TVET CERTIFICATE III in Food Processing

CODES AND STANDARDS TO ETHICAL PRACTICE

FOPEP302

Apply codes and standards to ethical practice

Competence

Credits: 4   **Learning hours: 40**

Sector: Agriculture and Food processing

Sub-sector: Food processing

Module Note Issue date: October, 202

Purpose statement

This module describes the skills, knowledge and attitudes required to uphold a professional

code of ethics, which establishes professional conduct standards and minimal ethical

behavior

requirements in food industry and in general settings. At the end of this module,

participants

will be able to perform their duties with objectivity and due diligence. Learner will be able to

demonstrate acceptable and expected behavioral standards for food technician.

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Total Number of Pages: 60

LEARNING UNIT 1: Develop knowledge of ethical and professional issues

L.O.1.1. Identify knowledge of ethical practice and professional issues

- **Ethics:** The process of determining right and wrong conduct. The discipline dealing with what is good and bad and with moral duty and obligations.
- **Ethical behaviour:** Behavior that conforms to accepted standards of conduct
- **Ethical Reasoning:** The process of sorting out the principles that help determine what is ethical when faced with an ethical dilemma
- **Ethical system:** A specific formula for distinguishing right from wrong
- **Unethical:** An action or conduct which violates the principles of one or more ethical systems, or which is counter to an accepted ethical value, such as honesty
- **Non-ethical considerations:** Powerful human motivations that are not based on right or wrong, but on considerations of survival and well-being, such as health, security, love, wealth, or self-esteem
- **Ethical dilemma:** This is an ethical problem in which the ethical choice involves ignoring a powerful non-ethical consideration. Do the right thing, but lose your job, a friend, a lover, or an opportunity for advancement. A situation or problem facing an individual that involves complex and often conflicting principles of ethical behavior.

❖ **TOPIC2: Concepts of legal, ethical, and responsible food in food industry**

The article discusses the concepts of legal, ethical, and responsible food in international food business.

Food rules are divided into 3 categories:

- Rules you follow because you have to **(law)**,
- Rules you follow because it is right **(ethics)** and
- Rules you follow because it gives you a competitive advantage **(responsibility).**

Food issues that need to be addressed include:

- consumer rights (safety, nutrition, marketing)
- environmental issues (climate, eutrophication, biodiversity)

- ➤ employee policies
- ➤ animal welfare
- ➤ and Fairtrade practices.

The laws of various countries often leave room for ethics and responsibility. This room varies between countries and

elements of responsibility. In the European Union, United States, and China, market focus is on somewhat different food issues. Retailers and consumers drive food companies toward change,

and the level of effort required is defined through combining food company values and stakeholder views.

Topic3: Defining the concepts of law, ethics, and responsibility

The article discusses decision making on ethical and responsibility issues within the food sector. These decisions relate, for example, to the environmental effects of the production process, employee welfare, product features, and marketing communications. Should a company shift into organic raw material? Should it use eggs from free-going hens or from caged hens? Should it follow an employee welfare standard in its operations or in suppliers' operations? Should it be more concerned about biodiversity, carbon footprint, or nutritional quality of products? The answer to these questions is in rules the company is forced to follow or chooses to follow.

In this article, rules are divided into **three categories:**

- ✓ Law (what you follow because you have to),
- ✓ Ethics (what you follow because you consider it right), and
- ✓ Responsibility (what you follow because it gives you a competitive advantage).

By **law** I refer to following legislation or preparing for future legislation that is binding on companies and enforceable by courts. Law is typically local. In the European case, it is mainly regional (European Union law).

Ethics means company values. Ethics is strategic and internally motivated. Compared with law and responsibility, ethics is most stable. Ethics means rules you want to follow everywhere. I suggest that in international food business, the notion of ethics could be based on internationally agreed human rights and international principles of good business conduct.

In addition to these universal ideas on what is right, there are company-specific values. For example, child labor and misleading advertising might be considered

conduct to avoid regardless of law and market demand. Ethics is typically needed when operating in countries with inadequate legal systems.

Responsibility refers to following market and stakeholder demand for responsible business behavior, or preparing for this demand. Responsibility is externally motivated like law. A food company will act responsibly in order to gain a competitive advantage. For example, employee welfare schemes, animal welfare extras, extra safe food, or functional foods might not be required by law or ethics but by someone else. Contrasted with ethics, responsibility is in this article seen as locally adjustable. The focus of

responsibility also shifts more rapidly in time.

This article analyzes company decisions on complying with standards

more required than mandatory legal requirements. The questions discussed are the following:

- WHY: What are the reasons for an international food company to show effort above the legal requirements

- HOW: What are the elements of ethical or responsible food, and

- CASE EUROPE: The need for ethics and responsibility when operating in Europe.

A company will not just decide on its own operations: I see supply chain management and choosing business partners as part of company decision making.

According to V.-P. Sorsa (2011, p. 157), binding expectations on a company come from different sources. V.-P. Sorsa lists main sources of expectations: (a) technical norms including laws and standards, (b) social

relationships of the company (stakeholders), and (c) company values (V.-P. Sorsa, 2011, pp. 158–159). Expectations become binding when they are recognized and internalized by a company. Earlier, rules were categorized into law, ethics, and responsibility. In contrast with V.-P. Sorsa, I do not see standards such as International Organization for Standardization (ISO) standards as law. Instead, following standards is seen either as ethics (response to company values) or responsibility (response to stakeholder pressure). In the next section, ethics and responsibility are discussed separately.

WHICH RULES TO FOLLOW?

➢ **Ethics**

In this article, ethics is defined as something linked to the strategy and core values of the company. Ethics are the principles your company decides to follow all over the world regardless of local laws and local market mechanisms.

Ethics has internal motivation. Ethics is something you consider right. It is about the type of company you want to be. The core values of the company are discussed in strategic management. Ethical principles are

seen as part of company strategy (Freeman, 2010; Hill & Jones, 2010). I see ethics as a combination of international values and company values.

For an idea on international values with regard to the food business, this section discusses standards and rules that are globally agreed on and can therefore be used as guideline on what is commonly perceived as ethical business conduct.

A food company could start with the United Nations Global Compact. It is an initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies and to report on their implementation. The

Global Compact consists of principles that are derived from the Universal Declaration of Human Rights, the International Labor Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. According to the United Nations, these principles ''enjoy universal consensus.'' The principles are as follows:

❖ **Human rights**

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights,

Principle 2: Make sure that they are not complicit in human rights abuses.

❖ **Labor**

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,

Principle 4: The elimination of all forms of forced and compulsory labor,

Principle 5: The effective abolition of child labor, and

 Principle 6: The elimination of discrimination with respect to employment and occupation.

❖ **Environment**

Principle 7: Businesses should support a precautionary approach to environmental challenges,

Principle 8: Undertake initiatives to promote greater environmental responsibility, and

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

❖ **Anticorruption**

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. (United Nations Global Compact, n.d.)

➢ **Responsibility**

Food companies exist to make profit on food sold. Therefore, the decision whether or not to go responsible will depend on the market demand for responsibility. In this article, responsibility is used in the meaning of being

responsible in order to gain a competitive advantage at the market. According to Lang (2004), the food industry is under an increasing level of pressure with regard to its environmental and societal impacts. It is important to notice

that each stakeholder does not just expect responsibility toward itself. For example, important stakeholders such as retailers, consumers, and investors expect responsibility toward themselves. Increasingly, they also expect responsibility toward workers and the environment. It is not uncommon that stakeholders in country A expect responsibility in operations in country B. An international food company must look at its business as a whole. According to business network theories that are discussed in international business and relationship marketing, trust-based relationships are crucial for a multinational company. Cafaggi (2010) has noticed that principles of responsibility are often formed in contractual relationships. In food business practice, market mechanisms might be just as coercive as laws. For example, if trade decides to go ethical, the food industry has to follow. On the other hand,

a decision of a food producer will affect the farmers. Together with the laws, business contracts form the institutional environment for day-to-day business.

Due to food scandals, manufacturers and retailers are today more careful about choosing suppliers (O'Brien, 2009). Private voluntary standards are used by retailers as a governance tool in the food chain. They are a way of managing product and process attributes within a global sourcing strategy (Fulponi, 2007, p. 5). The global food system is increasingly competitive, and compliance with global standards is in fact a requirement for doing business with leading international retail chains (Fulponi, 2007, p. 15). On the other hand, satisfying the legal requirements might be enough if you do business with smaller chains or local markets. This means there is still room for food companies following law only. Lead buyers enforce stricter standards in the North than when operating in the South. This is because of the comparative lack of both current supply and current demand for responsibility in the South.However, stricter requirements are likely to spread (Fulponi, 2007, p. 16).

K. Sorsa (2010b) sees separate motives for responsible food in business-to-business (b-to-b) and in business-to-consumer (b-to-c) relations. In b-to-b relationships, the motive often seems to be related to minimizing
risks (K. Sorsa, 2010b, pp. 9–11). ISO standards are widely applied by the food industry with regard to food safety, food quality, and environmental issues. ISO standards are referred to in the WTO agreement on Technical Barriers to Trade. This means the ISO standards, like Codex standards, are recognized by international trade law as common international agreement on how safety and quality of goods should be regulated. For governments, this means that erecting stricter requirements may be considered in violation of the WTO duties. For businesses, this means that ISO standards can be seen as universal in the sense of international acceptation. ISO standards are mainly procedural: they guide managerial procedures thereby adding trustworthiness to company operations. An important part of this trustworthiness is impartial certification and accreditation. For following law, there are no certificates. Procedural voluntary standards can therefore be used simply to guarantee that law is followed.

If responsibility is for risk management in b-to-b relationships, in b-to-c relationships it is used as a source of differentiation in order to gain market share. According to K. Sorsa (2010b, pp.

9–11), the main goal in both cases is to create or maintain competitive advantage. According to Fulponi (2007), consumer demand is the main driver in the food system. Retailers are the main link between consumers and the food chain, and retailers are responsible for translating consumer demands up the chain and for organizing the flow of products down to consumers. As more and more food is purchased in supermarkets, retailers have become powerful economic actors in the food system (Fulponi, 2007, p. 5). The decision on responsibility will also depend on competitor actions. Companies typically benchmark other companies, and a standard commonly followed might become mandatory in practice.

