

# Leadership Dialogue 2024

**Navigating  
outside  
activities**

LEADER'S GUIDE AND MATERIALS



## Welcome to the United Nations Leadership Dialogue

Thank you for participating in the 2024 United Nations Leadership Dialogue. This annual event provides a valuable opportunity for you and your colleagues to discuss topics that impact our daily work.

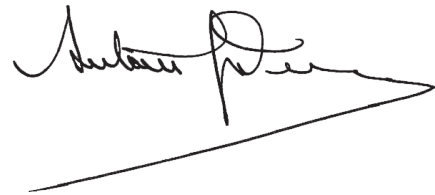
Every year, senior leaders conduct a guided Dialogue with their staff, who then lead similar discussions with their teams, ensuring every United Nations staff member participates.

The first Leadership Dialogue, in 2013, explored what it means to be an international civil servant. The most recent Dialogue, in 2023, on “Personal use of social media: How is my online behaviour?”, encouraged discussions around the responsible use of social media and of balancing freedom of expression with United Nations obligations.

This year’s topic, ***Navigating outside activities***, will examine common outside activities, such as personal academic pursuits, serving on external boards or committees and engaging in outside business ventures. The 2024 Dialogue will discuss how staff can ensure that their outside activities and affiliations do not lead to conflicts of interest or reputational risks to the Organization, nor question their integrity, independence and impartiality as international civil servants. Colleagues must obtain proper authorization before pursuing any external occupation, employment or activity related to the purpose, activities or interests of the United Nations, or before joining external boards, panels, committees, expert groups or similar bodies.

The Dialogue will remind us that, as United Nations staff, we represent the Organization. Our conduct outside of the workplace must therefore reflect the principles and values of the United Nations Charter, the Universal Declaration of Human Rights and the Standards of Conduct for the International Civil Service.

I invite all United Nations personnel to actively participate in this Leadership Dialogue.

A handwritten signature in black ink, appearing to read 'António Guterres', written over a long horizontal line that tapers to a point on the right side.

**António Guterres**  
*Secretary-General*

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# Preparing for the Dialogue

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Welcome to the 2024 Leadership Dialogue.

This year's topic, **Navigating outside activities**, was selected based on requests over the years from Leadership Dialogue participants.

Our obligations as impartial and independent international civil servants require us to exercise our functions with the best interests of the United Nations only in view, and to devote our entire work time to the interest and work of the United Nations and to be available when exigencies of service so require. Staff may also, at times, consider participating in outside activities and/or maintain outside affiliations given the Organization's diverse workforce with multifaceted working experiences and personal and professional networks. Outside activities may take many forms, including business ownership and management, public speaking, publishing, political activities, or sitting on external boards or committees. Staff may therefore be faced with conflicting or competing interests which could have an impact on their independence and impartiality, and which, if not appropriately addressed, may adversely reflect on the Organization.

This Leadership Dialogue is not designed to prevent us from engaging in outside activities but to remind us that we are the face of the Organization, with ensuing obligations, and to encourage us to ensure that our engagement in any outside activity does not call into question our integrity, independence, and impartiality as staff of the Organization.

The 2024 Dialogue content was developed by the Ethics Office with feedback from several partner offices. We have included again one video version of the scenarios, having received positive feedback from participants on their use in the 2022 and 2023 Dialogues.

In consideration of your time and schedule, this Leader's Guide provides step-by-step instructions and specific materials for you to use. As in the past, the scenarios are mainly based on real cases, the details of which have been anonymized. Managers should feel free to supplement and include personal examples and relevant situations from their own experience.

If you require additional support for this session, or wish to supplement these materials, please contact the Ethics Office at [ethicsoffice@un.org](mailto:ethicsoffice@un.org) for guidance.

Thank you,

**Thi Kim Xuan Nguyen**  
*Acting Director*  
United Nations Ethics Office

## How the Leadership Dialogues Work

The discussion you are about to host is one of hundreds that will take place throughout the United Nations Secretariat. Here is the order in which they will be conducted:

1. The Secretary-General will launch this year's Dialogue.
2. Heads of Entities (including Departments and Missions) will host Dialogue sessions with their own direct reports or supervisees.
3. Directors, Chiefs, Heads of Field Offices, Country Representatives, etc. will host Dialogue sessions with their direct reports or supervisees.
4. Team Leaders will host Dialogue sessions with their direct reports or supervisees, if not already included in previous discussions, and so on.
5. Our goal is for all international and national UN personnel globally to participate in a Leadership Dialogue session each year.

By the time you host your own session, you should have already participated in a 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 responsible for hosting and reporting on their sessions by 31 December 2024.** So, if you have managers who report to you, please schedule your session as soon as possible after your supervisors have completed their session with you, to ensure all managers in your Entity complete their sessions on time.

All Heads of Entity will be asked to certify to the Secretary-General, through [Appendix E](#), that all managers in their Entity have completed and reported on their dialogue sessions by **31 December 2024**.

If you are holding this Dialogue where remote working arrangements are in place or where colleagues are usually on mission travel, we ask you to exercise flexibility. Please carry out the Dialogue through appropriate means such as video/audio teleconferencing through Microsoft Teams<sup>1</sup> or through a telephone call in areas with low bandwidth. To ensure accurate reporting, do not forget to appoint a colleague to note down names of participants if the sessions are conducted remotely and sign-in sheets cannot be utilized.

**Multilingualism:** The United Nations is a multilingual environment. While different duty stations will have specific languages that are mandated for official communication, not all colleagues will be able to express themselves freely in them. As the Leadership Dialogue is meant to encourage the exchange of ideas, we encourage you to embrace the use of multiple languages in conducting the Dialogue to maximize participation e.g., by using translators. The Ethics Office, on its part, will endeavour to increase the languages in which the Dialogue is available.

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<sup>1</sup> For DOs and DON'Ts of videoconferencing, please check out this video: <https://iseek.un.org/article/fun-video-teaches-Dos-andDonts-Videoconferencing>.

## OUTSIDE ACTIVITIES

Many of us may have engaged in an outside activity at one time or another during our UN careers, whether that was a public speaking engagement in our personal capacity, serving as an advisor to a local community organization, or publishing material related to the purpose, activities, or interests of the United Nations. Outside activities are, by definition, not part of our official duties or functions. Consequently, a staff member engaged in an outside activity is not acting as a representative of the UN. Outside activities are undertaken in our personal capacity, on our own time, and at our own expense. Some outside activities have the potential to call into question our independence and impartiality, and/or create a conflict-of-interest situation and/or reflect adversely on the Organization. Outside occupation or employment, outside activities that relate to the purpose, activities or interest of the United Nations and participating in boards, panels, committees, expert groups or similar bodies that are external to the Organization require prior approval of the Secretary-General, pursuant to Staff Regulation 1.2 (o) and (p), Staff Rule 1.2(r), as well as ST/IC/2006/30, Section 11. Some activities can be engaged in at our discretion, as provided for in ST/AI/2000/13, "Outside activities".

