

LEADERSHIP DIALOGUE

What does it mean to be an international civil servant?



United Nations

**LEADER'S GUIDE AND
PROGRAM MATERIALS
2012-2013**

WELCOME TO THE UNITED NATIONS LEADERSHIP DIALOGUE

Thank you for participating in the first-ever United Nations Leadership Dialogue. This guide is designed to assist you in talking with your staff about what it means to be an international civil servant.

Leaders and managers have a central role to play in promoting the Organization's mission. Your voice can communicate a strong sense of commitment. You can set an example and be a source of direction for staff members and stakeholders alike.

The Leadership Dialogue asks you to think about the challenges you face, and how they relate to the UN Oath of Office and to your status as an international civil servant. It asks you to engage with your staff on the difficult issues and pressures we all encounter during our work, and how we can best deal with them.

I do not pretend to have all the answers, but in more than 40 years of public service, I have learned that one powerful way to solve problems is to discuss them openly and honestly with colleagues up or down the chain of command. I am confident that you will find the leadership dialogue with your staff to be thought-provoking, positive and, most of all, immense help in better carrying out our important work for the world's people.

BAN Ki-moon
Secretary-General

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GETTING STARTED

This Leader's Guide provides you with everything you need to lead a dialogue with your staff about our responsibilities as international civil servants. These dialogues are designed to engage UN Secretariat staff about what the UN Oath of Office means to us, and how we all can protect the Organization's integrity. **The Secretary-General has required all managers to engage in this dialogue with their staff about the meaning of international civil service. We ask that all managers complete these dialogue sessions by no later than 30 June 2013.**

I know how difficult it can be to discuss questions about integrity with staff. Some staff may be cynical because of past experiences, or what they have heard from others. Even you may be cynical about whether this kind of dialogue can really have an impact. We work and live in an imperfect world. Yet, we can make a difference, especially in the professional lives of those we manage. Remember, taking the Oath of Office does not mean it will never be violated; but it does remind us of the standards we promised to uphold.

We have developed this guide with consideration for your time and schedule. This guide provides step-by-step instructions for conducting your dialogue session with your direct reports. If you require support for this session, please do not hesitate to contact the Ethics Office at ethicsoffice@un.org for guidance. Don't worry, though. Our research shows that staff members at the UN are eager to talk about ethics issues, and I am confident that you will be able to lead this dialogue.

A feedback form is included as an Appendix. Once your session has concluded, I would very much appreciate if you could fill it out and send it to the Ethics Office. Your feedback will help us improve future Leadership Dialogue materials.

Finally, remember that you are a leader in this Organization. Your staff and other stakeholders observe your words and actions. The more you make the dialogue truly relevant to you and your team, the more successful it will be, and the more it will help your staff understand their own obligations as international civil servants. You are the power of example.

Thank you,

Joan Dubinsky
Director, Ethics Office

How the leadership dialogues will work throughout the UN

The discussion you are about to lead with your group is one of hundreds that will take place throughout the United Nations Secretariat. Here is the order in which it will work:

1. The Secretary-General and Deputy Secretary-General launched the Leadership Dialogue program in September 2012. Now, each department should conduct its sessions.
2. Undersecretaries-General and other heads of department will host dialogue sessions with their own direct reports.
3. Assistant Secretaries-General will host dialogue sessions with their direct reports.
4. Directors and P-5 level staff members will host dialogue sessions with their direct reports.
5. P-4 level staff members who manage teams will host dialogue sessions with their direct reports, if their direct reports were not already included in the Director/P-5 led discussions. And so on.
6. Ultimately, all UN staff globally (including national and international staff, mission staff, OAHs, regional commissions, etc.) will be part of a Leadership Dialogue session.

By the time you are leading your own session, you should have already completed the session with your own manager. This way, you will have a sense of how the dialogue works, and you will have had an opportunity to think through the activities, cases and questions that may arise. **Please note that all managers are expected to complete their sessions by 30 June 2013.** Thus, if you have managers who report to you, schedule your session as soon as possible after your manager has completed his or her session with you, to ensure everyone in your department or mission completes their sessions on time.

All heads of department will be asked to certify to the Secretary-General that all managers in their department have completed their dialogue session by 30 June 2013.

Planning your leadership dialogue session

Being an international civil servant is a difficult job. Our loyalty to the United Nations can be tested by conflicting pressures from friends, families, and even home countries. This dialogue will help you and your staff members understand how to deal with such challenges.

