

EEQT Question Set
Testing For Ethical Effectiveness

Several years ago Navran Associates developed a systematic question set for evaluating the ethical effectiveness of an organization. Ethical effectiveness refers to the degree to which one's ethics (behaviors) are congruent with one's values; the degree to which one acts according to one's beliefs. This concept is equally applicable to individuals and organizational entities.

In practical terms, ethical effectiveness is an organization's measure of success in living according to its values. The basic premise is that organizations can most efficiently and effectively increase their ethical effectiveness through the use of a systemic approach to all twelve elements of business ethics.

The following adapted Navran Associates Ethics Effectiveness Quick-Test (EEQT), which has been used to assess employee perceptions of their employers' ethical effectiveness by asking to what extent the respondent agrees with each of 96 questions.

In its Standard Form the EEQT includes a narrative description of both the potential impact if the responses indicate low effectiveness and recommended actions for raising effectiveness. This format is most useful to the individual looking at an organization's effectiveness and in workshops.

The 96 assessment statements of the Ethics Effectiveness Quick-Test are shown below, arranged in twelve "elements".

The twelve elements are:

1. Clear Organizational Values
2. Ethics Strategy, Goals and Objectives
3. Ethics Policies and Procedures
4. Measures of Ethical Effectiveness
5. Rewards for Ethical Behavior
6. Guidelines for Ethical Decision Making
7. Assessing the Ethical Climate
8. Building Support for Ethical Practices
9. Ethical Leadership Practices
10. Evaluating the Impact of Ethical Practices
11. Ethics Education and Training
12. Respect for Employees' Personal Values

Total Ethics Management Model

Clear Organizational Values

1. The organization's values are content with each other so that its expectations are clear.
2. Employees at all levels understand the organization's fundamental values.
3. Value statements are perceived as valid guidelines for decision-making in the absence of policy or precedent.
4. Stated values address the actions of the organization as it deals with its employees.
5. Stated values address the organization's dealings with customers, suppliers, competitors and other key groups.
6. The rules for doing business stay the same in good times and when things are not going well.
7. People know where to go to get guidance when they need an interpretation of oral values
8. The organization's stated values are content with the values and ethics of the business community.

Ethics Strategy, Goals and Objectives

9. The organization's strategy clearly defines success in terms of its ethics values.
10. Employees at all levels understand the organization's ethics goals and objectives.
11. Ethics goals and objectives are as important as production, quality and financial goals and objectives.
12. Employees at all levels have ethics goals and objectives for which they are held accountable.
13. The ethics strategy deals with all key stakeholders (e.g. employees, customers, suppliers, competitors, unions).
14. Ethics goals and objectives are considered in day-to-day decision-making.
15. People believe there is a direct connection between ethics goals and objectives and their individual success.
16. The ethics strategy is periodically reviewed and updated as the business changes and/or grows.

Ethics Policies and Procedures

17. Ethics policies and procedures define what behavior is consistent with the ethics strategy.
18. Ethics policies and procedures are effectively communicated to all employees.
19. Employees view these ethics policies and procedures as important guidelines for day-to-day decision-making.
20. Employee adherence to ethics policies and procedures is regularly monitored.
21. There are clearly articulated consequences for deviations from or violations of these policies and procedures.
22. Ethics policies and procedures are compatible with all other operational policies and procedures.
23. People accept these policies and procedures as relevant and important for their unique working environment.
24. The ethics policies and procedures are periodically reviewed and updated.

1. Measures of Ethical Effectiveness

25. **Conformance to each of the organization's ethics policies and procedures is routinely monitored and measured.**
26. **The continuing effectiveness of each ethics policy and procedure is routinely monitored and measured.**
27. **Results of periodic ethics measurements are included in discussions of over all organization performance.**
28. **Leaders are held accountable for the ethics effectiveness of the oral unit(s) they**

oversee.

29. Individuals are held accountable for their personal conformance to organizational ethics standards.

30. Results from ethics monitoring are integrated into personnel appraisals and performance reviews.

31. The organization has processes for auditing/evaluating ethics measurements to ensure reporting accuracy.

32. The organization routinely measures the costs/benefits of its overall ethics strategy, policies and procedures.

3. Rewards For Ethical Effectiveness

- a. 33. Conformance to ethics policies and procedures is necessary for a positive performance review.
- 34. The ethical effectiveness of individual decisions and actions is considered in evaluating employee behavior.
- 35. Employees routinely receive positive feedback from supervision when they make ethically sound decisions.
- 36. Leaders are rewarded for the ethical effectiveness of the organizational unit(s) they oversee.
- 37. There is a high level of peer support for adhering to the organization's ethical standards within the work group.
- 38. Employees are rewarded for suggesting ways to increase ethical congruence in the workplace.
- 39. The organization considers ethical effectiveness when evaluating a candidate for promotion.
- 40. High levels of performance that violate ethical standards are not acceptable to the organization.

