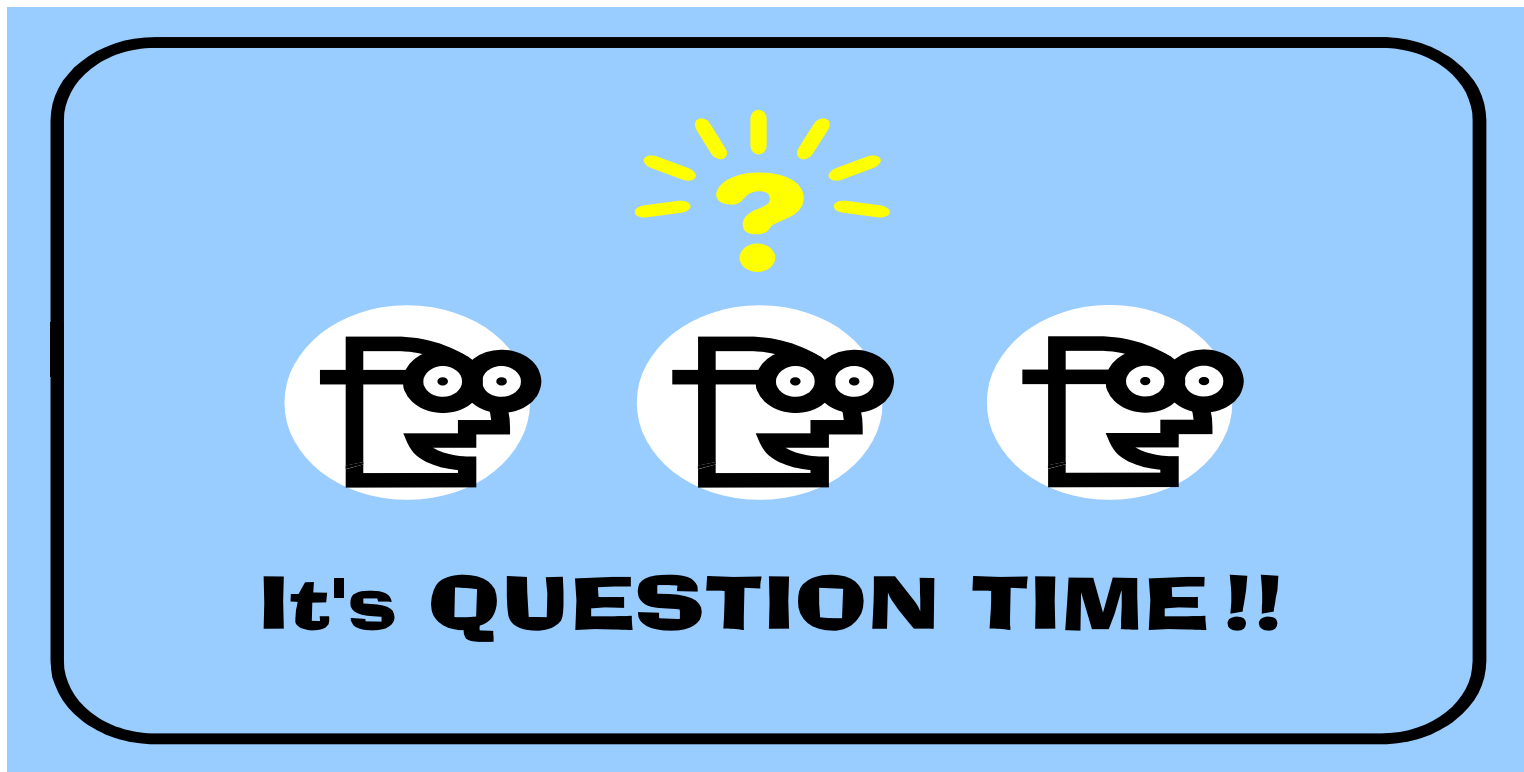




CE 401 CE Seminar General Questions:

Start ZOOM





CE 401 Civil Engineering Seminar

Testing Water ... and Ethics

DISCUSSION GROUP ACTIVITY

Timely Initial Posts: 96.3%

Last Update 24-Feb-23 12:03 AM

Section 2

Week 7

Discussion Question Activity Report

Question	Group	Leader	1	2	3	4	5
1	A	Lockhart	Burch	Dockemeyer	Hagan	Lockhart	<i>Wong</i>
1	B	Demaree	Demaree	Ham	Makinen	Robertson	Rodgers
1	C	Vargas	Gough	Harres	Rogers	Vargas	
1	D	Kayat	Al Kharusi, Sr.	Hadgu	Kayat	McCrary	
1	E	Graham	Graham	Lee	Todd	Williams	
1	F	Kilcoyne	Graves, Jr.	Hamilton	Hernandez	Kilcoyne	O'Neill
2	A	Wong	Burch	Dockemeyer	Hagan	Lockhart	<i>Wong</i>
2	B	Robertson	Demaree	Ham	Makinen	Robertson	Rodgers
2	C	Harres	Gough	Harres	Rogers	Vargas	
2	D	Hadgu	Al Kharusi, Sr.	Hadgu	Kayat	McCrary	
2	E	Lee	Graham	Lee	Todd	Williams	
2	F	O'Neill	Graves, Jr.	Hamilton	Hernandez	Kilcoyne	O'Neill
3	A	Dockemeyer	Burch	Dockemeyer	Hagan	Lockhart	<i>Wong</i>
3	B	Rodgers	Demaree	Ham	Makinen	Robertson	Rodgers
3	C	Gough	Gough	Harres	Rogers	Vargas	
3	D	Al Kharusi, Sr.	Al Kharusi, Sr.	Hadgu	Kayat	McCrary	
3	E	Todd	Graham	Lee	Todd	Williams	
3	F	Hamilton	Graves, Jr.	Hamilton	Hernandez	Kilcoyne	O'Neill

Font Legend

non-bold	No post made, time for posting remains	non-bold	Late Post before consensus, 20% loss
Bold	Post made within Time	Bold	Post is made after consensus, 60% loss
Non-Bold Leader-	No Consensus Posted, -5 Points	<i>Ital. non-bold</i>	No Post Made, 100% loss



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Quiz 6

QUIZ RESULTS

Quiz 6
Range: 4-10; Average 8.7
W/ Text Historic 2-10; Average 8.4

51% (26 of 51) scored 10/10 on Quiz 5



CE 401 Civil Engineering Seminar Gilbane Gold Follow up:

Regulations like those featured in Gilbane Gold serve multiple purposes, among them:

- 1) They announce to the world what conduct is required by law and what conduct is permitted by law**
- 2) They define the rules of engagement for business activity, e.g. they create the level playing field for economic competition.**

This is why businesses have no unilateral duty to do more than their regulations dictate, and businesses comply with the regulations to the letter.



CE 401 Civil Engineering Seminar Gilbane Gold Follow up:

When David Jackson faces his dilemma, one option is to leave Z-Corp for Greener Pastures.

- **What are the probable consequences of this option?**
 - **The City is aware of the situation and can still consider new rule making to protect its Gilbane Gold, if needed-NO CHANGE**
 - **The farmers can still consider purchasing more or less Gilbane Gold-NO CHANGE**
 - **Z-Corp and other industries in Gilbane can still consider staying or moving-NO CHANGE**



CE 401 Civil Engineering Seminar Whose Decisions Are the Focus?

When David Jackson faces his dilemma, one option is to leave Z-Corp for Greener Pastures.

- **Is it appropriate to demand David Jackson stay because party X may or may not do something contrary to your or David's preferences?**
 - **The City might decide to keep the rules as they are; therefore, David Can't Leave**
 - **The farmers might decide to use even more Gilbane Gold; therefore, David Can't Leave**
 - **Z-Corp may hire another engineer to take David's place who will go along with dilution; therefore, David Can't Leave**



CE 401 Civil Engineering Seminar Whose Decisions Are the Focus?

The focus with ethics is how one makes choices/decisions, not how others might make their choices/decisions.

