

Business Integrity Training

Scenarios for team discussions 2020

Scenario 2 - Keeping it in the family

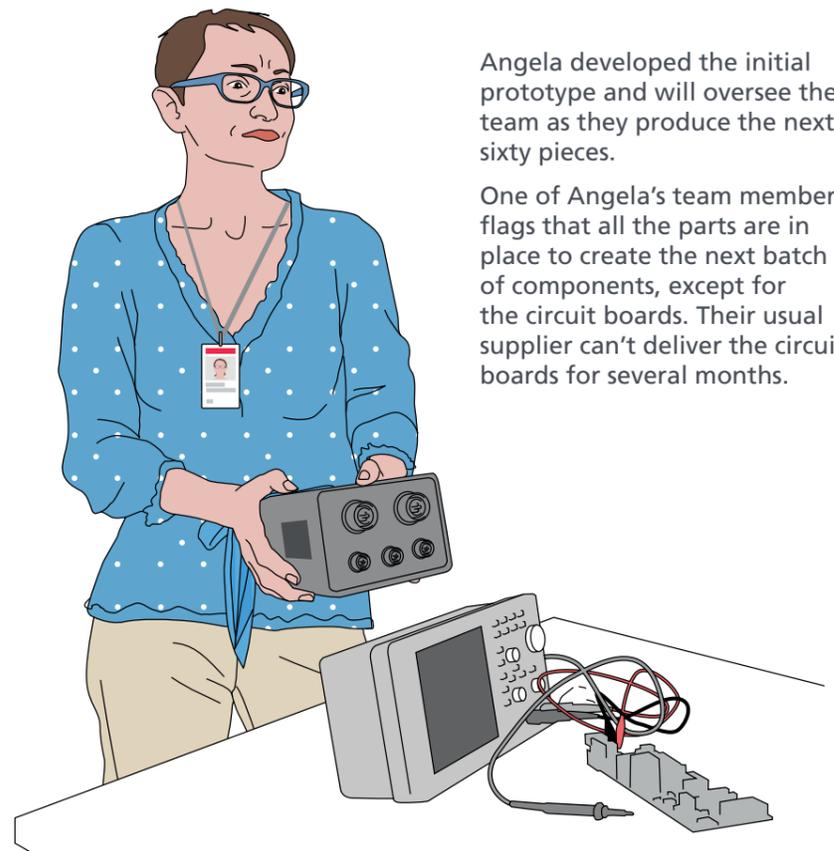
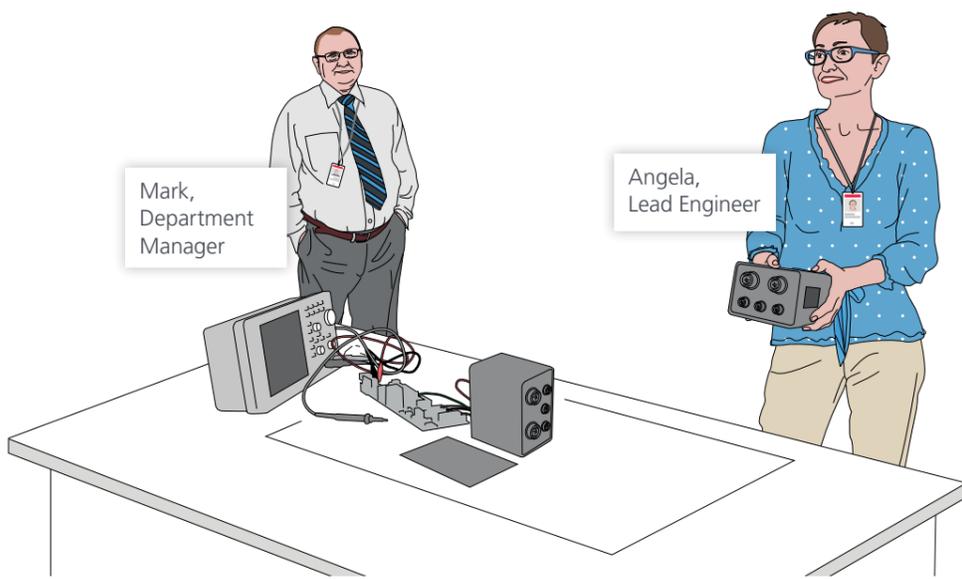
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices.

Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part I

The Engineering team have just been told that a prototype component they created for the customer's platform has been through testing and has been approved. They now have the go ahead to produce another sixty identical components.



Angela developed the initial prototype and will oversee the team as they produce the next sixty pieces.

One of Angela's team members flags that all the parts are in place to create the next batch of components, except for the circuit boards. Their usual supplier can't deliver the circuit boards for several months.

Angela raises the issue with Mark.

The customer is ready to go on the next sixty components – I'm not happy to delay the project while we wait for the circuit board to be restocked. We're under a lot of pressure at the moment.



Don't worry, I know a company that imports engineering parts from Asia. I'm sure they'll be able to source the part for us.

We've already looked for other reputable suppliers who stock the same brand and approved specification of circuit board and it's the same situation; the manufacturers just can't get them to us in time.

Part 2

Part 2

Angela overhears Mark's conversation with the supplier. He seems to know them well and says he's looking forward to a time when the family can get together again.



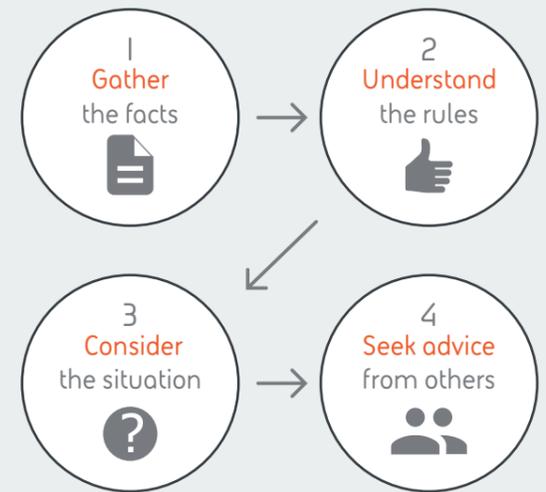
A few months have passed and Angela is asked to attend a meeting with Chris, the director – Mark is also in the meeting.



Scenario questions and summary

Questions

- What do you think about the conversation between Mark and Angela?
- Do you agree with Mark's approach? How was his communication with Angela?
- Did Angela do the right thing? Could she have done anything differently?
- Is Chris right to be concerned and react so strongly? Why does he mention reputation?
- What would you do in this scenario?



Ethical red flags

When people make poor choices, they usually create reasons to tell themselves, "It's OK, I can go ahead". We call these justifications 'ethical red flags'. In this scenario, what might Mark have told himself?

Common ethical red flags include:

"I'll save the company money."

"I'll just do it this once."

"I didn't do it for my own benefit – I'm not profiting from it."

"It's not illegal."

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

- If a supplier is connected to you through friends or family, this is an example of a conflict of interest.
- We need to avoid, disclose and/or manage conflicts of interests, whether actual or perceived, so that the best decisions are made for the Company and its reputation.
- Often a conflict of interest is only an issue where it is kept secret, therefore all conflicts of interest must be reported and discussed openly with your line manager so they can appropriately manage the situation to mitigate potential conflicts of interest.
- Ensure that the conflict is recorded with your local Legal team.
- The safety of our products relies on the application of our safety policies and processes, and on the behaviours and attitudes of each of us.
- We should understand how our own roles within the business affect the safety of our products, and ensure that we are operating in full compliance both with the law and our local business safety policies and processes.
- Always speak up and raise any concerns regarding the safety of a product, or the application of policies and processes immediately with your manager or Engineering Authority.
- All suppliers should be subject to relevant checks before any business is conducted with them. Always make sure that the supplier is on our preferred supplier list. If they're not, discuss with your line manager how the supplier can undergo due diligence with procurement.

Further reading

Code of Conduct

- 1.6 Speaking up
- 2.13 Conflicts of interest
- 3.1 Product safety



This scenario's key themes were around Anti-Bribery and Corruption and Ethics.