

British Army Officers

Cover Sheet

Participant Code Number: _____

This cover sheet is designed to separate your name from your survey by using a code number. This will enable us to contact individuals who have agreed to be interviewed.

Name _____ Rank _____

Contact email: _____

Contact mobile Phone: _____

This cover sheet is to be removed from the survey and handed to the researchers on completion.

Army Officer Reasoning (Part 1)

Instructions: There are 2 parts to this survey. Part 2 is very short. In Part 1, please complete the simple demographic questions about you, then read each dilemma and respond to the follow-up questions as indicated (there are 4 dilemmas). It is **especially important that you provide answers for all the 'best' and 'worst' options**. The entire survey (Parts 1 & 2) should take no more than 40 minutes.

Demographic Information

Participant Code Number: _____

What is your gender?

- Male
- Female

Write clearly below what was your age last birthday:

Please select the highest level of education you have completed (select only one box):

- Secondary Education (GCSE/O-Levels)
- Post-Secondary Education (College, A-Levels, NVQ3 or below, or similar)
- Vocational Qualification (Diploma, Certificate, BTEC, NVQ 4 and above, or similar)
- Undergraduate Degree (BA, BSc etc.)
- Post-graduate Degree (MA, MSc etc.)
- Doctorate (PhD)

What is your current personal status (select only one box)?

- Single (never married or formed a civil partnership)
- In a long term / established relationship (but not married or in a civil partnership)
- Married / In a civil partnership
- Separated, but still legally married or in a civil partnership
- Divorced / Formerly in a civil partnership which is now legally dissolved
- Widowed / The surviving partner from a civil partnership
- Prefer not to say

Enlistment date – How many years have you served in the Army?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11 -15 years
- 16 – 20 years
- 21 – 25 years
- More than 25 years

What commission do you hold?

- Not yet commissioned
- Reg C
- SRC/IRC
- SSC
- Reg C (LE)
- IRC (LE)
- SSC (LE)

For Officer Cadet's at Royal Military Academy Sandhurst only – how long have you been at Sandhurst in whole weeks?

_____ weeks

Write clearly below what is your cap badge (e.g. Royal Signals):

Write clearly below, in what kind of Unit do you currently work (e.g. infantry regiment)?

Write clearly below your current main Army role (e.g. Adjutant)?

As a commissioned officer, how many operational tours in excess of 4 months duration have you participated in?

- None
- 1 or 2
- 3 or 4
- 5 or 6
- 7 or more

If relevant, write clearly below the country of all the operational tour(s) you participated in:

What are your plans for the future (select one box only)?

- To stay serving as long as I can
- To stay serving until the end of my current engagement/commission
- To leave the Army before the end of my current engagement/commission
- To leave the Army as soon as I can
- I have put in my notice to leave

How do you rate yourself as an officer / officer cadet compared to your peers (select one box only)?

- Better
- Mostly Better
- About the same
- Somewhat below the standard of my peers

What is your ethnicity?

- White - British
- White - Irish
- Other White Background
- Black British - Caribbean
- Black British - African
- Other Black Background
- Asian British - Indian
- Asian British - Pakistani
- Asian British – Bangladeshi
- Chinese
- Other Asian Background
- Mixed - White and Black Caribbean

(continued on next page)

- Mixed - White and Black African
- Mixed - White and Asian
- Other Mixed Background
- Other Ethnic Background (please write)
- Don't know
- Rather not say

What is your religion?

- Christianity
- Buddhism
- Judaism
- Islam
- Hinduism
- Sikhism
- Atheist (non-believer)
- Other (please write)
- Don't know
- Rather not say

Moral Dilemmas

Scenario 1 of 4 – Capt Metcalf

Capt Metcalf is the OC of a RMP¹ Company in Somalia. Metcalf's job as part of the African Union Mission in Somalia, operating under UNSCR² 2182 (2014) is to organise humanitarian assistance to the Somali people and make southern Somalia safer. Armed militia and rival groups still exist in Somalia. This makes it a hostile place for giving humanitarian aid and economic help.

