

LEADERSHIP DIALOGUE 2017

STANDARDS OF CONDUCT:

**WHAT'S
EXPECTED OF ME?**



Leader's Guide & Programme Materials

Welcome to the United Nations Leadership Dialogue

Thank you for participating in the 2017 United Nations Leadership Dialogue. This programme began in 2013 with conversations about our Oath of Office and what it means to be an international civil servant. In 2014, the programme led to productive discussions on respect and tolerance in the workplace. The topic in 2015 highlighted the importance of individual responsibility as we strive to fulfil our mission. Last year's Leadership Dialogue focused on the role of each and every staff member in fraud awareness and prevention.

In 2017, the Dialogue will focus on standards of conduct and what they mean for being accountable for one's actions at the United Nations, making decisions in the best interests of the Organization and adhering to the regulations, rules and policies that govern our work.

This year's Leadership Dialogue topic asks you to think about the standards of conduct in confronting the ethical challenges we all face in our work, and about the role you can play in helping to protect the Organization. You will look at what to do, where to get assistance and how the consequences of your decisions are critical to our collective success.

All management and staff in the United Nations Secretariat have a responsibility to contribute to building a culture of integrity and honesty. One powerful way to strengthen understanding and commitment is to have regular and open discussions. I strongly urge all United Nations Secretariat staff to participate in the 2017 Leadership Dialogue and help us keep ethics and our core values at the forefront of our work.

António Guterres
Secretary-General

TABLE OF CONTENTS

Table of Contents	3
Getting Started	4
How the Leadership Dialogues Will Work Throughout the United Nations	6
Planning your Leadership Dialogue session	7
Your Role as the Session Facilitator	8
Pre-Session Checklist	9
Session Plan	10
Post-Session Checklist	11
INTRODUCTION	13
Opening Activity	15
TOPICS OF DISCUSSION	16
Instructions	18
Discussion Topic 1 – Gifts	19
Discussion topic 2 – Sexual Exploitation and Abuse	23
Discussion Topic 3 – Discrimination, Harassment and Abuse of Authority	28
Discussion topic 4– Political Activities	32
Discussion topic 5 – Conflicts of Interest	41
Closing Activity	44
Concluding the Dialogue	45
Appendix A: Leadership Dialogue Sign-In Sheet	47
Appendix B: Session Leader’s Feedback Form	48
Appendix C: Record of Feedback from Staff Discussions	50
Appendix D: Hand-outs	51
Appendix E: Roll up of Session Feedback Forms	52
Leadership Dialogue Contact Information	54

GETTING STARTED

Welcome to the 2017 Leadership Dialogue.

Given the importance of how the staff regulations, rules and policies can usefully guide us on addressing the ethical challenges we face in our work at the United Nations, we chose this year's Leadership Dialogue topic *Standards of Conduct: What's Expected of Me?* Our ability to always act in the best interests of the Organization and to foster accountability for our actions is critical to the United Nations' success.

We would also like to use this opportunity to familiarize every staff member and other United Nations personnel with key sources of guidance and information on Organizational priorities relating to the prevention of sexual abuse and exploitation, harassment, conflicts of interest, gifts and participation in political activities.

We hope this year's Dialogue will offer a better understanding of, as well as help you address, potential challenges related to the following:

- (1) The UN's zero-tolerance policy on Sexual Exploitation and Abuse (SEA);
- (2) The UN's policy prohibiting discrimination, harassment , including sexual harassment, and abuse of authority; and
- (3) The UN's policies on participation in political activities, the exchange of gifts and conflicts of interest.

The Organization needs us to be ready to discuss these topics openly and to seek advice when in doubt. It needs us to discharge our tasks in an ethical and professional manner. Furthermore, the Organization needs us to have the courage to report misconduct when we see it.

In consideration of your time and schedule, this Leader's Guide provides step-by-step instructions and specific materials for you to use. Managers should feel free to supplement and include personal examples and relevant situations from their own experience.

If you require support for this session, or wish to supplement these materials, please contact the Ethics Office at ethicsoffice@un.org for guidance.

A session leader's feedback form is included as Appendix B. Once your session has concluded, please fill it out and send it to your Executive or Administrative Office so that it can be forwarded to the Ethics Office. Your feedback will help us improve future Leadership Dialogue materials and select new topics.

In addition, substantive feedback from staff regarding measures that could be put in place to help with the understanding of the standards of conduct is very important. Please record staff suggestions and feedback in the form provided in Appendix C and forward them to the Ethics Office.

Finally, it is important to note that as managers, you have a special obligation to promote a culture of ethics in the Organization through leading by example. Your staff and other stakeholders observe your words and actions, and they model what you do. The more you make this Dialogue relevant, the more it will build understanding of how taking individual responsibility contributes to the achievement of our mission.

Thank you,

Elia Yi Armstrong

Director

United Nations Ethics Office

HOW THE LEADERSHIP DIALOGUES WILL WORK THROUGHOUT THE UNITED NATIONS

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 will launch this year's dialogue.
2. Under-Secretaries-General will host dialogue sessions with their own direct reports.
3. Assistant-Secretaries-General will host dialogue sessions with their direct reports.
4. Directors and Chiefs will host dialogue sessions with their direct reports.
5. P-5 and 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/Chief led discussions. And so on.
6. The goal is that all international and national UN staff globally will be part of a Leadership Dialogue session every year.

By the time you lead 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, topics of discussion and questions that may arise. **Please note that all managers are expected to complete their sessions by 31 December 2017.** Thus, if you have managers who report to you, schedule your session as soon as possible after your supervisor has completed his or her session with you, to ensure all managers in your department or mission complete their sessions on time.

All heads of department or office will be asked to certify to the Secretary-General that all managers in their departments or office have completed their dialogue sessions by 31 January 2018.

PLANNING YOUR LEADERSHIP DIALOGUE SESSION

In practical terms, taking responsibility and being accountable for one's actions as a UN staff member means taking ownership of one's own conduct. It means making decisions in the best interests of the UN and adhering to UN regulations, rules and policies that govern our work. It also means making decisions based on the Guiding Principles of the Standards of Conduct. This dialogue will help you address these challenges and better understand 'what's expected of me' in making these decisions related to the following topics:

1. The UN's zero-tolerance policy on Sexual Exploitation and Abuse;
2. Discrimination, sexual harassment and abuse of authority;
3. Familiarization of staff members at all levels with the Secretary-General's bulletins [ST/SGB/2003/13](#) and [ST/SGB/2008/5](#);
4. Appreciation of our role as international civil servants in making decisions

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 actual programme (without the introduction) is designed to take about one and a half hours, but you are free to use more time, as you deem necessary.

