Ethical Dilemmas in a California City: Lessons in Leadership, Transparency, and Accountability

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Title

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Abstract

Ethical conduct is essential in order to promote and build organizations of integrity. This case study examines ethical transgressions that occurred in Bell, California, which significantly jeopardized the principles of democratic governance. Ethical leadership, transparency, and accountability are effective tools which can be used to reduce the potential for future unethical conduct.

Introduction

Government organizations and their leaders are expected to act within the best interests of their constituents and promote beneficial public policy. Government organizations usually provide essential services initiated through the efforts of dedicated public servants. Ideally, these public servants work collectively toward achieving their unique goals and strategic objectives while avoiding conflicts of interests and self-promotion. Each member of government in a democratic society has the obligation for ensuring ethical conduct through effective leadership, thus strengthening the overall integrity of government. Though this is the way government should function, at times internal corruption is present which threatens the very dynamic of democratic governance.

A case study can be used to focus on the role of democratic governance and the importance of ethical leadership within the context of city government. When high-level members of city government fail to exercise the principles of ethical leadership and/or ensure government transparency and accountability, there is a disruption in the balance of democratic
governance. The failure to exercise principles of democratic governance in the city of Bell, California, resulted in corruption that threatened the integrity of an entire city. Ensuring ethical principles are properly maintained becomes even more important when a society is experiencing rapid economic growth and internal social change. When these pressures are present, it is even more important for government servants to demonstrate ethical leadership, ensure proper government transparency and accountability, and thereby create a more just and harmonious society. This paper considers Bell’s ethical dilemmas within the context of leadership, transparency, and accountability, and then recommends ways in which to avoid similar unethical conduct.

**Background**

In the United States, a city government is generally comprised of several integral positions: a mayor, city council members, a city manager, and a chief of police. Ideally, they work collectively for the beneficial interests of the city and its residents. Officers and employees are charged with holding and preserving the public trust and faithfully executing their fiduciary duties to the city and its residents. Fiduciary duties further demand an undivided loyalty and allegiance to the city they are obligated to serve, as well as to faithfully execute the public trust confided in them.

In July of 2010, information was uncovered by *Los Angeles Times* reporters, who were originally investigating the neighboring city of Maywood, California, that certain officers and employees of Bell, California, were intentionally enriching themselves at the expense of the city and its citizens (Gottlieb & Vives, 2010a). Bell is a suburb of the city of Los Angeles, California, with a population of approximately 35,000 residents (Gottlieb & Vives, 2010a). Bell is ranked thirteenth on the list of the 25 smallest cities in land area in the United States, covering
only approximately 2.5 square miles (Rosenberg, 2006). The mayor, members of the city council, the city manager, the police chief, and others at the highest levels of government were implicated in a corruption scandal that shook the very foundations of the city. The alleged corruption included individuals that earned incredibly high salaries which had been approved through clandestine means (Gottlieb & Vives, 2010a). Knowing their salaries where inappropriately high, elaborate steps had been taken to conceal the benefits and salaries paid to each of these individuals. In order for this to have occurred, high-level members of city government must have been complacent in their duties or actively engaged in the corruption.

Compared to cities of equivalent sizes and relative location, the salaries and benefits paid were unconscionable, grossly exceeding what was reasonable and commensurate with their respective offices and duties. The practices’ of these high-ranking members of city government constituted a blatant disregard of the public trust confided in them when they were elected to serve in their particular positions. Their actions in benefiting themselves through clandestine means and then attempting to conceal this information raises questions of ethical leadership as well as an apparent lack of proper government transparency and accountability.

Public records secured through the California Public Records Act showed that Bell’s city manager was earning in excess of $787,000 a year, and with benefits, in excess of $1.5 million during the previous year (Williams, 2010). The assistant manager earned over $376,000 a year and the police chief was paid more than $457,000 per year. Each of the council members, save one, was making in excess of $100,000 for their limited part-time work (Gottlieb & Vives, 2010a). Interestingly, council members of other similarly situated cities in the Southern California area make approximately $4,800 on average per year (Gottlieb & Vives, 2010b).
Both the city manager and assistant manager, knowing their compensation was excessive and wasteful, used a variety of employment contracts to conceal their compensation from the public (Complaint, 2010). Meanwhile, the city council also took action to deceive the public through active concealment of the facts surrounding their compensation (pp. 7-11). These individuals’ compensation was paid out of public funds thus resulting in the city and its citizens ultimately paying the bill created by the defendants’ self-enriching activities. The city of Bell is also responsible for a much larger bill in the future when it must pay for the individuals’ wrongfully-gained retirement benefits under the California Public Employees’ Retirement System (CalPERS) and the city’s own supplemental retirement plan (pp. 4, 6).

