

Case Study: Inappropriate Behavior

| | |
|---------------------|--|
| Description: | Battle Group Commander (O-8), married with family, and engaged in consensual sexual affair while visiting a foreign port. |
| Background: | Inappropriate behavior was reported and investigated; RADM was awarded NJP and found in violation of UCMJ articles 134 (drunkenness) and 133 (conduct unbecoming an officer and gentlemen). He was awarded a Letter of Reprimand at NJP by COMFLT for these displays of improper character and integrity. RADM was relieved of command and retired from service within three months. |

Findings:

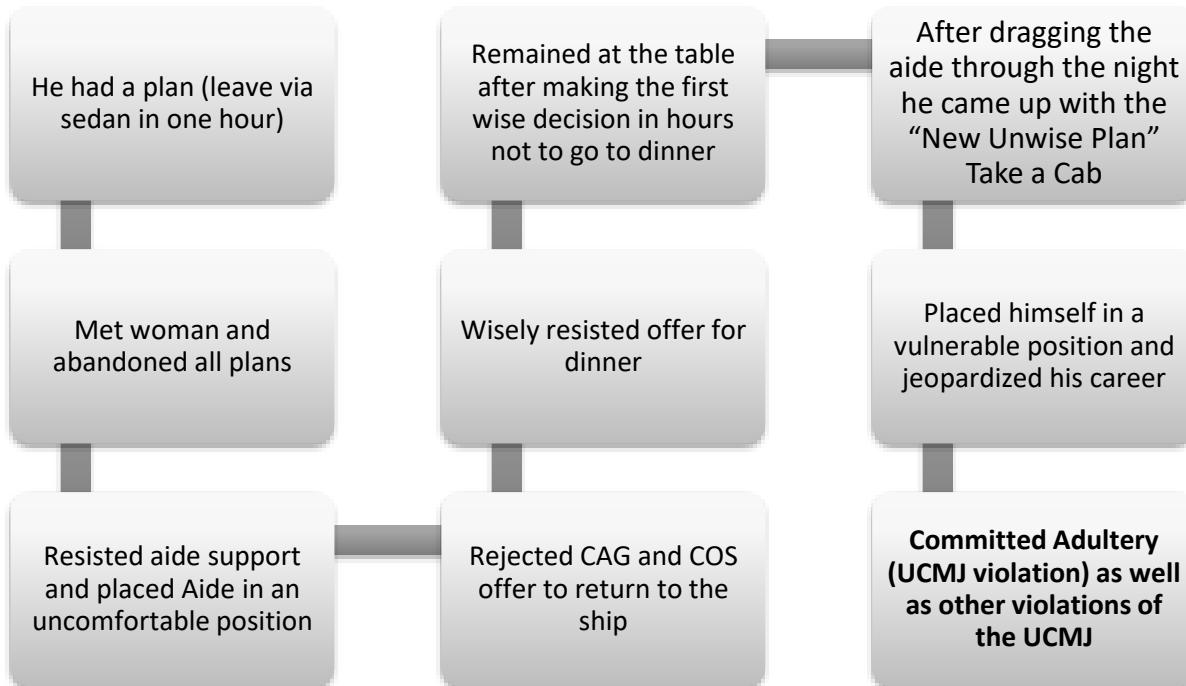
1. RADM, a highly respected naval aviator in his Strike Group Command, was completing a most successful combat deployment.
2. While in port, one of the fighter squadrons was hosting a “hash,” a foot race through the city and the beach resort. The runners would proceed from one predetermined point to another until they all ended up at the Mojo bar with food and drink for all.
3. The RADM flew with both fighter squadrons so he knew all of the officers quite well. He was himself a fit runner, and when invited to join the “hash,” he quickly accepted.
4. The RADM, a veteran of such activities, knew how these events evolved. He didn’t want to get drawn into a long, loud drinking party. He directed his aide to have the driver prepared to take him back to the barge one hour after he went to the post-race party.
5. After the race, the runners gathered in the bar and the RADM soon became the center of attention. He was a charismatic figure and a favorite of the air wing. The CAG and the COS were at his side and soon they were drinking shooters in wild celebration of their successful combat deployment. Many European tourists also joined the party. At the one-hour point, the aide informed the RADM his car was ready and the barge crew was standing by. The RADM told him, “Just a bit longer.”
6. A woman from England was introduced to the RADM and they soon

were involved in intense conversation. RADM later said that they were enamored with each other. After another hour's time, the aide again informed the RADM that his car was ready to take him back to the barge. The RADM again waved him off and told him, "Not yet, I will tell you when I am ready."