For example, following an **ISO standard** on food safety might become a point of parity, not a point of differentiation.

Business ethics as self-regulation can also be looked at from the perspective of regulatory theories and as a question of how food companies participate in regulating food. Businesses engage in self-regulation for certain reasons, such as to uphold the quality and reputation of the business or profession or to avoid legislation (Tala, 2005). In law and, self-regulation is explained or justified through efficiency: sometimes government regulation is more efficient, and sometimes markets and self-regulation solve the issue more efficiently. The reason and role for ethics and responsibility is performing a certain task more efficiently than law does. According to famous economist Ronald Coase (1960), the suitable regulatory alternative depends on the relevant transaction costs. If transaction costs are low enough, the market mechanisms will provide the level of responsibility required by society without the need for law. In the food business, this would require a system of transparency and adequate control mechanisms.

For a food company, the self-regulation approach would mean actively taking part in standardization and being part of setting the responsibility level.

Dunphy, Griffiths, and Benn (2003) see **responsibility** as stages that describe the attitudes of the company leaders. **The six stages/attitudes** are as follows:

- ✓ Rejection,
- ✓ Nonresponsiveness,
- ✓ Compliance,
- ✓ Efficiency,

✓ Strategic proactivity, and

  ✓ The sustaining corporation.

Comparing the concepts of law, ethics, and responsibility presented in this article with the stage model, compliance is closest to the concept of law. **Rejection** would mean an attitude that is actively against any constraints or requirements related to responsibility. **Nonresponsiveness** means ignorance. **Compliance** means being decent and reacting to legislation, for example, on product safety and employee rights. These three stages are similar in the sense that they are not pursuing ethics above the legal requirements.

The three latter stages involve responsibility above mandatory requirements**. Efficiency, strategic proactivity, and the sustaining corporation** are responsibility and ethics.

<mark>Topic 4.Combining Law, Ethics, and Responsibility in International Business</mark>

Earlier, it was concluded that a food company will look into law, ethics, and responsibility and decide on the needed effort. Law and responsibility are externally driven, whereas ethics is internally motivated (see Figure 1).
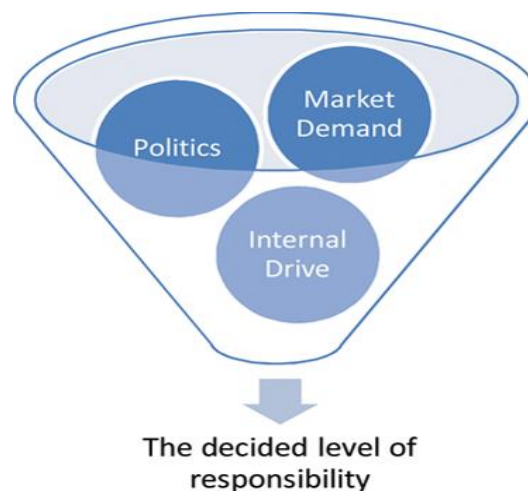
FIGURE 1. The 3 forces affecting firm behavior.

In a certain situation, following law might be considered enough by the food company. This is when it sees neither internal nor external pressure toward higher standards than what is required by law. Law might even be considered too strict. Still, it needs to be followed (see Figure 2). In another case, the food company might experience stakeholder pressure for

measures above the law. The food company might, for example, decide to follow an ISO standard on food safety in order to add trust into

Food company total effort = 'Law'
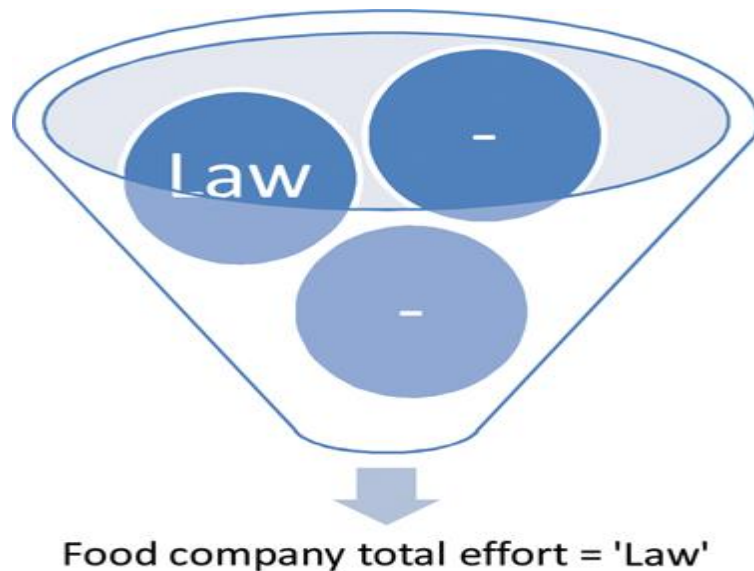
FIGURE 2. When law is enough.

Food company total effort = 'Law' + 'Responsibility'
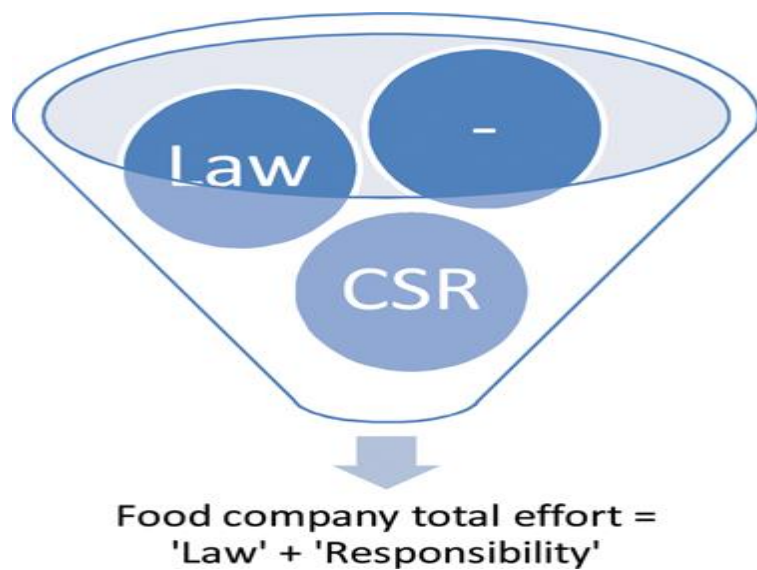
FIGURE 3 .When law and responsibility are enough.

its relationship with its buyer (corporate social responsibility [CSR]; see Figure 3). The company might be proactive and anticipate future law and market demands, which is a forward-looking version of law+ responsibility.

In still another case, the food company might be internally motivated into following stricter measures than what the market forces it into. The company might be a forerunner that wishes to take a lead and show where business is going (see Figure 4).

Food company total effort=
'Law' + 'Ethics' + 'Responsibility'

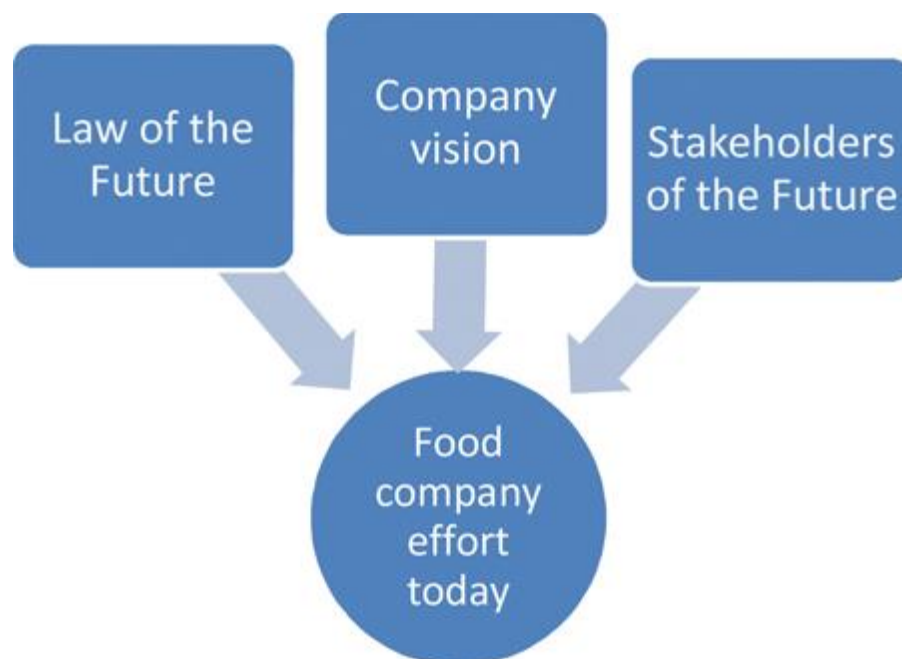FIGURE 4 .When law, responsibility, and ethics are needed.

FIGURE 5. A dynamic perspective on the 3 forces.

It is important to notice that law and responsibility tend to grow bigger in time. There are also shifts between law, ethics, and responsibility. Ethics or responsibility might turn into law even though food companies often prefer self-regulation. In this article, it is presumed that law and

ethics parts are something a food company wants to follow in every country. Sometimes ethics demands more than law, sometimes vice versa. Together the two form the minimum global standard for an international food company. As company values are relevant in defining ethics it is not the same for all companies.

Emphasizing the dynamic element in each of the three bodies of rules, preparing for the future will affect company decision making today (see Figure 5).

In international business, a company will add up the expectations it gets from all around its international business networks. If some important

FIGURE 6 An international perspective on the 3 forces.

stakeholder, such as the home country consumer, demands a certain level of responsibility for the whole operation, the whole international operation needs to be adjusted. In addition, local stakeholders might expect some local measures and local adjustment. In a local situation such as deciding on the employee welfare standard in a plant in a certain country, global expectations and local expectations together create the market demand for a certain standard. Adding this element of international business into the picture, rules followed in a

certain location are a combination of rules you follow everywhere (ethics+ global stakeholders) and local rules (local laws+ local stakeholders). See Figure 6.

Earlier, it was concluded that a company will be ethical according to its values and responsible in responding to market pressure. Stakeholders with relevant expectations have been mentioned. This section looks more closely at the separate elements of food company effort. Traditionally, sustainable business is divided in its economic, environmental, and social parts. Dunphy et al. (2003) measure sustainability in **two dimensions: people and planet.** Foods have their particular effects on people and planet, for example, compared with the effects that mobile phones have. The particular elements of responsible food have been listed and discussed. I first look at a Finnish categorization of responsible food.

