



ETHICS & ACCOUNTABILITY

A Personal & Organizational Reflection

Before we get started

- Name
- How many years with the San Diego County Sheriff's Office?
- Current Position/ Field
- Something interesting about yourself



What is Perception?

National, Personal, Organizational



Do you remember Susan?

Watch and take note of the following . . .

- [SUSAN BOYLE 1st \[HD\] - Bing video](#)



What does this mean to you?



How do you feel about these?





National Perspective

- 24 Hour Cable News Cycle
- Sex, Violence, Controversy sell
- How does this effect our communities view of our profession?
- How does it effect OUR view of our communities?





BREAKING NEWS

TWO SDPD OFFICERS ARRESTED ON DRUG CHARGES; OFFICERS ARE MARRIED

abc 10



Perception and Facts

- Our goal is gathering the facts
- Apply the facts to circumstances
- Try to take emotion out the scenario
- We can't control other's misplaced blame, but we can make sure we don't bring any into the contact.



THE RIVER

Group exercise



A



X

B



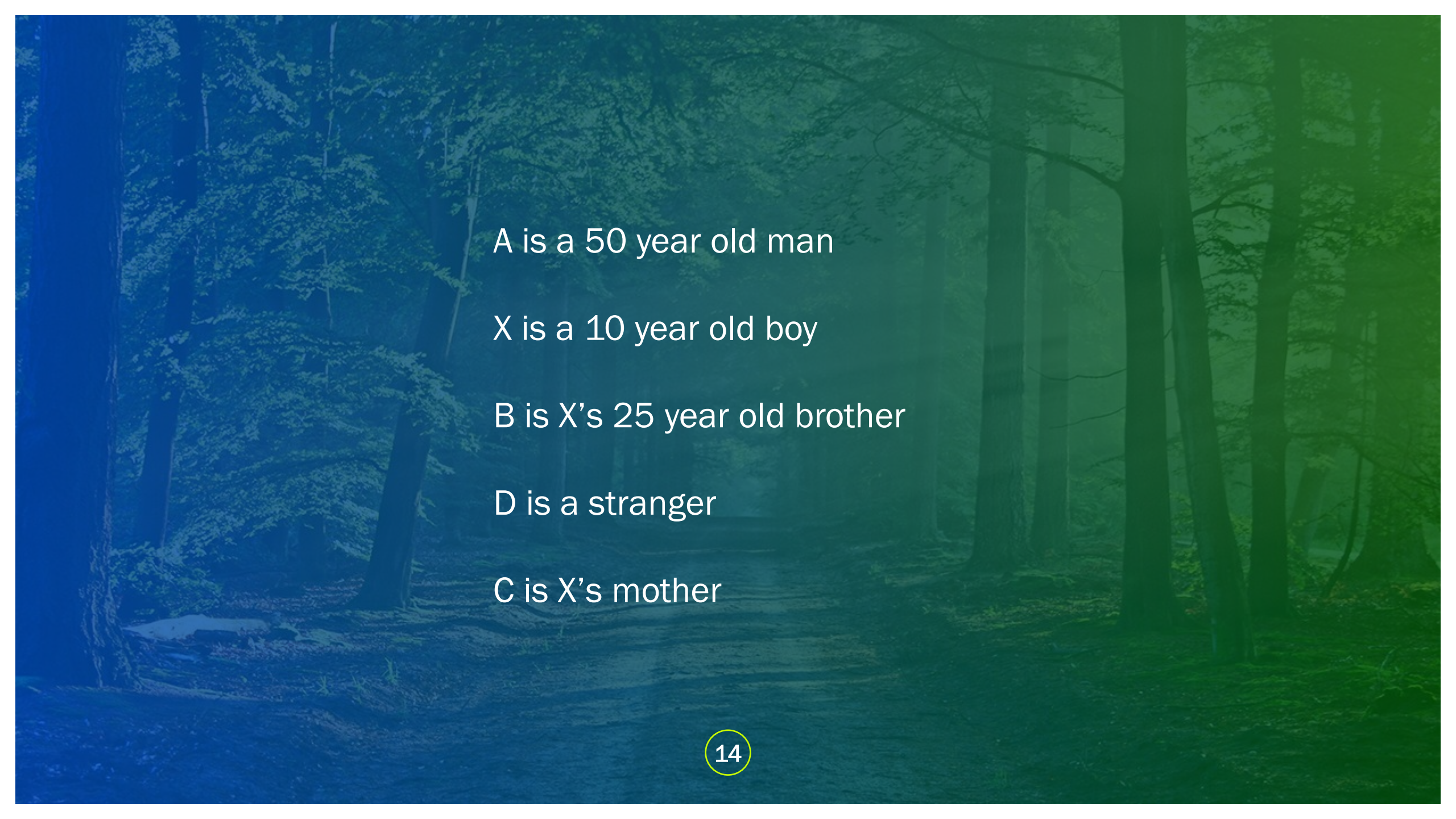
C



D



X loves C and wants to cross so they can be together
A has a boat and charges for crossing in it. Historically sex or money
X asks A to help cross the river but X has no money
X asks B for help, B says “not my problem” but has a boat docked along the river
X sleeps with A to cross the river safely via the boat, has 3 wonderful days with C
until C asks X how X crossed the river
X admits to sleeping with A to cross
C turns X away because X slept with A
A takes X back across the river
A asks D for help and D says you can stay here as long as you’d like no
questions asked



A is a 50 year old man

X is a 10 year old boy

B is X's 25 year old brother

D is a stranger

C is X's mother

CHARACTER VS ETHICS

An effort in word salads that probably made people a lot of money ...

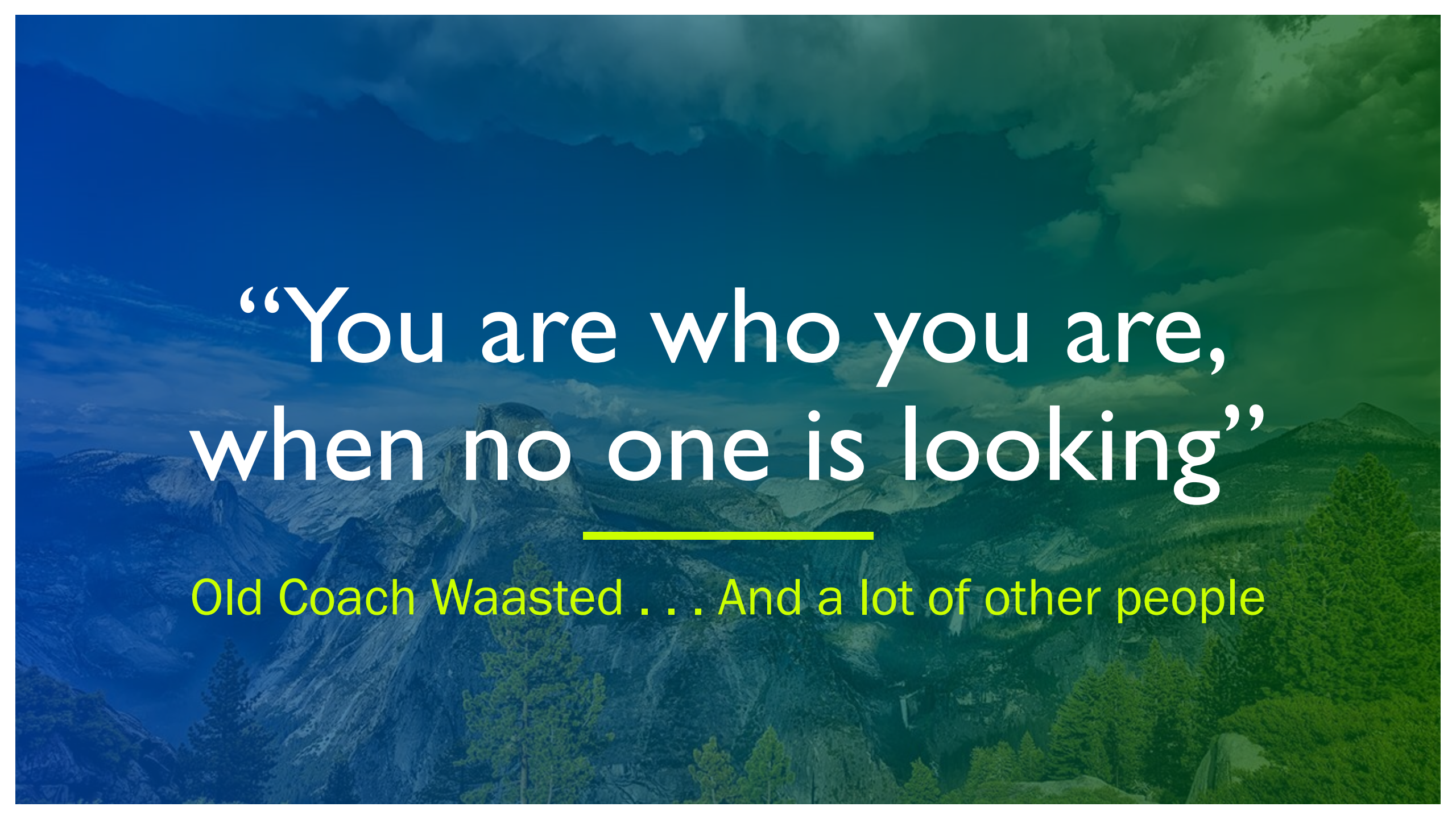
Defined by smart people
on the internet ...

