

LEADERSHIP DIALOGUE 2018

SPEAKING UP:

WHEN

**DOES IT BECOME
WHISTLEBLOWING?**



Leader's Guide and Programme Materials

Welcome to the United Nations Leadership Dialogue

Thank you for participating in the 2018 United Nations Leadership Dialogue. This annual event is an important opportunity for you and your colleagues to discuss topics with great meaning for our work.

Roughly 17,000 people participated in the first Leadership Dialogue in 2013, which focused on the Oath of Office taken by all members of the Secretariat. Last year's Dialogue on "*Standards of Conduct*" attracted some 30,000 participants - a significant increase. I hope we can continue that trend this year.

The Dialogues have also addressed respect and tolerance in the workplace, fraud awareness and what it means to take individual responsibility while carrying out our duties.

This year's topic – "*Speaking up: when does it become whistle-blowing?*" - focuses on when and how you can respectfully dissent with management, raise concerns about interpersonal and workplace disputes, and make formal reports of wrongdoing. When you are a bystander in a situation where a colleague is being mistreated, you should feel empowered to remind the offenders about the values and standards of conduct of the United Nations.

Since taking office, I have given priority to protecting those who report misconduct or cooperate with a duly authorized audit or investigation from retaliation. As international civil servants, you have a duty to disclose wrongdoing that harms the public interest, misuses public resources or abuses our public office ("whistle-blowing"). Management, for its part, has a duty to ensure that those who do come forward can do so with full confidence in the relevant mechanisms and that their own rights will be upheld.

Being able to report misconduct without fear of retaliation is crucial for building an organizational culture of transparency, integrity and accountability. Being able to raise your concerns or disagree respectfully with your managers and colleagues without fear of reprisals contributes to an organizational culture of innovation and civility. My management reforms for greater results, more delegation of authority and simplification of procedures depend on such an organizational culture.

I invite all United Nations personnel to actively participate in this Leadership Dialogue. Thank you for your commitment and hard work.

Sincerely,



António Guterres
Secretary-General

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GETTING STARTED

Welcome to the 2018 Leadership Dialogue.

Based on feedback from previous Leadership Dialogues, we chose this year's topic, *Speaking Up: When Does It Become Whistleblowing?*, and how “blowing the whistle” is different from other ways of speaking up.

When, as international civil servants, we raise questions about programmatic decisions or actions, express concerns about inter-personal conflicts or workplace disputes, or “blow the whistle” by coming forward to report potential wrongdoing, we contribute to an open, transparent and fair Organizational culture. When, as managers, we listen, address your concerns or take appropriate action, we increase engagement, accountability and trust in our workplace. When, as bystanders, we speak up about UN values and standards of conduct when we witness our colleagues or clients being mistreated, we uphold respect and civility in the workplace. Such an Organizational culture and workplace are basic to the Secretary-General's current management reforms to better achieve results for our Member States and the international community that we serve.

If, on the other hand, we face negative consequences or retaliation for speaking up or our concerns are ignored, then we will be afraid and/or discouraged to speak up. The Organization needs us to speak up openly without fear of reprisals or face inaction and to seek advice when in doubt. It needs us to discharge our tasks in an ethical and professional manner.

“Whistleblowing”, within the continuum of “speaking up”, is generally associated with coming forward with or volunteering information about wrongdoing that affects public safety and the public interest or an organization's interests and operations. In the United Nations, the obligation to report potential misconduct and to cooperate with duly authorized audits and investigations is given enhanced protection from retaliation. This protection is outlined in [ST/SGB/2017/2/Rev.1: Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#). Protection from retaliation, when shown through harassment or abuse of authority, for other forms of speaking up is implicitly included in [ST/SGB/2008/5: Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority](#).

The Organization needs all of us to have the courage to speak up, and particularly to report misconduct when we observe it. As a supervisor or manager, your endorsement of speaking up and modeling builds an atmosphere of openness

and trust that reassures colleagues who may feel anxious about coming forward. As colleagues, your support and encouragement as bystanders or witnesses to those who suffer from prohibited conduct, those who speak up or wish to do so are invaluable and necessary. Please keep this in mind as you move through the Leader's Guide.

You have multiple avenues to raise questions and concerns or report wrongdoing and to seek assistance. The [Roadmap](#), published by the Ethics Office, explains the roles of and provides contact information for UN offices that can provide guidance. In addition, this year's Leadership Dialogue follows the Secretary-General's launch of the Speak Up Helpline, designed to create a confidential, 24-hour resource for you to seek assistance related to sexual harassment or abuse.

Finally, *how* we speak up – through respectful dissent or constructive criticism of programmatic decisions or actions, raising concerns about inter-personal conflict or workplace disputes, or by coming forward with reports of misconduct in good faith and based on reasonable belief – is as important as *when* we speak up. We should not pass on unsubstantiated rumours. Moreover, making a report or providing information that is intentionally false or misleading can be misconduct. By being clear in how we speak up, we contribute to not only an open, transparent and accountable Organizational culture but also greater civility and respect in our workplace.

We hope this year's Dialogue will provide an understanding of different ways we can speak up:

1. Dissenting respectfully and constructively where management has discretion,
2. Raising concerns about inter-personal conflicts and workplace disputes, and
3. Whistleblowing or coming forward with reports of misconduct or volunteering information on wrongdoing while cooperating with duly authorized audits and investigations.

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 participants regarding the Leadership Dialogue is very important. Please record participant suggestions and feedback in the form (see Appendix C) and forward these to the Ethics Office.

Finally, it is important to note that as managers, you have an obligation to promote a culture of ethics in the Organization through leading by example. Those you supervise and other stakeholders observe your words and actions, and they model what you do. I encourage you to continue setting the right “tone at the top.”

