

Case Study: Security Violation

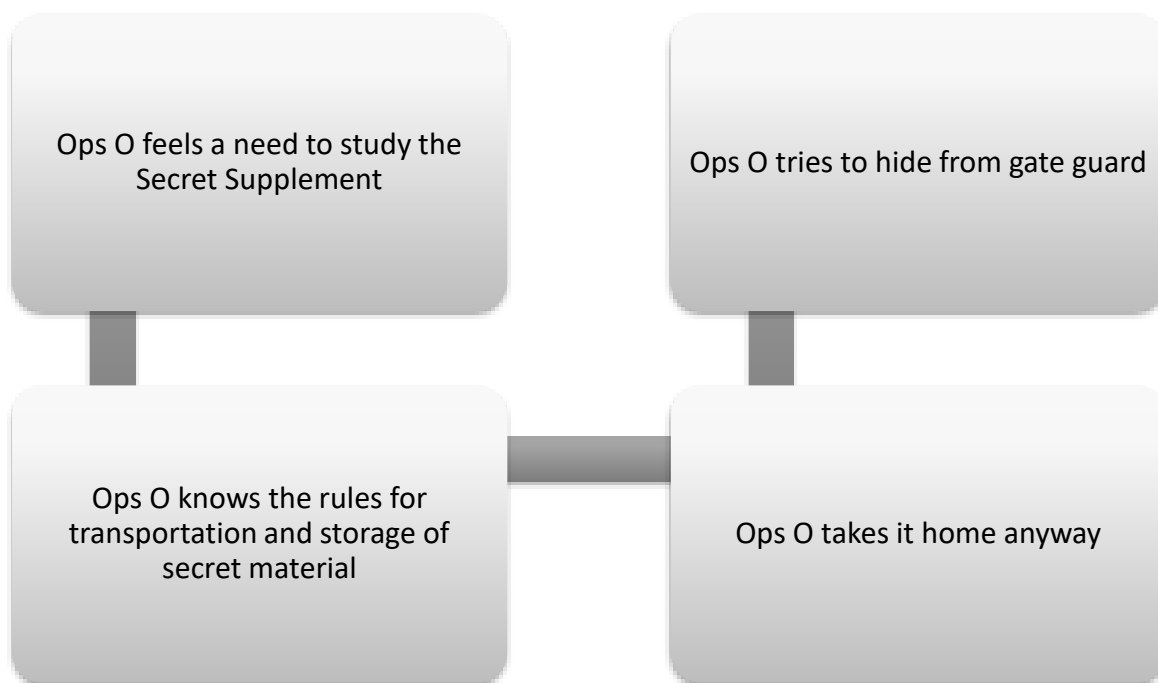
Description:	Squadron operations officer takes secret material home for the weekend. Security personnel find the material during random gate search. Operations officer is removed from the command and receives NJP. He retires at twenty years of service.
Background:	An informal investigation was convened to examine 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 is completely separate from the NJP.

Findings:

1. The operations officer had the habit of checking out the secret supplement on the weekends. The squadron was in the process of receiving new block aircraft and he wanted to ensure he was on top of the new technology.
2. Weeks prior to the incident the operations yeoman had discovered a secret supplement missing from the safe but checked out to the operations officer. The yeoman informed the training officer.
3. The training officer made a blanket announcement about safeguarding secret material during an all-aircrew training meeting but did not directly confront his boss, the operations officer.
4. The operations officer was stopped at the base main gate for a random search. When asked if there was anything in the car of interest, he replied "No, and I am in a big hurry for a brief."
5. The gate guard apologized for the inconvenience and asked the operations officer to pull the car to the side for an inspection.
6. The guard found the secret supplement hidden under the operations officer's flight jacket in the back seat.
7. The operations officer was removed from the squadron that afternoon.

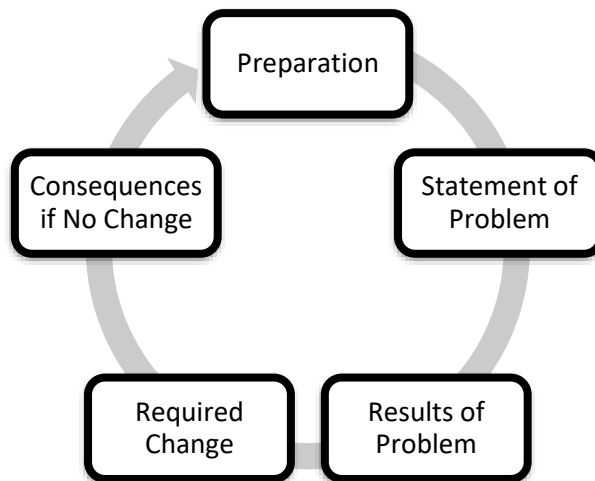
Facilitation Questions:

1. Diagram the thought-to-action chain for the operations officer.
 - a. Operations officer feels a need to study the Secret Supplement, operations officer knows the rules for transportation and storage of secret material, operations officer takes it home anyway, operations officer attempts to hide the document.
2. What is the point of the critical incident? When did the operations officer go wrong?
3. Have you ever felt you were behind your personal “power curve” and needed to fudge the rules a bit?
4. Why did the operations officer take the risk?
5. Have you ever observed this kind of behavior?
6. Are the rules reasonable? Should the operations officer be given a second chance?



Social Constructive Confrontation Discussion:

1. The first opportunity for constructive confrontation is internal. In this case, the operations officer would benefit from a constructive confrontation with himself. He is having issues with his return to flying status. He needs to examine the reality of his study ethic, what assistance he can get from others, and his respect for security safeguards. Have you ever violated a security rule like this? Do you have any “conversations” with yourself?
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. In this case, the operations yeoman (although certainly junior) could have voiced a concern. It is likely others also knew of the misbehavior. 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. Of course, approaching a senior would be 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. Put yourself in the position of the operations yeoman. Would you try to constructively confront the operations officer yourself or would you seek the assistance of others? Why and by whom? What does this step mean to you? How would you prepare? In what setting would this type of confrontation best take place?
2. Now put yourself in the position of a fellow department head. How would you handle it?

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. What would you be listening for from the operations officer and how might you refute that?

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 operations officer?
2. Listen.

Required Change:

1. What change in behavior do you want to see? How would you state that?
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?