- **Ethics** are defined as moral principles that govern a person's behavior, while **character** refers to the mental and moral qualities distinctive to an individual. In other words, your character determines what kind of person you are and what types of relationships you form in life.

Cop in the room ...

- Ethics – set of moral principles or system of moral values.
- Character – Your consistent application of those ethics





“You are who you are,
when no one is looking”

Old Coach Waasted . . . And a lot of other people

Double Minded

- You cannot live two lives . . .
- Not successfully
- Not equally
- One will always come to light



Home Town Case Studies

Let's get a little uncomfortable . . .



Richard Fischer

- Successful career
- K9 Handler
- Husband

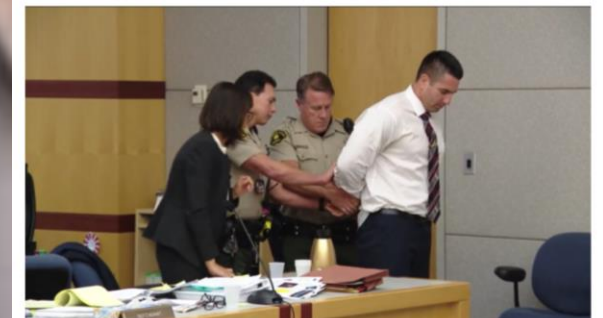
- Sexually assaulted more than a dozen women while on duty
- Abuse of power



Former San Diego Deputy Convicted of Assaulting 16 Women Sent Back to Jail

Fischer assaulted the women while on duty and in uniform, including victims who had called the department for help or to report a crime

By NBC 7 Staff and City News Service • Published January 10, 2023 • Updated on January 10, 2023 at 2:43 pm



