - Trusted advisors OUTSIDE of the organization

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Challenges: Obedience to Authority

Special form of Rationalization – act to please others

- Becomes more intense over time
- Power dynamics
- Extreme – unintentional unethical behavior (unaware)
 - Fails to meet ethical integrity, fairmindedness



1. Be on the lookout for ethical issues
2. Have a questioning mind
3. Develop ethical integrity, fairmindedness, courage

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Challenges: Ethical Fading

Unintentional unethical behavior

- We react **emotionally**, before thinking through **reasonably**.
- Use rationalizations to explain reason for past behavior
- Morally disengage when it serves our needs (clothing made by child labor)

1. Be vigilant – look out for ethical issues
2. Develop ethical traits – courage, integrity, perseverance

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Recap

1. Define ethics
2. Explain the four ethical paradigms
3. Apply the ethical fitness model to a real world scenario
4. Provide examples of challenges to ethical thinking in organizations



<https://www.maxpixel.net/Humanity-Justice-Arrow-Credibility-Morality-Ethics-2110610>

23



<https://www.maxpixel.net/Thank-Calligraphy-Sign-Pen-Symbol-Thanks-You-2658504>

24

Resources

- Edgar, P. 2002. Resolving Ethical Dilemmas: Applying the Institute for Global Ethics' Ethical Fitness' Model to Occupational and Environmental Health Practice Issues, *AAOHN Journal*, 50(1) 40-7.
- Giving Voice to Values: Ethics Unwrapped, <https://ethicsunwrapped.utexas.edu/series/giving-voice-to-values>
- Jones, T. 1991. Ethical decision making by individuals in organizations: An issue-contingent model. *Academy of Management Review*, 16(2) 231-48.
- Kidder, R.M. 2005. *Moral Courage*, Harper Collins.

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Question: What happened to Maude?

Answer: Maude decided to take a phased retirement and transferred to the alumni office for her final three years before retirement, where she worked on outreach to alums.

Ethical Dilemmas Webinar

October 7, 2020

Attendees by Last Name (228)

Daysi Allen - UNC CH
Lisa Allnutt - DHHS
Shelly Alman - Gaston College
Cherie Anderson - ECU
Jina Armia - NC Battleship
Lamees Asad - UNC CH
Deborah Atkinson - DHHS
Steve Ayers - ECU
Kimberly Ayscue - DST
Debra D Bailey - ECU
Annette Barefoot - State BOE
David Barkhau - DIT
Suzanne Beasley - DHHS
Anthony Bechtel - ECU
Valerie Bednarz - DOR
Jeannie Betts - DHHS
Jennifer Blair - UNC CH
Judy Blount - DPI
Sandra Boozer - NC A&T State University
Desiree Bowling - ECU
Brian Bridgers - Central Carolina CC
Robert Brinson - DPS
Liz Brown - OSC
Leon Browning - UNC System Office
Ryan Brummeyer - DHHS
Helen Buck - NC A&T State University
Alfreda Burnette - DPS
Dottie Burns - DHHS
Sharon Byrd - OSC
Wynona Cash - OSC
Elizabeth Cass - DST
Kristabell Certain - Asheville Buncombe Tech CC

Angeika Chafalovitch - DOA
Susan Charlton - DPI
Steve Chase - Wildlife
Robin Chasteen - Nash CC
Janene Childs - DEQ
Tommy Clark - Secretary of State
Christi Climbingbear - AB Tech CC
Jennifer Coltrane - NCSU
Angela Conyers - DPS
Terah Councilman - DEQ
Donna Cumbie - Carteret CC
Temekia Cyrus - DHHS
Diane Davis - NC A & T State University
Carol Dornseif - Nash CC
Carol Dorshimer - UNC Health Care
Debbie Dryer - UNC System Office
Ryan Dupree - DPI
Candy Edwards - NC Battleship
Wendy Emerson - UNC School of the Arts
Leah Englebright - NC SSM
Daniel Figler - Southeastern CC
Stephanie Fisher - DOA
AJ Fluker - DHHS
Joan Fontes - DST
LaShonna Frederick - NC A & T State University
Lisa Gaetano - WCU
Linda Garr - Rex Healthcare
Nancy Gemma - Agriculture
Beth Gentry - Asheville Buncombe Tech CC
Susan Gentry - College of The Albemarle
Tami George - Robeson CC
Anne Godwin - OSC
Charisse Graves - DOR
Christina Greene - Cape Fear CC
Amber Greiner - Rex Healthcare

