

**Instructions (you will write your response on the template provided below):**

The C. T. Bauer College of Business has identified written communication and ethical reasoning as major learning outcomes for all of the undergraduate degree programs. This Business Writing Evaluation uses ethical reasoning as the basis for a writing assignment that will be used to evaluate your competency in written communication.

The Bauer Code of Ethics and Professional Conduct stresses honesty, respect, accountability, and integrity. Keep those principles in mind as a general basis for considering and responding to the ethics mini-case below. You are expected to make and communicate a decision to a specified audience in an appropriate manner.

Using the template file provided, write the correspondence as required. The well-organized correspondence should be between one and two pages in length.

The correspondence will be evaluated based on overall clarity, the quality of the ideas generated, and the professionalism of the presentation (including conforming to conventions for standard English usage).

**INSERT PLATFORM-SPECIFIC INSTRUCTIONS HERE**

You are Louise in the following scenario:

The Markkula Center for Applied Ethics, June 2007.

### **On the Record**

By Roey Rahmil

Mark Hinojosa had a checkered past as a city employee. He consistently performed well in his position but had been the subject of several allegations of sexual harassment in the workplace. In one instance, he had been warned for using his city email account to post online personal ads (and then showing his co-workers some of the responses he got). In another, he had been required to attend sexual harassment training after loudly retelling inappropriate jokes.

For the last several years of his employment, however, he had managed to keep his record clean. Recently, he capitalized on his expertise and left his city job to work with a private consulting firm.

When a City Council member resigned following an ethics scandal, Mark decided to run for the seat in the next election. He made his experience working for the city the centerpiece of his campaign. Seeking to contrast himself with the prior incumbent, Mark adopted the slogan "Hinojosa: Experience Meets Integrity." In interviews and advertisements, he was quoted as saying, "Enough is enough. This city needs leaders who can do the job while upholding their principles. In my time working for the city, I served honorably and ethically. If you elect me to the council, I will do the same."

Since he lauded his public employment so much, it wasn't long before reporters contacted Louise Kerns, his former supervisor. They asked her what kind of an employee Mark was, and if he had run into any problems. They also asked Mark to release copies of his employment records, but so far he hadn't responded to the request.

Louise was conflicted. On one hand, Mark's performance on the job had been good. He always beat deadlines, anticipated problems, and was proactive in coming up with solutions. On the other hand, in her opinion, he had demonstrated poor judgment in the office, and that had affected the entire workplace. His disregard for his co-workers and misuse of city property troubled her.

Louise decided to be up-front about her concerns, and called Mark to let him know what she was considering. He seemed irritated at first but ended the conversation by saying, "It's your call, Louise. Do what you think is right." After she hung up, the phone rang again. It was another reporter.

Louise states that she is occupied with city business and will not be able to answer questions about a former employee at this time. Louise tells the reporter that he has a better chance of getting his questions answered through email. The next morning, the following message appears in Louise's "Inbox."

**From:** Jim Story  
**To:** Louise Kerns  
**CC:**  
**Subject:** Mark Hinojosa

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Dear Ms. Kerns,

Thank you for taking the time to answer my questions. I am seeking further information regarding Mark Hinojosa, a former city employee and current candidate for City Council.

As his former supervisor, I was hoping you could shed light on Mr. Hinojosa's professional character. Please consider the following questions:

1. How would you characterize Mr. Hinojosa's performance? His professionalism?
2. Do you trust Mr. Hinojosa's judgment?
3. Mr. Hinojosa recently proclaimed "In my time working for the city, I served honorably and ethically." How would you assess this statement?
4. Would you please release Mr. Hinojosa's performance record?

Thank you in advance for your candid reply.

Jim Story

Head Staff Writer

*The Newspaper*

In a formal email, please respond tactfully to Mr. Story's inquiries. Be aware that your audience may intend to use your remarks in publication. Use the template below to write your response.

**From:** Louise Kearns  
**To:** Jim Story  
**CC:**  
**Subject:** Re: Mark Hinojosa

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