- **Each person is responsible for his/her own decisions**
- **A person is NOT responsible for the decisions that others make or may make**
- **It is difficult enough to make one's own decisions.**



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Ethical Conduct:

Ethics - Standards of Conduct Based on Types of relationships:

- 1) Conduct that affects the public's health/safety/welfare*
- 2) Conduct that affects clients/employers*
- 3) Conduct that affects our profession and peers (engineers and other co-workers)*



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Ethical Conduct:

Ethics - Standards of Conduct Based on Types of relationships:

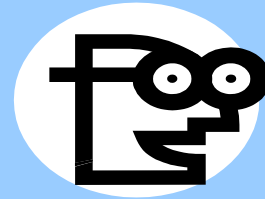
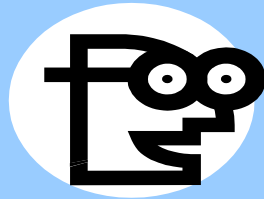
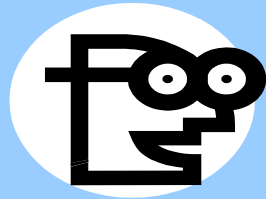
- 1) Trueteel and Gilbane raised questions on all three levels*
- 2) Testing Water raises questions in areas 2 and 3, but not 1.*

***Some ethical decisions
don't affect the public!!***

- 3) What about "Incident at Morales"?*



CE 401 CE Seminar High Expectations:



It's QUESTION TIME !!



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Testing Water ... and Ethics

- *What is Jim Duffy's decision in this case?*



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Testing Water ... and Ethics

- *What is Jim Duffy's decision in this case? **He must decide whether he will write a partial report as directed or not.***
- *Is that an ethical dilemma for Jim?*

?



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Testing Water ... and Ethics

- *What is Jim Duffy's decision in this case? He must decide whether he will write a partial report as directed or not.*
- *Isn't that an ethical dilemma for Jim? Yes, pitting Loyalty to his employer against his duty to fully report relevant data and information*
- *Is this the central question in this case?*



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Testing Water ... and Ethics

- *What is Jim Duffy's decision in this case? He must decide whether he will write a partial report as directed or not.*
- *Isn't that an ethical dilemma for Jim? Yes, pitting Loyalty to his employer against his duty to fully report relevant data and information*
- *Is this the central question in this case? No*
- *What is the central question in this case?*



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Testing Water ... and Ethics

- *What is Jim Duffy's decision in this case? He must decide whether he will write a partial report as directed or not.*
- *Isn't that an ethical dilemma for Jim? Yes, pitting Loyalty to his employer against his duty to fully report relevant data and information*
- *Is this the central question in this case? No*
- *What is the central question in this case? Should Porter Rodman violate its promise to do partial reporting or violate its duty for full reporting?*



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Testing Water ... and Ethics

• *Did Jim Duffy resolve his ethical dilemma?*



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Testing Water ... and Ethics

- *Did Jim Duffy resolve his ethical dilemma? **Yes, he challenged his boss's demand for partial reporting.***
- *How did that resolve his dilemma? **By***



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Testing Water ... and Ethics

- *Did Jim Duffy resolve his ethical dilemma? Yes, he challenged his boss's demand for partial reporting.*
- *How did that resolve his dilemma? By forcing Porter-Rodman to confront the issue and resolve it.*
- *Who is the decision maker?*



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Testing Water ... and Ethics

- *Did Jim Duffy resolve his ethical dilemma? Yes, he challenged his boss's demand for partial reporting.*
- *How did that resolve his dilemma? By forcing Porter-Rodman to confront the issue and resolve it.*
- *Who is the decision maker? Porter-Rodman management*



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Testing Water ... and Ethics

This case provides nice lessons:

- ***How to exhaust internal channels without creating a host of enemies in the process,***
- ***How the exhaustion process can work to the benefit of the concerned employee and the company, and***
- ***Why it is important to clearly define the specific question the decision-maker must answer.***

These are IPP's greatest contributions to this conversation about ethical decision making.