The three main objectives of this dialogue are:

1. Develop a deeper appreciation for the UN Oath of Office, and how it applies to our careers as international civil servants;
2. Improve our recognition of situations in which we may experience pressure to compromise our integrity or act against our obligations as international civil servants; and
3. Gain knowledge and skills for handling difficult situations.

The materials in this guide are designed to be used in a single session with a group of 10 to 25 staff members. If you have more than 25 staff members, we recommend conducting two or more separate sessions. The session should take about one hour.

We recommend you conduct the dialogue session during a face-to-face meeting, unless this is not practical. Issues of integrity can be intimidating to discuss, and a more personal setting will help you and your staff feel at ease.

Your role in the session

The leadership dialogue is designed to allow staff members to discuss what it means to be an international civil servant in realistic situations. You are the facilitator of the discussion. You will guide discussions, ask questions, and engage staff members. Staff members often leave a dialogue session remembering points that they and their co-workers made much more vividly than those made by the supervisor. Remember that your role is not to lecture, but to guide the learning experience in a way that allows your team to arrive at important understandings on their own.

Discussions like these often lead to more discussion afterward. This is a good thing. Indeed, be prepared for one or more of your staff members to approach you to ask questions or report concerns.

Pre-session checklist

To ensure that all staff complete the dialogue sessions by 30 June 2013, you should plan to lead your session no more than a few weeks after your supervisor has completed his or her session with you.

Date	Task
3 weeks ahead of dialogue session	<ul style="list-style-type: none">• Invite your staff to the session, noting that attendance is mandatory• Reserve the room/location• Reserve equipment (television, projector, computer, etc.) to show the Secretary-General's video and display materials (if applicable)• Download the video file from the Ethics Office website, or contact the Ethics Office for assistance with accessing the video. If you have internet access, you may be able to play the video directly from the internet.
1-2 weeks ahead	<ul style="list-style-type: none">• Read this guide• Select the two case studies which will be most relevant for your staff• Consult your supervisor or the Ethics Office if you have questions about the materials or the session
1-3 days ahead	<ul style="list-style-type: none">• Send a reminder to staff about the date and time for the session• Print materials you will hand out (1 copy of the Oath, copies for staff of the selected case studies)• Confirm room and equipment readiness• Order refreshments, if applicable
Dialogue Day	<ul style="list-style-type: none">• Lead a great dialogue!• Report the completion of your session to your Executive Office• Send feedback to Ethics Office

Session plan

You should lead the session as follows:

Section	Activities	Materials	Time
1. Introduction	<ul style="list-style-type: none"> Staff members sign in Explain why the UN is conducting the dialogues Review the session agenda Watch the video message from the Secretary-General 	<ul style="list-style-type: none"> Participant sign-in sheet (Appendix) Opening Remarks Introductory Video 	10 minutes
2. Oath of Office activity	<ul style="list-style-type: none"> Read the UN Oath of Office Discuss what the Oath means to staff 	<ul style="list-style-type: none"> UN Oath of Office (Appendix) 	10 minutes
3. Full group case study	<ul style="list-style-type: none"> Review selected case Consider the impact of the situation on the UN, staff involved, and others 	<ul style="list-style-type: none"> Full-group case study 	15 minutes
4. Small group case study	<ul style="list-style-type: none"> Allow staff to discuss a case study in small groups Discuss key points as a group 	<ul style="list-style-type: none"> Small group case study 	15 minutes
5. Reaffirming our Oath of Office	<ul style="list-style-type: none"> All staff, starting with you, sign the UN Oath of Office 	<ul style="list-style-type: none"> UN Oath of Office 	5 minutes
6. Conclusion	<ul style="list-style-type: none"> Closing comments and questions Thank staff for attending 	<ul style="list-style-type: none"> Closing remarks Collect sign-in sheet 	5 minutes

Post session checklist

Once the session is complete, please do the following:

- Collect and send the completed sign-in sheet to your Executive Office. See the Appendix for a sign-in sheet if you do not have one.
- Complete the Leadership Dialogue feedback form for each session you conduct (see Appendix) and send it to the Ethics Office.
- OPTIONAL* - Post the signed UN Oath of Office in a public area of your work location, such as a conference room or reception area.