In considering whether an outside activity may give rise to a conflict of interest, it would be important to keep in mind Staff Regulation 1.2(m) which states:

*"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."*

In this Leadership Dialogue, we ask:

1. Why is it important to obtain prior authorization to engage in an outside occupation or employment, an outside activity that relates to the purpose, activities or interest of the United Nations, and to participate in external boards, panels, or committees?
2. Why is it necessary to obtain clearance of a personal manuscript relating to the purpose, activities, or interest of the UN prior to publication?
3. Is it a conflict of interest to serve on an external panel or committee in your personal capacity on issues that are directly related to your area of work?
4. Can staff use their UN title, or identify their UN affiliation, when serving in a personal capacity on an external board, panel or committee?
5. Is it appropriate for a staff member to promote their personal business interests at their UN workplace, or to any entity or individual that they have engaged with in the performance of their UN duties?

## KEY LESSONS FROM THIS YEAR'S DIALOGUE

This Leadership Dialogue will help us better understand the following topics:

1. Staff must ensure the complete separation between their personal activity and their UN status and official responsibilities.
2. An actual or possible conflict of interest shall be mitigated by the Organization and resolved in favour of the interests of the Organization.
3. Staff should 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.
4. Participation in a personal capacity in boards, panels, committees, expert groups or similar bodies that are external to the Organization requires prior approval of the Secretary-General. Similarly, exercise of a profession, whether as an employee or an independent contractor for any non-United Nations entity is covered by the notion of "occupation" and "employment" and requires the approval of the Secretary-General.
5. Staff may not communicate, to any source, UN information that has not been made public, except in the normal course of their duties or by authorization of the Secretary-General nor may staff use their office for personal benefit.

## YOUR ROLE AS THE SESSION FACILITATOR

This Leadership Dialogue is designed to encourage participants to understand the different types of outside activities and their complexities, as well as conflict-of-interest and reputational risks that may arise from engaging in such activities, which can adversely affect our independence and impartiality required by our status as international civil servants. You are the facilitator of the discussion.

Your role is to guide discussion, ask questions, encourage, and engage participants. Remember that your role is not to lecture or to provide answers 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. Participants often leave a Dialogue session remembering points that they and their co-workers made much more vividly than those made by the facilitator.

Discussions like these can increase trust and understanding and prompt further conversations afterwards. Be prepared for one or more members of your group to approach and 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.

Each of the discussion topics will give you an opportunity to encourage participants to express themselves and for you to listen. However, the overarching message we would like to emphasize to all participants in this year's Leadership Dialogue is that we have an obligation to ensure that engagement in any outside activity must remain consistent with the Organization's Staff Regulations and Rules, and that it does not interfere with the performance of our official duties and responsibilities, or with the integrity, independence and impartiality required by our status as international civil servants.

# Planning the Session

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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 encourage you to conduct the Dialogue session either face-to-face or remotely, using video conferencing. 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. You will see below that we suggest some ground rules to help you with this.

Furthermore, some scenarios may evoke strong opinions or emotions, borne from personal experiences, which some colleagues may want to share. Here are some tips to help you navigate instances of “venting” without losing focus on the Dialogue:

After the colleague has shared their experience:

- Thank them for being open to share it with others.
- Acknowledge the experience and show empathy towards the colleague: “I understand why you are frustrated/angry about this. Unfortunately, some of us may have had similar experiences.”
- Refocus the conversation by encouraging all to look ahead: “Since we cannot go back in time, let’s use this Dialogue as an opportunity to discuss what we, individually and as a team, can do to ensure these types of negative experiences are not repeated.”

If the colleague insists on discussing their experience:

- Thank them and indicate that you would like to hear from other colleagues.
- Offer the colleague to have a one-to-one conversation with them after the Dialogue is finished. For tips on how to structure the follow-up conversation, you can refer to the Harvard Business Review article ‘[How to listen when someone is venting](#)’ by Mark Goulston (May 2013).



## Pre-session checklist

- To ensure that all participants complete the Dialogue sessions, and you can report by 31 December 2024, plan to lead the session no more than a few weeks after your supervisor has completed their session with you.

DATE	TASK
<b>1-2 weeks ahead</b>	<ol style="list-style-type: none"> <li>1. Read this Guide and review the discussion topics.</li> <li>2. Prepare an example from your own experience to discuss in the opening activity.</li> <li>3. Review the following resources: <ul style="list-style-type: none"> <li>➤ <a href="#">Charter of the United Nations: Articles 100 and 105</a></li> <li>➤ <a href="#">Staff Regulations 1.1 (a), (b) and 1.2 (e), (f), (g), (i), (m), (o), (p), (q) (ST/SGB/2023/1/Rev.1)</a></li> <li>➤ <a href="#">Staff Rules 1.2 (r), (k), (o), (p) and 1.9 (ST/SGB/2023/1/Rev.1)</a></li> <li>➤ <a href="#">Standards of Conduct for the International Civil Service (2013): Paragraphs 23, 24, 45-49.</a></li> </ul> </li> <li>4. Invite participants to the session. <p>Reserve the room/location and any equipment needed. If you are holding this Dialogue where remote working arrangements are in place or where colleagues are usually on mission travel, we ask you to exercise flexibility. Please carry out the Dialogue through appropriate means, such as video/audio teleconferencing through Microsoft Teams, or through a telephone call in areas with low bandwidth. To ensure accurate reporting, do not forget to appoint a colleague to note down names of participants if the sessions are conducted remotely and sign-in sheets cannot be utilized. Please ask team members if they have any needs related to disability or working hours or any other requirements that need to be addressed, to enable them to participate.</p> <p>Consult your supervisor or the Ethics Office, if you have questions about the materials or the session.</p> </li> </ol>
<b>1-3 days ahead</b>	<ol style="list-style-type: none"> <li>1. Send a reminder to participants about the date and time for the session.</li> <li>2. Distribute the Participant’s Guide to participants.</li> <li>3. Think about how you will choose the scenarios to be discussed (see Scenario Discussions below).</li> <li>4. Confirm availability of the room and test any equipment needed for displaying the PowerPoint and video.</li> <li>5. Have available the “Notes View” of the accompanying PowerPoint presentation, which contains the Leader’s script.</li> </ol>
<b>Dialogue Day</b>	<ol style="list-style-type: none"> <li>1. Conduct the Dialogue session with participants.</li> <li>2. Ask the participants to assess the Dialogue session facilitator using Appendix F (available in Participants Guide).</li> <li>3. Email the attendance sheet (Appendix A) to your Focal Point.</li> <li>4. Submit Feedback form (Appendix C) online using the provided links.</li> <li>5. Forward a list of any questions you were not able to answer during the session to the Ethics Office for follow-up. (You may also use Appendix C for this).</li> </ol>