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Testing Water ... and Ethics

- **The real ethical dilemma in this case is:**
 - **Confidentiality and Promise Keeping vs Honesty in Reporting**
 - **Questions about the circumstances that created the conflict in these values**



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Testing Water ... and Ethics

- **How was this dilemma created?**
By Whom? When?



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Testing Water ... and Ethics

- How was this dilemma created?
By Whom? When?
 - Dilemma created by Porter-Rodman when Porter-Rodman agreed to a contract that required partial reporting and prohibited full reporting



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Testing Water ... and Ethics

- **Who are the Stakeholders?**



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Testing Water ... and Ethics

- **Who are the Stakeholders?**
 - **Porter-Rodman**
 - **Anderson Properties/Ed Anderson/Client**
 - **Prospective buyers of the property**
- **Is the Public Health, Safety, or Welfare affected in this case?**



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Testing Water ... and Ethics

- Who are the Stakeholders?

- Porter-Rodman
- Anderson Properties/Ed Anderson/Client
- Prospective buyers of the property

- Is the Public Health, Safety, or Welfare affected in this case? **Probably not.**



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Testing Water ... and Ethics

- **The case presents the following options:**
 - 1. Back out of Contract-Breach Promise**
 - 2. Send Anderson a Letter recommending full reporting of all wells-then go along**
 - 3. Pay part of cost of more investigation if full reporting requires more work**
 - 4. Partial Report per Contract (Do Nothing)**



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Testing Water ... and Ethics

- **What rationalizations appeared in video?**



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Testing Water ... and Ethics

•What rationalizations appeared in video?

- Everybody Does It.**
- It Doesn't Hurt Anyone.**
- If it's Legal, It's Ethical.**
- If it's Necessary, It's Ethical.**



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Testing Water ... and Ethics

- **One engineer told Duffy, “Just Give The Client What He Wants”**
 - **Is this an appropriate business goal?**



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Testing Water ... and Ethics

- One engineer told Duffy, “Just Give The Client What He Wants”

- Is this an appropriate business goal?

- Always important to satisfy clients. To not do so will risk business success.**

- What about when other duties supersede this goal?



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Testing Water ... and Ethics

- One engineer told Duffy, “Just Give The Client What He Wants”

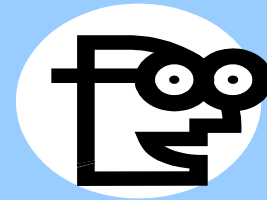
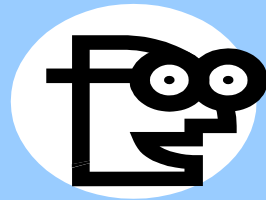
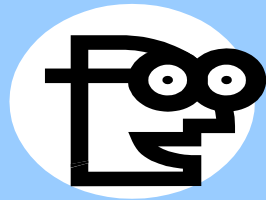
- Isn't this an appropriate business goal?

- Always important to satisfy clients. To not do so will risk business success.

- What about when other duties supersede this goal? **Professionals should not violate ethical or legal duties to satisfy a client demand or expectation.**



CE 401 CE Seminar Testing Water ... and Ethics:



It's QUESTION TIME !!



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Testing Water ... and Ethics

Discussion Question #1

The "Testing Water ... and Ethics" case identified four options available to Porter-Rodman Engineering. In answering these questions, please reference options from the 4 specific options identified in the video as follows:

- 1 Back out of Contract
- 2 CYA Letter
- 3 Financial Assistance
- 4 Partial Reporting per Contract

GROUP	LEAST	MOST	WE'D DO
A	4	1	2
B	4	3	2
C	4	1	2
D	4	1	3
E	4	3	2
F	4	1	2

After viewing the video, in 1 to 2 sentences each, answer the following three questions.

- Question A: Which option is the least ethical option and why?
- Question B: Which option is the most ethical option and why?
- Question C: Which option would you select?

- A Lockhart
- B Demaree
- C Vargas
- D Kayat
- E Graham
- F Kilcoyne



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Testing Water ... and Ethics

- Which Option is LEAST ethical? Why?

