

Issue Definitions

1. Compensation and Benefits	Salary, pension, leave, health insurance, various entitlements
2. Evaluative Relationships	Issues between colleagues with supervisory relationships
3. Peer and Colleague Relationships	Issues between colleagues with NO supervisory relationships
4. Job and Career Progression	Issues impacting job conditions or the career progression of the visitor: recruitment, contract, job description/classification, training, promotion, transfer and rotation, separation, abolition of post and retirement processes.
5. Legal, Regulatory, Financial and Compliance	Harassment, discrimination, retaliation, gender and geographic balance; investigative/disciplinary processes, waste, fraud and abuse of funds
6. Safety, Health, Wellbeing, Stress and Work/Life	Working conditions; general wellbeing and stress; accommodation for disability or health conditions; issues with health, safety and security
7. Services/Administration	Responsiveness, timeliness and nature of response/services from sections providing services to staff (HR, pension fund, tax unit, etc...)
8. Organizational, Leadership and Management	Organizational climate, morale, culture, communication; change management, issues with leadership in the organization and management styles
9. Values, Ethics and Standards	Issues pertaining to United Nations Core values

1. Compensation and Benefits

- 1a. **Compensation:** Rate of pay, salary amount, job salary category
- 1b. **Payroll Administration**
- 1c. **Pension**
- 1d. **Leave:** Annual; sick; maternity; excluding special leaves, sabbaticals, suspension for disciplinary reasons
- 1e. **Health Insurance and Medical Entitlements** (including medevac; DSA; companion ticket, etc.)
- 1f. **Dependent Benefits**
- 1g. **Taxes**
- 1h. **Recruitment Entitlements** (relocation grant; shipment; etc.)
- 1i. **Separation Entitlements** (repatriation grant; shipping; sep. indemnities, etc.)
- 1j. **Travel Entitlements** (ticket, DSA, hotel, excluding medical travel)

1k. Special Operations/Hazard Entitlements

- 1l. **Other**

2. Evaluative Relationships

(Excluding harassment, discrimination and retaliation)

- 2a. **Interpersonal Differences:** Interpersonal conflict involving differences in personalities/ suspicions of hidden motives/mistrust/ different work styles
- 2b. **Respect/Treatment:** Demonstrations of inappropriate regard for people, not listening, dismissive or rude behavior, unfair or preferential treatment.
- 2c. **Reputation:** Potential impact of rumors or gossip about professional or personal matters
- 2d. **Communication:** Quality or quantity of communication
- 2e. **Team Climate and Morale:** Prevailing norms, behaviours or attitudes in work unit

2f. **Performance Management and Feedback:** supervisory effectiveness in performance coaching, work assignment and support; feedback (or lack of) given outside of regular performance appraisal

2g. **Performance Appraisal and Grading:** Disagreements with the fairness of performance evaluation or grading

2h. **Other**

3. Peer and Colleague Relationships

(Excluding harassment, discrimination and retaliation)

3a. **Interpersonal Differences:** Interpersonal conflict involving differences in personalities/ Suspicions of hidden motives/mistrust/ different work styles

3b. **Respect/Treatment:** Demonstrations of inappropriate regard for people, not listening, rudeness, crudeness; unfair or preferential treatment

3c. **Reputation:** Potential impact of rumors or gossip about professional or personal matters

3d. **Communication:** Quality or quantity of communication

3e. **Team Climate and Morale:** Prevailing norms, Behaviours or attitudes in work unit

3f. **Other**

4. Job and Career

4a. **Job Application/Selection and Recruitment Processes** (recruitment and selection processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection)

4b. **Post Classification and Description**

4c. **Involuntary Transfer/Change of Assignment:** Removal from prior duties, unrequested change of work tasks

4d. **Terms/Conditions of Contract:** Position security/Ambiguity/Contractual limitations

4e. **Career Progression or Opportunities:** Delay/denial of promotion; lack of opportunities for career advancement

4f. **Rotation & Duration of Assignment:** Non-completion or over-extension in a job or location; area of rotation

4g. **Resignation**

4h. **Termination**

4i. **Non-renewal of Contract**

4j. **Abolition of Post**

4k. **Career Development:** Coaching/mentoring/training/lack of opportunities for skill development

