



United Nations

Sample Standard Pre-selection Test for POLNET

Textual Reasoning



1. Read the question below and select the best answer.

Gina is preparing a report on the pre-deployment communications with troop-contributing countries. She would like to include a recommendation based on the following report.

Triangular consultations

Sustained triangular consultation between the Security Council, the Secretariat and troop-contributing countries (TCCs) is essential in order to arrive at a shared understanding of appropriate responses as well as their implications for the mandate and conduct of a peace operation. In the past, the Secretariat would only brief potential contributors once the operation had been approved. This prevented potential contributors from establishing what capabilities may be required. It also failed to give the Council an opportunity to obtain insight into the challenges and opportunities involved in mandating particular tasks and in generating the required capabilities under specific time frames.

Based on the extract, which of the following would be the **most reasonable recommendation** for Gina to give her manager on how triangular consultation should be improved?

Triangular consultations should _____.

Select one:

- A)** strive to restrict the topics of discussion to security matters
- B)** be held before an operation is authorized
- C)** aim to ensure rapid deployment
- D)** result in earlier commitments by TCCs

2. Read the question below and select the best answer.

Reginald is preparing a presentation on the subject of military standards. He would like to include a recommendation based on the following passage.

Establishing Military Standards *Based on a report of the Secretary-General*

High-tempo environments call for a broader range of capabilities, including specialist functions, and a high degree of operational readiness. In order to support contributors in meeting capability and performance requirements, the Security Council and the Secretariat, in cooperation with Member States, have established clear military unit standards and capabilities for most types of military units. Increasingly customized and precise military unit requirements are being detailed for each peace operation. Such steps are facilitating triangular capacity-building initiatives between the Secretariat, troop contributors and countries with specific specialist capabilities. Member States with the requisite skills and capacity should step forward to support similar developments of other specialist enabling capabilities, such as medical and signals units.

Which **recommendation** best relates to the argument in the passage concerning military standards?

Select one:

- A)** Demands for military units from Member States should be made in an increasingly consistent manner.
- B)** Consultations on military standards should be broadened and be more inclusive.
- C)** Where possible, Member States should contribute troops that meet the specialised needs of the mission.
- D)** The deployment of military units should depend upon their willingness to fulfil the mission mandate.

3. Read the question below and select the best answer.

Zdenka is working on a report concerning the global security environment from the perspective of United Nations peace operations. She would like to include a summary from this report.

The Global Security Environment

Based on a report of the Secretary-General

The deterioration of the global security environment has increased the complexity and the scale of security challenges for United Nations (UN) peace operations. The UN has become a direct target for attack by some parties who do not view the Organization as an impartial entity or who consider its presence as an impediment to their objectives. The threat is aggravated, in certain contexts, by blurred lines between criminal and extremist groups and competition between them. Intense conflict has also increased the risk of indirect attacks against peace operations personnel. That threat environment will not improve significantly in the short term.

Based on this extract, which option represents the **best summary** regarding the Global Security Environment from the perspective of UN peace operations?

Select one:

- A)** Global security has deteriorated and is primarily driven by the drug trade.
- B)** The global security environment has become more complicated and will be marked by continued instability.
- C)** The global security has become unpredictable and it is expected that it will become more so.
- D)** Concerns about global security have increased and there have been no actions to address this.

4. Read the question below and select the best answer.

Ahmed, one of your colleagues, is working on a conflict prevention report. He would like to include a summary of the following paragraph and asks you for your opinion.

Conflict prevention

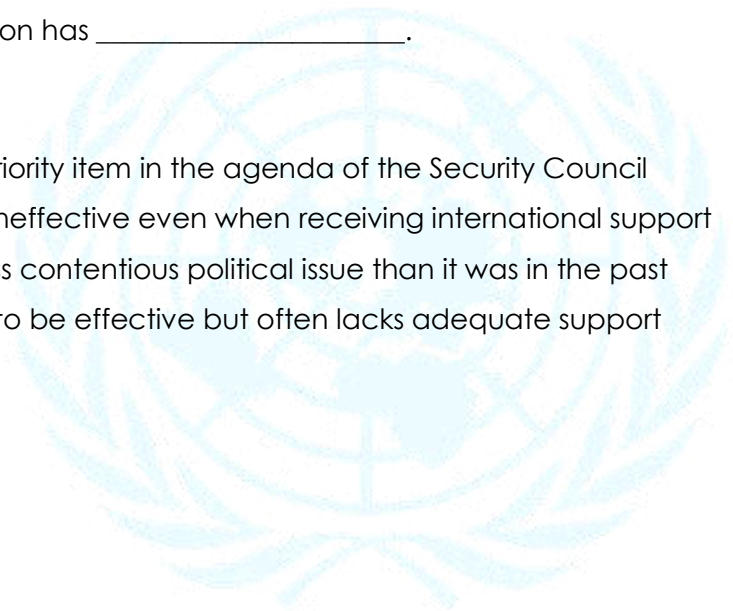
Publically there is strong Member States' support for early warning and conflict prevention. However, Member States are often reluctant to turn the attention on disputes in their own countries. The Security Council has at times been hesitant to consider crises at an early stage, even though the good offices of the Secretary-General have proved to be a powerful preventive tool. Yet, even discreet engagement, through dialogue and facilitation, human rights monitoring, expert teams and capacity-building, requires firm political support. When the United Nations engages too late or with insufficient support, its available tools may no longer be sufficient to prevent violence, and these tools are then wrongly blamed for failing.