Capt Metcalf discovered in command briefs that Somali militia often use innocent civilians as human shields or decoys - these can be women, children or old people. This happened two days ago for Capt Metcalf's unit when two of Metcalf's soldiers were ambushed and killed while they were checking out an incident reported by a woman.

Today, Capt Metcalf and three soldiers are driving in a Jackal vehicle (armed with a GPMG) through Mogadishu. They are supported by another vehicle of the same kind with two more soldiers. They are enroute to a checkpoint on a non-time sensitive resupply tasking. Before reaching the checkpoint they discover an injured male Somali covered in blood from his belly to his feet. He is clearly wounded and is surrounded by a large unpredictable crowd of locals.

One of the three soldiers tells Metcalf that he knows the injured man and Metcalf realises that the man recently provided high value information that led to the capture of several militia. Metcalf knows of the mandate to protect civilians and the requirement to take all reasonable measures necessary for the collection and care of those injured whoever they are.

¹ Royal Military Police

² United Nations Security Council Resolution. UNSCR requires the force to prevent abuse/violence to women

No one in the vehicle knows how the man was injured but the present location is a high risk area for ambush. The British RMP patrol is armed only with their personal weapons and a GPMG – there's no way they could fight off an ambush. The bloodied Somali is sure to die if he doesn't get immediate medical help.

What should Metcalf do?

Now, using the scale below, rate each of the following actions that Capt Metcalf should take to deal with the situation.

Rate each choice by selecting (with a tick) the box that you think matches best:

| | | I strongly believe this is a GOOD choice | I believe this is a GOOD choice | I am not sure | I believe this is a BAD choice | I strongly believe this is a BAD choice |
|---|---|--|---------------------------------|---------------|--------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Bypass the injured Somali and continue the assigned mission | | | | | |
| 2 | Stop, provide medical assistance, and call and wait for medical support | | | | | |
| 3 | Extract from the area immediately and go back to base | | | | | |
| 4 | Order the Soldiers to quickly move in, lift and place the injured Somali into their vehicle and transport him to the nearest aid station | | | | | |
| 5 | Radio back to headquarters to request guidance on how to handle the situation | | | | | |
| 6 | Continue the mission, but leave two Soldiers with the injured Somali to provide security and assistance until a requested medical ambulance arrives | | | | | |
| 7 | Retrieve the Somali, provide medical assistance, and transport him to the nearest aid station after completing her mission | | | | | |
| 8 | Secure the area and await local assistance | | | | | |
| 9 | Bypass the injured Somali but call in the known location and request medical support with armoured escort | | | | | |

Pick the **BEST** three choices by indicating the item number (1-9):

Best solution: Item no__ 2nd best solution: Item no__

3rd best solution: Item no__

Pick the **WORST** three choices by indicating the item number (1-9):

Worst solution: Item no__ 2nd worst solution: Item no__

3rd worst solution: Item no__

Now please judge the following **reasons** that Capt Metcalf might be thinking about while making the decision.

Rate each reason by selecting the box that you think matches best:

| | | I strongly believe this is important | I believe this is important | I am not sure | I believe this is not important | I strongly believe this is not important |
|----|---|--------------------------------------|-----------------------------|---------------|---------------------------------|--|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | A Somali's life is not worth risking the lives of British Soldiers | | | | | |
| 2 | Stopping to help could affect our ability to accomplish our assigned mission | | | | | |
| 3 | We didn't injure the Somali, so let his people take care of him | | | | | |
| 4 | The injured Somali has helped us, so we should help him | | | | | |
| 5 | It will weigh on my conscience if I leave an injured man I could have helped | | | | | |
| 6 | I shouldn't risk six lives to save one | | | | | |
| 7 | The mission doesn't call for me to stop and help a Somali | | | | | |
| 8 | My Soldiers could get hurt or killed | | | | | |
| 9 | Even if we stop and help, it looks like the Somali will die | | | | | |
| 10 | I should attempt to accomplish both missions; help a Somali that has helped us and complete the resupply task | | | | | |
| 11 | If we helped and one of my Soldiers were injured or killed, my unit would condemn my actions | | | | | |
| 12 | I must do what I am ordered to do | | | | | |
| 13 | We are explicitly mandated to collect and care for the wounded | | | | | |
| 14 | Leaving him to die might discourage other informants from helping us | | | | | |
| 15 | I could get hurt or killed | | | | | |
| 16 | The injured Somali could have additional information that could lead to the capture of more militia | | | | | |