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

YOUR ROLE AS THE SESSION FACILITATOR

This leadership dialogue is designed to allow staff members to discuss their individual roles in the United Nations as related to the Standards of Conduct and particularly in making decisions related to the following topics:

- Gifts,
- Preventing sexual exploitation and abuse,
- The prohibition of discrimination, harassment, and abuse of authority,
- Political activities, and
- Conflicts of interest.

You are the facilitator of the discussion. You will guide discussions, ask questions, and engage participants. Staff members often leave a dialogue session remembering points that they and their co-workers made much more vividly than those made by you. 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 instigate further conversations afterwards. This is a good development. Indeed, be prepared for one or more of your staff members to approach you to ask questions or report concerns. These are difficult and sensitive topics; what is important is that we have open discussions, not that you have all the answers.

PRE-SESSION CHECKLIST

To ensure that all staff complete the dialogue sessions by 31 December 2017, plan to lead the session no more than a few weeks after your supervisor has completed his or her session with you.

DATE	TASK
<p>1-2 WEEKS AHEAD</p>	<p>Read this guide and review the discussion topics.</p> <p>Prepare an example from your own experience to discuss in the opening session.</p> <p>Read the UN Secretary-General’s bulletin ST/SGB/2003/13, “Special measures for protection from sexual exploitation and sexual abuse” (attached).</p> <p>Read the UN Secretary-General’s bulletin ST/SGB/2008/5, “Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority” (attached).</p> <p>Invite your staff to the session.</p> <p>Reserve the room/location and equipment. Internet access and a TV will be needed.</p> <p>Consult your supervisor or the Ethics Office if you have questions about the materials or the session.</p>
<p>1-3 DAYS AHEAD</p>	<p>Send a reminder to staff about the date and time for the session.</p> <p>Distribute copies of the <i>Participant’s Guide</i> to give each of your staff.</p> <p>Confirm availability of the room.</p>
<p>DIALOGUE DAY</p>	<p>Conduct the dialogue session with your staff.</p> <p>Report the completion of your session to your Executive Office.</p> <p>Forward a list of any questions you were not able to answer during the session to the Ethics Office for follow-up.</p> <p>Send feedback to your Executive Office or Administrative Office, which will forward it to the Ethics Office.</p>

SESSION PLAN

Follow the session plan as described in the table below:

SECTION	ACTIVITIES	MATERIALS	TIME
Introduction	Staff members sign in Explain why the United Nations is conducting this dialogue Review the session agenda	Participant sign-in sheet Opening Remarks	10 minutes
Opening Activity	Share a brief story about a situation you encountered where you made a difficult choice related to one of the five topics.	Highlights of personal story	5 minutes
Discussion Topic 1: Gifts (OPTIONAL)	Interactive Activity and Gift Policy Quiz Answer questions	“Cross the Line” group activity Gifts Quiz	10 minutes
Discussion Topic 2: Sexual Exploitation and Abuse	Discuss the two mandatory scenarios, using the prompts provided Watch video Answer questions	Two scenarios Video ST/SGB/2003/13	30 minutes
Discussion Topic 3: Harassment (OPTIONAL)	Quiz Answer questions	Quiz ST/SGB/2008/5	10 minutes
Discussion Topic 4: Political Activities	Discuss one mandatory scenario Two optional bonus scenarios (if time permits) Answer questions	One mandatory Scenario Two bonus Scenarios	15 minutes
Discussion Topic 5: Conflicts of Interest	Discuss one mandatory scenario Answer questions	Scenario	15 minutes
Conclusion	Make closing comments and ask for last questions Thank staff for attending	Closing remarks Collect sign-in sheet (see Appendix)	5 minutes

POST-SESSION CHECKLIST

Once the session is complete, please do the following:

Managers

- Collect and send the completed sign-in sheet (Appendix A) and leader's feedback form (Appendix B) to your Executive Office or other designated recipient.
- Complete the record of feedback from staff discussions (Appendix C) and send it to the Ethics Office.
- Send an email to the Ethics Office following up on any questions asked during the session you were unable to answer.

Executive Officers and Administrative Officers

- Once you have collected all sign-in sheets and evaluation forms for your department or office, send a copy of the evaluation forms and the roll up form provided in Appendix E, respectively, to the Ethics Office.
- You do not have to submit the sign-in sheets (Appendix A) to the Ethics Office; they are for your own records. Instead, a total participant count at the conclusion of all of your department's sessions (Appendix E) should be sent to the Ethics Office.
- Send an email to the Ethics Office following up on any questions asked during the session you were unable to answer.

LEADERSHIP DIALOGUE MATERIALS

INTRODUCTION

- As staff members arrive, ask them to sign in using the form provided (see Appendix A).
- At the scheduled time for the session to begin, welcome your staff, and thank them for attending.
- Explain the purpose of the session by reading or summarizing this opening script:

Welcome to the 2017 Leadership Dialogue session. For this year's topic, we will consider our individual roles as international civil servants in the United Nations and how to make decisions in accordance with the standards of conduct that apply to us as international civil servants.

At the United Nations, we work in a very complex environment where decisions are made daily, often under difficult circumstances. Being accountable and taking individual responsibility as a United Nations staff member is about making choices and decisions that achieve results in the best interests of the Organization.

Our discussions today will relate to the impact of our actions and decisions on the Organization. Specifically, we will consider how we as individuals impact the Organization when we are involved in political activities, exchange gifts, address conflicts of interest and when faced with situations related to preventing sexual exploitation and abuse, as well as the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority.

Our discussions today will relate to the impact of our actions and decisions have on the Organization. Specifically, we will consider how we as individuals impact the Organization when we are involved in political activities, exchange gifts, address conflicts of interest and when faced with situations related to preventing sexual exploitation and abuse, as well as the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority.

The Secretary-General has asked us to engage in a discussion about important ethical issues like this, once per year. So, please participate and ask questions. If you don't feel comfortable talking in front of others, please speak to me after this session. If you do not feel comfortable speaking to me, speak with

someone else, such as our Executive Officer (or Administrative Officer), Office of Human Resources Management, or the Ethics Office.

