



# Chumir Ethics Forum

Sheldon Chumir Foundation for Ethics in Leadership



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## President's Message

The war in Iraq and its aftermath, Canada's relationship with the U.S., our commitment to institutions such as the International Criminal Court, issues of corporate social responsibility in Africa or dealing with HIV/AIDS and the recent Conference Board report "Performance and Potential 2003-04: Defining the Canadian Advantage" all raise significant questions about Canada's role in the world.

Since the publication of Andrew Cohen's book *While Canada Slept: How We Lost Our Place in the World*, there has been much public comment about the decline of Canada's influence. We hear laments not only about our lack of military preparedness and our low level of official development assistance (ODA) but, perhaps more surprisingly, about the decline in our traditional role as peacekeepers, to the extent that we now rank only 31<sup>st</sup> in the world in terms of contributing troops to UN missions. Our relationship with the United States is said to be more problematic than at any time in the recent past, and our influence in the world at a very low ebb.

The question of what should be Canada's role on the international scene has taken on added importance since the events of September 11, 2001; and this year's consultation by Bill Graham, Minister of Foreign

Affairs, on an appropriate foreign affairs policy for Canada has raised all of these questions and more in a very clear way.

Worries about our perceived lack of influence lead people to offer remedies ranging from ever closer alignment with the U.S. as the only major power in the world today to a thoroughgoing multilateralism; and we are uncertain both about the directions we **will** take as we go through a change of government and about the directions we **should** take.

The Conference Board has argued that our relationships with the United States and the rest of the world need not be seen as trade-offs. Rather, they are different types of relationships that should be regarded as complementary rather than competing; and we should not think of Canadian foreign policy as essentially encompassed within Canada-U.S. trade policy. Compatibility and complementarity, however, are to some extent in the eye of the beholder, and the question remains as to the extent to which our neighbor to the south is prepared to maintain relationships with us on the basis of our choosing the relationships that best suit our needs.

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Sheldon M. Chumir

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The bilateral-multilateral discussion gives rise to some pretty clear dichotomies, with so many decisions to make, and so little agreement. But what strikes me most forcefully about the debate as it has developed is how little of it is focused on values and ethics and the extent to which Canada's interests are or are not consistent with what we perceive to be our traditional values. But what, in the 21<sup>st</sup> Century **are** those values? Ought we to be motivated by what we think is in our national self interest? Or, should we take what we believe to be the moral high ground, regardless of its effect on our economy and influence in the world? Indeed, are these two approaches different? Compatible? Incompatible?

These and other questions, always with the Foundation's focus on ethics and values at the core, are among the ones we will be addressing in our next Symposium, "Canadian Values in the World Community: Building Trust, Balancing Global Power" to be held in Calgary May 14-16, 2004. We expect to have another stellar line-up of speakers, and I think you will find the weekend as exciting and stimulating as was our 2002 Symposium "Community Values in an Age of Globalization". So save the dates, and we will provide more information before too long.

Meanwhile, much else has been happening at the Foundation. In August we hosted a group of twelve Tanzanian government employees for a week. Everyone in the group is involved in ethics promotion or enforcement in their home country, and their time in Calgary was part of a study tour designed to help them learn as much as possible about ways in which various ethical issues are managed in Canada. We discussed a range of ethical issues, both theoretical and practical, including integrity and substantive ethical considerations, rights and responsibilities, equality and respect, openness

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and transparency and accountability.

The group heard from a variety of public and private sector organizations on a range of ethics codes, ethical training and dispute resolution procedures. On the final day, we discussed community leadership, with a presentation from Leadership Calgary, and approaches to building ethical organizations and cultures.

This issue of the newsletter contains an article by a member of the Tanzanian group, describing their study tour and what they learned. Augustus Kariya is one of four members of the Tanzanian group who remained in Calgary for a four month Fellowship. Each of the four will have spent two weeks in our office, learning more

about ethical issues in a Canadian context; and each will write an article for our newsletter, in some cases about what they have gleaned from their Canadian experience, in some cases about their ethics work in Tanzania. Look for those articles in the next editions of the newsletter.

You will also read, in this issue, about the ideas behind our focus on whistleblowing in the context of building ethical corporate cultures. All four of the Tanzanian Fellows attended our whistleblowing conference in Calgary on October 31; and we expect another group of four Tanzanian Fellows to arrive in April.

