



# Workplace Ethics Training and Development Program

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## What are Ethics?

Honesty

Respect

Integrity

Diversity

Fairness

Equality

Ethics are described as the moral principles that guide an individual's behavior and how they choose to act in different situations.

All of these are aspects of ethics that are necessary in the workplace to ensure everyone feels supported and safe.



## Needs Assessment

### Ask the questions:

- Does your business cut corners or set unfair expectations to get jobs done?
- Are employees treated in a manner that could make them feel uncomfortable or unsafe?
  - Signs of depression or unfulfillment
  - Harassment or bullying
- Do conflicts get resolved in a professional and productive manner?

To be an ethical work environment, there must be an established code of conduct or clear expectations to ensure employees' comfort and safety.

Does your business cut corners or take the easy way out or set unfair high expectations to get jobs done?

Are employees treated in a manner that could make them feel uncomfortable or unsafe? Or do they appear unhappy, unmotivated, or show signs of depression? Are there reports of harassment or bullying?

If the answers to any of these questions is yes, an ethics training program is needed for your organization.



## Best Practices

- Solid Foundation of Values
- Ensure Compliance
- Encourage Group Activity & Participation
  - Breakout rooms
- Clarify Type of Training Necessary
  - Company culture
  - Data protection
  - Customer privacy (Thompson, 2021)

-There has to be a solid foundation of values in your company in order to successfully determine your company ethics. This includes deciding what the culture of the company will be and what is important to everyone. All employees must participate in sharing these values and commit to upholding them.

-All employees must be fully prepared to comply with the training and absorb all the information.

-It is important that the training be as dynamic and interactive as possible.

Encouraging group collaboration and keeping employees engaged can be helpful to keep focus. Utilizing breakout rooms to share ideas and work together can be useful.

-There are different types of ethics training required for different types of organizational issues. Some ethics considerations related to company culture, ethical conduct, or diversity are vital to maintain a positive work environment. However, ethics related to regulatory and compliance training, data protection, and customer privacy are important to avoid companies facing financial issues or losing customers. (Thompson, 2021).



## Training Strategy- Kirkpatrick Model

- Reaction
  - Relevant, ideal, engaging
- Learning
  - Knowledge , skills, confidence, commitment
- Behavior
  - Apply
- Results
  - Outcomes

Using the Kirkpatrick Model, you can develop an effective training strategy for your organization.

The reaction stage is where participants find the training relevant, ideal, or engaging in regards to their jobs.

The learning stage is where participants acquire the knowledge, skills, attitude, confidence, and commitment based on their participation in the training

The behavior stage is where participants apply what they have learned during the process once they are back at work

The results stage is where we see the outcomes of the training process



## Ethical Decision Making Model

- Assess
  - Identify the problem
    - **Lack of Diversity & Inclusion in the workplace**
- Plan
  - Possible solutions/decisions
    - **Recognizing various points of view**
    - **Respect for all cultures & backgrounds**
    - **More inclusive space**
- Implement
  - Make & carry out decisions
    - **Fairness in hiring & promotion**
    - **Specific feedback to raise awareness of biases**
- Evaluate
  - Kirkpatrick Model

(Fisher, 2015)  
(Peterson, 2021)

For our training strategy, we will utilize the ethical decision making model. This comes from Mary Alice Fisher, PhD of the Center for Ethical Practices (2015).

-First, we must assess and identify the problem. That would be a lack of diversity and inclusion efforts in the workplace environment.

-Next, is the planning stage, where we look for possible solutions to the problem and prepare to make decisions. These would be paying attention to all of the employees in the organization and recognizing various points of view. It also means acknowledging and having respect for all cultures and backgrounds. When thinking in this way, what types of decisions can be made to make it a more inclusive space?

-Then, we implement and carry out these decisions. This includes making sure there is fairness in hiring and promotion. Additionally, when holding one on one meetings, specific feedback should be given to raise awareness of any bias or issues with inclusive behavior individuals may have.

All of these ideas for Diversity and Inclusion efforts in the workplace derive from an article by Peterson (2021).

-To evaluate these methods, the Kirkpatrick Model is used.



## Reaction

- Observation
  - New hires
  - Post feedback on biases
- “Smile Sheets” (Conte et al Landy, 2019)

This reaction stage is to measure the trainee’s impressions of the training program. First steps are to observe the employees after training to see how they act.

-After new hiring strategies have been implemented and more attention has been paid to equal hiring practices, observe the employees to see how everyone reacts to the changes.

-In regards to the feedback of acknowledging biases, it is important to observe how everyone is responding to this feedback.

Another measure of reaction criteria is to use something called smile sheets.

According to the text, smile sheets are a means to assess trainees enjoyment of the training program and how satisfied they feel after taking it (Conte et al Landy, 2019).



## Learning

- Written test (Conte et al Landy, 2019)
  - Implicit Association Test

The learning phase is meant to see how much trainees learned throughout the program.

Learning criteria are assessed through a written test to analyze how much the employees have learned throughout the training process. This could even be the Implicit Association Test which tests our mental associations and subconscious opinions. After undergoing this training process, employees might test differently than they had prior.



## Behavior

- Ratings of Performance
  - Observe inclusion

The behavioral criteria is determined through ratings of performance while the trainees are back at work. This is evaluated while the employees are on the job and utilizing the training they have just gone through in their day to day operations. This can be done through observing acts of inclusion among the employees.



## Results

- Productivity
  - Various opinions & perspectives
- Cost Savings
- Error Reductions
- Increased Customer Service
- Employee Satisfaction

(Conte et al Landy, 2019)

The results stage measures how well the training can be related to the organization as a whole.

According to the text, the results criteria could assess anything from increases in productivity, cost savings, error reductions, or increases in customer service ratings (Conte et al Landy, 2019).

These are all direct results of how positive an impact the training program had on those who experienced it.

When implementing Diversity and Inclusion training, there can be plenty of positive benefits, especially to the productivity. Having various opinions, ideas, and perspectives helps bring new light into the organization and this is a direct result of inclusivity. It also increases employee satisfaction because when people feel welcomed, included, and valued, they are more likely to stay on with the company longer and contribute more.



## Management Strategy

### 360 Degree Feedback

- From supervisors, employees, customers, & suppliers to top management
- Confidential = Honesty
- Equality

(Conte et al Landy, 2019)

According to the text, the term 360 degree feedback is the process of collecting information from the process and providing the manager or executive with feedback from many different sources . These sources can be supervisors, coordinators, fellow employees, customers, or suppliers.

This feedback should be confidential as this can help ensure everyone feels they can be as open and honest as possible. The text explains that recipients who know the feedback is confidential might be more open and honest to receiving it (Conte et al Landy, 2019).

This ultimately helps with the overall goal of equality and making sure everyone gets a say in how the training program has fared.



## References

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