



GUAM ETHICS COMMISSION

Kumision Dinisiplina I Guåhan

Transmitted Via Electronic Mail

June 29, 2021

Hon. Therese M. Terlaje
Speaker
I Mina Trentai'sais Na Liheslaturan Guåhan
36th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hågatña, Guam 96910

Re: Reporting Requirements for Boards and Commissions – June 2021

Håfa Adai Madam Speaker,

On behalf of the Guam Ethics Commission, respectfully transmitted herewith is the reporting requirements of 5 GCA Chapter 8 § 8113.1 regarding the Guam Ethics Commission's regular meeting held on June 24, 2021.

If I can provide further assistance or clarification, please feel free to contact me through email at jesse.quenga@ethics.guam.gov.

Si Yu'os Ma'ase!

JESSE JOHN QUENGA, CM®
Executive Director

Enclosure: Guam Ethics Commission June 24, 2021 Meeting Packet

Cc: Shannon J. Murphy, Chairwoman – Guam Ethics Commission



GUAM ETHICS COMMISSION

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Regular Meeting
Thursday, June 24, 2021
12:30 p.m.
AGENDA

COMMISSIONERS

Shannon J. Murphy
Chairwoman

Marilyn R. Borja
Vice-Chairwoman

Christopher A. Cruz

Robert S. Jack, MD

Daphne M. Leon Guerrero

Margaret E.R. Tyquiengco

COMMISSION STAFF

Jesse J. Quenga
Executive Director

Donovan S. A. Alger
Ethics Program Coordinator

Pamela D. Mabazza
Ethics Program Coordinator

I. Call to Order / Roll Call of Members

II. Approval of Agenda

III. Approval of Minutes

A. May 13, 2021 – Regular Meeting

IV. Reports

V. Old Business

VI. New Business

A. Policy No. 2021-002: Ethics Complaint Procedures

B. Ethics in Government Program

VII. Announcements

VIII. Executive Session

IX. Adjournment

Guam Ethics Commission Board Meeting—Minutes

Date: May 13, 2021

Time: 12:30 p.m.

Location: Zoom Meeting

I. Call to Order / Roll Call of Members

- a. Commissioners Present: Chairperson Shannon Murphy, Vice-Chairperson Marilyn Borja, Christopher Cruz, Robert Jack, Margaret Tyquiengco and Daphne Leon Guerrero
- b. Staff: Jesse Quenga, Executive Director, Donovan S.A. Alger, Program Coordinator, Pamela Mabazza, Program Coordinator
- c. Others present: none

II. Approval of Agenda

MOTION: M. Tyquiengco moved to approve agenda.

Seconded by: D. Leon Guerrero

Discussion: None

Decision: Motion Carries

III. Approval of Minutes

March 18, 2021 – Regular Meeting

MOTION: M. Tyquiengco moved to approve the minutes of March 18, 2021.

Seconded by: C. Cruz;

Discussion: None

Decision: Motion Carries

IV. Reports

A. Executive Director

Procurement Update:

A. Office Lease

- 3 proposals were submitted by 2 vendors. It is currently being reviewed by GSA for specification compliance. Best efforts will suggest a notice of intent to award by mid May with a tentative move-in date 14 days following the notice should the award move ahead with no protest.

B. Copier / Printer / Scanner / Fax Machine

- Bid closed with one valid proposal received. The proposal is also under review by GSA with a possible intent to award to be issued along with the office lease. Equipment should be available 30 days upon receipt of the Purchase Order.

C. Website & E-learning Portal

- We received two valid quotation requests for a website and e-learning portal. The proposal provided our office with a framework on what should be included in the specifications for our RFP to ensure that the proposal has capabilities design desired by the Commission.
- In an effort to secure outside resources from our local appropriation, our team met with representatives from the Pacific Initiative of the Graduate School USA (PITI), an organization funded by the U.S. Department of Interior. They expressed a willingness to support the Commission in setting up a simple landing page for the Commission website, an e-learning portal for the Ethics in Government Program, and logo creation support. These services will be detailed in a Memorandum of Understanding and would be supported through the PITI-VITI funds received from the U.S. Dept. of Interior.