LEADERSHIP DIALOGUE MATERIALS

INTRODUCTION

- ➔ As staff arrive, ask them to sign in using the form provided.
- ➔ At the scheduled time for the session to begin, greet your staff, and thank them for attending.
- ➔ Read or summarize the opening script below:

Welcome to the first Leadership Dialogue session. As UN staff members, we may think of our work as being different from the work that others outside the UN do. But we do not often take time to think of why our work is different. Well, one big reason is because we are international civil servants. And it is such an important difference that it is worth us spending some time to discuss what being an international civil servant really means. That is what we are going to do today.

The Secretary-General has asked us to engage in a formal discussion about important issues like this once per year, and it would be great if afterward we have more informal conversations. So, please participate and ask questions. If you don't feel comfortable asking in front of others, speak to me after this session. If you do not feel comfortable speaking to me, speak with someone else, like our Executive Officer (or Administrative Officer), HR, or the Ethics Office.

Our conversation today is not a forum for raising specific allegations of wrongdoing. Those should be directed to our confidential reporting channels like OIOS, CDT, or our head of office.

Our colleagues at the Ethics Office have provided us with some materials to guide our discussion. My manager conducted a similar session with me, so I am already familiar with the materials. I think you will enjoy them. So let's get started. First, I want you to hear directly from the Secretary-General.

- ➔ Play the Secretary-General's video interview
- ➔ Explain the plan for the session

For the rest of the session, we will:

- Review and discuss the UN Oath of Office;
- Consider a case study as a full group;
- Break out into small groups to look at another case study; and
- Conclude with a final Oath of Office exercise

UN OATH OF OFFICE ACTIVITY

➔ Begin by asking staff if they remember signing the UN Oath of Office

Give staff several seconds to think about it. Usually, a few will remember signing it. Ask for a volunteer to describe what they remember about the Oath. Do they remember the Oath specifically, or did they sign it among many documents when they were hired?

Once the staff member has finished describing her or his memory of signing the Oath, move on to the next section.

➔ Read (or have someone read) the UN Oath of Office aloud

United Nations Oath of Office

I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.

➔ Once you have finished reading the UN Oath of Office, ask these questions, and discuss each one in turn.

- Why do we swear an Oath when we join the UN?
- What does it mean to you to be an international civil servant?
- Can you summarize the Oath in your own words?

➔ Key points that may be raised (or you should cover in your summary) include:

- As UN staff members, we must be independent of member governments or other organizations.
- We have to be loyal to the UN above all.
- We cannot be directed in our duties by outside organizations.
- We must put the best interests of the UN first.

➔ After participants have had a chance to discuss the UN Oath of Office, explain that they're now going to discuss how the Oath's obligations apply to real life situations. Explain that the case studies you are about to discuss are based on real events.

There are four case studies on the following pages. They have been divided into those intended to be discussed as a full group, and those designed for small group discussion. You should choose one case for the full group, then one for the small group. Each case study can be adequately discussed within 15 minutes. You may choose to spend more time; indeed, we have given you enough material to conduct a much longer session if you choose. And even if you do not finish all the material by the time your session must close, that is okay. The point is to have a meaningful dialogue with your staff.

For the full-group discussion, you should lead the conversation. Solicit advice and opinions from participants. Be aware that some participants will be more comfortable than others speaking in front of the group. You should encourage the quieter members to participate by asking them to offer their views on the case being discussed.

For the small group discussion, be prepared to answer questions the small groups may ask. After the small groups have discussed the case, ask them to share their analysis with the entire group. You should encourage other participants to ask questions of each other, but remember to give each group a chance to present.

The table below provides a brief synopsis for each case study.

Case #	Name of Case	Key Issue	Core Values at Issue
Full Group Case Study Options			
1	Honorary position	Involvement with political activities	Loyalty Impartiality
2	Getting on board	Joining an NGO's board	Loyalty Impartiality
Small Group Case Study Options			
3	Hotel upgrade	Dealing with a gift from a Member State	Independence Accountability
4	A few jerseys	Dealing with a gift from a vendor	Impartiality

Copies of each case study, without the talking points, can be found in the Appendix. You should post the case studies you choose on a screen, or hand out copies to the group.

