



DILEMMA CARDS

1

Your head of section suggests that he registers you to a couple of duty trips that you are not joining and that the two of you then share the extra per diems 50/50.

What do you do?



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2

A colleague from your mission has started an affair with a member of the local population, even though it is against the rules.

What do you do?



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3

You are in a mission to train the local police force. After 10 days, the local police officers suddenly stop attending your training course. After asking around, you find out that a local tribe elder thinks that the police have received enough training and has sent them out to work.

What do you do?



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4

Your patrol have arrested a number of local people. You hand them over to the local authorities, but see immediately that local policemen are getting ready to beat the prisoners with a stick.

What do you do?



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5

While on a mission, you are under the impression that one of your colleagues is only there trying to escape his family situation at home. He seems to struggle a lot with his problems.

What do you do with your thoughts?



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6

You have a duty telephone available to you in the mission area.

Do you call home using this phone?



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7

In the mission camp, you see someone driving very recklessly and without seatbelts. You decide to report them. When the vehicle gets closer, you find that it is someone you know well.

Do you still report them?



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8

You are in regular contact with the local authorities in the mission area. In the framework of cooperation between the local authorities and the mission, you coordinate most of your activities with the local mayor. Now an international NGO has approached you with complaints of corruption against this man.

What do you do?



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9

Your colleague says that he has had enough of the situation in the mission compound and that he is going to the media to make a few things public.

What do you do?



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10

You think that one of your colleagues is avoiding his duties and just being lazy at work.

What do you do?



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11

A local police commander releases a suspect, despite the evidence that his police officers collected against him in collaboration with your mission. You later hear that the suspect is the police commander's son-in-law.

What do you do?



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12

You are in a taxi on the way back from a dinner in town. The local police stops you on account of you not wearing your seatbelt.

Do you use your mission ID to avoid the fine?



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13

While moving through town after an official meeting you see a man beating a woman on a public road.

Do you take action?



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14

You have heard that the mission paymaster has serious personal financial problems.

What do you do?



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15

You are on patrol and agree to have a discussion with an imam in the local mosque.

As you enter the mosque, do you take your boots off?



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16

You realise that the people living around your camp have little food. You are also aware that excess food is being thrown away at the camp.

Do you take food to the people outside the camp?



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17

During a visit to a small village, a man approaches you holding a child suffering from serious burns. The medical equipment you have with you is not adequate.

Do you take the child to the mission compound?



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18

After a difficult mission you see a colleague put some goods that mission staff are not permitted to take home in his bag. You tell him so, but he says it doesn't matter.

What do you do?



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19

During a mission, one of your colleagues starts doing work that is not in accordance with the mandate.

What do you do?



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20

What happens in the field stays in the field.

Do you agree?



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21

You are leaving a meeting in a small village and you see a woman being threatened by a man with a knife. You are with a local policeman. He says that he can't act because he is a member of a different tribe and it would cause problems.

What do you do?



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22

During a mission where there is a total ban on alcohol, a colleague drinks a beer.

What do you think about that?



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23

During a mission, duty vehicles are regularly used for non-duty purposes.

What do you do?



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24

A senior officer has an affair with a subordinate.

What do you think about that?



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25

While on a mission, a colleague tells you in confidence that he has an alcohol problem and is afraid the mission leadership will find out.

How do you respond?



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26

A senior officer tries to discredit and show up one of your colleagues by always withholding information from her. The colleague comes to you to complain about it.

What do you do?



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27

While on mission, a good colleague and friend of yours takes you into confidence and tells you that he is struggling with his sexual orientation. You are both members of a tight-knit team that has been through a lot together during the past year. The members of the team can talk about almost everything except homosexuality.

What do you do?



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28

One of your family members has been convicted of severe financial crimes. A colleague tells you that there are rumours going around that you were involved in the crime.

How do you deal with this?



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29

You suspect that one of your colleagues is regularly gambling in local bars and casinos when he is off duty. Your wife tells you that the colleague's family at home is in significant debt.

What do you do?



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30

A new employee is hired in the mission's finance office. You later find out that the new employee is a nephew of the head of that office.

What do you do?



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31

Your colleague tells you something in confidence. You think that the Head of Mission should know about it.

What do you do?



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32

One of your colleagues is being bullied in your group, but nobody is too concerned about it. Your colleague tells you that he/she is having trouble dealing with it.