D. Procurement Training

- In compliance with Guam Procurement Law, Jesse Quenga and Pamela Mabazza are registered to attend and complete module 1 of 4 for the GovGuam Procurement Training. Training will be between May 24th – June 11th.

E. Bill 102-36

- The Legislature recently heard Bill 102-36, requiring agencies to publish meeting agendas in the ad to comply with the Open Government Law. In anticipation to this mandate, we have prepared a request to increase the ad size purchased to allow for our meeting agendas to be included.

F. Financial Statement as of 5/13/2021

- The Commission's Operations Fund balance is \$17,890.50 for the remainder of the fiscal year. Available funds will raise to about \$22,000 should the lease for the telephone, copier machine and office space be executed.
- A unanimous vote was made by the Commissioners to endorse available funds to hire a contractual attorney.

V.Old Business

None.

VI.New Business

A. Public Official Disclosure Act

- Executive Director presented proposed measures to Financial Disclosure accessibility.

B. Ethics Related Legislative Proposals

- Bill 85-36, Affirming the Independence of the Guam Ethics Commission.

- Bill 94-36, Mandating Ethics in Government training to all GovGuam employees. In relation to training, future outlook cost options for the Commission to fulfill training:
 - A. Purchase training software at cost based from 2 proposals ranging between \$8,000 -\$22,000
 - B. Partner with PITI-VITI to be managed by Graduate School USA, funded by the Dept. of Interior's Office Insular Affairs.
 - C. Partner with the University of Guam Public Administration and Legal Studies Good Governance and Leadership Ethics Network. A meeting is scheduled soon to learn more about the program.

- C. Bill 105-36, Making the Guam Ethics Commission an elected office
 - Bill has been filed but has not been scheduled for public hearing.

VII. Announcements

VIII. Executive Session

IX. Adjournment

MOTION: Dr. R. Jack moved to adjourn meeting at 1:27pm.

Seconded by: M. Tyquiengco;

Discussion: None

Decision: Motion Carries



GUAM ETHICS COMMISSION

Kumision Dinisiplina I Guåhan

EXECUTIVE DIRECTOR'S REPORT

Bill No. 85-36 (COR) nka P.L. 36-28

- a. On May 28th, the Guam Legislature unanimously passed Bill No. 85-36 authored by Sen. Joe San Agustin which would reaffirm the Guam Ethics Commission as an independent and autonomous entity within the Government of Guam. On June 11th, Governor Leon Guerrero signed Bill 85-36 which is now known as Public Law 36-28.

Testimony on Resolution No. 93-36 (LS)

- a. Speaker Therese M. Terlaje, author of Resolution No. 93-36 (LS) extended an invitation for the Commission to appear and provide testimony on the resolution. Written testimony was provided and read into the record on June 4, 2021. Resolution No. 93-36 (LS) was introduced to formalize the list of legislative priorities for funding support with the American Rescue Act Plan.

Procurement Updates

- a. Office Lease:
 - The bid for an office space lease for the Commission concluded and has been awarded to Guam Capital Investment Corporation (GCIC). The total contract awarded is \$33,210 per annum or \$2,767.50 per month. The lease is for one year and can be renewed up to four years after on the sole discretion of the Government. GCIC Management was issued a purchase order on June 23, 2021. Awaiting confirmation of receipt and notice that the Commission can begin to occupy the space.
- b. Copier / Printer / Scanner / Fax Machine:
 - The bid for the copier / printer / scanner / fax machine concluded and has been awarded to Xerox Corporation. The total contract awarded is \$33,556.20 under a sixty (60) month lease at \$559.27 per month. Purchase ordered is pending review by GSA Chief Procurement Officer.
- c. Website & E-learning Portal
 - The Commission staff will begin to prepare the information which will populate the webpage ahead of a decision to procure a standalone site or utilize existing and available resources through PITI-VITI. An updated financial outlook will be presented below for the Commissions consideration.
- d. Phone and Internet Services
 - Following the Commission's separation from GSA, all pending requisitions not yet issued have been canceled with the agency. This includes the requisition for telephone and internet services. To best capture the capacity of the market, I prepared a Request for Information on the products available with each of the



