The role of values and ethics to bring about change in education

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Ethics

Good

Self   Other

Organisational ethics

KING IV

"In the context of organisations, ethics refers to **ethical values** applied to decision-making, conduct, and the relationship between **the organisation, its stakeholders and the broader society.**"

Good

Self

Other

building an ethical SOCIETY

Core ethics concepts and distinctions

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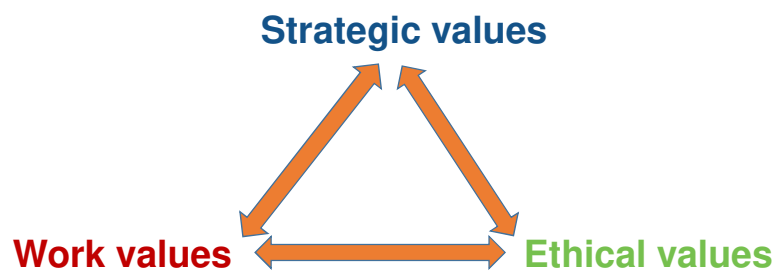**Values:**

Convictions about what is good / important / desirable

4

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Core ethics concepts and distinctions

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Values in organisations

Strategic values

Work values   **Ethical values**

5
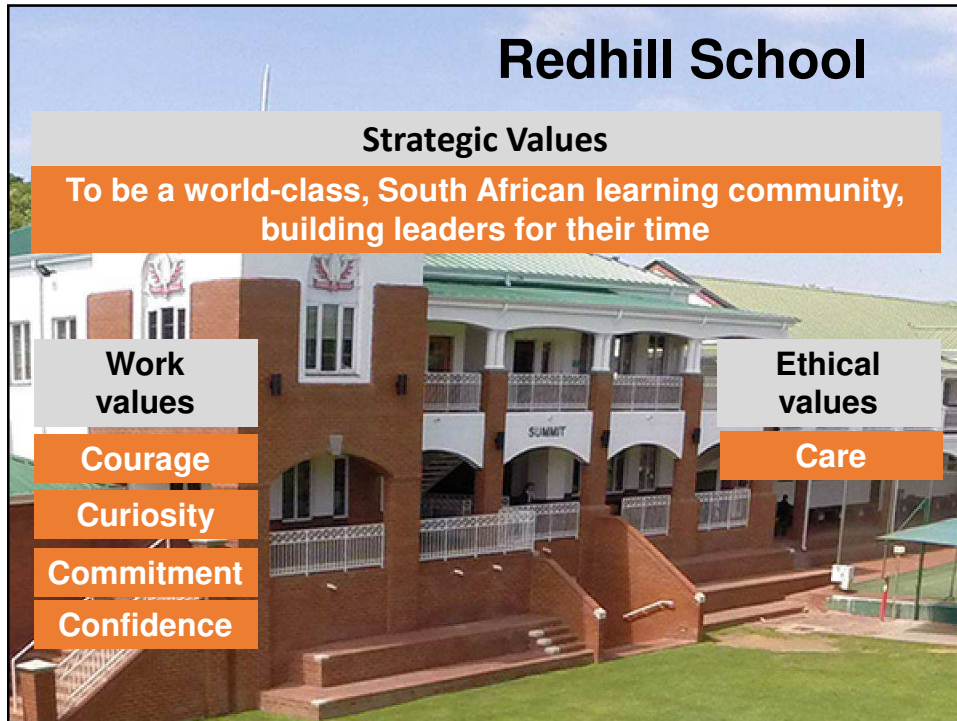
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Values underpinning Schools Act

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Strategic Values	Work Values	Ethical Values
• High quality of education • Development of talent	• Responsibility • Commitment	• Equality • Diversity

Redhill School

Strategic Values

To be a world-class, South African learning community, building leaders for their time

Work values

Courage

Curiosity

Commitment

Confidence

Ethical values

Care

Ethics & Law

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	Legal	Illegal
Ethical	✅	?
Unethical	?	❌

