

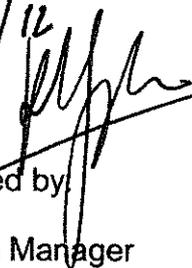


DIRECTIVE 2

NCIA CODE OF CONDUCT

Effective date: 1 July 2012

Issued by:
Legal Adviser

5/7/12

Approved by:
General Manager

DIRECTIVE 2
NCIA CODE OF CONDUCT

1. SCOPE

This Directive details the values of the NCIA and the behaviours that are expected from all personnel working for the NCIA.

2. PURPOSE

This Directive is intended to guide and assist all personnel working for the NCIA in understanding and applying the values, ethical conduct and behaviours expected from them in their professional activities by raising awareness and sensitivity to ethical issues they may face when working for the NCIA. It is based on the main principle that we are proud to work for NCIA and that with our conduct we show internally and externally that we are professional, unbiased and that we work as a Team. While all members of the NCIA personnel are expected to fully comply with this Directive, the conduct of staff members with managerial responsibilities should especially serve as an example for the other NCIA staff.

This Directive is first and foremost intended to be a guide to assist NCIA personnel in identifying and dealing appropriately with ethical issues.

3. APPLICABILITY

This Directive applies to personnel working for the NCIA, which includes the following (hereafter referred to as ("**NCIA personnel**") :

- a. Civilian Personnel. This covers NATO international civilians, temporary employees, consultants as defined by the NATO Civilian Personnel Regulations and interns.
- b. Military Personnel (quota and non quota positions), insofar as the present Directive is consistent with applicable provisions of national law.
- c. Seconded Staff Members. This Directive applies to personnel serving in NCIA posts as seconded staff members, insofar as the present Directive is consistent with applicable NATO policies and national law.
- d. Voluntary National Contributions ("VNC"), insofar as the present Directive is consistent with applicable national law.

Contractors, prospective contractors, sub-contractors and prospective sub-contractors, as well as their employees who do business or seek to do business with the NCIA must act consistently with the provision of this

Directive and specific clauses to this effect will be included in their contract.

Unless expressly provided in the provisions below, all provisions of this Directive are applicable to all elements of NCIA personnel.

4. GENERAL ETHICAL PRINCIPLES

The NCIA's greatest assets are its people, men and women who work for NCIA and NATO. This Code of Conduct requires that all NCIA personnel members treat each other with respect and perform their duties in such a manner that will bear the closest public scrutiny, act in an ethical manner and avoid any potential or real conflict of interest. They are an important element of the overall framework within which all NCIA personnel members are expected to work.

This Directive is based on the following five core values:

4.1 Integrity: integrity entails that all NCIA personnel members shall maintain the highest code of professional and personal conduct in order to uphold the trust and confidence of the citizens of all NATO member states. In practice, this means that:

- All NCIA personnel members shall be honest and truthful in their dealings; fully presenting all facts in an unbiased and clear manner;
- All NCIA personnel members shall avoid situations that might result in real, perceived, or potential conflicts between their personal interests and those of the Alliance;
- All NCIA personnel members shall take prompt action to remove themselves from situations where conflicts of interest can or have occurred;
- NCIA personnel members shall maintain the confidentiality of non-public information obtained through their official position;
- NCIA personnel members shall avoid actions that could be perceived as an abuse of the privileges and immunities conferred on the Organization and its staff.

4.2 Impartiality: NCIA personnel members shall make decisions based solely on the best interests of NCIA and NATO. In practice, this means that:

- NCIA personnel members shall maintain their objectivity and independence in their professional dealings, striving to be fair, just, and equitable in all their activities;
- NCIA personnel members shall keep an international outlook and base their recommendations and decisions on what is best for NATO

as a whole, rather than the views or interests of their own, or any particular nation or nations;

- NCIA personnel members shall refrain from accepting gifts which might compromise their impartiality or give rise to the perception of a lack of impartiality in the conduct of their official duties;
- NCIA personnel members shall refrain from engaging in unauthorised outside employment or other off-duty activities that might conflict with or otherwise call into question the performance of their official duties;
- NCIA personnel members shall refrain from using their NATO position to unfairly secure future employment and will not use privileged information to gain unfair advantage after their NATO employment.