Forsman-Hugg et al. (2009) divide responsibility into **seven elements**:
- ✓ Food safety,
- ✓ Nutrition,
- ✓ Employee welfare,
- ✓ Environmental issues,
- ✓ Animal welfare,
- ✓ Local market presence, and
- ✓ Economic sustainability

These elements translate into stakeholders such as consumers, employees, environment, animals, local communities, and financers (owners and debtors).

Another list is **American. Brown and Maloni (2006)** have developed a framework of supply chain CSR focusing on the U.S. food industry. This framework combines purchasing social responsibility and logistics social responsibility with food ethics. They organize food chain CSR under **eight dimensions** or **categories:**
- ✓ Biotechnology and Animal welfare,
- ✓ Community,
- ✓ Environment,
- ✓ Fair trade (financial practices),
- ✓ Health and safety,

- ✓ Labor and human rights, and
- ✓ Procurement.

Although some categories by Brown and Maloni (2006) are generalizable to all industries, many present specific problems regarding the food industry. The community aspect represents philanthropy and other activities that provide support for the local community. The Ronald McDonald house for sick children is mentioned. Fair trade is about retailers paying adequate prices to suppliers. Ethical problems in procurement include favoritism and preferential treatment, bribery, gifts, and obscure contract terms.

China can be used as a third example. There is strong focus on food safety in China. In a Responsible Research report (Zhang & Carmody,2009), Chinese food companies are evaluated as investment targets for responsible investors. Only food safety is discussed in the report.

The report acknowledges that there is more to Chinese food industry responsibility, though. Issues that would be covered in a full China food industry report include the following:

- ➢ Use of hazardous chemicals, pesticides, veterinary medicines, and additives;
- ➢ Genetically modified (GM) foods;
- ➢ Water, soil, and air pollution; emissions, energy efficiency; and Supply chains;
- ➢ Human rights and Governance issues;
- ➢ Employee welfare; and Animal welfare (which is stated as a rising concern).

Food ethical policies:
- ✓ Equal opportunity and discrimination and
- ✓ Harassment and Violence policy
- ✓ Safety policy and Substance abuse
- ✓ Gambling and Privacy policy
- ✓ Misconduct explanation

1.The term ……………………… refers to principles, values and beliefs that define right and wrong behavior.

        A. Customer satisfaction

        B. Empowerment

        C. Innovation

        D. Ethics

Answer: D. Ethics

2. which is NOT food ethical policies

        A. Harassment and Violence policy

        B. Governance issues;

        C. Misconduct explanation

        D. Safety policy and Substance abuse

Answer : B. Governance issues;

L.O.1.2. Maintain productive professional relationships and networks

Topic1: Networking.

WHAT IS NETWORKING?

The word "**networking**" has been used in business so frequently that it is now described as a "socioeconomic activity" involving the meeting of entrepreneurs, professionals and businesspeople in order to form and maintain business relationships. Through these relationships, they are able to recognize or create business opportunities, and act on them.

The most successful businesses are those who have a good standing in the industry, and this denotes a good relationship with those that they do business with. That is not really a stretch, when you consider that people mostly do business – and keep doing business – only with those that they like and actually trust.

Business and social functions are the quintessential venues for networking to take place. Take, for example, an occasion where a large automotive manufacturer is announcing its plans to launch a new car model in the coming year. It won't come as a surprise to see businesspeople, even from industries other than automobile manufacturing, to be present. Their main reason

may be to celebrate with the new plans of the company, but they have another reason for being present in the occasion, and that is to network.

Importance of Networking

- Networking provides great opportunities to establish business contacts and referral networks

- Networking allows you to learn the dynamics within the industry, particularly of the industry that you or your business belongs to

- Networking opens doors to a lot of business opportunities.

- Networking is a way for one to stay connected to the community or industry.

- Networking is a means to help in the development and flourishing of knowledge resources

- Networking aids in finding new career opportunities and opportunities for professional development

Topic2: Core values:

- ✓ **Accountability**: The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

- ✓ **Adoptability:** Capability of being adopted.
- ✓ **Confidentiality:** refers to not sharing trade secrets and other company information with competitors, the press or anyone outside of your company.
- ✓ **Continuous learning**: involves viewing your experiences as potential **learning** and re-examining assumptions, values, methods, policies, and practices.

- ✓ **Integrity:** is one of the fundamental values that employers seek in the employees that they hire
- ✓ **Mutual respect:** a proper regard for the dignity of a person or position.
- ✓ **Professional attitude and behavior**
- ✓ **Responsibility:**
- ✓ **Teamwork:** work together to achieve our goals and to celebrate our successes.

Topic 3: Good working relationships with others in professional circle (Customers, suppliers colleagues and other key stakeholders):

Question: How can you develop good working relationships with colleagues, supplies customers and other key stakeholders in the workplace?

- ✓ Identify stakeholders and the nature of their interest in a given activity
- ✓ Recognize and respect the roles, responsibilities, interests and concerns of stakeholders.
- ✓ Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with
- ✓ Seek to understand difficult situations and issues from stakeholders' perspectives and provide support, where necessary, to move things forward.
- ✓ Provide stakeholders with appropriate information to enable them to perform effectively.
- ✓ Consult them in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks.
- ✓ Fulfill agreements made with stakeholders and let them know.
- ✓ Advise stakeholders promptly of any difficulties or where it will be impossible to fulfill agreements.
- ✓ Identify and resolve conflicts of interest and disagreements with stakeholders in ways that minimize damage to work and activities and to the stakeholders involved.
- ✓ Monitor and review the effectiveness of working relationships with stakeholders in order to identify areas for improvement.
- ✓ Seek and provide feedback in order to improve your own and stakeholders' performance
- ✓ Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

1. The word "**networking"** has been used in business so frequently that it is now described as a "socioeconomic activity" involving the meeting of entrepreneurs, professionals and businesspeople in order to form and maintain business relationships
   A. False
   B. True

Answer : B .True

L.O.1.3. Identify ethical obligations in food processing

Topic 1: Types of ethical obligations:

- ✓ Food safety
- ✓ Transparency and reflexivity
- ✓ Confidentiality
- ✓ Professional support (courteous)
- ✓ Loyalty
- ✓ Honoring work hours
- ✓ Proper use of funds
- ✓ Respect

Topic2:Evidences (signs) of ethical responsibilities:

- ✓ Volunteerism
- ✓ Draw a line between right and wrong
- ✓ Involve not only thinking, but also feeling
- ✓ No child or bonded labor
- ✓ Proper use of chemicals (No addition of a potentially fatal chemical compound to a food product)
- ✓ No negligence
- ✓ Protect professionals from known hazards
- ✓ No work while under the influence of alcohol or drugs

Ethical behavior tends to be good for business and involves demonstrating respect for key moral principles that include honesty, fairness, equality, dignity, diversity and individual rights etc   .

- ✓ Honest and truthful
- ✓ Personal integrity
- ✓ Promise-keeping & trustworthiness.
- ✓ Fidelity and loyalty
- ✓ Fairness and justice
- ✓ Concern for others
- ✓ Respect for others.
- ✓ Law abiding.
- ✓ Commitment to excellence.
- ✓ Leadership.
- ✓ Reputation and morale.
- ✓ Accountability.

LEARNING UNIT.2 Apply ethical standards to professional practices.

L.O.2.1. Reflection on and evaluation of ethical practices in work assignments based on standards

Topic1: Parameters that influence ethical performance evaluation (EPE):

- ✓ Time and Context
- ✓ Gap and Outcome
- ✓ Consequence

A set of principal parameters (i.e. **time, context, gap, outcome, and consequence**) influences the ethical performance evaluation (EPE) of business practices in the marketplace and society. The purpose o is to describe a managerial framework of EPE based upon these parameters.

Design/methodology/approach – Case illustrations are used to underpin the introduced managerial framework of EPE. Findings – The EPE of business practices is not only dependent upon the ethical values and principles of today, but those principles of tomorrow may be equally, or even more, crucial.

The EPE of business practices is also dependent upon the surrounding **context** and its specific ethical values and principles.

Furthermore, it is dependent upon **the gap** between different perceptions of ethical values and principles and if the **outcom**e of the corporation's ethical values and principles are proactive or reactive in relation to the reigning ethical values and principles in the marketplace and society.

Finally, it is also dependent upon the potential and eventual **consequence**s of ethical values and principles

❖ **Ethical obligations which are intended to preserve and safe-guard public confidence:**

Every profession has distinct **ethical obligations to the public**. These obligations include:

- ✓ professional competency,
- ✓ integrity,
- ✓ honesty,
- ✓ confidentiality,
- ✓ objectivity,
- ✓ public safety, and
- ✓ fairness,

all of which are intended to preserve and safeguard public confidence.

TOPIC2 : Moral dilemmas and unethical behavior:

A **moral dilemmas** : is a situation in which a person is torn between right and wrong.

There are several **types of moral dilemmas**, but the most common of them are categorized into the following:

1) epistemic and ontological **dilemmas**,

2) self-imposed and world-imposed **dilemmas**,

3) obligation **dilemmas** and prohibition **dilemmas**, and

4) single agent and multi-person **dilemmas**

Unethical behavior is an action that falls outside of what is considered morally right or proper for a person, a profession or an industry. Individuals can **behave unethically**, as can businesses, professionals and politicians

Examples of unethical behaviors

- ✓ Misusing company time
- ✓ Abusive behavior
- ✓ Employee theft
- ✓ Lying to employees
- ✓ Violating company internet policies.

❖ **Key principles in evaluation of ethical practice:**

- ✓ Establishing evidence
- ✓ Understanding the boundaries

EXERCISES

1. Which of these is **not** a Parameter that influences ethical performance evaluation ?

    A. Time
    B. Context
    C. Core values
    D. Gap and Outcome
    E. Consequence

Answer : C

2. Ethical obligations which are intended to preserve and safe-guard public confidence including:

    A. Confidentiality
    B. Objectivity
    C. Public safety
    D. All of the above

Answer : D

3. One example of unethical behavior is:

    A. Violating company internet policies

    B. Time

    C. Gap

Answer : **A. Violating company internet policies**

4. Which of these is a factor that affects ethical and unethical behavior?

(a) Ethical dilemma

(b)   Diversity

(c) Teamwork

(d) Open communication

Answer: (a) Ethical dilemma

L.O.2.3. Develop strategies for dealing with possible ethical dilemmas

What is the basis for ethical decision making ?

