Managing Integrity and Civility

NACo Webinar Series

November 4, 2015
Objectives for Today

• Review core principles of the Practice of Integrity and identify key duties
• Learn how civility is a duty of integrity
• Practicing civility in the face of tough challenges from colleagues and constituents
Central Concepts of Integrity

• Duty
• Discernment
• Accommodation of multiple duties
Duty

• Fulfilling a reasonable expectation of another person or community of persons.
Discernment

• A deliberative process in which all applicable right things, or duties, are identified.
Accommodation

• The balancing of all duties
Duty of Loyalty

• The duty of loyalty applies in any situation in which a person (or community of persons) has a reasonable expectation of loyalty from another.
Duty of Truthfulness

• The duty of truthfulness applies in any situation in which a person (or community of persons) has a reasonable expectation of truthfulness from another.
Reasonable Accommodation

• A reasonable expectation 
  ARISES when you make a promise, either an explicit one like a lunch date, or one that is implied by an established relationship.

• A 
  reasonable expectation 
  CREATES a duty to fulfill the expectation of another person or a community of persons.

• The 
  FULFILLMENT of duties is what it means to practice integrity.
Duty of Community

• A duty created from the reasonable expectation that all of us have of each other to preserve trust in the common institutions from which we all benefit
Duty of Loyalty

• Paying no attention to a campaign contributor after you’re elected
• Denouncing a colleague publically
• Stating your controversial views on gun control at a dinner party knowing it may disrupt the party and upset the host
Duty of Truthfulness

• Tardy returning phone calls and emails
• Eavesdropping on a guide at a museum
• Listening to public radio without contributing
• Making a highly partisan campaign speech
• Using unexpired handicapped sticker after you no longer need it
• Reversing earlier pledge, you run for third term
• Failing to read a bill carefully the night before a big vote in order to attend your daughter’s swim meet
Duty of Community

• Taking a free cup of coffee day after day from a friendly Dunkin Donuts server
• Buying expensive apparel at cut rate on a street corner
• Copying a DVD for a friend
• acting on an insider stock tip
Saving Private Ryan
• Civility is the gesture we make to demonstrate our willingness to interact with others for mutual well being and the common good.
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