One of the most outlandish examples of a lack of leadership by the city council occurred in regards to the city manager’s salary. Since 1993, the council had raised the manager’s salary 16 times, including automatic raises, by an average of 14 percent every year. In 2005 alone, members raised the manager’s salary by more than 47 percent. In 2008, even as government services were reduced for budgetary reasons to residents and the city laid off employees, the manager received a set of five new employment contracts which provided for automatic 12 percent annual increases to his base salary (Complaint, 2010, p. 2). Even though the council raised the manager’s salary over ten-fold from 1993 through 2010, his responsibilities remained largely the same (p. 4). Council members also provided the manager excessive and wasteful benefits (p. 4). For example, the manager’s 2008 contracts with the city provided that the manager accrue service credit with CalPERS at double the normal accrual rate, effectively providing for double retirement benefits (p. 4).

Council members also provided the manager with 856 hours (107 days) of vacation and 288 hours (36 days) of sick leave per year (Complaint, 2010, p. 4). The 143 days of annual...
vacation and sick leave awarded to the manager was excessive and wasteful, especially in light of the fact that there are only approximately 250 working days a year (p. 4). The council permitted the manager to convert his vacation and sick leave into pay at a rate $304 per hour. In 2009, the manager cashed out over 1100 hours of vacation and sick leave for over $360,000, bringing his total salary from the city of Bell to over $1,100,000 (p. 4).

Pursuant to the city’s charter, the city was to pay the manager a salary “commensurate with the responsibility of chief administrative officer of the city” (Complaint, 2010, p. 5). The council failed to act in an ethical manner when they simply approved the salary and benefit increases without exercising due diligence. The compensation that the members provided far exceeded his responsibilities as city manager. Council members approved the managers employment contracts without giving each contract requisite deliberation, consideration, or due care. Members did not review the manager’s contracts before approving them (p. 5). In complete dereliction of their duties owed, members relied on the manager’s oral representations as to terms on his own employment contracts and did not even seek to discover the terms of the contracts. The council merely approved whatever the manager directed them to approve and sign (p. 5).

Other officials also directly benefited from this ongoing corruption. Others receiving the unconscionable salaries included the assistant city manager and Bell’s police chief. The assistant city manager had a base salary of $336,000 in 2010, which was more than 40 percent higher than those of city managers of cities in the Los Angeles region with populations similar in size to the city of Bell (Gottlieb & Vives, 2010a,b). The council provided the assistant manager with 856 hours (107 days) of vacation and 288 hours (36 days) of sick leave per year (Complaint, 2010, pp. 5-6). The council members failed to appropriately discover the terms of the assistant
manager’s contracts and merely approved whatever the city manager directed them to approve (p. 6).

Bell’s police chief had a salary of $457,000 which was not commensurate with his duties and responsibilities, and substantially exceeded those of police chiefs of cities of comparable population in the region (Williams, 2010). The city manager hired the police chief even though evidence supports that the chief was unable to fully perform his duties because of a preexisting injury (Complaint, 2010, p. 7). The chief was awarded excessive and wasteful benefits, which included lifetime healthcare insurance benefits, effective immediately upon the date of his contract and with no vesting period (p. 7). Additionally, the manager supported the chief’s claim for medical disability retirement in conjunction with his regular service retirement when the police chief retired from the city (p. 7). The manager agreed to the police chief’s 2009 employment agreement without giving the contract the requisite deliberation, consideration, or due care as to the appropriate compensation.

Council members also awarded themselves excessive and wasteful compensation. In 2010, they received over $96,000 in base salary, while $4,800 per year was the average paid to similarly sized council members in Los Angeles County (Gottlieb & Vives, 2010b). They awarded themselves with overtime pay, bringing their salaries even higher. For example, a member was paid over $110,000 in 2009, of which over $16,000 was for purported overtime work (Complaint, 2010, p. 8). Members made each of the salary and benefit increases without the requisite deliberation, consideration, or due care as to the appropriate compensation that was commensurate with their duties and responsibilities (p. 8).