GUAM ETHICS COMMISSION

Kumision Dinisiplina I Guåhan

known telecom providers. Three (3) providers have acknowledged receipt of the RFI and have advised that they will submit a proposal. Submissions are not required but will be used to develop a future Request for Quotation for these services.

e. Procurement Training

- In compliance with Guam Procurement Law, myself and Pamela Mabazza underwent and successfully passed Module 1 of 4 for the GovGuam Procurement Training. We are working with GCC to have Donovan attend and complete module 1 and to continue to the subsequent modules for myself and Pam.

Procurement Policy

- a. Following the enactment of Public Law 36-28, I spoke with officials with the Department of Administration (DOA) to outline the procedures for formally separating the Commission from having their procurement administered by the General Services Agency, and accounts by the Bureau of Budget and Management Research.

DOA advised that the Commission formulate its own Purchase Order form with the numbering system recognized by DOA accounting. They further recommended that the Commission continue to work with BBMR at least for the remainder of the fiscal year and expect to transmit an allocation breakdown for the subsequent fiscal year budget to properly separate our appropriation.

- b. Pam and I worked on developing the Commission's policies and procedures for procurement. The following document was developed referencing other similar organizations within the Government of Guam, as well as interviewing Director Pangelinan of the Guam Election Commission which is a similar independent entity within the Government of Guam.

Attorney Search

- a. In compliance with Guam Procurement Law, the office published a Request for Interest (RFI) for persons or firms interested in providing legal services to the Guam Ethics Commission. The notice was published on the Guam Daily POST on Tuesday, June 22nd and will have a second print on Monday, June 28th.

Interested entities are asked to express their interest in writing to the Commission by Friday, July 2nd. From there the staff will prepare a Request for Quotation to secure the legal services from July until the end of the current fiscal year.

Financial Statement as of 6/24/21

- a. Last month it was reported that the Commission's operational fund balance was projected to be about \$22,000. The Commission then directed that of the available funds that priority would be given to the recruitment of an attorney and ethics investigator.



GUAM ETHICS COMMISSION

Kumision Dinisiplina I Guåhan

Due to the enactment of Public Law 36-28, the Commission's appropriation would be exempt from BBMR allotment controls which include the 15% reserve of our total appropriation. The Commission's current operational fund balance after accounting for the remaining personnel costs is as follows:

Personnel Services - \$27,607

Operations - \$20,000

After setting aside \$24,000 for legal services, the Commission is expected to have \$23,607 available. With that in mind, notwithstanding any anticipated federal relief funds received from the local government, I wish to present the following options for consideration endorsement by the Commission.

Option A:

Est. \$22,500: Website and e-learning portal – to include database repository, complaint submission portal, online learning portal.

Option B:

Est. \$23,000: Office Furniture and Equipment

It is important to note that the Guam Ethics Commission was identified in the Legislature's priority list for support from the American Rescue Act at \$200,000. The proposed use of the funds would be to support a full-time attorney and investigator as well as the purchase of Personal Protective Equipment (PPEs)

ETHICS COMPLAINT PROCEDURES

POLICY NUMBER: 21-002

Effective Date: _____

I. GOVERNANCE

Title 4 Guam Code Annotated Chapter 15

§15401(a)(3)

It shall initiate, receive, and consider charges concerning alleged violations of this Chapter, initiate or make investigations, and hold hearings.