"**Act ethically beyond mere legal compliance**"
(King IV)

building an ethical SOCIETY

FIGURE 1: TRENDING ISSUES	2017	2018
CORRUPTION IN SCHOOLS	9.9%	10.8%
CORRUPTION IN OFFICES OF MUNICIPALITIES	6.4%	9.2%
CORRUPTION IN SOUTH AFRICAN POLICE OFFICES	7.6%	6.3%
LICENSING CENTRES	2.8%	3.3%

Source: Corruption Watch Annual Report 2018
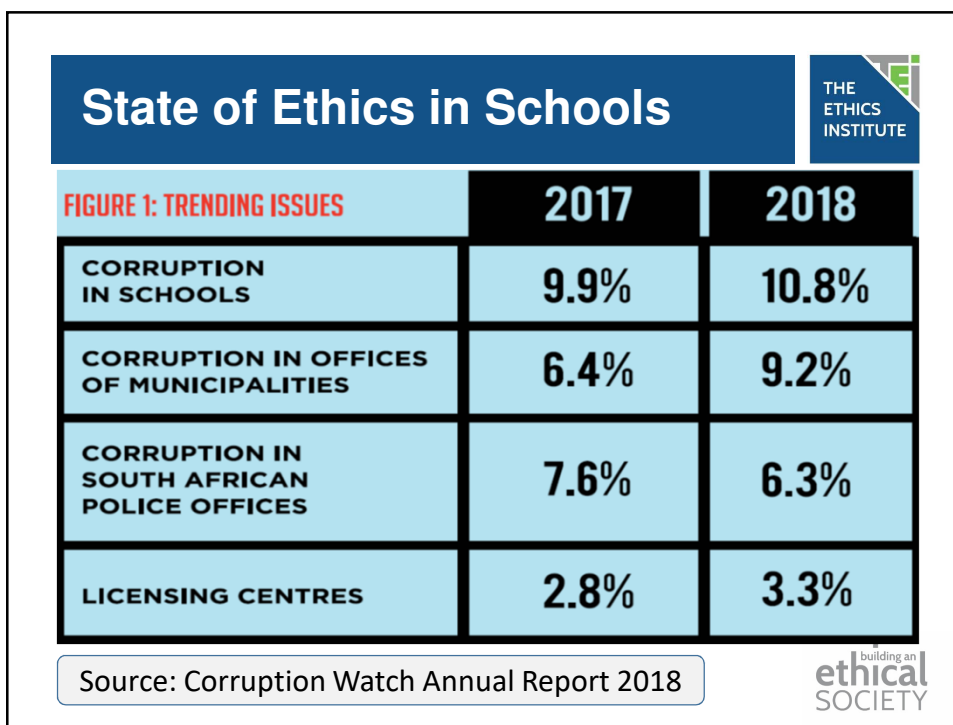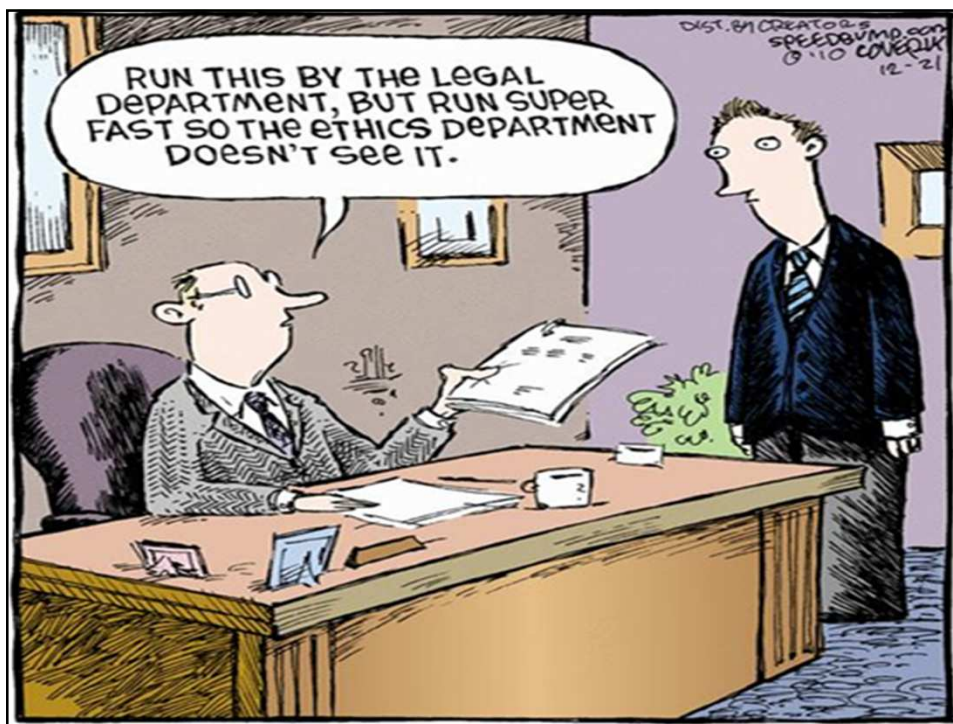
Types of Corruption in Schools