Michael Griffin - UNC Healthcare
Paul Grosswald - UNC Healthcare
Leslie Gura - UNC Healthcare
Thomas Harrington - NC SBE
Dana Harris - UNC W
Jonathan Harris - Mitchell CC
Courtney Hart - Nash CC
Alicia Hartsfield - DHHS
Elizabeth Haynes - NC Battleship
Linda Henning - UNC Healthcare
Jessica Herrmann - DST
Logan Hickey - Asheville Buncombe Tech CC
Wanda Hicks - DPS
Pamela Hill - DPI
Shannon Hobby - Commerce
Elizabeth Hodge - Nash CC
Sandy Hoilman - Western Piedmont CC
David Holman - CCC&TI
Jim Horne - General Assembly
Heather Horton - Commerce
Tammy House - Nash CC
Gloria Howell - DHHS
Willie Hucks - DOR
Crystal Huffman - Wilkes CC
Mary Hunter - ECU
Jessica Hwang-Strickland - UNC CH
Michael Jackson - NC A & T State University
Theresa Jeffries - OSC
Bryan Jenkins - NC CC System
Bud Jennings - AOC
Lori Johnson - NCSU
Monique Johnson - Commerce
Angela Johnston - AOC
Jean Kaseke - UNC Healthcare
Amy Kepley - Davidson County CC

Patcha Kidking - OSC
David King - Wake Tech CC
William Kraus - ECU
Nicole Kreais - DPS
Ariana Kudlats - NC Housing Finance Agency
Kathy Lagana - OSC
Karin Langbehn-Pecaut - UNC CH
Darlene Langston - DPS
Glenda Lassiter - OSC
Fran Lawrence - DST
Rachel Leaptrot - DHHS
Judy LeDoux - UNC CH
Kwoklin Lee - UNC Healthcare
Lynette Lee - DPS
Tracey Lemming - UNC CH
Cathy Lively - DIT
Xingjie Lu - UNC Healthcare
Taryn Madden - DST
Charles Maimone - NCSU
Arun Malik - UNC CH
Lily Mariano - Nash CC
JoAnn Martin - DHHS
David Matiukas - OSC
Hillary Matthews - WCU
Devona Mazyck - NC State Board of Elections
Robynne McCrary - DPS
Antonio McDaniel - NCCU
Shirley McFadden - DPI
Marianne McKnight - OSA
Jackie McKoy - DOR
Leanne McLaughlin - OSA
Ben McLawhorn - OSC
Carolyn Merritt - DPS
Gwen Messer - Nash CC
Courtney Michelle - OSC
Laketha Miller - DHHS
Tonya Mintz - Asheville Buncombe Tech CC
Firoza Mistry - UNC Healthcare
Seong Woon Mo - UNC Healthcare
Kelly Mogle - UNC Healthcare
Natalie Montague - OSC
Isabelle Moore - Craven CC
LaTasha Moore - James Sprunt CC
Wanda Moore - DEQ
Chris Morea - OSA
April Morris - DST
Tim Morris - ECU
Dannie Moss - ECU
Clayton Murphy - NCSU
Mark Nelson - Beaufort County CCC
Kevin Newman - ECU
Tiffiney Newton - DHHS
Gwen Norwood - UNC CH
Jennifer Pacheco - OSC
Padma Paluri - DIT
Supriya Parpard - GTCC
Cindy Patterson - Craven CC
Amy Penson - Isothermal CC
Carolyn Perkins - UNC Healthcare
Landon Perry - DIT
Malinda Peters - General Assembly
Gregg Peterson - UNC Healthcare
Johnny Peterson - Retired
Tonja Poole - Asheville Buncombe Tech CC
David Price - NCSU
Phillip Price - Central Carolina CC
Dawn Quist - ECU
Daisy Raya - Nash CC
Raghav Reddy - UNC Healthcare
Monica Reid - DST
Tia Rice - Asheville Buncombe Tech CC
Joanne Rich - UNC Healthcare
David Richards - NC State Board of Elections
Kathi Riffe - GTCC
Jeani Rousseau - DPI
Janet Rupert - UNC CH
Jordan Samuel - AOC
Ray Scerri - OSC
Susan Schena - UNC Healthcare
Margaret Serapin - DST
Rashmi Shivaraj - UNC Healthcare
Brock Simonds - Rex Healthcare
Kisha Simpson - Craven CC
Dana Smith - DIT
Randy Smith - OSC
Rod Smith - UNC CH
Sharmela Snell - DHHS
Christopher Sparks - NC CC System
Kathleen Stefanick - NC CC System
David Steinbicker - WCU
Gina Steinbicker - WCU
Samantha Stevens - NC Battleship
Joel Stocks - ECU
Brittany Stockstill - ECU
John Storment - UNC Healthcare
Brian Strassburger - NC SBE
Jacqueline Strickland - UNC Pembroke
Shirley Swanson - Catawba Valley CC
Jacob Taitague - OSA
Allis Talley-Burton - DPS
Marla Tart - Wake Tech CC
Virginia Teachey - UNC Pembroke
Donald Thomas - UNC Healthcare
Elizabeth Thomas - Sandhills CC
Janina Thomas - Rex Healthcare

Sara Thorndike - ECU
Kathleen Tolbert - OSC
Shirley Trollinger - DEQ
Roshmi Valiyapurayil - UNC
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Megan Wallace - UNC System Office
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Becky Welch - ECU
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Annette Woodard - Wayne CC
Steve Woodruff - Rockingham CC
Marcus Worsley - NC A & T State University
Darlene Yost – OSC