## Session plan

➤ Follow the session plan as described in the table below:

SECTION	ACTIVITIES	MATERIALS	TIME
<b>1. Introduction</b>	<ul style="list-style-type: none"> <li>• Participants sign in (or designated monitor records names of participants for remote sessions).</li> <li>• Explain why the United Nations is conducting this Dialogue.</li> <li>• Review the session agenda.</li> <li>• Give a brief introduction to outside activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Appendix A</li> <li>• Opening Remarks (<b>slides 1-10</b>)</li> </ul>	10 minutes
<b>2. Opening Activity: A Personal Example</b>	<ul style="list-style-type: none"> <li>• Share a brief story about a situation you experienced or encountered, related to participation in outside activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Highlights of personal story (<b>slide 11</b>)</li> </ul>	10 minutes
<b>3. Scenario Discussions</b>	<ul style="list-style-type: none"> <li>• Discuss at least two scenarios, using the materials provided.</li> </ul>	<ul style="list-style-type: none"> <li>• Two/three scenario discussions (<b>slides 14-30 plus video</b>)</li> </ul>	65 minutes
<b>4. Conclusion</b>	<ul style="list-style-type: none"> <li>• Make closing comments and ask for last questions.</li> <li>• Thank participants for attending.</li> </ul>	<ul style="list-style-type: none"> <li>• Closing remarks (<b>slides 31-33</b>)</li> </ul>	5 minutes
<b>TOTAL TIME</b>			<b>90 minutes</b>

## Post-session checklist

➤ Once the session is complete, please do the following:

### SESSION LEADERS/FACILITATORS

1. Collect and send the completed sign-in sheet (Appendix A) to your Entity's approved Leadership Dialogue Focal Point.
2. Fill the leader's feedback form (Appendix C) online using the links provided.
3. Send an email to the Ethics Office following up on any questions asked during the session you were unable to answer. You may, alternatively, submit these questions using Appendix C.

### FOCAL POINTS

4. Once you have collected all sign-in sheets (Appendix A) for your Entity, summarize the information using Appendix E as a guide (see Appendices section of this Guide), and submit Appendix E **online** using the links provided. This will serve as certification that your Entity has concluded the Leadership Dialogue.
5. **Do not** submit the sign-in sheets (Appendix A) to the Ethics Office.
6. **Remind** participants to submit Appendix F (preview available in the Appendices section of the Participant's Guide), which assesses the session facilitators. Reminders can be sent through an entity-wide email broadcast, mission intranet, or other similar means.

# Leading the Dialogue

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## Introduction

### 10 MINUTES

- As participants arrive, ask them to sign in using the form provided (see Appendix A) or a designated monitor records names of participants for remote sessions.
- Begin displaying the accompanying PowerPoint presentation, **SLIDE 1**.
- At the scheduled time for the session to begin, welcome the participants, and thank them for attending.
- Display **SLIDE 2**; read or paraphrase the following:

#### Welcome

“Welcome to this year’s Leadership Dialogue—thank you for making the time to be here today. I’d like to introduce today’s session by sharing with you the background and context for the 2024 Leadership Dialogue.”

“Each year, the Leadership Dialogues provide us with an opportunity to discuss topics with great meaning for our work. This year’ topic is: Navigating outside activities.

This Leadership Dialogue is not designed to prevent us from engaging in outside activities but to remind us that we are the face of the Organization, with ensuing obligations, and to encourage us to ensure that our engagement in any outside activity does not call into question our integrity, independence, and impartiality as staff of the Organization.

- Proceed to **SLIDE 3**; read or paraphrase the following:

#### Ground rules

To help ensure we have a good discussion today, let’s agree on some ground rules for how we will work together.

- Please participate, and help others to participate too, for example by listening as well as speaking.
- Feel free to ask any questions, at any time—questions are good!
- Here are some ground rules (from [www.hsdinstitute.org](http://www.hsdinstitute.org)) which are useful when discussing complex subjects where people may have different opinions:
  - Turn judgement into curiosity (that is, rather than judging someone for what they say, ask yourself why they might be saying that).
  - Turn disagreement into shared exploration (that is, if there is a difference of opinion, use it as an opportunity to explore different perspectives and experiences).
  - Turn defensiveness into self-reflection (that is, if something someone says makes you feel defensive, ask yourself what it is about you that is making you react in that way).
  - Turn assumptions into questions (that is, rather than assume what someone means, ask). Are there any other ground rules you would like us to be following?

- Proceed to [SLIDE 4](#); read or paraphrase the following:

“Sometimes the Leadership Dialogue discussions bring up difficult issues which you may not want to discuss with your colleagues.

If there is anything that comes up in this Dialogue that you do not feel comfortable discussing with others, please speak with me after the session.

If you do not feel comfortable speaking with me, there are many others you can turn to such as the OHR and the Ethics Office.

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 iSeek page](#).”

- Proceed to [SLIDE 5](#); read or paraphrase the following:

#### **Overview**

“Our colleagues at the Ethics Office have developed materials to guide our discussion. I have already participated in a similar session, so I am familiar with the materials. I think you will find them interesting.

Here is an overview of our session today, which will take us about 90 minutes in total:

1. I will give a brief reminder of our obligations as international civil servants.
2. We will then have an initial discussion about outside activities. —I will share a personal example as a starting point.
3. Then we will discuss two or three scenarios based on or related to engagement in outside activities. We will most likely discuss two, but if there is time left, we can discuss a third one.
4. We will end by considering what our responsibilities as international civil servants are when navigating outside activities.

Any further questions at this point?

Let us get started.”

- Proceed to [SLIDE 6](#); read or paraphrase the following:

#### **Introduction**

Many of us may have engaged in an outside activity at one time or another during our UN careers, whether that was a public speaking engagement in our personal capacity, serving as an advisor to a local community organization, or publishing material related to the purpose, activities, or interests of the United Nations.

Outside activities are, by definition, not part of our official duties or functions. Consequently, a staff member engaged in an outside activity is not acting as a representative of the UN. Outside activities are undertaken in our personal capacity, on our own time, and at our own expense.

- Advance to [SLIDE 7](#); read or paraphrase the following:

Some outside activities have the potential to call into question our independence and impartiality, and/or create a conflict-of-interest situation and/or reflect adversely on the Organization.

Outside occupation or employment, outside activities that relate to the purpose, activities or interest of the United Nations and participating in boards, panels, committees, expert groups or similar bodies that are external to the Organization require prior approval of the Secretary-General, pursuant to Staff Regulation 1.2 (o) and (p), Staff Rule 1.2(r), as well as ST/IC/2006/30, Section 11. Some activities can be engaged in at our discretion, as provided for in ST/AI/2000/13, “Outside activities”.