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-4s 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. Our goal is for all international and national UN personnel globally to participate in a Leadership Dialogue session each 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 30 November 2018.** 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 December 2018.**

PLANNING YOUR LEADERSHIP DIALOGUE SESSION

In practical terms, speaking up and being engaged in one's work as UN personnel means contributing to an open, transparent and fair Organizational culture. It may mean respectfully and constructively raising questions at times about programmatic decisions, raising concerns informally and formally about inter-personal and workplace disputes, reporting potential misconduct in the best interests of the UN and adhering to the UN regulations, rules and policies. This dialogue will help you address these challenges and better understand the following topics:

1. Respectfully dissenting when management has discretion;
2. Raising concerns about inter-personal and workplace disputes; and
3. "Blowing the whistle" or making reports of wrongdoing.

The materials in this Guide are designed to be used in a single session with a group of 10 to 25 participants. If you have more than 25 participants, 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 that you conduct the dialogue session during a face-to-face meeting, unless this is not possible. We are providing you with a PowerPoint presentation to view and follow along with participants in the Dialogue. As some of the topics can be difficult to discuss, we encourage you as the facilitator to create a setting where the participants feel at ease.

YOUR ROLE AS THE SESSION FACILITATOR

This leadership dialogue is designed to allow participants to discuss their individual roles in the United Nations Secretariat as related to speaking up when facing different types of workplace situations. As discussion topics, we will talk about the different ways we are expected to speak up, including through:

- Respectfully dissenting when management has discretion;
- Raising concerns about inter-personal and workplace disputes; and
- “Blowing the whistle” or making formal reports of potential misconduct.

You are the facilitator of the discussion. You will guide discussions, ask questions, encourage and engage participants. Participants often leave a dialogue session remembering points that they and their co-workers made much more vividly than those made by the facilitator. 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 and raise questions with each other.

Discussions like these prompt further conversations afterwards and increase trust and understanding. Be prepared for one or more of your group to approach you to ask questions or report concerns. The scenarios you will work through with participants sometimes relate to difficult and sensitive topics; what is important is that we have open discussions, not that you have all the answers.

The overarching message we would like to emphasize to all participants in this year’s Leadership Dialogue is that we each have an important role in **speaking up** through respectful dissent, raising concerns and reporting misconduct. Managers must ensure that they **listen actively and take appropriate action**. As bystanders or witnesses, we need to support those who are subjected to unprofessional or prohibited conduct or those who speak up or wish to do so.

Speaking up and listening go hand in hand. As a first step, we must secure a space for respectful dissent. Such self-expressions should be done in a constructive manner that maintains a harmonious work environment and demonstrates respect and civility among colleagues. **Each of the discussion topics will give you an opportunity to encourage participants to practice speaking up and for you to listen.**

PRE-SESSION CHECKLIST

To ensure that all participants complete the dialogue sessions by 30 November 2018, plan to lead the session no more than a few weeks after your supervisor has completed their 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>Review the following:</p> <ul style="list-style-type: none"> • ST/SGB/2008/5 – “Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority” (attached). A new Bulletin on this subject was being drafted at the time that this Leadership Dialogue was being developed. You are encouraged to check iSeek for any new Bulletin on this subject. • ST/SGB/2017/2/Rev.1 – “Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations” (attached). • ST/AI/2017/1 – “Unsatisfactory conduct, investigations and the disciplinary process” (attached). • ST/IC/2016/25 – “Anti-Fraud and Anti-Corruption Framework for the United Nations Secretariat” (attached). <p>Invite participants to the session.</p> <p>Reserve the room/location and any equipment 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 participants about the date and time for the session.</p> <p>Distribute the <i>Participant’s Guide</i> to participants.</p> <p>Confirm availability of the room.</p>
<p>DIALOGUE DAY</p>	<p>Conduct the dialogue session with participants.</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	<p>Participants sign in.</p> <p>Explain why the United Nations is conducting this dialogue.</p> <p>Review the session agenda.</p>	<p>Participant sign-in sheet</p> <p>Opening Remarks</p>	5 minutes
Opening Activity	<p>Share a brief story about a situation you encountered, related to one of the three topics.</p>	<p>Highlights of personal story</p>	5 minutes
Discussion Topics	<p>Discuss the three topics, using the PowerPoint provided.</p>	<p>Three discussion topics</p>	1 hour 15 minutes
Conclusion	<p>Make closing comments and ask for last questions.</p> <p>Thank participants for attending.</p>	<p>Closing remarks</p> <p>Collect sign-in sheet (see Appendix)</p>	5 minutes

POST-SESSION CHECKLIST

Once the session is complete, please do the following:

Managers

1. 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.
2. Complete the record of feedback from participant discussions (Appendix C) and send it to the Ethics Office.
3. 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

1. 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.
2. 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.
3. 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 participants arrive, ask them to sign in using the form provided (see Appendix A).
- At the scheduled time for the session to begin, welcome the participants, and thank them for attending.
- Explain the purpose of the session by reading or summarizing this opening script:

Welcome to the 2018 Leadership Dialogue session. This year's dialogue is about encouraging you to speak up. It is important for us to know when and how to respectfully dissent with action where management has discretion, raise concerns about inter-personal and workplace disputes, and make reports of wrongdoing. Each of us has a role to play in stepping forward to speak up when facing difficult situations at work and to support others when we are bystanders.

We will talk about how we can actively support colleagues – as peers, managers, supervisors and bystanders – by speaking up and listening actively.

When we speak up, we play a critical part in the Organization-wide effort to create a fair, transparent and accountable institution. How we speak up can preserve our harmonious work environment, strengthen respect and civility in the workplace, and bring greater accountability to our Organization. Our roles enable the Organization to fulfil its mandate of serving the peoples of the world.