Which of the following is the **best summary of the key point** in the paragraph?

Conflict prevention has _____.

Select one:

- A)** been a low priority item in the agenda of the Security Council
- B)** largely been ineffective even when receiving international support
- C)** become a less contentious political issue than it was in the past
- D)** the potential to be effective but often lacks adequate support



5. Read the question below and select the best answer.

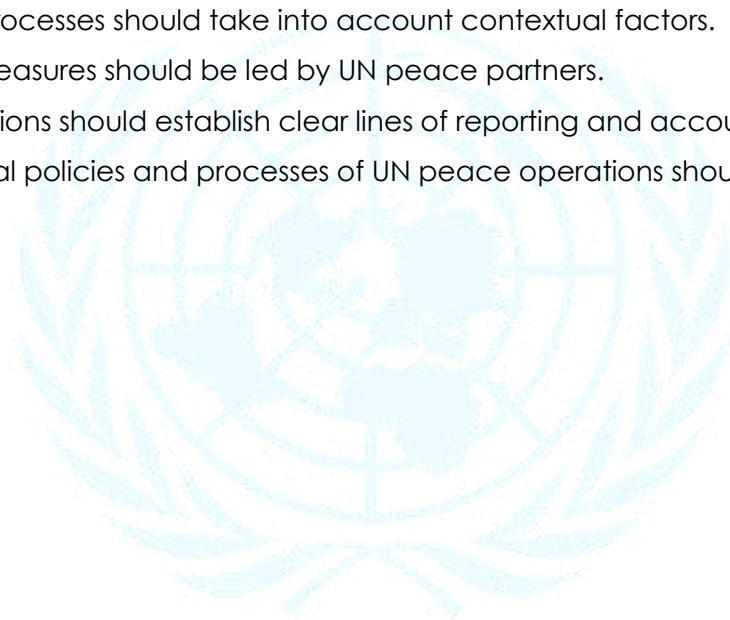
Transitions of peace operations

United Nations (UN) peace operations must, from the outset, work towards establishing peace in a way that would render the UN's support unnecessary over time. The range of transitional peacekeeping measures agreed upon with the host government should be regularly reviewed and adapted in light of specific conditions and situations in peace operations. This can include a limited set of carefully selected benchmarks, focusing on efforts that would most successfully deepen, broaden and sustain the peace. Ongoing analysis and impact measurement must be undertaken with national and UN partners so that they may take on and advance work initially carried out by peace operations.

What **conclusion** can be drawn from the passage?

Select one:

- A)** Transitional processes should take into account contextual factors.
- B)** Transitional measures should be led by UN peace partners.
- C)** Mission transitions should establish clear lines of reporting and accountability.
- D)** The transitional policies and processes of UN peace operations should be changed.



6. Read the question below and select the best answer.

One of Tina's colleagues has asked her to help him with a report that he is writing on the protection of civilians. He would like to know what conclusion can be drawn from the following passage.

Protection of Civilians in Peace Operations

Based on a report of the Secretary-General

All United Nations peace operations today have the obligation to advocate the protection of civilians. Many non-military tools are available, including strong political advocacy, credible reporting and liaison with communities. Many missions support national authorities in carrying out their central protection responsibilities, including through support to police, rule of law and security institutions and national action plans to better protect children and address sexual violence. The Secretary-General has directed that mission-wide strategies and coherent monitoring and reporting arrangements be put in place to reinforce the collective impact of critical protection activities.

What **conclusion** can be drawn from the passage?

Select one:

- A)** There is a critical gap between what protection is requested and what can be provided.
- B)** The primary responsibility for the protection of civilians lies with their governments.
- C)** The growth in specialized personnel has yet to transform reality on the ground.
- D)** Protection mandates must be more realistic and linked to a wider political approach.

7. Read each passage and answer the question that follows.

Successful Mediation

The main aim of mediators and their teams is to provide a buffer for conflict parties and to instil confidence in the process and a belief that a peaceful resolution is achievable. A good mediator promotes exchange through listening and dialogue, engenders a spirit of collaboration through problem solving, ensures that negotiating parties have sufficient knowledge, information and skills to negotiate with confidence and broadens the process to include relevant stakeholders from different segments of a society. Mediators are most successful in assisting negotiating parties to forge agreements when they are well informed, patient, balanced in their approach and discreet.

What **conclusion** can be drawn from this passage? Choose the best answer below.

Mediation is a _____.

Select one:

- A)** voluntary endeavour in which the consent of the parties is critical
- B)** specialized activity requiring a particular set of professional skills
- C)** process that must respond to the emerging needs of society
- D)** flexible but structured undertaking, rather than ad hoc engagements



8. Read each passage and answer the question that follows.

You have asked Temba, one of your staff, to look at a report of the Secretary-General and to make a recommendation, based on the extract, to include in a departmental memo.

Impact assessments

Based on a report of the Secretary-General

Impact assessments of mission progress enable operations to adapt their responses to a fast-evolving environment. While significant steps have been taken to establish integrated field assessments, the tools required to do so remain incomplete. Progress is often as complex to measure as it is to obtain. Better impact assessments could facilitate realistic benchmarks for missions, and a more results-focused formulation of budgets could better inform resource management. Periodic independent evaluations could complement a more impact-focused approach. The myriad ad hoc impact assessments that are undertaken by multiple Headquarters entities needs to be streamlined to permit more systematic independent evaluations.

