Module 3: Ethical Leadership, Legal Reasoning, and Personnel

Some ethical issues may be obvious, such as not accepting gifts from companies seeking contracts.

Other cases may not be so clear-cut, such as not hiring an applicant in a situation that appears discriminatory. In this module, you consider hiring practices, human resources, and ethical issues.

Learning Objectives

**Students will:**

* Evaluate a personnel issue with ethical implications using legal reasoning
* Evaluate the effect of personnel laws, policies, and practices within education organizations

*Photo Credit: Hybrid Images / Cultura / Getty Images*

Learning Resources

***Note:****To access this week’s required library resources, please click on the link to the Course Readings List, found in the****Course Materials****section of your Syllabus.*

Required Readings

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_Practice.pdf" \o "Recommendations and implications for practice" \t "_blank)** [ASHE (2012). Recommendations and implications for practice](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_Practice.pdf" \o "Recommendations and implications for practice" \t "_blank)*[. ASHE Higher Education Report, 38](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_Practice.pdf" \o "Recommendations and implications for practice" \t "_blank)*[(1), 29–44.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_Practice.pdf" \o "Recommendations and implications for practice" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_LookingBeyond.pdf" \o "Looking beyond an administrative human resources department: HR and institutional performance" \t "_blank)** [ASHE (2012). Looking beyond an administrative human resources department: HR and institutional performance](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_LookingBeyond.pdf" \o "Looking beyond an administrative human resources department: HR and institutional performance" \t "_blank)*[. ASHE Higher Education Report, 38](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_LookingBeyond.pdf" \o "Looking beyond an administrative human resources department: HR and institutional performance" \t "_blank)*[(1), 107–130.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_ASHE_LookingBeyond.pdf" \o "Looking beyond an administrative human resources department: HR and institutional performance" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Bradley.pdf" \o "Talent management for universities" \t "_blank)** [Bradley, A. (2016). Talent management for universities.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Bradley.pdf" \o "Talent management for universities" \t "_blank) *[Australian Universities’ Review](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Bradley.pdf" \o "Talent management for universities" \t "_blank)*[, 58(1), 13-19.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Bradley.pdf" \o "Talent management for universities" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Decramer.pdf" \o "Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction" \t "_blank)** [Decramer, A., Smolders, C., &Vanderstracten, A. (2013). Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Decramer.pdf" \o "Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction" \t "_blank) *[The International Journal of Human Resource Management, 24](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Decramer.pdf" \o "Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction" \t "_blank)*[(2), 352–371.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Decramer.pdf" \o "Employee performance management culture and system features in higher education: Relationship with employee performance management satisfaction" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Edwards.pdf" \o "New approaches to staff recruitment in higher education" \t "_blank)** [Edwards, K. (2006). New approaches to staff recruitment in higher education.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Edwards.pdf" \o "New approaches to staff recruitment in higher education" \t "_blank) *[Higher Education in Europe, 31](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Edwards.pdf" \o "New approaches to staff recruitment in higher education" \t "_blank)*[(3), 289–293.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Edwards.pdf" \o "New approaches to staff recruitment in higher education" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Furlong.pdf" \o "From doctoral study to administration" \t "_blank)** [Furlong, J., & Vick, J. (2016, December 18). From doctoral study to administration.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Furlong.pdf" \o "From doctoral study to administration" \t "_blank)*[The Chronicle of Higher Education](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Furlong.pdf" \o "From doctoral study to administration" \t "_blank)*[. Retrieved from ​http://www.chronicle.com/article/From-Doctoral-Study-to/238708.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Furlong.pdf" \o "From doctoral study to administration" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Mamlet.pdf" \o "Gender in the job interview" \t "_blank)** [Mamlet, R. (2017, February 21). Gender in the job interview.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Mamlet.pdf" \o "Gender in the job interview" \t "_blank)*[The Chronicle of Higher Education](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Mamlet.pdf" \o "Gender in the job interview" \t "_blank)*[. Retrieved from http://www.chronicle.com/article/Gender-in-the-Job-Interview/239258.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Mamlet.pdf" \o "Gender in the job interview" \t "_blank)

