CASE STUDIES

The following situations are presented for discussion during class. You should review and be prepared to discuss ALL of them.

Case Study #1

SMSgt John Miles is the NCOIC of a remote detachment located in England. The nearest military installation is 65 miles away. The tour is unaccompanied. Ten-hour duty days are routine and 14-hour days are not uncommon. Morale in the unit is generally good, but being isolated is a hardship for all assigned. SMSgt Miles supervises 14 technicians ranging in grade from Amn to TSgt. He finds he has little in common with most of his subordinates until he discovers that SrA James Payton shares his love of international soccer. Daily, they discuss the merits of various soccer players, talk about league standings, and analyze upcoming games. Only rarely does SMSgt Miles enter into casual conversation with others. It is known that SMSgt Miles and SrA Payton attend local soccer matches together and that they have traveled to neighboring countries, sharing the expenses of transportation and lodging. SMSgt Miles overhears a conversation about work schedules and is taken aback when he hears SrA Payton referred to as the “teacher’s pet” who “everyone knows” always pulls the “cushy” duty. In fact, SMSgt Miles has attempted to spread out the details and rotate the work schedule so that everyone pulls a fair share.

Is SMSgt Miles’ relationship with SrA Payton professional or unprofessional? What is the impact of this relationship on the workcenter? What could SMSgt Miles have done differently?

Case Study #2

2d Lt Martin is the OIC of a section and supervises a staff sergeant who has just been notified that she’s been selected for promotion to technical sergeant. The enlisted staff has planned a small party to celebrate at the base club after work on a Friday. Everyone from the section has been invited to attend, including 2d Lt Martin, the only officer in the section.

Should 2d Lt Martin attend? If she decides to attend, what considerations should she take into account to ensure her attendance doesn’t appear unprofessional? What, if any, are the benefits of her attendance?
Case Study #3

Lt Col Parker is unmarried and in command of a maintenance squadron when she meets Capt Davis, a recently divorced pilot. They discover they have many common interests, including skiing. After dating off and on, they plan to spend a Saturday at the beach. The flying wing is short of pilots and there have been complaints about the high operations tempo. On Friday, Capt Davis is notified of a short-notice weekend mission. Capt Davis calls Lt Col Parker and says, “I’d really rather go to the beach, but I’ve been assigned to a mission. Unless you can talk my commander out of this, the trip is off.” Lt Col Parker immediately calls Capt Davis’ commander, an old acquaintance, and makes a case for changing Capt Davis’ schedule. Capt Davis’ commander “blows up” at the suggestion and his rather loud conversation with Lt Col Parker is overheard by others. The story quickly spreads throughout the squadron.

What aspects of a professional relationship have been violated in this scenario, if any? Explain.

Case Study #4

Maj Thompson and SSgt Wong live near each other in the suburbs of Washington, DC. They work in different organizations at the Pentagon. Carpooling is officially encouraged because it saves money, cuts the commute in half, and benefits everyone because parking near the Pentagon is a nightmare. Maj Thompson places an ad for riders on the bulletin board and SSgt Wong responds. The two begin to share rides to work. While they find they have a number of common interests, they confine their relationship to carpooling and chatting in the car.

Is the relationship between Maj Thompson and SSgt Wong professional? Why or why not?

Case Study #5

Capt Monroe supervises several civilian employees, including Ms. Torres. Because Ms. Torres is new to her position, Capt Monroe spends considerable time with her. To save time in the office, the two have working lunches often. They both work long hours and are frequently the last to leave the office in the evening. Capt Monroe’s commander approaches Capt Monroe and states that there have been rumblings about the amount of time Capt Monroe spends with Ms. Torres. Capt Monroe assures the commander that there is nothing romantic to the relationship and blows off the rumors. Capt Monroe informs the commander that Ms. Torres has great potential and that she is a pleasure to work with. Their contact continues unabated. In fact, Ms. Torres is frequently seen off-duty with Capt Monroe and Capt Monroe’s spouse. Several months later at appraisal time, Capt Monroe rates Ms. Torres as the highest of all the employees. She is the only one who qualifies for a monetary bonus. Two employees file a complaint alleging that they
were never asked to lunch and never benefited from Capt Monroe’s constant attention. One demands to be transferred to another section saying, “If Capt Monroe had spent as much time developing my talents, I’d have been the number one employee on the base.”