Rank the three **most important** reasons by indicating the item number (1-16):

Most important: Item no__ 2nd most important: Item no__

3rd most important: Item no__

Rank the three **least important** reasons by indicating the item number (1-16):

Least important: Item no__ 2nd least important: Item no__

3rd least important: Item no__

Scenario 2 of 4 - Maj Smith

During major combat operations, Maj Tim Smith, OC 'A' Company, has been ordered to withdraw to a pre-planned defensive position due to heavy enemy activity. 'A' Company is all ready to go when a warning order comes in. This gives Smith new orders to move to another location and prepare an ambush on an enemy platoon who are expected to pass through that location. Smith is told it is essential that 'A' Company successfully executes the ambush to enable the battle group to establish itself in the defensive location. No other company can reach the ambush position in time.

Just as everyone prepares to follow the order, a section recce patrol returns to the company location in some distress. They report to Maj Smith that they saw Cpl Taylor and Pte Edmonds, a second recce patrol, being captured by a squad of enemy soldiers. They followed the enemy squad into dense vegetation and captured one enemy fighter at the rear. This prisoner said that his squad was taking the British soldiers to what he called 'a safe house', but he refused to say where it is.

The Sergeant Major says:

'We have to get them back! Remember Sgt Wright and Cpl Field – when this happened to them they were burnt and their bodies dragged through the streets. Taylor and Edmonds will be lucky if they are just shot! Give me 5 minutes with the prisoner the patrol brought back and I will get the location of our guy. He will beg to talk to me. If close, we can snatch them back quickly'.

A check of the distance to the ambush position convinces Smith that he has time to rescue the men. Smith needs to get the location from the enemy prisoner. Taylor and Edmonds

will probably be tortured and brutally killed unless quickly rescued. Nearest military interrogators are three hours from their location.

What should Maj Smith do?

Now, using the scale below, rate each of the following actions that Maj Smith should take to deal with the situation.

Rate each choice by selecting the box that you think matches best:

| | | I strongly believe this is a GOOD choice | I believe this is a GOOD choice | I am not sure | I believe this is a BAD choice | I strongly believe this is a BAD choice |
|---|---|--|---------------------------------|---------------|--------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Let the Sergeant Major question the prisoner alone | | | | | |
| 2 | Let only a trained interrogator question the prisoner | | | | | |
| 3 | Use any means available to get the location of the enemy safe house | | | | | |
| 4 | Turn a blind-eye to the Sergeant Major's intent | | | | | |
| 5 | Force the prisoner to guide a rescue party to the enemy 'safe house' | | | | | |
| 6 | Report the prisoner and move the company immediately to its ambush position | | | | | |
| 7 | Aggressively interrogate the prisoner personally to get the location of the captured Soldiers, but afterwards, Smith should turn himself over to superiors to take responsibility for his actions | | | | | |
| 8 | Abandon the mission, prioritize the soldiers | | | | | |
| 9 | Monitor the Sergeant Major's interrogation of the prisoner to ensure proper procedures are followed | | | | | |

Pick the **BEST** three choices by indicating the item number (1-9):

Best solution: Item no__ 2nd best solution: Item no__

3rd best solution: Item no__

Pick the **WORST** three choices by indicating the item number (1-9):

