

Case Study: Female E5 and Married O-3 Illicit Sexual Relationship

Description:	Married male O-3 and female E-5 in different commands have an illicit sexual relationship. Both are awarded NJP, fined, and reduced in rank.
Background:	An informal investigation was convened to explore the case and to determine what decisions, events and circumstances contributed to the behavioral failing. The investigation was initiated following the results of the NJP but completely separate from NJP.

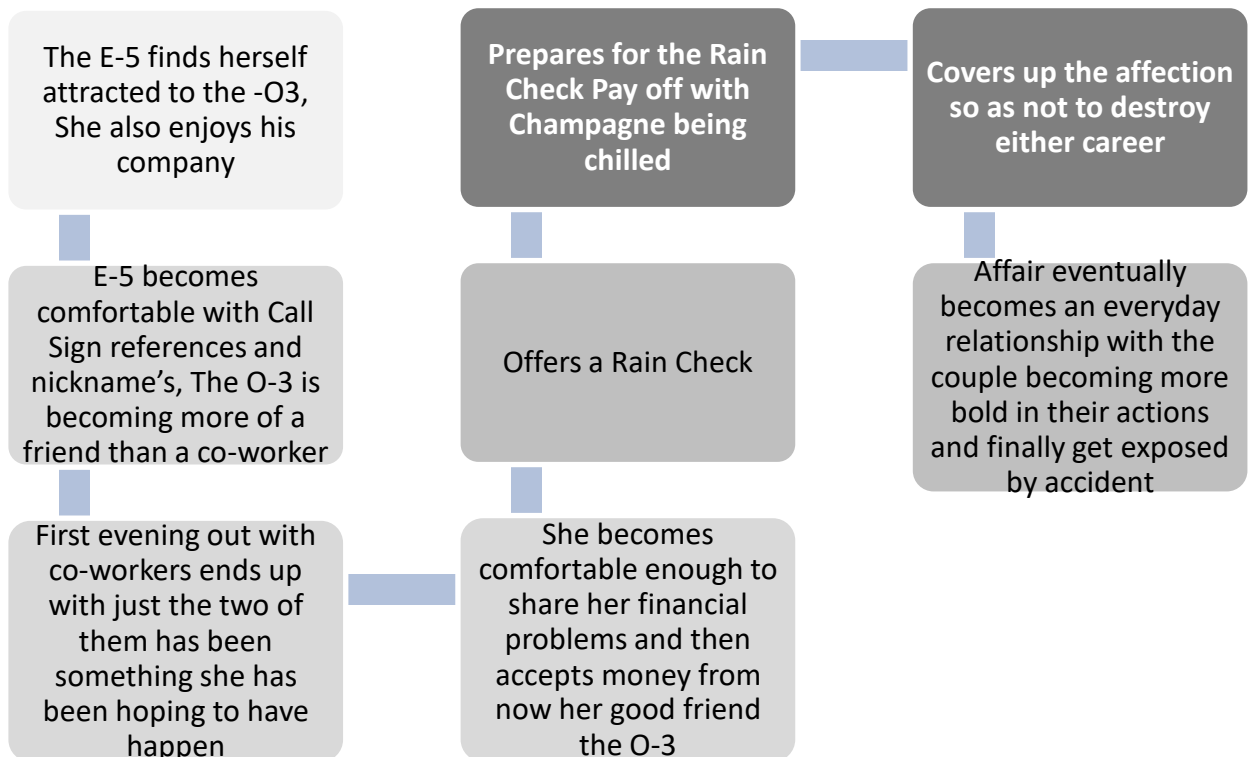
Findings:

1. Male O-3 is a pilot from a base command. He is married and has two small children.
2. Female E-5 is single and works at another command on base.
3. The two were assigned to work together to develop a media presentation for the Centennial of Naval Aviation (CONA) event.
4. The O-3 admitted that when first introduced to the E-5 he found her to be very attractive and intelligent.
5. The E-5 admitted that she thought the O-3 was "Tom Cruise."
6. Both relayed that their working environment was professional but since it was the two of them working on the project, the environment became increasingly casual. For instance, after a short time, they referred to each other by his call sign and her nickname rather than lieutenant and petty officer, etc. In addition, they exchanged personal and family information.
7. After a particularly grueling workday the O-3, E-5 and others meet at an off-base bar. After approximately an hour, the others left and the O-3 and E-5 proceeded to another bar near her apartment.
8. The two shared stories and the E-5 eventually mentioned some financial problems she was having. The O-3 gave her some cash to help her pay bills.