*Is the relationship between Capt Monroe and Ms. Torres professional? How is their relationship perceived by others? What is the impact of the perception?*

**Case Study #6**

1st Lt Wilson and TSgt Campbell are both assigned to the Logistics Readiness Squadron (LRS). They do not work directly in the same chain of command, but they have worked with each other on a few small projects previously. 1st Lt Wilson and TSgt Campbell are both married and each of their spouses volunteers with the same on-base organization. Over time, the two spouses grow close and become good friends. The two spouses have a lot in common and decide that their spouses, the 1st Lt and the TSgt, would get along great. 1st Lt Wilson’s spouse arranges a dinner for the two couples to get to know each other better.

*Is the relationship between the two spouses professional? What, if any, are the issues with the two couples having dinner?*

**Case Study #7**

1st Lt Brown is stationed at Ramstein Air Base, Germany, and is an avid skier. 1st Lt Brown joins the local ski and snowboard club, which regularly organizes weekend, overnight trips to the mountains throughout the ski season. The club is open to everyone: civilians, officers, enlisted Airmen, spouses, etc. 1st Lt Brown goes on the club-organized trips frequently and has developed friendships with many of the other trip-goers. He has developed particularly close relationships with a civilian, a major, and an enlisted Airman due to their similar skill-level and interest in skiing. During the trips, the four spend the vast majority of the weekend together, skiing during the day, dining and partying at night, and sharing a hotel room. 1st Lt Brown believes that the relationships he has with the three are fine because he doesn’t interact with them outside of the ski club when they are back at home or on duty.

*Are 1st Lt Brown’s relationships with the three individuals professional? Is 1st Lt Brown correct in thinking the relationships are fine because the relationships do not go outside of the ski club? Why or why not? Explain.*
Case Study #8

2d Lt Lee is a member of the squadron intramural bowling team. The other members of the team are NCOs. Two of the NCOs have begun calling 2d Lt Lee by her first name while at the bowling alley, but continue to address her as 2d Lt Lee while on duty.

Should 2d Lt Lee allow them to address her by her first name? How should she address the issue? Explain.

Case Study #9

As the officer in charge, Capt Griffin has both military and civilians under her supervision. The NCOIC is a master sergeant. Several junior enlisted Airmen have come to see her complaining that the NCOIC is giving special treatment and easy tasks to one particular staff sergeant in his chain of command. One of the Airmen complains that he was offended by the fact that the NCOIC and staff sergeant are having an off-duty relationship of a romantic nature and he personally thinks it reflects badly on the workcenter and the Air Force for these two males to be engaged in this sort of relationship.

What aspects of professional/unprofessional relationships are being violated in this scenario, if any? Is the sexual orientation of the two an issue? Why or why not?

Case Study #10—Air National Guard/Air Force Reserve Scenario

SMSgt Drummond, a traditional Guardsman/Reservist, is the superintendent of the maintenance squadron. He is viewed as a hard worker and excellent supervisor. In a base parking lot on drill weekend, A1C Stewart, a new Airman, observes SMSgt Drummond not saluting 1st Lt Johnson, an officer in the communications squadron; SMSgt Drummond and 1st Lt Johnson simply embrace each other with a hug. Later that day, A1C Stewart overhears SMSgt Drummond referring to 1st Lt Johnson by her first name. A1C Stewart is curious about the relationship between SMSgt Drummond and 1st Lt Johnson and asks his peers what is going on. They inform him that 1st Lt Johnson and SMSgt Drummond got married a few weeks prior.

What aspects of professional/unprofessional relationships were violated in this scenario, if any? What actions should be taken by SMSgt Drummond’s and 1st Lt Johnson’s supervisors?
Case Study #11—Air National Guard/Air Force Reserve Scenario

Staff Sergeants Perry and Rodriguez serve in the same squadron in their Air National Guard/Reserve wing. The two grew up in the same small town, graduated from the same high school, enlisted together, and attended basic training and technical school together. They are best friends and a few years ago became roommates. The staff sergeants carpool to drill weekends and between the job, working out, and meal times, they spend the majority of the weekends together. Six years after enlisting, SSgt Perry completes his bachelor’s degree and applies to receive his commission through Officer Training School. SSgt Perry attends the course successfully and receives his commission. 2d Lt Perry returns to the same unit and assumes the flight commander job, a position in SSgt Rodriguez’s chain of command. 2d Lt Perry speaks with the squadron commander to see if it is possible for him or SSgt Rodriguez to take a position in another unit, but no moves are feasible.

Now that 2d Lt Perry is an officer, what actions should he take to have the relationship with SSgt Rodriguez not be perceived as unprofessional? Explain.