➤ Advance to **SLIDE 8**; read or paraphrase the following:

In considering whether an outside activity may give rise to a conflict of interest, it would be important to keep in mind Staff Regulation 1.2(m) which states:

*“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.”*

➤ Advance to **SLIDE 9**; read or paraphrase the following:

In this Leadership Dialogue, we ask:

1. Why is it important to obtain prior authorization to engage in an outside occupation or employment, an outside activity that relates to the purpose, activities or interest of the United Nations, and to participate in external boards, panels, or committees?
2. Why is it necessary to obtain clearance of a personal manuscript relating to the purpose, activities, or interest of the UN prior to publication?
3. Is it a conflict of interest to serve on an external panel or committee in your personal capacity on issues that are directly related to your area of work?
4. Can staff use their UN title, or identify their UN affiliation, when serving in a personal capacity on an external board, panel or committee?
5. Is it appropriate for a staff member to promote their personal business interests at their UN workplace, or to any entity or individual that they have engaged with in the performance of their UN duties?

➤ Advance to **SLIDE 10**; read or paraphrase the following:

This Leadership Dialogue will help us better understand the following topics:

1. Staff must ensure the complete separation between their personal activity and their UN status and official responsibilities.
2. An actual or possible conflict of interest shall be mitigated by the Organization and resolved in favour of the interests of the Organization.
3. Staff should 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.
4. Participation in a personal capacity in boards, panels, committees, expert groups or similar bodies that are external to the Organization requires prior approval of the Secretary-General. Similarly, exercise of a profession, whether as an employee or an independent contractor for any non-United Nations entity is covered by the notion of “occupation” and “employment” and requires the approval of the Secretary-General.
5. Staff may not communicate, to any source, UN information that has not been made public, except in the normal course of their duties or by authorization of the Secretary-General nor may staff use their office for personal benefit.

## Opening Activity

### 10 MINUTES

- Advance to **SLIDE 11**; read or paraphrase the following:

“Let’s move on now to our opening activity. We have about 10 minutes to work on this.

For this first activity, I’d like to share with you a personal story relating to navigating outside activities.”

- Tell the participants details about a time you dealt with/ experienced/ encountered a situation or issue relating to outside activities/ engagement in outside activities.
- Explain how the situation was resolved and any action you took.
- In your example, address the following questions:
  - What were the details of the situation?
  - What did the situation relate to?
  - What did you do?
  - What factors did you consider in deciding what to do?
  - What was the impact of what you did?
  - What did you learn from the experience?
- Ask participants to suggest what they would do if they found themselves facing a similar dilemma.
- Ask any further questions as needed to engage interaction and sharing of ideas.
- Thank participants for their thoughts on your story.

# Scenario Discussions

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There are three scenarios included in this Leader's Guide. Each scenario is designed so that it can be completed within 25–30 minutes. Choose two scenarios to discuss. If there is time left over, discuss a third one. How you choose the scenarios is up to you. You can:

- Make the decision yourself.
- Ask participants in advance to let you know which scenarios they would like to discuss (all the scenarios are included in the Participant's Guide).
- Agree on the day with participants which scenarios they would like to discuss (please note, however, that the agenda for the session is limited, and reaching agreement on the day will take up valuable discussion time).

For each scenario, guiding questions have been designed to bring out new learning points. The purpose of this exercise is to have a meaningful dialogue with colleagues regarding outside activities, not to cover all the material in detail or to find the right answers. Indeed, while talking points are provided, there are no "perfect" answers to these topics.

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 a group.
- Encourage the quieter members to participate by asking them to offer their views on the case being discussed.
- Emphasize the importance of each staff member's role in observing UN guidelines relating to outside activities.
- Should you find yourself unable to answer a particular question, say to the group that you do not have the answer, ask if anyone else in the group has a suggestion, or note the question, and after the workshop is completed, promptly forward any unanswered questions to the Ethics Office.
- There are discussion and follow-up questions included in this Guide for each scenario. Below is a list of general questions you can also 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 approach the situation?
  - Where could you go for help or advice?
  - What do you think is the right thing to do in this situation?



The table below shows how each scenario links to a specific value:

	DISCUSSION TOPIC	FORMAT	SUGGESTED TIME
1.	Personal academic writings on UN-related topics	Written scenario	25–30 minutes
2.	Participation in boards, panels, committees, expert groups, and similar bodies	Video	25–30 minutes
3.	Ownership of a Business	Written scenario	25–30 minutes

## Instructions

For these scenarios, project the PowerPoint presentation as you lead the Dialogue. It serves to guide you and help your group follow along in the discussions. The Participant’s Guide contains the discussion scenarios, resources and references related to each scenario. Follow the steps below:

- 1. Introduce the scenario:** Each scenario includes a small introduction you can read or paraphrase to the group.
- 2. Read or view:** For scenarios 1 and 3, display the discussion topic on PowerPoint and read aloud to participants, or even better, invite someone else to read it aloud. For scenario 2, show the video then project the PowerPoint presentation. You can also distribute a print version of each scenario to participants.
- 3. Ask questions:** Ask a question and allow participants to discuss it fully before moving on to the next one. A suggestion: Give people a few minutes to reflect on the questions individually, before asking for comments. Allowing some reflection time for everyone may encourage less assertive colleagues to feel more confident about participating.
- 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 do if faced with a similar situation.
- 5. Include:** Observe who is talking and who is not. Try to encourage those who are not talking, by asking “Is there anybody who hasn’t yet spoken who would like to say something?”
- 6. Multilingualism:** In duty stations where colleagues speak multiple languages with varying levels of ease, ensure to have a multilingual facilitator to encourage participation from colleagues who may not be comfortable speaking in the dominant language.
- 7. 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.

## Introduction to Scenarios

**5 MINUTES**

For this activity, you will read/view and discuss scenarios with the group.

➤ Advance to **SLIDE 12**; read or paraphrase:

“Let’s move on now to the scenarios. The scenarios we will discuss today relate to engagement in outside activities and how to navigate this as international civil servants. We will discuss two scenarios and if there is time, we will discuss a third. We have about 25 minutes to discuss each scenario.

All the scenarios can be found in the Participant’s Guide which you have already received. Then say either:

- Let us start with scenario 1/2/3.

**Or ask:**

- Which scenario would you like to discuss first?”

## Scenario 1: Personal academic writings on UN-related topics

25–30 MINUTES

- Advance to [SLIDES 13-15](#); invite a participant to read to the group. This scenario can also be found in the Participant’s Guide:

Many staff members pursue academic studies in their personal time. Students pursuing higher degree programmes may be required to write a master’s or doctoral dissertation. UN Staff members undertaking such personal studies occasionally seek to write about a topic related to the work of the United Nations, including their own area of responsibility with the Organization.