The Ethics Office has also published a guide called the Roadmap to steer you to the right office when you have an issue. Feel free to consult their website for a copy. You may also wish to review Secretary-General bulletins ST/SGB/2008/5 and ST/SGB/2003/13 to familiarise yourself with some the topics that we will discuss today.

Our colleagues at the Ethics Office have developed materials to guide our discussion. My supervisor has conducted a similar session with me, so I am familiar with the materials. I think you will find them interesting. So, let's get started.

- **Assure participants that this session will help them become better informed about the Standards of Conduct and more specifically to the topics of discussion.**
- **Explain the plan for the session.**

Here is an overview of our session today:

- We will have an initial discussion about this subject using a personal example as a starting point.
- Then we will discuss the three mandatory topics and perhaps select an optional topic.
- Finally, we will conclude with a summary of today's discussions.

OPENING ACTIVITY

This part of the dialogue discussion consists of 5 steps:

1. Recount an incident from your experience about a situation you found related to one of the five discussion topics.

Address the following questions:

- What made the situation difficult?
- What did you decide to do?
- What factors did you consider?
- What were the consequences of your actions?
- Would you have done anything differently in hindsight?

2. Ask your staff to suggest what they would do if they found themselves in similar circumstances.

- Do they see any other factors that should be considered before taking action?
- What guidance does the Organization provide to help them in such situations?
- Do they see any other potential consequences, both negative and positive?

After the group has discussed these questions and points, it is time to move on to the next phase of the dialogue:

Now, we will discuss specific topics from the Standards of Conduct, carefully considering how each of us must make decisions as a UN staff member in the best interests of the UN and adhering to UN regulations, rules and policies that govern our work.

TOPICS OF DISCUSSION

There are three mandatory topics to be discussed. Each topic of discussion is designed so that it can be completed within 10 - 30 minutes. For each discussion topic, an activity has been designed to meet the specific needs of that topic. The point of the exercise is to have a meaningful dialogue with your staff, not to cover all of the material in detail and find the right answers. Indeed, while talking points are provided, there are no “perfect” answers to these topics. These are not easy issues for most people.

We suggest the following approach when leading each discussion:

- Encourage peer learning or sharing by soliciting the opinions of participants
- Be aware that some participants will be more comfortable than others when speaking in front of the group.
- Encourage the quieter members to participate by asking them to offer their views on the case being discussed.
- Should you find yourself unable to answer a particular question, admit to the group that you do not have the answer, note the question on a notepad, and after the workshop is completed, promptly forward any unanswered questions to the Ethics Office.

Below is a list of questions to draw on to encourage open dialogue:

- What do you think?
- Has anyone faced a similar question?
- How would you resolve the situation?
- What do the staff regulations and rules say?
- If you were unclear on handling this situation, where could you go for help?
- What do you think is the right thing to do in this situation?

The table below provides a brief synopsis of each of the discussion topics.

Topic	Key Issue	Suggested Allotted Time	Mandatory or Optional
1	Gifts	Review the elements of Gifts policy	10 minutes Optional
2	Sexual Exploitation and Abuse	Reaffirm the UN's zero-tolerance policy on sexual exploitation and abuse	30 minutes Mandatory
3	Harassment and Abuse of Authority	Review the prohibition of discrimination, harassment, sexual harassment and abuse of authority under ST/SGB/2008/5	10 minutes Optional
4	Political Activities	Consider the impact of political activities of staff members on the Organization	15 minutes Mandatory
5	Conflicts of Interest	Manage personal conflicts of interest and decision-making in the interest of the Organization	15 minutes Mandatory

INSTRUCTIONS

If needed print copies of the discussion topics and questions to disseminate. Follow the steps below:

1. Introduce the discussion topic:

Each topic includes a small introduction you can read or paraphrase to the group. The discussion topic may be projected or posted on the wall, or passed out to staff members..

2. Read:

Read the discussion topic aloud to staff, or have someone read it aloud.

3. Ask questions:

Some of the discussion topics have several questions. Ask a question, and allow staff to discuss it fully before moving on to the next one.

4. Wait:

Give 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 questions, conclude by reviewing the key discussion points provided. If participants are still actively discussing, say, "Let's hear one more comment before we move forward." After discussing the individual topics, close with concluding remarks and thank everyone for their participation.

Discussion Topic 1

GIFTS

For the first discussion topic, there is a group quiz and discussion activity. Read or paraphrase this introduction to the discussion topic.

Accepting a gift in the course of a staff member's official duties or in relation to a staff member's status as an international civil servant may give rise to a real or potential conflict of interest, as it may be seen to create an obligation. Our first discussion topic is the United Nations gift policy. This discussion is planned around an interactive group activity called "Cross the Line".

Ask the participants to stand and form a line facing you.

In this activity, I will ask you to make a judgment about whether the behaviour in the statement I read is acceptable or not. I will read 5 statements. Each time, I want you to consider the statement and show me your opinion by either staying put or stepping forward. You will:

- **Stand in place**, if you feel that it is acceptable; or
- **Step forward**, if it is not acceptable and you feel it crosses the line.

After each statement, I will ask you to step back.

Any questions?

Read the following statements, allowing participants to make a judgement on whether the behaviour is acceptable or not. We encourage you to think of your own similar example to add in as well

Once participants have made a decision, ask a participant why he/she thought it was acceptable or not. Ask others what they thought. The goal is to begin a dialogue.

Interactive Gifts Quiz Activity

1. You participate in a conference and take home the courtesy pen and tote bag
2. A colleague accepts a basket full of gourmet chocolates at the year-end holidays from a vendor.
3. You exchange gifts with colleagues at the office.
4. You accept a spa day voucher from a hotel where you organized a large meeting.
5. You receive a coffee gift card from a government counterpart you are friendly with on your birthday.

6. You are a Civil Affairs Officer routinely presented with cultural gifts from different civil society members, including NGOs.
7. You have been nominated to receive an honour/award from an NGO.

Discussion: Once you have read out all of the statements and talked through each one, ask the participants to have a seat and review the answers below with the group.