§15401(a)(4)

It may subpoena witnesses, administer oaths, and take testimony relating to matters before the Commission and require the production for examination of any books, papers, or electronic records relative to any matter under investigation or in question before the Commission. Before the Commission shall exercise any of the powers authorized herein with respect to any investigation or hearings, it shall by formal resolution, supported by a vote of five or more members of the Commission, define the nature and scope of its inquiry.

§15401(a)(6)

It shall have jurisdiction for purposes of investigation and taking appropriate action on alleged violations of this Chapter in all proceedings commenced within three (3) years of an alleged violation of this Chapter by an employee, or a former employee. Nothing herein shall bar proceedings against a person who by fraud or other device, prevents discovery of a violation of this Chapter. A proceeding shall be deemed commenced by the signing of a charge by five (5) or more members of the Commission.

II. APPLICABILITY

This policy shall apply to all charges made against a Government of Guam employee or official for violating any provision of law or administrative rule that governs their standards of conduct.

III. POLICY

PART 1: FILING OF A COMPLAINT

1.1 Schedule Preliminary Intake Appointment

The Guam Ethics Commission staff shall provide an appointment portal for interested persons to provide their best contact information. Ethics Commission staff shall collect preliminary information regarding their complaint at the scheduled appointment.

1.2 Prepare Casefile with Collected Information

Commission Staff shall prepare within five (5) business days, a casefile with the information collected. All information will be presented on standard complaint forms approved by the Commission.

1.3 Review of Casefile and Signature

Upon establishment of the case file, the individual filing the charge shall schedule an in-office visit to review the draft complaint. The filer shall ensure all documents required have been properly filled out, completed, submitted, and notarized (if needed). If no amendments are requested in the draft the filer shall sign the affidavit which shall be countersigned by Commission staff, initiating the review process.

All case files shall include:

- a) Summarized overview of the complaint.
- b) Detailed manuscript of the complaint.
- c) All documents pertaining to each case.
- d) Notices and subpoenas served to individuals and agencies involved
- e) Detailed timeline of case process:
 - i. Date complaint was received by Commission.
 - ii. Board hearing(s) and discussion(s) on case.
 - iii. Dates notices and subpoenas were served.
 - iv. Conclusion of case.

The files shall remain confidential until after a Procedural Hearing where the Commission orders further investigation and votes to proceed with the process. Five (5) Commission votes are required an action to proceed.

PART 2: HEARING PROCEDURES

2.1 Procedural Hearing

Upon conclusion of the initial investigation, the Executive Director shall review all testimony and documents obtained by the Ethics Commission staff and present the findings at a Procedural Hearing of the Guam Ethics Commission.

The Guam Ethics Commission will announce the hearing during the monthly board meeting. Other than the case file number generated for the case, no other information regarding the preliminary investigation shall be made public prior to the Commission's vote at the Procedural Hearing.

The Executive Director will serve as the "Petitioner" while the members of the Guam Ethics Commission Board will serve as the "Presiding Authority." The Respondent may attend the Procedural Hearing with their legal representative. The Procedural Hearing shall be closed to the public unless the Respondent requests a public hearing. The Respondent may provide testimony or respond to questions raised by Commissioners at the Procedural Hearing.

2.2 *Conclusion of Procedural Hearing*

At the conclusion of the Procedural Hearing, the Guam Ethics Commission Board will have a closed-door meeting to deliberate over the findings presented in the hearing. If the Commission Board determines no violation(s) exists, the Guam Ethics Commission can dismiss the matter. The Executive Director shall notify the Respondent within five (5) business days of the decision to dismiss the matter.

If the Commission, by a vote of five (5) members, determines a violation(s) may exist, the Commission shall announce this decision during the next scheduled Commission meeting and schedule an Administrative Hearing. The announcement will include a summary of the allegations.

2.3 *Administrative Hearing*

The Administrative Hearing is open the public and will involve the parties to present their cases to prove or disprove the allegations. The "Presiding Authority" will consist of at least five (5) Commissioners, the entire Guam Ethics Commission membership, or an administrative law judge.