Temba has come up with several recommendations. Which of the following would be the **most reasonable recommendation** to include in the memo?

Select one:

- A)** Headquarters should carry out more central monitoring and impact assessment.
- B)** The assessment of mission impact should be revisited.
- C)** Impact assessment should be made much more regularly.
- D)** Impact assessments of civil society should carry equal weight.

9. Read each passage and answer the question that follows.

Siaw, your colleague, was asked to look at a report by the Secretary-General and make a recommendation based on the following extract regarding pre-deployment communications to troop-contributing countries:

National Caveats

Based on a report by the Secretary-General

Every troop-contributing country must communicate, during negotiations over possible deployment, national requirements regarding the use of military or police contingents. The decision process in selecting forces for peace operations will take these “open” requirements into account, including with regard to whether or not to proceed with deployment. Additional requirements cannot be accepted after deployment. The Secretary-General has instructed all missions to communicate to Headquarters any incidents of refusal to follow orders given by the Force Commander or the Police Commissioner on the grounds of new national requirements. The Secretariat will immediately inform the concerned Member State and, on a regular basis, the Security Council and, where no remedial action is forthcoming, will repatriate the unit concerned.

Which of the following would be the **most reasonable recommendation** to troop-contributing countries for Siaw to include in these communications?

Potential troop-contributing countries need to ensure that their units are _____.

Select one:

- A)** aware of the extent of their responsibilities before deployment
- B)** ready to uphold United Nations values when the time comes
- C)** adequately trained for potential eventualities
- D)** ready to fulfil all aspects of the mission mandate

10. Read each passage and answer the question that follows.

Isra, one of your subordinates, is drafting mediation guidelines based on the relevant recommendations from a report of the Secretary-General and asks for your help in identifying the best summary.

Mediation challenges

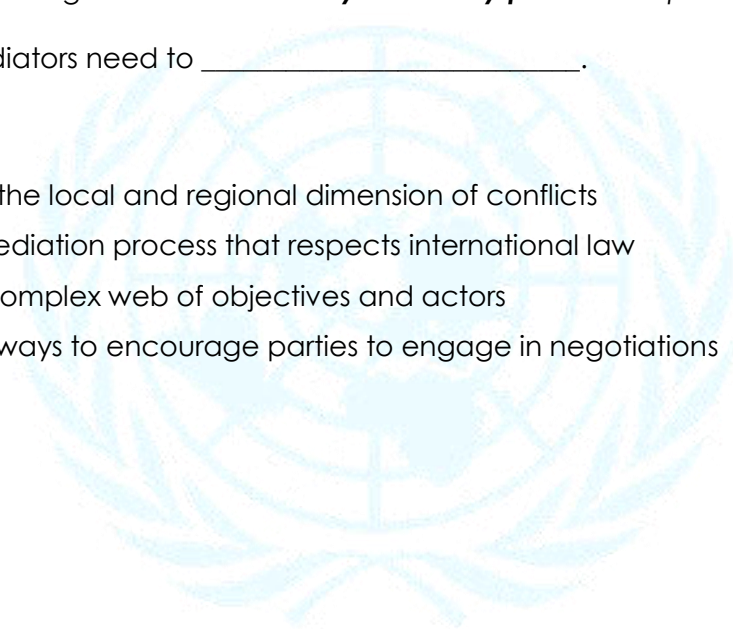
Many of today's conflicts transcend borders, spreading instability and humanitarian challenges and increasing the number of potential parties to conflict. Violence is often perpetuated by authorities that do not respect the rights of their people, as well as by fragmented armed groups. Many of these armed groups combine political and criminal agendas that are not easily separated. Contemporary conflicts require mediators to balance a political mandate with urgent humanitarian considerations, establish a coherent but inclusive mediation process, and build incentives for engagement in the process while upholding international legal frameworks and norms.

Which of the following is the **best summary of the key point** in the paragraph?

Nowadays, mediators need to _____.

Select one:

- A)** be aware of the local and regional dimension of conflicts
- B)** establish a mediation process that respects international law
- C)** deal with a complex web of objectives and actors
- D)** explore new ways to encourage parties to engage in negotiations



Answer Key

1) B

2) C

3) B

4) D

5) A

6) B

7) B

8) B

9) A

10) C





United Nations

Sample Standard Pre-selection Test for POLNET

Analytical Reasoning



1. Read the question below and select the best answer.

Yao works for a large international organization. Part of his assignment is to stay on top of research published in the area of elections in post-conflict countries and make policy recommendations. Yao's manager has recently read a study that claimed that one's handedness (left-hand or right-hand dominance) could influence how people vote. She has asked Yao to consider this study and make a recommendation to ensure that this arbitrary phenomenon does not have a negative impact on elections.

Background information

Just 12 per cent of the world's population are left handed (twice as many men as women). The populations of societies that are historically more violent have twice as many left-handed individuals as non-violent ones.

Extract for the study

"Right-handed people would, on average, choose the person on the right of a ballot; left-handed, on average, the person on the left," Dr. Casasanto explains the serious political implications of this findings: "We found in a large simulated election that, compared with lefties, righties will choose the candidate whom they see on the right of the ballot paper about 15 per cent more."