Discussion 1: Gifts Quiz Answer Key

	STATEMENT	IS THIS ACCEPTABLE?	RATIONALE
1	You participate in a conference and take home the courtesy pen and tote bag.	Yes	It is a token gift, not intended to influence.
2	A colleague accepts a basket full of gourmet chocolates at the year-end holidays from a vendor.	No	Staff members may not accept any gift from any source having or seeking to have any type of contractual relationship with the Organization. However gifts that arrive unexpectedly and cannot be returned are to be registered and disposed of in accordance with ST/AI/2010/1. You must immediately report the gift to your Administrating Official who may authorize you to retain, or instruct you to surrender, the item.
3	You exchange gifts with colleagues at the office.	Yes	Staff members may exchange gifts with each other provided the gift is not intended to influence an official act. However, staff in supervisory positions should avoid accepting gifts from staff under their supervision.

4	You accept a spa day voucher from a hotel where you organized a large meeting.	No	Staff members may not accept any gift from any source having or seeking to have any type of contractual relationship with the Organization.
5	You receive a coffee gift card worth \$25 from a government counterpart you are friendly with on your birthday.	No	Staff members should decline any honour, decoration, favour, gift or remuneration from any government counterpart. If declining would cause embarrassment to the Organization, the staff member may receive on behalf of the Organization then report and entrust it through established mechanisms.
6	You are a Civil Affairs Officer routinely presented with cultural gifts from different civil society members, including NGOs.	Maybe	Staff may be approved to accept gifts of <u>nominal</u> value provided they are reported in accordance with ST/AI/2010/1.
7	You have been nominated to receive an honour/ award from an NGO.	Maybe	On an exceptional basis, staff members may be approved to accept, provided that it is not incompatible with the interests of the UN or the staff member's status as an international civil servant and does not create a conflict of interest.

Discussion Topic 1

GIFTS

KEY MESSAGES

Key Messages: Once the discussion on Gifts has completed, wrap up by reviewing the key messages below before moving on to the next activity. It is not necessary to discuss each topic in detail again.

Accepting gifts, honours or other tokens of appreciation can impact your independence and impartiality. Such situations may compromise both your integrity and the UN's reputation.

The acceptance of a gift can create a conflict of loyalties or raise expectations from the giver of the gift. **You may not receive any gifts or other incentives that could induce you—or be perceived as inducing you—to take any action that is other than independent or impartial.**

Staff members carrying out functions in sensitive areas such as procurement and investment management are to be particularly attentive to this issue, and are held to an even higher standard, in relation to the discharge of their duties and responsibilities.

From governments - As a rule, we cannot accept any honours, decorations, favours, remuneration, or gifts from government sources. However, if refusal of an unanticipated gift or honour would cause embarrassment to the Organization, you may receive it on behalf of the Organization and then report and entrust it to the Secretary-General.

From non-governmental sources - While the receipt of honours, favours, gifts, or remuneration from nongovernmental sources may be permitted **with the prior approval of the Secretary-General**, approval will only be granted in exceptional cases.

From any source having or seeking a contractual relationship - Accepting gifts from a person or entity doing business with the UN, or seeking to have any sort of contractual relationship with the UN, constitutes a conflict of interest. **You may not accept anything from such sources. There is no exception to this rule.**

Offering or promising gifts - When people exchange gifts in a work setting, it can look as if favours were granted in order to influence the exercise of professional judgment. You may not offer anything of value, such as gifts, favours, or other personal benefits, to other staff members or to third parties if by doing so you are trying to influence the recipient's official actions. Offering gifts such as a birthday present is acceptable if there is no expectation of any official action in return.

Additional References:

[ST/SGB/2017/1](#), Staff Regulations and Rules of the United Nations

[ST/AI/2010/1](#), Reporting, retaining and disposing of honours, decorations, favours, gifts or remuneration from governmental and non governmental sources

[ST/IC/2006/31](#), Reporting, retaining and disposing of honours, decorations, favours, gifts or remuneration from governmental and non governmental sources

[ST/SGB/2006/5](#), Acceptance of pro bono goods and services

Discussion Topic 2

SEXUAL EXPLOITATION AND ABUSE

For discussion topic 2, there are two mandatory scenarios to discuss with the group, as well as a video to show.

Read or paraphrase this introduction to the discussion topic.

The next topic we will discuss is sexual exploitation and abuse.

Sexual exploitation and sexual abuse by UN personnel constitute acts of serious misconduct which may constitute a crime or human rights violation as well as represent a failure to adhere to our ethical obligations. It brings irrevocable harm to those whom the UN is mandated to protect, and violates universally recognized human rights, norms, and standards and damages the reputation and credibility of the work of the UN.

[The Secretary-General's bulletin on "Special measures for protection from sexual exploitation and sexual abuse \(ST/SGB/2003/13\)](#) defines the term "sexual exploitation" as meaning any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Similarly, the term "sexual abuse" means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

For this topic, we will review two mandatory scenarios and watch a short video related to sexual exploitation and abuse.

Read the following scenario to participants.

On mission recently, in the elevator late at night, I ran into an international staff member I knew. I was coming from a function and I hadn't known that he was in country. He was with a woman who appeared to be over 18 and appeared to be going up to his hotel room. Just as I had stepped into the elevator, I saw him hand the woman cash. I did not immediately comprehend the situation. However, the last night I was there I ran into him again in the lobby and he was walking towards the elevators with a different woman who appeared to be 16. I realized that he may be involved in exchanging money for sex (or transactional sex). I have information that transactional sex is legal in this country.

What should this person do? What would you do? Why? Let's talk about this.

Discussion. What should the staff member do in this situation?

Discussion Highlight.

Under our zero tolerance policy, you are expected to speak up and report your concerns to your head of office, your Human Resources representative, or in peacekeeping or special political missions your Conduct and Discipline Team and/or Focal Point, or to OIOS.

Read or paraphrase the following scenario.

I joined the Organization a year ago, when I came here for this position and have no family in this country. I was very thankful at first that my manager took me under his wing and invited me home to meet his family for dinner. I spent the holidays last year with him and his family. He has told me that my work is very good and he plans on helping me advance. When we went on mission, he asked me to work in his room on a document and tried to kiss me while I was there. He became very angry and said, "I thought you wanted to have a career here."

Discussion. Ask participants to share their response to the question. What should the staff member do in this situation?

Discussion Highlight below:

Under our zero tolerance policy, you are expected to speak up and report your concerns to your head of office, your Human Resources representative, or in peacekeeping or special political missions your Conduct and Discipline Team and/or Focal Point, or to OIOS.