Ethical Standards, Values, and Moral Judgment the Keys to Ethical Behavior

Most people think they know what ethics is. However, from my experience that knowledge is limited to statements such: Knowing the difference between right and wrong. Ethics is much deeper because it is difficult to judge what may be right or wrong in a particular situation without some frame of reference.

The term **ethics** is derived from the Greek word *ethikos* which itself is derived from the Greek word *ethos,* meaning custom or character. In philosophy, **ethical behavior** is that which is "good." The field of ethics or moral philosophy involves developing, defending, and recommending concepts of right and wrong behavior. These concepts do not change as one's desires and motivations change. They are not relative to the situation. They are immutable.

In a general sense, ethics (or moral philosophy) addresses fundamental questions such as: How should I live my life? That question leads to others such as: What sort of person should I strive to be? What values are important? What standards or principles should I live by?

Ethics must be based on accepted standards of behavior. For example, in virtually all societies and cultures it is wrong to kill someone or steal property from someone else. **These standards have developed over time and come from a variety of sources including:**

(A) The influence of religious writing and interpretations.

(B) The influence of philosophical thought.

(C) The influence of community (societal) values.

Ethics deals with well-based standards of how people ought to act. Ethics does not describe the way people do act. It deals with the way people should act. Ethical people always strive to make the right decision in all circumstances. They do not rationalize their actions based on their own perceived self-interests. Ethical decision-making entails following certain well established norms of behavior. The best way to understand ethics may be to differentiate it from other concepts.

Values are basic and fundamental beliefs that guide or motivate attitudes or actions. Values are concerned with how a person will behave in certain situations whereas ethics is concerned with how a moral person should behave. A person who values prestige, power, and wealth is likely to act out of self-interest whereas a person who values honesty, integrity and trust will typically act in the best interests of others. It does not follow that acting in the best interests of others precludes acting in one's own self-interest. Indeed, the Golden Rule prescribes that we should treat others the way we want to be treated.

Being ethical is not the same as following the law. While ethical people always try to be law-abiding, there may be instances where your sense of ethics tells you it is best not to follow the law. These situations are rare and should be based on sound ethical reasons. Here's one example:

Assume you are coming home from the store one day and see a fast moving fire approach your neighbor's house. You notice that the neighbor's car is in the garage. The garage door entrance to the house is locked as is the main entrance. You bang on the door and no one answers. You call the neighbor on your cell phone and no one answers. You don't think there is enough time to call the fire department ten miles away before serious damage is done to the house. What would you do next and why? If you break into the house to save your

neighbor, you have broken the law. However, you have acted out of concern for the safety of your neighbor in a life-threatening situation thereby acting ethically.

❖ Topic 1.Ethics deals with well-based standards of how professionals ought to act.

✓ Ethics does not describe the way professionals do act.

✓ It deals with the way professionals should act.

✓ Ethical professionals always strive to make the right decision in all circumstances.

❖ Questions before taking action in specific situations:

✓ Is action honest in every respect?

✓ Will action comply with the intent and purpose of the Code?

✓ Does it conform to policy?

✓ Could you defend action in front of supervisors, colleagues, the general public and your family?

✓ Do you feel comfortable taking the action?

TOPIC2: Ethical decision Making

Introduction

There are always ethical problems and situations that occur in everyday life and especially in daily working activities. We are confronted with ethical issues at every turn: we open a newspaper or turn on the TV to the latest political scandal; on the sports field national heroes are disgraced for match fixing; the morality of medical technology such as cloning, or agricultural breakthroughs or practices that impact positively on the quality of food and affect seed integrity are questionable, and at work we face memos containing questionable organizational decisions. There are many complex issues facing business today which create ethical dilemmas that are difficult to resolve. In the engineering field, for example, new technology has created new problems or dilemmas for which there are no easy solutions, e.g. downsizing of staff, pollution control, disposal of toxic waste, depletion and allocation of scarce resources, cost containment, changes in law and technology, employee rights, discrimination against women and minorities, and product safety. Other ethical issues are intellectual property, expert witnessing, public communication and conflicts of interest. Although you may have built in a proactive approach to problem solving by anticipating possible problems and having relevant solutions and alternatives available, there are times

when an unanticipated problem requires solving. Ethical dilemmas can cause you to lose sleep as you worry about the correct course of action. These ethical dilemmas can be complex without an easy answer, and dealing with these ethical issues is often perplexing. It means weighing your ethical code of conduct against the consequences for the people involved. How, exactly, should we think through an ethical issue? What questions should we ask? 39 What factors should we consider? This section provides a framework for ethical decision making following the requirements of the assessment criteria included in the Competency Standard. This framework will assist you to apply the code of ethics in a business setting and offer a mechanism for discussion and problem-solving to lead you through the resolution of complex issues.

Definition of Ethical decision-making

Ethical decision-making refers to the **process** of evaluating and choosing among alternatives in a

manner consistent with **ethical** principles.

The three key elements of ethical decision making:

- Commitment: The desire to do the right thing regardless of the cost.
- Consciousness: The awareness to act consistently and apply **moral** convictions to daily behavior.
- Competency: The ability to collect and evaluate information, develop alternatives, and foresee potential consequences and risks

Steps in Ethical Decision Making

How does a person go about solving problems by making the right decision/choices?

 This answer lies in the problem-solving/ decision making techniques.

There are **five simples**, infallible steps for resolving problems: (Notice that they are the 5 aspects of the assessment criteria)

1. Identify the central ethical problem

2. Identify affected parties and their interests

3. Search for possible solutions for the dilemma

4. Evaluate each solution using the interests of those involved, accorded suitable priority

5. Select and justify the solution that best resolves the dilemma

This seems almost too simple, but it's a matter of how the above method is applied. In reality what tends to happen is that people rush into deciding on solutions too quickly.

They assume they know what the problem is and its cause.

If the real problem is not accurately and clearly identified, you run the risk of going off on a tangent and finding a solution for the wrong problem.

The following are **the five steps** that provide a systematic method of solving ethical problems and making decisions:

1. Define the Problem
2. Identify Affected Parties
3. Explore Optional Solutions
4. Evaluate Solutions
5. Select and Justify a Solution

To solve any problem, here are **three questions** to ask yourself:

➢ **First, what could I do?**

➢ **Second, what could I read?**

➢ **And third, who could I ask?**

STEP 1: Identify the ethical problem

What is the problem?

In Step 1 you have to determine precisely what must be decided, i.e. determine whether there is an ethical issue and/or dilemma. Is there a conflict of values, or rights, or professional responsibilities? **Which clause of the Code of Conduct is affected by this dilemma? If no connection can be made, there is no ethical problem.**

The first step in analyzing ethical issues involves recognizing that there is a problem that requires resolution and a thorough understanding of the problem. The problem may seem obvious but it is advisable nonetheless to still undertake research, investigation, and study until it the whole problem is understood. Do not make the mistake of rushing off to solve a problem, which may not address what is really wrong underneath. Collect all the appropriate information, e.g. looking up records, asking for opinions, etc. Correct information concerning the problem must be collected. Real facts and causes must be investigated and assumptions,

deductions and unsubstantiated claims must be avoided. Some ethical issues create controversies simply because we do not bother to check the facts.

The real problem may not be what you initially think the problem is. The presenting symptom may only be the tip of the iceberg and the real problem underneath may be a lot bigger than it appears on the surface. For example, falling production levels is a serious issue but is a side effect of the underlying trouble.

Clearly describe the problem. Before you can start to solve a problem you have to have a clear understanding of what is wrong. This description must be concise, objective, nonjudgmental, and should focus on the process, not speculate about the cause of the problem as this might lead you to jump to the wrong conclusion. Apparent symptoms are clues that must be sifted through to find the real problem. It is not always easy to pinpoint the real problem. Although this step may be time-consuming it is necessary as you will waste more time pursuing a red herring. It is important to clearly define the problem requiring a solution.

Know Your Motives (Why? Why? Why?)

Asking ourselves 'why?' helps us delve deeply into our main motives -- why we do what we do. This process helps us go deeper into our reasoning, habits and unconscious beliefs. Once we become aware of our underlying motives, we can choose to change them, if we wish. Regularly ask yourself, "Why am I ...?" Listen closely for the answer that surfaces in your mind, and write it down. Now look at your answer and ask „why" again. Continue with this process to reach the true source of your motivation. Identify the actual root cause of the problem. Find out what the missing link or explanation is for why the problem exists. This is a fact-finding mission to assemble enough facts about the problem to understand it properly. Use the tools provided in the previous outcome on problem solving to help you to sort out the issues and get to the specifics of the problem. From what source does the problem originate? You are looking to the heart of the matter to establish the underlying basic core of the problem. The root cause is a controllable force that can be dealt with. Assemble the facts pertaining to the problem. Collect all the appropriate information, e.g. look up records, and ask for details. Assess and use the collected information to tease out the problem.

The root cause is the pivotal cause that made the problem happen in the first place. You have to dig down past partial explanations to the very foundation and only then can a long-term

workable solution be found, otherwise time and energy will be spent fixing symptoms instead of the real problem. It is vital to trace back the contributing factors to the ultimate source.

STEP 2: Identify affected parties

Who is affected?

