

## Case Study: E-3 and E-2 Liberty Incident (Alcohol)

**Description:** Male E-3 & E-2 go on liberty in foreign port; both stop at the first bar they see and drink heavily. E-3 breaks into apartment; foreign port authorities catch both sailors and contact Shore Patrol. Shore Patrol returns sailors to the ship.

**Background:** Carrier's Commanding Officer convenes an informal investigation to explore the circumstances surrounding allegations of breaking and entering by ship's sailors. A secondary investigation by the liberty board explored the ship's alcohol use policy in foreign ports.

### Findings:

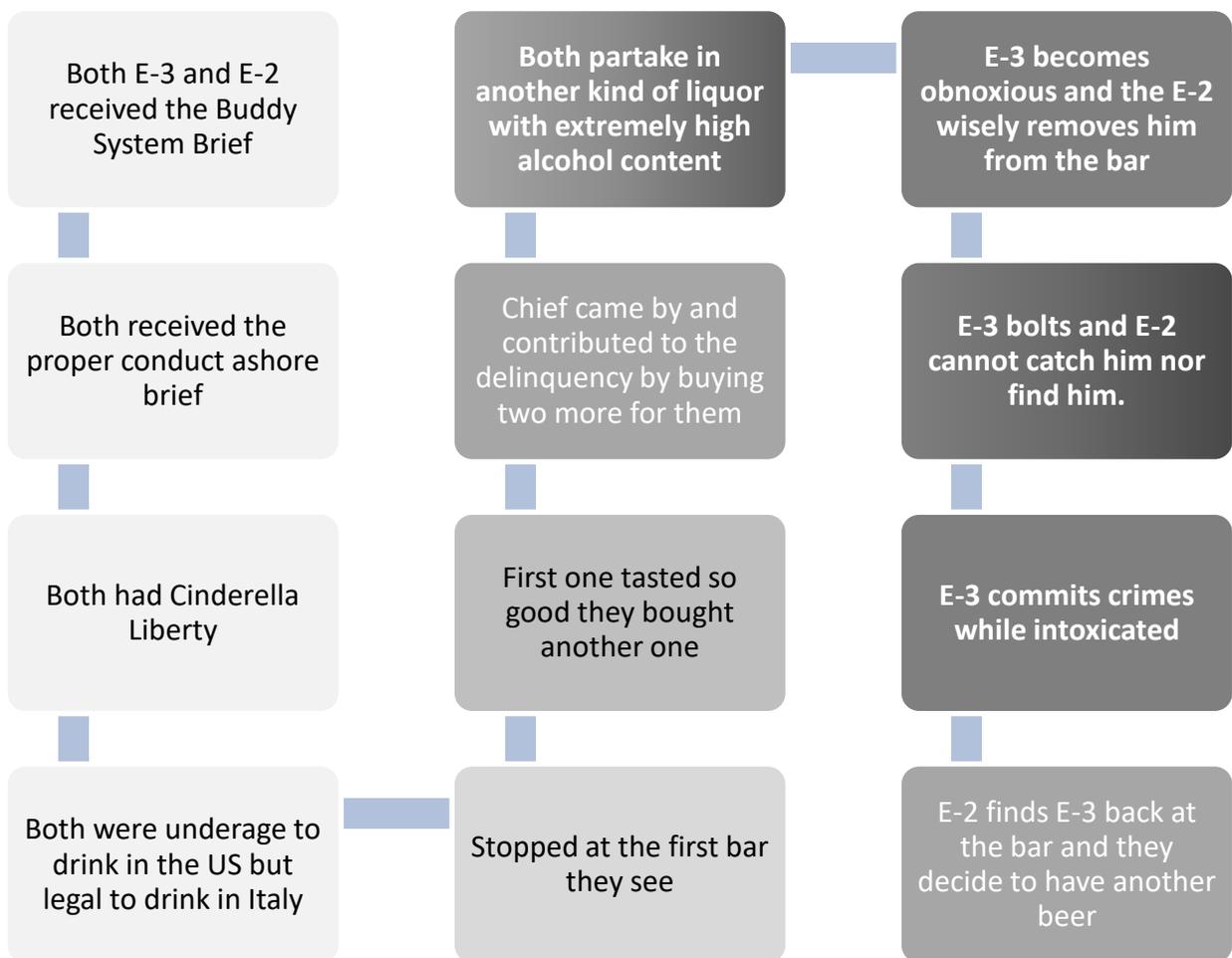
1. Two Supply Department sailors (E-3 & E-2) depart ship as "buddies" in their first port visit of the deployment.
2. Both had received the liberty briefing on proper conduct ashore from their First Class Petty Officer.
3. Both were aware that they had Cinderella liberty, and both were counseled again the morning before they went ashore.
4. The sailors were 19 & 18 years of age and were not permitted to legally drink in their homeport.
5. The foreign country and the Senior Officer Present Ashore had no minimum drinking age for U.S. servicemen and women. Therefore, the ship's skipper, Executive Officer, department heads and Command Master Chief agreed to give sailors the benefit of the doubt but on the buddy system.
6. While enroute to operations, the ship's crew was informed that there was no minimum age for alcohol consumption, but they would be trusted to go ashore with a buddy, and would be trusted to drink alcohol in moderation. The policy was that if either buddy displayed poor judgment. it was the other buddy's responsibility to correct it. If one of the two got into trouble, both would be in trouble.