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36% School funds
14% Appointments
8% Public funds
6% Procurement
3% Sextortion
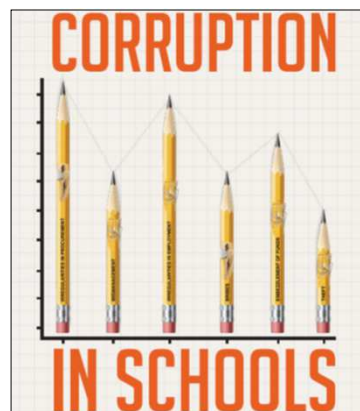
Source: Corruption Watch Annual Report 2018

11

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Survey of Principals

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"*People want to do business with you and want to offer you things*"

"*If you think of textbooks - you've got the right to decide what to buy, and the amount to buy. You can so easily do a deal with those booksellers.*"

"*Thousands of rands can go out of the school. You can give a service contract to a friend to get a kickback.*"

Source: Griffin Kloot: Qualitative Research Report 2018

Can values be changed?

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Value-formation is a life-long process

- **Punishment** (fear)
- **Reward** (incentives)

Extrinsic motivation

- **Self-discovery** (experience)
- **Persuasion** (conversation)

Intrinsic motivation

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Kohlberg: Moral Development

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LEVEL ONE — **Pre-conventional** ("self")
- Stage 1 — Rule-following as punishment avoidance or obedience for own sake
- Stage 2 — Rule-following in pursuit of self-interest

LEVEL TWO — **Conventional** ("other")
- Stage 3 — Living up to expectations of peers and close people
- Stage 4 — Upholding laws

LEVEL THREE — **Post-conventional** ("principles")
- Stage 5 — Upholding rules and values because there is a social contract
- Stage 6 — Following self-chosen ethical principles of justness and rightness

Extrinsic motivation

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Salz Review

- **Extrinsic motivation** dulls creativity, narrows focus and slows down problem solving

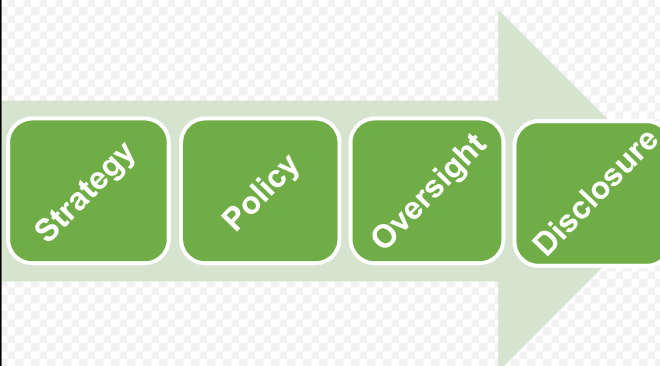- **Fear-driven** compliant behaviour undermines doing the right thing

Source: Roger Steare

15

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Governance and Ethics

**GOVERNANCE
RESPONSIBILITIES**

OUTCOMES

Strategy

Policy

Oversight

Disclosure

Ethical culture

Performance

Effective control

Trust and good reputation

Source: King IV framework

The Shift to Culture

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"*A **healthy culture** both protects and generates value. It is therefore important to have a continuous focus on **culture**, rather than wait for a crisis*."

