

# Background, 1

- Kimberly, Jon, Ryan and Anthony are research technicians that work in a BSL-3 research laboratory at Cataract University developing vaccines for *Francisella tularensis* under the direction of Dr. Smith. *Francisella tularensis* has a very low infectious dose and can be lethal if inhaled or swallowed. It is listed as an agent that could be potentially used as a biological weapon and requires increased security efforts. All employees in the laboratory have undergone a general security clearance and resumes were verified prior to working in the laboratory.

## Background, 2

- **Kimberly** has a Masters degree in Biology. She has been working in the laboratory since its inception almost 15 years ago. She has had a long standing working relationship with Dr. Smith and often feels that her seniority enables her to choose to work on the projects she likes and pass along the projects she doesn't want. Kimberly is typically a good research technician, produces good results, and arrives at work on time. She is also very social and often gossips about other colleagues in the laboratory. As a result, the other technicians do not trust her and often view her as bossy and lazy.

## Background, 3

- **Jon** has a Bachelors degree in Microbiology and was hired 5 years after Kimberly. Jon is very hard worker, arrives at work early, and produces great work. He is very meticulous and rarely makes a mistake. Dr. Smith appreciates Jon on a professional as well as a personal level, as their two daughters play soccer on the same team. Jon is not very sociable with his peers and tends to avoid interacting with others in the laboratory.

## Background, 4

- **Ryan and Anthony** both have Bachelor's degrees and were hired immediately after graduating from school approximately 1 year ago. Ryan and Anthony share similar degrees, research backgrounds and experiences, although Ryan is 10 years older in age than Anthony. Ryan and Anthony work very well together and have become friends outside of work.

# Scenario 1 (hidden slide)

- Recently, a position as laboratory manager was made available to handle the increasing workload in the laboratory. Both Kimberly and Jon applied for this position. Jon was hired over Kimberly to be the laboratory manager. Kimberly was visibly upset by this decision; after all, she felt that Jon only had his Bachelors and was hired 5 years after she was. Kimberly did not agree with Dr. Smith's decision and began to resent Jon and make snide comments whenever he would ask her to do something. She began to make comments and "jokes" to Ryan and Anthony about damaging Jon's research to make him look bad to Dr. Smith. Furthermore, she continually began to make comments to Ryan and Anthony that the only reason Jon received the position was because he was a male and because he and Dr. Smith were friends.

## Scenario 2 (hidden slide)

- Ryan, a typically reliable and hard working technician began arriving at work late. He would come in at odd hours to try to make up the time, but was always very tired and unmotivated to work once he arrived. He always seemed to be distracted and not paying attention to what he was doing. He began to take long breaks where he would spend many hours on the phone. Ryan was no longer completing his work and as a friend Anthony began to do Ryan's work so that Ryan would not get in trouble. Ryan became moody and often spoke harshly to Jon and Kimberly. Jon and Kimberly were becoming increasingly aware of the change in Ryan's behavior and began to wonder if something was wrong. Knowing Anthony and Ryan worked closely together they asked Anthony if he knew anything that was causing the change in Ryan's behavior. Anthony said that Ryan confided in him that he was going through a rough divorce and fighting with his wife for custody of his two sons.

## Scenario 3 (hidden slide)

- Recently Dr. Smith informed the laboratory that he was applying for a large research grant, but he needed preliminary data to include in the proposal. This grant was critical for the laboratory to continue functioning and there would not be any money available to hire additional personnel during this time period. It would also require a lot of work in the BSL-3 in addition to the work they were already performing. Ryan and Anthony began working 10 - 12 hours per day in order to keep up with the workload. They would also work on the weekends. They began to complain about feeling overwhelmed and stressed that they did not have any free time. Jon, who has a daughter, was unable to adjust his schedule and therefore worked hard to make use of the time that he had while he was at work, but felt guilty he couldn't help out as much as the others. He began to always feel as though he was behind and stressed that he could not complete everything he needed to. Kimberly chipped in when she could, but was very reluctant to put in extra hours. She had already dedicated 15 years to the laboratory and felt it was time for the younger technicians to do the work.

## Scenario 4 (hidden slide)

- Ryan and Anthony spend a lot of time together at work. They work on the same research projects and spend a lot of time working as partners in the BSL-3 laboratory. Ryan and Anthony have become friends through the work and also spend a lot of their time outside work together; however, there are often disagreements between the two of them. While Ryan and Anthony always seem to resolve their arguments on their own, they do not hesitate to argue when they are in the middle of the experiment or when around other researchers. Jon recently complained to Dr. Smith that he finds these arguments very distracting and that he cannot concentrate on the work that he is performing. Kimberly often neglects her work in order to try to serve as a mediator between Ryan and Anthony. Ryan and Anthony feel that these arguments are just good natured discussion and there is no harm in having them.