Sexual exploitation and sexual abuse constitute acts of serious misconduct which may also constitute a crime or human rights violation depending on the nature of the exploitation and abuse. If you report misconduct in good faith, you have the right to be protected against retaliation. Individuals who believe that retaliatory action has been taken against them because they reported misconduct, including sexual exploitation and abuse, may submit a request for protection against retaliation to the Ethics Office. Further information on the protection against retaliation policy is available in the Secretary-General's bulletin on "[Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#)" (ST/SGB/2017/2).

Introduce video: To serve with pride

This 20-minute film “To Serve with Pride: Zero Tolerance for Sexual Exploitation and Abuse” was made to raise awareness among UN and related personnel about the impact of acts of sexual exploitation and abuse on individuals and communities. It provides clear information about the obligations of all people serving the UN, as stated in the [Secretary-General’s bulletin on “Special measures for protection from sexual exploitation and sexual abuse \(ST/SGB/2003/13\)](#).

Show video: To serve with pride,

<https://www.youtube.com/watch?v=NfMKMCYFgPo>

Discussion

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

Discussion Topic 2

SEXUAL EXPLOITATION AND ABUSE KEY MESSAGES

Key Messages: Once the discussion on sexual exploitation and abuse has completed, wrap up by reviewing the key messages below before moving on to the next activity.

- Under our zero tolerance policy, you are expected to speak up and report your concerns to your head of office, your Human Resources representative, or in peacekeeping or special political missions your Conduct and Discipline Team and/or Focal Point, or to OIOS.
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of consent locally.
- The exchange of money, employment, goods or beneficiary assistance by UN staff for sexual services is prohibited.
- UN forces conducting operations under UN command and control have a particular duty of care towards women and children, and are also prohibited from committing acts of sexual exploitation and sexual abuse, as are all categories of personnel.
- Staff members who, in good faith, report misconduct, including sexual exploitation and sexual abuse, may be protected from retaliation for having made the report..
- It is not just your intentions, but also the impact of your behaviour that is important.
- While certain conduct may be acceptable in one country, it may be illegal or otherwise inappropriate in another. Pay attention to guidance at your duty station concerning what is and what is not considered appropriate conduct. In the case of sexual exploitation and abuse, the United Nations' zero tolerance policy applies to all personnel regardless of what may be legal or acceptable in your duty station.

Additional References:

Staff regulation 1.2(a), [ST/SGB/2017/1](#), Staff Regulations and Rules of the United Nations

[ST/SGB/2003/13](#), Special measures for protection from sexual exploitation and sexual abuse

[A/71/818](#), Report of the Secretary-General on Special measures for protection from sexual exploitation and abuse: a new approach, dated 28 February 2017

Discussion Topic 3

DISCRIMINATION, HARASSMENT AND ABUSE OF AUTHORITY

For this discussion topic, there is a short quiz to read and discuss with the group. Read or paraphrase this introduction to the discussion topic.

The next topic we will discuss is the prevention of discrimination, harassment and abuse of authority. As all staff members are required to complete the mandatory online training programme on the prevention of workplace harassment, sexual harassment and abuse of authority. Let's now discuss the following brief situations, taking into account the Secretary-General's bulletin ST/SGB/2008/5 as we do so.

Read the following quiz, one item at a time and then discuss each in turn.

Does this constitute harassment or abuse of authority?

5. Being abrupt once when speaking to a colleague.
6. During a performance review meeting, the manager reminds a team member that their contract terminates in the following fiscal year and new funding has not yet been approved.
7. Excluding staff from meetings and information related to their work programme.
8. Giving colleagues the silent treatment.
9. Making a friendly gesture, such as a pat on the back, towards a co-worker.
10. A manager providing feedback to someone on her team related to a recent task.
11. Shouting at a subordinate or co-worker, either in private or in front of others.
12. Spreading gossip or lies about a colleague.
13. Telling jokes that cause embarrassment or humiliation.
14. Using insults and name-calling.

Use the following questions to guide your discussion.

Ask the group or draw on volunteers.

- What do you think?
- What is the impact of this behaviour? How do you think this person is feeling?
- What are the potential consequences?
- What resources does the staff member have for resolving this problem?

Give participants an opportunity to share their opinions and knowledge on the subject and highlight the following definitions and principles from ST/SGB/2008/5.

International civil servants have the right to a workplace environment free of harassment or abuse.

All dealings among staff members should be governed by the principles of dignity and mutual respect

International civil servants are expected to respect the dignity, worth and equality of all people without any distinction whatsoever.

Staff members shall uphold and respect the principles set out in the Charter, including faith in fundamental human rights, in the dignity and worth of the human person, and in the equal rights of men and women. Consequently, staff members shall exhibit respect for all cultures; they shall not discriminate against any individual or group of individuals or otherwise abuse the power and authority vested in them.

Managers and supervisors must take all appropriate measures to promote a harmonious work environment based on mutual respect, free of intimidation, hostility, offence and any form of prohibited conduct, while acting as role models and upholding the highest standards of conduct. Failure on the part of managers and supervisors to fulfil their obligations under ST/SGB/2008/5 may be considered a breach of duty, which, if established, shall be reflected in their annual performance appraisal and they will be subject to administrative or disciplinary action, as appropriate.

Harassment is any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents.

Abuse of authority is the improper use of a position of influence, power, or authority against another person. This is particularly serious when a person uses his or her influence, power or authority to improperly influence the career or employment conditions of another, including, but not limited to, appointment, assignment, contract renewal, performance evaluation or promotion. Abuse of authority may also include conduct that creates a hostile or offensive work environment, which includes, but is not limited to, the use of intimidation, threats, blackmail, or coercion.

Highlight the following before moving forward.

Aggrieved individuals may opt for an informal or a formal process for dealing with the problem.

Informal resolution: Aggrieved individuals are encouraged to notify the offender of their complaint or grievance and ask him or her to stop as, in some instances, the alleged offender may not be aware that his or her behaviour is offensive.

Aggrieved individuals may ask for assistance from a third party in seeking informal resolution, including:

- The Ombudsman or a member of the Ombudsman's Office;
- The Staff Counsellor at the duty station;
- A human resources officer at the duty station;
- A member of the conduct and discipline team in a peacekeeping mission or at Headquarters;
- A member of the executive committee of the staff representative body at the duty station;
- A staff representative of the department or office concerned;
- The Focal Point for Women in the Secretariat or the focal point for women in the department or office concerned;
- The Office of Staff Legal Assistance;
- A supervisor, including the first or second supervisor.