Option Number	Option Description	Least Ethical
1	Back out of Contract	7
2	CYA Letter	3
3	Financial Assistance	0
4	Partial Reporting per Contract	40



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Testing Water ... and Ethics

• Which Option is MOST ethical? Why?

Option Number	Option Description	Most Ethical
1	Back out of Contract	21
2	CYA Letter	4
3	Financial Assistance	22
4	Partial Reporting per Contract	2



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Testing Water ... and Ethics

•What would you do? Why?

Option Number	Option Description	I'd Do
1	Back out of Contract	9
2	CYA Letter	25
3	Financial Assistance	11
4	Partial Reporting per Contract	5



CE 401 Civil Engineering Seminar Introduction & Incident At Morales

Discussion Question #2

In the epilogue of the "Testing Water ... and Ethics" case, Jim Duffy claims that Porter-Rodman Engineering is excused from its ethical duty to report the two additional wells in this case. **After viewing the video, in 2 to 3 sentences each, answer the three questions.**

Section 1	19	5
Section 2	15	12

Question A: Do you agree that in this specific case, Porter-Rodman Engineering does not have to fully report the two additional wells, and why?

Agree	Disagree
-------	----------

Question B: Does this also mean in a more general sense that when there is a conflict between an engineer's important business interest and an engineer's ethical obligation, the engineer is excused from the ethical obligation, and why?

Question C: In this specific case, is the excuse that Porter-Rodman Engineering cites legitimate or illegitimate, and why?

Question D: Using the language of the three Josephson GKC criteria, define a legitimate and an illegitimate excuse and discuss their differences?

- A Wong**
- B Robertson**
- C Harres**
- D Hadgu**
- E Lee**
- F O'Neill**



CE 401 Civil Engineering Seminar Introduction & Incident At Morales

Discussion Question #2

In the epilogue of the "Testing Water ... and Ethics" case, Jim Duffy claims that Porter-Rodman Engineering is excused from its ethical duty to report the two additional wells in this case. **After viewing the video, in 2 to 3 sentences each, answer the three questions.**

Question A: Do you agree with this claim, and why?

GROUP	AGREE	DISAGREE		
A	X		A	Wong
B		X	B	Robertson
C	X		C	Harres
D	X		D	Hadgu
E	X		E	Lee
F	X		F	O'Neill



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Testing Water ... and Ethics

Discussion Question #2

Agree or Disagree that Porter Rodman is excused from its ethical duty of full reporting.

- A majority disagrees with this assertion



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Testing Water ... and Ethics

Discussion Question #2

Agree or Disagree that Porter Rodman is excused from its ethical duty of full reporting.

- A majority agrees with this assertion
 - Never an excuse to violate an ethical duty
 - Must comply with the ethical duty when it conflicts with a non-ethical value, e.g. business interests



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Testing Water ... and Ethics

Discussion Question #2

Agree or Disagree that Porter Rodman is excused from its ethical duty of full reporting.

- A majority disagrees with this assertion
 - Never an excuse to violate an ethical duty
 - Must comply with the ethical duty when it conflicts with a non-ethical value, e.g. business interests
- What if this ethical duty conflicts with another ethical duty like promise keeping?



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Testing Water ... and Ethics

Discussion Question #2

Agree or Disagree that Porter Rodman is excused from its ethical duty of full reporting.

- A majority disagrees with this assertion
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 - Must comply with the ethical duty when it conflicts with a non-ethical value, e.g. business interests
- What if this ethical duty conflicts with another ethical duty like promise keeping?
 - What if full reporting causes less harm than promise keeping?



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Testing Water ... and Ethics

Discussion Question #2

Agree or Disagree that Porter Rodman is excused from its ethical duty of full reporting.

- A majority disagrees with this assertion
 - Never an excuse to violate an ethical duty
 - Must comply with the ethical duty when it conflicts with a non-ethical value, e.g. business interests
- What if this ethical duty conflicts with another ethical duty like promise keeping?
 - What if full reporting causes less harm than promise keeping?
 - What if full reporting causes more harm than promise keeping?



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Testing Water ... and Ethics

Discussion Question #2

What is the difference between a legitimate and illegitimate excuse? In answering this question, make specific reference to Josephson's three GKC criteria.

