

A.C.T. with Integrity™

Real Situations for Discussion

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Participant Materials

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Introduction

A.C.T. with Integrity™: Real Situations for Discussion is designed to help you learn how to “do the right thing, for the right reasons, in the right way.”

Your organization probably operates at a fast pace, which means real choices have to be made quickly by employees every day. And every time you make a choice, you hold the future well-being of your organization in your hands.

A.C.T. with Integrity™ will help you learn how to recognize the most common business ethics and compliance situations. It provides a clear, easy to use model that will help you think things through to arrive at the most appropriate choice of action to take to ensure the integrity of your organization.

Learning Objectives

Upon completing this course, you will be able to:

- Identify your organization's values, standards and expectations regarding workplace integrity
- Implement your organization's policies and procedures for addressing work-related ethics and compliance concerns
- Identify some of the most common work-related ethics and compliance concerns
- Use the A.C.T. model to think through an issue and determine the most appropriate choice of action to take in a given situation

The A.C.T. Model:

A – Analyze the situation

C – Consider the consequences

T – Take appropriate action

Getting Focused Case Study

The Situation

It's 12:15. You should be at lunch. As usual, you're working through it because you've got a meeting at 1:30 and you still haven't managed to get enough copies made of a proposal you have to present at the meeting.

After checking to make sure they're still out of the double-fudge cookies you wanted in the vending machine, you stop by the copy center. When you walk in, you discover Jean is already there.

She's running 75 copies of a flyer for her daughter's elementary fundraiser. Two things go through your mind: you're not going to make your meeting if you have to wait for her to finish her copies, and this isn't the first time you've come across Jean using the organization's copier for personal business.

Video Observation Form: Vignette #1: Document Retention and Destruction

Characters:



Crystal – Employee



Tim – Crystal's manager

Directions – Discussion Questions:

Keep the A.C.T. model in mind as you watch the video example. Make note of any questions or thoughts you have concerning the following discussion questions.

1. Analyze the situation. What is taking place in this example?
2. Consider the consequences. What are the potential consequences for the organization, Crystal and her manager if Crystal does shred the documents?

3. Take appropriate action. Assuming this example was taking place in our organization, how do you think Crystal should handle being asked by her manager to do something she knows is wrong?

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Key Points:

- ✓ Business documents need to be retained in accordance with the law and organization requirements.
- ✓ If documents are destroyed inappropriately, it can result in serious problems for the organization and the individual.

Bottom Line:

Know and follow the organization's policy on document retention and destruction.

Retaliation in the Workplace - A Case Study

Matt has recently transferred into the department from another part of the XYZ Company. He has a reputation for being a “trouble maker,” and his behavior in the department seems to be in keeping with his reputation. He complains frequently that Lori, the manager, does not appreciate his work and is trying to make life so miserable for him that he will quit. The other employees in the department have worked for Lori for years and like her leadership style.

Matt files a discrimination complaint against Lori, the manager. As part of their investigation, Human Resources (HR) interviews Simone, a coworker. After the interview, Lori inquires about the interview. Simone tells her that she was asked to keep it confidential and offers to give Lori the name of the HR person to talk to directly for more information. Lori tries several times in the next few weeks to get the information out of Simone but is not successful. She tells Simone, “I thought you were more of a team player. I want to know what was said in that discussion so I can defend myself.” Simone repeats the instructions given to her by HR to maintain confidentiality and, once again, offers the name of the HR person for Lori to call directly.

Several weeks later, Simone applies for a group leader position in another department. The department manager calls Lori for a reference. Lori tells him that Simone is not a team player. When he asks why she feels that way, Lori says that Simone had information regarding a problem in her department and, when directly questioned about it, refused to share the information with Lori. Lori tells the department manager that she cannot go into details of the situation but she believes Simone is not supervisory material and suggests he not consider Simone for the position.

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1. Analyze the situation. What is taking place in this example?
2. Consider the consequences. Assuming this example was taking place in our organization, what potential consequences could result from Lori's actions?
3. Take appropriate action. Assuming this example was taking place in our organization, what actions should Simone, the employee, take to address the situation? What actions should Lori, the manager, take to address the situation?

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Key Points:

- ✓ Both employees and managers have a responsibility to prevent retaliation in the workplace.
- ✓ We must treat everyone we interact with in the workplace consistently, fairly, with respect and in accordance with our policies and the law.

Bottom Line:

Know and follow the organization's policy on retaliation in the workplace.

Focus on the Future

The more immediately you use skills learned in this workshop, the more effective you will be when leading others through integrity moments. Your commitment begins with a plan.

Keep your plan manageable. Begin with two commitments. Once you have fulfilled those commitments, you can expand your plan incrementally. Take small steps that you can reasonably accomplish.

Write at least two actions you can take that will improve your skills in applying the A.C.T. model in integrity moments. If you need suggestions for actions, several are offered on the following page.

- Action #1:
 - What I need to do to fulfill this action:
-

- Action #2:
- What I need to do to fulfill this action:

Suggested Actions

- Study your organization's compliance and ethics program until you feel confident that you can articulate its important elements.
- Use regularly scheduled department meetings and other forms of communication, both formal and informal, to discuss the Code of Conduct, organizational policies and to review the organization's resources for guidance and reporting.
- Encourage coworkers to participate in training programs and other events that support your ethics and compliance efforts.
- Remind coworkers that it is not about moral or personal issues, but about business conduct and legal and regulatory issues, when discussing the code of business ethics.
- Establish yourself as an approachable and capable coworker by modeling ethical behaviors, especially when pressures and conflicting priorities test your resolve.
- Acknowledge and otherwise reinforce ethical conduct.
- Recognize and act immediately on integrity moments.
- Refer to your organization's code of conduct when discussing issues or concerns with fellow employees.
- Maintain discretion when involved in investigations and resolutions of reported concerns.