

Ethics – Our Standard and Our Brand

Presented by

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30 May 2011



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Role of Ethics in Our Work

- Set boundaries.
 - Define black and white.

- Provide framework/guidance for negotiating the gray.
 - Most ethical decisions are not black & white, but shades of gray.
 - How, in the gray, do we aim higher?



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3 Kinds of Ethical Frameworks & Standards

- My individual moral compass.
- Principles and standards of my profession.
- Values of my organization.



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Sources

- AFP Code of Ethical Principles and Standards
- Professional colleagues

Sources

- Organizational Governance (Board of Directors) & Management

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Theory
The IPO Standard

The best ethical decisions occur when an individual's moral compass, their professional principles and standards and the values of their organization are in alignment.

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Sources

- Family
- Faith Tradition
- Community

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Aligning Values From Theory to Practice to Assessment

The AFP Ethics Assessment Inventory™



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**Goal: Build a research-based ethics
assessment tool for use by AFP members
and others.**



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Two Phases

- Qualitative Phase.
 - Research process to identify elements for survey tool.

- Quantitative Phase.
 - Using iterative process, test tool for statistical validity.



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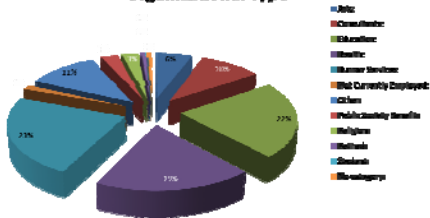
Qualitative Phase

- Design and execution of initial questionnaire.
 - Think of an AFP colleague whom you consider to be highly ethical. Describe the behaviors of that person which lead you to this conclusion.
 - Distributed electronically to random sample of 10,000 AFP members.
 - 955 people responded.
 - Provided 2,518 descriptive responses.



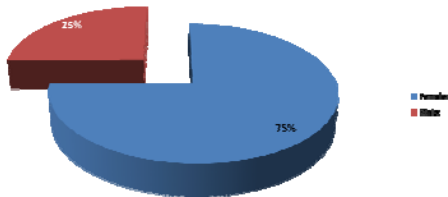
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Organizational Type

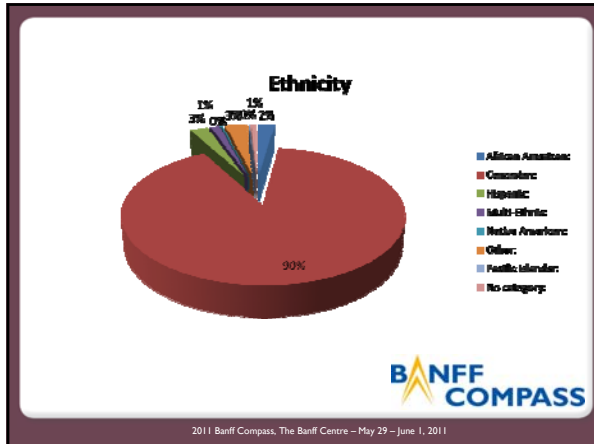


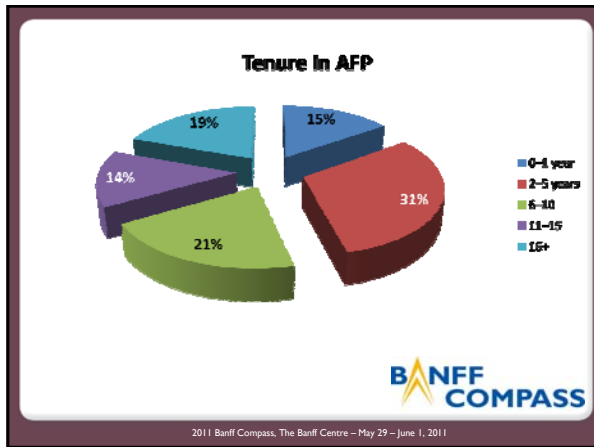
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Gender



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Qualitative Phase: Sample Responses

- Engaging personal interaction - eye contact, firm handshake, open body language, enthusiastic interaction.
- Even when the workplace situation is not the best, keeps the mission of the organization in mind when making decisions.
- Listens to donors and respects their decisions even if it doesn't result in a donation.

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Qualitative Phase: Sample Responses

- Fair, open-minded, conscientious. I think that a highly ethical person needs to have a good balance of these three traits. They will listen to all sides of an argument when making a judgement, they will not show prejudice and they will stay abreast of best practices in the field and do what is best for their institution.
- Models the accountability and high expectations she expects of others in her own behavior.



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Qualitative Phase: Ethics Research Panel

- Analyzed all 2,518 questionnaire responses.
- Identified six characteristics of an ethical AFP practitioner along with statements illustrating each characteristic.



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Qualitative Phase: Six Characteristics

- Adherent/Observant
- Accountable
- Courageous
- Trustworthy
- Integrity
- Transparent



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Qualitative Phase: Six Characteristics

- Adherent/Observant.
 - “Acts according to the highest standards of their profession.”
 - “Adheres to and promotes AFP Code of Ethical Principles and Standards of Professional Practice.”
 - “Keeps current with fundraising best practices.”



Qualitative Phase: Six Characteristics

- Courageous.
 - “Isn’t afraid to say that something is unethical.”
 - “Willing to tell a donor ‘no’ when a gift is not in line with the organization’s mission.”
 - “Stands up for what is right, even when it is not popular.”



