

Business Integrity Training Scenarios for team discussions 2024

Set A -Scenario 1: Getting the facts right



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Angela
Manager



Rohan
Project Team



Carly
Project Team



Introduction:

Rohan and Carly are both working on a project as part of a small team run by Angela. The project is monitoring the company's progress towards its targets for the annual report. The team are all working from home today.

Angela is checking the figures Rohan provided yesterday and noticed they were falling far short of what had previously been forecast.

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

Part 1: Angela messages Rohan and requests for the figures to be run again.



Angela 09:01

"Can you get a move on with the latest figures? I need them by the end of the day and they need to be right this time."

Rohan 09:02

"Yes, sorry about that. Not sure what happened with them."

Angela 09:03

"I really don't want to hear that Rohan."

Rohan 09:04

"I think I know why they were wrong last time."

Angela 09:05

"Well, make sure they're right this time. Otherwise, I'll be looking for someone with an actual maths degree to take your place. It isn't rocket science. The figures need to show an improvement, it can't be that hard."

Rohan 09:06

"OK Angela. I'll have them with you by the end of the day."



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

Part 2: Rohan calls Carly and they discuss the figures together.

"Thanks for your support Carly. I can't work it out. How can these figures be so far out? I'm not sure what to do here."



"Don't worry, we'll figure it out."

"Well, we best figure it out and fast! Our jobs could be at stake here. I really need this job, so I'm just going to have to work at it until it's sorted."



After the call Carly continues to work on the figures.

OK, I can't let Rohan or the team down. If I just make a few minor adjustments, the figures will all work out. No-one will ever check it, so what does it matter as long we get the right result?"



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

Part 3: Carly calls Rohan to tell him the good news.



"Hi Rohan! You'll never guess what happened! I figured out the issue. I've just sent you the figures and I think you'll find that they're showing an improvement."

"That's amazing! No idea what you've done, or what I'm looking at but they look good. I'll sign them off and send them to Angela straight away. Thanks so much Carly, you've saved my day!"



Part 4: Angela receives the new figures from Rohan and messages



Angela 16:10

"Great work Rohan! I'm glad that you worked it out. I can send the figures off now to include in the final draft of the Annual Report. Thank the team for me will you?"

Rohan 16:12

"No worries Angela. The team have worked really hard on this, Carly especially. We're all happy to get it right on time for you."



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

Scenarios questions and summary

Questions for discussion

- Is Angela's language acceptable?
- What do Angela's behaviours encourage?
- Why do you think Carly decided to change the figures?
- What do Rohan's behaviours encourage?
- Is Rohan right to approve the figures and send them to Angela, without checking them?
- Would you like to be part of Angela's team? Why?
- How could Rohan have handled this situation better?
- Why does accuracy matter?
- What if something similar happened in your area? Think about the data your team handles – what would the consequences be? How could you prevent this?

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.

Key messages

- 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 BAE Systems' reputation and brand.
- 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.

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.

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

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, because this happened, I can do this”. We call these justifications ‘ethical red flags’. In this scenario discuss the following:

- What might Angela be thinking to justify speaking to Rohan in that way?
- What might Carly be thinking to justify her actions?

Common ethical red flags 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 for me.”
- “No-one will notice.”

Further reading

Code of conduct

- Speaking up (page 10)
- Respect at work (page 18)
- Recording time, costs and information (Page 24)

Policies and Guidelines

- Company Behaviours
- Dignity and Respect Standards
- (UK) Equality Act
- Fraud Prevention Policy

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Business Integrity Training Scenarios for team discussions 2024