Last year we were much involved with the issue of civic engagement. In addition to the three forums – in Victoria, Edmonton and Winnipeg – we participated in the "Attacking Voter Apathy" event in March in Calgary. Our concern has been that, to the extent that individuals refrain from participating in the practices of citizenship, democracy itself becomes attenuated. And because we believe that participation needs to be informed, based on knowledge and understanding as well as the exercise of civic skills and values, we are continuing this work through a curriculum development project in which we

are engaged with Citizenship Matters of Calgary and the Historica Foundation in Toronto.

The intent of this project is to develop materials for schools on citizenship and ethics, using historical examples to raise important questions about the nature of citizenship, democratic participation and ethical action. The materials are web-based and are part of Historica's widely used "Youth Links" program, a high school web-based program which links over 400 Canadian schools across Canada and the world and involves a variety of tools for individual learning such as written texts, original source documents, audio and visual clips as well as collaborative research, discussion and debate.

We announced the program on October 31 in Calgary at a national conference on youth voting sponsored by the Office of the Chief Electoral Officer of Canada. It occasioned great interest and will, we believe, help to make a difference in involving younger people not only in exercising the franchise -- so hard won by earlier generations -- but also in encouraging them to participate in greater numbers in civic dialogue and in recognizing that open discussion about values and ethics can build trust, lead to tolerance and sometimes even to resolution.

Marsha Hanen, President  
Sheldon Chumir Foundation  
for Ethics in Leadership



*Marsha Hanen greets delegates from Tanzania*

### **Blowing the Whistle on Ethical Lapses: Accountability, Responsibility and Stewardship**

#### **The Events:**

**Calgary: 31 October**

**Toronto: 3 November**

The Foundation and EthicsCentre CA co-hosted events in Calgary on 31 October and Toronto on 3 November tackling the complex issues and challenges associated with whistle blowing and highlighting the need for organizations to be *proactive* in building and sustaining ethical cultures in which accountability, integrity and trust are paramount.



These two events were primarily intended to engage *directly* with a corporate and institutional audience. This was a new venture for us, and an important step in our continuing efforts to raise awareness of the ethical dimensions of issues in the public domain and to facilitate informed dialogue among *all sectors* of the community.

Approximately 150 people from private, public, and non-profit organizations attended the two very successful events. We are grateful to the speakers, moderator, panelists and session leaders who generously agreed to be part of the program. We also thank NEXEN Inc., CIBC, ALCAN, the Alberta Securities Commission, and DuPont for their generous sponsorship of this important initiative, and the Schulich School of Business and Transparency International, Canada for their support in raising awareness of the event.

Alison L. Dempsey  
Director, Programs and Project Development  
Sheldon Chumir Foundation for Ethics in Leadership

### **Building an Ethical Organizational Culture: Integrity, Accountability and Trust**

The striking findings within the Auditor General's report on the administration of the Federal Privacy Commission under the former Privacy Commissioner George Radwanski, and the circumstances revealed before the Commission of Inquiry into the handling of the Toronto SARS epidemic, demonstrate an increasing understanding of individual and collective responsibility as the root of organizational accountability and integrity.

In both these cases, whistle blowing exposed shortcomings in the organizational culture, accountability and internal reporting procedures that necessitated individuals 'go outside' to make their concerns heard. Additionally, the high media profiles – largely due to these instances of whistle blowing – made it difficult for the relevant authorities to do otherwise than investigate the claims and address the findings in a publicly accountable fashion. However, whistle blowing is not the most constructive way to evaluate organizational integrity, nor is it the most proactive way to safeguard against dishonest or unethical behaviour.

Whistle blowing is retrospective by nature and focuses attention foremost on the particular incidents or transgressions, rather than the underlying conditions leading to a situation where sounding the alarm via external channels was perceived to be the only route. As such it is a reactive, and in the worst case crisis-based, way to manage problems within organizations. Furthermore, whilst the ends achieved by sounding the alarm in this way may, arguably, justify the means, it is an approach which risks compromising due process, in situations where handling with utmost consistency and integrity is vital. In extreme circumstances blowing the whistle may be the only route, but ideally as the last rather than the only resort.