**[Article:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Smith.pdf" \o "UNICORPS: Futures of higher education and business are intertwined" \t "_blank)** [Smith, G. (2017). UNICORPS: Futures of higher education and business are intertwined.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Smith.pdf" \o "UNICORPS: Futures of higher education and business are intertwined" \t "_blank) *[Adult Learning, 28](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Smith.pdf" \o "UNICORPS: Futures of higher education and business are intertwined" \t "_blank)*[(1), 38–40.](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Module03_Smith.pdf" \o "UNICORPS: Futures of higher education and business are intertwined" \t "_blank)

[U.S. Equal Employment Opportunity Commission. (n.d.).](http://www.eeoc.gov/laws/statutes/titlevii.cfm" \o "Title VII of the Civil  Rights Act of 1964" \t "_blank) *[Title VII of the Civil Rights Act of 1964](http://www.eeoc.gov/laws/statutes/titlevii.cfm" \o "Title VII of the Civil  Rights Act of 1964" \t "_blank)* [[Code text]. Retrieved December 14, 2016, from http://www.eeoc.gov/laws/statutes/titlevii.cfm](http://www.eeoc.gov/laws/statutes/titlevii.cfm" \o "Title VII of the Civil  Rights Act of 1964" \t "_blank)

[U.S. Equal Employment Opportunity Commission. (2012).](https://www.eeoc.gov/eeoc/litigation/selected/adea.cfm" \o "Selected List of Pending and Resolved Cases Under the Age Discrimination in Employment Act (ADEA)" \t "_blank) *[Selected list of pending and resolved cases under the Age Discrimination in Employment Act (ADEA)](https://www.eeoc.gov/eeoc/litigation/selected/adea.cfm" \o "Selected List of Pending and Resolved Cases Under the Age Discrimination in Employment Act (ADEA)" \t "_blank)*[. Retrieved from https://www.eeoc.gov/eeoc/litigation/selected/adea.cfm](https://www.eeoc.gov/eeoc/litigation/selected/adea.cfm" \o "Selected List of Pending and Resolved Cases Under the Age Discrimination in Employment Act (ADEA)" \t "_blank)

**[Document:](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Modules3_DrGonzalez_scenario.pdf" \o "Dr. González scenario" \t "_blank)** [“Dr. González” scenario (PDF)](https://class.waldenu.edu/bbcswebdav/institution/USW1/201850_27/ED_EDDD/EDDD_8105_WC/artifacts/USW1_EDDD_8105_Modules3_DrGonzalez_scenario.pdf" \o "Dr. González scenario" \t "_blank)

Required Media

SkillSoft. (n.d.). *50 Lessons: Business ethics is about a bunch of small decisions* [Video file]. Dublin, Ireland: Author.

**Note:** The approximate length of this media piece is 4 minutes.

Assignment: Human Resource Issues in Higher Education

As a leader in higher education, you need to be knowledgeable about human resource policies and practices. Consider a case involving an employee who was adamant that her constitutional rights were violated. She sought guidance and advice from her human resources department. The employee was relieved that HR followed up so quickly. This demonstrates the importance of having practices in place to manage personnel issues.

For this Assignment, you will review articles that analyze human resources issues in higher education. As you review these articles, consider issues that affect human resources in higher education.

**To Prepare**

* Read this module’s resources.
* Review the Learning Resources. Select two articles to analyze for your paper.
* In addition to the articles included in this module, research the topic of human resources in higher education to find two additional peer-reviewed articles for your Assignment.

As you review the articles, consider the following topics:

* Ensuring lawful employment practices
* Ensuring physical safety for employees
* Protecting against hiring discrimination
* Managing a situation not in compliance with professional ethics
* Protecting the rights of students as guaranteed by constitutional amendments

**To Complete**

Write a 1000 words paper titled “Personnel Laws, Policies, and Practices in an Education Organization.” Use two articles from the Learning Resources and two that you have found in your research.

Include these two sections:

**Section One: Summary**

Write a summary of the findings from the articles, focusing on how human resources manage implementation of personnel laws, policies, and practices.

**Section Two: Synthesis**

Based on your readings and interview findings, evaluate the overall impact of personnel laws, policies, and practices that contribute to the legal environment within education organizations.