4m. **Retirement Process**

4n. **Special Leave:** Approval of; return from SLWOP, SLWFP, excluding suspension for disciplinary reasons

4o. **Loan/ Secondment/Transfer:** Inter-agency mobility; terms of loan, return from loan

4p. **Other**

5. Legal, Regulatory, Financial and Compliance

5a. **Criminal Activity:** Threatened, planned, observed; fraud

5b. **Waste and Abuse of Funds:** Inappropriate actions that abuse or waste organizational finances, facilities or equipment; property damage

5c. **Harassment (Excluding Sexual):** Behaviours that creates a hostile or intimidating work environment; bullying/mobbing, abusive, threatening or coercive behavior

5d. **Sexual Harassment:** Unwelcome sexual conduct

5e. **Discrimination (Excluding Gender):** Different treatment compared with others or exclusion from some benefit on the basis of, for example, race, age, national origin, religion, etc.

5f. **Gender Discrimination:** Different treatment compared with others or exclusion from some benefit on the basis of gender

5g. **Retaliation:** Punitive behaviors for previous actions or comments; whistleblower

5h. **Investigative/Disciplinary Processes:** fairness/duration/ adherence to rules and regulations during investigations and or/disciplinary measures.

5j. **Visa Status:** Issues arising in acquiring or relinquishing travel or residency status for international staff members or their dependents

- 5k. **Geographic and Gender Representation:** Non compliance with policy or issues arising from the application of policy
- 5l. **Other**
- 6. Safety, Health, Wellbeing, Stress and Physical Environment**
- 6a. **Safety:** Physical safety, injury, meeting local requirements for training and equipment
- 6b. **Physical Working/Living Conditions:** Temperature, odors, noise, available space, lighting, cleanliness, etc
- 6c. **Security:** Adequate lighting, metal detectors, guards, limited access to building by outsiders, anti-terrorists measures
- 6d. **Work/ Life:** Issues with flexible working arrangements/schedules.
- 6e. **Stress:** Stress deriving from work related issues; post-traumatic stress
- 6f. **Disability and Accessibility:** Temporary, permanent, reasonable accommodation, assistive technology
- 6.g. **Other**
- 7. Services/Administration**
- 7a. **Quality of Services:** How well services were provided, accuracy or thoroughness of information, competence, etc.
- 7b. **Responsiveness/Timeliness:** Response time or time to completion
- 7c. **Interpretation or Application of Rules:** Impact of non-disciplinary decisions, excluding formal admin. reviews
- 7d. **Behaviour of Service Provider(s):** How an administrator or staff member spoke to or dealt with a constituent, customer, or client, e.g., rude, inattentive, or impatient
- 7e. **Other**
- 8. Organizational, Leadership and Management**
- 8a. **Organizational Climate/Morale at the Organizational Level** (*Distinct from 2e and 3e*)
- 8b. **Organizational Culture**
- 8c. **Organizational Communication:** Content, style, timing, effects and amount; quality of communication about strategic issues at the organizational level (*Distinct from 2d and 3d*)
- 8d. **Change Management:** Making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change on a large scale.
- 8e. **Restructuring and Relocation:** Effects of reprofiling, organizational/unit downsizing relocation or reorganization
- 8f. **Leadership and Management (Quality/Capacity of Management):** Quality/capacity of management/leadership decisions; management styles; accountability and transparency; priority setting and/or funding
- 8g. **Abuse of Authority/Positional Power:** Improper use of a position of influence, power or authority against subordinates
- 8h. **Other**
- 9. Values, Ethics and Standards**
- 9a. **Core Values:** Non adherence to core organizational values (integrity, professionalism, respect for diversity)
- 9b. **Accountability and Transparency:** Issues with taking personal ownership for responsibilities and deliverables/operating in compliance with organizational rules and regulations, secrecy
- 9c. **Personal Conduct:** Issues with fulfilling private obligations, respecting local laws and using the privileges and immunities of the organization
- 9d. **Conflict of Interest:** Appearing to benefit improperly or to have a third party benefit improperly from certain associations, relationships or financial interests (including honors, gifts or remuneration, favoritism to family or friends, outside employment/ activities; business interests...)
- 9e. **Use and Protection of Information:** Using or divulging confidential information without proper authorization
- 9f. **Other**