A more proactive approach for public and private sector organizations is to foster internal cultures that make ethical values, individual and collective accountability, and trust *explicit* priorities. This is an approach which organizations should take, regardless of whether new mandatory measures regarding whistle blowing and

whistle blower protections come into force. Focussing solely on rules and complying with minimum standards often obscures their underlying objectives. If protecting the integrity of an organization and its employees through early identification and resolution of problems is the objective, then the focus should be on creating environments in which individuals feel able to report concerns when they first arise via trusted internal channels, without fear of reprisals or skepticism as to the commitment to resolution. To create and sustain this environment within organizations requires principled leadership demonstrating commitment and model behaviour at the top which is then mirrored at every level.

It can be difficult for employees to draw attention to problems. In some cases employees risk being perceived as the problem rather than recognized as responsible stewards of the organization's overall integrity. A misplaced sense of loyalty may also cause an employee to remain silent rather than risk the repercussions of querying the action or judgement of a colleague or management, when doing so might well pre-empt higher personal and financial costs. The Auditor General observed in her October 2003 report that "an even greater harm may be done if this unusual case is generalized to all employees of the Office of the Privacy Commissioner and the entire Public Service".

In this climate of continued attention on conduct and accountability standards in the private sector following a series of now infamous corporate scandals, these investigations into the Privacy Commission and the handling of SARS could signal an important shift in the manner in which conduct and accountability within the public sector is viewed and, when appropriate, investigated.

As demonstrated by the transgressions that have shaken the corporate world and lessons being learned within the public sector, an organization's continued good reputation and respectability depends on *building and maintaining* a culture founded on ethical values, integrity and trust.

Alison L. Dempsey  
Director, Programs and Project Development  
Sheldon Chumir Foundation for Ethics in Leadership

### Promoting Ethics: Learning Canada's Ways

Accountability, good governance and the need for an ethical public service have long been topics discussed by many Tanzanians. For the past eight years, the President of the United Republic of Tanzania, His Excellency Benjamin William Mkapa, has been working to institute an ethical public service in the country. His goal is to create a public service that is committed to multi-party democracy, constitutional, legal, economic and civil service reform, improving individual human rights, and fighting corruption. The further development and promotion of ethical values within our public service can help the government achieve those goals.

Through the Tanzania Democratic Development Programme supported by CIDA (Canadian International Development Agency), the Tanzania Ethics Promotion Project was established in 2001 to increase the performance of selected government departments in the areas of human rights, ethics of public servants and public leaders, development of democratic practices, and the enforcement of the rule of law.

In August 2003, CIDA sponsored a study tour of twelve public servants from strategically selected government institutions: the Good Governance Co-ordination Unit (GGCU); State House; Ethics Secretariat; Presidents' Office; Commission for Human Rights and Good Governance (CHRGG); Prevention of Corruption Bureau (PCB); Presidents' Office; and the Civil Service Inspection Unit. Our goal was to learn ethics in "the Canadian way".

Orientation for the group was carried out at the University of Calgary's International Centre, where facilitator Sally McLean showed us that Tanzania and Canada share a number of similarities in that the institutions of both our countries were greatly influenced by British rule. However, whereas organizations in Canada tend to emphasize individualism, in Tanzania the culture of extended family and community has a much stronger influence. McLean suggested that

when we think about good ethical practices observed in Canada, we should reflect on our own context, to see how or whether those practices might fit our situation.

From Dr. Andrew Bear Robe we heard about Canada's First Nations people and their challenging relationship with the federal government. This was reminiscent of the challenges Tanzania's government faces in dealing with some of our nation's leaders – not all leaders are ethical, and not everyone has the same concept of ethical behaviour. These are challenges that need to be overcome for both our countries to move forward.



*Augustus Kariya works with Michelle McCann during the Tanzanian Study Tour*

We also heard, from Hon. Judge Mandamin, details of the Aboriginal Restorative Justice and Peacemaker Court system, a system of Aboriginal justice that brings youth criminals who have committed minor offences together with their victims in order to resolve the situation without the youth being put into prison. Tanzania had a tribal-based court system prior to the introduction of our current court system, based on the English judicial system, and while a full return to such a system is not

suitable for Tanzania at the moment, many pieces of the Peacemaker Court system – particularly the focus on youth development – might be socially beneficial in Tanzania.

We learned, during our study tour in Canada, that Tanzania needs to act on principles that will benefit society. Not all of Canada's solutions will work for Tanzania. During the week spent with the Sheldon Chumir Foundation, the group heard from public and private sector organizations that are seeking to embed ethics in their policies and processes. That helped us to see that ethics in the public service will not suffice. There is a need to observe ethics both individually and at the corporate level, and to encourage behaviour based on respect and responsibility. This is a theme that the Tanzania Ethics Promotion Project will continue to develop.