4. Guidelines For Ethical Decision Making

- a. 41. Guidelines exist to assist leaders at all levels in making appropriate decisions on ethics related matters.
- 42. Because ethics guidelines are consistent with policies and practices they do not create confusion or conflict.
- 43. Written guidelines are supplemented by trained ethics support personnel who can offer additional guidance.
- 44. Employees know how to obtain guidance when facing an ethics related question for which no policy exists.
- 45. People differentiate between ethics policies (which are enforced) and ethics guidelines (which offer direction).
- 46. Ethics guidelines are effective in helping people cope with situations where there is no prescribed solution.
- 47. People are held accountable for their effective use of existing ethics guidelines.
- 48. Guidelines for ethical decision-making are periodically reviewed and updated as needed.

5. Assessing The Ethical Climate

- a. 49. Formal processes exist to assess the level of employee comment to the organization's definition of ethics.
- 50. The organization's ethical climate is routinely assessed as part of overall oral reviews.

- 51. Supervisors understand their impact on the ethical climate of the work groups they manage.
- 52. Employees understand the impact of the ethical climate on productivity, quality and customer service.
- 53. The organization recognizes that commitment to a set of values means more than just following ethics rules.
- 54. Employees understand and agree with the organization's ethics expectations and requirements for success.
- 55. Individuals understand the relationship between their personal values and the values of the organization.
- 56. Leaders realize that most decisions/actions which improve the ethical climate are ultimately cost-effective.

6. Building Support For Ethical Practices

- a. 57. People at every level of the organization recognize their responsibility for supporting ethical practices.
- 58. Leaders find frequent opportunity to reinforce the validity of the organization's ethical positions.
- 59. Supporting the ethics positions of the organization is rewarded both formally and informally.
- 60. Employees are involved in helping shape and/or revise ethics practices when required.
- 61. The organization's focus is on ethical behavior, not just on ethics related rhetoric.
- 62. Written guidelines are provided to help people reach ethically congruent decisions.
- 63. Individuals are expected to apply the organization's ethical guidelines to every aspect of their jobs.
- 64. Management consistently models conformance to desired ethical practices.

7. Ethical Leadership Practices

- a. 65. Leaders understand the organization's ethical requirements and expectations.
- 66. Leaders act in ways that are ethically consistent with what they require of those they lead.
- 67. Leaders regard their ethical duties to be as or more important than any other leadership responsibility.
- 68. Employees know that they can freely approach any leader to raise an ethics question.
- 69. Leaders take the initiative in resolving potential ethical conflicts in day-to-day business operations.
- 70. Leaders know who within the organization they can turn to for guidance when facing unique ethics situations.
- 71. Leaders freely accept accountability for the ethical content of the decisions and actions of those they lead.
- 72. Leaders routinely recognize and reward the ethical decisions and actions of those they lead.

8. Evaluating The Impact Of Ethical Practices

- a. 73. Processes exist to gauge the impact of ethical behavior on employee

comment to organizational goals.

- 74. Supplier attitudes towards the advantages of working with ethical organizations are monitored.
- 75. The organization knows to what extent ethical conflict contributes to sub-par employee performance.
- 76. Political, regulatory and special interest groups are aware of the organization's ethics standards.
- 77. Consumers understand the ethical standards and practices that govern transitions.
- 78. The ethical standards of the organization influence decisions and actions in all groups, units and departments.
- 79. The impact of ethical standards on economic performance is evaluated.
- 80. The impact of ethical standards on employee morale and motivation is measured routinely.

9. Ethics Education And Training

- a. 81. Training exists to orient new employees to the ethical standards and practices of the organization.
- 82. Leaders receive formal training on how the ethics of their decisions and behaviors impact employees.
- 83. People are trained on both the how-to's and why-to's of the organization's ethics policies and procedures.
- 84. Employees are trained on how to use the performance evaluation process to support ethical practices.
- 85. People are trained on how to clarify their personal values and how to assess their ethical congruence.
- 86. Training on the use of data from ethics effectiveness and climate assessments is available to managers.
- 87. People are encouraged to seek training that will prepare them to more effectively support ethical practices.
- 88. Some form of ethics effectiveness training is available to all employees.

10. Respect For Employees' Personal Values

- a. 89. Employees' values are considered when formulating organizational practices, policies and procedures.
- 90. Leaders seek congruence between their decisions and the values of the employees who must implement them.
- 91. People are encouraged to express any ethics concerns they may have which relate to the job.
- 92. Employees are given training and support in clarifying and expressing their personal values.
- 93. Assessments of ethical climate and effectiveness include attention to employee values.
- 94. Leaders are rewarded and recognized for increasing congruence between organization and employee values.
- 95. People are listened to when they identify ethical concerns about any aspect of the job.
- 96. Employees have the opportunity to influence key decisions where those decisions create ethical conflict.