The Guam Ethics Commission will deliberate the findings of the hearing in view of the public and will vote on whether a violation was committed. A vote of five (5) members is required to sustain a violation.

If the Commission finds that a violation occurred, the Commission, within five (5) business days, shall issue a statement on their decision concerning the case and proceed with the most appropriate action as defined in § 15403.

PART 3: VIOLATION OUTCOMES

Title 4 Guam Code Annotated Chapter 15

§ 15403. Procedure.

(a) When the Commission, after due hearings, believes that there is cause for the possible filing of criminal charges, it shall refer the complaint to the Attorney General's Office or appropriate authority for its disposition.

(b) With respect to former employees, the Commission may, with the consent of five (5) or more members of the Commission, issue a public statement of its findings and conclusions, and the Attorney General may exercise whatever legal or equitable remedies are available to the Territory.

(c) When after due hearing, the Commission finds that the violation committed by an employee is non-criminal in nature, the Commission will remand the case to the agency where the employee is employed with the recommendation that the agency impose the corresponding punishment in accordance with the agency's personnel rules and regulations.

IV. EFFECTIVE DATE

This policy shall be in effect upon the adoption of the Commission at a publicly announced / open meeting and signed by the Chairperson of the Commission

V. AMENDMENTS

The Commission may make any amendments to this policy as it deems necessary, provided that such action be done by an affirmative vote of five (5) members at a publicly announced / open meeting.

[] APPROVED AND ADOPTED

SHANNON J. MURPHY
CHAIRWOMAN

Date

THE PALS GOOD GOVERNANCE AND LEADERSHIP ETHICS NETWORK
(PALS-GGLEN)

Division of Public Administration and Legal Studies
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

University of Guam
Mangilao, Guam 96923

Dedicated to Good Governance
and

Ethical Leadership Training, Services and Research for the Public Good

“BECAUSE ETHICS MATTERS”

NETWORK BACKGROUND:

The PALS Good Governance and Leadership Ethics Network (PALS-GGLEN), aka, "The Network") was founded by faculty members of the Division of Public Administration and Legal Studies at the School of Business and Public Administration, University of Guam in May 2021. Incorporated into the PALS Mission and Academic Master Plan, the purpose of the Network is to support the mandates of the newly-established Guam Ethics Commission in the provision of Good Governance and Leadership Ethics Training courses and programs for Government of Guam classified merit employees, appointed personnel, elected officials (Mayors, Vice-Mayors, Senators, Cabinet Members, Governor, Lt. Governor, Governor's Office Staff, Legislative Staff, Board and Commission Members, government contractors, etc.) and other entities as required by Government of Guam Ethics Laws. The Network's training courses and services are available to other island governments in the Western Pacific region, as needed.

The PALS-GGLEN Network is committed to transformation of government, business and societal institutions to work for the public good through training, listening, and dialogue initiatives. The training programs of the Network are focused on government personnel at all levels and professionals in business and societal institutions to address governance and ethical challenges and opportunities through collaborative education and by discussion and listening to one another, teaching and learning from each other, and preparing participants in Network programs to advance meaningful and ethical decisions and behaviors to ensure positive outcomes for all relevant stakeholders. Through our programs, the Network engages government and private sector personnel at all levels, decision-makers, policy-makers and concerned citizens and community members to address timely issues in governance, ethics, and society at-large. The Network faculty recognize that today's workforce will become the leaders in government, business, non-profits, and communities on Guam and in the Western Pacific. Through the Network's training initiatives, the faculty teach the most up to date ethics principals, laws, rules, and regulations, as well as expected conduct for good governance, leadership, and ethical conduct in the public sector, business, and other societal institutions, along with the positive habits of deliberation and civil discourse that promote trust in government.