7. The two sailors stopped at the first bar they saw for a “quick one” prior to seeing the sites. The beer tasted great and they had a second round. The supply chief dropped in and bought them a couple of rounds. Then he departed.
  8. The sailors continued to drink beer and a friendly local introduced them to grappa. After several shots of grappa, the E-3 got very aggressive and hostile. He began to talk loudly using ethnic slurs. The E-2 took him out of the bar to cool off but the E-3 ran down an alley. The E-2 loses sight of him.
  9. According to foreign police, the E-3 broke into an apartment and stole an ivory figurine, then returned to the bar.
  10. The E-2 eventually returns to bar and finds the E-3 there, proudly displaying the ivory figure.
  11. They are sitting at the table drinking beer when the foreign port police and shore patrol come in. They are arrested and then released to the shore patrol.
  12. Both sailors are initially charged with breaking and entering and theft. The foreign government is convinced to drop the charges as long as the sailors are not allowed to set foot in the country for the rest of the deployment.
  13. The CO awards NJP to the E-3 who is fined, busted and confined to the ship for the remaining five months of deployment. The liberty board places the E-2 on liberty risk for the rest of the port period and the following port period.
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## Facilitation Questions:

### 1. Diagram the thought-to-action chain.

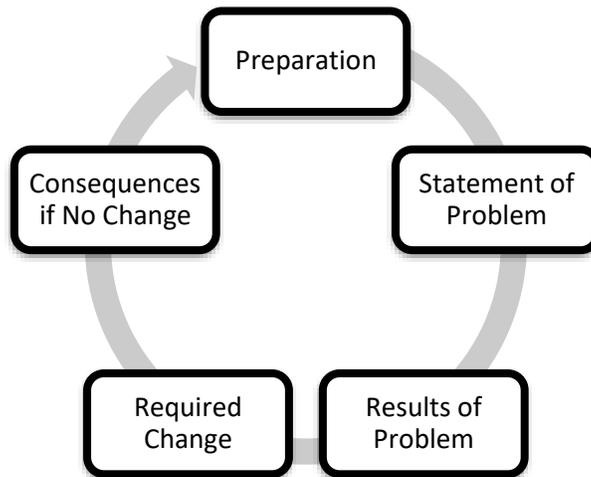
- a. Both E-3 and E-2 received the Buddy System Brief, both received the proper conduct ashore brief, both had Cinderella Liberty, both were underage to drink in the US but legal to drink in Italy, Stopped at the first bar they see, First one tasted so good they bought another one, Chief came by and contributed to the delinquency by buying two more for them, both partake in another kind of liquor with extremely high alcohol content, E-3 becomes obnoxious and the E-2 wisely removes him from the bar, E-3 bolts and E-2 cannot catch him nor find him, E-3 commits crimes while intoxicated, E-2 finds E-3 back at the bar and they decide to have another beer.



2. Discuss the ship's alcohol policy. Was it reasonable?
3. Discuss the ship's buddy policy. Could it have been better?
4. Where did the sailor's go wrong?
5. What do you think about the Supply Chief's actions?
6. Who attempted to be a good buddy?

#### **Social Constructive Confrontation Discussion:**

1. The first opportunity for constructive confrontation is internal. In this case, the two sailors would benefit from a constructive confrontation with themselves. Admittedly, it takes a bit of maturity to embrace all of the opportunities of foreign ports. However, if the sailors would have asked themselves what they wanted to see or do or experience it would have base lined their activity. If they could have also reflected on their own tendencies or vulnerabilities (such as alcohol consumption) it could have helped as well.
2. A next opportunity for confrontation might come from a friend or colleague, or senior leader. In the case here the leadership in the sailors' workcenter might have been more instructive. Certainly, the Supply Chief could have been more observant and helpful. Have you ever been in such a situation as a participant in an emerging problem or in the role similar to the Supply Chief's? Approaching a friend or co-worker would be very difficult and you would have to be sure that real, negative consequences were likely. Approaching a senior would be even harder. Using the case study, your own observations, or a hypothetical example, how would you realistically handle such a confrontation? Look at the wheel below for a template.



#### **Preparation:**

1. Put yourself in the position of the supply chief. Could you have forecast what was going to happen? Would you have intervened? Let's suppose you did, how would you conduct it? How would you prepare? In what setting would this type of confrontation best take place?

#### **Statement of Problem:**

1. What is the problem (or likely result) of the misbehavior? What problem is it for you? What problem is it for the unit, etc.?
2. How would you state this to the two young sailors?
3. Listen.

#### **Results of Problem:**

1. Using the example, what are the likely results or negative outcomes from the problem and how would you state that to the friend?
2. Listen.

#### **Required Change:**

1. What change in behavior do you want to see?
2. Listen.

**Consequences If No Change:**

1. Hopefully, by this point in the confrontation you are having a discussion and not a shouting match. The understanding of consequences would be something that both of you agree to vice you listing them.

**Case Conclusions:**

1. What main points did you take from this case study?
2. What are your concerns as a facilitator with this case study?