Formal procedures for filing and handling a complaint are detailed in [ST/SGB/2008/5](#).

Questions:

Ask participants if they have any questions.

If you are unsure of how to answer a question from a participant, write that question down for follow-up with the Ethics Office.

Discussion Topic 3

DISCRIMINATION, HARASSMENT AND ABUSE OF AUTHORITY

KEY MESSAGES

Key Messages: Once the discussion on discrimination, harassment and abuse of authority has completed, wrap up by reviewing the key messages below before moving on to the next activity.

All staff members have the obligation to not engage in the prohibited behaviours.

Managers have a special responsibility to create a harmonious environment and address any related complaints.

Resources – Staff members facing a situation they are unable to resolve on their own have a variety of resources in addition to managers and supervisors to help navigate these difficult situations.

Discussion Topic 4

POLITICAL ACTIVITIES

For this discussion topic, there is a group quiz activity. Time permitting, there are two optional bonus scenarios to discuss as well.

Read or paraphrase this introduction to the discussion topic.

The next topic we will discuss is political activities of staff members. Staff members have a legitimate interest in the politics of their country or countries of citizenship. At the same time, as United Nations staff members, participation in political activities has certain limitations. International civil servants have a duty to be, and seen to be, independent and impartial in their political activities.

For our discussion of political activities, we will do a quick group quiz and see how we do.

And, we have also been provided with two optional bonus scenarios related to political activities to review and discuss, if we have time.

Read or paraphrase quiz instructions.

The way this quiz works is that I will read a statement. I will ask you to raise your hand if you agree that the statement is acceptable for UN staff members.

Read each of the following statements. Each time, stop and call on a participant or ask for a volunteer to explain his/her response. Afterwards, inform staff members of the correct response.

Quiz on Political Activities of Staff Members

ACTION		CORRECT RESPONSE	REFERENCE
1	Run for public office	No A UN staff member may not be a candidate for public office at any level. If you decide to run for office, you must resign from the Organization.	Staff Regulation 1.2 (f) Staff Regulation 1.2 (h) Para 5.5 of ST/AI/2000/13 Para 48 of the Standards of Conduct
2	Belong to a political party	Yes Membership in a political party is permitted with caveats	Staff Rule 1.2 (u) Paragraph 49 of the Standards of Conduct Para 5.4 of ST/AI/2000/30
3	Make normal financial contributions to a political party	Yes	Staff Rule 1.2 (u) Para 5.4 of ST/AI/2000/13
4	Volunteer for a political campaign	No	Staff Regulation 1.2 (h)
5	Spokesperson for a candidate	No	Staff Regulation 1.2 (h)
6	Engage in local community or civic activities	Maybe – seek guidance	Paragraph 48 of the Standards of Conduct
7	Vote in local and national elections	Yes	Staff Regulation 1.2 (h) Paragraph 48 of the Standards of Conduct Para 5.3 of ST/AI/2000/13

8	Participate in demonstrations about social issues	<p>Maybe – seek guidance</p> <p>As international civil servants, UN staff members do not have the freedom of private persons to criticize a Government. Staff regulations and rules address the importance of staff members acting in a manner compatible with their status as impartial international civil servants. However, there may be extraordinary situations where actions by a Government could be deemed to be contrary to the purpose of the UN under the Charter (Article 1) to promote and encourage respect for human rights and other UN values.</p> <p>When in doubt, seek guidance from your supervisor or head of office / department.</p>	<p>Para 33 of the Standards of Conduct</p> <p>Staff Regulation 1.2 (h)</p> <p>Staff Rule 1.2 (j)</p>
9	Email colleagues about political issues	No	<p>Regulation 1.2 (g)</p> <p>Regulation 1.2 (q)</p>
10	Fundraise for a political candidate or party	<p>No</p> <p>Staff may not accept or solicit funds in support or on behalf of a political party or candidate.</p>	<p>Regulation 1.2 (g)</p> <p>Paragraph 48 of the Standards of Conduct</p>
11	Discuss political views privately	<p>Yes</p> <p>Staff may express in private settings their personal views on politics.</p>	<p>Staff Regulation 1.2 (h)</p> <p>Paragraph 9 of the Standards of Conduct</p>

References:

Applicable Staff Regulations

Regulation 1.2 (f)

While staff members' personal views and convictions, including their political and religious convictions, remain inviolable, staff members shall ensure that those views and convictions do not adversely affect their official duties or the interests of the United Nations. They shall conduct themselves at all times in a manner befitting their status as international civil servants and shall not engage in any activity that is incompatible with the proper discharge of their duties with the United Nations. They shall avoid any action and, in particular, any kind of public pronouncement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status.

Regulation 1.2 (g)

Staff members shall not use their office or knowledge gained from their official functions for private gain, financial or otherwise, or for the private gain of any third party, including family, friends and those they favour. Nor shall staff members use their office for personal reasons to prejudice the positions of those they do not favour.

Regulation 1.2 (h)

Staff members may exercise the right to vote but shall ensure that their participation in any political activity is consistent with, and does not reflect adversely upon, the independence and impartiality required by their status as international civil servants.

Staff Regulation 1.2 (m)

A conflict of interest occurs when, by act or omission, a staff member's personal interests interfere with the performance of his or her official duties and responsibilities or with the integrity, independence and impartiality required by the staff member's status as an international civil servant. When an actual or possible conflict of interest does arise, the conflict shall be disclosed by staff members to their head of office, mitigated by the Organization and resolved in favour of the interests of the Organization.

Regulation 1.2 (q)

Staff members shall use the property and assets of the Organization only for official purposes and shall exercise reasonable care when utilizing such property and assets.

Applicable Staff Rules

Rule 1.2 (j)

Staff members shall not seek to influence Member States, principal or subsidiary organs of the United Nations or expert groups in order to obtain a change from a position or decision taken by the Secretary-General, including decisions relating to the financing of Secretariat programmes or units, or in order to secure support for improving their personal situation or the personal situation of other staff members or for blocking or reversing unfavourable decisions regarding their status or their colleagues' status.

Rule 1.2 (u)

Membership in a political party is permitted, provided that such membership does not entail action, or an obligation to take action, by the staff member contrary to staff regulation 1.2 (h). The payment of normal financial contributions to a political party shall not be construed as an activity inconsistent with the principles set out in staff regulation 1.2 (h).