The Secretary-General has asked us to engage in a discussion about important ethical issues like this, once a 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, there are many others you can turn to such as the Office of the Ombudsman and Mediation Services, our Executive Officer (or Administrative Officer), the Office of Human Resources Management, a staff representative, a member of the Conduct and Discipline Team, the Office of Staff Legal Assistance, the Focal Point for Women, our new "Speak Up" Helpline, the Focal Point for receiving reports on cases of SEA, or OIOS.

Another resource, published by the Ethics Office, is the Roadmap. It is a guide for those seeking assistance and is available on the Ethics Office website.

You may wish to review Secretary-General bulletins [ST/SGB/2008/5](#) and [ST/SGB/2017/2/Rev.1](#), as well as the Administrative Instruction [ST/AI/2017/1](#) and

Information Circular ST/IC/2016/25 to familiarise yourself with some of 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.

Let's get started.

- **Assure participants that this session will help them become better informed about the when and how to speak up and applicable UN policies, rules, regulations and administrative issuances to the topics of discussion.**
- **Explain the plan for the session by reading or paraphrasing the following:**

Here is an overview of our session today:

- We will have an initial discussion about speaking up using a personal example as a starting point.
- Then we will discuss the three topics.
- 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 a situation from your professional experience about a time when you spoke up with a dissenting view, a concern about an inter-personal or workplace dispute or reported wrongdoing.

Address the following questions:

- What made the situation difficult?
 - How did you handle it?
 - What factors did you consider?
 - What were the consequences of your actions?
 - Would you have done anything differently in hindsight?
2. Ask participants to suggest what they would do if they found themselves in similar circumstances.
 - Do they see any other factors that should be considered before speaking up?
 - 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, move on to the next phase of the dialogue.

Now, we will discuss today's specific topics, carefully considering how each of us has a role to play in speaking up when facing complex situations, sometimes involving misconduct.

TOPICS OF DISCUSSION

There are three mandatory topics to be discussed. Each topic of discussion is designed so that it can be completed within 15 - 25 minutes. For each discussion topic, an activity has been designed to meet the specific needs of that topic.

The point of this exercise is to have a meaningful dialogue with colleagues, 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 to discuss in a group setting.

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.
- Emphasize the importance of speaking up -- even as a bystander, resolving problems through direct communication, listening and asking questions when faced with these difficult situations.
- 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 about the situation?
- Has anyone faced a similar situation they would like to share with the group?
- How would you resolve the situation?
- What do the staff regulations and rules say?
- What would you say if you felt this was something you should speak up about or were a bystander? Who would you turn to?
- 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
1	Respectfully dissenting	Recognizing the need for civility and constructiveness in speaking up when management has discretion.	25 minutes
2	Raising concerns about inter-personal conflict and workplace disputes	Understanding your role – as an aggrieved individual and as a bystander or witness.	25 minutes
3	“Blowing the whistle” or reporting wrongdoing	Knowing how to report misconduct, resources available, and understanding protection against retaliation.	25 minutes

INSTRUCTIONS

Project the PowerPoint presentation as you lead the Dialogue. It serves to guide you and help your group follow along in the discussions. You may also choose to print copies of the discussion topics and questions to disseminate, if you would like. Follow the steps below:

1. Introduce the discussion topic:

Each topic includes a small introduction you can read or paraphrase to the group. Display the discussion topic PowerPoint slide. You can also pass out a printed version to participants.

2. Read:

Display the discussion topic on PowerPoint and read aloud to participants, or have someone read it aloud.

3. Ask questions:

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

4. Wait:

Give participants 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. Encourage group members to share what they would say if they were faced with these situations and felt compelled to speak up.

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

RESPECTFULLY DISSENTING

For this discussion topic, there is a choice between two scenarios to read and discuss with the group.

Read or paraphrase the following introduction to the discussion topic:

The first topic we will discuss is respectfully dissenting.

When we talk about respectful dissent, we mean voicing disagreement with a supervisor's or colleague's position respectfully – in a way that maintains civility and collegiality in the workplace.

We should feel comfortable expressing our views and opinions, even when they differ from those expressed by our supervisors or colleagues. We should also feel confident that our ideas will be heard, considered and recognized. We all have a duty to work together to maintain a respectful atmosphere at work, one that is free from harassment. In doing so, we must exercise good judgment in our relationships with co-workers and others in the workplace and treat all employees, contract workers, clients, vendors, and visitors with respect, courtesy, and dignity.

We will discuss one of the two scenarios for this section.

Discussion Topic 1

RESPECTFULLY DISSENTING SCENARIO 1

Read the following scenario:

A new manager, Susan, and two senior staff members, Abdul and Min, disagree on the candidate for an opening speaker at a UN-sponsored climate change workshop. Abdul and Min mention at every planning meeting, where others are present, that the proposed candidate holds controversial views. At the final planning meeting, Susan overrides their views, speaking in an irritated tone that the workshop should expose participants to different positions. Abdul and Min complain to the head of their department that this is an abuse of authority by Susan. As subject matter experts, they believe that Susan did not make a decision in the best interest of the Organization and exposed it to unnecessary risk.

Discussion Questions

RESPECTFULLY DISSENTING FIRST SCENARIO

Use the following questions to guide your discussion. Ask the group or draw on volunteers.

Discussion Question	Important Points
What's going on in this scenario?	There is a disagreement on how to handle a programmatic situation between a manager and experienced programme officers.
Do you think that Susan is abusing her authority? Why? Why not?	<p>Managers must also allow space for respectful dissent.</p> <p>We must understand that managers must be able to exercise the authority that comes with their management positions.</p> <p>It is sometimes difficult to separate abuse of authority from legitimate exercise of authority.</p> <p>Managers have discretion in making decisions as long as the rules and procedures in place within a given office are adhered to.</p>
How would you speak up in this situation?	Best practice dictates that the senior staff member communicate privately and directly with the manager to understand the reasoning for the decision, while also accepting that the final decision in the handling of the situation lies with the manager.
What words from Susan would help you accept the decision? What would you say if you were Susan?	<p>Managers do not always have time to explain every decision taken to the colleagues they supervise.</p> <p>Managers should nevertheless strive to take this time to explain the rationale of a decision to their colleagues. Doing so during a staff meeting could be a solution.</p> <p>Furthermore, if the manager first listens and takes into account the concerns of their colleagues and then explains the reasoning for the decision in a thoughtful and respectful manner, they are more likely to accept the decision.</p>

Allow time for participants to share their points of view and ask if there are any questions before moving onto the second scenario.

