



## Scenario: Diversity and Dignity at Work

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 \(EAP\)](#).***

During a staff meeting, the director announces that he has hired a new employee, Marielle, to fill a position that has been vacant for one year. He says Marielle is going to be a great fit for the needs of the team.

One of the staff members, Shirley, looks up Marielle's social media profile, which is public. She sees that Marielle is active in the local XYZ community, which does not believe in same sex marriage. Some of Marielle's posts include comments in opposition to same gender marriage. Shirley finds one that reads, "I believe that marriage can only be between a male and a female. I don't attempt to force my views on people who don't share them, but I have no intention of keeping my views secret either."

This is of concern to Shirley, who is a lesbian and who believes same gender marriage is a human right. Shirley goes to the director to express her concern and find out what he is willing to do to ensure that she is not confronted or misjudged at work.

Shirley's first proposal is a private discussion between the director and Marielle. If the director is not willing to take that step, Shirley, in a bid to be transparent, is willing to address the issue at the first staff meeting after Marielle joins the team.

### Categories

Principles:	Respect the Dignity of all Persons
Values:	Excellence, Courage, Integrity
Cultural Themes:	Leadership, Teamwork
Misconduct Types:	Discrimination
GBA Plus Themes:	Sexual Orientation
Audience:	Canadian Armed Forces

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# Facilitator's Guide

## Learning Objectives:

- Discuss expressing personal views on social media, in relation to the workplace.
- Discuss balancing freedom of thought, freedom from intimidation, and respect for all other human beings. Note: It is also illegal in Canada to discriminate based on sex, gender, or sexuality and can be considered a hate crime.

## Facilitation Questions:

1. What is the problem in this scenario?
  - Open group discussion.
2. What are the facts? What are the assumptions?
  - Open group discussion.
3. What are the obvious courses of action (COAs)? Are there other possible COAs?
  - Open group discussion.
4. Which principles, values and results are at play for each option, including the option to do nothing?
  - Open group discussion.
  - “Respect the dignity of all persons.”
  - Discuss inclusion.
  - Respect for the concerns of recognized groups under the Canadian Human Rights Act must be balanced with the idea of freedom of private individual beliefs, where these do not translate into workplace behaviours or speech.
5. Can the sharing of views on a social media platform ever be truly private if the person posting can be identified and the post can be seen by strangers or retransmitted by others?
  - Open group discussion.
6. If you were the director, how would you handle this request from Shirley? Why?
  - Open group discussion.
  - Discuss with reference to Defence Ethics and relevant policies.
  - Explore ways of reassuring all personnel that “Respecting the Dignity of all Persons” is foundational in the workplace and includes respect for their private lives and private beliefs. Hateful opinions or actions are not acceptable nor tolerated in the workplace.