

Business Integrity Training Scenarios for team discussions 2024

Set B -Scenario 1: Getting the facts right

01.



business integrity training



John
Team Leader



Malcolm
Lead Technician



Yasmine
Technician

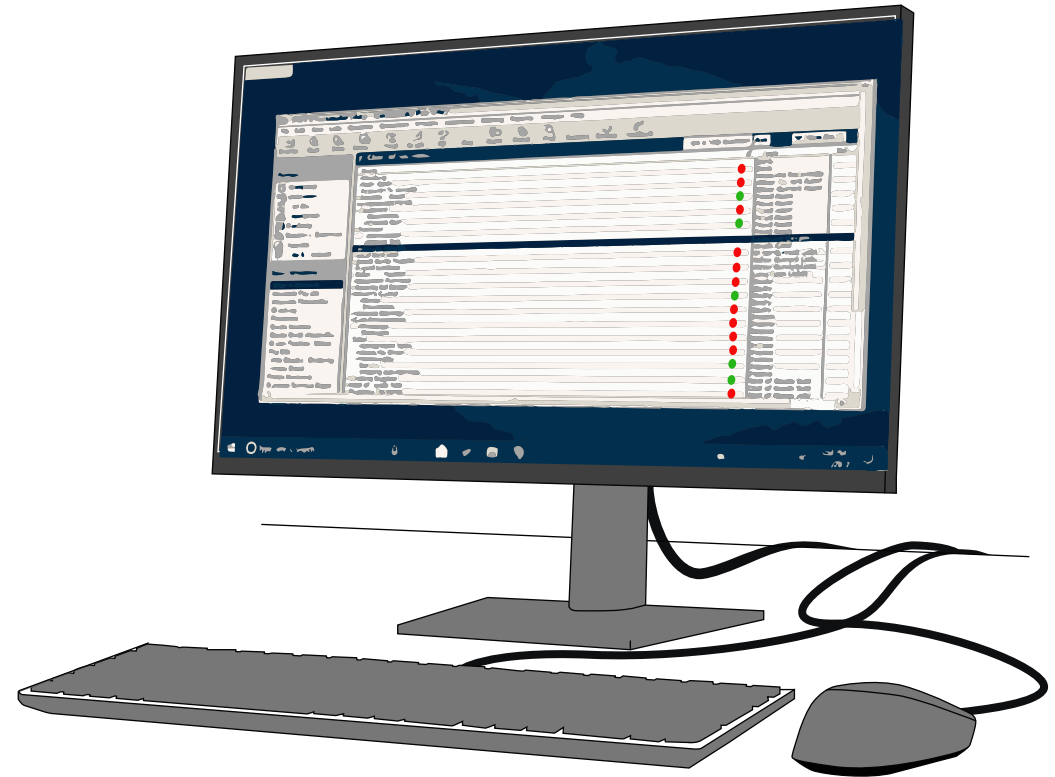


Arjun
Apprentice
Technician

Introduction

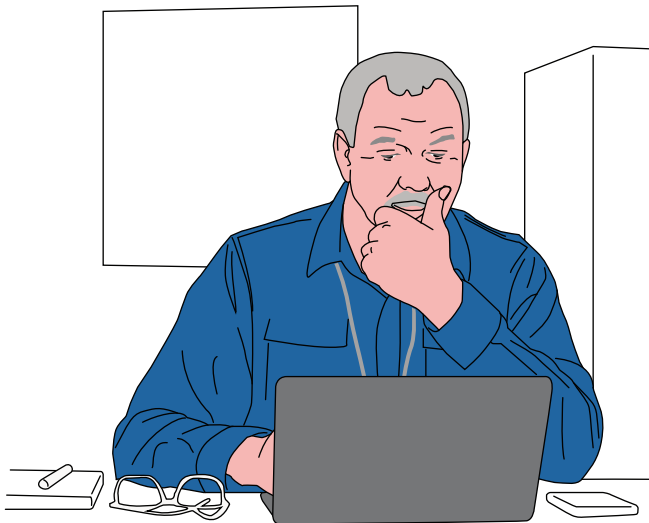
Yasmine and Arjun are both working on a job as part of a small team run by Malcolm. Once they have completed their job on each item, they must mark their work as complete before moving onto the next item.

