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# “It Depends”...

## Ethical Considerations in HR and Organizational Practices

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# A Bit of Background

- Professional Background
- 2020/2021 HR-Emphasis Refresh
- “What are the skills and competencies that best prepare our students for success?”

# A Firm Set of Principles...



## DANIELS FUND ETHICS INITIATIVE

### PRINCIPLES

#### *Integrity*

Act with honesty in all situations

#### *Trust*

Build trust in all stakeholder relationships

#### *Accountability*

Accept responsibility for all decisions

#### *Transparency*

Maintain open and truthful communications

#### *Fairness*

Engage in fair competition and create equitable and just relationships

#### *Respect*

Honor the rights, freedoms, views, and property of others

#### *Rule of Law*

Comply with the spirit and intent of laws and regulations

#### *Viability*

Create long-term value for all relevant stakeholders

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As HR professionals, we are responsible for adding value to the organizations we serve and contributing to the ethical success of those organizations. We accept professional responsibility for our individual decisions and actions. We are also advocates for the profession by engaging in activities that enhance its credibility and value.

### PROFESSIONAL DEVELOPMENT

We must strive to meet the highest standards of competence and commit to strengthen our competencies on a continuous basis.

### ETHICAL LEADERSHIP

We are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct.

### FAIRNESS AND JUSTICE

We are ethically responsible for promoting and fostering fairness and justice for all employees and their organizations.

### CONFLICTS OF INTEREST

We must maintain a high level of trust with our stakeholders. We must protect the interests of our stakeholders as well as our professional integrity and should not engage in activities that create actual, apparent, or potential conflicts of interest.

# ...In an Uncertain Environment

Unfortunately,  
in HR the  
answer is  
often...  
**"It depends"**





# HRMG 4450: Advanced Topics in HR

- Mission
- Approach
- Practice

# HRMG 4450: Advanced Topics in HR

- Emerging Trends in HR
- Consulting Skills for HR Practitioners
- Emerging Workforce Trends
- Business Acumen for HR
- HR System, Infrastructure, and Technology
- Communicating with Influence
- Conflict Management and Negotiation
- HR's Role in Organizational Change
- Fundamentals of Facilitation
- Ethical Issues in HR

Professional  
Practices &  
Ethical  
Applications



# Case Study One: Meet Chris

# A Blended Approach to Professional Practice

## Emotional Intelligence



## Ethical Application





# Consciousness

- Incrementalism
- Bias
- Diffusion of Responsibility





# Case Study Two: Mark & Alec



# Competence

- Professional Mastery
- Environmental Awareness
- Fitness to Practice

# Courage

*Where's your personal  
"line in the sand"?*

*What is your personal  
"walk-away" point?*

*What are you willing to  
risk?*

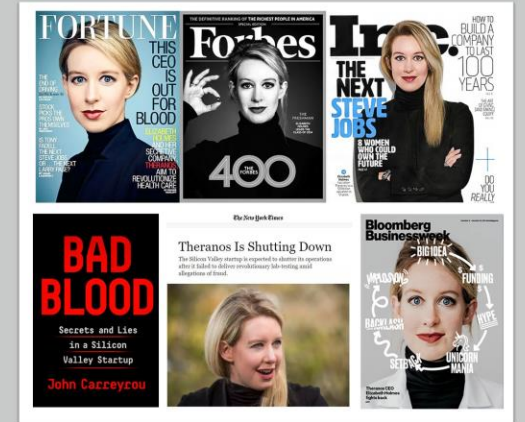
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**A poisonous cocktail of intimidation, pathological lying, massive fraud, dictatorial co-leadership, toxic COO, conspiracy, broken careers, ruined family relationships, fire-at will, scams, fear, obsessive secrecy, fake labs, legal threats, non-disclosures, dysfunctional culture, blind faith, deception, over-promise, under-deliver and egos bigger than talents.**

**10 lessons for Silicon Valley and for every business person.**

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# The Road Ahead...

- Questions?
- Reactions?
- Suggestions?