Augustus Kariya  
Tanzanian Civil Service,  
Ethics Promotion Program

### **Providing HIV Medication to Africa: A Canadian Initiative**



Canada's international leadership role is less certain than it once was. We are not leaders in military or economic power, we have no urgent agenda, and though we participate in a multitude of international organizations, Canada's voice is rarely the loudest.

The apparent diminution of Canada's international presence has led some to question the strength of Canada's foreign policy. Andrew Cohen's *While Canada Slept: How We Lost Our Place in the World* suggests that Canada, a once powerful and influential country, has through an economic withdrawal from the international arena lost the majority of its international authority. Others are echoing the need for Canada to drastically alter its foreign policy, re-establish its international priorities and assert international leadership. A quote from philosopher George Grant's 1965 publication *Lament for a Nation* sums up Canada's current foreign policy quandary:

"A nation does not remain a nation only because it has roots in the past. Memory is never enough to guarantee that a nation can articulate itself in the present. There must be a thrust of intention into the future."

This fall Canada took a step forward towards our future international position. Our country is moving to fight the spread of AIDS in Africa by loosening Canadian Patent laws in order to make generic versions of the HIV-suppressing drug and other AIDS medication available to those African countries that need it most.

This decision is part of a larger process demonstrating a cross-Canada commitment to finding solutions to the AIDS crisis in Africa. In 2001, former Canadian ambassador to the UN Stephen Lewis was appointed UN Special Envoy

for HIV/AIDS in Africa. Beyond his role in the UN, he has played an important part in providing information and encouragement to the Canadian government and the Canadian people, challenging us to do whatever we can to ease suffering on that continent. In his stimulating address at the Sheldon Chumir Foundation Symposium "Community Values in an Age of Globalization", prior to the 2002 G8 Summit in Kananaskis, Mr. Lewis reminded the international community of the pressing need for commitment to addressing issues of HIV/AIDS in Africa.<sup>1</sup>

In January of this year, Foreign Affairs Minister Bill Graham initiated a dialogue with Canadians, asking us what the most important issues in Canadian foreign policy were. Many participants, including the Sheldon Chumir Foundation, listed the importance of establishing strong Canadian aid and development programs, and many made specific mention of AIDS in Africa. The strengthening of these programs was listed in Minister Graham's report as a crucial part of the future of Canada's foreign policy.

In June 2003, the Sheldon Chumir Foundation and its partners held a conference on the social responsibility of Canadian corporations in Africa. The AIDS crisis was touched on during this conference, showing that Canadian corporations operating within Africa are aware of their responsibility to participate in finding a constructive means to address, and ideally solve, the crisis.

These are just a few examples of the cross-Canadian dialogue that has emerged in recent years regarding the African AIDS epidemic. The relaxation of Canada's patent laws is the first solid Canadian initiative to move forward.

Over 30 million Africans are infected with HIV, with some countries facing an infection rate of close to 40%. Few can afford drug treatments, which can cost upwards of \$10,000 USD per year. Barriers in national patent laws and international trade laws have thus far prevented Canada from developing and distributing a generic brand of HIV "cocktails", combinations of drugs that can ease the suffering of HIV victims and increase their life expectancy up to ten years. Oxfam International estimates that with loosened patent laws and distribution of generic drugs,

<sup>1</sup> The proceedings of that Symposium are available both as a downloadable file from the Foundation web site, and in book form (Cnd\$24 including shipping) from the Foundation office.

the cost to medicate an individual would decrease to under \$1000 per year.

At home, all political parties have co-operated to make this a uniquely Canadian collaboration. Patent-holders and generic drug companies have also been consulted to ascertain what needs to be changed - with the caveat that any change would be minimal. Potential losses in profits and at the polls have not deterred this collaboration between traditional rivals in both marketplace and politics, which indicates an unusual willingness to do the right thing for its own sake. Canada is choosing to do something to relieve suffering on the African continent, despite the internal and external challenges our solution faces. Externally, trade partners and international drug companies expressed concern that the generic drugs would be sold back to Europe, Asia and the Americas through the black market. Canada will have to ensure that providing generic drugs to Africa is done with minimal threat of black-market intervention, and within the bounds of international trade agreements. Satisfying all our international partners while implementing this idea may not be easy - but an ethical approach is rarely the easiest, the most straightforward or the most expedient route.