Who will be affected by any decisions made and the execution of the solution? If you have any doubts or questions as to what the proper course of conduct should be in any given situation, consult with relevant stakeholders, the interested and affected parties. Certain key role players form part of the process of finding the best solution to an ethical problem. Seeking co-operation and involvement of all the stakeholders will improve the transparency and legitimacy of the engineering operation. The participation of all those affected by the ethical problem is important and needs to be clarified. The resolution of conflict cannot rest in the hands of one or two individuals. Decisions can affect a wide range of people. Ideally, decisions should not be taken by one person. To improve the quality of decisions, problems should be solved by means of group discussion and participation. All stakeholders in a situation must be involved - for legal as well as ethical reasons. These principles must be applied in business, with decisions based on the expressed viewpoints of all stakeholders in a given situation - even indirect stakeholders. Potential clients should also be recognized as stakeholders because their choice to do business with a firm may be based on the firm's reputation for ethical behavior (Sonnesyn 1990). Decide who will be affected by the decisions made. It is a good idea to involve them from the beginning to get their input. This could be anyone who is affected by the problem, with a stake in the outcome of the problem or anyone having decision-making power. Confer with all the necessary persons (i.e. clients and colleagues, as appropriate) regarding the ethical dimensions and the potential risks and consequences of alternative courses of action. It is important to communicate and consult with those affected in order to gain their support. Having a wider stakeholder input will also help towards a better buy-in when it comes to implementation. Decide who the stakeholders are, who can best represent them, what their primary motivation is and how you should involve them. A good place to start with problem recognition is an opening discussion to get all necessary stakeholder viewpoints on the table. This offers viewpoints on the problem from all different angles. Perceived symptoms can be categorized as either hard or soft. Hard data is hard scientific, factual information. Soft data involves human factors such as feelings,

opinions, attitudes, personality conflicts, frustrations, and hearsay. It is important to study both hard and soft data to fully understand the problem. When the symptoms are discussed, the nature of the problem may shift from what it originally seemed.

STEP 3: Explore optional solutions

What is the solution to this problem?

This step involves formulating and devising a full range of alternatives. This is a vital step towards establishing agreement for the final decision. From the information gathered, alternative actions are formulated. One must look for a number of alternative solutions. The first solution is not necessarily the best one and a few alternatives should be considered. Problem solving involves developing a choice of strategies. It is unusual for only one solution to immediately present itself as the obvious and ideal answer. Sometimes it is the least undesirable solution that ends up being chosen as the best solution. Potential strategies are explored that will address and permanently eliminate the root cause. In this step a complete list of possible solutions is generated. A comprehensive list is necessary as this stops you from being impulsive and following the first reasonable-sounding idea which may end up being incomplete or unbalanced. It also prevents likely courses of action being overlooked. Produce an exhaustive list by tapping into the creativity to come up with every possible, conceivable solution that could be thought of. Often people will have their own idea of the best solution so it is important to hear everyone"s input and get all the solutions documented. A range of alternatives are first generated, and then in the next step, evaluated in terms of cost, time, and complexity of each corrective action being considered. Each alternative is weighed according to its advantages and disadvantages. The alternative with the most advantages and the least disadvantages is then selected.

STEP 4: Evaluate solutions

What options do we have? Evaluate and prioritize each solution in accordance with the general interests of those involved.

In this step, each idea is evaluated and compared. Each alternative is weighed according to its advantages and disadvantages and the alternative with the most advantages and the least disadvantages is then selected.

Tips for Evaluating Solutions

Identify the key values and principles involved. What meanings and limitations are typically attached to these competing values? (For example, rarely is confidential information held in

absolute secrecy; however, typically decisions about access by third parties to sensitive content should be contracted with clients.)

The ethical values and principles which in your professional judgment are most relevant to the issue or dilemma, should be ranked. Why would you prioritize one competing value/principle over another? (For example, your client's right to choose a beneficial course of action could bring hardship or harm to others who would be affected.)

- Eradicate unacceptable alternatives, i.e. those that are impractical, illegal or improper.

- Finally, if possible, settle on at least three ethically justifiable options.

- Analyse these options in turn and establish which ethical principles and values are involved.

Questions to ask:

➤ "What would solve the problem?"

➤ "What strategy could resolve the root cause?"

➤ "What solutions have already been thought of?"

➤ "What approaches haven't been thought of?"

➤ "How could we stop this situation from recurring?"

➤ "What different methods might work?"

➤ "What crazy ideas might help?"

Take account of your own motives and try to detach them from your decision. Try to detach your emotions or feelings from the equation and focus on the consequences to the affected parties. Examine your personal ethical code of conduct. Pondering ethical issues requires a strong sense of right and wrong. Sometimes it helps in solving a dilemma to ask your conscience what the right thing to do is. Consider the consequences - what will happen if you come down on one side of the moral dilemma versus the other. Think of the effect on those involved. Will anyone be hurt or suffer unjustly? Take secondary parties into account as well; for example, children. Listen to your instincts. What is your gut reaction in terms of the right thing to do? Often the nagging gut feel is sending you an important message. 49 Should any of the options require the sacrifice of any ethical principle, evaluate the facts and assumptions carefully. Separate solid facts from beliefs, desires, theories, suppositions, unsupported conclusions, opinions, and rationalizations. Bear in mind the credibility of sources, especially

when they are self-interested, ideological or biased. Carefully consider the benefits, burdens and risks to each role-player.

Come to a conclusion about what is not true and what consequences are most likely to occur. Evaluate the viable alternatives according to personal conscience. Prioritize the values so that you can choose which values to advance and which to subordinate. Determine who will be helped the most and harmed the least. Consider the worst-case scenario. Can ethically questionable conduct be avoided by changing goals or methods, or by getting consent? Once the facts have been ascertained, we should ask ourselves the following questions when trying to resolve a moral issue:

• Are you treating others as you would want to be treated?

• Would you be comfortable if your reasoning and decision were to be publicized?

• Would you be comfortable if your children were observing you?

• What benefits and what harms will each course of action produce, and which alternative will lead to the best overall consequences?

• What moral rights do the affected parties have, and which course of action best respects those rights?

• Which course of action treats everyone the same, except where there is a morally justifiable reason not to, and does not show favoritism or discrimination?

• Which course of action advances the common good?

• Which course of action develops moral virtues?

STEP 5: Select and justify a solution

Which is the best solution for all concerned?

In this step a workable solution is decided upon. Decision-making is deciding on the most suitable way to solve or handle a specific problem or situation after considering the different alternatives. During this step the choice is made. The best alternative must be selected. All the previous steps were in preparation for this step to ensure that decision-making works properly. One of the alternative solutions generated before is chosen as the course of action forward. One strategy has to be decided on from all the options and it has to be one that everyone will be behind and accept. The final decision has to be rational and objective. Basing

the decision on the work done at the previous steps helps avoid unilateral decisions taken using political power, personal preference or poor leadership.

Develop an action plan that is consistent with the ethical priorities that have been determined as central to the dilemma. Can you support or justify your action plan with the values/principles on which the plan is based?

This step is about evaluation. This involves comparative evaluation where poorest options are taken out of the equation and the options that remain are weighed against each other; the alternatives are ranked, scored and prioritized until a final choice is made. The objective is to find the best solution using a rational, practical method. Decision-making implies using judgment, i.e. the application of knowledge, experience and common sense to analyze a matter logically or sum up a situation correctly in order to reach an acceptable conclusion between the more and less important aspects of a matter, followed by level-headed action. In short, one's sense of judgment allows one to make correct and intelligent decisions. It enables one to choose between two alternatives, in a scientific manner.

TOPIC3 : Sources of ethical standards

Five sources of ethical standards are:

1.The Utilitarian Approach

Some ethicists emphasize that the ethical action is the one that provides the most good or does the least harm, or, to put it another way, produces the greatest balance of good over harm. The ethical corporate action, then, is the one that produces the greatest good and does the least harm for all who are affected -- customers, employees, shareholders, the community, and the environment. Ethical warfare balances the good achieved in ending terrorism with the harm done to all parties through death, injuries, and destruction. The utilitarian approach deals with consequences; it tries both to increase the good done and to reduce the harm done.

2.The Rights Approach

Other philosophers and ethicists suggest that the ethical action is the one that best protects and respects the moral rights of those affected. This approach starts from the belief that humans have a dignity based on their human nature per se or on their ability to choose freely what they do with their lives. On the basis of such dignity, they have a right to be treated as ends and not merely as means to other ends. The list of moral rights -- including the rights to

make one's own choices about what kind of life to lead, to be told the truth, not to be injured, to a degree of privacy, and so on -- is widely debated; some now argue that non-humans have rights, too. Also, it is often said that rights imply duties -- in particular, the duty to respect others' rights.

3. The Fairness or Justice Approach

Aristotle and other Greek philosophers have contributed the idea that all equals should be treated equally. Today we use this idea to say that ethical actions treat all human beings equally-or if unequally, then fairly based on some standard that is defensible. We pay people more based on their harder work or the greater amount that they contribute to an organization, and say that is fair. But there is a debate over CEO salaries that are hundreds of times larger than the pay of others; many ask whether the huge disparity is based on a defensible standard or whether it is the result of an imbalance of power and hence is unfair.

4. The Common Good Approach

The Greek philosophers have also contributed the notion that life in community is a good in itself and our actions should contribute to that life. This approach suggests that the interlocking relationships of society are the basis of ethical reasoning and that respect and compassion for all others -- especially the vulnerable -- are requirements of such reasoning. This approach also calls attention to the common conditions that are important to the welfare of everyone. This may be a system of laws, effective police and fire departments, health care, a public educational system, or even public recreational areas.

5. The Virtue Approach

A very ancient approach to ethics is that ethical actions ought to be consistent with certain ideal virtues that provide for the full development of our humanity. These virtues are dispositions and habits that enable us to act according to the highest potential of our character and on behalf of values like truth and beauty. Honesty, courage, compassion, generosity, tolerance, love, fidelity, integrity, fairness, self-control, and prudence are all examples of virtues. Virtue ethics asks of any action, "What kind of person will I become if I do this?" or "Is this action consistent with my acting at my best?"

> ❖ **Ethical decision obstacles:**

- ✓ Lack of knowledge of Ethical Standard
- ✓ Financial Incentives
- ✓ Perfectionism

- ✓ Fear of Criticism/ scrutiny by Others
- ✓ High Affinitive Needs
- ✓ Personal and/or Professional Immaturity
- ✓ Counselor Substance Abuse
- ✓ Lack of Personal Values Clarification
- ✓ Limitations of Codes of Ethics and Conduct
- ✓ Lack of a Decision Making Mode

EXERCISES

1.Which of the following is the first step in the ethical decision making process?

A. Being socialized into the firm's corporate culture

B. Applying a personal moral philosophy in order to individualize the ethical decision making process   C.Recognizing that an ethical issue exists

D. Soliciting the opinions of others in a work group or in the overall business in order to gain feedback E E. Enforcing the firm's ethical standards with rewards and punishment

Answer : C

2.The word "Ethics" comes from

    (a) Ethos

    (b) Eternity

    (c) Elementary

    (d) Essentiality

Answer: (a) Ethos

3. _____ are beliefs and attitudes we have that can actually conflict with our ethical decisions.