Assuming that the results of the study have been thoroughly replicated and are in fact true, which **recommendation** should Yao make?

Select one:

- A)** Elections should be held in such a way so that an equal number of left-handed and right-handed people vote so as to avoid this effect.
- B)** Ballots should be laid out so that candidates' names appear vertically relative to one another.
- C)** Left-handed voters should be given ballots that are the mirror image of right-handed ballots.
- D)** Given the small proportion of left-handed people in a population, this effect is unlikely to have a significant impact on the results of an election.

2. Read the question below and select the best answer.

State-sponsored human rights abuses

It is estimated that annually there are thousands of instances of State-sponsored human rights abuses worldwide. Yet, countries that have well-developed and well-established human rights monitoring mechanisms tend to have much better human rights track records than countries that do not. It is therefore essential for resources to be provided to implement effective human rights monitoring mechanisms in countries with poor human rights records in order to eradicate human rights abuses in those countries.

Which of the following is an **underlying faulty assumption** of the above argument that monitoring mechanisms are an effective method to prevent human rights abuses?

Select one:

- A)** Monitoring is a sufficient deterrent to human rights abusers.
- B)** Reducing the number of abuses of human rights is an achievable goal.
- C)** Human rights abuses stem from a single cause.
- D)** A proactive approach to combating human rights abuses is better than a reactive one.



3. Read the question below and select the best answer.

Rong works for a large international organization. Part of his assignment is to stay on top of research published in the area of human rights monitoring and to make policy recommendations. Rong's manager has recently read a study that claimed that age might have an impact on the ability of witnesses to recall events. She has asked Rong to consider the study and make a recommendation to ensure that human rights investigations are not compromised by this phenomenon.

Background Information

In order to monitor human rights abuses, human right officers investigate specific incidents or allegations of human rights violations by collecting or finding a set of facts that proves or disproves that an incident occurred, how it occurred and who was involved. A key tool used in investigations is eyewitness accounts.

Extract for the Study

In her study, Dr. O'Rourke found that participants' ability to correctly identify a perpetrator was as follows: 61 per cent of 18 to 19 year olds; 57 per cent of 20 to 29 year olds; 56 per cent of 30 to 39 year olds; 52 per cent of 40 to 49 year olds; 29 per cent of 50 to 59 year olds; and 25 per cent of 60 to 72 year olds. This ability was further eroded when the perpetrator was of a different race or gender and when the incident involved violence.

Assuming that the results of the study have been thoroughly replicated and are in fact true, which **recommendation** should Rong make?

Select one:

- A)** Where possible, try to seek out victims of human rights abuses under 50 years old to obtain eyewitness accounts.
- B)** Accounts from eyewitnesses aged 50 and above should generally be discarded if accounts from eyewitness under 50 years of age are available.
- C)** The older the eyewitness, the more corroborating evidence should be collected.
- D)** Where possible, try to find eyewitnesses of the same gender as the suspected perpetrators.

4. Read the question below and select the best answer.

Sara is working for a large international organization field operation where she has been tasked with arranging housing for internally displaced persons coming from a conflict zone. There are six groups, the Ail, the Ba, the Cey, the Dut, the Err and the Faj, who have experienced severe intercommunal clashes. Each group needs to be assigned to a different housing unit.

Sara's manager has developed a housing plan with specific rules to minimize the possibility of conflict and promote a culture of dialogue among the groups. Sara is expected to arrange the groups into six housing areas located next to one another, numbered from 1 to 6 (from left to right). According to the rules set out by her manager, Sara should:

1. Assign the Cey into the housing area numbered as 2.
2. Assign the Ail into the housing area immediately after the Cey.
3. Place the Err and the Faj next to each other.
4. Assign the Ba into a housing area with a number greater than the Ail.

Given these rules, which of the following groups **cannot** be placed next to each other?

Select one:

- A)** The Dut and the Cey
- B)** The Ail and the Faj
- C)** The Cey and the Err
- D)** The Ail and the Err



5. Read the question below and select the best answer.

Gregoire is preparing a round table discussion with colleagues on the causes of conflict. He has come across an extract from a report and is not sure whether the argument that it makes is fully convincing.

Low Income Countries and Conflict

Based on a World Bank Report

From an economic perspective, it is important to understand the cost-benefit calculations for decisions by those who become involved in violence, as the literature on criminal motives has traditionally highlighted. Much recent research on civil war has focused on economic motives, with rebellion perceived to offer economic benefits to rebel leaders and a viable living to followers who have no other source of livelihood. Slow-developing low-income economies largely dependent on natural resources are 10 times more likely than others to experience civil war. Under these circumstances the personal economic benefit compared to the cost of rebellion becomes higher; that is to say, it pays to rebel.