Malcolm must also record that each individual job has been completed. Due to previous production issues, the customer has insisted that the computer records are kept available for inspection so that they can verify the work has been carried out.



Set B -Scenario 1: Getting the facts right (non-IT areas)

Part 1: Malcolm's team are falling behind the schedule. Malcolm's line manager John sends him an email about the situation.



Fairfield, John

"Malcolm - your lot are way behind the timetable. You HAVE to make it up during this shift. Tell them to get off their lazy backsides, man up and do some proper work for a change. If you won't do it then I'll come round and do it for you and it won't be pretty. You've been here long enough and I shouldn't have to tell you how to do your job but I'm thinking maybe you won't be here for much longer if your team keep this up."

Barrow, Malcolm

"Sorry John, I'll get it sorted straight away."



Set B -Scenario 1: Getting the facts right (non-IT areas)

Part 2: Malcolm speaks to Yasmine and Arjun.

"Right you two, you need to get a move on. If you don't get the work completed and we don't keep to the customer's schedule, then everyone's jobs are on the line. And Arjun, you can kiss your apprenticeship goodbye if you don't keep up. Do you both understand me?"



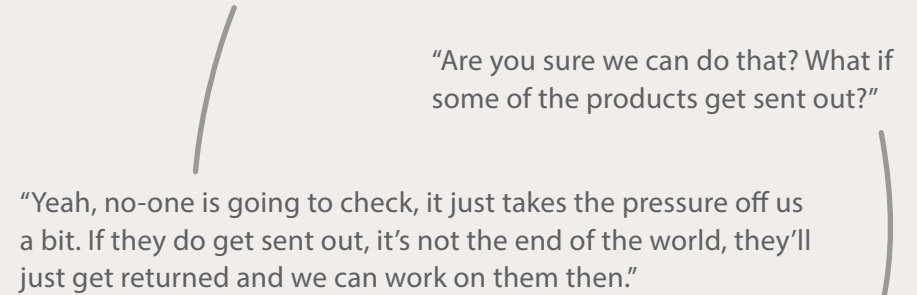
Set B -Scenario 1: Getting the facts right (non-IT areas)

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Part 3: Arjun and Yasmine get on with the task.

"Ok, that's an impossible task. We'll never be able to get the work completed on time. We'll just mark the products to say that they've been worked on. We can go back over them later in the week and do the actual work."



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Part 4: Arjun and Yasmine give Malcolm an update.

“Hi Malcolm, just to let you know, the work has now been completed on this section.”

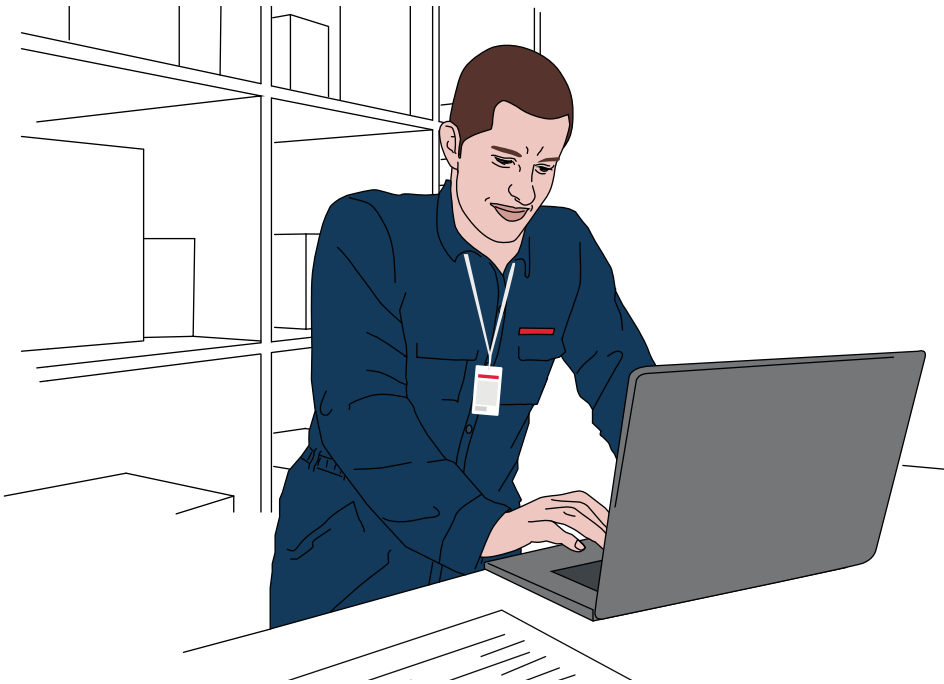
“Thanks both, that’s great, I’ll get it updated on the spreadsheet now.”