OUR COMMITMENTS:

The Network is committed to the following:

- Responsible Leadership Ethics at all levels in Government, Business and Society
- Modernization of societal institutions to meet the needs of Guam and the Western Pacific region, today and tomorrow
- Accountability and Transparency in societal institutions

Through various programs, the Network addresses the issue of leadership ethics and ethical behavior in government, business, public policy, and society by emphasizing a positive perspective on governance and ethics. The Network addresses good governance and ethical leadership needs of institutions by offering training courses, services and research through and in partnership with the SBPA Regional Center for Public Policy (RCPP).

OUR NETWORK MOTTO:

"LEADING WITH INTEGRITY BECAUSE GOOD GOVERNANCE AND LEADERSHIP ETHICS DO MATTER"

OUR MISSION:

Our Mission is to develop and empower, ethical leaders in Government, Business, and Societal Institutions.

The Mission of the Network is accomplished by enriching the knowledge and practice of principled ethical decision-making in government, business and society by addressing important social and organizational issues through collaborative education, discussion, debate and inquiry to develop relevant and impactful solutions for the common good.

OUR VISION:

The Vision of the Network is to advance good governance and leadership ethics in government, business and society, to safeguard integrity and prevent corruption in institutions. The Network provides training courses about public laws, rules, regulations and best organizational practices and supports dialogue with program participants at a time when these issues are high on the community agenda. Promoting integrity is a key area in the Network's programs. The Network works closely with program participants for open, cleaner, stronger and, fairer, government and economies. Recent and ongoing current events in Guam and the Western Pacific region demonstrates an urgent need to reassess how core values such as integrity, transparency and accountability can be rethought and strengthened to prevent deficiencies in the interface between the public and the private sector. Preventing corruption and safeguarding integrity also helps to restore public trust in government, an overarching goal for public ethics laws. The Network also reviews issues related to risk areas at the interface between the public and private sector, including public procurement, lobbying, personnel actions, conflicts of interest, and post-government employment issues.

The Network's Training initiatives address the issues of governance and leadership ethics behavior by promoting a positive perspective among program participants and pride in public service by encouraging ethical deliberations in class sessions to stir the moral conscience and imagination. The Network tells not only the bad news about ethics violations, but the good

news about ethical behavior by highlighting those who elevate the ethical threshold in government and business.

OUR GUIDING PRINCIPLES:

The Network's approach to promoting collaboration for good governance and leadership ethics for the common good follows five guiding principles. These principles are taught and used in every program offered:

1. **REFLECTION.** Before speaking our minds, we should think honestly about our assumptions and biases and consider their soundness.
2. **COMMUNICATION.** We should express ourselves clearly, reasonably, and respectfully.
3. **LISTENING.** We should pay attention to what others have to say and consider the possibility that they have insights we lack.
4. **EMPATHY.** We should strive to understand and appreciate why others think and feel the way they do.
5. **DELIBERATION.** In order to identify solutions to the good governance and/or ethical problem at hand, we must first carefully weigh the input of all participants in a give-and-take process of positive discourse.

OUR GOALS:

1. Provide training courses in good governance and leadership ethics
2. Affirm and encourage what is ethical in government, business, and societal institutions
3. Showcase ethics laws, rules, regulations, and best practices in good governance and leadership ethics
4. Promote a positive governance and ethics perspective in government, business, and societal institutions.

OUR OBJECTIVES:

The Network focuses on the following areas in its work to develop, empower, and promote good governance and leadership ethics:

1. Develop future organizational leaders
2. Empower existing leaders
3. Engage program participants in key governance and social issues impacted by ethical behavior, through:
 - Training government and business personnel at all organizational levels
 - Promoting equity in society
 - Promoting fairness in government and business decision-making

OUR KEY STRATEGIES IN PROGRAM DELIVERY:

The Network utilizes the following key strategies to drive its work toward advancing good governance and leadership ethics to influence government, business and societal institutions:

1. Collaborate and leverage relationships with societal institutions and organizations to increase the exposure of the Network and grow its programs

2. Develop and maintain effective communications and build programs to broaden the exposure and access to the Network
3. Maintain operational efficiency to continue the work of the Network and assist government and business in Guam and the region to take advantage of growth opportunities.