Rule 1.2 (q)

A staff member whose personal interests interfere with the performance of his or her official duties and responsibilities or with the integrity, independence and impartiality required by the staff member's status as an international civil servant shall disclose any such actual or possible interest to the head of office and, except as otherwise authorized by the Secretary-General, formally excuse himself or herself from participating with regard to any involvement in that matter which might give rise to a conflict of interest situation.

Applicable paragraphs of the Standards of Conduct for the International Civil Service, 2013

Para 9

Impartiality implies tolerance and restraint, particularly in dealing with political or religious convictions. While their personal views remain inviolate, international civil servants do not have the freedom of private persons to take sides or to express their convictions publicly on controversial matters, either individually or as members of a group, irrespective of the medium used. This can mean that, in certain situations, personal views should be expressed only with tact and discretion.

Para 10

This does not mean that international civil servants have to give up their personal political views or national perspectives. It does mean, however, that they must at all times maintain a broad international outlook and an understanding of the international community as a whole.

Para 29

It is entirely improper for international civil servants to lobby or seek support from government representatives or members of legislative organs to obtain advancement either for themselves or for others or to block or reverse unfavourable decisions regarding their status. By adhering to the Charter and the constitutions of the organizations of the United Nations system, Governments have undertaken to safeguard the independence of the international civil service; it is therefore understood that government representatives and members of legislative bodies will neither accede to such requests nor intervene in such matters. The proper method for an international civil servant to address such matters is through administrative channels; each organization is responsible for providing these.

Para 33

It is the clear duty of all international civil servants to maintain the best possible relations with Governments and avoid any action that might impair this. They should not interfere in the policies or affairs of Governments. It is unacceptable for them, either individually or collectively, to criticize or try to discredit a Government. At the same time, it is understood that international civil servants may speak freely in support of their organizations' policies. Any activity, direct or indirect, to undermine or overthrow a Government constitutes serious misconduct.

Para 48

In view of the independence and impartiality that they must maintain, international civil servants, while retaining the right to vote, should not participate in political activities, such as standing for or holding local or national political office. This does not, however, preclude participation in local community or civic activities, provided that such participation is consistent with the oath of service in the United Nations system. It is necessary for international civil servants to exercise discretion in their support for a political party or campaign, and they should not accept or solicit funds, write articles or make public speeches or statements to the press. These cases require the exercise of judgment and, in case of doubt, should be referred to the executive head.

Para 49

The significance of membership in a political party varies from country to country and it is difficult to formulate standards that will apply in all cases. In general, international civil servants may be members of a political party, provided its prevailing views and the obligations imposed on its members are consistent with the oath of service in the United Nations system.

Applicable paragraphs of ST/AI/2000/13, dated 25 October 2000, on Outside Activities

5.3 In accordance with staff regulation 1.2 (h), staff members may exercise the right to vote but shall ensure that their participation in any political activity is consistent with, and does not reflect adversely upon, the independence and impartiality required by their status as international civil servants.

5.4 In accordance with staff rules 101.2 (q), 201.2 (q) and 301.3 (q), membership in a political party is permitted, provided such membership does not entail action, or an obligation to take action, contrary to staff regulation 1.2 (h). Payment of normal financial contributions to a political party shall not be construed as an activity inconsistent with the principles set out in staff regulation 1.2 (h).

5.5 Candidature or appointment to political office, including at the local level, shall not be permitted.

Optional Bonus Scenarios for Discussion Topic 4

For this discussion topic, there are two optional bonus scenarios available to read and discuss with the group.

Read the following scenario.

I am not a citizen here but have adopted this country as home and feel very strongly about the current political situation. I would like to volunteer on my free time to help the opposition party. Is that allowed? I would do it in my personal capacity.

Discussion Questions

Use the following questions to guide your discussion.

Ask the group or draw on volunteers.

- What do you think?
- How could volunteering for the opposition party impact the Organization?
- What are the potential consequences?
- What are the staff member's obligations to the Organization?

Give participants an opportunity to share their opinions and knowledge on the subject and highlight the following before moving forward to the next scenario.

- Staff members may not criticize or attempt to discredit, undermine or overthrow a government.
- Staff members may not interfere in the policies or affairs of governments.
- This activity would be inconsistent with and would reflect adversely on the impartiality required of an international civil servant.
- You cannot be involved in any political activity that could call into question your obligations of integrity, objectivity, independence, and impartiality.
- Volunteering for the government opposition party would not be permitted as it would be in conflict with your obligations as a staff member.

Read the following scenario

I have always tried to instill in my children the need to be environmentally responsible and to call on those in positions of power to take the necessary actions to protect our environment. This spring, there will be a climate march in my nation's capital. I would like to attend with my family. While the issue is politicized, with many opposed to the latest international agreement, I feel duty bound to attend with my children and to foster in them the right to be heard on this matter. I expect it to be a peaceful demonstration.

Discussion Questions

Use the following questions to guide your discussion.

Ask the group or draw on volunteers.

- Do you think staff members should be able to participate in this march?
- What factors come into play?
- What are the potential risks to having staff participate?

Give participants an opportunity to share their opinions and knowledge on the subject and highlight the following key messages before moving forward to the next topic.

Discussion topic 4

POLITICAL ACTIVITIES - KEY MESSAGES

- As private citizens, staff members may vote and belong to political parties.
- Staff members are not expected to give up their political or religious convictions.
- The primary duty of loyalty of staff members is to the objectives and purposes of the UN.
- Staff members must avoid political activities that could reflect adversely on the UN, or undermine their independence and impartiality.
- As an international civil servant, staff members do not have the freedom that private persons have to take sides or to express convictions publicly on controversial matters.

Additional References:

[ST/AI/2000/13](#), Outside Activities

[ST/IC/2006/30](#), Outside Activities

Discussion topic 5

CONFLICTS OF INTEREST

For this topic, there are three short scenarios to read and discuss with the group.

Read or paraphrase this introduction to the discussion topic.

The last discussion topic we will discuss today is conflicts of interest.

As international civil servants, it is important to preserve the independence and impartiality of our official decision-making at all times.