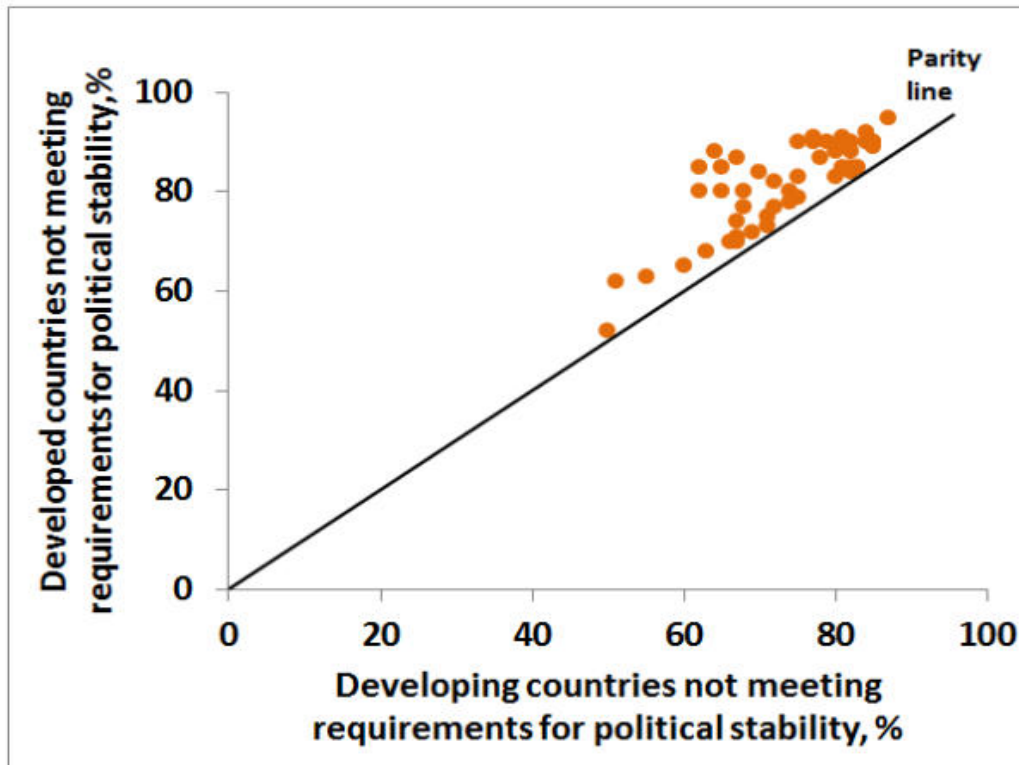
Which of the following, if true, would **weaken** the assertion made in the extract that actors' economic motives underpin the occurrence of rebellion?

Select one:

- A)** In a low-income environment, the costs of engaging in violence tend to be small.
- B)** Low per capita income is highly correlated with low institutional capabilities.
- C)** Additional research has highlighted that motives, such as ideological beliefs, are drivers of conflict.
- D)** Political and institutional characteristics determine a state's capability to address citizens' grievances.

6. Read the question below and select the best answer.

Lee, your manager, has asked you to study a report about developed and developing countries that are not meeting the requirements for political stability. The graph below contains the figures.



Lee would like to know what conclusion can be drawn from this data regarding the differences between developed and developing countries that are not meeting the requirements for political stability.

Which one of the following **conclusions** is correct?

Select one:

- A) Developed countries are just as likely as developing countries to meet the requirements for political stability.
- B) Insufficient data about developing and developed countries is presented to draw a conclusion.
- C) Developing countries are less likely than developed countries to meet the requirements for political stability.
- D) Developed countries are less likely than developing countries to meet the requirements for political stability.

7. Read the question below and select the best answer.

Pascale works for a large international organisation field operation responsible for establishing law and order in East Amuria.

A recent public opinion poll was carried out to find out how satisfied or dissatisfied the public is with the police. From studying reliable press reports, Pascale knows that the voting intentions of five political parties will largely depend on the results of the public poll.

Pascale's manager wants to know **how many of the political parties will abstain if the results of the survey are neutral**. The five political parties are the BLU, the GRN, the RDS, the ORN and the PRL.