Members also defrauded the public by approving a deceptive ordinance in February 2005. Rather than limiting the compensation of council members, as the title of the ordinance
stated, that text of the ordinance actually increased the members’ salaries. This did not include
their salaries for sitting on the various boards of various city authorities, agencies, and
commissions (Complaint, 2010, p. 9). In fact, this increase was approved as part of a consent
agenda during the council meeting so that there was no public discussion or deliberation of the
ordinance.

In September of 2010, the California Attorney’s General’s Office filed a civil lawsuit
against eight of the former and current Bell employees demanding the return of the “excessive
salaries,” as well as a corresponding reduction of the pension benefits resulting from those higher
salaries (Hansen, 2010). The legal causes of action included: a) waste of public funds/illegal
expenditure of public funds; b) negligence in authorizing wasteful expenditure of public funds;
c) fraud, when city officers and employees from entering into contracts in their official capacities
in which they have a personal financial interest; and d) breach of fiduciary duty and violation of
the mayor, the city manager, assistant manager, the police chief, as well as the council members
conspired to breach their fiduciary duties and actively encouraged and participated in the other
defendant’s violation of public trust and breach of their fiduciary duties (Hansen, 2010). As a
result of the alleged corruption, the city and its citizens suffered damages which resulted in a
wasteful expenditure of funds.

Subsequently, on September 21, 2010, the District Attorney for Los Angeles County filed
criminal charges in Los Angeles Superior Court against Bell’s mayor, city manager, assistant
manager, and members of the city council (Audi, 2010). Each was arrested and criminally
accused of the misappropriation of public funds.
Leadership, Transparency, and Accountability

After analyzing the facts and circumstances surrounding Bell’s scandal, lessons emerge which could prevent similar conduct from occurring in other cities. These lessons concentrate on three primary components including leadership, transparency, and accountability. Each of these three components necessary for ethical democratic governance in the city of Bell was lacking.

Leadership

Ethics is central to leadership, and ethical leaders help to establish and reinforce organizational values. According to Northouse (2004), “leadership is a process whereby the leader influences others to reach a common goal” (p. 308). The values promoted by the leader can have a significant influence on the values exhibited within the organization (Carlson & Perrewe, 1995; Schminke, Ambrose, & Noel, 1997; Trevino, 1986). Because of their inherent influence, leaders play a major role in establishing the organization’s values (Northouse, 2004). A lack of ethical leadership could conversely have a negative impact on the organization (Northouse, 2004).

Here, the leaders of the city of Bell worked collectively to benefit themselves at the expense of the city and its citizens. More specifically, each failed to exercise the requisite level of care expected of a government servant in their positions. Knowing their conduct was inappropriate, these leaders intentionally concealed their self-dealing and inherent conflict of interests. Such behaviors are contrary to the basic foundation of leadership and the belief that government servants should strive for the benefit for their constituents.

Ethical leadership encourages respect and service to others while instilling justice through the manifestation of honesty, thereby resulting in a stronger sense of community (Beauchamp & Childress, 1994). All of these values were corrupted by the officers and
employees involved in this scandal. Since leaders usually have more power and control than followers, leaders have the greater responsibility to be sensitive to how their leadership affects the lives of their followers. Whether in group work, organizational pursuits, or community projects, leaders engage subordinates and use them in their efforts to reach common goals (Northouse, 2004). In Bell, the manager took advantage of his leadership position to garner favorable treatment for himself and his friends.

According to Bass and Steidlmeier (1999), an ethical leader takes into account the purposes for those in the group and is responsive to the interests of the community and its culture. The manager and others used their knowledge of the purpose of those in the group in order to benefit themselves and those they considered to be supportive of their interests. The mayor, assistant city manager, the police chief, and even the members of the city council did nothing to stop this behavior. Each of these individuals encouraged this behavior of which they readily participated for this own selfish interests.