Right, Arjun and Yasmine have already done quite a bit, but is it enough to keep John off my back? If I just alter the figures for the next section to say its been worked on as well, that should do it. Arjun and Yasmine will have worked through it by the time of the scheduled completion date, so it won't make any difference.

Set B -Scenario 1: Getting the facts right (non-IT areas)

Part 5: Malcolm emails John with an update on the team's progress.



Barrow, Malcolm

"John – just to let you know, the team have caught up and we're back on track."



Fairfield, John

"Great work Malcolm! The auditor is coming to carry out a spot check tomorrow and they might want to take a look at the work done by your team, so I'm glad that everything is ready for them."

Set B -Scenario 1: Getting the facts right (non-IT areas)

Scenarios questions and summary

Questions for discussion

- What do John's behaviours encourage?
- Why do you think Malcolm decided to change the figures?
- Is John's email to Malcolm acceptable? What effect did it have?
- Is Malcolm's conversation with his team acceptable?
- What would you do if you were Arjun?
- Why did Arjun agree to follow Yasmine's lead?
- What could happen as a result of the teams' actions?
- What if something similar happened in your area? Think about the products you work on with your team, and the approval processes for them. What would the consequences be? How could you prevent this?

Respect At Work

- Everyone has the right to be respected at work.
- Everyone is responsible for maintaining an inclusive work environment where we treat one another professionally, with mutual respect and dignity, and where the value of diversity is recognised.
- To make sure everyone feels respected at work, always think about how you communicate with others.

Key messages

Recording time, costs and information - financial or non-financial information.

- Committing fraud is unacceptable. Even minor indiscretions make a big difference and will be fully investigated in accordance with the law.
- Making fraudulent statements not only impacts you, but can impact others around you and ultimately affects the BAE Systems' reputation and brand.

Product quality and safety

- Cutting corners with our products could lead to our products being unsafe, and / or of poor quality. This could impact on the customer's safety. It could also affect their opinion about our Company's quality and integrity.
- Always act responsibly and within the boundaries of our policies and procedures. They are in place to keep all of us safe, and to provide a constructive, respectful and lawful working environment.

Set B -Scenario 1: Getting the facts right (non-IT areas)

Ethical red flags

When people behaviour poorly or make poor choices, they usually create reasons to justify their actions. They may tell themselves “It’s ok, because this happened, so I can do this”. We call these justifications ‘ethical red flags’. In this scenario discuss the following:

- What might John be thinking to justify speaking to Malcolm in that way?
- What might Malcolm be thinking to justify the way he spoke to Arjun and Yasmine?
- What might Yasmine be thinking to justify her actions?
- What might Malcolm be thinking to justify his actions?

Common ethical red flags for poor behaviour include:

- “Everyone knows what I’m like, this is just my style.”
- “I need to keep people on their toes, it’s good for productivity.”
- “People need to be told if they are doing something wrong, I’m only helping them to improve.”