Qualitative Phase → Quantitative Phase



Quantitative Phase

- 29 illustrative statements converted into 44 survey items.
- 44 initial survey items sent for review to pool of 100 AFP members, including AFP Ethics Committee.
- Edited responses became *alpha* version of survey.



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Quantitative Phase: *Alpha* Version

- *Alpha* version sent to random sample of 10,000 AFP members.
- 257 responses received.
- Modeling: Stage One
 - Factor analysis of *alpha* version eliminated 12 items.



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Quantitative Phase: *Beta* Version

- Beta version with 32 items sent to random sample of 2,500 AFP members.
- Received 390 responses.
- Modeling: Stage Two
 - Confirmatory factor analysis eliminated 18 items.



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Quantitative Phase: *Gamma* Version

- *Gamma* version with 14 items sent to random sample of 5,000 AFP members.
- Received 360 responses.
- Modeling: Stage Three
 - Confirmatory factor analysis confirms statistical validity of instrument.



Quantitative Phase: Research Panel 2.0

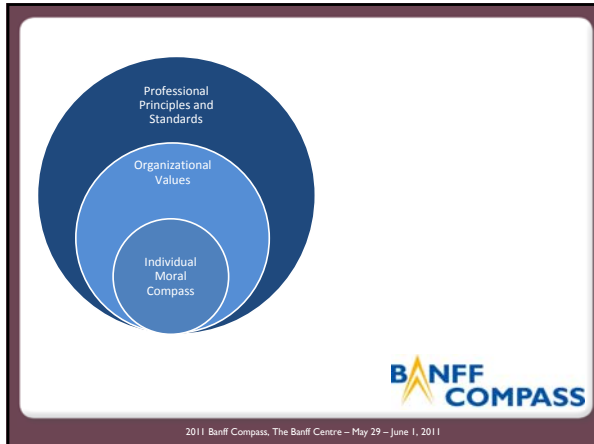
- Research panel reassembled to review completed research and to assist with “messaging” about the survey instrument.



Quantitative Phase: Focus Groups

- Held two focus groups, one with senior practitioners and one with more junior practitioners to solicit feedback on strategies for presenting survey results to users.



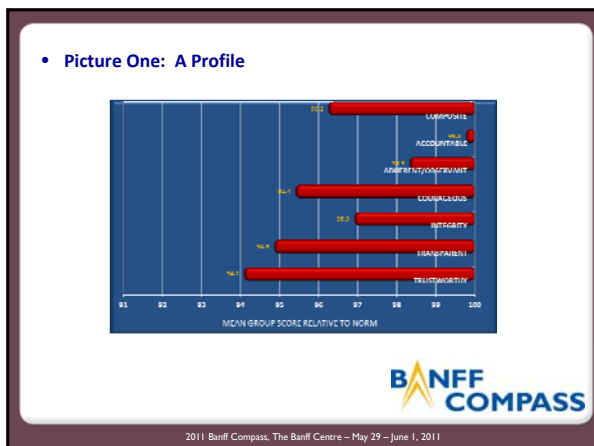


The AFP Ethics Assessment Inventory™

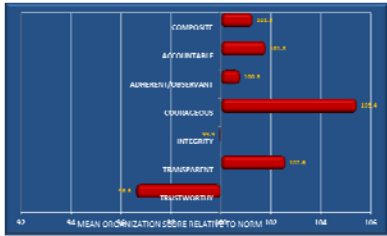
- Provides users with three pictures:
 - Developmental snapshot of individual AFP member as compared to normative AFP database.
 - Developmental snapshot of the organization in which the user works, as compared to a normative database for organizations.
 - Developmental snapshot comparing user and her/his organization.

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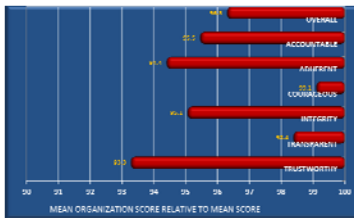


• **Picture Two: A User's Organization Profile**



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• **Picture Three: A Comparison of User and Organization**



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The AFP Ethics Assessment Inventory™

- Built on information and insights provided by AFP members.
- AFP Ethics Committee guided development.
- Almost 2,000 AFP members participated in design and testing.
- Linked directly to AFP's mission: *AFP ... advances philanthropy by enabling people and organizations to practice ethical and effective fundraising.*



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The AFP Ethics Assessment Inventory™

- New benefit for AFP members.
- Voluntary & confidential.
- Available online in the member's section in July 2011.
- Provides users a snapshot of their ethical performance along six dimensions of ethical practice.
- Users are compared with AFP peers.
- Designed as developmental tool.



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The AFP Ethics Assessment Inventory™

- Development of this instrument was one of three strategic priorities for AFP's 50th Anniversary year.
- Calgary & Area designated their 50th Anniversary gift to this project
- Funded through the AFP Foundation for Philanthropy with major gifts from numerous Chapters and individuals.
- Developed by the Center for Ethical Business Cultures® (CEBC) at the University of St. Thomas~Minnesota with the oversight of AFP Ethics Committee.



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**From Theory to Real Life:
Practical Examples for Examination**

**Group Case Studies
(In Session)**



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What Would You Do?



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Questions? Reactions! Observations.



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This presentation was made possible with the assistance of Rhonda Starr, AFP Vice President – Education and Training, and Bob Shoemake of the Center for Ethical Business Cultures® at the University of St. Thomas

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