Personal and Professional Accountability:
An Ethical Challenge

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http://iefworld.org
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The Paris Agreement

- The Paris Agreement will an agreement between states
- States are responsible for implementation
- States have institutions of government
- Institutions are staffed by civil servants, elected officials, judges, etc.
- Bureaucracies function with bureaucrats

What is the role of individual personal and professional accountability?

Staff Rules

Staff rules impose certain obligations for
    performance

but there is leeway for conscientiousness

Motivation

Even disregarding intentional disobedience or obstructionism
behaviors range from
- foot-dragging
- the absolute minimum
- doing one's job
- doing what is expected
- doing one's best
- efforts above and beyond the call of duty
- outstanding initiative and performance
determined by the ethical motivation of the staff members

Effective Implementation

Effective implementation depends on building an individual sense of responsibility and accountability within the institution

- Beyond the fear of disciplinary sanctions
- Rewards can be more effective
- Internal punishment: guilt, bad conscience
- Internal reward: best effort, living a virtuous life

A Public Servant

A highly motivated public servant makes a significant difference

- conscious of the risks from climate change
- feeling ethically responsible to prevent this
- supporting full implementation and beyond
- supported and understood by hierarchy

Individual Values

Each individual adopts own values:
- transmitted in childhood
- chosen in pre-adolescence
- accumulated experience through youth and adulthood

Changing Values

Continuity in values, or a point of transition
Negative
- disillusionment with a path pursued
- confrontation with the "realities of the world"
Positive
- influence of a role model
- religious conversion

A person without a strong set of convictions may simply drift with what is expedient or follow self-interest, where another with a deeply-held ethical or spiritual framework may resist all the pressures to compromise

Ethical Principles

Responsibility comes from an attachment to ethical principles:
- justice
- integrity
- honesty
- trustworthiness
- solidarity
- service to the common good
- a sense of world citizenship

Such values can be consciously cultivated, encouraged and transmitted, especially by example

Ethical Leadership

Inspiration from ethical leadership
- moral courage
- respect for human rights and social justice
- example of a virtuous life

Leadership can be intellectual or moral, as well as political or managerial

Building Motivation

Building a motivated civil service

1. A reputation for employment that serves higher values:
- service to one's country
- service to all of humankind, justice and peace (UN)
- zero tolerance for ethical failings and corruption
attract those with a strong desire to serve others

2. Values and ethics as criteria in the selection process

3. Encourage and appreciate a strong ethical motivation

Internal Accountability

A team with deeply-held values and a strong motivation to serve can make up for many kinds of institutional weakness and structural failings

This can be the ultimate determinant for successful implementation, driven by the internal accountability of those responsible at all levels