



Scenario: How Much is Enough?

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 \(EAP\)](#).

Lieutenant-Colonel (LCol) Pierre Galetti, the commanding officer (CO) of an Army unit, is holding a meeting with their administration officer, Major (Maj) Alessia Folwell, and their operations officer, Maj Clément Gibeault. The unit has received a request to support a charity golf tournament hosted by the mayor and a few large businesses from a nearby city. The tournament is designed to raise funds for the Soldier On program to support ill and injured Canadian Armed Forces (CAF) members and veterans.

“Okay folks, this is an important event from a community relations point of view, and it has the potential to raise a lot of money for the Soldier On program,” says the CO. “What have we got to give them?”

“Given the physical space available at the golf course, the sky is the limit,” says Maj Gibeault. “For the display, we’ve got four Light Armoured Vehicles (LAVs), four C6 machine guns and a few other smaller displays. We can free up troops to transport the equipment and run it for the duration of the event. This will take around one section for three days of work. It’s certainly doable.”

“So far, that sounds very good,” says the CO, “and don’t forget the helicopter support since the base commander, who is jump-qualified, wants to fly in just before tee-off time and rappel from the CH-146 Griffon. So, Maj Folwell, based on an initial estimate, what will this cost the Crown?”

“Sir, given the Ops Officer’s assessment of the available equipment and personnel, the associated costs will be upwards of \$20,000 for the troops and about \$5,200 for the equipment, according to the Cost Factors Manual,” replies Maj Folwell. “For the Griffon, the total is approximately \$24,000. I can give you exact numbers after the event, but a solid estimate for everything is about \$50,000.” The CO then appears a little dismayed.

“Okay, I want to think about this further,” says the CO. “We’ll meet again in a few days and determine our way ahead.”

Back in their office, LCol Galetti wonders if the military should support such fundraising ventures, even if they are for a very worthwhile cause. They can’t fault the tournament organizers for requesting the equipment and soldiers, since the public usually responds very favourably to community displays of military equipment and presentations. It’s also great for the troops to interact with the public.

In this case though, their support could help to raise a significant amount of money for Soldier On. On the other hand, the budget is already very tight. They could scale back the Ops Officer’s recommendation and not approve the use of the helicopter, but then would have to advise the base commander that the arrival plan isn’t affordable. LCol Galetti wonders how to proceed.

Categories

Principles:	Serve Canada before self
Values:	Integrity, Stewardship
Cultural Themes:	Not Specific
Misconduct Types:	Not Specific
GBA Plus Themes:	Rank
Audience:	Canadian Armed Forces

Facilitator's Guide

Learning Objectives:

- Discuss the ethical principle of Serve Canada before self and the values of integrity and stewardship in this scenario.

Facilitation Questions:

1. What is the problem in this scenario?
 - Open group discussion.
 - In this scenario, there are complex ethical considerations related to resource allocation, social responsibility, and fiscal responsibility in relation to the needs of both charity organizations and the CAF.
2. What considerations are at play with respect to Defence Ethics and the military ethos?
 - Open group discussion.
 - Discuss Serve Canada before self, including the expected behaviour to make decision in the public interest and any tensions demonstrated in this scenario.
 - Discuss the ethical values of integrity and stewardship in this scenario.
 - LCol Galetti has a stewardship responsibility to ensure public funds and personnel resources are used wisely and efficiently, aligning with the military's core mission and priorities.
 - LCol Galetti must demonstrate integrity by making decisions that are honest, transparent, and principled. They should ensure that the allocation of military resources to support the charity event is based on ethical considerations rather than personal or political motives.
3. What possible action(s) should LCol Galetti consider in this scenario?
 - Open group discussion.
 - Option 1: Consult with the Base Commander. The CO could seek guidance and express concerns about the budget constraints. They might collectively decide on the best course of action, one that aligns with the military's broader goals and values.
 - Option 2: Discuss with charity event organizers. LCol Galetti could maintain transparent and open communication with their team and the charity event organizers. They can explain the budget constraints and discuss potential alternatives or compromises.
 - Option 3: Delay the decision. LCol Galetti could choose to delay the decision until they have more information and a better understanding of the financial implications. This provides time for thoughtful consideration.