        (a) Morals

        (b) Principles

        (c) Virtues

        (d) Values

Answer: (d) Value

ASSESSMENTS/ TESTS

1. What are the 5 steps in the practical ethical decision-making model?

2. What document is the primary reference document when making ethical decisions?

3. How would you go about establishing what the central ethical problem is?

4. Why must other people be taken into consideration when evaluating ethical issues?

5. Why would a number of solutions be considered when trying to solve an ethical dilemma?

6. List some of the factors you would take into consideration while evaluating a possible solution to an ethical problem.

 7. Comment on what role project costs play when considering a solution to an ethical issue.

8. Describe how ethical issues are a factor in matters of sustainable development.

Learning Outcome 2. 3: Develop strategies for dealing with possible ethical dilemmas

TOPIC1 :Conflicts of interest :

Definition:

A **conflict of interest** (COI) is a situation in which a person or organization is involved in multiple **interests**, financial or otherwise, and serving one **interest** could involve working against another.

Examples of Conflicts of Interest at Work

- Hiring an unqualified relative to provide services your company needs.

- Starting a company that provides services similar to your full-time employer.

- Failing to disclose that you're related to a job candidate the company is considering hiring

Topic 2.Potential work place conflict of interest

Examples of Potential Workplace Conflicts of Interest:

These are examples of situations in which an employee might experience a conflict of interest.

- An employee reports to a supervisor who is a relative or close friend and has control over their job responsibilities, salary, and promotions.
- A male manager dates a female employee who reports to him or vice versa.
- A lawyer represents a client in a civil dispute while accepting fees from litigants who hold the opposing point of view.
- A purchasing agent hires his brother-in-law to provide vending services to the company lunch areas.

- An employee starts a company that provides similar services to similar clients as those of her full-time employer. This is especially a conflict of interest if her employer has had her sign a non-compete agreement.
- An employee who is a member of a company employee selection team fails to disclose that he is related to a job candidate whom the company team is considering for a position.
- A manager provides paid consulting services on the weekend to a company customer or supplier.
- An employee works part time in the evening for a company that makes a product that competes with the products of his full-time employer.
- A member of the company board of directors accepts fees and provides advice to a company that is in direct competition with the company on whose board of directors he sits.
- An HR director decides to investigate a formal charge of sexual harassment, using internal resources that she controls, against a fellow corporate executive whom she has known and worked with professionally for years. This would not constitute a conflict of interest if she hired an external employment law firm to conduct the investigation and recommend disciplinary measures.
- A purchasing agent accepts trips and gifts from a vendor and then selects the vendor's products for purchase by the company.

TOPIC3: Bribery

What is bribery defined as?

Bribery refers to the offering, giving, soliciting, or receiving of any item of value as a means of influencing the actions of an individual holding a public or legal duty. Bribery constitutes a crime and both the offeror and the recipient can be criminally charged.

Types of bribery

Bribery in business

Examples of Bribery in food industry

Causes of bribery

Definition

Corruption is dishonest behavior by those in positions of power, such as managers or government officials. Corruption can include giving or accepting bribes or inappropriate gifts, double-dealing, under-the-table transactions, manipulating elections, diverting funds, laundering money, and defrauding investors

Types of corruption

Forms of corruption vary, but can include :

- ✓ bribery,
- ✓ , cronyism,
- ✓ Nepotism
- ✓ , parochialism,
- ✓ patronage,
- ✓ influence peddling,
- ✓ graft, and embezzlement.

Corruption may facilitate criminal enterprise such as drug trafficking, money laundering, and human trafficking, though it is not restricted to these activities.

Examples of corruption in food industry

TOPIC5: Harassment at work place

Workplace harassment is unwelcome conduct from a boss, coworker, group of coworkers, vendor, or customer whose actions, communication, or behavior mocks, demeans, puts down, disparages, or ridicules an employee. Physical assaults, threats, and intimidation are severe forms of harassment and bullying. Harassment also may include offensive jokes, name-calling, offensive nicknames, pornographic images on a laptop, and offensive pictures or objects. Interfering with an employee's ability to do his or her work also is considered to be a form of harassment. Employees can experience harassment when they are not the target of the harasser because of the negative work environment that can develop because of the harassment.

Types of workplace harassment:

Any company must play its part to maintain a safe working environment. If there are hostile actions, in some cases, it is illegal. Toxicity in the workplace must be removed, otherwise it has the potential to escalate into an embarrassing lawsuit, the kind of publicity no company wants.

There are many types of harassment in the workplace. Harassment may consist of unwelcome or offensive behaviour that contributes to a hostile work environment. These can come from a co-worker, supervisor, boss, vendor or client that can cause an employee to feel uncomfortable or threatened, so let's take a closer look at the most common types of workplace harassment.

1.Discriminatory harassment: This type of harassment in the workplace is directed at someone's race, age, sex or some other form of protected class who is subjected to offensive or intimidating remarks. People need to be really careful today. You can sometimes overhear someone say these kinds of statements in private conversations. Discriminatory harassments are particularly tricky to navigate, so it is best you get advice from an employment lawyer for their expertise and guidance.

2.Personal harassment: Personal harassment can also be called bullying. The victim may be subjected to unwanted remarks, insults, offensive and derogatory statements. Being constantly put down with condescending statements can all be seen as personal harassment

3.Physical harassment: Physical harassment is one of the most common types of harassment at work. This can also come in the form of violence, both physically or to property. This can also be threatening behavior. In its extreme, it can even be termed assault. An employee may be physically abused, such as pushing, punching or slapping, as well as other kinds of physical abuse. It can also involve a car, for example. One worker may damage the car (or motorbike or bicycle) by tampering, breaking, scratching or inflicting other kinds of damages.

4.Psychological harassment: Sometimes, the harassment can be of a psychological nature and can have a negative impact on the victim. A victim is often put down, belittled or has to listen to needless condescending remarks that can affect him or her. These negative remarks can be aimed at the victim from both a professional as well as personal level

5.Sexual harassment: Sexual harassment is when the perpetrator behaves in a romantic or sexual way towards the victim who is clearly uncomfortable and does not want attention of this nature. There is also

something known as Quid Pro Quo sexual harassment where the superior makes a sexual request to the victim and if not taken up, a threat of something negative happening is made, such as losing their job or not getting a promotion

Sexual harassment includes sexual advances; sexual solicitation; requests for sexual favors; and other verbal, written, electronic, or physical contact of a sexual nature.

6. Intimidation harassment: examples. Physical violence or threats

7. Cyberbullying harassment: Cyberbullying is also seen as harassment and it is done online. The person doing the harassing can make threatening statements to the victim or spread rumours on social media. This can then spread like wildfire. It can also get out of hand. Now, there is the possibility of others joining in and also harassing the victim (people who are not working in the same company). There have been instances when cyberbullying someone vulnerable has led to them taking their own life. While this may be rare and is also extreme, it has happened before.

8. 3rd Party Harassment: This type of harassment comes from someone who is not working as an employee in the company. These can include suppliers, vendors and even customers.

There are **still other forms**, such as:

- ✓ verbal harassment,

- ✓ Assault harassment,

- ✓ Ridicule harassment,

- ✓ Offensive jokes harassment,

- ✓ Offensive pictures harassment,

- ✓ power harassment and

- ✓ retaliation harassment.

All of this contributes to **a toxic and hostile workplace**. When in the workplace, the safest thing to do is to always remain as professional as possible, though it can be hard when tensions run high. It is important for employers to diffuse any situation before it gets out of hand.

❖ **Preventing Workplace Harassment**

In any case of workplace harassment, an employer's behavior must meet a certain standard in the eyes of the law. Just posting an anti-harassment policy, while a positive step, is insufficient to prove that an employer took workplace harassment seriously.

Employers should develop policies that clearly define inappropriate actions, behavior, and communication. The workforce should be trained and educated through the use of examples, and the policy must be enforced.

If harassment is mentioned to a supervisor, observed by a supervisor, or committed by a supervisor, the employer is particularly liable if an investigation was not conducted.

A clear harassment policy gives employees the appropriate steps to take when they believe they are experiencing harassment. Companies must be able to prove that an appropriate investigation occurred and that perpetrators found guilty were suitably disciplined.

Topic 6 .Steps for handling ethical dilemmas:

Dilemmas: a situation in which a difficult choice has to be made between two or more alternatives, especially ones that are equally undesirable.

Six Steps to Resolve Ethical Dilemmas:

1. Identify the Problem

A. Gather as much relevant information as possible.

B. Talk to the parties involved.

C. Clarify if the problem is legal, moral, ethical or a combination.

2. Identify the Potential Issues Involved

A. List and describe the critical issues.

B. Evaluate the rights, responsibilities and welfare of those affected by the decision.

C. Consider basic moral principles of autonomy, beneficence, non-maleficence and justice.

Identify any competing principles.

D. Ascertain the potential dangers to the individuals, department or college.

3. Review Your Organization's Code of Ethics, Policies and Relevant Laws

4. Evaluate Potential Courses of Action

A. Brainstorm ideas.

B. Enumerate the outcomes of various decisions.

C. Consider the consequences of inaction.

5. Obtain Consultation

A. Colleagues or a supervisor can add an outside perspective. It's a serious warning sign if you don't want to talk to another person about actions you are contemplating.

B. You must be able to justify a course of action based on sound reasoning which you can test out

in the consultation.

6. Determine the Best Course of Action

A. Map out the best way to resolve the problem (e.g., who should be contacted first if multiple parties are

involved? Do you need outside support? Do you need to talk to a supervisor?).

B. Then consider who, if anyone, should know about the problem (such as a work supervisor, friend, administrator or colleague).

Learning unit 3. Comply with food legislation

L.O.3.1. Identify requirements of food legislation

1.RSB

The Rwanda Standards Board (RSB) is a public National Standards Body established by the Government of Rwanda, whose mandate is to develop and publish National Standards, carry out research in the areas of standardization, and to disseminate information on standards, technical regulations related to standards and conformity assessment, metrology for the setting up of measurement standards, among others.