Trending Stories

THINGS TO DO

Kids get in free at these San Diego attractions during October

SAN JOSE

2 children drown in pool Area home day care

SAN DIEGO HUMANE SOCIETY

Missing pets: SD Humane Society officials fuming Arizona executives sus

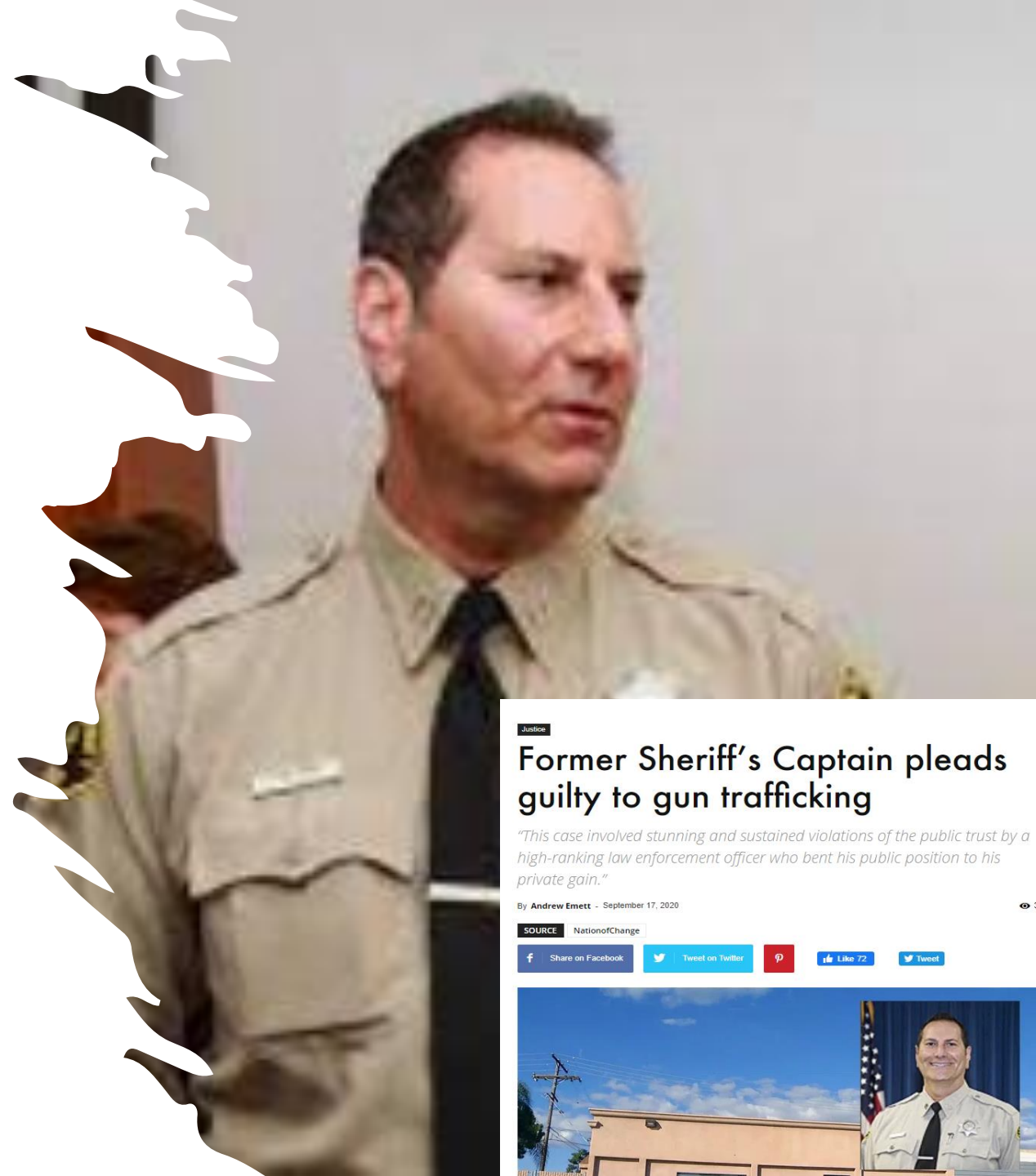
SAN DIEGO HUMANE SOCIETY

Humane Society of South Arizona leaders suspended over disappearance of 2 small pets from San Die

SAN DIEGO

Marco Garmo

- Successful career
- Husband
- Father
- Political Figure
- Community Leader



Justice

Former Sheriff's Captain pleads guilty to gun trafficking

"This case involved stunning and sustained violations of the public trust by a high-ranking law enforcement officer who bent his public position to his private gain."

By Andrew Emmett - September 17, 2020

SOURCE NationofChange

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Jaylen Fleer

- Prep baseball success
- Deputy Sheriff
- Husband/ Father to be



Former Sheriff's Deputy Sentenced to 12 Years in Prison for Sex Acts with Teen Girl

CNS by City News Service June 18, 2021

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All examples of trying to live two lives, two identities unsuccessfully

*Inside I have two wolves,
one I love and one I hate.
The one I feed,
will dominate*



Which group hates bad cops the most?

ALL THE GOOD COPS!

Unlike a scandal that only damages an individual and their family, a scandal or criminal act by an active Law Enforcement Officer/ employee of a Law Enforcement Agency tarnishes EVERYONE!



Are Ethics Dead?