A conflict of interest occurs when, by act or omission, a staff member's personal interests interfere with the performance of his or her official duties and responsibilities or with the integrity, independence and impartiality required by the staff member's status as an international civil servant. When an actual or possible conflict of interest does arise, the conflict shall be disclosed by staff members to their head of office, mitigated by the Organization and resolved in favour of the interests of the Organization.

Read or paraphrase the following scenario:

I am a gender specialist for the UN. I am interested in joining the board of an NGO in my personal capacity. The NGO is working on improving electoral processes and advocating for human rights. The aims and principles of the NGO are directly in-line with the work of the UN. In fact, they have previously been an implementing partner of the UN. I believe I can help guide the work of this NGO and share lessons learned across both organizations.

Use the following questions to guide your discussion.

Ask the group or draw on volunteers?

- What do you think?
- Can staff members participate on boards of NGOs?
- What factors come into play?
- Will you have any fiduciary responsibility?
- Will you be required to fundraise?
- What role will you play on the board?
- What are the potential risks to having staff members participate?

After allowing participants a chance to discuss the major issues, summarize the points they made and highlight the following points:

- Participation on ANY board, panel, committee or similar body requires prior approval.
- The closer the work of an organization is to that of the UN, the more likely there is a conflict of interest.
- Participation of a UN official might signal endorsement of the entity and its work.
- Outside entities do not always share the views or have the same interests as the United Nations.

Read or paraphrase the following scenario:

I have been a staff member in a peacekeeping mission for nearly seven years. I am very passionate about the work of the United Nations. My advanced studies relate to international relations and conflict prevention/ resolution. Due to the Organization's reintegration of former combatants in my home country, I have decided my master's dissertation will focus on "Challenges to Reintegration: In the absence of a political process". I am fortunate to be in a peacekeeping mission with this mandate and therefore have access to these experts. I would like to interview a few senior officials in the Disarmament, Demobilization and Reintegration section and conduct a survey of staff and former combatants. Once my dissertation is complete, I would like to publish it with my University. Only my analysis of the data will become part of the dissertation, not the data itself.

Discussion Questions

Use the following questions to guide your discussion.

Ask the group or draw on volunteers?

- What factors come into play?
- How could the staff member's dissertation impact the Organization?
- What are the potential risks involved in this request?

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

Discussion Topic 5

CONFLICTS OF INTEREST

KEY MESSAGES

Key Messages: As the discussion comes to a close, make sure to address the following key points:

- It is not appropriate for staff members to use their access to UN officials and/or inside information for their personal interests (e.g. Master's dissertation) or to place their personal interests ahead of their obligation to maintain the Organization's confidences.
- As staff, we must protect information that has not been made public, including the creation of new information. We must protect sensitive and confidential information where the disclosure could have an adverse impact on the Organization's interests.
- While we are entitled to our personal opinions, we must ensure that our public pronouncements do not adversely reflect on our status, or on the integrity, independence and impartiality that is required by our status as international civil servants.

Additional References:

[ST/AI/2000/13](#), Outside Activities

[ST/IC/2006/30](#), Outside Activities

[ST/SGB/2016/9](#), Status, basic rights and duties of United Nations staff members

CLOSING ACTIVITY

After concluding the scenarios, read or paraphrase the following:

That was an excellent discussion. You made very interesting points.

Everyone talks about the importance of the ideals and mission of the United Nations. Each of us plays a role in supporting those ideals and fulfilling that mission.

If you have concerns about decisions made or possible ethical misconduct, it is important to speak up. If you are unsure about whom to approach, or if there has already been a conversation and there is still some unease about a situation, there are resources available to help (e.g. supervisors, heads of office, Executive Officers, Administrative Officers, the Ombudsman, the Ethics Office, or OIOS). The Ethics Office has published a guide called the Roadmap to steer you to the right office when you have an issue. Feel free to consult their website for a copy.

Take suggestions and offer encouragement to share more ideas going forward.

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 your participation today. I hope it was useful. I very much appreciated your enthusiasm for the discussion and your ideas and comments. Before we close the session, are there any final questions or comments?
- Take any final questions. Do not be concerned if there are questions you cannot answer. Undertake to contact the United Nations Ethics Office for a definitive response and get back to the questioner.
- Close the session

LEADERSHIP DIALOGUE APPENDICES

Appendix A

LEADERSHIP DIALOGUE SIGN-IN SHEET

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

Appendix B

SESSION LEADER'S FEEDBACK FORM

We value your feedback!

Please complete this evaluation form and return it to your Executive Office or Administrative Office. 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.

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

Please evaluate the Leadership Dialogue materials and your session. Indicate your responses by circling the number representing a low, medium, or high rating.

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

Which discussion topics did you use? 1 2 3 4 5

Discussion Topics Used:	Low				High
Quality of Content	1	2	3	4	5
Ease of Use	1	2	3	4	5

**Please provide feedback in your own words
to the following questions:**

What went well during your session?

What did not go well during your session?

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

What changes would you recommend for future Leadership Dialogues?

What topics would you recommend for future Leadership Dialogues?

Appendix C

RECORD OF FEEDBACK FROM STAFF DISCUSSIONS

Further actions that could be implemented to minimise the specific risks related to the discussion topics.

Appendix D

HAND-OUTS

UN Secretary-General's bulletin ST/SGB/2003/13, "Special measures for protection from sexual exploitation and sexual abuse"

UN Secretary-General's bulletin ST/SGB/2008/5, "Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority"

Appendix E:

ROLL UP OF SESSION FEEDBACK FORMS

This is to be completed by the Executive Office or Administrative Office.

Please complete this summary form and send it to your Executive Office. This form has been designed to assist the Executive Office or Administrative Office in compiling and summarizing all of the feedback forms from the various Leadership Dialogue sessions conducted in your organization.

You can send this 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.

For Executive Offices: Please compile overall statistics for your department. Peacekeeping missions should submit their inputs to the Executive Office of DPKO, DFS. Special Political missions should submit their inputs to the Executive Office of DPA.

Leadership Dialogue 2017 – Name of Department:

No.	Name of Unit	Total staff in Unit/Section	Total number completed	Percent of staff completed
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
	Total			

Leadership Dialogue Contact Information

For more information, or to comment, contact:

United Nations Ethics Office

www.un.org/en/ethics

(Available via iSeek or the public United Nations site)

Email: ethicsoffice@un.org

Phone +1-917-367-9858

Fax +1-917-367-9861

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



Leader's Guide & Programme Materials