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9. The E-5 invited him to her apartment just a few blocks away for a night cap but he refused noting that it was getting close to his liquor cut-off time because of an early brief the next day. She offered a “rain check,” which he cheerfully accepted.
 10. The O-3 admitted that he began to think more and more about the E-5 and eventually asked her if the “rain check” was still valid.
 11. They agreed to meet and the O-3 sneveled off the flight schedule. He informed his wife that he had a night hop and would not be home until late.
 12. The next evening the two met at the Lounge and had one drink. The E-5 told the O-3 she had some Champaign chilling and asked if he would help her drink it. He agreed and they went to her apartment.
 13. This was the first of hundreds of rendezvous the two of them had.
 14. They took care to keep their affection and attraction to one another covered. They were outwardly professional at work.
 15. The E-5 asked the O-3 to conduct her re-enlistment oath, which he did. The E-5’s parents attended the ceremony.
 16. The E-5 asked the O-3 to accompany her and her parents to Las Vegas for the weekend to celebrate. He agreed and told his wife he had a cross country that weekend and would be back on Sunday.
 17. The parents were fully aware of O-3’s marital situation and the illicit relationship.
 18. The O-3 was selected for promotion to O-4 and received orders to Safety School in Monterey, CA.
 19. The E-5 took leave and joined him in a local motel. While driving to dinner, a drunk driver hit the O-3’s rental car. The crash hurt the E-5 and she was taken to the hospital with a broken leg and facial lacerations.
 20. The resultant accident investigation exposed the relationship.
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Thought-to-Action Chain

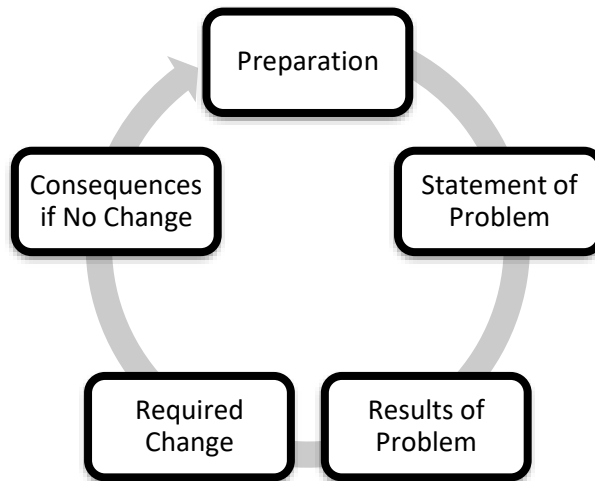
1. Diagram the thought-to-action chain for the E-5.
 - a. The E5 finds herself attracted to the O3, she also enjoys his company, E5 becomes comfortable with Call Sign references and nicknames, O-3 is becoming more of a friend than a co-worker on a project, the first evening out with co-workers ends up with just the two of them, has been something she has been hoping to have happen, she becomes comfortable enough to share her financial problems and then accepts money from now her good friend the O-3, Offers a rain check, prepares for the rain-check payoff with Champagne being chilled, covers up the affection so as not to destroy either career, become so good at acting in front of their military friends and co-workers that a re-enlistment is not viewed with any questions from her chain of command, Once down the road, the affair seems to be uncontrollable for both until they are exposed.



2. When did the critical incident occur?
3. Have you ever witnessed anyone participate in this type of event?
4. What leadership did her parents show?
5. Discuss the actions of the O-3. When did he go “wrong”? What was his critical incident?
6. Discuss the reality of sexual attraction in the workplace versus the requirements to act with character and integrity?

Constructive Confrontation Discussion:

1. The first opportunity for constructive confrontation is internal. In this case, the O-3 is clearly out of line and as the senior military individual in this case must make the right choices. He failed miserably at being a good leader. E-5 also bears some responsibility in this case as she was fully aware of his marital status and continued to pursue him. Both would have been much better off ending the relationship before it got started.
2. A next opportunity for confrontation might come from a friend or colleague. These “on-lookers” often know about or strongly suspect instances of misbehavior. While awkward and difficult, junior officers in the squadron could have offered concerns. 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 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. What does this step mean to you? 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 your colleague/friend?
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?