



Scenario: They Should Know Better

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 an Adjutant of an operational unit in a hostile theatre. The Commanding Officer (CO) has banned all consumption of alcohol. The unit's camp has come under direct and indirect fire causing many casualties. The alcohol policy has been promulgated verbally and in writing to all members of the unit, and so far, no incidents have been reported. The CO, the Deputy Commanding Officer (DCO), and the Regiment Sergeant Major (RSM) are the epitome of a command team, and they all know each other from a previous tour.

The CO departs for 24 hours for a meeting in the north of the country and there is no communication with him. The DCO is in command. After supper that evening, the DCO and the RSM consume a bottle of scotch and open a second. As you deliver staff work to the DCO throughout the evening, you notice that they are becoming increasingly intoxicated and your attempt to remind them of the policy is brushed off. You inform the Operations Officer (Ops O) that the DCO has gone to bed and that he should take control. No one is aware that they are intoxicated, and, before you go to bed, you confirm that they are both asleep. The CO returns the following day.

Categories

Principles:	Obey and Support Lawful Authority
Values:	Integrity, Loyalty, Courage, Excellence
Cultural Themes:	Service, Identity, Leadership, Teamwork
Misconduct Types:	General Misconduct
GBA Plus Themes:	Not Specific
Audience:	Canadian Armed Forces

Facilitator's Guide

Learning Objectives:

- Discuss the ethical obligations to Obey and Support Lawful Authority” in an operational setting.
- Discuss the ethical values of loyalty and integrity, as well as duty, the professional expectation in the Canadian Armed Forces (CAF) ethos, in an operational setting.

Facilitation Questions:

1. What would you do in this situation? What are the considerations?
 - Allow open discussion from the group.
 - Ethical concerns: The DCO and the RSM have committed a service offence of which you have knowledge and have a responsibility to report. When the CO returns, are you going to keep this situation quiet?
 - Personal factors: Your personal integrity is in jeopardy. You have lied to the Ops O by fabricating a cover-up. If you do not report the incident to the CO, you are being disloyal to him, his orders and ignoring a service offence.
 - Environmental factors: If you report the incident, the CO will have to take action. It might destroy their command team and no doubt destroy the careers of two soldiers whom you know and respect. It may also have an adverse effect on the unit's operational effectiveness and morale.
2. What is the ethical dilemma in this situation?
 - This is a competing values dilemma, where more than one decision, option, or course of action are consistent with different core ethical values and obligations.
 - You have contributed to this ethical dilemma by fabricating a cover up story for the DCO and RSM. You now have to wrestle with your responsibility and duty as an officer to report a service offence or to stay loyal to the DCO and RSM. Furthermore, if you do not report it you are contributing to the service offence and jeopardizing your integrity by being dishonest.
3. What are some potential courses of action that could be taken in this scenario?
 - Option 1: Tell the truth to the Ops O and ask for advice. The Ops O might not appreciate that you lied to them in the first place.
 - Option 2: Report the incident to the CO for their action. This is loyalty both to the CO and lawful commands but might be perceived as disloyal to members of the team.
 - Option 3: Report your cover-up to the DCO and the RSM. It would show loyalty to the members of the team, protect the CO from action that might destroy their command team, and potentially save unit effectiveness and morale. However, it would be disloyal to the CO and would be a service offence. You will also jeopardize your personal integrity.