Worst solution: Item no__ 2nd worst solution: Item no__

3rd worst solution: Item no__

Now please judge the following reasons below that Maj Smith might be thinking about while making a decision. *Rate each reason by selecting the box that you think matches best:*

| | | I strongly believe this is important | I believe this is important | I am not sure | I believe this is not important | I strongly believe this is not important |
|----|---|--------------------------------------|-----------------------------|---------------|---------------------------------|--|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Whatever the Sergeant Major does to get the information won't be as bad as what the enemy will do to our Soldiers if we don't rescue them | | | | | |
| 2 | I am responsible for the actions of the Sergeant Major | | | | | |
| 3 | We should not abandon our soldiers | | | | | |
| 4 | Two Soldiers' lives are much more important than the lawful treatment of one prisoner | | | | | |
| 5 | No one in the Company would corroborate that I tortured the prisoner | | | | | |
| 6 | Our mistreatment of this prisoner could lead to future mistreatment of other captured British soldiers | | | | | |
| 7 | The unit might overlook any extreme measures taken against prisoners if we obtained vital information | | | | | |
| 8 | Established procedures need to be followed when handling prisoners | | | | | |
| 9 | The prisoner has rights that must be protected | | | | | |
| 10 | The only way to get results from this enemy is to use the same tactics they use | | | | | |
| 11 | If we don't get the Soldiers back, my Soldiers will lose confidence in me | | | | | |
| 12 | The death of these two Soldiers will negatively affect the morale of my unit | | | | | |
| 13 | I might be relieved of command if higher HQs finds out we mistreated prisoners | | | | | |
| 14 | I will risk the reputation of the Regiment and British Army if I allow mistreatment of the prisoner | | | | | |
| 15 | Because of their actions, the enemy has lost their rights to be treated as captured personnel | | | | | |
| 16 | Torture is wrong but morally permissible to save lives | | | | | |

Rank the three **most important** reasons by indicating the item number (1-16):

Most important: Item no__ 2nd most important: Item no__

3rd most important: Item no__

Rank the three **least important** reasons by indicating the item number (1-16):

Least important: Item no__ 2nd least important: Item no__

3rd least important: Item no__

Scenario 3 of 4 - Lt Col Milgram

Lt Col Milgram has just been to a memorial service for one of the Units best junior officers – Capt Ben Richards. Richards’ was killed from an IED and Milgram put him into the ambulance. This death brought a close unit even closer together. They are under constant fire from insurgents and the situation had deteriorated into ‘armed conflict’. Milgram respects all of the soldiers who are wearing themselves out to succeed in tasks given to the Battalion and Milgram told Unit leaders that a top mission is to protect their soldiers. It was the holy month of Ramadan, which coincided with an increase in attacks and British combat deaths.

Milgram’s unit, because of their aggressiveness and positive results, was given the mission in the insurgency-ravaged Anbar province to bring the Iraqi city of Samara back under control. Milgram’s unit was authorized a range of aggressive tactics. A curfew was in force throughout Iraq to help separate insurgents from ordinary Iraqis. Any person caught after curfew would be detained. It was just so hard to separate the good from the bad.

On the day of Capt Richard’s memorial service, one of Milgram’s company commanders informed him that a squad using nonlethal force might have accidentally killed two Iraqi civilians. Lt Col Milgram knew about several nonlethal tactics and had condoned them. Lt Col Milgram’s superiors had also condoned these nonlethal tactics. However, Milgram never authorised the tactic that was used on the two possible dead Iraqis, which involved throwing them into the river. The company commander told Milgram that their soldiers had been throwing Iraqis in water as a deterrent for curfew violations and considered it within the scope of nonlethal tactics. Milgram knew that a criminal investigation would occur and that dedicated young soldiers may well be arrested. What should Milgram do?

Now, using the scale below, rate each of the following actions that Lt Col Milgram should take to deal with the situation.