The Board was created from the old Rwanda Bureau of Standards (RBS) after decoupling regulatory and non-regulatory functions and upgrading of Units into Divisions. The intention was to have an institution that can respond to the changing business landscape in Rwanda and beyond. RSB is now a service provider while the standards enforcement functions, inspections and legal metrology verifications, have moved to an independent Body. The Organizational Structure of RSB therefore comprises four Divisions:

1. National Standards Division
2. National Quality Testing Laboratories
3. National Metrology Services
4. National Certification Division

RSB is committed to providing standardization, conformity assessment and metrology services that improve competitiveness of Rwanda products and services within the region and internationally.

2.Rwanda Environmental Management Authority(REMA):

REMA is a public institution mandated to facilitate coordination and oversight of the implementation of national environmental policy and the subsequent legislation.

Some of REMA responsibilities:

- to render **advice and technical support**, to entities engaged in natural resources management and environmental conservation.

- Development of various **guidelines** on the management of environment.
- **Capacity building** of different levels of the population in the domain of environment.
- **Inspections** to monitor and ensure efficient management of **wastes**

3.Rwanda Development Board (RDB)

RDB is a government department that integrates all government agencies responsible for the attraction, retention and facilitation of investments in the national economy.

4.National Land Center (NLC)

The **purpose** of the establishment of a **Land Centre** is to be the engine of **land** administration and **land** use management in **Rwanda**. The **Land Centre** will provide technical and administrative support to the **National Land** Commission

5.Local Leadership Authority

Their functions are:

- ✓ community policing ,
- ✓ civil status register ,
- ✓ kindergarten, nursery and adult education ,
- ✓ housing construction permits ,
- ✓ town planning,
- ✓ rural road construction and transport
- ✓ ,cemeteries, crematoria and religious facilities ,
- ✓ environmental protection
- ✓ local economic promotion
- ❖ Access legislation and guidelines relating to the workplace.
- ❖ Identify key requirements of relevant legislation and confirm with senior staff.

Clarify the way various pieces of legislation are integrated to provide a legislative framework.

<mark>**TOPIC2.General Food Law**</mark>

Whether you work in a food business or you are a consumer interested in food law, there are general requirements which you need to be aware of.

This overview covers the main European Commission (EC) and domestic legislation on the following areas:

- Food imports and exports
- Safety
- Traceability
- Labelling
- Product withdrawals and recalls

❖ Seek advice when conflicting legislative directives are found.

<mark>TOPIC 2.Food safety and regulations</mark>

Food safety regulations is a scientific discipline describing handling, preparation, and storage of **food** in ways that prevent foodborne illness. This includes a number of routines that should be followed to avoid potentially severe health hazards

Food Safety Act 1990

The Food Safety Act 1990 (as amended) provides the framework for all food legislation in the England, Wales and Scotland.

What legislative requirements concern food safety?

Under the Food Safety Act 1990 a food business must not:

- Cause food to be dangerous to health;

- Sell food that is not what the customer is entitled to expect in terms of content or quality; and

- Describe or present food in a way that is false or misleading

What are the key requirements of food safety legislation?

Good standards of food safety are necessary to prevent:

- ✓ Food poisoning;
- ✓ Food spoilage ;
- ✓ Food contamination;

- ✓ Allergic reactions;

- ✓ Loss of productivity;

- ✓ Pest infestations;

- ✓ Prosecution for contravention of food safety legislation; and.

- ✓ Closure of catering operations by enforcement authorities

TOPIC3 Food safety regulations-FAO (Food Agriculture Organization)

Food safety is the absence, or safe, acceptable levels, of hazards in food that may harm the health of consumers. Food borne hazards can be microbiological, chemical or physical in nature and are often invisible to the plain eye; bacteria, viruses or pesticide residues are some examples.

Food safety has a critical role in assuring that food stays safe at every stage of the food chain from production to harvest, processing, storage, distribution, all the way to preparation and consumption.

FAO's role

Keeping food safe is a complex process that starts on the farm and ends with the consumer. FAO is the only international organization overseeing all aspects of the food chain, thereby providing a unique, 360° vision on food safety. A longstanding partnership with the World Health Organization (WHO) enhances this perspective. Through complementary mandates, FAO and WHO cover a range of issues to support global food safety and protect consumers' health. WHO typically oversees and maintains strong relationships with the public health sector, and FAO generally addresses food safety issues along the food production chain.

FAO assists Member Countries in food safety considerations by:

- Strengthening national food regulatory control systems through:

-assisting national authorities to formulate evidence-based, enabling and coherent policies.

-helping governments review and update food legislation.

-developing institutional and individual capacities to perform risk-based food inspections, sampling and analysis, risk-communication and food safety management.

- Working with local food producers to develop measures to prevent or minimize food and feed safety risks

- Hosting the joint FAO/WHO Codex Alimentarius Commission, the global food safety and quality standard-setting body

- Providing independent, broad-based scientific advice to Member Countries and to Codex through expert bodies on Food Additives (JECFA), Microbiological Risk Assessment (JEMRA), and Pesticide Residues (JMPR)

- Contributing to food chain intelligence and foresight on food regulatory issues

- Providing guidance to countries on emerging issues such as antimicrobial resistance, whole genome sequencing and nanotechnology

- Facilitating access to information through relevant platforms, databases and tools to support food safety assessment and management

- Promoting food safety emergency preparedness through the FAO Emergency Prevention System for Food Safety (EMPRES Food Safety) and rapidly sharing information during food safety emergencies through the International Food Safety Authorities Network (INFOSAN

TOPIC 4.Food safety offences and penalties

⬥ General provisions relating to offences :

1. A person may render any article of food injurious to health by means of one or more of the following operations, namely:

a. adding any article or substance to the food

b. using any article or substance as an ingredient in the preparation of the food

c. abstracting any constituents from the food

d. subjecting the food to any other process or treatment, with the knowledge that it may be sold or offered for sale or distributed for human consumption.

2. In determining whether any food is unsafe or injurious to health, regard shall be had to:

A.

i. the normal conditions of use of the food by the consumer and its handling at each stage of production, processing and distribution

ii. the information provided to the consumer, including information on the label, or other information generally available to the consumer concerning the avoidance of specific adverse health effects from a particular food or category of foods not only to the probable, immediate or short-term or long-term effects of that food on the health of a person consuming it, but also on subsequent generations;

iii. to the probable cumulative toxic effects;

iv. to the particular health sensitivies of a specific category of consumers where the foodis intended for that category of consumers; and

v. also to the probable cumulative effect of food of substantially the same composition on the health of a person consuming it in ordinary quantities;

b. the fact where the quality or purity of the article, being primary food, has fallen below

the specified standard or its constituents are present in quantities not within the specified

limits of variability, in either case, solely due to natural causes and beyond the control of human agency, then such article shall not be deemed to be unsafe or sub-standard or food containing extraneous matter. Explanation. -For the purposes of this section, "injury", includes any impairment, whether permanent or temporary, and "injurious to health" shall be construed accordingly.

TIPIC5 .General provisions relating to penalties

While adjudging the quantum of penalty under this Chapter, the Adjudicating Officer or the Tribunal, as the case may be, shall have due regard to the following:

a. the amount of gain or unfair advantage, wherever quantifiable, made as a result of the contravention,

b. the amount of loss caused or likely to cause to any person as a result of the contravention,

c. the repetitive nature of the contravention,

d.   whether the contravention is without his knowledge, and

e.   any other relevant factor

✦ Penalty for substandard foods

Any person who whether by himself or by any other person on his behalf manufactures for sale or stores or sells or distributes or imports any article of food for human consumption which is sub-standard , shall be liable to a penalty which may extend to five lakh rupees

✦ Penalty for misbranded foods

1.Any person who whether by himself or by any other person on his behalf manufactures for sale or stores or sells or distributes or imports any article of food for human consumption which is misbranded, shall be liable to a penalty which may extend to three lakh rupees.

2.   The Adjudicating Officer may issue a direction to the person found guilty of an offence under this section, for taking corrective action to rectify the mistake or such article of food shall be destroyed.

✦ Penalty for misleading advertisements

1. Any person who publishes, or is a party to the publication of an advertisement, which-

a.   falsely describes any food; or

b.   is likely to mislead as to the nature or substance or quality of any food or gives false guarantee,shall be liable to a penalty which may extend to ten lakh rupees.

2.   In any proceeding the fact that a label or advertisement relating to any article of food in respect of which the contavention is alleged to have been committed contained an accurate statement of the composition of the food shall not preclude the court from finding that the contravention was committed

✦ Penalty for foods containing extraneous matter

Any person whether by himself or by any other person on his behalf manufactures for sale or stores or sells or distributes or imports any article of food for human consumption containing extraneous matter, shall be liable to a penalty which may extend to one lakh rupees

♣ Penalty for failure to comply with directions of a food safety officer

If a food business operator or importer without reasonable ground, fails to comply with the requirements of this Act or the rules or regulations or orders issued there under, as directed by the Food Safety Officer, he shall be liable to a penalty which may extend to two lakh rupees.

♣ Penalty for un hygienic or un sanitary processing or manufacturing of food

♣ Penalty for processing adulterants

Any person who, whether by himself or by any other person on his behalf, manufactures or processes any article of food for human consumption under unhygienic or unsanitary conditions, shall be liable to a penalty which may extend to one lakh rupees.

♣ Punishment for un safe food

1. Subject to the provisions of this Chapter, if any person who whether by himself or by any other person on his behalf, imports or manufactures for sale, or stores, sells or distribute any adulterant shall be liable-

   i.   where such adulterant is not injurious to health, to a penalty not exceeding two lakh rupees;

  ii.   where such adulterant is injurious to health, to a penalty not exceeding ten lakh rupees.

2. In a proceeding under sub-section (1), it shall not be a defence that the accused was holding such adulterant on behalf of any other person

♣ Punishment for false information

If a person, in connection with a requirement or direction under this Act, provides any information or produces any document that the person knows is false or misleading, he shall be punishable with imprisonment for a term which may extend to three months and also with fine which may extend to two lakh rupees.

♣ Punishment for obstructing or impersonating a food safety officer

If a person without reasonable excuse, resists, obstructs, or attempts to obstruct, impersonate, threaten, intimidate or assault a Food Safety Officer in exercising his functions under this Act, he shall be punishable with imprisonment for a term which may extend to three months and also with fine which may extend to one lakh rupees.

