

Case Study: DUI

Description:	Squadron commanding officer (CO) arrested on base for DUI.
Background:	The recently promoted commanding officer is getting his squadron prepared for the carrier qualifications. CO joins some of his junior aviators at the officers' club for a drink. CO is stopped for DUI going out the main gate. CO is removed from command and CAG initiates an informal investigation to discover the behavioral failures involved.

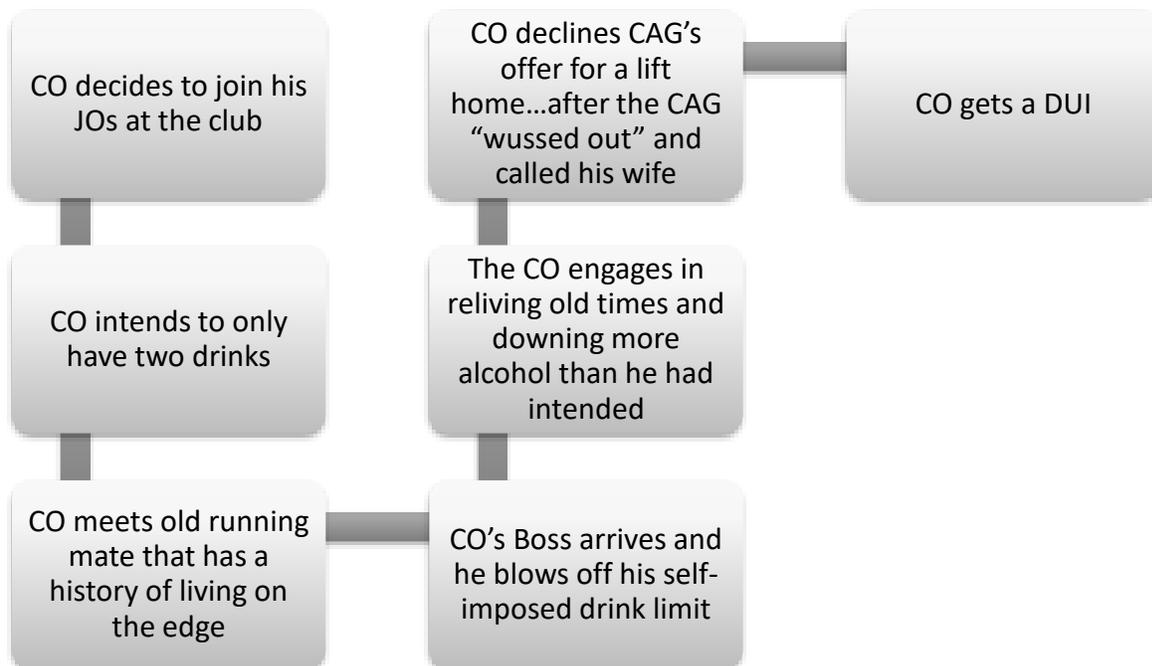
Findings:

1. The CO joined his junior officers at the O club for a drink. He told the investigator that he planned to have one or two beers, and then he would head for home.
 2. The CO said that as a junior officer he drove under the influence occasionally. He said he never drove while he was "all gooned up," but it would have probably been a DUI "because of the .08 rule."
 3. At the club, the CO also runs into a former bunkroom buddy from his first squadron. The buddy is on a cross-country and is staying in the BOQ. Soon, they are regaling the JOs with bold tales.
 4. The CO's CAG arrives shortly after the CO finishes his second or third beer and offers to buy the air wing's newest skipper another drink.
 5. The CO accepts the drink from his boss.
 6. The JOs depart but the CO, his buddy, and the CAG stay at the club. The buddy tells CAG stories about what a great guy the CO is.
 7. The group stays at the club until it closes. Over the course of 2 hours, the CO drinks six or maybe seven beers. He weighs 180 pounds and knows he is most likely over .08 but feels just fine. He has done this kind of thing before without incident. He only lives a mile from the base; there are never any cops around; and it is a clear, bright night.
 8. CAG calls his wife to come and pick him up. He is red-faced about it and says she will, "nag him for a week."
 9. The CO bids his CAG and buddy good night. CAG asks if he wants a lift home. CO declines, saying he just lives down the road.
 10. CO drives out of the officers' club parking lot toward the main gate. A security vehicle pulls him over three blocks from the club.
-

-
11. The security officer told the investigator he pulled the car over because it didn't have a right tail light. He said he intended to give the driver a warning until he smelled alcohol.
-

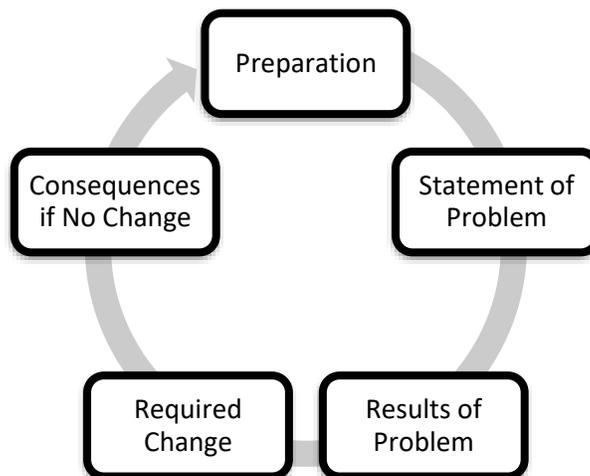
Facilitation Questions:

1. Diagram the thought-to-action chain for the CO.
 - a. The CO makes decision to join JOs at the club, has plan to drink two beers, old friend and camaraderie lead him to drink a third, CAG arrives after the CO has reached his self-imposed limit, CO abandons his plan, the three senior officers engage in conversation until bar closes, CO knows he is close to DUI limits but rationalizes driving anyway.
2. What was the critical incident(s) in this case study?
3. What does driving “buzzed” mean to you?
4. Does the “habit” of driving buzzed promote confidence?
5. What Plan B could the CO have developed?
6. Discuss the CAG’s actions versus the CO’s.
7. Have you ever witnessed or participated in a similar event?



Social Constructive Confrontation Discussion:

1. The first opportunity for constructive confrontation is internal. In this case, the O-5 would benefit from a constructive confrontation with himself. Going to the club for an after-flight drink is a good thing to do, but he needs to take just a second and play out the possibilities. What is his tendency? Is it to have a beer or two then head home? Or is he often “persuaded” to stay longer? He knows his own story. If he is susceptible to risky drinking then he needs to confront that vulnerability.
2. A next opportunity for confrontation might come from a friend or colleague. These “on-lookers” often know about or strongly suspect behavior problems or trends. Have you ever been in such a situation? Approaching a friend or co-worker, or senior for that matter, in such a situation would be very difficult; and you would have to be sure that real, negative consequences were likely. 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 squadron XO. You have noticed that whenever the CO goes to the club he drinks to excess. He also does it at squadron parties? How would you prepare for a constructive confrontation with him? What facts would you use if any? In what setting would this type of confrontation best take place? What risks are you taking and why are they worth it?

Statement of Problem:

1. How would you state the problem (or likely result) of the misbehavior? What problem is it for you? What problem is it for the unit, etc.?
2. What would you be listening for from the CO and how might you refute it?

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 CO?
2. What would you expect the CO to say and how might you refute it?

Required Change:

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