Common ethical red flags for poor choices include:

- “I just need to get the job done, it doesn’t matter if I cut a few corners.”
- “This is for the team, not just for me.”
- “No-one will notice.”

Further reading

Code of conduct

- Respect at work (page 18)
- Recording time, costs and information (page 24)
- Product safety and quality (Page 28)

Policies and Guidelines

- Company Behaviours
- Dignity and Respect Standards
- (UK) Equality Act
- Product Safety Policy
- IT Acceptable Use Policy
- Fraud Prevention Policy
- Quality Policy

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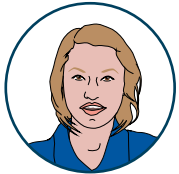
Set B -Scenario 2: Conflict of interest



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Terrence
Technician



Danni
Technician



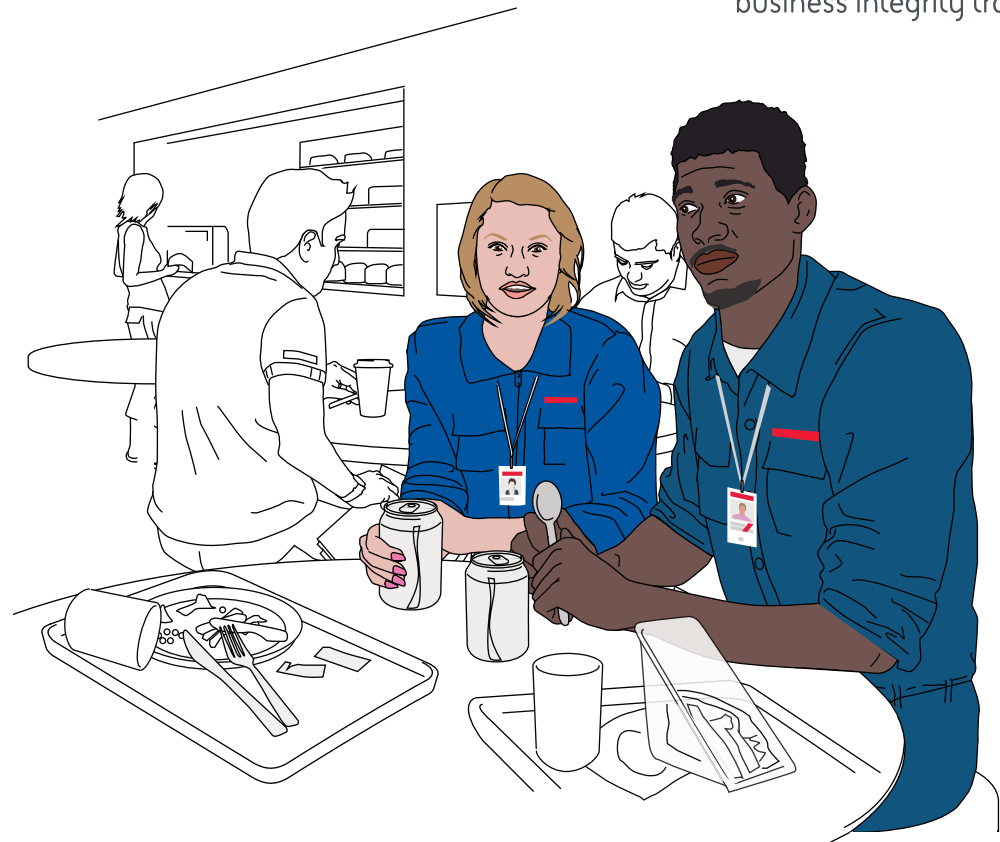
Steve
Team Leader



Ollie
Technician

Introduction:

Terrence and Danni work in a small team run by Steve. Whilst having their lunch in the office canteen, they start discussing a colleague, Ollie, who has been picking up a lot of overtime recently.