Sergey is a Project Coordinator at a UN field mission in Talusia. He is pursuing his master’s degree in international development. He has decided to write his master’s thesis on “**Women and economic development in Talusia**”, an issue that he also deals with as part of his UN duties. He has written an email to his Human Resources Office to get approval to conduct questionnaires and interviews with his UN colleagues and counterparts on this topic.

Sergey plans to carry out questionnaires and interviews with UN staff, including UN personnel within the Talusia country team, his interlocutors in the Ministry of Finance and staff of a local NGO that he interacts with in his UN capacity.

Sergey mentioned in his email to the Human Resource Office that his proposed thesis is based on his current work for the mission. He gave assurances that the identities of those responding to the questionnaires will remain confidential and that the information gathered through the interviews will only be used as raw data to conduct analysis and will not be copied or quoted. His thesis will be submitted to an academic review panel and once approved, it will then be published in an academic journal.

Sergey’s Human Resources Office, however, has advised him to choose a thesis topic that is not directly related to his UN functions or the mission. Sergey is accordingly considering writing his thesis on another topic using only publicly available UN information, if required.

## DISCUSSION

➤ Advance to **SLIDE 16**. Use the following questions to guide your discussion. The questions are also included in the Participant’s Guide. **Ask for volunteers to contribute their views and experiences.**

DISCUSSION QUESTION	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>1. What does Sergey need to know before undertaking personal academic study on a UN-related topic that will be published?</b></p>	<ul style="list-style-type: none"> <li>• Does Sergey need approval to undertake external studies?</li> <li>• Can Sergey carry out surveys, questionnaires or interviews of UN staff and his counterparts in connection with his personal academic studies?</li> <li>• Does Sergey need approval to publish an academic thesis?</li> </ul>	<ul style="list-style-type: none"> <li>• Studies that take place outside working hours or while the staff member is on leave may be engaged in at the staff member’s discretion. (<i>Section 5.2, ST/AI/2000/13 Outside Activities</i>)</li> <li>• Staff are required to exercise the utmost discretion with regard to all matters of official business (<i>Staff Regulation 1.2(i)</i>)</li> <li>• Staff may not communicate UN information which has not been made public without authorization nor use their office or knowledge gained from their official functions for private gain (See <i>Staff Regulation 1.2 (g) and(i)</i>).</li> <li>• Doing so may constitute a misuse of position/office and/or UN resources for personal benefit (<i>Staff Regulation 1.2 (g)</i>).</li> <li>• It may also have the potential to breach confidentiality and the UN’s title, copyright and patent rights, in any work performed by staff members. (<i>Staff Rule 1.9</i>)</li> <li>• Outside activities that relate to the purpose, activities or interests of the United Nations, e.g., submitting articles, books or other material for publication, requires prior authorization. (<i>Staff Regulation 1.2 (o) and (p), Staff Rule 1.2 (r), ST/AI/2000/13, section 4.1 (d)</i>).</li> </ul>
<p><b>2. Is it permissible for Sergey to write his master’s thesis based on his current work for the mission?</b></p>		<ul style="list-style-type: none"> <li>• All rights in any work performed by a staff member as part of their official duties are vested in the UN. (<i>Staff Rule 1.9</i>)</li> <li>• Staff may not use their office or the knowledge they gain 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. (<i>Staff Regulation 1.2 (g)</i>)</li> </ul>

DISCUSSION QUESTION	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>3. Does Sergey need to seek approval of the manuscript of his thesis prior to publication if he changes his topic so that it is no longer connected to his UN duties, but still relates to the purpose, activities or interest of the UN?</b></p>		<p>For publications, approval not only for the activity as such, but also for the manuscript prior to publication, is required if it relates to the purpose, activities or interests of the United Nations. (<i>Paragraph 3 of the Commentary to Staff Rule 1.2(t), ST/SGB/2016/9</i>)</p> <p>Approval authority for outside activities, including publications, relating to the UN, rests with the relevant Head of Entity (<i>ST/SGB/2019/2, Annex IV</i>).</p> <p>Failing to obtain approval prior to publication may result in administrative and/or disciplinary consequences.</p>
<p><b>4. What does the Head of Entity need to consider when reviewing a publication request?</b></p>		<p>Approval may be granted in accordance with Staff Regulation 1.2 (p). The proposed publication may be authorized if:</p> <ul style="list-style-type: none"> <li>(i) it does not conflict with the staff member's official functions or the status of an international civil servant;</li> <li>(ii) it is not against the interest of the UN; and</li> <li>(iii) it is permitted by local law at the duty station or where the activity occurs.</li> </ul> <p>The relevant Head of Entity should further ensure that the proposed publication:</p> <ul style="list-style-type: none"> <li>(a) does not breach UN confidentiality requirements (<i>Staff Regulation 1.2(i)</i>);</li> <li>(b) does not breach the UN's rights, including title, copyright and patent rights, in any work performed by staff members (<i>Staff Rule 1.9</i>);</li> <li>(c) provides proper attribution to UN sources used, as appropriate (<i>Staff Regulation 1.2(i)</i>);</li> <li>(d) does not use knowledge gained from the staff member's official functions (<i>Staff Regulation 1.2(g)</i>).</li> </ul>

DISCUSSION QUESTION	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>5. Should a disclaimer be included in an approved publication relating to the purpose, activities, or interests of the UN?</b></p>		<p>Where a publication relating to the purpose, activities or interest of the UN has been approved and the author could be identified as working for the UN, a disclaimer is required.</p> <p>Publication of material by a publisher, other than a publisher legally subsidiary to any organ of the United Nations, shall require the following disclaimer: <i>"The views expressed herein are those of the author(s) and do not necessarily reflect the views of the United Nations"</i>. (ST/AI/2000/13, section 4.3)</p>

## KEY MESSAGES

➤ Once the discussion is complete, move to **SLIDE 17**, wrap up by reading or paraphrasing the key messages, and emphasizing any other important points that have come out of the discussion:

- Staff should 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.
- Staff may not communicate, to any source, UN information that has not been made public, except in the normal course of their duties or by authorization of the Secretary-General nor may staff use their office for personal benefit.
- Disclosure of UN insider information (information that has not been made public) could breach confidentiality or jeopardize the Organization's reputation and credibility.
- All rights, including title, copyright, and patent rights, in any work performed by staff members as part of their official duties shall be vested in the United Nations. Therefore, any report or other work produced by a staff member as part of their official duties constitutes UN work product.
- A staff member cannot participate in any requested survey or questionnaires concerning the United Nations without proper authorization from their UN management.
- In conducting their personal academic studies, including writing research papers, staff must refrain from using UN insider information (i.e., information that has not been made public) or access to UN personnel or other UN resources. As an alternative, publicly available information should be considered.
- Any intended publication that relates to the purpose, activities, or interests of the UN must receive approval prior to publication and include a disclaimer, as applicable.