Discussion Topic 1

RESPECTFULLY DISSENTING SCENARIO 2

Read the following scenario:

Flora, who supervises a small team, often comments on the appearance of team members, complimenting some when they look particularly nice or after a change in hairstyle. While none of the comments are sexual in nature, one member of the team, Apu, feels uncomfortable and complains about the behaviour to another colleague, Danilo. Danilo begins to also notice the compliments and speculates to others in the small team that perhaps Flora is attracted to Apu.

Discussion Questions

RESPECTFULLY DISSENTING SCENARIO 2

Use the following questions to guide your discussion. Ask the group or draw on volunteers.

Discussion Question	Important Points
What's going on in this scenario?	<p>A supervisor frequently comments on the appearance of members of the team.</p> <p>A team member feels uncomfortable.</p> <p>The team member shares his discomfort with another team member who then speculates on a cause with other team members, leading to rumours.</p>
How would you feel if you had a reporting relationship with Flora?	<p>Some colleagues may feel uncomfortable with any comments made about their appearance, particularly when the comments are coming from a supervisor.</p> <p>Others may feel uneasy due to the gossiping.</p>
Do you think that Flora has done something wrong in commenting on Apu's appearance? Why or why not?	<p>While it is generally acceptable for a supervisor to give occasional compliments about the appearance of a colleague or team member, circumstances in which such comment is made play a key role in determining the appropriateness of such comments.</p> <p>Making repeated comments about the appearance of one colleague may make the person uncomfortable.</p> <p>Depending on our backgrounds, our position within a team, the context in which comments are made, or the nature of those comments, comments about the appearance of other colleagues may cause offence even if not intended.</p>
What would you say to Apu if you were Danilo and Apu complains about Flora?	<p>If a colleague approaches you with a complaint, this is an opportunity to speak up and remind him or her that he or she should communicate directly and civilly (and perhaps privately) with the supervisor about how the conduct makes the colleague feel and ask for it to stop.</p> <p>We should not transmit or disseminate unsubstantiated rumours.</p>

Discussion Question	Important Points
<p>What do you think Apu should say to Flora if he is feeling uncomfortable with the comments?</p>	<p>The colleague feeling uncomfortable should inform the supervisor that the conduct makes him or her feel uncomfortable. This is part of speaking up.</p> <p>The person may not be alone in feeling uncomfortable with the conduct and letting the supervisor know may do the supervisor a favour. Often people do not realize they are offending someone and a word or two will make the behaviour stop.</p> <p>It is important that we are honest with each other about how such comments make us feel and if another person's conduct makes us feel uncomfortable, we should respectfully let the other person know.</p>

Allow time for participants to share their points of view on the topic.

Once everyone has had a chance to speak, move on to the key messages for this topic.

Discussion Topic 1

RESPECTFULLY DISSENTING

KEY MESSAGES

Once the discussion on respectful dissent is complete, wrap up by reading or paraphrasing the key messages below before moving on to the next activity:

As UN personnel, we have a duty to ourselves and each other to promote a productive and at the same time a respectful work environment. This sometimes involves dissenting respectfully in voicing our opinions or solving problems.

Respectful dissent is an important part of speaking up. It is normal that there will be differences of opinions and misunderstandings in the workplace. Respectful disagreement shows that you care about your shared work and the other person as well as the collegiality of your working relationship. Discussing your disagreements and misunderstandings directly can improve work products, promote greater team harmony and increase trust in the workplace.

We have a duty to speak up for ourselves to improve our work products and resolve problems. We have a duty as colleagues to encourage others to speak up.

At the same time, we should take care not to pass around rumours or gossip.

Managers and supervisors must promote a harmonious work environment, free from intimidation, hostility, offence and any form of prohibited conduct, while acting as role models, upholding the highest standards of conduct.

Check in with participants between sections to ensure everyone has an opportunity to ask questions. Read or paraphrase the following:

Any questions before we move on to the next discussion topic?

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL AND WORKPLACE DISPUTES

For this discussion topic, there is a choice between two scenarios to read and discuss with the group.

Read or paraphrase the following introduction to the discussion topic:

For the next discussion topic, we will talk about how to raise concerns about inter-personal conflicts and workplace disputes which may sometimes rise to the level of 'prohibited conduct' as defined in [ST/SGB/2008/5](#).

Speaking up about unwelcomed conduct does not necessarily mean lodging a formal complaint. It can mean using direct communication to inform a colleague that their behaviour is offensive and asking them to stop. The colleague may be unaware that his or her behaviour is offensive.

When such conduct rises to the level of prohibited conduct, it may require speaking with a supervisor, who has an obligation to ensure that personnel do not engage in or condone such behaviour. It may also be advisable to seek assistance from any of the people or offices listed in the "Informal Resolution" Section of [ST/SGB/2008/5](#).

It should be noted that you are not required to confront the alleged offender and are also not required to engage in informal resolution with respect to instances of prohibited conduct. You may instead avail yourself of the "Formal Procedures" listed in [ST/SGB/2008/5](#).

We will discuss one of the two scenarios for this section.