- I would say no, but it is potentially an atrophying muscle
- Ethics is grounded in the truth, what “Ought” to be.
- Ethical decision making may never leave you, but it could wither away causing you to be unprepared when it is needed most



Thinking of Ethics as a Muscle

- Like any other muscle or perishable skill, our ethics need to be practiced
- Build a culture of celebrating ethical victories
- Make those ethical victories part of the folklore or stories
- Encourage others to be aware of themselves when faced with ethical decisions no matter how small
- Make a conscious effort to act ethically so when a hard ethical challenge comes up, you are ready!



Organizational Ethics and OUR Core Values

What are our CORE values?



Organizational Ethics and OUR Core Values



Fairness

Honesty

Integrity

Trust

Loyalty

Respect

Diversity

Compassion



Organizational Ethics and OUR Mission



We provide the highest quality public safety service to everyone in San Diego County.



Organizational Ethics and OUR Vision

We earn the respect and confidence of the public as a professional public safety organization.

We are innovative, compassionate, and responsive to those we serve and work in partnership with our communities.

We attract and retain a highly competent and diverse employees.



Organizational Ethics and OUR Guiding Principles

Is this ethical and within our Core Values?

Is it legal?

Right for the Community?

Right for the Agency (mission & vision)?

Within Policies and the Law?

Can you take pride in it?



Compliance vs Ethics

It is important to remember that the desire to avoid punishment or sanctions for bad conduct is itself a non-ethical consideration. This is why the current emphasis on **compliance** in professional and business ethics is, to some extent, a detriment to ethical thinking. Compliance means following rules because you have to; ethics is doing the right thing because you want to, or realize that it is in the best interest of others, stakeholders and society. An individual only interested in compliance will look for loop-holes in law, rules and regulations. If such an individual can accomplish his goals and stay technically compliant, he will do so even if his conduct causes harm. An ethical individual, in contrast, is concerned about meeting the *spirit* of rules and laws, and mere compliance will not be sufficient if the conduct isn't also good and right.



Hey Sarge, wanted to run this by you ...

-
- Who has had this happen?
 - Willing to share?



Hey Sarge ...

- Ethical Failure Categories:
- 1) A situation in which the officer did not know what the right course of action was
- 2) A situation in which the course of action the officer considered right was difficult to do
- 3) A situation in which the wrong course of action was very tempting



Supervisor's Ethical Filter

- Do you honestly know what the right thing to do is? (Not the easy thing)
- Have they sought input from a trusted understudy
- If guidance is needed call, but have a proposed solution



Ethics and Rationalization



Rationalization:

A defense mechanism in which unacceptable behavior, motives, or feelings are logically justified or made consciously tolerable



Ethics and Rationalization



Common Rationalizations:

The end justifies the means . . .

If it's legal and permissible, it's proper . . .

I was just doing it for you . . .

I'm fighting fire with fire . . .

It doesn't hurt anyone . . .

Everyone's doing it . . .

It's OK, if I don't gain personally . . .

I've got it coming . . .

I can still be objective . . .

Failure to confront is permission to proceed

Let the voices from the past guide you

- Think of a Supervisor or Leader you admired and truly believed they had both the Organization's and your interest in mind
- You were not just a cog in a wheel
- What were some examples of those qualities or behaviors you appreciated?



How do we confront and get buy in?

- My personal experience is trying to practice what I preach
- Do as I say, but also as I do
- Show them you are not afraid to do the very thing you are asking
- Servant Leadership – Find a way to show it
- Earn the trust
- Earn the credibility

- A Shepherd smells like their sheep



Ways of Holding People Accountable

- Humor?
- Story Telling?
- Addressing the Group?
- Self Realization?
- Visual Aids?
- Direct corrective communication
 - Public vs Private
- Can you stand before the Long Green Table?



7-Step Commitment Counseling Method

- 1) Greeting
- 2) Reason for Meeting
- 3) Crucial Question
- 4) Natural Consequences
- 5) Values
- 6) Commitment
- 7) Notice of Written Follow Up



It is CRITICAL we take care of our people

- Be cognizant of questionable behaviors in and outside of work
- Address things when they are small and can be done low key
- Be aware of behavior changes with employees
 - Know enough about them to know when something is off



The Magic Pause Button

- [Creating ethical cultures in business Brooke Deterline at TEDxPresidio \(youtube.com\)](#)



*This Agency hired you for who you are!
This Agency promoted you for who you are!*

**In closing, live with integrity, character and confidence
and it will be reflected in your career all the more**

