

***Real Play Exercise
Integrity Ladder and Dual Standards***

Scenario 1:

Progressive Health Clinic is a privately funded clinic located in the capital city of your country. Your organization provides specialized paediatric healthcare, education and support for the local community.

As a progressive healthcare facility, your organization has clearly committed to comply with local labour and employment laws (regarding standards, hours of work etc.). As well, your organization has decided to go beyond compliance with local laws and make a specific commitment to non-discriminatory hiring. In your clinic's statement of values, your organization clearly states that "*we are an equal opportunity employer*". In the capital city, your clinic is able to hire skilled male and female health care practitioners and administrators. The numbers of male and female doctors working at the clinic are usually equal in number.

You are in the midst of deciding to launch Progressive Health Clinics in other centres in your country, outside the capital. The management goal is to be able to provide superior paediatric care facilities in these regional centres. The management question is: Will you commit to being an equal opportunity employer in the regional centres? Will your organization choose to apply dual standards - hiring men and women in equal numbers in the clinic in the capital, but hiring mostly men in the regional centres? Or, will your organization apply one set of non-discriminatory hiring practices for all clinics regardless of location?

You are the Chief Executive Officer: You are the 39 year old CEO of Progressive Health Clinic. To you, "integrity" means keeping your face, and your company's name, off the front page of the national newspaper. You would like to be able to sell Progressive Health Clinic to an international investor for a profit once you have the regional clinics up and running.

You are the Human Resources Manager: You are the 55 year old human resources manager for Progressive Health Clinic. To you, "integrity" means not having dual standards in your hiring practices. Wherever you operate in the country, you want to be applying the same non-discriminatory hiring standards.

Questions to Discuss:

Where is Progressive Health Clinic on the Integrity Ladder?

Where is the CEO on the Integrity Ladder?

Where is the Human Resources manager on the Integrity Ladder?

How can Progressive Health Clinic navigate through this dilemma?

Would your answer be different if Progressive Health Clinic was a government funded and sponsored organization?

Where are you in your personal capacity; how does this influence your response to the dilemma?