## RELATED RESOURCES AND REFERENCES

- Staff Regulations 1.2 (f), (g), (i), (o) and (p) (ST/SGB/2023/1/Rev.1)
- Staff Rules 1.2 (r) and 1.9 (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 4.1 (d), 4.3, and 5.2

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

## Scenario 2: Participation in boards, panels, committees, expert groups, and similar bodies

**25-30 MINUTES**

- Play the video on [this link](#), then show **SLIDES 18-21** with the text of the scenario. This scenario can also be found in the Participant's Guide.

**Format:** Animated video

**Setting:** Training room with participants and facilitator

**Workshop:** Ethics in Action

Jaime: Our next topic is participating on boards, panels, committees, expert groups or similar bodies that are external to the Organization.

Hala: I once sat on an advisory board for an NGO.

Jaime: Was that in your official or personal capacity, Hala?

Hala: Personal, I think. Does it matter?

Jaime: This is a good place to start, whether you participate in an official or personal capacity is very important for how the engagement is assessed.

For instance, if you are invited to serve on an advisory board in your official capacity to represent the views and interests of the Organization, then this is not an outside activity? Instead, your participation would form part of your official duties and responsibilities, subject to approval. When your management reviews the invitation, they will consider – like all other official engagements with external entities – whether the entity has an institutional relationship with the UN, such as an MOU, whether they are, for example, a service provider, a donor, a recipient of UN funding, or an implementing partner, whether your participation would serve the interests of the Organization and contribute to the achievement of its goals, whether the activity is in alignment with the work being carried out by relevant offices, whether your participation would not give rise to any reputational risks or conflicts of interests, and that you are the right person to make such representations.

Hala: So, if I'm invited, my management may decide that I'm not suitable to sit on the advisory board, but my colleague is?

Jaime: In principle, yes. If participation is in an official capacity to represent the views and interests of the Organization, the Organization decides who is best suited to make those representations.

Sergio: What if I've been invited to serve on a commission for development cooperation set up by my government to advise on its development aid. This would be a great opportunity for me, as an SDG Officer, to influence how development funding is channeled to support the SDGs.

Jaime: This one is sensitive because according to the Charter of the UN and the staff regulations, staff may not seek or accept instructions from any Government or external source and staff are required to discharge their functions and regulate their conduct with the interests of the Organization only in view.

Sergio: What does that mean, only in view?

Jaime: It means we must place the views and interests of the Organization ahead of any personal, national, or other view or interest.

Sergio: But my participation *would* serve the interests of the SDGs and that means, the UN.

Jaime: That may be, but as an independent international civil servant appointed by, accountable to and under the exclusive authority of the Secretary-General, it would be inconsistent with your status to serve in a personal capacity on a board or entity linked to your national government.

Abeba: What if I'm invited, in my personal capacity, to serve on the board of an NGO whose mission is to provide psycho-social support to victims of human trafficking.

Jaime: To serve on any external board in your personal capacity, you must submit a request in writing to your Head of Entity through your Executive Office or local Human Resources Office and provide all the relevant information with your request.

Abeba: What kind of information?

Jaime: Like, the name of the entity and what it does, whether you have any engagement with the entity in your UN capacity and whether the entity has an institutional relationship with the UN. For example, do they have an MOU with the UN, are they or have they been a UN service provider, a donor, a recipient of UN funding, or an implementing partner, etc. whether you would have a fiduciary duty to the entity or fundraising responsibilities? What are you expected to do for them, when and for how long are you expected to do it, and whether you'll be paid.

Abeba: Wait. What's a fiduciary duty?

Jaime: A fiduciary duty is a legal responsibility of loyalty and care pursuant to which you may be held accountable by third parties for the actions, activities or decisions taken by the entity and its personnel.

Abeba: What if I don't know whether membership of the Board involves fiduciary duties.

Jaime: Usually officers of a corporation including NGOs, or members of the Board Directors or Board of Trustees, have fiduciary duties, but if you're not sure, ask the entity first for the by-laws or terms of reference for membership of the Board and submit that with your request.

Reza: What then? Would Abeba be allowed to serve on this NGO Board?



Jaime: Well, if there are no legal, financial, or fiduciary duties or fundraising responsibilities, if Abeba has no engagement with the entity in her UN capacity, and the entity does not have an institutional relationship with the UN and there are no other conflicts of interest, her participation in an advisory capacity may be permissible.

Reza: What if Abeba is invited to serve on a committee of an NGO which is a UN service provider? Any issue?

Jaime: If the entity is, or seeks to become, a UN service provider, having a UN staff member serve on its Committee, even in a personal capacity, could give rise to conflict-of-interest situations. First, her engagement with the NGO could suggest a UN endorsement, and/or preferential treatment, which could give, or appear to give, the NGO an unfair market advantage. This could expose the Organization to challenges from other vendors and allegations of impropriety. Her engagement could also give rise to an appearance or perception that she is disclosing UN insider information, or that she is using her UN affiliation to help the NGO for her own private gain. This could also suggest a misuse of her position with the Organization.

Just remember, you must have approval from your Head of Entity to serve in your personal capacity on any board, panel, committee, expert group, or similar body external to the UN, regardless of whether or not it is related to the Organization.

## DISCUSSION

- Advance to **SLIDE 22**. Use the following questions to guide your discussion. The questions are also included in the Participant’s Guide. **Ask for volunteers to contribute their views and experiences.**

DISCUSSION QUESTION	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>1. Which types of personal engagement with external boards or committees require approval?</b></p>		<p>Participation in any board, panel, committee, expert group, or similar body that is external to the Organization requires prior approval (<i>ST/IC/2006/30, Outside Activities, Paragraph 11</i>)</p>
<p><b>2. Is it a conflict of interest to serve on an external panel or committee in your personal capacity on issues that are directly related to your area of work?</b></p>		<p>Serving on an external panel or committee on issues directly related to your functional duties could give rise to an actual or possible conflict of interest. Under the Staff Regulations, 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” (<i>Staff Regulation 1.2(m)</i>).</p> <p>It could also create an appearance or perception of your using your office or the knowledge gained from your official functions for personal benefit or for the benefit of a third party. The Staff Regulations expressly state that “[s]taff 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” (<i>Staff Regulation 1.2(g)</i>).</p> <p>Think whether your proposed participation could also create confusion about whose views and/or interest you are representing. Consider whether it could additionally create a perception that the UN endorses or is affiliated with the external entity.</p>