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL OR WORKPLACE DISPUTES SCENARIO 1

Read the following scenario:

Due to flexible working hours in their office, Alphonse works the late shift while Hassana, his project team member, works the early shift. Other colleagues in the team notice that Alphonse and Hassana often disagree on how their project should be run. Alphonse, as the project lead, almost always schedules project meetings after Hassana leaves. Although initially colleagues thought the timing was a coincidence, they begin to wonder whether the meetings are intentionally scheduled outside Hassana's work hours so that she is unable to participate or contribute.

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL OR WORKPLACE DISPUTES

SCENARIO 1

Use the following questions to guide your discussion asking the group or drawing on volunteers:

Discussion Question	Important Points
<p>What do you think is going on in this scenario?</p>	<p>Is this exclusion of a team member witnessed by colleagues? Could this lead to bullying if unchecked?</p> <p>If Alphonse is deliberately scheduling Hassana out of meetings, is he retaliating against her for being vocal in her disagreements? (This type of retaliation is prohibited conduct but is not what is covered under the UN's policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits and investigations: ST/SGB/2017/2/ Rev.1. See below Discussion Topic 3 on "Blowing the Whistle" or Reporting Misconduct.)</p>
<p>How do you think Alphonse's behaviour may be affecting other colleagues?</p>	<p>Deliberate exclusion or marginalization may impact on team morale and motivation.</p> <p>Such behaviour reduces trust in the workplace.</p> <p>The colleague being left out of meetings is probably feeling upset, excluded and retaliated against for disagreeing with the project team lead.</p> <p>Behaviour like this can distract from the Organization's mission.</p>
<p>What do you think Hassana should do? What do you think the colleagues who observe this should do?</p>	<p>The project team member should attempt to resolve the situation herself first by direct communication.</p> <p>She should request to have meetings during core office hours.</p> <p>The colleagues who are observing what is happening are considered bystanders and potential witnesses. As bystanders, they should speak up if they observe bullying behaviour like exclusion.</p> <p>If unable to resolve the situation, seek the assistance of a supervisor who can address the situation.</p>

Discussion Question	Important Points
<p>As a bystander, a colleague observing what is going on, what do you think you could say to help stop this behaviour?</p>	<p>Speaking up sometimes involves asking questions.</p> <p>It is possible that the colleague arranging the meeting is unwittingly failing to take the other team member's schedule into consideration.</p> <p>Bystanders can draw attention to the fact that meetings should take place when all team members can participate.</p> <p>Calling attention to the problem in a respectful manner helps avoid a bigger problem in the future.</p> <p>We all have a role to play in promoting a harmonious work environment. Supervisors and managers have particularly important responsibility in this respect.</p> <p>If unable to resolve the situation, seek the assistance of a supervisor who can help.</p> <p>You may also seek the assistance of the Ombudsman and Mediation Services for informal resolution of the matter.</p>

Be sure to allow everyone an opportunity to speak up and participate in the discussion.

Once you believe everyone has participated sufficiently, ask if there are any questions before moving on to the second scenario.

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL OR WORKPLACE DISPUTES SCENARIO 2

Read the following scenario to participants:

Olivier supervises a large team that works long hours and has a relaxed atmosphere. He takes the team out to lunch periodically. Other times, he goes to lunch one-on-one with individual team members. During a one-on-one lunch, Mimi, a team member, expresses romantic feelings for him. Olivier is offended and feels uneasy.

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL OR WORKPLACE DISPUTES

SCENARIO 2

Ask the following questions of participants. Give them an opportunity to think through the questions you are asking and encourage them to identify the important points related to the scenario on their own. If they have not raised the important points, bring them up yourself.

Discussion Question	Important Points
<p>What is happening in this situation?</p>	<p>A supervisor shares a collegial relationship with team members, and one team member informs the supervisor of a romantic interest in the supervisor.</p> <p>The supervisor is offended and uneasy.</p>
<p>Was it appropriate for the supervisor to have a one-on-one lunch with the supervisee?</p>	<p>There is no problem in having a one-on-one lunch with a supervisee.</p> <p>Frequent lunches with the same supervisee may create confusion in the relationship or cause other members of the team to feel that there is preferential treatment.</p>
<p>Does the gender of the individuals involved make a difference in this situation?</p> <p>Would it be different if it were a female supervisor and male supervisee? Or a male supervisor and a male supervisee?</p> <p>How could the culture of the individuals play a role in this situation?</p>	<p>The gender of the individuals involved in this situation should not be a factor. This scenario may occur between persons of the same or of different genders.</p> <p>However, gender, as it is linked to the distribution of power and structural dynamics in an office, may impact the ability of individuals to speak up when they feel uneasy or offended. Additionally, a person's gender may also impact upon how an action or comment is perceived or interpreted by an individual.</p> <p>Cultural norms may also influence the reactions and actions of the colleagues involved.</p>

Discussion Question	Important Points
<p>How do you think that the supervisor should handle the situation?</p>	<p>The supervisor should directly communicate the discomfort and offense felt in this situation to the supervisee and ask respectfully for the supervisee to stop.</p>
<p>Do you think that the supervisee did something wrong in expressing a romantic interest to the supervisor?</p>	<p>Being aware of how your words impact others is important. The supervisee offended and made the supervisor uneasy.</p> <p>If the supervisor verbally expresses discomfort and offense directly with the supervisee and the supervisee engages in this behaviour again, then there is a problem.</p> <p>When facing situations where you feel you need help in resolving an interpersonal problem at work, many resources are available to you. Look at the Roadmap, published by the Ethics Office for guidance in navigating the resources available.</p> <p>You may also contact the Ombudsman and Mediation Services for informal resolution of the matter.</p>

Allow time for participants to share their points of view on the topic.

Once everyone has had a chance to speak, move on to the key messages for this topic.