CORPORATE CULTURE AND THE ROLE OF BOARDS

REPORT OF OBSERVATIONS

Financial Reporting Council

July 2016

What is culture?

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- Shared patterns of thinking, responding, and interpreting
- The social and unwritten rules with regard to how people in groups interact; the collective habits

Source: Salz Review

- **Culture is built incident by incident…**

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Cultivate an ethical culture

King IV, Principle 2

The governing body should govern the ethics of the organisation in a way that supports the establishment of an **ethical culture**
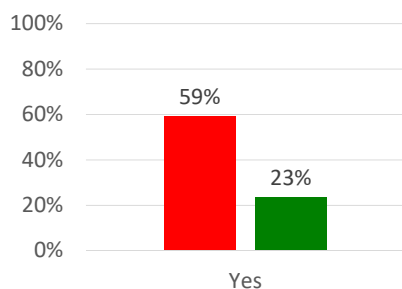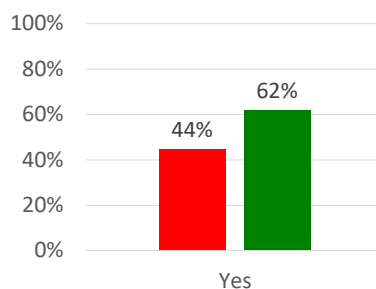
Source: KING IV

19

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Culture and Conduct

Have you observed unethical conduct in the last year?

- 59% — Poor Culture (< 50% approval)
- 23% — Good Culture (> 50% approval)

Yes

■ Poor Culture (< 50% approval)
■ Good Culture (> 50% approval)

Have you reported the unethical behaviour you observed?

- 44% — Poor Culture (< 50% approval)
- 62% — Good Culture (> 50% approval)

Yes

■ Poor Culture (< 50% approval)
■ Good Culture (> 50% approval)

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Building Ethical Culture
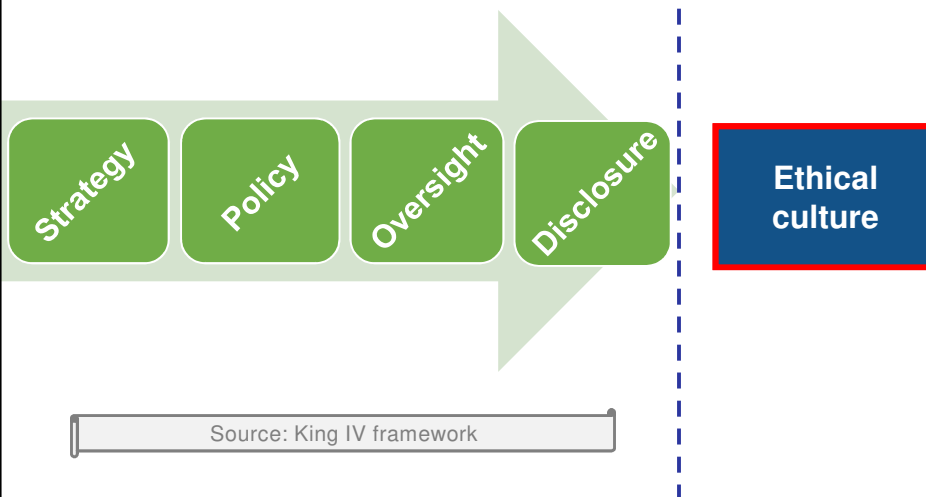
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1. Ethics accountability and responsibility
2. Top leadership commitment to ethics
3. Middle management commitment to ethics
4. Awareness of ethical standards
5. Ethical treatment of staff and stakeholders
6. Employee commitment to ethics
7. Ethics talk

Most Dominant Factors

21

Ethics & Values in Education

Strategy **Policy** **Oversight** **Disclosure**

Ethical culture

Source: King IV framework

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