

Beyond Right and Wrong: Decisions, Dilemmas, and Dialogue

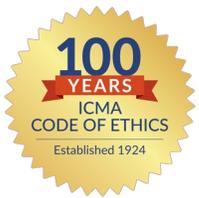
Advice on Navigating Ethical Challenges from Colleagues and ICMA
February 27, 2026



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Session Agenda

- Exercise civility by honoring shared trust with colleagues
- Facilitated roundtable discussions of 3 ethics dilemmas
- Report out to hear from colleagues
- Leave with key takeaways and approaches



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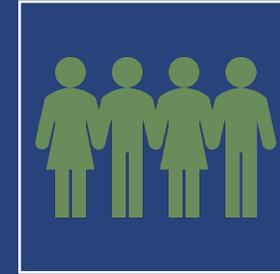
ICMA Code of Ethics



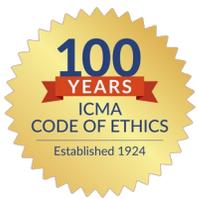
Defines the local government management profession's principles and expectations



12 tenets address personal and professional conduct



Accountability: the Code builds and maintains public trust with peers and the community



Which Tenets Apply?

- All 12 Tenets: members who work in a local government organization (interim, part-time, full-time). Examples – manager/deputy/assistant, department directors, interns, or fellows.
- Tenet 1 (commitment to professional local government) and Tenet 3 (honesty and integrity): members who do NOT work in a local government organization. Examples – life/retired, professors, other branches of government or sectors of employment.
- Elected officials are not subject to Tenet 7 (political activity).



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Local Government Service

Take a moment to pause...

- Why did/do you choose this public service path?
- How does this work provide meaning to you?
- Congrats! You made the time for the WCMA conference. What's one thing you'll take away?

- Where do you go for advice when things get sticky?

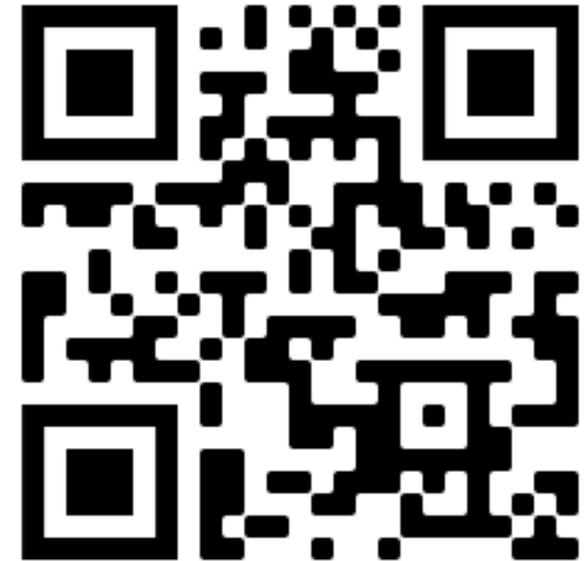
Ethics Resources

Advice

- Neutral, third-party to the situation
- Ask questions and understand the issue
- Offer guidance

FREE! Training and Education

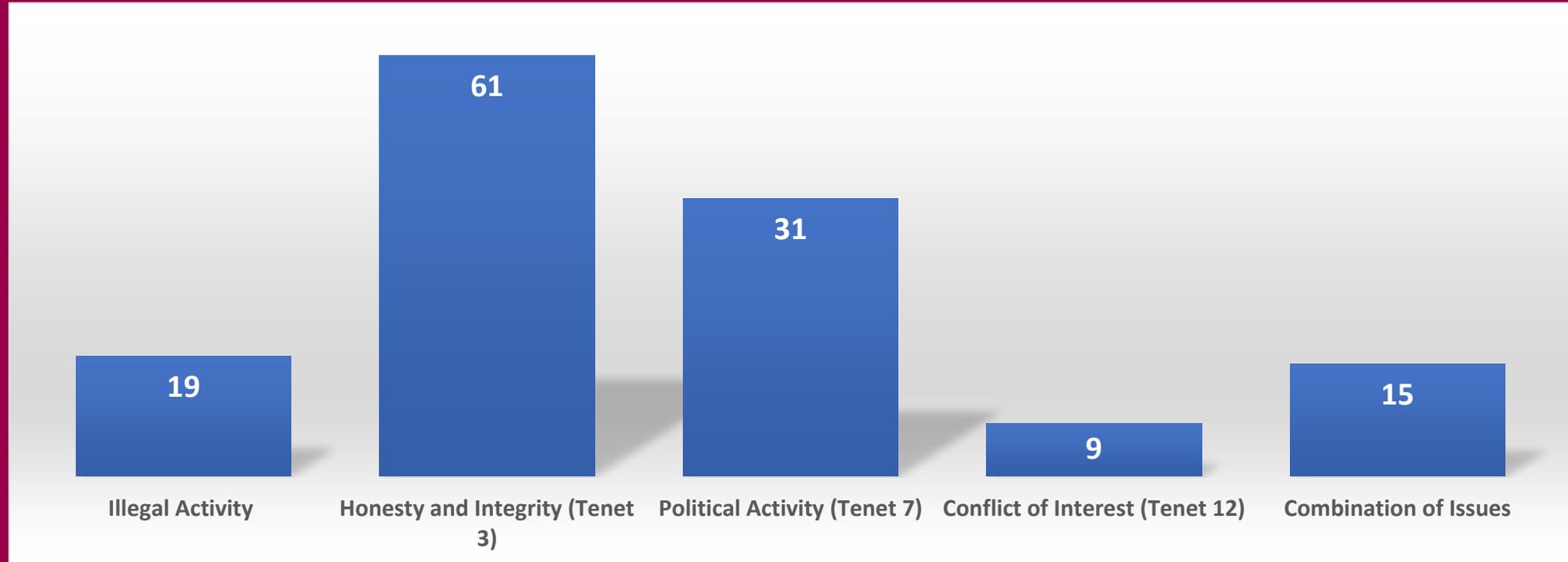
- Monthly Ethics Matter! column in *PM Magazine*
- Frequent issues and advice on [ICMA.org/ethics](https://www.icma.org/ethics)
- Webinars
- State association conference sessions (like this!)



