



This material was developed by Todd Endres, M.A., and is intended for classroom discussion rather than to illustrate effective or ineffective handling of administrative, ethical, or legal decisions by management. No permission or compensation is needed for classroom use as long as it is acknowledged to be the creative work of the author and the UCCS Daniels Fund Ethics Initiative. For public action or electronic posting, please contact the UCCS Daniels Fund Ethics Initiative Collegiate Program at UCCS College of Business at 1-719-255-5168. (2021)

“It Depends”...

Ethical Considerations in HR and Organizational Practices

Todd J. Endres, M.A., SPHR
Instructor, Management & Human Resources
2021 Daniels Fund Ethics Initiative Fellow
University of Colorado – Colorado Springs



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

© 2016 Daniels Fund. All rights reserved.



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

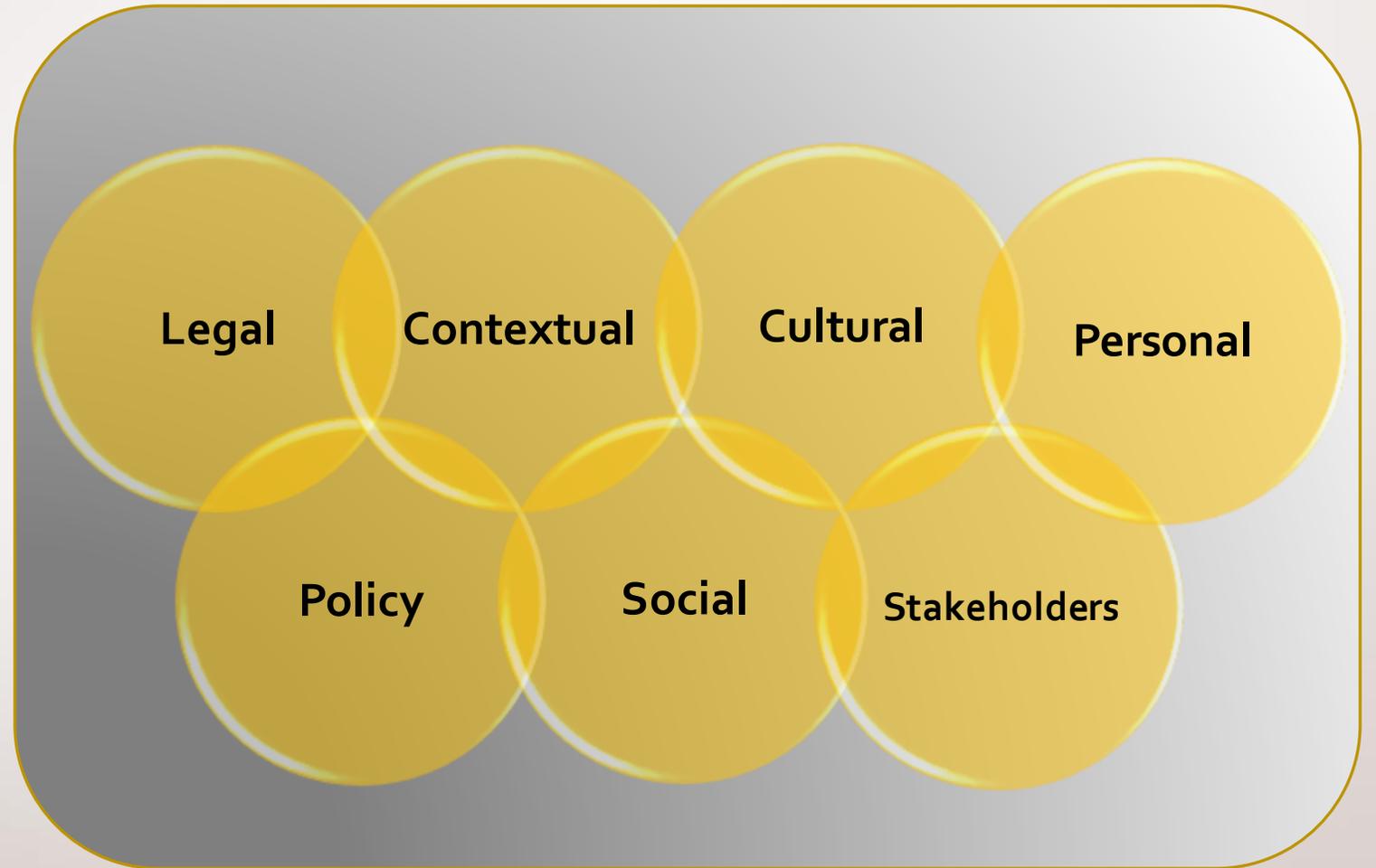
We are ethically responsible for promoting and fostering fairness and justice for all employees and their organizations.

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

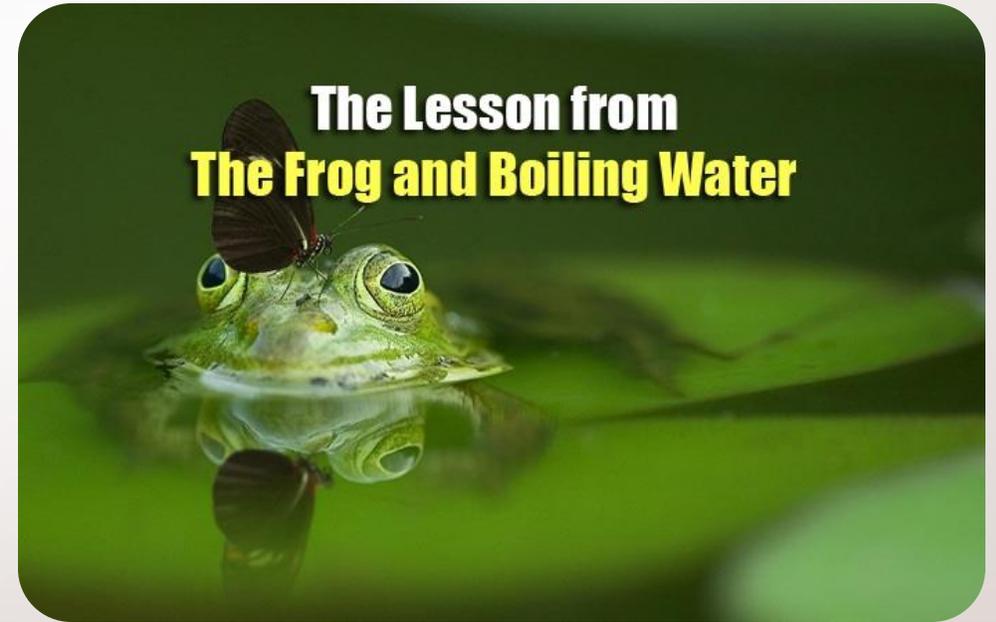


Ethical Application



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?*

theranos

From World Hero to World Zero!

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.

© The Duality





The Road Ahead...

- Questions?
- Reactions?
- Suggestions?