Full-group case study - Instructions

The process for leading the full-group discussion is somewhat fluid, but the main parts are as follows:

1. **Introduce the case:** Each case includes a small introduction you can read or paraphrase to the group.
2. **Read:** Read the case study aloud to staff or ask a staff member to read it.
3. **Ask questions:** Each case study has three questions. Ask a question, and allow staff to discuss it fully before moving on to the next one. You should ask these questions in order, as they are designed to guide the discussion.
4. **Wait:** Give the staff members time to consider each question and potential answers. It can take several seconds for a person to hear a question and formulate an answer. Ask for volunteers to offer their thoughts.
5. **Conclude:** Once you have discussed each of the case study questions, conclude the full-group case study by reviewing the key points. If people are still actively discussing, say, "Let's hear one more comment before we close out this case."

Small group case study – Instructions

Select the small group case study that you believe will be of greatest interest and relevance to your staff. We recommend picking the case study well in advance of the session, and having several printed copies of the case study and questions that follow to hand out to the small groups.

Here is how you can lead the small group case study:

1. **Group:** Divide staff into groups of 3 or 4. If possible, give each group a printed copy of the case study you selected.
2. **Read:** Read the case study aloud to staff or ask a staff member to read it aloud.
3. **Small group discussion:** Ask staff to discuss the case and questions. Remind them that you will ask them to report on their discussion and recommendations to the full group. Give participants several minutes to discuss the case study. Give staff members a 1-2 minute warning when their time is almost up.
4. **Report back:** After the groups seem to be finishing up their discussion, or several minutes have passed, call them back to the full group. Ask for a volunteer to share their group's discussion points and answers to the questions. Make sure you give each group an opportunity to present their key points.
5. **Conclude:** Once every group has had an opportunity to present their discussion, conclude the small group case study section by asking for comments from the entire group. Close with final comments, using the discussion points provided.

HONORARY POSITION

➔ **Read or paraphrase the lead-in to the full-group case study:**

All of us came from somewhere before we came to the UN. Sometimes, our past associations may test our loyalties to the organization. Here is one such case.

➔ **Read the full-group case study**

Marco is a specialist at the UN's Headquarters. In his home country, Marco worked with the National Democratic Front ("NDF"), one of the major political parties. In fact, when Marco was a student he participated actively in the Party's parliamentary campaigns.

Following the NDF's success in the recent elections, the National Democratic Front has decided to expand its international activities and thinks that Marco may be able to help.

Marco has just received an email from his former boss at the NDF, Kristina, who is also Marco's mother's good friend. It reads:

Dear Marco,

When we last spoke, you stated that you still agreed with and were interested in our Party's aims and policies. It seems to me that with your knowledge and experience of international affairs you would be an ideal candidate for the position of Chairperson of the Party's International Relations Committee, located in New York.

I would like to nominate you for this honorary position. It will not demand a great deal of time. All that would be required would be for you to assist representatives of the Party in making contacts and obtaining interviews during their visits to the United States. It is an unpaid position, so it should not conflict with your current position. Your first planning meeting will be in two weeks.

I hope that you will agree to help us.

*Sincerely,
Kristina Santiago
(Political Agent, Eastern Area)*

➔ **Discuss the following questions:**

After you finish reading the case study, give staff a few moments to think about it. Then, ask the following question:

Q. What is happening in this case? What are the relevant facts?

A. In this case, Marco is being asked to accept an unpaid honorary position with a political party.

Q. What are the issues? What does the Oath of Office say about the issues?

- Here are suggestions for furthering the dialogue (we have highlighted core values that are relevant):
 - Probe participants on whether accepting the honorary position would conflict with the Oath's requirement of **loyalty** to the UN.
 - Discuss whether accepting the honorary position could lead someone to conclude that the UN was not **impartial**. It could look like Marco was favouring a particular political party or candidate.
 - Ask if it is relevant that the position is unpaid or that Kristina is a friend of Marco's mother.

After allowing participants a chance to discuss the major issues, summarize the points they made.

Q. What should Marco do in this situation?

Ask staff to propose actions to Marco, as if he were a colleague seeking their advice. Ask staff members how the advice given aligns with the UN Oath of Office.