Discussion Topic 2

RAISING CONCERNS ABOUT INTER-PERSONAL OR WORKPLACE DISPUTES

KEY MESSAGES

Once the discussion on raising concerns about inter-personal or workplace disputes is complete, wrap up by reading or paraphrasing the key messages below before moving on to the next activity:

You are encouraged to resolve interpersonal conflicts or workplace disputes yourself by listening, asking questions and communicating problems directly with persons involved, with the goal of seeking a mutually acceptable solution.

We talked about how to speak up as it relates to raising such concerns, which may at times rise to the level of prohibited conduct. You are encouraged to use direct communication to notify a colleague of the offending behaviour and ask them to stop. Addressing a problem with direct communication offers the opportunity to resolve a complaint or grievance in a non-threatening and non-contentious manner.

We have the right to be free from improper or offensive conduct at work. You are encouraged to speak up – whether you are an aggrieved individual or a bystander or witness to prohibited conduct. We all have a role in promoting a respectful and harmonious work environment. Managers have a particular responsibility to create a harmonious work environment and promptly address any related complaints.

Retaliation for dissenting respectfully or raising concerns about inter-personal or workplace disputes is a form of abuse of authority or harassment which are prohibited conduct under the Secretary General's bulletin, ST/SGB/2008/5, Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority. See below Discussion Topic 3 on "Blowing the Whistle" or Reporting Misconduct.

Does anyone have any questions before we move on to the next Discussion Topic?

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT

For the next discussion topic, there are two scenarios to work through with participants.

Read or paraphrase this introduction to the discussion topic:

The next and final discussion topic we will talk about is speaking up by reporting misconduct.

Pursuant to staff rule 1.2 (c), you have a duty to report any violation of the Organization’s regulations and rules to officials whose responsibility it is to take appropriate action. We also have a duty to cooperate with duly authorized audits and investigations.

You shall not be retaliated against for complying with these duties. Through the protection against retaliation policy ([ST/SGB/2017/2/Rev.1](#)), the UN protects those who, in good faith, report misconduct, report wrongdoing that would be manifestly harmful to the Organization, or cooperate with a duly authorized audit or investigation.

All UN Secretariat staff members, interns, UN volunteers, individual contractors and consultants have a right to seek protection from retaliation under the policy.

Retaliation for other reasons is also a form of abuse of authority or harassment which are prohibited conduct and covered under [ST/SGB/2008/5](#).

For this discussion topic, we will review two scenarios as a group.

Let’s get started by looking at the first scenario.

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT SCENARIO 1

Read the following scenario to participants:

Tomoko, a staff member from Headquarters on a Temporary Duty (TDY) assignment with the Supply Section of a peacekeeping mission, has witnessed disappearing stocks of furniture. Although she has not actually seen anyone take the furniture, she overheard some conversations by her colleagues about how much such furniture will fetch in the local market. Soon thereafter, some of the furniture was found for sale in the local market. Like everyone else in the Supply Section, she is called upon to cooperate with a duly authorized investigation by OIOS. After some hesitation as she is fairly new, she recounts the conversations that she overheard. A month later, Tomoko's TDY assignment is up. Based on the increasing volume of work in the Section, she had been told in an email by her FRO that her assignment would be extended by another six months. However, Tomoko is surprised and dismayed when she is informed by the Section Chief that her assignment would not be extended. Tomoko cannot think of any other reason except that she had volunteered critical information during the OIOS investigation.

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT SCENARIO 1

Ask the following questions of participants. Give them an opportunity to think through the questions you are asking and encourage them to identify the important points related to the scenario on their own. If they have not raised the important points, bring them up yourself.

Discussion Question	Important Points
<p>What are the relevant facts?</p>	<p>A staff member on a TDY assignment cooperated with an investigation.</p> <p>Despite her hesitation, she volunteered critical information on possible wrongdoing.</p> <p>The staff member’s assignment is not renewed after cooperating with a misconduct investigation, even though she had been informed that it would.</p>
<p>What would you do if you were Tomoko in this scenario? Where could you seek help?</p>	<p>UN Secretariat staff, interns, UN volunteers, individual contractors and consultants who believe they were subjected to retaliation because of reporting misconduct or cooperating with an investigation or audit should contact the UN Ethics Office.</p> <p>The Roadmap, published by the UN Ethics Office, is a guide for seeking assistance.</p>
<p>What would you do if you were in the Section and knew of this situation? What would you say to speak up if you felt this was wrong? Who could you consult to understand Tomoko’s rights?</p>	<p>Respectful dissent is an important part of speaking up – as is asking questions. If you don’t know what the facts are but wonder if a situation has been handled fairly, ask questions, but don’t investigate!</p> <p>We all have an obligation to the Organization to speak up when we think something is inappropriate – or to make a report if we witness misconduct.</p> <p>You could consult with OHRM to better understand your and Tomoko’s rights, or contact the UN Ethics Office for confidential advice.</p>

Discussion Question	Important Points
<p>Would Tomoko be protected under the UN's Protection against Retaliation policy? Did Tomoko engage in a protected activity?</p>	<p>Our protection against retaliation policy is ST/SGB/2017/2/Rev.1 and it is administered by the UN Ethics Office.</p> <p>In the policy, retaliation is defined as any direct or indirect detrimental action that adversely affects the employment or working conditions of an individual, where such action has been recommended, threatened or taken for the purpose of punishing, intimidating, or injuring an individual because that individual reported misconduct, reported wrongdoing that would be manifestly harmful to the Organization if proven, or cooperated with a duly authorized audit or investigation.</p> <p>Yes, Tomoko engaged in a protected activity because she cooperated with a duly authorized investigation.</p> <p>All UN Secretariat staff members, interns, UN volunteers, individual contractor and consultants are protected from retaliation under the policy.</p>
<p>Did Tomoko suffer a detrimental action?</p>	<p>Yes, Tomoko's TDY assignment was not extended, when she had been initially informed that it would. She had been counting on the additional remuneration associated with the assignment and in building up her professional experience within the UN for her career development.</p>
<p>Was Tomoko's participation in the protected activity a contributing factor in causing the detrimental action?</p>	<p>We cannot determine this based on the information provided. Although the Section Chief had initially promised Tomoko an extension of her TDY assignment, we do not know the justification for the non-extension. However, a preliminary review of Tomoko's complaint of retaliation under ST/SGB/2017/2/Rev.1, when submitted to the Ethics Office, may lead to a prima facie case of retaliation, depending on the evaluation of all facts and circumstances available to the Ethics Office. In such a case, the Ethics Office would refer the matter for investigation to OIOS. OIOS would investigate, reversing the burden of proof onto the Administration to show by clear and convincing evidence that the non-extension was due to a documented legitimate reason (such as a lack of continued funding for the post or the incumbent's decision to return to the post). In the absence of such evidence, the Ethics Office would find retaliation, upon a review of the investigation report.</p>