Rate each choice by selecting the box that you think matches best:

| | | I strongly believe this is a GOOD choice | I believe this is a GOOD choice | I am not sure | I believe this is a BAD choice | I strongly believe this is a BAD choice |
|---|--|--|---------------------------------|---------------|--------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Instruct the Soldiers to tell the investigators everything except about the water | | | | | |
| 2 | Explain to his superiors everything that had happened | | | | | |
| 3 | Take responsibility for the Soldiers' actions by telling his superiors that he had authorised the throwing of curfew violators into rivers | | | | | |
| 4 | Instruct the Soldiers to be honest in their statement to the investigators | | | | | |
| 5 | Tell superiors that Milgram was unaware of the Soldiers' tactics and had not condoned them | | | | | |
| 6 | Tell superiors that the Soldiers did not throw the Iraqi civilians in the river | | | | | |
| 7 | Tell the Soldiers to deny the allegations of throwing Iraqi's into rivers | | | | | |
| 8 | Defend the Soldiers based on the stress they have been under and the vagueness of the ruling about nonlethal force – their intent was not to drown | | | | | |

Pick the **BEST** three choices by indicating the item number (1-8):

Best solution: Item no__ 2nd best solution: Item no__

3rd best solution: Item no__

Pick the **WORST** three choices by indicating the item number (1-8):

Worst solution: Item no__ 2nd worst solution: Item no__

3rd worst solution: Item no__

Now please judge the following reasons that Lt Col Milgram might be thinking about while making a decision. *Rate each reason by selecting the box that you think matches best:*

| | | I strongly believe this is important | I believe this is important | I am not sure | I believe this is not important | I strongly believe this is not important |
|----|---|--------------------------------------|-----------------------------|---------------|---------------------------------|--|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | After all that my men have done for me, I can't let them be court-martialed | | | | | |
| 2 | Allowing this incident to become public knowledge will only increase anti-British feeling amongst the Iraqi people | | | | | |
| 3 | Taking responsibility for our actions is the right thing to do. | | | | | |
| 4 | If I cover up this incident, I will be placing my career in jeopardy | | | | | |
| 5 | Our superiors, who have not experienced the environment we are operating in, should never have placed my Soldiers in this predicament where they felt forced to use this type of tactic | | | | | |
| 6 | My Soldiers and I aren't really lying if we just fail to say exactly what happened | | | | | |
| 7 | It is my duty to put the welfare of my Soldiers before the truth | | | | | |
| 8 | My superiors' vague guidance on nonlethal tactic has caused this problem | | | | | |
| 9 | Lying to my superiors goes against my own values | | | | | |
| 10 | If I tell my superiors what happened, I will be placing my career in jeopardy | | | | | |
| 11 | If I don't protect my Soldiers and myself, higher HQs will just use us as scapegoats | | | | | |

Rank the three **most important** reasons by indicating the item number (1-11):

Most important: Item no__ 2nd most important: Item no__

3rd most important: Item no__

Rank the three **least important** reasons by indicating the item number (1-11):

Least important: Item no__ 2nd least important: Item no__

3rd least important: Item no__

Scenario 4 of 4 – Lt Jacobs

Things couldn't be going any better for Lt Jacobs. After months of hard training, he had earned his wings after passing P Company. His best friend, Lt Drake who won the 'Sword of Honour' at Sandhurst had really helped him prepare for P Coy. Drake, considered the best lieutenant in the battalion, had used most of his free time to make sure Jacobs was ready for the challenges of P Coy. Jacobs and Drake had become inseparable since Sandhurst. Drake had always done well and had helped Jacobs succeed as well. The leadership in the Battalion, especially the CO, really liked Drake and saw in him tremendous potential.

Soon after earning his wings, Jacobs and Drake celebrated down town in their usual pub. Quite soon, Drake meets a pretty woman and her friend. The four spend the next few hours talking and drinking. Jacobs can tell Drake really likes the women he is with. However, when it is time to leave, the women tell them that they are junior non-commissioned soldiers newly posted to the Battalion. Jacobs immediately tells them that they are officers and that it is against regulations to have a personal relationship with them. Drake seems annoyed at Jacobs' comments and whispers something in the women's ear before she leaves. Jacobs reminds Drake about the briefing they received a month ago warning about having any kind of personal relationship with other ranks in the Battalion. Drake tells Jacobs that he doesn't have to worry about him and that he won't be seeing her again.