➔ **Key Points - As the discussion comes to a close, make sure you address the following key points:**

- The UN Oath of Office requires staff to be **loyal** above all to the United Nations and to avoid loyalty conflicts between the UN and other institutions or groups.
- The Oath includes avoiding the perception of divided loyalties, since it may lead others to conclude the UN is not **impartial**. The fact that the position is unpaid may make Marco feel better about being impartial, but outsiders will not know that, and may still perceive him as being biased in favor of this political party.
- Staff members are permitted to engage in limited political activities (like voting). However, it is possible that certain political and civic activities can interfere with the staff member's official duties or cause the appearance of partiality to a government. Therefore, some political activities are prohibited, such as running for or holding elected office or being a political party official.
- Marco should not accept the honorary position. He should politely decline the position, and inform his supervisor of the invitation.

GETTING ON BOARD

➔ Read or paraphrase the lead-in to the full-group case study:

We all have interests beyond our work. And usually, this is good and healthy. But sometimes, our interests can impact the Oath we all took.

➔ Read the full-group case study

Benjamin, who has been working at the UN for more than ten years, has had enough with the epidemic of corruption in his home country. The last straw was just last month, when he returned to visit family, and airport officials demanded that he pay three small bribes just to get his passport stamped and leave the airport. Benjamin emails a close friend from his home country about his frustration with the cancer of corruption in their country and laments that nothing is being done.

His friend replies:

Well, there is something you can do. I haven't had a chance to tell you, but a few of us at the university have created an NGO dedicated to fighting corruption in our country. So far, we've had success in getting media coverage of our studies on corruption in two key industry sectors. In fact, we now have several big players who are interested in partnering with us to push the issue to a bigger stage where we can get even more coverage.

I know you are very busy, but you know a lot about this topic and about our country. I would like to invite you to join our advisory board. The board helps to review and direct our research agenda.

Benjamin is very excited and would love to join the NGO.

➔ Discuss the following questions:

After you finish reading the case study, give staff a few moments to think about it. Then, ask the following question:

Q. What is happening in this case? What are the relevant facts?

A. In this case, Benjamin wants to join an advisory board of a local NGO formed to fight corruption.

Q. What are the issues? What does the Oath of Office say about the issues?

Here are suggestions for furthering the dialogue:

- Probe participants on whether being involved in an NGO dedicated to combating corruption would be acceptable.

- Ask whether the fact that the UN supports the fight against corruption is relevant.
- Ask participants what factors Benjamin needs to consider in deciding whether working with the NGO aligns with his status as an international civil servant.

After allowing participants a chance to discuss the major issues, summarize the points they made.

Q. What should Benjamin do in this situation?

Ask staff to propose actions to Benjamin, as if he were their colleague who just returned from his home leave and is excitedly telling them about the NGO. Ask how the proposed advice aligns with the UN Oath of Office.

➔ **Key Points - As the discussion comes to a close, make sure you address the following points.**

- Not every outside activity is prohibited. It may be appropriate for staff members to work with outside organizations when their missions align with the UN's missions. Benjamin may be able to join the NGO's advisory board and offer his help on this important issue, but there are a few things to consider.
- The UN Oath of Office requires staff to not accept or seek instructions from external organizations, so depending on Benjamin's role at the UN, it could limit the type of involvement he can have with the NGO. Benjamin's duty of loyalty must be to the UN. For example, he likely would need to do his service with the NGO on his own time
- He could not, for example, be the public spokesperson for the NGO, since it may create the perception that the UN officially endorses the NGO, and therefore is not **impartial**.
- Benjamin should obtain advice from the Ethics Office regarding the appropriateness of serving on the NGO's board, and contact his supervisor to request permission to serve on the advisory board of the NGO.

HOTEL UPGRADE

➔ Read the following case study to the full group

For the last six months, Serge has been working on a difficult assignment in a war zone in Eastphalia. For his much-deserved holiday, Serge visited a resort in a nearby country. His wife and young son met him there.

When Serge and his family arrived at the hotel, the clerk informed him that his room had been upgraded to a suite – a welcome surprise since the extra space would help with his son.

After spending a relaxing week with his family, Serge went to the front desk to check out of the resort. The clerk smiled and said:

I hope you enjoyed your stay with us. You are now checked out, and everything is in order. Your account has already been paid, compliments of the government of Eastphalia, in recognition of the UN's great work.

➔ Discussion questions

- Q. What are the relevant facts in this case?
- Q. What are the issues involved here, and how do they relate to the UN Oath of Office?
- Q. What should Serge do in this situation?