Discussion Highlight.

When faced with a difficult situation and you are unsure of what to do, speaking up and asking for advice is an important first step.

You can always speak with a supervisor or seek the confidential advice of the UN Ethics Office.

Once your group has finished discussing the scenario, read the following:

Does anyone have any questions? If not, let's move on to the next scenario.

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT SCENARIO 2

Read the following scenario to participants:

Towards the end of a week-long mission, Martin, a supervisor and the Mission Lead, asks Sonia, his supervisee and the other member of the mission, to meet in his hotel room to discuss drafting the mission report. Sonia is worried about being alone with Martin because he is engaging her in conversations of a sexual nature and becoming physical. For example, he often asks her about her boyfriend. She tries to keep her answers short and asks him to change the subject. He also shares with her his unhappiness in his own marriage. She finds the sexual undertones of the conversations inappropriate, and she reminds him of the limited time of the mission to conduct business at hand. Also, despite her requests to move his chair farther from her, Martin keeps moving close to her, sometimes putting his hand on hers so she has to pull it away. So, when Martin invites her to his hotel room, she suggests meeting in the lobby instead, although she fears he may become angry at this suggestion. Martin indeed becomes angry and asks her, if she had no interest in him, why did she talk about her personal life and take such an interest in the problems in his marriage? He tells her that she has misled him, and he deserves to spend time alone with her. He adds that, anyway, all he did was ask her to discuss drafting the mission report.

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT

SCENARIO 2

Ask the following questions of participants. Give them an opportunity to think through the questions you are asking and encourage them to participate in the discussion.

Discussion Question	Important Points
What are the relevant facts?	<p>A manager pressures a supervisee to meet alone in a hotel room after she expresses discomfort at the inappropriate sexual undertones of their conversation and his physical closeness and touch.</p> <p>There are no witnesses.</p> <p>This is sexual harassment.</p> <p>There is also a power imbalance between a manager and supervisee.</p>
Do you think it is okay for Martin to invite Sonia to meet alone in a hotel room?	<p>Inviting supervisees to meet in a hotel room privately creates a vulnerable situation because of the power imbalance and because there are no others present.</p> <p>Best practice dictates that all meetings take place outside private hotel rooms or sleeping quarters.</p> <p>Reserving a meeting room or meeting in a hotel business office where others are likely to be present or come in is often best.</p>
What do you think a person should say if a colleague or supervisor asks them to meet in a hotel room? What would you say in such a situation?	<p>Suggest meeting in the business office, lobby, a local coffee shop, anyplace that would not put either of you in a vulnerable or dangerous position or in a situation that could create the appearance or suggestion of inappropriate conduct.</p>

Discussion Question	Important Points
<p>What should you do if Sonia came to you after experiencing an incident of this nature?</p>	<p>Any incident of sexual harassment should be reported as soon as possible.</p> <p>Sexual harassment is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may involve any conduct of a verbal, nonverbal or physical nature, including written and electronic communications. Sexual harassment may occur outside the workplace and outside working hours, including during official travel or social functions related to work. Sexual harassment may occur between persons of the same or of different genders, and individuals of any gender can be either the targeted individuals or the perpetrators. (Reference: ST/SGB/2008/5).</p> <p>Seek assistance by contacting the Speak Up Helpline at +1 (917) 367-8910 or through email: speakup@un.org.</p> <p>Tell Sonia that it is a very serious situation and that it should be reported as soon as possible. Encourage Sonia to report the misconduct, and offer support with reporting if she wishes, to the Head of Office, the Assistant Secretary-General of OHRM, OIOS or Conduct and Discipline Team or other focal point for receiving complaints of sexual harassment.</p> <p>If Sonia is reluctant to report and asks you to report, consider reporting the matter yourself (note that only OIOS can receive anonymous reports).</p>
<p>What resources are available?</p>	<p>Contact the Speak Up Helpline at +1 (917) 367-8910 or through email: speakup@un.org.</p> <p>The Ombudsman and Mediation Services.</p> <p>The Staff Counsellor at the duty station.</p> <p>A human resources officer at the duty station.</p> <p>A member of Conduct and Discipline Team (CDT) in a peacekeeping mission.</p> <p>A staff representative.</p> <p>The Office of the Special Adviser on Gender Issues and Advancement of Women.</p> <p>A Focal Point for Women.</p> <p>The Office of Staff Legal Assistance (OSLA).</p> <p>A different supervisor (i.e. SRO).</p>

Discussion Highlight

Read or paraphrase the following text:

Within the Organization, the Secretary-General has reiterated his commitment to the UN's zero tolerance policy on sexual harassment and put this commitment into action with the launch of a 24-hour "Speak Up" helpline in February 2018. The "Speak Up" helpline created an avenue for UN Secretariat personnel to speak confidentially with an impartial and trained individual who can provide information on protection, support and reporting mechanisms regarding sexual harassment. The Helpline can be reached via phone at +1 (917) 367-8910 or through email: speakup@un.org.