Set A -Scenario 2: Conflict of interest



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Sonia
Team member



Chris
Team member



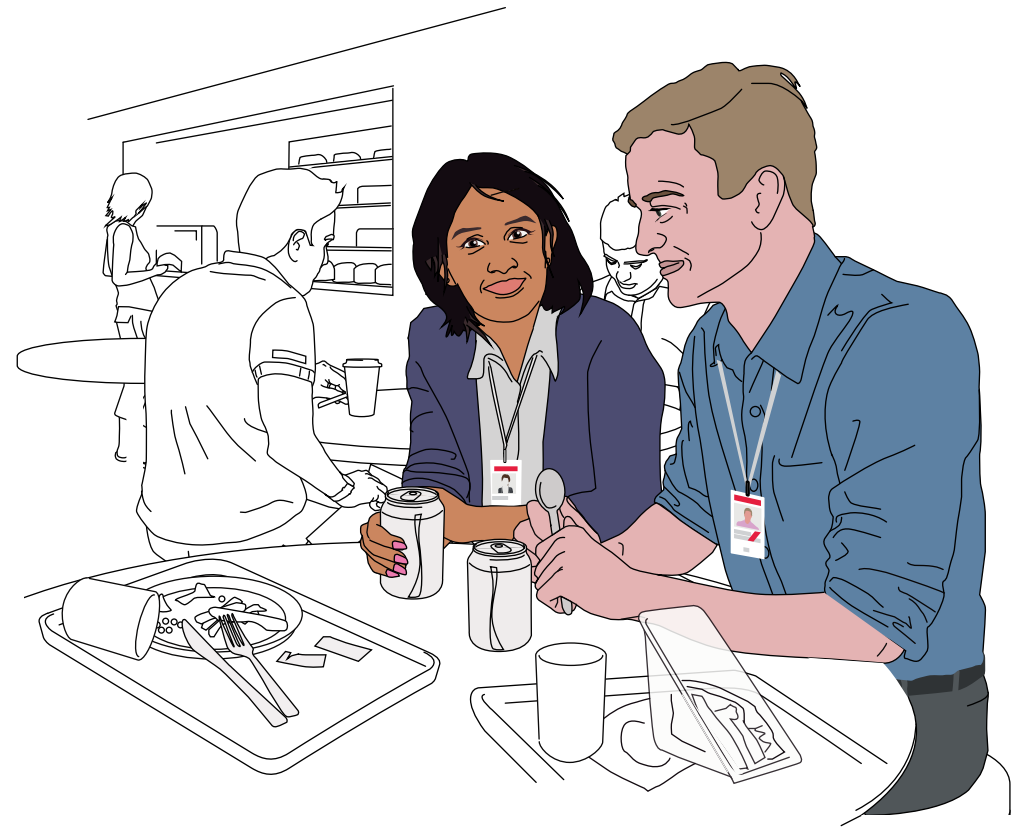
Jade
Manager



Steve
Team member



Mohammed
Department Director



Introduction:

Chris and Sonia work in a small team run by Jade. Whilst having their lunch in the office canteen, they start discussing a colleague, Steve, who has recently been nominated by their manager, Jade, to work on a high profile project with Mohammed, the Department Director.

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

Part 1: Chris and Sonia start discussing a colleague.

"I hear that Steve has been picked to work with Mohammed on that project. I'm not sure Steve has dealt with that kind of thing before, nothing like throwing him in at the deep end I suppose! I hope he handles it OK."

"Well, it's not surprising really, considering that Jade and Steve have been going out for a while. I reckon that Jade has persuaded Mohammed that Steve can do it just to get him a bit more exposure."

"Oh really? I didn't know that. I bet I'm the last person in the team to know."



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

Part 2: Chris and Sonia 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."

"Steve seems to have had a good run of luck, is all I'm saying. He's always going off for long breaks and he just seems to turn up to the office whenever it suits him instead of on his agreed days like everyone else. And now he's had this nomination for a project which will really get him noticed. I reckon it'll lead to a promotion."

"Well, when you put it like that, it all makes sense. How long has this been going on for?"

"I think all this favouritism started when they got together. I'm sure that Steve is a great guy, but it's not really fair is it? I can't even get Jade to approve flexi-working so that I can look after my mum when she's having her bad days, and you know how ill she is."



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



"I'm sorry about that Chris. It's not right at all. Do you think the company need to know about what's going on?"

"I've no idea, but what can they do anyway? Most of the team already know but they don't want to say anything in case it upsets Jade, and then it could reflect on them. It's easier just to keep your head down and say nothing."



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

Scenario questions and key messages

Questions for discussion

- Is it right for Chris and Sonia to be discussing Steve and Jade?
- How might Steve and Jade feel, if they were to overhear Chris and Sonia's conversation?
- How should Jade and Steve manage their relationship?
- Does Jade appear to be a good manager?
- Does everyone need to know about Jade and Steve's relationship?
- Does the Company need to know about Jade and Steve's relationship?
- What if Steve was the most qualified person to be working on the new project? Would that change anything?

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.

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.

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 Chris be thinking to justify discussing rumours?
- What might Jade tell herself about managing someone she is in a relationship with?

Common ethical red flags include:

- “Everyone knows about it, so what does it matter?”
- “People should know what it’s really like around here.”
- “What I do in my own time is nobody else’s business.”

Further reading

Code of conduct

- Speaking up (page 10)
- Respect at work (page 18)
- Managing conflicts of interest (page 56)

Policies and Guidelines

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



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