What do you do?



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33

A colleague makes a very disrespectful remark about the local population.

What do you do?



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34

You are traveling in the company of local police officers on a patrol. You stop for lunch at a local restaurant.

The owner insists that your meal is free because you are part of the mission.

What do you do?



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35

The mission has just received 20 brand new Toyota Landcruisers because of the difficult road conditions. The mission leadership team, that you are part of, decides to assign 18 of the vehicles to the mission headquarters and only two of them to field offices where they are badly needed. This angers a lot of the staff working in the field.

What do you do?



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36

During a mission, you are invited to a party by the military officers from one of the battalions (not your country). They all drink significantly more than what is allowed.

What do you do?



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37

Two colleagues from your section have started a relationship and act intimately with each other while on duty in the mission.

What do you think about that?



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38

One of your colleagues uses abusive language and swear words when working. Your other colleagues seem to think this is ok and 'tough', but you disagree. You think it is inappropriate.

What do you do?



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39

One of your senior officers display inappropriate behaviour in your presence. You have asked the person to stop, but they continue to behave badly when you are alone with them.

What do you do?



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40

The local soldiers that you and your mission colleagues have been training have not been paid for several months. They now stop civilian vehicles and collect money. You understand that they use that money to provide food for their families.

What do you do?



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41

Your own dilemma



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42

A subordinate comes to you and complains that you clearly have favourites in his team and that you are giving more responsibilities and interesting tasks to the people you like better than others. He says you clearly don't trust or like all your staff members equally.

How do you handle this?



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43

A few of your colleagues, your boss among them, regularly look at a young female colleague with 'special interest' whenever she enters the room. She seems uncomfortable with this.

What do you do?



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44

One of the mission's patrols have detained a group of suspected terrorists after an attack on your camp. The detainees are given a packed lunch while in custody. You see that a colleague takes a chocolate bar from the food package before he hands it to the prisoner.

What do you do?



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45

You are on patrol with a platoon of soldiers from the mission as your force protection. It is obvious that they do not stick to the rules of engagement. Your life and security depends on them.

What do you do?



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46

Your colleague posts several photos of the mission headquarters area on her social media sites.

What do you do?



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47

The mission staff is 112 men and 32 women. The gym facilities run separate shifts each day for males (4 hours/day) and females (2 hours/day). The gender advisor states that this is discriminatory and it should be equal (3 hours/day).

What should be done about this?



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48

During a private conversation, a colleague tells you that he sometimes takes drugs. You find that to be incompatible with his job, but you also know that if this becomes common knowledge he will surely be dismissed.

What do you do?



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49

Your boss is not educated for the job he is in and always makes excuses not to attend trainings. You and your colleagues agree that his incompetence is an obstruction for the mission's ability to work.

What do you do?



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50

You see that a colleague has a very large sum of cash in his room. It appears like he tries to hide it.

What do you do?



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51

In the leisure area, a group discusses in very negative terms how a colleague is carrying out her tasks. The colleague in question is not present. This bothers you.

What do you do?



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52

During a mission, you notice that a colleague has opened a pornographic website on a duty computer. As he sees you entering the room, he clicks it away quickly.

What do you do?



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53

During a mission, you see that one of your military colleagues has unintentionally fired a shot while unloading in the unloading area. There is no-one else there and no damage is done. The unintentional shooter is afraid of being sent home on account of this incident combined with earlier incidents.

Do you report the incident?



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54

You notice that a senior military colleague is drinking a beer in his car before coming to work in the morning. You know that the colleague was involved in a serious incident with an IED not long ago, in which several colleagues were severely injured.

What do you do?



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55

While on mission, a senior staff member from your own ministry of foreign affairs contacts you, and asks you to download copies of the mission plan and mission multinational staffing list and send to her confidentially.

What do you do?



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EASF Dilemma Cards

EASF dilemma cards each represent a challenging situation from a mission environment. The cards are meant to inspire discussion and reflection among EASF staff and rostered personnel, but they are relevant to any individual or group in – or on their way to – a peace operation environment.

The cards can be used for individual reflection or to open up discussion and debate among a group of friends or colleagues.

We hope that you will enjoy them and that they will help prepare you for the difficult situations that can arise in a mission.

Remember – it is not a dilemma if the solution is easy, and the choices you face are rarely black and white.