DISCUSSION QUESTION	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>3. Why is it relevant to disclose whether the external entity has an institutional or contractual relationship with the UN?</b></p>		<p>Staff members are required “to exercise in all loyalty, discretion and conscience the functions entrusted to [them] as an international civil servant of the United Nations, to discharge these functions and regulate [their] conduct with the interests of the United Nations only in view” (Staff Regulation 1.1 (b)).</p> <p>Staff members are also required, when an actual or possible conflict of interest arises, to disclose the conflict to their head of office, and to mitigate and resolve it in favour of the interests of the Organization (Staff Regulation 1.2 (m)).</p>
<p><b>4. Can staff, in their personal capacity, serve on a body established by and reporting to a national government?</b></p>		<p>As international civil servants, staff members are required “to exercise in all loyalty, discretion and conscience the functions entrusted to [them] as an international civil servant of the United Nations, to discharge these functions and regulate [their] conduct with the interests of the United Nations only in view.” In addition, “[i]n the performance of their duties staff members shall neither seek nor accept instructions from any Government or from any other source external to the Organization.” They shall also avoid any action that may adversely reflect on their impartiality. (<i>Article 100 of the UN Charter; Staff Regulations 1.1 (a) and (b), 1.2 (d), (e) and (f)</i>).</p>
<p><b>5. Can staff use their title and UN affiliation when serving in a personal capacity on an external board, panel or committee?</b></p>		<p>There must be a separation between a staff member’s personal outside activities and their UN status and functional duties.</p> <p>Staff members must make clear to the organizers and participants that they are participating in their personal capacity and not as a representative of the UN. (<i>ST/AI/2000/13, Section 2</i>).</p>
<p><b>6. Is it permissible to publicly carry out advocacy or engage in fundraising on behalf of an external entity?</b></p>		<p>Carrying out advocacy or engaging in fundraising for an external entity that relates to the purpose, activities, or interests of the United Nations, could be perceived as a UN endorsement of the external entity. The Staff Rules provide that “[s]taff members shall not, except in the normal course of official duties or with the prior approval of the Secretary-General, engage in any outside activities that relate to the purpose, activities or interests of the United Nations” (<i>Staff Rule 1.2 (r)</i>).</p>

## KEY MESSAGES

➤ Once the discussion is complete, move to **SLIDE 23**; wrap up by reading or paraphrasing the key messages, and emphasizing any other important points that have come out of the discussion:

- Participation in a personal capacity in boards, panels, committees, expert groups or similar bodies that are external to the Organization requires prior approval of the Secretary-General. Staff members should make it clear that they are acting in their personal capacity and not as representatives of the United Nations.
- Participating in a personal capacity in any external board, panel, committee or similar body that takes positions that are not aligned with the positions of the UN creates conflict of interest situations and therefore should be avoided.
- Staff should refrain from publicly advocating or engaging in fundraising for external entities that relate to the purpose, activities or interests of the United Nations, as doing so would call into question their independence and impartiality and create a perception of a UN endorsement.
- Sections 6.1 to 6.5 of administrative instruction ST/AI/2000/13, "Outside activities", set out procedures for staff members seeking in confidence clarification as to whether participation in a planned outside activity or outside occupation or employment would conflict with their status as an international civil servant.

## RELATED RESOURCES AND REFERENCES

Reated resources and references are included in the Participant's Guide as well.

- Charter of the United Nations: Articles 100 and 105
- Staff Regulations 1.1 (a) and (b) and 1.2 (f), (g), (i), (o), and (p) (ST/SGB/2023/1/Rev.1)
- Staff Rule 1.2 (r) (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 2 and 4
- ST/IC/2006/30 Outside Activities, Paragraph 11
- Standards of Conduct for the International Civil Service (2013): Paragraphs 45 through 49

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

## Scenario 3: Ownership of a Business

25–30 MINUTES

- Advance to **SLIDES 24 AND 25**; invite a participant to read to the group. This scenario can also be found in the Participant's Guide:

Vivian has written to her Human Resources Unit seeking approval for her co-ownership of and involvement with an outside business. She is a Procurement Officer in a headquarter location. She disclosed that she and her two close friends have set up a business in her home country. They are considered equal co-owners of a company, **Hydrate247 LLC**. The company sells purified drinking water to households in different residential areas (including areas where UN staff reside), as well as to small offices, restaurants, and resellers of water. She clarified that:

- a. The company is managed by her two friends and co-owners. It has 12 employees, mostly drivers.
- b. Vivian is not involved in the day-to-day operations of the company but may go in from time-to-time to see how the business is operating and to do some light paperwork and certify documents;
- c. She does not draw a salary; however, the profits are split equally among the co-owners every quarter;
- d. Vivian confirmed that **Hydrate247** does not have any contractual relationship or dealings with the UN. However, the two co-owners of **Hydrate247** work for an IT company which has sought to do business with the UN in the past and may do so again in the future.

## DISCUSSION

- Advance to **SLIDE 26**. Use the following questions to guide your discussion. The questions are also included in the Participant’s Guide. **Ask for volunteers to contribute their views and experiences.**

DISCUSSION QUESTIONS	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>1. Does Vivian need prior approval for her business ownership and involvement with Hydrate247?</b></p>		<p>Exercise of a profession, whether as an employee or an independent contractor for any non-United Nations entity is covered by the notion of “occupation” and “employment” and requires the approval of the Secretary-General, pursuant to <i>Staff Regulations 1.2 (o) and (p), ST/AI/2000/13, Section 3.1</i></p>
<p><b>2. What are Vivian’s obligations in the event the two co-owners of the IT company seek to do business with the UN or bid for a UN contract?</b></p>		<p>When an actual or possible conflict of interest does arise, the conflict shall be disclosed by staff members to their head of office. The conflict shall be mitigated by the Organization and resolved in favour of the interests of the Organization (<i>Staff Regulation 1.2 (m)</i>).</p>
<p><b>3. Is it appropriate for Vivian to promote the services of Hydrate247 at her UN workplace or to any entity or individuals that she has engaged with in the performance of her UN duties?</b></p>		<p>Staff may not use their office or the 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. (<i>Staff Regulation 1.2 (g)</i>).</p> <p>There must be a separation between a staff member’s personal outside activities and their UN status and functional duties.</p>

DISCUSSION QUESTIONS	FOLLOW UP QUESTIONS	IMPORTANT POINTS
<p><b>4. Would it be appropriate for Vivian to display an SDG poster marking the upcoming UN water conference in the reception area of the Hydrate247 office?</b></p>		<p>Staff must ensure the complete separation of their personal activity and their UN status and the work of the UN.</p> <p>Staff members must make clear to the organizers and participants of outside activities or outside occupation or employment, including any employers, that they are participating in their personal capacity and not as a representative of the UN (<i>ST/AI/2000/13, Section 2</i>).</p> <p>Staff members shall use the property and assets of the Organization only for official purposes (<i>Staff Regulation 1.2 (q)</i>).</p>

## KEY MESSAGES

➤ Once the discussion is complete, move to **SLIDE 27**, wrap up by reading or paraphrasing the key messages, and emphasizing any other important points that have come out of the discussion:

- Exercise of a profession, whether as an employee or an independent contractor for any non-United Nations entity is covered by the notion of “occupation” and “employment” and requires the approval of the Secretary-General.
- Staff must ensure the complete separation between their personal activity and their UN status and official responsibilities.
- Staff should not use their office to promote their personal activities, including personal business services or product.
- An actual or possible conflict of interest shall be mitigated by the Organization and resolved in favour of the interests of the Organization.