Ethical Dilemmas Webinar

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Tonja Poole - Asheville Buncombe Tech CC
Tia Rice - Asheville Buncombe Tech CC
Melissa Valko - Asheville Buncombe Tech CC
Becky Watkins - Asheville Buncombe Tech CC
Mark Nelson - Beaufort County CCC
Christina Greene - Cape Fear CC
Donna Cumbie - Carteret CC
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Kisha Simpson - Craven CC
Kristin White - Craven CC
Amy Kepley - Davidson County CC
Janene Childs - DEQ

Terah Councilman - DEQ
Wanda Moore - DEQ
Shirley Trollinger - DEQ
Kimberly Van Metre - DEQ
Lisa Allnutt - DHHS
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Pamela Hill - DPI

Shirley McFadden - DPI
Jeani Rousseau - DPI
Robert Brinson - DPS
Alfreda Burnette - DPS
Wanda Hicks - DPS
Nicole Kreais - DPS
Darlene Langston - DPS
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Carolyn Merritt - DPS
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Tim Morris - ECU
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Kevin Newman - ECU
Dawn Quist - ECU
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LaTasha Moore - James Sprunt CC
David Webb - Johnston CC
Jonathan Harris - Mitchell CC
Robin Chasteen - Nash CC
Carol Dornseif - Nash CC
Courtney Hart - Nash CC
Elizabeth Hodge - Nash CC
Tammy House - Nash CC
Lily Mariano - Nash CC
Gwen Messer - Nash CC
Daisy Raya - Nash CC
Diane Davis - NC A & T State University
LaShonna Frederick - NC A & T State University
Michael Jackson - NC A & T State University
Marcus Worsley - NC A & T State University
Sandra Boozer - NC A&T State University
Helen Buck - NC A&T State University
Jina Armia - NC Battleship
Candy Edwards - NC Battleship
Elizabeth Haynes - NC Battleship
Samantha Stevens - NC Battleship
Bryan Jenkins - NC CC System
Christopher Sparks - NC CC System
Kathleen Stefanick - NC CC System
Ariana Kudlats - NC Housing Finance Agency
Thomas Harrington - NC SBE
Brian Strassburger - NC SBE
Leah Englebright - NC SSM

Devona Mazyck - NC State Board of Elections
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Marianne McKnight - OSA
Leanne McLaughlin - OSA
Chris Morea - OSA
Jacob Taitague - OSA
Liz Brown - OSC
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Glenda Lassiter - OSC
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Ray Scerri - OSC
Randy Smith - OSC
Kathleen Tolbert - OSC
Timothy Wilson - OSC
Darlene Yost - OSC
Johnny Peterson - Retired
Linda Garr - Rex Healthcare
Amber Greiner - Rex Healthcare

Brock Simonds - Rex Healthcare
Janina Thomas - Rex Healthcare
Tami George - Robeson CC
Steve Woodruff - Rockingham CC
Elizabeth Thomas - Sandhills CC
Tommy Clark - Secretary of State
Daniel Figler - Southeastern CC
Annette Barefoot - State BOE
Rex Whaley - State Government
Roshmi Valiyapurayil - UNC
Daysi Allen - UNC CH
Lamees Asad - UNC CH
Jennifer Blair - UNC CH
Jessica Hwang-Strickland - UNC CH
Karin Langbehn-Pecaut - UNC CH
Judy LeDoux - UNC CH
Tracey Lemming - UNC CH
Arun Malik - UNC CH
Gwen Norwood - UNC CH
Janet Rupert - UNC CH
Rod Smith - UNC CH
Carol Dorshimer - UNC Health Care
Michael Griffin - UNC Healthcare
Paul Grosswald - UNC Healthcare
Leslie Gura - UNC Healthcare
Linda Henning - UNC Healthcare
Jean Kaseke - UNC Healthcare
Kwoklin Lee - UNC Healthcare
Xingjie Lu - UNC Healthcare
Firoza Mistry - UNC Healthcare
Seong Woon Mo - UNC Healthcare
Kelly Mogle - UNC Healthcare
Carolyn Perkins - UNC Healthcare
Gregg Peterson - UNC Healthcare
Raghav Reddy - UNC Healthcare

Joanne Rich - UNC Healthcare
Susan Schena - UNC Healthcare
Rashmi Shivaraj - UNC Healthcare
John Storment - UNC Healthcare
Donald Thomas - UNC Healthcare
Jacqueline Strickland - UNC Pembroke
Virginia Teachey - UNC Pembroke
Wendy Emerson - UNC School of the Arts
Leon Browning - UNC System Office
Debbie Dryer - UNC System Office
Megan Wallace - UNC System Office
Dana Harris - UNC W
David King - Wake Tech CC
Marla Tart - Wake Tech CC
Annette Woodard - Wayne CC
Lisa Gaetano - WCU
Hillary Matthews - WCU
David Steinbicker - WCU
Gina Steinbicker - WCU
Sandy Hoilman - Western Piedmont CC
Steve Chase - Wildlife
Crystal Huffman - Wilkes CC