♣ Punishment for carrying out business without license.

if any person or food business operator (except the persons exempted from licensing under sub-section (2) of section 31 of this Act), himself or by any person on his behalf who is required to obtain licence, manufacturers, sells, stores or distributes or imports any article of food without licence, shall be punishable with imprisonment for a term which may extend to six months and also with a fine which may extend to five lakh rupees.

**What costs result from poor food safety**?

The costs associated with poor food safety are both financial and social, and can affect both employers and employees. The costs to the employer could include:

- Financial resulting from loss of working days if employees suffer food poisoning or an allergic reaction;

- Compensation claims for loss of earnings;

- Loss of reputation;

- Decontamination, cleaning and replacement of equipment; and

- Additional pest control

TOPIC1.Beliefs, values and Attitudes

Beliefs, Values and Attitudes
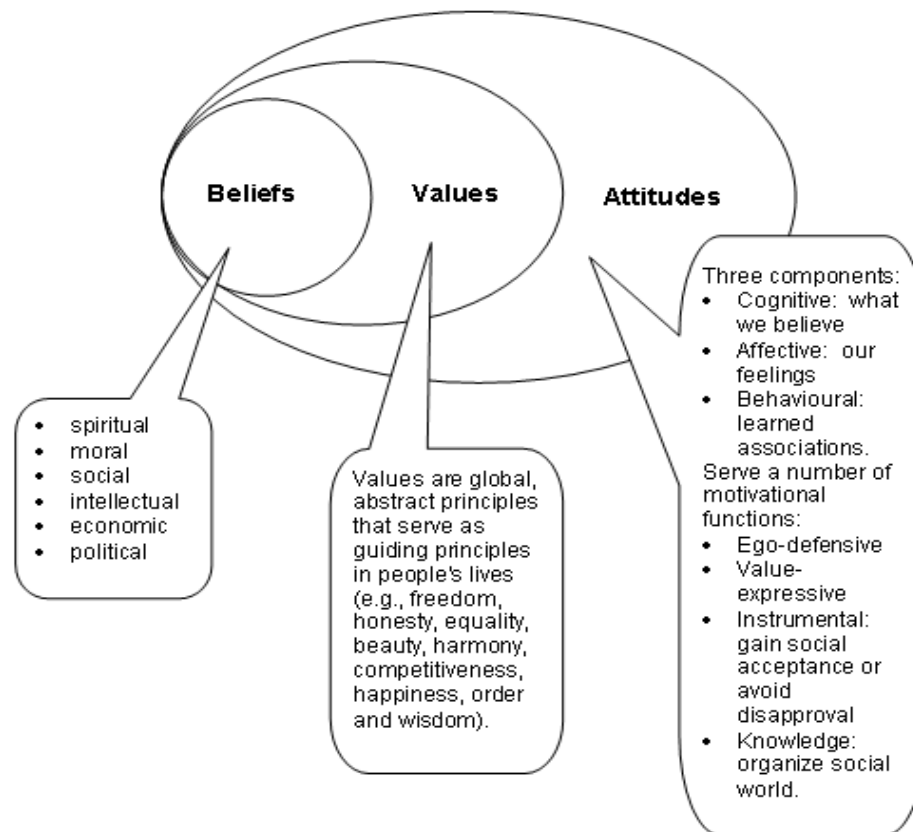
The Three Components of Attitude

Attitudes are comprised of three components: emotions, behaviours and thoughts. These three components can also be described as the 'ABC' model: affective, behavioural and cognitive.

The 'affective' response is one's emotional response to a task or an entity. The 'behavioural' response is the displayed verbal or behavioural tendency to a task or entity, whereas the 'cognitive' response is the cognitive evaluation of the entity based on an internal belief system.

There is considerable overlap in the semantics of beliefs, values and attitudes, however, these are also distinct constructs (as illustrated above).

1. **What is the difference between beliefs attitudes and values?**

Attitudes arise out of core **values** and **beliefs** we hold internally. **Beliefs** are assumptions and convictions we hold to be true based on past experiences. **Values** are worthy ideas based on things, concepts and people. Behaviours are how these internalised systems (**attitudes**, **beliefs** and **values**) are expressed.

2. **What are core beliefs and desires that guide or motivate attitudes and actions?**

Values are basic and fundamental beliefs that guide or motivate attitudes or actions. They help us to determine what is important to us. ... **Values** in a narrow sense is that which is good, desirable, or worthwhile. **Values** are the motive behind purposeful **action**.

Topic 2.Food safety or hygiene offences

What is an Offence under food safety legislation?

- ❖ The main **offences** are:
- ✓ rendering **food** injurious to health
- ✓ selling, to the purchaser's prejudice
- ✓ **food** which is not of the nature or substance or quality demanded
- ✓ falsely or misleadingly describing or presenting **food**
- ✓ Failure to store, process, display and transport food
- ✓ Lack of cleanliness and adequacy of food premises
- ✓ Failure to clean and sanitize food equipment
- ✓ Operating food premises without registration or notification
- ✓ Failure to keep the required records on site.

TOPIC 3.Common causes of injury in workplaces

The workplace can be dangerous, even more so in an industrial environment. Numerous factors can cause accidents, ranging from overexertion to mishandling of hazardous materials. There are also a multitude of variables that can contribute to or influence a workplace incident. Following are eight of the most common causes of accidents in the workplace:

1.Lifting

Many employees are prone to sprain, strain or tear a muscle by virtue of lifting an object that is too heavy for them to lift on their own. Keep in mind that there is no harm in asking for help with objects that are difficult to lift.

2.Fatigue

Failing to take a break is another common cause of accidents. In order to recover from grueling manual labor, it is essential that employees take adequate breaks. Not doing so can lead to a slew of physical issues, including atrophy and general exhaustion. The results of either of these can be far more devastating than taking a 10-minute breather.

3.Dehydration

Not staying hydrated can also bring about disastrous consequences. On exceptionally hot summer days, failing to drink adequate amounts of water can cause heat stroke or cardiac conditions. This can be avoided by simply drinking at least eight glasses of water per day. Management should stress the importance of proper hydration and rest, as it maximizes the efforts of personnel.

4.Poor Lighting

Inadequate lighting is responsible for a number of accidents each year. This is often overlooked when attempting to prevent accidents in the warehouse or workplace.

5.Hazardous Materials

Improper handling of hazardous materials or not wearing personal protective equipment (PPE) is another common cause of accidents in the workplace. By reading material safety data sheets and providing the appropriate protective attire, many workplace incidents can be avoided.

6.Acts of Workplace Violence

Sadly, violence among co-workers has become all too common. It is usually brought about by office politics or other sensitive issues. Integrating conflict resolution and peer mediation can help to reduce the risks of such outbursts.

7.Trips and Falls

Slick floors and high-traffic corridors can cause a trip or fall. Improper footwear may also contribute to these accidents, which not only can result in injuries but also workman's compensation-related cases.

8.Stress

Stress is one of the leading causes of death. It affects the human body in every facet imaginable. Stress can foster negative effects physiologically, emotionally and mentally, as well as debilitate or distract any worker. Therefore, it is essential to encourage a supportive team environment.

TOPIC 4 .Enforcement options When faced with an alleged breach of the legislation

When faced with an alleged breach of the legislation, council officers must consider what would be a proportionate response to the case at hand. Enforcement options include:

- Providing advice or guidance to educate a proprietor of a food premises about how to comply

- Issuing a warning

- Issuing an infringement notice

- Taking other statutory action

- Commencing a prosecution

Topic 5.Consequences of failing to comply with legislation

one of the most important ways Facilities Management supports core business activities is to ensure that the organisation remains compliant with the law. In order to highlight the significance of this role, take a moment to consider the potential consequences of getting it wrong.

1.Fines (penalties)

Perhaps the first and most obvious consequence is the possibility of the organisation being fined for non-compliance. Fines for the most serious safety breaches are now routinely in the hundreds of thousands of pounds. Coupled with the need to pay not only your own legal costs but also those of the prosecution, non-compliance with legislation is a costly exercise.

2.Imprisonment

Individuals can be imprisoned for breaches of health and safety law, with sentences of up to six months in the Magistrates' Courts and up to two years in the Crown Courts.

Even individuals that avoid a custodial sentence will have to live with the stigma of a criminal conviction, which could restrict their ability to work in certain industry sectors or travel abroad.

Remember, both employers AND employees can be prosecuted under criminal law, sometimes simultaneously.

3.Loss of Reputation

Any organisation which fails to comply with legislation runs the risk of a loss of reputation and with it the loss of customers.

Increasingly, companies look carefully at the safety record of potential business partners and requests for details of any safety convictions have become standard on tender questionnaires.

The damage caused to an organisation's reputation by a criminal conviction could last longer than the initial financial outlay.

4.Loss of Current Or Potential Staff

If you were applying for a job with a company whom you found had been prosecuted under Health & safety legislation, or who been found to have broken employment or human rights law, would you think twice?

You probably would not want to work for an organisation which had a poor record in these areas and so your expertise and knowledge would be lost to the company.

5.Down Time and Loss of Productivity

Breaches of certain laws often result in an organisation having to cease production until the errors have been rectified. This loss of production will inevitably result in a loss of income which, in a worst-case scenario, could result in the company going out of business.

You may now be able to see how important it is that an organisation remains compliant with all legislation. With the emphasis on health and safety that comes with facilities management, coupled with other areas such as employment and human rights laws, the Facilities Manager plays a key role in enabling the organisation to remain compliant

Learning Outcome 3.3: Undertake work according to organizational and legislative requirements

TOPIC1. Purpose of policies and procedures

Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them.

 Procedures are the specific methods employed to express **policies** in action in day-to-day operations of the organization

TOPIC 2.Benefits of workplace policies and procedures:

- ✓ Empower professionals to make decisions based on core values
- ✓ Guide professionals in the way they perform their tasks and duties and enhance reputation with stakeholders (Perform duties with objectivity, due diligence)
- ✓ Maintain confidentiality and security
- ✓ Use credentials properly
- ✓ Comply with applicable laws, policies, ethical, and professional standards related to the global food system
- ✓ Ensure uniformity and consistency in decision-making and operational procedures
- ✓ Save time when a new problem can be handled quickly and effectively through an existing policy
- ✓ Assist in assessing performance and establishing accountability
- ✓ Clarify functions and responsibilities

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