- **Illegitimate Excuse:**



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Testing Water ... and Ethics

Discussion Question #2

What is the difference between a legitimate and illegitimate excuse? In answering this question, make specific reference to Josephson's three GKC criteria.

- Illegitimate Excuse: 2nd GKC criterion provides the clue. It is “illegitimate” to excuse violating an ethical obligation to advance a non-ethical value.
- Legitimate Excuse:



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Testing Water ... and Ethics

Discussion Question #2

What is the difference between a legitimate and illegitimate excuse? In answering this question, make specific reference to Josephson's three GKC criteria.

- Illegitimate Excuse: 2nd GKC criterion provides the clue. It is “illegitimate” to excuse violating an ethical obligation to advance a non-ethical value.
- Legitimate Excuse: 3rd GKC criterion provides the clue. It is “legitimate” to excuse violating an ethical obligation when it is necessary to advance another ethical obligation that will produce the greatest balance of good over bad outcomes.



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Testing Water ... and Ethics

Discussion Question #2

The second and third parts of this question are framed as a conflict between an ethical duty (full reporting) and a non-ethical value (business interests). **Dilemma!**



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Testing Water ... and Ethics

Discussion Question #2

The Josephson criteria requires a decision maker to identify the proper level of the issue

- For a conflict between an ethical value and a non-ethical value
 - The ethical value must trump the non-ethical value, and
 - There is no legitimate excuse to violate the ethical duty



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Testing Water ... and Ethics

Discussion Question #2

The second and third parts of this question are framed as a conflict between an ethical duty (full reporting) and a non-ethical value (business interests). **Dilemma!**

The case analysis can also be framed as a conflict between two ethical duties, full reporting and promise-keeping.

Ethical Dilemma?



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Testing Water ... and Ethics

Discussion Question #2

The Josephson criteria requires a decision maker to identify the proper level of the issue

- For a conflict between an ethical value and a non-ethical value
 - The ethical value must trump the non-ethical value, and
 - There is no legitimate excuse to violate the ethical duty
- For a conflict between competing ethical values.
 - When there is an Ethical Dilemma, there is a legitimate excuse to violate an ethical value
 - The goal is to find the option that will produce the greatest balance of good over bad in the long run, **BASED ON THE FACTS.**



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Testing Water ... and Ethics

Discussion Question #3

In the Epilogue, Jim Duffy explains that a decision maker is only required to make "reasonable" personal sacrifice to do the ethical thing and is excused from doing the ethical thing if the sacrifice is unreasonable. However, the program does not clarify whether Duffy's "reasonable sacrifice" standard should be applied as either a "subjective" or an "objective" standard.

- If this standard is applied as a subjective standard, the decision maker determines whether the required personal sacrifice is "unreasonable"
- If this standard is applied as an objective standard, a disinterested third party will determine whether the required personal sacrifice was "unreasonable" based on the facts of the case.

1. Explain what Duffy means when he discusses a "reasonable sacrifice"
2. Identify at least one example of a personal sacrifice that would be reasonable to satisfy an ethical duty and at least one example of a personal sacrifice that would be unreasonable to satisfy an ethical duty.
3. In 3 to 4 sentences, explain whether and why Duffy's "reasonable sacrifice" standard should be applied objectively or subjectively?

A	Dockemeyer
B	Rodgers
C	Gough
D	Al Kharusi, S
E	Todd
F	Hamilton



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Testing Water ... and Ethics

Discussion Question #3

Section 1:

Group	Leader	Sub/Obj	Combined Group Votes
A	Delaney	Obj	3 - 1
B	Berling	Sub	2.5 - 1.5
C	Popham	Obj	1 - 3
D	Fonseca	Split	3 - 1
E	Spencer	Sub	1 - 3
F	Holland	Obj	3 - 1
Groups	Section 1	3-2-1	13.5 - 10.5

Section 2:

Group	Leader	Sub/Obj	Combined Group Votes
A	Dockemeyer	Sub	3 - 1
B	Rodgers	Obj	5 - 0
C	Gough	Sub	1 - 3
D	Al Kharusi, Sr.	Obj	4 - 0
E	Todd	Split	3 - 1
F	Hamilton	Sub	1 - 4
Groups	Section 2	2-3-1	17 - 9

All Groups	Both Sections	5-5-2	30.5 - 19.5
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Testing Water ... and Ethics

Discussion Question #3

- **Questions about reasonable sacrifice only arise if someone else challenges the propriety of a decision, right?**
- **Consider the whistle blower in the Hyatt case.**
 - **Had he decided to blow the whistle prior to the failure he would have suffered negative personal consequences**
 - **Loss of job**
 - **Financial ruin**
 - **Etc.**
 - **He concluded the personal sacrifice due to blowing the whistle was unreasonable and remained quiet.**
- **Was he right that his personal sacrifice was unreasonable? Is it any of my business or concern?**



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Testing Water ... and Ethics

Discussion Question #3

- **Who should determine whether the personal sacrifice that the decision maker wants to avoid is reasonable or unreasonable?**
 - The decision maker (subjective),
 - An accuser (prosecutorial), or
 - A third party (objective)
- **If I get to decide whether my personal sacrifice is unreasonable, what prevents me from rejecting any and all personal sacrifice as unreasonable in a subjective system?**



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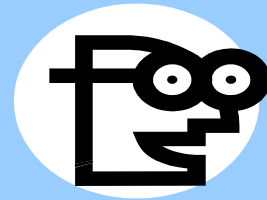
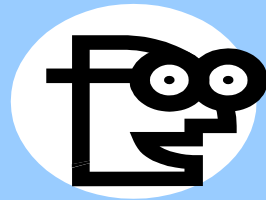
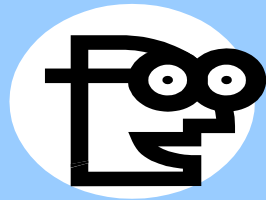
Testing Water ... and Ethics

Discussion Question #3

- In the “Testing Water” case, Porter-Rodman management concluded that the sacrifice of losing Anderson Properties as a client under the facts in the case would be unreasonable.
- But that is not the end of it because should a prospective buyer accuse the impropriety of that decision, a jury would make the ultimate determination of this specific question.
- That finding would be objective.
- The decision-maker must understand that the assessment of “reasonable sacrifice” is an objective standard.



CE 401 CE Seminar Testing Water ... and Ethics:



It's QUESTION TIME !!



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Testing Water ... and Ethics

- ***Porter-Rodman agreed to a contract that requires them to violate a known ethical duty, thereby creating the ethical dilemma in this case. (Promise-Keeping vs. Full Reporting)***
- ***Is it proper for a party to ignore an ethical duty in entering a contract and thereby create a dilemma that is based on the choice of violating a promise (contract) or the ethical duty the party agreed to violate in creating the contract?***
- ***Was Porter-Rodman's decision about which ethical duty it would honor predetermined when it agreed to ignore its ethical duty in order to gain the contract, e.g. violating an ethical duty for a non-ethical reason?***



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Testing Water ... and Ethics

- ***Isn't Option 2 just as unethical as Option 4?***
 - ***Option 4 is partial reporting per the contract***
 - ***Option 2 is partial reporting per the contract with the CYA letter that cannot alter or change ethical duties***
- ***However, Breaching the contract is also an ethical violation (promise keeping duty) justified by fixing the original breach.***
- ***Porter-Rodman should have never agreed to the partial reporting at the outset and their agreement to violate the ethical code shouldn't be treated as an "honest oversight" due to imputed knowledge***
- ***However, if Porter-Rodman argue that it make an "honest" error without appreciating the contract violates the code, shouldn't they either negotiate a change (#3) or withdrawn from the contract (#1).***



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Testing Water ... and Ethics

This case is much more about legal duties than ethical duties

- 1. Can Porter-Rodman and Jim Duffy be sued for submitting a report that does not contain all relevant data?***
- 2. Do C-Y-A Letters Work?***



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Testing Water ... and Ethics