In Bell, ethical leadership was clearly lacking by key government servants; those expected to uphold the highest standards of ethical conduct. Greenleaf (1970; 1977) asserted that leadership was bestowed on a person who was by nature a servant and who emerges as a leader within an organization by first becoming a servant. A servant leader focuses on the needs of followers and helps them to become more knowledgeable, freer, more autonomous, and more like servants themselves (Greenleaf, 1970; 1977). Here, Bell’s city leaders were not servant leaders focused on satisfying the needs of their followers, but instead predominantly focused on satisfying their own selfish interest hoping to gain as much as they could at the cost of the city and its citizens.
Council members also failed to demonstrate ethical leadership when they collectively defrauded the public by intentionally concealing the amount of their true compensation paid by the city. The council members as well as all other officers and employees of a city were charged with holding and preserving a public trust, and they owed a fiduciary duty to the city and its citizens, and as such, are expected to act in the best interest and for the benefit of the people they serve. Undivided loyalty and allegiance to the city are essential for all officers and employees as they faithfully execute the public trust confided in them.

Each of the government servants involved in this scandal violated the basic public trust and breached their fiduciary duties to the city and its citizens when they awarded themselves and each other excessive and wasteful compensation that was not commensurate with their respective duties and responsibilities. Each of these government servants also violated the public trust and breached their fiduciary duties when they accepted the excessive and wasteful compensation that had been awarded to them. Not one of these individuals did anything to stop or question this inappropriate practice. No one demonstrated ethical leadership by putting an end to this inappropriate practice or blowing the whistle on their clandestine activities. In addition to the importance of ethical leadership in establishing and maintaining an effective form of democratic governance, government transparency is also important and must be present to ensure the public trust.

**Transparency**

Government transparency is essential if a government is going to be responsive to the needs of its constituents. Transparency connotes trust and public confidence in operations (Armstrong, 2010). One way that transparency in government/citizen relationships is gauged is through the availability of public records (Armstrong, 2010). There are many methods through
which records can be made available, thus promoting transparency. In Bell, the records which established the corruption where intentionally concealed. In a society where disclosure is essential for governance, actively concealing city government actions and information is unacceptable.

According to Piotrowski (2007), transparency generally occurs through one of four primary channels: a) proactive dissemination by the government; b) release of requested materials by the government; c) public meetings; and d) leaks from whistleblowers. The proper disclosure of information is even more important in developing countries where the temptation exists for selfish interest which can lead to corruption (Meagher, 2007).

A 2006 study of 14 countries found that with dedicated transparency laws, there were three times more likelihood that requests for information were responded to as opposed to countries without transparency laws were less than half of the requests for information were actually responded to (Lord, 2006). Countries that embrace transparency tend to produce more information than other governments and are more likely to share their information.

Both developing and modern countries have realized the importance of transparency. More than 30 countries have established a national-level centralized anti-corruption agency (Meagher, 2007). Transparency ultimately serves to keep government honest. According to Kierkegaard (2009), “Good government must be seen to be done” (p. 26).

Today, one way to encourage government transparency is through the effective use of the internet. Government at all levels can readily disclose their actions via the internet so that the public can more readily monitor what their government is doing. The internet has changed communications capabilities between local governments and their constituents by allowing easier
access to information (Musso, Weare, & Hale, 2000; Tolbert & Mossberger, 2006; West, 2004 a,b).

Transparency can also be used as a tool to combat corruption. According to Shim and Eom (2009), there are traditionally three types of anti-corruption approaches: a) administrative reform; b) law enforcement; and c) social change. Citizens’ ability to monitor government through information plays a critical role (Bertot, Jaeger, & Grimes, 2010). With greater transparency, the corruption scandal in Bell could have been prevented or identified and resolved more quickly.

The right to access information is regarded as an essential element of democratic governance, thereby increasing citizens’ participation and increasing the trust in government as well as reducing the opportunity for corruption (Cullier & Piotrowski, 2009; Mulgan, 2007; Quin, 2003; Reylea, 2009a; Shuler, Jaeger, & Bertot, 2010). If it was not for some small level of government transparency existing in the city of Bell, the information regarding these excessive self-indulgent salaries would never have been exposed. The Los Angeles Times reporters who discovered this corruption did a great service by ensuring that government transparency was maintained. Along with transparency, accountability also plays a significant role in ensuring ethical democratic governance.

**Accountability**

Government accountability is a further method through which democratic governance can be enhanced: accountability is the extent to which one is required to answer to higher authority for one’s actions in society (Shafritz, Russell, & Borick, 2007). When considering the concept of accountability in relationship to government institutions, there are several forms of accountability that can be implemented. Accountability can occur through several means. For
instance, each elected official is subject to the political sovereignty of those who elected the individual into office (p. 198). If the sovereignty concludes the elected individual has acted in an unethical manner, they can remove him or her from office with a recall election.