Set B -Scenario 2: Conflict of interest (non-IT areas)

Part 1: Terrence and Danni start discussing a colleague.

"I see that Ollie's been given overtime again. Why is he always the lucky one? I wouldn't mind earning a bit extra, but I never seem to get approved for it."

"Well, you know that's not really that unusual. Ollie and Steve are brothers in law after all. I'm sure Steve put pressure on Ollie's old manager to move him to his team, so it doesn't surprise me that he's getting all the overtime."

"Oh really? I didn't know that. I know why I'm not getting any overtime now though!"



Set B -Scenario 2: Conflict of interest (non-IT areas)

Part 2 : Terrence and Danni start to clear their things away in the canteen while they continue their conversation.



"What kind of signs?"

"I don't know how you haven't noticed, there are some really obvious signs."

"Ollie seems to have had a good run of luck, is all I'm saying. Have you noticed that he gets the overtime even though he's always late? He was late 3 days last week and Steve didn't bat an eyelid! I've also seen him clock off early. The last time I tried to do that, Steve shouted at me in front of everyone. "

"I remember that. It was shocking, the way he spoke to you. Do you think the company need to know about what's going on?"

"I've no idea. Although, I don't think it's illegal, so what can they do anyway? Most of the team already know but they don't want to say anything in case Steve gets angry, you know what he's like. It's easier just to keep your head down and say nothing."



Set B -Scenario 2: Conflict of interest (non-IT areas)

Scenario questions and key messages

Questions for discussion

- Is it right for Terrence and Danni to be discussing their manager and colleague?
- How might Steve and Ollie feel, if they were to listen into Terrence and Danni's conversation?
- How should Steve and Ollie manage their relationship?
- Does Steve appear to be a good manager?
- Does everyone need to know about Steve and Ollie's family connection?
- Does the Company need to know about Steve and Ollie's family connection?
- What if Ollie's arriving for shift late had been approved by Steve because of a personal health issue? Would that change anything?

Key messages

Conflicts of interest

- Conflicts of interest can lead to damage to our reputation and integrity. All potential or perceived conflicts of interest should be declared to your manager or your legal department.
- Sometimes, competing interests impair our ability to make objective and unbiased opinions in the interest of the Company or its employees. We should be aware of any behaviours or circumstances that could be actual, potential or perceived conflicts of interest and take care to avoid them or the perception of them.

Set B -Scenario 2: Conflict of interest (non-IT areas)

Respect at work - unfair treatment

- We should all be able to work in an environment free from bias. It's important to recognise personal bias or prejudice and actively seek to exclude this from any decisions or actions that you take.

Speaking up

- Everyone should feel able to speak up, knowing they will be treated with respect. If you believe that you, or someone else, is being treated in an unprofessional manner, you should report your concerns to your supervisor, line manager, HR, your local Ethics Officer or the Ethics Helpline.

Responsible behaviour

- We should all take responsibility for doing the right thing, and engage only in actions that are ethical and legal in accordance with standards and expectations of our company code. If you have any concerns, speak up and report them promptly. This helps to protect our company, our employees and our stakeholders.

Ethical red flags

When people behave poorly or make poor choices, they usually create reasons to justify their actions. They may tell themselves “It’s ok, I can do this because of X”. We call these justifications ‘ethical red flags’. In this scenario discuss the following:

- What might Terrence be thinking to justify discussing rumours?
- What might Steve be thinking to justify giving overtime to one person over another person?

Common ethical red flags include:

- “Everyone knows about it, so what does it matter?”
- “People should know what it’s really like around here.”
- “Starting a new career is hard, sometimes you’ve got to do people a favour.”

Further reading

Code of conduct

- The right behaviours (Page 9)
- Speaking up (Page 10)
- Respect at work (page 18)
- Managing conflicts of interest (page 56)

Policies and Guidelines

- Our Company Behaviours
- Dignity and Respect Standards
- (UK) Equality Act
- Conflicts of Interest Policy



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