➔ Key Discussion Points

Make sure that the following relevant points are discussed:

- In this case, accepting the hospitality would compromise the appearance of **independence**, and could negatively impact Serge's ability to be a neutral and independent international civil servant.
- Sometimes, you will find yourself in a situation in which you may have inadvertently violated our staff rules and regulations. In those cases, the most important thing to do is to be **accountable** and report the situation as soon as is practical.
- Serge should attempt to pay for the original room he reserved. If he cannot do so at the hotel, he may need to reimburse directly the government of Eastphalia. He also should contact his manager, and his Executive or Administrative Officer to get help regarding what needs to happen next.

A FEW JERSEYS

➔ Read the following case study to the full group

Natalia, a driver for the UN, has become something of the star striker for the local UN football squad. An informal football league was started by a local car dealership and repair shop, and the UN drivers jumped at the chance to play competitively against other teams.

Today, Natalia and her colleagues were preparing to play against the dealership's team, when the dealership's general manager presented Natalia's team with a box containing brand new football jerseys in UN blue, with the name of each UN driver on the back. And, just like the professional football jerseys, these had a sponsor printed on them – the local dealership's name across the chest.

Natalia didn't feel fully comfortable accepting the gifts from a vendor, but her fellow drivers were enthusiastic. One of them pointed out that drivers do not make any decisions for the UN, and that the jerseys relate to football playing, not purchasing vehicles for the UN anyway.

The general manager of the dealership told them it was time to get started, and that after the game, the whole team was invited to a local pub for a few drinks.

➔ Discussion questions

- Q. What are the relevant facts in this case?
- Q. What are the issues involved here, and how do they relate to the UN Oath of Office?
- Q. What should Natalia do in this situation?

➔ Key Discussion Points

Make sure that the following relevant points are discussed:

- The UN Oath of Office applies to all international civil servants – not just those in senior level positions.
- In this case, seeing UN staff advertising a business and accepting free beers from the dealership could be seen as endorsing that business, thus giving the appearance that the UN is not **impartial** as to certain vendors.
- Natalia should politely decline the gift, explaining to the dealership and her colleagues that accepting the jerseys would be incompatible with the group's obligations to the UN to avoid even the appearance of endorsing a local business. She should also tell her manager what happened.
- If the team has already accepted the jerseys, they must report the event to their Executive or Administrative Office, which should gather up the jerseys and properly store or dispose of them.

REAFFIRMING THE UN OATH OF OFFICE

- ➔ After concluding the small group case study, direct everyone's attention to the UN Oath of Office. Then, read or paraphrase the following:

That was an excellent discussion. You made very interesting points, and I hope you found it as thought provoking as I did.

The UN Oath of Office is not just another form we sign. It directs how we act while we do our work. Remembering those standards will help us succeed, both as individuals, and as an Organization.

I would like all of us to reaffirm our commitment to the UN Oath of Office by signing it. I will sign first. If you choose to do so, you may sign it with me.

- ➔ Sign the Oath of Office poster (see Appendix); then invite the staff to sign their names too. Once everyone has had a chance to sign the UN Oath of Office, conclude the Leadership Dialogue.

CONCLUDING THE DIALOGUE

- ➔ Thank staff members for their willingness to engage in an important discussion
- ➔ Read or paraphrase the following final remarks:

Thank you for participating today. I hope it was useful and maybe even a little fun.

Difficult situations do arise in the workplace; we all confront them from time to time. When they happen, do the right thing. If you're not sure what the right thing to do is, ask someone. Ask me, or the executive officer, or someone in HR, or the Ethics Office.

Before we close the session, are there any final questions?

- ➔ Take any final questions
- ➔ Close the session

LEADERSHIP DIALOGUE APPENDICES

LEADERSHIP DIALOGUE SIGN-IN SHEET

Date of Session:
Discussion Leader:
Department:
Office/Mission:

- | | |
|-----|-----|
| 1. | 15. |
| 2. | 16. |
| 3. | 17. |
| 4. | 18. |
| 5. | 19. |
| 6. | 20. |
| 7. | 21. |
| 8. | 22. |
| 9. | 23. |
| 10. | 24. |
| 11. | 25. |
| 12. | |
| 13. | |
| 14. | |

CASE STUDIES

(FOR HANDOUTS)

See next pages for large and small group case studies.

HONORARY POSITION

Marco is a specialist at the UN's Headquarters. In his home country, Marco worked with the National Democratic Front ("NDF"), one of the major political parties. In fact, when Marco was a student he participated actively in the Party's parliamentary campaigns.