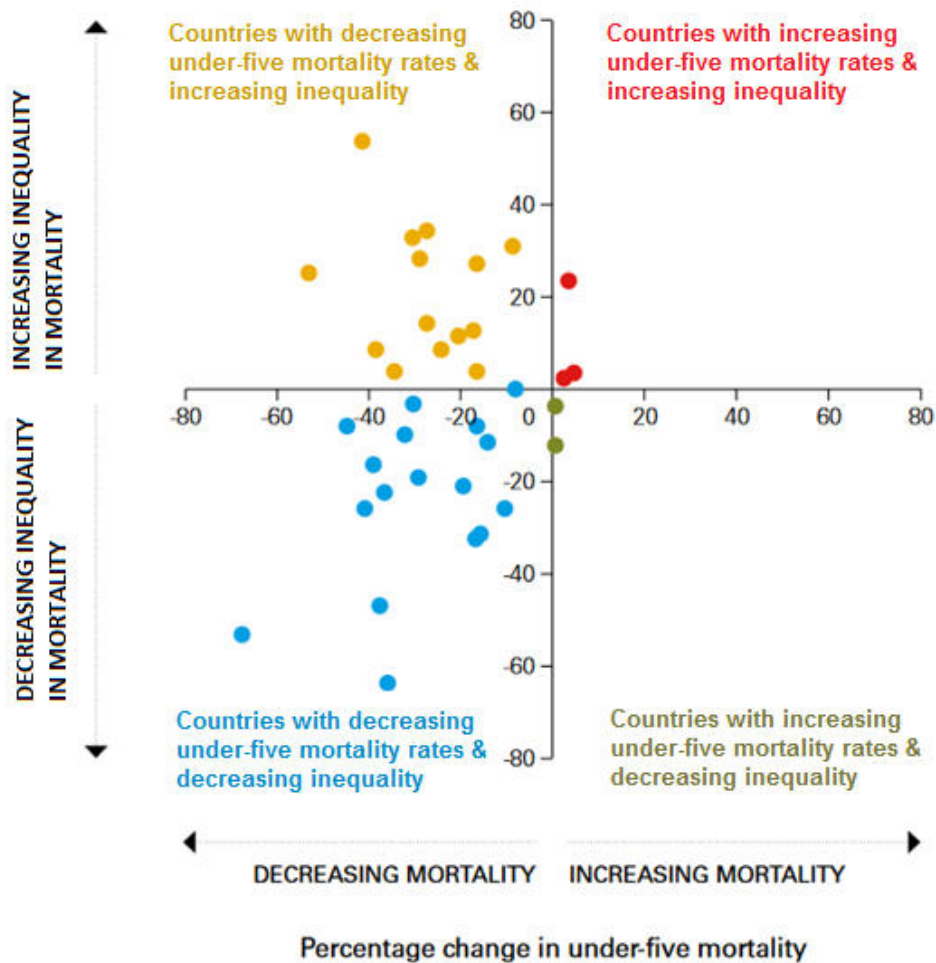
- **Press Report 1.** The BLU will vote for reform if the public is satisfied with the police, vote against it if the public is dissatisfied and abstain if the public is neutral.
- **Press Report 2.** The GRN will vote for reform if the public is satisfied with the police. Otherwise, they will vote against it.
- **Press Report 3.** If the public is satisfied with the police, the RDS will vote for reform. Otherwise, the RDS will abstain.
- **Press Report 4.** The ORN will vote against reform if the GRN vote for it and will vote for reform if the GRN do not.
- **Press Report 5.** The PRL will vote against reform if the majority of other parties decide to vote against it, abstain if there is no clear majority and vote for reform if the majority decides to vote for it.

Select one:

- A)** Four
- B)** Three
- C)** Two
- D)** One

8. Read the question below and select the best answer.

Your manager has asked you to study a report about child mortality rates. The report contains the figure below.



She would like to know what **conclusion** could be drawn from this data regarding the impact of levels of economic inequality on child mortality rates.

Select one:

- A)** Progress in under-five mortality does not necessarily come with greater equality.
- B)** As inequality increases, so do child mortality rates.
- C)** Progress in under-five mortality comes with greater equality.
- D)** There has been an increase in the number of countries that have experienced a growth in child mortality rates.

9. Read each passage and answer the question that follows.

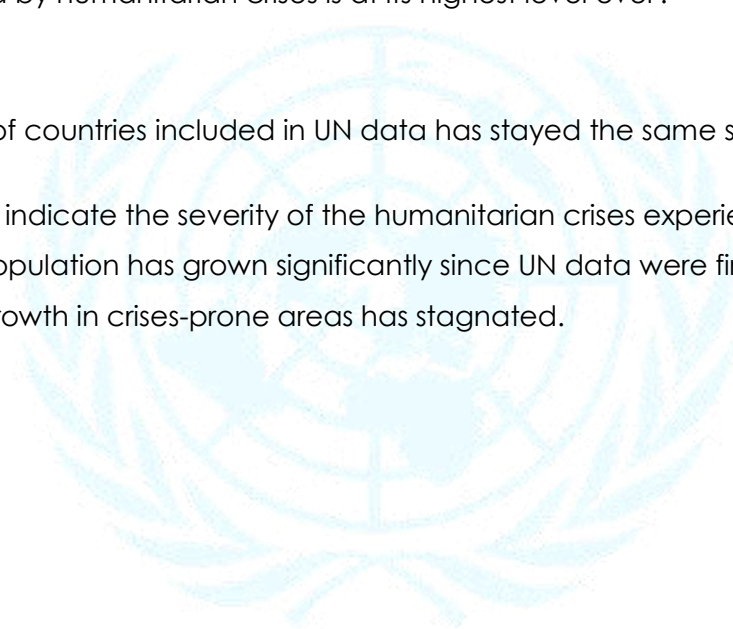
Record levels of victims of crises

In 2014, the lives of tens of millions of people were severely affected by the crises in the Syrian Arab Republic, South Sudan and Iraq and by the Ebola virus disease outbreak in West Africa. Many more people suffered as a result of other new, chronic or recurrent conflicts and disasters. There are no exact data on how many people were affected by crises and where: many people go unreached and uncounted, situations change swiftly and population data are often lacking in the most crisis-prone settings. However, United Nations (UN) figures indicate that more than 58 million people (the highest to date) were reportedly forced to flee from violence or persecution, while an estimated 107.3 million people (also the highest to date) were affected by disasters caused by natural hazards. Based on these data, it seems that both natural and human-caused humanitarian crises are more devastating than at any time in history.

Which of the following, if true, would most **undermine** the claim that the proportion of people affected by humanitarian crises is at its highest level ever?

Select one:

- A)** The number of countries included in UN data has stayed the same since data were first collected.
- B)** No UN figures indicate the severity of the humanitarian crises experienced.
- C)** The global population has grown significantly since UN data were first collected.
- D)** Population growth in crises-prone areas has stagnated.



10. Read each passage and answer the question that follows.

Lebna is working in a large international organization. He is responsible for reporting on the political status of Kirovenia, a country where there have been long periods of ethnic conflict.