Under our zero-tolerance policy, you are expected to speak up and report wrongdoing or misconduct to your head of office, OHRM or, in peacekeeping or special political missions, your Conduct and Discipline Team and/or SEA Focal Point, or to OIOS.

Sexual harassment constitutes misconduct. If you report misconduct in good faith and on reasonable belief, you have the right to be protected against retaliation. As we discussed earlier, individuals who believe that retaliatory action has been taken against them because they reported misconduct, including sexual harassment, may submit a request for protection against retaliation to the UN Ethics Office.

It is not your intentions, but the impact of your behaviour and the perception on the part of the person on the receiving end of a particular type of behaviour that is important in determining whether a particular kind of behaviour is considered prohibited conduct.

The Investigations Division of the Office of Internal Oversight Services is responsible for investigating complaints of sexual harassment, and for implementing a streamlined, fast-tracked procedure to receive, process and address sexual harassment complaints.

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

- The Ombudsman or a member of the Ombudsman's Office (completely confidential);
- 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.

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

Discussion Topic 3

“BLOWING THE WHISTLE” OR REPORTING MISCONDUCT

KEY MESSAGES

Read or paraphrase the following text:

When faced with a difficult situation and you are uncertain how to proceed, speak up, ask questions and seek assistance. You have many resources for seeking assistance.

We have an obligation to report misconduct – an obligation to the Organization, to each other and to ourselves. Understanding our policy on Protection against Retaliation gives you the courage to speak up when facing a situation that may involve misconduct.

I encourage all of you to speak up, if you ever encounter a situation where you feel that you are subjected to retaliation or where you witness retaliation.

Let's go over the key points from the Protection against Retaliation policy again.

You have a duty to report any violation of the Organization's rules and regulations and are expected to cooperate with duly authorized audits and investigations.

Our Protection against Retaliation policy is [ST/SGB/2017/2/Rev.1](#) and it is administered by the Ethics Office.

That policy prohibits retaliation against individuals who have either reported misconduct or cooperated with a duly authorized audit or investigation

There are other forms of retaliation that can be abuse of authority or harassment which are prohibited conduct under [ST/SGB/2008/5](#).

What is Retaliation?

Any direct or indirect detrimental action threatened or taken as a consequence of an individual's report of misconduct or cooperation with an official audit or investigation.

Who is protected?

All UN Secretariat staff members, interns, UN volunteers, individual contractors and consultants are protected from retaliation under the policy.

The UN Ethics Office is not mandated to receive reports of misconduct (except when it is a complaint of retaliation).

Reports of misconduct should be made through the established internal mechanisms:

- to the Office of Internal Oversight Services (OIOS),
- the Assistant Secretary-General for Human Resources Management,
- the head of department or office concerned, or
- the focal point appointed to receive reports of sexual exploitation and abuse.

If you feel you were subjected to retaliation because you reported misconduct or cooperated with an investigation, contact the UN Ethics Office.

Protection against retaliation increases accountability, maintains the integrity of our operations and programmes and encourages those who may otherwise be reluctant to come forward. We all have an obligation to speak up when we witness others engaging in prohibited activities.

It is the duty of the Administration to protect the confidentiality of the individual's identity and all communications through those channels to the maximum extent possible.

The UN Ethics Office shall maintain the confidentiality of all communications received from complainants who request protection against retaliation, and from all relevant third parties. Complainants may authorize the UN Ethics Office to contact any office or staff member to obtain additional information and records related to their request for protection. However, the UN Ethics Office may be required to cooperate with requests for information from United Nations oversight bodies or from the United Nations Dispute Tribunal or the United Nations Appeals Tribunal in the course of their official functions. (Reference: [ST/SGB/2017/2/Rev.1](#), s.7.2)

Additional References:

- [ST/SGB/2017/2/Rev.1](#), Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations
- [ST/SGB/2008/5](#), Prohibition of Discrimination, Harassment, Including Sexual Harassment and Abuse of Authority
- [ST/SGB/2005/22](#), Ethics Office - establishment and terms of reference
- [ST/AI/2017/1](#), Unsatisfactory conduct, investigations and the disciplinary process
- [ST/IC/2016/25](#), Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat

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.

CLOSING ACTIVITY

After concluding the scenarios, read or paraphrase the following:

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

We all talk about the importance of speaking up in support of the ideals and mission of the United Nations. Each of us plays a role in speaking up in order to support those ideals and fulfil our mission.

As we discussed today, speaking up involves listening to each other, asking questions, respectful dissent, raising concerns about inter-personal and workplace disputes as well as seeking assistance if we are unable to resolve matters ourselves and formally reporting misconduct.

If there is an issue you did not feel comfortable talking about in front of others, please speak to me after this session.

If you are not comfortable speaking to me, there are a variety of other resources including the following:

- “Speak Up” Helpline,
- Office of Ombudsman and Mediation Services,
- your Executive Officer (or Administrative Officer),
- the Office of Human Resources Management,
- the focal point on SEA,
- the UN Ethics Office,
- OIOS.

The Roadmap, published by the Ethics Office, is a guide for those seeking assistance. Feel free to consult their website for a copy.

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

CONCLUDING THE DIALOGUE

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

Thank you for your participation today. I hope you found it useful. I 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. Contact the Ethics Office for a definitive response and get back to the questioner.
- Close the session.

LEADERSHIP DIALOGUE APPENDICES

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 Participants 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

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

[ST/SGB/2017/2/Rev.1](#), Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (attached).

[ST/IC/2016/25](#), Anti-Fraud and Anti-Corruption Framework for the United Nations Secretariat (attached).

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 2018 – (Name of Department)

No.	Name of Unit	Total personnel in Unit/Section	Total number completed	Percent of personnel completed
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17.				
18.				
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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

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 and Programme Materials