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*Sincerely,
Kristina Santiago
(Political Agent, Eastern Area)*

GETTING ON BOARD

Benjamin, who has been working at the UN for more than ten years, has had enough with the epidemic of corruption in his home country. The last straw was just last month, when he returned to visit family, and airport officials demanded that he pay three small bribes just to get his passport stamped and leave the airport. Benjamin emails a close friend from his home country about his frustration with the cancer of corruption in their country and laments that nothing is being done.

His friend replies:

Well, there is something you can do. I haven't had a chance to tell you, but a few of us at the university have created an NGO dedicated to fighting corruption in our country. So far, we've had success in getting media coverage of our studies on corruption in two key industry sectors. In fact, we now have several big players who are interested in partnering with us to push the issue to a bigger stage where we can get even more coverage.

I know you are very busy, but you know a lot about this topic and about our country. I would like to invite you to join our advisory board. The board helps to review and direct our research agenda.

Benjamin is very excited and would love to join the NGO.

HOTEL UPGRADE

For the last six months, Serge has been working on a difficult assignment in a war zone in Eastphalia. For his much-deserved holiday, Serge visited a resort in a nearby country. His wife and young son met him there.

When Serge and his family arrived at the hotel, the clerk informed him that his room had been upgraded to a suite – a welcome surprise since the extra space would help with his son.

After spending a relaxing week with his family, Serge went to the front desk to check out of the resort. The clerk smiled and said:

I hope you enjoyed your stay with us. You are now checked out, and everything is in order. Your account has already been paid, compliments of the government of Eastphalia, in recognition of the UN's great work.

➔ Discussion questions

- Q. What are the relevant facts in this case?
- Q. What are the issues involved here, and how do they relate to the UN Oath of Office?
- Q. What should Serge do in this situation?

A FEW JERSEYS

Natalia, a driver for the UN, has become something of the star striker for the local UN football squad. An informal football league was started by a local car dealership and repair shop, and the UN drivers jumped at the chance to play competitively against other teams.

Today, Natalia and her colleagues were preparing to play against the dealership's team, when the dealership's general manager presented Natalia's team with a box containing brand new football jerseys in UN blue, with the name of each UN driver on the back. And, just like the professional football jerseys, these had a sponsor printed on them – the local dealership's name across the chest.

Natalia didn't feel fully comfortable accepting the gifts from a vendor, but her fellow drivers were enthusiastic. One of them pointed out that drivers do not make any decisions for the UN, and that the jerseys relate to football playing, not purchasing vehicles for the UN anyway.

The general manager of the dealership told them it was time to get started, and that after the game, the whole team was invited to a local pub for a few drinks.

➔ Discussion questions

- Q. What are the relevant facts in this case?
- Q. What are the issues involved here, and how do they relate to the UN Oath of Office?
- Q. What should Natalia do in this situation?

LEADERSHIP DIALOGUE FEEDBACK FORM

We value your feedback! Please complete this evaluation form and return it to the Ethics Office via email, fax, or interoffice mail (see inside back cover). You can send the form from your printed guide, or cut and paste the form from the online version of this guide and email it as an electronic document. Feel free to provide additional comments and questions in addition to this form. However, please note that this is NOT a form for your staff members to use to evaluate the session. Thank you!

Date of Session:
Discussion Leader:
Department:
Office/Mission:
Number of Staff in Session:

Please evaluate the Leadership Dialogue materials and your session.

Leader's Guide Overall:	Low				High
Relevance of Content	1	2	3	4	5
Ease of Use	1	2	3	4	5

Case studies used:	Low				High
Relevance of Content	1	2	3	4	5
Ease of Use	1	2	3	4	5

Which case studies did you use? 1 2 3 4

Please provide feedback in your own words to the following questions.

1. What went well during your session?

2. What did not go well during your session?

3. Were there any questions or issues that you could not answer during the session?

4. What changes would you recommend for future Leadership Dialogues?

5. What topics would you recommend for future Leadership Dialogues?

UNITED NATIONS OATH OF OFFICE

I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.

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Also, please consult these resources, available on our website:

Putting Ethics to Work: A Guide for UN Staff
The Roadmap: A Staff Member's Guide to Finding the Right Place

UNITED NATIONS LEADERSHIP DIALOGUE



LEADER'S GUIDE AND
PROGRAM MATERIALS