4.3 Loyalty: NCIA personnel members support the role of NATO, the principle of unity upon which it was founded, and the current and future challenges it faces. In practice, this means that:

- NCIA personnel members support the principles upon which NATO was founded;
- NCIA personnel members remain focused on the goals and objectives of the Alliance;
- NCIA personnel members strive to make a personal contribution to NATO's success and foster a culture of results across the Alliance;
- NCIA personnel members always put the interests of the organisation above their own and that of their individual nations, mindful of all applicable laws and regulations;
- NCIA personnel members contribute to the development and maintenance of a positive team spirit;
- NCIA personnel members shall not accept instructions in regard to the performance of their NATO duties from any government or authority other than the NCIA.

4.4 Accountability: NCIA personnel members are responsible and accountable for their actions and decisions, or failure to act, and accept the consequences of their outcomes. In practice this means that:

- NCIA personnel members shall ensure full transparency on what they do, even when it does not reflect favourably upon NCIA;
- NCIA personnel members shall take full responsibility for their actions and take prompt action to resolve or correct any errors or omissions that the NCIA may make;

- NCIA personnel members are mindful of the consequences of their actions and decisions before they take them;
- NCIA personnel members shall remain vigilant and report to their management any fraud, waste, and abuse that may occur within the organisation and address them appropriately.

4.5 Professionalism: NCIA personnel members are professionals entrusted to carry out their duties to the utmost of their abilities for the common good. In practice this means that:

- NCIA personnel members shall treat their colleagues with respect and courtesy;
- NCIA personnel members shall put forth their best efforts in the daily performance of their duties;
- NCIA personnel members shall maintain the highest level of competence in their assigned areas and strive for continuous improvement of their knowledge, skills, and abilities;
- NCIA personnel members shall take care of and use prudently the limited resources of our organisation;
- NCIA personnel members shall participate in maintaining the safety and security of the workplace;
- NCIA personnel members shall take into consideration the effects of their work on the natural environment;
- NCIA personnel members shall respect the privacy and diversity of their fellow staff members;
- NCIA personnel members having supervisory functions shall provide fair leadership and take responsibility for the actions or inactions of their subordinates, ensuring they provide NATO with the best possible service by encouraging and rewarding those who perform well, while correcting those who fail to perform. They will promote and support the principles set out in this Directive, leading by example.

5. EQUAL TREATMENT AND NON-DISCRIMINATION

- 5.1** NCIA personnel members shall treat their colleagues and others, with whom they come into contact in the course of their duties, with respect and courtesy at all times. They shall not discriminate against others on the grounds of gender, racial, ethnic or national origin, religion or belief, disability, age or sexual orientation. They have the right to expect similar treatment from other members of the staff.
- 5.2** NCIA personnel members should not tolerate any form of harassment, intimidation and/or psychological or physical bullying. More specifically

NCIA personnel members are expected to foster an environment free of hostility; and having consideration for the values and cultural sensitivities of all groups within NATO.

- 5.3 NCIA personnel members who believe they are being treated inappropriately should first of all inform the alleged offender and attempt to solve the issue directly with the alleged offender at the earliest time possible, when appropriate. In the event that this proved to have no effect, the NCIA personnel member should seek assistance from his/her supervisor or some other management official, as appropriate, which shall immediately report it to the Head of Human Resources. All reported cases shall be appropriately investigated. Staff members shall not suffer reprisal or retaliation for preventing or reporting harassment or discrimination.