Administrative accountability is an aspect of administrative responsibility by which officials can be held answerable for general concepts of democracy and morality premised upon specific legal mandates (Shafritz, Russell, & Borick, 2007). The challenge is to find a balance between completely trusting officials to use their best judgment in the public interest and monitoring them so closely through legislative committee or other means that they cannot get anything accomplished (p. 198). In a democratic society, there is an expectation that leaders operate within a system of accountability: therefore they are responsible to checks and balances, and subject to the scrutiny of the media, community watchdogs, and whistleblowers (p. 199).

The residents of Bell should have been more vigilant regarding the actions of their city government. They could have accomplished this by actively participating in the council meetings and demanding to review the contracts entered into on behalf of the city and its employees. If this occurred, it would have been far more difficult for these officials to conceal their violations of the public trust. As such, it is important for citizens to be engaged with the functioning of their government.

Accountability can also come in the form of civil liability and/or criminal culpability (Hall, 2009). A government organization can be held fiscally liable when it fails to comply with applicable legal mandates or potential civil lawsuits which demand particular corrective action be taken (pp. 300-302). Bell city officials will likely be found financially liable for their unethical behaviors in violating the public trust. Each could also be found criminally culpable by misappropriating public funds in violation of applicable California state law. The prosecutors
will establish that the public officials were criminally negligent or knew they were breaking the law. The criminal case against these officials is currently progressing through the Los Angeles Superior Court. The cost of unethical conduct should be significant enough to encourage others not to engage in similar reprehensible activity. By ensuring adequate accountability as part of democratic governance, the potential for corruption should decrease.

Ethical leadership, government transparency, and accountability are important concepts for ensuring ethical democratic governance. When any of these three components are lacking, the potential for corruption increases and government becomes less advantageous for society.

**Recommendations**

After considering the Bell corruption scandal, there are a variety of lessons that have been learned. Recommendations can be developed that would be helpful in discouraging these types of behaviors from occurring again. Rapidly developing cities, and those undergoing significant social change, can utilize these recommendations to avoid similar ethical transgressions. They are presented here and provide opportunities for ethical leadership, and encourage the active participation of government officials and employees as well as engagement of community citizens. Collaboration involving all of the relevant stakeholders is important to maximize the benefit of these recommendations.

Ethical leadership is critical for the success of democratic governance. Leaders at all levels play an important role in reducing the potential for corruption. These leaders must lead by example and ensure proper ethical leadership at all stages of democratic governance. Leadership within a government organization must instill an environment which is conducive for the sharing of ethical issues. When this occurs, a culture of ethics can be created so that when issues arise, there is a mechanism to resolve those issues in a timely and effective manner. A culture that
fosters ethical conduct is imperative for reducing the incidents of unethical behavior. A culture must ensure that unethical behavior will not be tolerated.

Leaders must work to develop an organization in which ethical values can be effectively shared with one another. This requires more than the just the creation of a code of conduct. All leaders must be directly charged with correctly handling issues that might arise. These issues should be regularly shared with an ethics committee for discussion and deliberation. Ideally, at least one or more members on this committee should be volunteers without any financial interests or other potential conflicts of interest that might cloud the exercise of their independent judgment.

Compliance with standards should be rewarded and raising ethical concerns promptly should be strongly encouraged. Ethical entrepreneurship is important and must run beyond the mere establishment of ethical policy within the governmental organization. Thoughts and ideas about how to improve the organization’s climate must be constantly solicited from everyone within the organization. In this manner, everyone becomes a steward of ethical conduct.

As dilemmas present themselves, it is important to listen to employees to understand the relevant issue and work to achieve an appropriate solution. Throughout the process, recognition and encouragement should be given to those who report concerns so that leadership can be helpful in resolving the matters. This effective response from leadership will likely encourage others to behave in an ethical manner and report those who do not live up to acceptable standards.

Within the government organization, an ethical officer should be designated. This is someone that individuals can speak to about matters of an ethical nature. Governments can create toll-free hotline telephone numbers where people can report confidentially perceived
ethical abuses by local government. Finally, regular feedback needs to be solicited on how the government organization is performing in regards to effectively resolving ethical issues. This feedback can assist in improving the process and help in achieving the goal of an ethical environment.