However, a week later, as Jacobs is driving out of camp, he sees Drake and the young women coming out of a shop holding hands and later in the week he sees them in a passionate embrace. Jacobs also learns from a reliable source that Drake's relationship with the women is sexual. That night Jacobs calls Drake to ask what is going on with the women.

Drake says he is dating the soldier, plans to continue to do so, and that he knows that Jacobs will keep quiet. What should Jacobs do?

Now, using the scale below, rate each of the following actions that Lt Jacobs should take to deal with the situation.

Rate each choice by selecting the box that you think matches best:

| | | I strongly believe this is a GOOD choice | I believe this is a GOOD choice | I am not sure | I believe this is a BAD choice | I strongly believe this is a BAD choice |
|----|---|--|---------------------------------|---------------|--------------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | Tell Lt Drake that he won't cover for him when it comes to inappropriate relations between officer and other ranks | | | | | |
| 2 | Do nothing and let Lt Drake continue the relationship with the Soldier | | | | | |
| 3 | Tell the chain of command about Lt Drake's improper relationship | | | | | |
| 4 | Tell the female soldier to stop the relationship | | | | | |
| 5 | Warn Lt Drake that you will inform the chain of command unless he ends the relationship | | | | | |
| 6 | Tell another peer about Lt Drake's relationship and see if he informs | | | | | |
| 7 | Express his resentment to Lt Drake for putting him in this dilemma, but do not tell the chain of command | | | | | |
| 8 | Send an anonymous note to the Commanding Officer about Lt Drake's prohibited relationship | | | | | |
| 9 | Tell Lt Drake to inform the chain of command about the relationship or he will have to | | | | | |
| 10 | If the relationship really is serious, Drake should be persuaded to tell the chain of command so that he can find a way to continue it legitimately | | | | | |

Pick the **BEST** three choices by indicating the item number (1-10):

Best solution: Item no__ 2nd best solution: Item no__

3rd best solution: Item no__

Pick the **WORST** three choices by indicating the item number (1-10):

Worst solution: Item no__ 2nd worst solution: Item no__

3rd worst solution: Item no__

Now please judge the following reasons that Lt Jacobs might be thinking about while he makes his decision.

Rate each reason by selecting the box that you think matches best:

| | | I strongly believe this is important | I believe this is important | I am not sure | I believe this is not important | I strongly believe this is not important |
|----|--|--------------------------------------|-----------------------------|---------------|---------------------------------|--|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | I should be loyal to my best friend | | | | | |
| 2 | My peers will resent me if I inform the chain of command about Lt Drake | | | | | |
| 3 | Lt Drake would 'turn-a-blind-eye' if it were me, so I should too | | | | | |
| 4 | Lt Drake's relationship could get him in trouble | | | | | |
| 5 | Lt Drake lied to me about the relationship | | | | | |
| 6 | By doing what is right, I will gain the respect of my leaders | | | | | |
| 7 | I could get in trouble if Lt Drake gets caught and the leadership finds out that I knew about the relationship | | | | | |
| 8 | The Army fraternisation policy is pointless anyway | | | | | |
| 9 | Lt Drake's actions compromise authority discipline and the morale of our unit | | | | | |
| 10 | It is my responsibility to take corrective action against any Soldier not following Army regulations | | | | | |
| 11 | Everybody else seems to look the other way when Soldiers and Officers violate this policy | | | | | |
| 12 | As a British officer, I am duty bound to tell the truth | | | | | |

Rank the three **most important** reasons by indicating the item number (1-12):

Most important: Item no__ 2nd most important: Item no__

3rd most important: Item no__

Rank the three **least important** reasons by indicating the item number (1-12):

Least important: Item no__ 2nd least important: Item no__

3rd least important: Item no__

You have reached the end of the survey.

Thank you for taking the time to participate in this research.