MORAL INJURY
The social, psychological, and spiritual harm that one perceives from a betrayal of core values, such as justice, fairness, or loyalty1.

MORAL OUTRAGE
Moral Injury or Crisis of Conscience can be normal reactions to many types of difficult situations, however, when not adequately addressed by the individual or their peers or supervisors, it can escalate to Moral Outrage, and when exposed to triggers can lead to concerning behaviors.

INDICATORS OF MORAL OUTRAGE

- Expressing ill-will towards USG or employing organization.
- Absolutist views, or inflexible black or white perspectives on complex topics.
- Repeated comments about or intense focus on topics of perceived moral concern, including recurrent discussions in the workplace, if unrelated to work duties.
- Indiscriminate anger expressed in the workplace; “having a short fuse,” or being “explosive in meetings.”
- Recurrent posting, sharing, or commenting on work forums about topics of conflict unrelated to work.

REFERENCES:

CRISIS OF CONSCIENCE
A crisis that develops within a person when they perceive a conflict between their morals/values and their employers’ policies, mission goals, or job requirements.

ADAPTIVE ORGANIZATIONAL RESPONSES

1. Organizations can adapt lessons learned from programs in the DoD and implement ways to assist those dealing with a Crisis of Conscience to be able to find different roles to serve the mission or to assist in finding alternate employment.
2. Supervisors can engage in conversations using active listening to assist individuals that need help off the critical pathway to insider threat. Responses could include referral to EAP or other prevention programs or encourage reporting through proper channels while affording whistleblower protections.
3. Engage early and frequently with individuals expressing concerns. Support freedom of expression and accessing appropriate outlets while setting firm boundaries and expectations around appropriate communication in the workplace and protection of sensitive or classified information.