



Scenario: Loyalty: At What Cost?

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 \(EAP\)](#).

"It's a great business and an easy way to make a few extra bucks," says Master Corporal (MCpl) Bill Macadam, as he explains his personal business venture to the group of five soldiers he's taking a break with during a large Army exercise. "A good friend of mine got me into it. So far, I've earned four grand. All you have to do is buy in with an initial \$40 fee for your first supply of the vitamin supplements then, get your friends to do the same. And so on, and so on. Every time you someone buys in, you get a percentage of the fee. Too easy! And the supplements really work to boost your energy."

Three of the four corporals in the group agree that it sounds like a great idea and are ready to buy in.

"That sounds to me like one of those schemes they warn us about," says Corporal (Cpl) John Raven.

"Well, John, great opportunities are not always recognized by weak men," says MCpl Macadam. "You probably could have used a boost of energy during this exercise."

The other corporals look at Cpl Raven and wait for his reaction.

"Well, I just thought that you might not want to get into trouble," says Cpl Raven. "These kinds of businesses can be iffy."

"John, you let me worry about my business," continues MCpl Macadam. "If you want to watch while we get a little richer, too bad for you. I never pegged you as the Regimental type."

"What's that supposed to mean?" asks Cpl Raven.

"Well, John, you just don't seem to me to be a team player — not a real member of the family so to speak. I'm trying to share the wealth with my group here and you're shooting me down."

A week later, Cpl Raven tries to settle back into the regular routine of garrison life, but notices that several soldiers from his section are treating him differently since the incident. They leave when he sits down with them at the mess, he's been assigned Regimental duty each weekend for the next month and his headdress has gone missing twice. He wonders if it's because he spoke up against Macadam's scheme.

Later that day in the parking lot, Cpl Raven sees MCpl Macadam for the first time since the exercise. "Hey John, I heard about your corrective training," yells MCpl Macadam from his car. "How's it going?"

"Unbelievable," thinks Cpl Raven. When he joined the military, he was excited and proud to be a part of a professional army of soldiers. Now he wonders about his place in it and what he should do. How long would this treatment continue? "If I complain about it," he thought, "Macadam's scheme will be seen for what it is but I'll be the rat. But if I do nothing, he's not going to let up."

Categories

Principles:	Respect the Dignity of all Persons, Serve Canada before Self, Obey and Support Lawful Authority
Values:	Integrity, Loyalty, Courage, Excellence
Cultural Themes:	Service, Identity, Leadership, Teamwork
Misconduct Types:	Abuse of Power, Harassment
GBA Plus Themes:	Income, Rank
Audience:	Canadian Armed Forces

Facilitator's Guide

Learning Objectives:

- Discuss the ethical principles to “Respect the Dignity of all Persons,” “Serve Canada before Self,” and “Obey and Support Lawful Authority” in this setting.
- Discuss the ethical values of integrity, loyalty, courage, and excellence in this scenario.
- Recognize the signs of intimidation, Abuse of Power, and Harassment as well as their effects on individuals and units.

Facilitation Questions:

1. What is the problem in this scenario? What are the considerations?
 - Open group discussion.
2. What considerations are at play with respect to Defence Ethics and the military ethos?
 - Open group discussion.
 - Discuss the ethical principles to “Respect the Dignity of all Persons”, “Serve Canada before Self” and “Obey and Support Lawful Authority” in this setting.
 - Discuss the ethical values of integrity, loyalty, courage, and excellence. Discuss leadership and teamwork, the professional expectations of the Canadian Armed Forces (CAF) ethos, in this scenario.
 - MCpl Macadam is trying to make money from his work colleagues for his personal business. Further, all outside activities, including part-time employment, need to be reported to the Assistant Deputy Minister (Review Services).
3. How is loyalty at odds with itself in this situation? Consider loyalty to the CAF, the regiment, the unit, leadership, subordinates, the mission, peers, etc. When does being loyal become a vice, rather than a virtue?
 - Open group discussion.
 - Is MCpl Macadam harassing or using his position of authority to influence the members of his regiment? How is he not demonstrating ethical leadership?
 - Cpl Raven is being intimidated and harassed for speaking up. MCpl Macadam is trying to take financial advantage of his fellow soldiers. This would not be an acceptable practice by anyone higher in the chain of command, nor acceptable for any platoon member.
4. What are some potential course(s) of action?
 - Open group discussion.
 - Option 1: Speak to a trusted peer or chain of command. Speaking to Cpl Raven's immediate supervisor creates an obligation on the part of the supervisor to intervene, either by taking the issue up the chain of command or by a one-on-one discussion with MCpl Macadam.
 - Option 2: Do nothing.