



Scenario: Time Will Tell

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 \(EAP\)](#).

“Hey there, Raphael. How was your first month here?” asks Elena Ortiz.

“Hi, Elena,” Raphael replies. “I’m finding my way around.”

Raphael St. Antoine began full-time, permanent employment at a large Department of National Defence (DND) repair facility after applying unsuccessfully many times over several years. Although they’ll be on the normal period of probation for some time to come, they are very happy to have landed this government job, and the benefits and security that come with it. They have been finding it hard to fit in, though, since most of the other workers have been here for years and know each other really well. Elena is the supervisor of another section but has been really friendly and seems to know just about everyone who works there.

During lunch hour, Raphael overhears another employee in their section, Brian Yuan, talking with Elena. “Hey, Elena. Remember that new truck I told you about? I bought it. I’d like to finalize the deal this afternoon. Maybe you could swipe me out today, you know, just between you and me?”

Elena nods in agreement. “Things are quiet around here today. Don’t worry about a thing, Brian.”

At the end of the day, Raphael notices Elena ahead in line. Elena swipes their card, stops, and says, “I can’t believe it. I forgot my bag,” and goes back in the building. After swiping themselves out, Raphael starts speaking with another worker and then notices Elena at the time clock, swiping out again.

On the way home, Raphael thinks about the conversation between Brian and Elena, realizing that Elena’s actions are a perfect fit with an example given during a new employee orientation session concerning the improper use of the time-clock system that could result in disciplinary actions.

The human resources manager who gave the briefing used the example to illustrate actions that undermine DND’s values of integrity and loyalty.

Raphael’s initial reaction to Elena’s double swiping is to not get involved and do something that might jeopardize this job. On a personal level, however, Raphael has never liked to see dishonest people get away with dishonest actions. They wonder what to do next.

Categories

Principles:	Serve Canada before Self, Obey and Support Lawful Authority
Values:	Integrity, Loyalty, Courage
Cultural Themes:	Service, Identity
Misconduct Types:	Not Specific
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, and courage in this scenario.

Facilitation Questions:

1. What is the problem in this scenario?
 - Open group discussion.
 - The problem in this scenario is the potentially fraudulent behavior involving the misuse of the time-clock system for personal gain, as well as the ethical dilemmas it creates for the individuals involved.
2. What considerations are at play with respect to Defence Ethics and the CAF ethos?
 - Open group discussion.
 - Serve Canada before Self - Raphael should consider the best interests of DND. Reporting dishonesty and upholding DND's values, even at a personal cost, aligns with the principle.
 - Obey and Support Lawful Authority- Elena and Brian should follow the rules and regulations, including those related to timekeeping and honest time charging. Elena, as a supervisor, should set a positive example by adhering to the rules and not engaging or condoning actions that violate them.
3. Should Raphael keep quiet about what he witnessed? Why or why not?
 - Open group discussion.
 - Raphael faces a moral dilemma. They may want to fit in with their new colleagues, but they also don't want to jeopardize their job.
 - On the other hand, Raphael has a responsibility to uphold the DND's values of integrity and loyalty. How the pressure to fit in into a new group could play in this scenario. How can we facilitate new employees' awareness about the right ethical culture and thinking at their beginnings of their employment?
4. What courses of action could Raphael take? What should they do? Why?
 - Option 1: Confront Elena about their actions. Raphael could express concern and seek an explanation from Elena. However, it's essential to remember that addressing such issues with a superior can be challenging, and the consequences should be considered.
 - Option 2: Seek guidance from the chain of command. Raphael should consider discussing the situation with the human resources office or with a higher authority in his chain of command.
 - Option 3: Do nothing. Raphael could ignore the situation and avoid jeopardizing their job in order to fit in with their colleagues. In this situation, this would be an unethical choice.