OUR GOOD GOVERNANCE AND LEADERSHIP ETHICS TRAINING CURRICULUM

Good Governance and Leadership Ethics decision-making are the most important components of sustainable government and business success in society. The Network's training **courses** and certificate programs are designed to help participants recognize ethical issues, resolve ethical dilemmas and create an atmosphere that promotes positive ethical behavior in organizations.

In successful public and private organizations, true leadership can be found among personnel at all levels. Every employee has the opportunity to influence others. At the end of every Network program, participants will leave with a clear understanding of why ethical behavior and leadership is important to government, business, and professional careers.

The Network facilitates effective leadership ethics and governance by:

- Enhancing individualized ethical perspectives among participants
- Using critical thinking and decision-making models that builds on ethics, laws, and ethical best practices
- Providing local case studies to enhance participant understanding
- Building a path to ethical maturity through simulation exercises.

The Network's good governance and leadership ethics programs allow participants to gain insight into their own personal ethical perspective, how to perceive others and how to make ethical decisions that are consistent with public laws, rules, regulations, and expected practices.

The Network recognizes that developing and maintaining good governance and strong ethical cultures can benefit public and private organizations through increased productivity and employee retention.

Employees can have different personal ethics. They sometimes disagree on the best course of action for resolving ethical dilemmas. Network training initiatives help guide employees to understand the ethics laws, rules and regulations, and through the ethics decision-making process. After completing Network training, participants should understand the following:

- How and why good governance and leadership ethics should occur at all levels of employment in public and private organizations
- Why ethical leadership is critical to government and business success
- The difference between individual and organizational ethics
- The impact of ethics laws, rules, regulations, and organization policies and values on employees
- The benefits of cultivating and practicing ethical leadership.

After completing Network training, participants should understand the following:

- Laws, rules, regulations, and principles guiding ethical conduct

- The need for ethical leaders at all levels of an organization.

How employees handle various ethical dilemmas can positively or negatively impact an organization. It is therefore important to help all employees realize that they have the opportunity and responsibility to be ethical leaders within their organization. After completing the Network training, participants should understand the following:

- Each employee has a role in shaping good governance and ethical conduct
- Drivers and barriers to ethical conduct
- Leadership styles and power structures
- Ethical diversity
- Strategies for maintaining and monitoring ethical conduct

Ethical organizational cultures are not developed or maintained by chance. Leaders at the top must be intentional, clear, and concise about their desires for operating organizations in an ethical manner.

It is important for public and private organizations to develop effective strategies and provide the proper resources for employees to engage in ethical practices. After completing Network training courses, participants should understand the following:

- How to develop and implement effective ethics programs
- Role and importance of top level support for ethics programs
- Methods for evaluating and auditing ethical risk areas
- Strategies for communicating ethical values to employees
- Strategies for responding to ethical crisis situations

OUR NETWORK CERTIFICATION FOR PARTICIPANTS:

To strengthen understanding of good governance and leadership ethics, the PALS Good Governance and Leadership Ethics Network (PALS-GGLEN) and the UOG School of Business and Public Administration will issue a certificate of completion to participants upon successful completion of all required course work. Upon application, successful participants may apply for Continuing Education Credits (CEU's) from the University of Guam's Global Learning and Engagement (GLE) Office.

REVISED 4/28/2021

FOR MORE INFORMATION REGARDING
THE GOOD GOVERNANCE AND LEADERSHIP ETHICS NETWORK PROGRAMS

Contact the School of Business and Public Administration
Division of Public Administration and Legal Studies at (671) 735-2501/20
and/or email SBPA Dean Dr. Annette T. Santos at atsantos@triton.uog.edu
or contact 671-735-2553