- 1. Can Porter-Rodman and Jim Duffy be sued? **Yes, they can!***
 - On what grounds?*



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Testing Water ... and Ethics

1. Can Porter-Rodman and Jim Duffy be sued? *Yes, they can!*

- **On what grounds? *Negligent or Fraudulent Misrepresentation***

[https://web.engr.uky.edu/~jrchee0/CE%20401/Important%20Legal%20Decisions/Negligent%20Misrepresentation-Economic%20Loss%20Rule/Rest%20d%20Torts%20Section%20552%20\(Negligent%20Misrepresentation.pdf](https://web.engr.uky.edu/~jrchee0/CE%20401/Important%20Legal%20Decisions/Negligent%20Misrepresentation-Economic%20Loss%20Rule/Rest%20d%20Torts%20Section%20552%20(Negligent%20Misrepresentation.pdf)

- **By whom?**



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Testing Water ... and Ethics

1. *Can Porter-Rodman and Jim*

*Duffy be sued? **Yes, they can!***

- *On what grounds? **Negligent or Fraudulent Misrepresentation***

[https://web.engr.uky.edu/~jrchee0/CE%20401/Important%20Legal%20Decisions/Negligent%20Misrepresentation-Economic%20Loss%20Rule/Rest%20d%20Torts%20Section%20552%20\(Negligent%20Misrepresentation.pdf](https://web.engr.uky.edu/~jrchee0/CE%20401/Important%20Legal%20Decisions/Negligent%20Misrepresentation-Economic%20Loss%20Rule/Rest%20d%20Torts%20Section%20552%20(Negligent%20Misrepresentation.pdf)

- *By whom? **Prospective buyers***



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Testing Water ... and Ethics

1. Do C-Y-A Letters Work?

- ***Can they provide protection against allegations of ethical breach?***



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Testing Water ... and Ethics

1. Do C-Y-A Letters Work?

- *Can they provide protection against allegations of ethical breach? **No.***
- *Can they provide protection against legal liability?*



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Testing Water ... and Ethics

1. Do C-Y-A Letters Work?

- *Can they provide protection against allegations of ethical breach? **No.***
- *Can they provide protection against legal liability? **Maybe***



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Testing Water ... and Ethics

CLOSING COMMENTS ON ETHICAL DECISIONS

- **Reviewed the role of our Code of Ethics**
- **Reviewed Ethical Theory**
- **Applied Josephson's EDM to Engineering dilemma**
- **Information is introductory only to the ideas and tools available**



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Testing Water ... and Ethics

CLOSING COMMENTS ON ETHICAL DECISIONS

•Goal: For each person to make MORE ETHICAL DECISIONS, MORE OFTEN

- Requires an ethical commitment**
- Requires ethical humility**
- Before you act, ask yourself:
What would I do if:**
 - My action will be tomorrow's headline**
 - My kid is watching over my shoulder**

YOUR PERSONAL WARNING SYSTEM



PROVIDED
COURTESY OF
NORTHROP
B-2 Division



CE 401 Civil Engineering Seminar

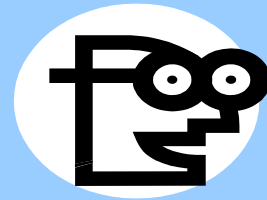
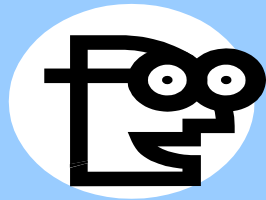
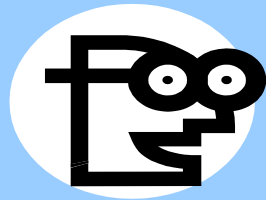
Testing Water ... and Ethics

CLOSING COMMENTS ON ETHICAL DECISIONS

- **Goal: For each person to make MORE ETHICAL DECISIONS, MORE OFTEN**
- **All My Sons: About Being Better**
- **Markers: Walking the Walk**
- **Starfish: Making a difference one decision at a time, one person at a time.**



CE 401 CE Seminar Ethics and Decision Making:



It's QUESTION TIME !!