Employees play a significant role in the process. Oftentimes, they are the first to become aware of unethical conduct. As such, whistle-blowing by employees and others must be encouraged. According to Bowman (1983), “whistle-blowing is a popular short-hand label for any disclosure of a legal violation, mismanagement, a gross waste of funds, an abuse of authority, or a danger to public health or safety, whether the disclosure is made with or outside the chain of command” (p. 91). An employee within the organization who believes public interest overrides the interest of his or her organization should be encouraged to expose corrupt, illegal, fraudulent, or harmful activities. These individuals should not be vilified, but instead given positive recognition for their ethical actions and contributions.

Citizens play an essential role in helping to reduce corruption. All citizens must be vigilant and ensure their local governments are doing what they need to do without developing conflicts of interests. As such, monitoring transparency and ensuring accountability is essential. Citizens must ensure that their government servants avoid conflict of interests and do what is in the city’s best interest. They can do this by demanding documents and other information from their government. A non-paid independent citizen review panel can analyze city employment contracts for reasonableness and consistency. The panel must ensure that no one particular individual has excessive control to influence others within the organization. In the city of Bell, the manager was given a lot of power and political influence without an adequate check on the
exercise of his authority. All employment contracts involving key positions should be available to review and subject to challenge by the public prior to their acceptance by the council.

Citizens should also be encouraged to participate in the budgeting process. When high salaries are paid, an audit trail develops, and steps and procedures used to approve the budgeting process are observable. Citizens must be included in the budgeting process by ensuring that at least several members of the budget committee are community volunteers, not subject to conflicts of interest. These individuals can then ensure that there are no actual conflicts of interests playing themselves out when it comes to awarding the city’s monies through employment contracts and other financial interests. If citizens were part of the city of Bell’s budgeting process, they would have become aware of the unconscionable salaries, benefits, and employment contracts.

According to Lukensmeyer and Torres (2006), citizens’ participation activities revolve around six general aims: a) inform and educate the public on important policy issues; b) improve government decisions by supplying better information upward from citizens to decision makers; create opportunities for citizens to shape, and in some cases, determine public policy; c) legitimize government decisions by ensuring that the voices of those impacted by government policy have been heard, considered and addressed; d) involve citizens in monitoring the outcomes of policy for evaluation; and e) improve the quality of public life by restoring trust and engagement of citizens in public life.

Citizen engagement is part of a variety of democratic reform ideas that include public participation and public involvement, participatory democracy, deliberative democracy, and collaborative governance (Lukensmeyer & Torres, 2006). Promoting more ethical practices in a government organization necessitates the need to analyze the basic ideas, beliefs, and attitudes
that guide the behavior of an organization’s members (Lukensmeyer & Torres, 2006).

Conducting ethics audits within the government organization would also provide a methodological review of the organization’s activities and the implicit values that underlie the organization’s ethical values.

Structural changes can also be made to the government organization which could assist in reducing the opportunity for corruption. One suggestion would be to impose term limits where appropriate for those high-level government positions, and further limit the length of time that a person can serve in an executive management position. By imposing these limitations, the potential for long-term corruption decreases and the potential for ethical democratic governance increases. Limited exceptions to these policies could be accomplished through public debate and approval through a local referendum process.

If policies and procedures similar to those described above had been present in Bell, the scandal that merits this case study may never have happened. Everyone involved with governance must ensure that ethics plays a critical role, thereby maintaining a fair, equitable, democratic process. Ethical leadership, government transparency, and accountability are all important components of ethical democratic governance.

**Conclusion**

Ethical conduct while performing government service is essential in order to promote and build organizations of integrity. This case study examined the ethical transgressions which occurred in Bell, California, and significantly jeopardized the principles of democratic governance. A review of these ethical transgressions supports the importance of ethical leadership, as well as appropriate government transparency and accountability. The lessons learned have been used to create relevant recommendations which could be effective at reducing
unethical conduct in the future. Leadership is important in all organizations and must be encouraged through the collaborative efforts of all stakeholders in order to avoid government corruption. All officials and employees must have undivided loyalty to the organization and faithfully execute the public trust. Ethical leadership with adequate government transparency and accountability is essential for maintaining a culture of ethics in an organization.

References


**Professional Statement:**

Theodore P. Byrne is an Assistant Professor at California State University, Dominguez Hills. He teaches for the Department of Public Administration and has instructed Foundations of Ethical Administration as part of the Masters in Public Administration program. His research interests include leadership, ethics in government, and other related public policy matters.