



# Scenario: Leaky Ships Don't Sail

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

"Hayden, why don't you just leave this alone?" asks Hayden's partner, Morgan. "We've talked about this enough."

Morgan is a retired senior officer and Hayden is a lieutenant-colonel currently helping to identify savings opportunities within their organization. Having been in the position for more than a year, Hayden and their team are responsible for analyzing how key functions are carried out within their organization, modernizing roles and tasks, and determining whether certain functions could be done more in more efficient and cost-effective ways.

"But Morgan, nobody is listening to me," Hayden responds with frustration. "The final report is about to be written and it will likely recommend cuts that I don't agree with."

"I know how difficult this is for you and how strongly you feel about this issue," Morgan says. "But you stated your objections to the director general and they thanked you for your advice but said that the decisions have already been made. That means you need to get on with it. You have no other choice unless you want to put in your release earlier than we planned."

"Yes, I do have one other option," Hayden insists. "The public should know about this before the wrong decisions are made. I wouldn't be the first person to do this."

"You already know what I think of that option," Morgan argues. "It's illegal and unethical and, if you get caught, you could be charged and court-martialled even after you release. You've always been a loyal officer. Don't let a possible decision - that is not your responsibility - get the best of you. Besides, you don't have the bigger picture and all the information."

"But, Morgan, the cuts being considered are wrong, and I believe I am being loyal to the bigger picture," insists Hayden.

"Please give this some more thought," Morgan says. "I don't think it's the best option for you."

### Categories

Principles:	Serve Canada before Self, Obey and Support Lawful Authority
Values:	Integrity, Loyalty
Cultural Themes:	Service, Leadership, Teamwork
Misconduct Types:	General Misconduct
GBA Plus Themes:	Not Specific
Audience:	Canadian Armed Forces

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# 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 and loyalty in this scenario.

## Facilitation Questions:

1. What is the problem in this scenario?
  - Allow for open group discussion.
  - The ethical dilemma in this scenario relates to one's loyalty to their organization versus one's personal conscience and beliefs about what is right.
2. What considerations are at play with respect to Defence Ethics and the military ethos?
  - Allow for open group discussion.
  - Discuss the ethical principles of Serve Canada before self and Obey and support lawful authority in this scenario.
  - Discuss the values of integrity and loyalty in this scenario. How are these values being demonstrated by the individuals in this scenario?
  - From an ethical standpoint, Hayden has a duty to follow orders and complete their task as assigned and directed unless it involves illegal or clearly unethical actions.
  - Hayden might believe that by speaking out, they are ensuring transparency and accountability within the organization. However, this must be balanced and considered against the potential negative consequences of going public.
  - Is loyalty a factor for retired CAF members and PS employees?
3. What possible action(s) should Hayden consider in this scenario?
  - Allow for open group discussion.
  - Option 1: Discuss concerns again with the director general. Hayden could attempt to have an open and constructive dialogue with the director general and other decision-makers. Sometimes addressing concerns directly can lead to changes or clarifications in decisions.
  - Option 2: Seek guidance. Hayden might benefit from seeking guidance from other colleagues, mentors, or trusted advisors within the organization to gain a broader perspective and understanding of the situation.
  - Option 3: Do nothing. It was mentioned that Hayden had already stated their objections to the director general, was acknowledged and thanked for their advice, but was told that the decision had already been made.