



## Scenario: Dinner and a Game

### Group Size: 4-15

*This scenario may contain explicit language and references to harmful situations which may be emotionally activating for some people. If you need support, services are available through the [CAF Member Assistance Program \(CFMAP\)](#) and the [Employee Assistance Program \(EAP\)](#).*

As part of your employment, you are responsible for both print advertising and the purchasing of giveaways, small consumable items, which are used by recruiting centres throughout the country when conducting outreach events. Although you are an experienced service member, you are new to this position and type of work.

You learn quickly that some of the responsibilities in your new position include liaising and contracting with various outside companies. Your work requires meeting with company officials to discuss requirements, costs, etc. You also learned that, during negotiations with these companies, there were perks that came with the territory.

One day, you are discussing contract details with a big company. Negotiations are difficult and taking longer than expected. The company official recommends stopping for the day and reconvening the next morning. He invites you to dinner at one of the finest restaurants in the city, at the company's expense, and offers you front-row tickets for a hockey game.

#### Categories

Principles:	Serve Canada before Self
Values:	Integrity, Loyalty, Stewardship, Excellence
Cultural Themes:	Service, Leadership
Misconduct Types:	General Misconduct
GBA Plus Themes:	Not Specific
Audience:	Defence Team

# Facilitator's Guide

## Learning Objectives:

- Discuss the ethical principle to “Serve Canada before Self” in the workplace.
- Discuss the ethical values of integrity, loyalty, stewardship and excellence.

## Facilitation Questions:

1. What would you do in this situation? What are the considerations?
  - Allow open discussion from the group.
  - Ethical concerns: By offering entertainment, the company may be trying to influence the outcome of the negotiations. You might think that refusing could compromise the deal. However, as a representative of the Department of National Defence (DND) and the Canadian Armed Forces (CAF), acceptance would not only put your integrity on the line, but you would also put yourself in a situation that could misrepresent the best interests of DND/CAF.
  - Personal factors: You are new in the position and do not know all the perks that come with the job, but you do know the limitations. You are concerned that you might offend the company by refusing the invitations.
  - Environmental factors: You are in a situation where negotiations are difficult, and you are not quite sure to what extent those invitations are part of smoothing the process.
2. What is the ethical dilemma in this situation?
  - You cannot accept invitations and gifts. As a member of the Defence Team, you must avoid real or perceived conflicts of interest that could affect the institution.
  - You must ensure that the integrity of DND/CAF regarding its policies of accepting gifts, hospitality, and other benefits, is not breached. Your personal interests should not influence your decision over the best interests of the institution.
3. What are some potential courses of action that could be taken in this scenario?
  - Option 1: Do not accept any invitations without prior approval. However, you must judge the value of the dinner. If the dinner is of nominal value, you may accept the invitation. However, you must ensure that your acceptance does not compromise your integrity and the integrity of the CAF. As for the hockey game, it is inappropriate to accept this invitation without written approval.
  - Option 2: Explain to the company representative that you cannot accept the invitations because of CAF policy. You are following the rules and, therefore, you are safe from any reprisal. This will probably not compromise your dealings with the company.
  - Option 3: Accept the invitation to dinner and the hockey game but pay your own way. The company might be insulted by such a refusal.
  - Option 4: Disregard the policy and accept the invitations. Be prepared to accept the consequences if revealed.