

## **The TRUESTEEL Affair**

A composite case drawn from the files of  
**The Association of Professional Engineers of Ontario (APEO)**

### **1) Williams and Carter – the first confrontation**

“I am the president...” “But you’re not an engineer...”

What should Williams have done at this point? Short of blowing the whistle, how might he have persuaded his boss to recant?

### **2) Williams and the authorities**

Robert knew he should tell somebody. Who could he have gone to? Who should he have gone to?

### **3) Williams and APEO**

Robert seemed reluctant to call his Association. Would you feel the same in his circumstances? What might have happened if he had?

### **4) Williams talks to Jimmy Chan**

“Look Robert, you do the wrong thing and I know about it...”

What advice would you give? What are the possible consequences of keeping quiet? of reporting?

### **5) Williams and his family considerations**

“It’s a little late for me to change careers...”

Would his decisions have been different if he had no dependents? Do you think his family situation should enter into his considerations? What might happen if he is fired at this point? Might he have any recourse?

### **6) Williams and Carter – the second confrontation**

“They should hold – they just need some reinforcement...” “It’ll take too much time...”

What other points could Robert have raised here that might have helped to make his case? Are there some alternatives you can think of that may have satisfied both their interests?

### **7) The collapse!**

What emotions do you think Robert was experiencing when he first heard about the collapse? What do you think his first concern should be? What do you think his concern was?

**8) The Firing**

From the Company's point of view, did Carter do the right thing? Do you think it will save Truesteel's reputation? How much responsibility does *he* have for the situation? Do you think the firing was justified? What might Williams have done to help his case in the event he was sued by Carter?

**9) The Disciplinary Process**

Was the disciplinary hearing fair? Did they consider the circumstances adequately? How would it affect the case for Williams if Carter had also been a Professional Engineer?

**10) The Penalty**

Do you feel the penalty imposed on Williams was appropriate? Do you think it should have been more or less severe? What are the motivating factors for the Discipline Committee (i.e. What do you think they hope to accomplish through this process)? How effective do you think the penalty will be in meeting the objectives of the process?

**11) The outcome for Williams...**

What were the turning points in this story? What do you think Robert would do differently next time? What skills or tools would have helped him most in this situation? What lesson can we learn from this?

**12) Balancing the Budget...**

While *not* meeting one's Professional responsibilities can have its consequences, so can *fulfilling* them. Identify the potential "costs" for each and rank them in order of importance from Robert's perspective.