



UNIVERSITY of NORTH GEORGIA

BB&T CENTER FOR ETHICAL LEADERSHIP

Date: May 17, 2017

To: Stacey Kalberman, Chief Ethics Officer, DeKalb County

From: Dr. Bryan Dawson and R. Perry Tomlinson

Subject: Ethical Culture Indicator; DeKalb County Government

Based on the results of the Ethical Culture Indicator for DeKalb County Government conducted in spring of 2017 ending on March 27th, 2017, it is our belief that the county focuses on several key areas related to Ethical Climate and Employee Engagement.

Due to the below average scores on indicators such as leadership confidence, perceptions of the county leadership's ability to articulate a clear future and vision, employees understanding of the county's values, and overall communication we recommend remediation for the county government and it's employees.

Based on the survey data and open-ended responses, it is apparent that employees do not have a clear understanding of the county's values, and do not believe that the county is doing an adequate job of clarifying those values or providing a clear vision as to the future of the county. These issues stem from poor communication by the leadership perceived by the employees of DeKalb County Government.

We present the following recommendations for DeKalb County Government.

- 1. Create a coherent set of values and consistently communicate them clearly to employees. Develop leadership processes that make the organization's values a high priority and ensure that all employees are acting consistently with those values.**
- 2. Outline policies and procedures to hold individuals accountable for unethical behavior and provide clear guidelines on reporting unethical behavior. Ethics training should be conducted for all levels of leadership to ensure that ethical behavior is supported from the top.**
- 3. Engage in transparent discussions with departments regarding their perceptions of fair treatment, communication, and recognition of employee contributions.**
- 4. We further recommend that the Ethical Culture report be shared with all employees with an explanation of the correlation between employee engagement and an ethical culture. Leadership should also lead an effort to improve employee engagement. Employees need to see that their voice, as provided in the ECI, is heard and is being acted upon by all levels of leadership in the county.**