



## Scenario: Rough Start

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

You are a section head on a ship and your duties include the supervision of a junior member. You have only been with the ship for three weeks when an issue is brought to your attention. A young sailor is coming to the end of his basic engagement, and it is time to consider his retention. His file indicates that his behaviour was not exemplary. In fact, he had been charged with being Absent Without Leave (AWOL) and was placed on Counselling and Probation (C&P) because of his driving under the influence of alcohol. Although his C&P period was successful, he experienced some relapses and was counselled on several occasions.

The sailor has demonstrated a desire to progress in his occupation. However, you are aware that your immediate superior does not support his re-engagement. The Divisional Chief, however, strongly supports his re-engagement, saying, “boys will be boys.” The Divisional Chief also had a rough start to his career and clearly wants to help the sailor.

### Categories

Principles:	Serve Canada Before Self
Values:	Integrity, Loyalty, Courage, Stewardship, Excellence
Cultural Themes:	Service, Identity, Leadership
Misconduct Types:	General Misconduct
GBA Plus Themes:	Age
Audience:	Canadian Armed Forces

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# Facilitator's Guide

## Learning Objectives:

- Discuss the ethical obligation of “Service Canada before Self” in the workplace (ship).
- Discuss the ethical values of loyalty, integrity, courage, stewardship, and excellence in the workplace.

## Facilitation Questions:

1. What would you do in this situation? What are the considerations?
  - Allow open discussion from the group.
  - Ethical concerns: You are caught between a difference in opinion of the Divisional Chief and your immediate superior on the sailor's future. You want to make sure that you balance the needs of the member with the needs of the service.
  - Personal factors: You are new to the job, and you are still learning. You did not have adequate time to properly assess any of your subordinates. If you do not support the reengagement, you might be perceived as being unfair.
  - Environmental factors: Most likely, the Divisional Chief knows the sailor and might see the value of keeping him. He is trying to protect one of his own. There is also an expectation from your superior that the member should be released. Depending on the popularity of the young sailor, the morale on the ship could be affected by your decision.
2. What is the ethical dilemma in this situation?
  - Regardless of the decision you take, the best interests of the Canadian Armed Forces (CAF) must be served first, keeping in mind that the individual must be treated fairly and with respect.
  - You must balance what is right for the CAF while maintaining your loyalty to your superior and the Divisional Chief.
  - Bias is clearly present in this situation; how can you identify and address the bias that Divisional Chief has, and how it will impact the end result of the situation?
    - Discuss affinity bias or halo/horns effect.
3. What are some potential courses of action that could be taken in this scenario?
  - Option 1: Determine if the proper procedures have been followed and whether the sailor has recently demonstrated appropriate behaviour. Support your superior and make sure that the Divisional Chief fully understands the rationale for your decision. Your decision might create tension between you and the Divisional Chief. You could be perceived as someone who is unwilling to stand-up to superiors.
  - Option 2: Determine if the proper procedures have been followed and whether the sailor has recently demonstrated appropriate behaviour. Support the Divisional Chief and recommend re-engagement while ensuring that your superior fully understands the rationale for your decision. Your superior might take personal offence in your decision to challenge his direction.