



Scenario: Equipment Trouble

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 \(EAP\)](#).

"I don't know about you, but I think this system is a piece of junk," says Claudia, a Department of National Defence (DND) manager responsible for military equipment. "I don't think it should be sent to an overseas operation."

"Come on, Claudia," says Zhao, her colleague. "It's not junk. It met the specifications, didn't it? Well, it only *just* met the specs. Anyhow, didn't you go to the director?"

"I did," Claudia says. "I pointed out that the tests left out important factors and circumstances that the equipment would be subjected to in-theatre, and that it needed more testing before being sent there."

"And?"

"I discussed it with the director general," Claudia replies, "but both seem to think that we need to get it into the field quickly due to the urgent need, despite my concerns. No further testing."

"But Claudia, you can see their point. Sending something, anything, is better than nothing."

"I'd agree with you if there were no safety concerns," replies Claudia, "but I'm not letting this go. I'm sending a formal report to the assistant deputy minister (ADM) about the potential here for serious harm."

"Okay, but what if the ADM just sits on it, Claudia?"

"Then I'll go around them. I'll go to the Chief of Defence Staff (CDS), the Deputy Minister, and even the Minister, if I must."

Later, Zhao wonders how far Claudia should go. Zhao agrees with Claudia's concerns, but what if everybody in the Department just sits on their report? Zhao is not sure they would have the nerve to do what Claudia is doing.

Categories

Principles:	Serve Canada before Self, Obey and Support Lawful Authority
Values:	Integrity, Loyalty, Courage, Stewardship, Excellence
Cultural Themes:	Service, Identity
Misconduct Types:	General Misconduct
GBA Plus Themes:	Not Specific
Audience:	Defence Team

Facilitator's Guide

Learning Objectives:

- Discuss the ethical principles of Serve Canada before Self and Obey and Support Lawful Authority in this scenario.
- Discuss the ethical values of integrity, loyalty, courage, stewardship, and excellence in this scenario.

Facilitation Questions:

1. What is the problem in this scenario?
 - Open group discussion.
 - The problem in this scenario relates to the conflict a DND employee faces in receiving specific directions from a superior that conflict with their own safety concerns regarding the use of equipment in a future operation. The two individuals in this scenario have conflicting opinions on the right course of action.
2. Discuss the ethical principles of Serve Canada before Self and Obey and Support Lawful Authority in this scenario? How about the ethical values of integrity, loyalty, courage, stewardship, excellence?
 - Open group discussion.
 - Obey and Support Lawful Authority – As a DND employee, Claudia must respect and adhere to their director and decisions they make. However, situations involving safety concerns, especially those that can put lives risk in operation, must not be ignored.
 - Serve Canada before Self: It can be difficult and uncomfortable to speak up for what is right, especially when an authority figure has made a final decision that you believe is unethical or puts lives at risk. However, certain situations require difficult actions and conversations to do the right thing for the greater good of Canadians.
 - Loyalty: Discuss feeling and acting on loyalty towards one's supervisor versus making an ethical decision that does not align your superior's decision.
 - Courage: It would take courage for Claudia to stand up to their superiors in order to prevent harm from happening in the future to Canadian Armed Forces members overseas.
 - Discuss how the values of loyalty, stewardship and excellence could be at play also in this scenario?
3. Should Claudia go public and put her career at risk? What actions should she take? Why or why not?
 - Option 1: Claudia could go over the head of her director and inform the highest levels of leadership (e.g., the ADM, or even to the CDS, DM, Minister, or even the public) with their safety concerns. This may not be the best option as it could impact their career.
 - Option 2: Claudia could go back to their director and reiterate the safety concerns and suggest new courses of action e.g., more testing prior to the equipment being sent. If this did not work, they could go up one level and ask to discuss the issue with the Director General.
 - Option 3: Ignore the situation. This would be an unethical decision if Claudia believes that the soldiers who will use the equipment overseas could be in danger due to safety concerns. Claudia's workplace reputation and their job would, however, not be at risk.