

ANNEX A

THE INFORMAL APPROACH

1. The informal approach is intended to resolve a dispute by the staff member or temporary employee seeking clarification and/or mediation between the two parties, and by the third party providing advice and counsel on a strictly confidential basis.

Clarification between the parties involved

2. One of the best ways to deal with a situation giving rise to a grievance is to clarify and handle it at an early stage. For example, a staff member or temporary employee who feels that he or she is being subjected to improper behavior by another colleague or colleagues, e.g., supervisor, peer, subordinate, should, whenever possible, make his or her disapproval clearly known to the individual concerned (alleged perpetrator) as early as possible and ask that the behavior in question cease immediately and give reasons for the request. This may be done orally and/or in writing. For information, attached below is a table from the United Nations Ombudsman on recommended approaches in a conflict situation.

DO	DO NOT
<ul style="list-style-type: none">- View conflict as a natural occurrence- Address conflict quickly- Seek first to understand, then to be understood- Listen actively to fully understand- Ask open-ended questions- Identify issues, interest and feelings- Use "I" messages- Acknowledge emotions as they are valid- Focus on the problem, not the person- Be open to creative solutions- Clarify areas of agreement and follow up- Seek assistance from units that can assist you	<ul style="list-style-type: none">- Avoid the conflict, otherwise it will escalate- Assume, judge or blame- Disregard each party's interest- Attack the speaker- Interrupt the speaker- Allow emotions to override the discussion- Focus on personality traits that cannot be changed- Impose personal values and beliefs on others- Assume the intended message understood- Impose an agreement

3. If the improper behavior continues despite these actions or if it is not possible for the offended staff member or temporary employee (complainant) to deal with the situation, he or she may resort to any of the actions described in paragraphs 4 to 8, below.

Early resolution through involvement of third party

4. It may be possible for the parties concerned to find a way to resolve the issue through the involvement of a neutral third party, which is primarily through the Office of the Ombudsman. The Ombudsman is guided by the principles of objectivity, independence, accessibility, confidentiality and fairness, and is expected to remain neutral and impartial in

the exercise of his/her duties. The Ombudsman is neither an advocate for any individual nor for the Organization but, rather, an advocate for fairness who acts as a source of information and referral. He or she assists in answering individuals' questions and provides support in the resolution of concerns and critical situations. In considering any given instance or concern, the interests and rights of all parties who might be involved are taken into account by the Ombudsman.

5. The complainant may ask the Ombudsman to approach, confidentially, the alleged perpetrator; or to mediate, i.e., bring the complainant and the alleged perpetrator together with a view to seeking a resolution of the matter, and in such a case shall refer expressly to this Office Instruction so that all parties are aware that its provisions apply. The main purpose of mediation is to get the parties to understand each other, clarify the matter between them and put an end to the alleged improper behavior. For more information on the role of the Ombudsman, and his or her intervention in the informal resolution process, please refer to Office Instruction 32/2009, entitled, "The Office of the Ombudsman".

6. The complainant may initially or also seek advice, information and guidance from his or her supervisor(s) on a strictly confidential basis. When this Office Instruction is invoked, the supervisor(s) of the staff member or temporary employee is(are) under an obligation to assist in informal discussion aimed at resolving the problem and to take any reasonable action within his or her area of competence to prevent the recurrence of the alleged improper behavior.

7. Should the complainant decide not to pursue the matter further, his or her wishes will be respected, subject to the alleged perpetrator's agreement if he or she has already been approached verbally or in writing, and in such a case no written record of the informal procedure will be retained. The informal approach does not require a report, nor an official decision. However, in cases where a complaint has been brought to the attention of HRMD, its subsequent informal resolution must be reported to HRMD.

[Annex B follows]