7. The woman had been visiting the city for two weeks, and she and her roommate had rented an apartment two blocks from the Mojo Bar. Her roommate was also heavily involved with an air wing officer.
8. At 2000, the CAG and COS informed the RADM they were departing and asked if he wanted to go back to the ship. The RADM replied in the negative. The COS remembered turning to the aide and saying, "Watch the boss."
9. At approximately 2230, the woman invited the RADM to join her for a drink and dinner in her apartment.
10. The RADM admitted that at that time, he really wanted to accept the offer but he knew acceptance was a recipe for disaster. He remembered telling her, "I would really like to but my driver is outside and I need to return to the ship."
11. The woman said she understood but when the RADM remained sitting at their table, she ordered more drinks.
12. At 0100, the RADM finally told the aide to go back to the barge with the driver and that he would get a taxi. The aide remembered asking, "Sir, are you sure about that?"
13. Sometime later, the RADM accompanied the woman to her apartment and spent the night. He did not recall much about what happened but missed the 0900 morning meeting the next day. The COS went ashore to find him and tracked him down by inquiries at the bar.
14. The RADM felt very guilty and remained onboard for the rest of the port call. However, stories about his ability to hoot with the JOs and the fact that he missed his own morning meeting because he was "shacked up with a Brit hottie" ran through the ship. Several weeks later the RADM received notice of an impending investigation by COMFLT concerning his behavior while ashore in the foreign port.
15. The RADM was removed from the carrier while still on deployment. He received a Letter of Reprimand at NJP from COMFLT and retired three months later.

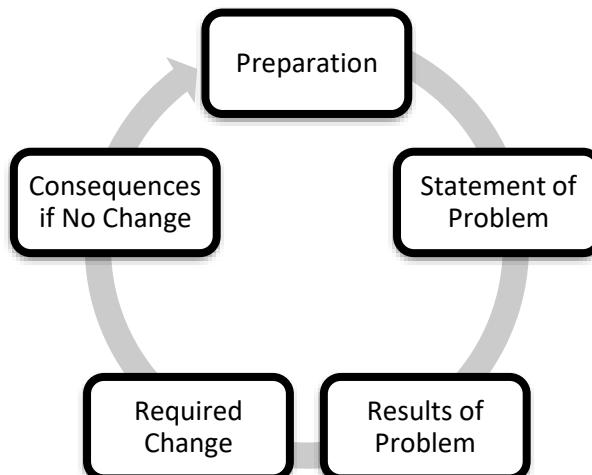
Facilitation Questions:

1. Diagram the thought-to-action chain for the RADM.
 - a. He had a plan (leave via sedan in one hour); allowed revelry to change plan; met woman and abandoned all plans; resisted aide support; rejected CAG and COS offer to return to the ship; wisely resisted offer for dinner; remained at bar; made new, unwise plan (cab); put himself in vulnerable position; committed adultery.
2. Where in the chain did the RADM go wrong?
3. He seemed to know himself well enough to have a plan but was it appropriate to use his aide and driver like this??
4. Have you ever witnessed a similar event in a senior, peer or junior?
5. What could the aide have done?
6. What could the COS and/or CAG have done?



Social Constructive Confrontation:

1. The first opportunity for constructive confrontation is internal. In this case, the O-8 would benefit from a constructive confrontation with himself. Why is he making the decisions he is making? What does it mean when he has his aide and driver as a social escape plan? Is this abuse? Have you ever faced situations whereby you benefited from taking a second to ask yourself what the heck you were doing? In addition, the O6s and the aide are observing the situation develop. What internal deliberations could they have made?
2. A next opportunity for confrontation might come from a friend or colleague. These “on-lookers” often know about or strongly suspect incidences of misbehavior in others. Have you ever been in such a situation? Approaching a friend or co-worker in such a situation would be very difficult and you would have to be sure that real, negative consequences were likely. Approaching a senior would be even more difficult. 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. Sometimes we see misbehavior developing over time; sometimes we see it begin due to a moment of opportunity. Put yourself in the place of the COS or CAG as you watch your boss begin to stray. What would you do? How would you prepare? What setting would you try to get the O8 in so you could have a discussion? What problem is his behavior presenting? For you as well as the unit?

Statement of Problem:

1. How would you state the problem?
2. If you were more junior, as in the case of the aide, how would you handle this?
3. What would you listen for?

Results of Problem:

1. Using the example, what are the likely results or negative outcomes from the problem and how would you state that?
2. What would you listen for?

Required Change:

1. What change in behavior would you want to see from the O8? How would you state that?
2. What would you listen for?

Consequences of 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?