## RELATED RESOURCES AND REFERENCES

- Staff Regulations 1.1 (b) and 1.2 (e), (m), (o), (p) and (q) (ST/SGB/2023/1/Rev.1)
- Staff Rules 1.2 (k), (o) and (p) (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 2 and 3.1.
- Standards of Conduct for International Civil Servants (2013): Paragraphs 23 and 24.

➤ Allow time for participants to share their points of view and ask if there are any questions before concluding the Dialogue.

## Conclusions

### 5 MINUTES

- Advance to **SLIDE 28**, read or paraphrase the following:

“That was an excellent discussion. You made very interesting and important points.

As we discussed earlier, if there is anything that came up in the Dialogue that you do not feel comfortable discussing with others, please let me know after the session.

If you do not feel comfortable speaking with me, there are many others you can turn to— the Ethics Office, other colleagues.

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 iSeek page](#).

- Advance to **SLIDE 29**; read or paraphrase the following:

#### Key Messages Recap

Let us conclude now by reminding ourselves of the key messages from today:

1. Staff must ensure the complete separation between their personal activity and their UN status and official responsibilities.
2. An actual or possible conflict of interest shall be mitigated by the Organization and resolved in favour of the interests of the Organization.
3. Staff should 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.
4. Participation in a personal capacity in boards, panels, committees, expert groups or similar bodies that are external to the Organization requires prior approval of the Secretary-General. Similarly, exercise of a profession, whether as an employee or an independent contractor for any non-United Nations entity is covered by the notion of “occupation” and “employment” and requires the approval of the Secretary-General.
5. Staff may not communicate, to any source, UN information that has not been made public, except in the normal course of their duties or by authorization of the Secretary-General nor may staff use their office for personal benefit.

- Advance to **SLIDE 30**; 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.

Finally, if you have any suggestions for how the Dialogues may be improved for future years, please let me or the Ethics Office know.

- Take any final questions. Do not be concerned if there are questions you cannot answer. Contact the United Nations Ethics Office for a response and get back to the questioner.
- Close the session.



# Appendices

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## Appendix A: Leadership Dialogue Sign-In Sheet

**INSTRUCTIONS:** To be filled in by session leader/facilitator AND submitted to Entity’s approved Leadership Dialogue Focal Point

DATE OF SESSION:	
DISCUSSION LEADER:	
ENTITY:	
UNIT/SECTION/TEAM HOLDING SESSION:	
TOTAL NUMBER OF PARTICIPANTS:	TOTAL PERSONNEL IN UNIT/SECTION/TEAM:

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

## Appendix C: Session Leader's Feedback Form (Online)

**INSTRUCTIONS:** Session leader/facilitator should **submit the information below online** using the link <https://forms.office.com/e/gv2Z7JW6py> OR the QR Code below. For non un.org addresses, please contact [ethicsoffice@un.org](mailto:ethicsoffice@un.org) for an alternative link.



### PREPARE TO FILL IN THE INFORMATION BELOW ONLINE

1. Date of session:
2. Discussion leader:
3. Entity:
4. Unit/Section/Team holding session:
5. Total number of participants:
6. Total personnel in Unit/Section/Team:
7. Rating of Leader's Guide's quality of content and ease of use (1=low; 5=high)
8. Which discussion topics did you use? Scenarios 1, 2, 3,
9. Rating of discussion topics' quality of content and ease of use (1=low; 5=high)
10. What went well during your session?
11. What did not go well during your session?
12. Were there any questions or issues that you could not answer during the session?
13. What changes would you recommend for future Leadership Dialogues?
14. What topics would you recommend for future Leadership Dialogues?
15. Summarize the key contributions from the Dialogue discussion, without naming individual participants.

## **Appendix D: List of Resources**

### **Personal academic writings on UN-related topics**

- Staff Regulations 1.2 (f), (g), (i), (o) and (p) (ST/SGB/2023/1/Rev.1)
- Staff Rules 1.2 (r) and 1.9 (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 4.1 (d), 4.3, and 5.2

### **Participation in boards, panels, committees, expert groups, and similar bodies**

- Charter of the United Nations: Articles 100 and 105
- Staff Regulations 1.1 (a) and (b) and 1.2 (f), (g), (i), (o), and (p) (ST/SGB/2023/1/Rev.1)
- Staff Rule 1.2 (r) (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 2 and 4
- ST/IC/2006/30 Outside Activities, Paragraph 11
- Standards of Conduct for the International Civil Service (2013): Paragraphs 45 through 49

### **Ownership of a Business**

- Staff Regulations 1.1 (b) and 1.2 (e), (m), (o), (p) and (q) (ST/SGB/2023/1/Rev.1)
- Staff Rules 1.2 (k), (o) and (p) (ST/SGB/2023/1/Rev.1)
- ST/AI/2000/13, Outside Activities, Sections 2 and 3.1.
- Standards of Conduct for International Civil Servants (2013): Paragraphs 23 and 24.

## Appendix E: Certification of Completion/Roll Up of Session Feedback Forms (Online)

**INSTRUCTIONS:** Focal Points should collect Appendix A forms from all session leaders/facilitators in their Entity, summarize the information using the form below as a guide (add rows if needed) **AND submit the information online** using the link <https://forms.office.com/e/xqijeQ4cxJ> OR the QR Code below. **Only approved Focal Points can access this link.** For non un.org addresses, contact [ethicsoffice@un.org](mailto:ethicsoffice@un.org) for an alternative link.



LEADERSHIP DIALOGUE 2023 (NAME OF ENTITY)			
NO.	NAME OF UNIT/SECTION/TEAM WHICH HELD SESSION	TOTAL NUMBER OF DIALOGUE PARTICIPANTS	TOTAL PERSONNEL IN UNIT/SECTION
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
<b>TOTAL</b>			

## **Leadership Dialogue Contact Information**

**FOR MORE INFORMATION, OR TO COMMENT, CONTACT:**

**United Nations Ethics Office**

[www.un.org/en/ethics](http://www.un.org/en/ethics)

(Available via iSeek or the public United Nations site)

Email: [ethicsoffice@un.org](mailto: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](#)*