He is attending a political event where a high-ranking local government official makes a statement that incidents of violent crimes in Kirovenia are disproportionately the fault of the Ali ethnic group. He quotes the following table, which was the result of research by an independent non-profit organization.

Ethnic group	Percentage of reported incidents of violence	Percentage of all reported crimes
Ali	62	55
Bai	28	33
Col	6	7
Other	4	5

Lebna is concerned that there is insufficient evidence to make such a claim and that the claim may be used to incite violence. What **additional information** would Lebna need to evaluate this?

Select one:

- A)** The percentage of all reported crimes that consisted of incidents of violence.
- B)** The percentage of the total population that each ethnic group makes up.
- C)** The raw numbers of incidents of violence attributed to each ethnic group.
- D)** A breakdown of the types of reported incidents of violence.

Answer Key

- 1) B
- 2) A
- 3) C
- 4) C
- 5) C
- 6) D
- 7) B
- 8) A
- 9) C
- 10) B





United Nations

Sample Standard Pre-selection Test for POLNET

Social Reasoning



Read the scenario and rate the appropriateness of the action/response.

Scenario 1

Tukami works in a large international organization. Samuel, her manager, comes to her at 10:00 A.M. and asks her to post an announcement on the department's website as a matter of urgency. The information that must be published relates to an upcoming peace summit, its official protocol, and its schedule. Samuel has told important stakeholders that the information would be available by 11:00 A.M. While it will not take Tukami more than an hour to do this, it requires a great deal of attention to detail as mistakes are easy to make.

Moments later, Kolya, one of her colleagues, approaches her and asks her for help proof reading a lengthy report. Tukami, who has provided input on this report, knows that it is not very urgent.

What should Tukami do?

Actions / Responses

1. Tell Kolya that she first has to complete Samuel's task and that she can help her afterwards.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

2. Help Kolya first and then work on updating the website.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

3. Tell Kolya that she needs to ask Samuel which task she should prioritize and then get back to him.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.



Read the scenario and rate the appropriateness of the action/response.

Scenario 2

Murat works for a large international organization in Kumpalandiya, a country which is just recovering from a civil war. He is responsible for monitoring and reporting on the status of the country to important stakeholders, including high-level officials, partner international organizations, and NGOs, who are all working together to bring stability to Kumpalandiya.

Murat has just completed a very detailed monthly status report and sent it to the stakeholders. Two days later he receives an email from a high-level official who was sent the report. The official says that he is extremely disappointed that some information is missing from the report. He says that information regarding aid provided by his country to Kumpalandiya has not been included. Murat had checked the report several times before sending it and he did not notice this mistake. However, when he checks the report again, he sees that the official was correct and the information was accidentally omitted. Murat knows that sending out a corrected report would take less than ten minutes. He also knows that in the past when such mistakes happened, a corrected version of the report was sent out to all stakeholders.

What should Murat do?

Actions / Responses

1. Apologize to the official and tell him that he will rectify the mistake by immediately sending a corrected version of the report to all the stakeholders.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

2. Reply by saying that he is sorry for the error and assure him that the same mistake will not be repeated in future reports.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.

- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

3. Reply by acknowledging the mistake, but emphasizing that it is a relatively minor error and no further action is required.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.



Read the scenario and rate the appropriateness of the action/response.

Scenario 3

Kiros works in a regional office of a large international organization. In an informal meeting with Lulu, a country representative from Ablessonica, Lulu mentions the Government of Wellonia and says that it is guilty of human rights violations. Kiros replies that he knows that it is public knowledge that the large international organization is currently investigating reports of those claims and says that action will be taken if any evidence of violations is found.

One week later, Rhonda, the country representative of Wellonia, e-mails Kiros and says that she heard through an anonymous source that he had criticized Wellonia and portrayed it in a negative light. Rhonda says that she heard that Kiros had claimed that Wellonia was guilty of torturing political prisoners. She also says that she is surprised and very upset, and believes that the large international organization is being partial against Wellonia. Furthermore, Rhonda says that his comments raise concerns about the integrity of the organization's ongoing investigation as a verdict has seemingly already been reached.

What should Kiros reply?

Dear Rhonda,

Thank you for your e-mail. I'm disappointed to hear about the rumours, but would like to assure you of our impartiality. Also, ...

Actions / Responses

1. I never made those comments and they are untrue.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

2. I would like to know the source of your information.

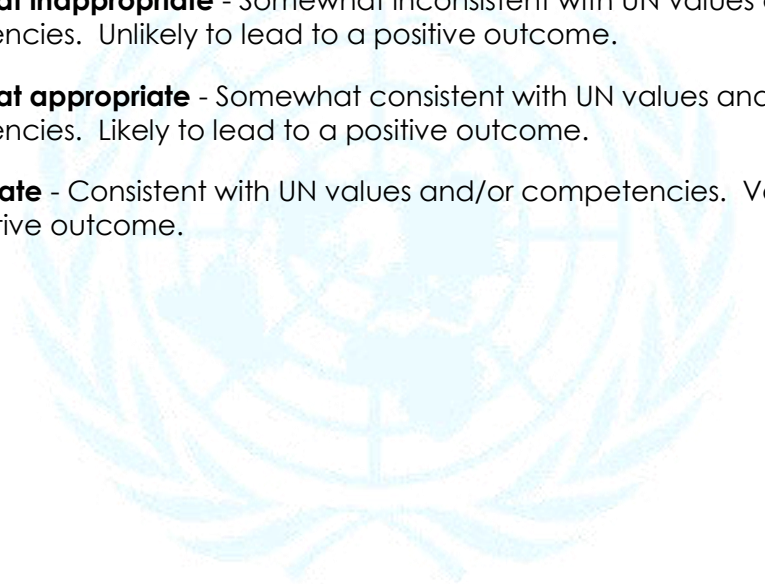
Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.

- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

3. I would like to point out that your source has provided you with inaccurate information.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
 - 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
 - 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
 - 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.
- 

Read the scenario and rate the appropriateness of the action/response.

Scenario 4

Lee works in a large international organization for a field operation. The operation, which was set up just over a year ago, faced a lot of uncertainty and change during that period and things are just beginning to settle down.

An external body is currently auditing expenditure in Lee's department. While reviewing the information that he is required to submit, Lee notices that some travel expenses incurred by the department have not been recorded.

Lee knows that Bill, a colleague of his, was responsible for compiling the travel expenses information. When Lee asks him about the missing information, Bill indicates that he recorded the travel expenses in question under a different budget code, as, earlier in the year, the department had severely underestimated the travel expenses that were likely to be incurred. Bill mentions to Lee that the procedure for obtaining authorization for additional travel expenditure was long and complicated. The solution that he had found spared the department time, money and embarrassment.

What should Lee do?

Actions / Responses

1. Tell Bill that for the sake of the department they should keep this between the two of them.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

2. Explain to Bill that misrepresenting information would cause him and the department even greater embarrassment should it come out in the future.

Select one:

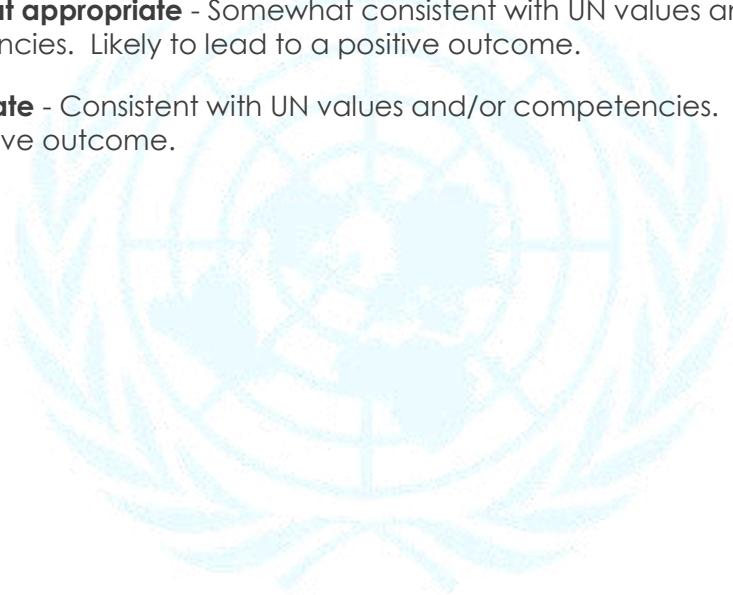
- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
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- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

3. Tell Bill that, if he does not report the correct information to the auditors, he will be forced to take action.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.



Read the scenario and rate the appropriateness of the action/response.

Scenario 5

Lomboka works for a large international organization in a team that supports senior leaders across the organization on crisis-related issues. Owing to the nature of the work, the team works in shifts, 24 hours a day, 7 days a week.

At around 3 a.m. one day, Lomboka received an encrypted document marked "Confidential and most immediate". He reviewed it and knows that it contains highly confidential information that could risk the security of the organization's staff. Following the official protocol for such documents, Lomboka called the relevant director and informed her briefly of its content. The director thanked him for the briefing and explained that, as she was currently travelling, she could read the document only if it were sent via e-mail in an unencrypted format.

When Lomboka explained that the instructions that he had been given did not allow him to do so, the director replied that she did not care about the instructions. She told him to send it in an unencrypted format immediately and then ended the call.

It is 3 a.m.; Lomboka's supervisor is certainly asleep and he is not due in the office until 10 a.m. Lomboka's shift finishes at 8 a.m.

What should Lomboka do?

Actions / Responses

1. Send an e-mail to the director, with his supervisor in copy, telling her that, due to the instructions that he has been given, he is not in a position to fulfil her request.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

2. Call his supervisor to inform him of the request made by the director and follow his instructions.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

3. Send the director the unencrypted document via e-mail and copy his supervisor with a summary of their telephone conversation.

Select one:

- 1) **Inappropriate** - Inconsistent with UN values and/or competencies. Very unlikely to lead to a positive outcome.
- 2) **Somewhat inappropriate** - Somewhat inconsistent with UN values and/or competencies. Unlikely to lead to a positive outcome.
- 3) **Somewhat appropriate** - Somewhat consistent with UN values and/or competencies. Likely to lead to a positive outcome.
- 4) **Appropriate** - Consistent with UN values and/or competencies. Very likely to lead to a positive outcome.

Answer Key

Scenario 1

1) 4

2) 1

3) 2

Scenario 2

1) 4

2) 2

3) 1

Scenario 3

1) 3

2) 1

3) 2

Scenario 4

1) 1

2) 3

3) 4

Scenario 5

1) 4

2) 3

3) 1