Canada is stepping forward to pursue a difficult, but not impossible idea. Leading by example demonstrates both that an idea can be implemented and the way to move it forward. Canada, however, does face further challenges to furthering this initiative. Our corporations operating out of Africa are not yet providing AIDS drugs to their employees, as Anglo American did over a year ago; our per-capita aid directed towards the AIDS epidemic is not as high as many other countries. We have a long way to go in the broader struggle to re-work our foreign policy and re-establish our international leadership; this first step however, the uniqueness of this idea and the persistence with which Canada follows it up, is a step that can distinguish us. Canada has not yet lost its respect or its position in the International community; the path to maintaining and perhaps enhancing our international position is to take more steps like this one.

Michelle McCann  
2003-2004 Intern

with thanks to Alison Dempsey for contributions to this article



*Members of the Tanzanian Study Tour*

### ANNOUNCING

**Sheldon Chumir Foundation  
for Ethics in Leadership's**

**Third Symposium**

**CANADIAN VALUES IN THE WORLD COMMUNITY:  
BUILDING TRUST, BALANCING GLOBAL POWER**

**Sheraton Suites Eau Claire, Calgary**  
**May 14<sup>th</sup> to 16<sup>th</sup>, 2004**

*Save The Dates!*  
more information to follow...

### **SHELDON CHUMIR FOUNDATION FOR ETHICS IN LEADERSHIP**

has some interesting volunteer opportunities

- research
- ticket sales
- assisting with the newsletter or events

to help out, or to join our email list, please contact our office

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## HOMELESSNESS FORUM

THE SHELDON M. CHUMIR FOUNDATION

presents

### **HOMELESSNESS: Energizing Solutions for Calgary**

**Monday, December 1<sup>st</sup> 2003, 7:30—9:30 p.m.**

**EPCOR Engineered Air Theatre  
205 8<sup>th</sup> Avenue SE, Calgary**

- Why is homelessness increasing in a city as affluent as Calgary?
- What are the different attitudes that need to change to solve the homelessness problem?
- Why are more working people unable to find permanent homes?
- How can different actors in Calgary work to address the lack of available affordable housing in this city?



The Sheldon Chumir Foundation's 2003-2004 Media Fellow **Gordon Laird** will launch a discussion on the new dilemmas facing the homeless, and the shifting attitudes that can contribute to new solutions. Mr. Laird is currently producing a solutions-oriented study of homelessness and shelter in Canada.

Panelists also include

- **Kathleen Cairns**  
Professor of Applied Psychology at the University of Calgary;  
Co-Investigator 2002 Calgary Homeless Study
- **Carrie Neilson**  
Issue Strategist with the City of Calgary;  
Chair, Calgary Homeless Awareness;  
Board Member, Calgary Homeless Foundation

This event is free, but please register  
by contacting the Foundation office

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## Where are they now?

We have been asked what some of our former Fellows and Interns are doing now.

2000—2001 Intern **Lindsay Gluck** is now finishing law school at the University of Calgary. Ms. Gluck spent the fall studying in Leiden, Netherlands, earning exchange credits in Governance in Developing Countries, and European Human Rights and Competition. She looks forward to articling with Gowlings next fall.

2001—2002 Intern **David Hughes** is in second year law at the University of Toronto. David continues to pursue an interest in issues of human rights and community involvement that he developed while working on the Foundation's programs, including the Symposium "Community Values in an Age of Globalization".

2001—2002 Public Policy Fellow **Alison (Jeffrey) Azer** has been working with Professor Harry Arthurs of York University, researching the social/charitable implications of foreign acquisition—a field she explored previously with the Canadian Centre for Social Entrepreneurship. Speaking from Vancouver where she now lives, Azer says "receiving the Chumir Fellowship enabled me to pursue research into areas of corporate and civic responsibility. I wouldn't be doing the work I am now if it weren't for the opportunities the Fellowship provided."

2002—2003 Media Fellow **Douglas Todd** has just been sent to Rome for several weeks by the CanWest newspaper chain, to cover three major events at the Vatican. Upon his return he will resume his research for the Foundation on balancing freedom of expression against the need to separate religion and state.

2002—2003 International Correspondent **Mildred Ngesa** has been in Cologne, Germany this fall, on a writing grant from the Heinrich Boll Foundation. In a recent interview by German Deutsche Welle Radio (Africa Section), she spoke extensively on the "Injustices of Justice" research she did with Foundation help on police brutality in Kenya.