Links to frequent issues and advice on
[ICMA.org/ethics](https://www.icma.org/ethics)



Number of ICMA Cases by Violation Issue (FY 2016-2025)



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Facilitated Discussion and Group Responses



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Thank You! Questions?

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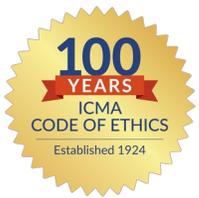
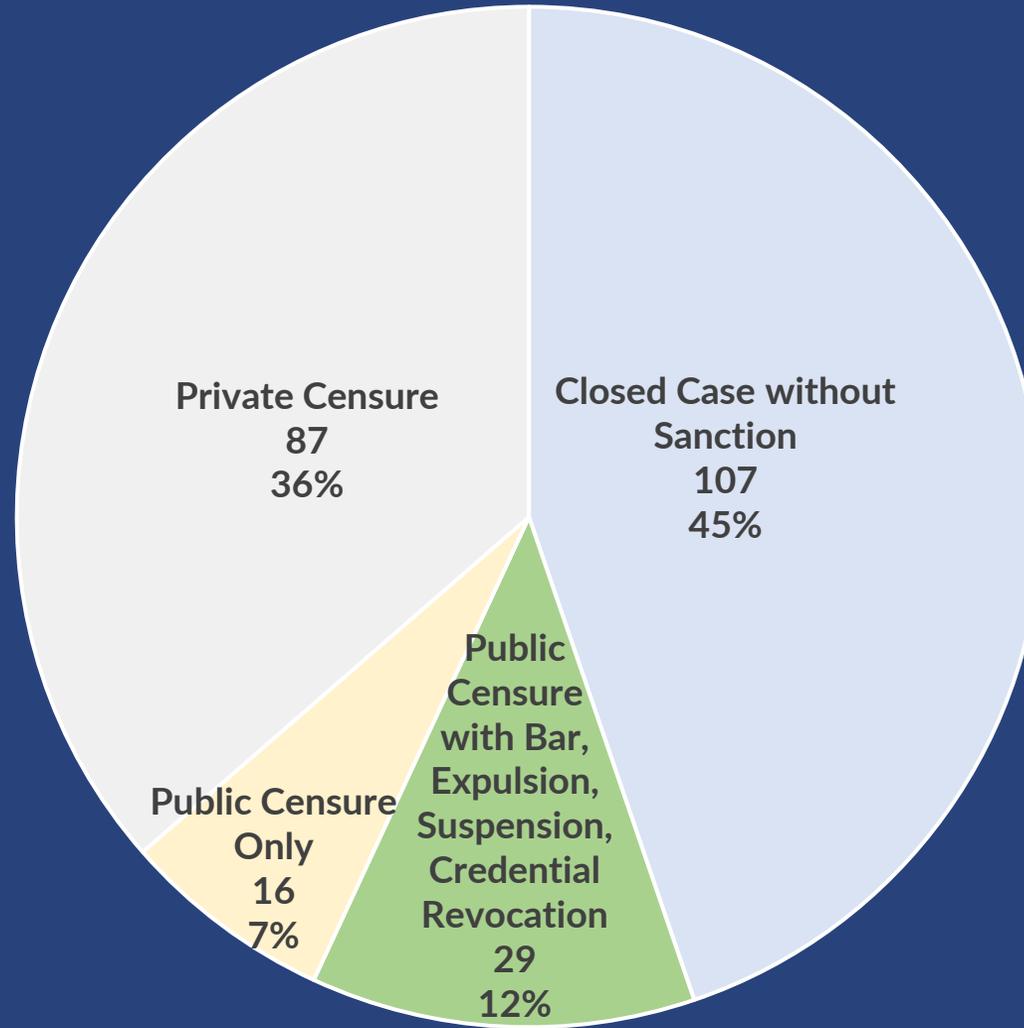
Back Up Slides



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239 Total Ethics Cases: FY 2016-2025

Resolution of ICMA Ethics Complaints



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Considerations Before Engaging on Issues of Personal Interest



Source: [“What if I Want to March?”](#) – March 2020 *Public Management* based on Athenian Project of Bill Fraser, Kate Fitzpatrick, Opal Mauldin-Jones, and Martha Perego

