

Professional Development Model From Ethics Apprentice to Leader



*Building Trust
Inside and Out*

Ethics Apprentice

Characteristics

- Possesses personal integrity
- Has a positive attitude
- Is a good communicator
- Strives to be a high performer

Knowledge

- Understands *personal* ethical responsibilities of being a public official with our district
- Knows about LAUSD's ethical principles, requirements & rules
- Knows how to seek out guidance from trusted colleagues, managers or Ask Ethics Helpline

Competencies

- Able to apply Ethical Decision Making models (LUP, newspaper test, etc.)
- Able to navigate ethics website (www.lausd.net/ethics) for training, tools and resources
- Able to share information about LAUSD ethics standards with others

Opportunities

- Learn more about ethics by drawing upon LAUSD resources

Resources

- LAUSD Employee Resource Guide
- LAUSD Ethics Orientation
- Ethics site: www.lausd.net/ethics

Ethics Practitioner

Characteristics

- Contributes to creating a successful team environment
- Is eager to grow, develop and share
- Demonstrates thoughtful action

Knowledge

- Understands key ethics topics: e.g. conflicts of interest, use of resources, workplace excellence
- Knows to anticipate ethics issues and address general concern with appropriate safeguards
- Knows how to engage in *active* communication

Competencies

- Able to analyze root causes of perceived ethics issues
- Able to come up with solutions for resolving work concerns, including those related to ethics
- Able to influence and support peers in following rules and promoting ethics

Opportunities

- Learn more about ethics as it relates to your role within LAUSD (e.g. the code of ethics for your profession)

Resources

- LAUSD Ethics Training (online and/or annual, in-person option)
- Ethics Codes by profession: http://ethics.iit.edu/codes/codes_index.html

Ethics Resource

Characteristics

- Models ethics and integrity through consistent *visible* action
- Demonstrates accountability with same standards for self as others

Knowledge

- Understands ethical implications of decisions on an organizational level
- Knows how to encourage and support innovation within an ethical framework
- Knows how to apply or create best practices and policies
- Knows how to distinguish between promoting ethics vs. exploiting ethics

Competencies

- Able to lead team activities which promote ethical conduct
- Able to enforce as well as encourage ethical behavior
- Able to leverage knowledge to achieve team goals in the most ethical way possible

Opportunities

- Develop ethics case studies to support learning efforts
- Volunteer as an "Ethics Liaison"

Resources

- LAUSD Ethics Liaison Training
- Local ethics roundtables and forums
- Seminars on ethics & leadership

Ethics Leader

Characteristics

- Is respected for creating trust
- Recognizes that ethics *is* a part of every action, every day
- Always acts with LAUSD purpose

Knowledge

- Understands that situations may call for different modes of ethical leadership (inspiration, facilitation, persuasion, encouragement or enforcement)
- Knows how to proactively use and integrate ethics metrics in individual and organizational performance measures
- Knows how to teach ethics

Competencies

- Able to infuse ethics into organization culture, policies and practices
- Able to cultivate full potential of team(s) to achieve LAUSD aspirations
- Able to foster ethics in suppliers, contractors and partners

Opportunities

- Mentor and support next generation of LAUSD ethics leaders
- Share LAUSD's ethics achievements at local or national conferences

Resources

- Recommended Ethics Reading List
- External ethics conferences put on by ethics groups or think tanks