6. USE OF NCIA RESOURCES AND SAFETY

- 6.1 NCIA resources include NCIA, NATO and third party funds, property, personnel, time, information and services. In view of optimizing the use of official resources, NCIA personnel members are expected to take all reasonable and appropriate measures to limit costs and expenses wherever possible.
- 6.2 NCIA personnel members are expected to respect and protect NCIA's property and not to allow third parties to make use of NCIA's services, personnel, equipment and/or facilities. All equipment and facilities provided to staff members by NCIA, whatever their nature, are for official use only, unless private use has been approved either according to relevant internal rules or practices or on a discretionary basis. Any incidental private use is to be limited to a minimum.
- 6.3 NCIA personnel members will ensure that any NCIA/NATO property assigned to them is maintained in good condition. NCIA personnel members will comply with any applicable internal policies and procedures when using NCIA resources, such as computer database or e-mail system. NCIA personnel members will conduct themselves in a safe and vigilant manner. NCIA personnel members are expected to take actions to correct any observed unsafe or potentially unsafe situation encountered in the performance of their duties and to report if necessary to the Head of Health & Safety Committee, depending upon the sense of urgency involved.
- 6.4 Purchase of CIS and other equipment (e.g., computers, phones) assigned to NCIA personnel members for the fulfilment of their duties on programme/projects funds requires the express authorization of the funding authority. Such equipment shall be properly inventoried, will be used only for the purpose and the duration of the project concerned. Upon completion of the project, this equipment will be handled in accordance with the instructions received upon project closure or returned to the NCIA custodian.

7. INTELLECTUAL PROPERTY

- 7.1 The intellectual property rights on all work products created by NCIA personnel members as part of their employment with NCIA or using NCIA resources belong exclusively to and remain with NCIA.
- 7.2 All NCIA personnel members will inform their line management of intellectual property created as part of their employment with NCIA or using NCIA resources.

8. CONFIDENTIALITY

- 8.1 NCIA personnel members shall exercise the utmost discretion in all matters of official business and in giving information on matters related to the aims and activities of the NCIA and NATO.
- 8.2 NCIA personnel members shall maintain confidentiality of all sensitive, proprietary, confidential or classified information entrusted to them and shall comply with relevant security procedures and confidentiality agreements applicable to the information they are entrusted with.
- 8.3 NCIA personnel members involved in source selection or contracting shall maintain the confidentiality of any proprietary and/or commercial information from contractors, such as pricing information, to any unauthorized third parties.
- 8.4 NCIA personnel members shall be extremely careful in respect to the proper treatment of personal data, e.g. when serving on an interview panel.

9. CONTACTS WITH THE MEDIA

- 9.1 NCIA personnel members shall seek the prior approval of the NCIA General Manager or his delegated representative before talking to the media and/or to make or release statements on matters in any way related to the aims and activities of NCIA/NATO for publication through the press, radio, television or other agencies of public information. They shall also seek the authorization of the NCIA General Manager before giving interviews or supplying off-the-record information (i.e. information that is not available in the public domain). When meeting members of the media at social or public events, they are required to observe the utmost discretion with regard to matters related to NCIA.
- 9.2 When providing any information to the media and third parties in general, staff members shall remember the sensitivity of NCIA's activities and abstain from divulging any information which could threaten the safety of NATO, its member nations and troops, such as detailed description of the capabilities developed or procured by NCIA for NATO and its member nations.

- 9.3 In order to protect the safety of staff members and NATO personnel, staff members shall remember to refrain from releasing on the Internet or any other publicly accessible media (i) photographs taken in NATO / governmental / military facilities and NATO operations; (ii) photographs of military equipment and vehicles; and (iii) photographs of NATO staff and/or members of the military while on duty.

10. USE OF SOCIAL NETWORKS AND INTERNET

- 10.1 Participation to social networking can benefit NCIA personnel members through the exchange of ideas and information.
- 10.2 While social networks may be useful, NCIA personnel members should be aware that social networking sites also provide opportunities for various groups, such as foreign intelligence agencies, to gather information on NCIA/NATO for hostile use. Indeed, the confidentiality of information posted on social networks cannot be guaranteed, even when disclosed in close circles.
- 10.3 NCIA personnel members shall be particularly cautious of the following risks associated with the use of social networking sites:
- identity theft;
 - leakage of confidential information;
 - contamination by virus / malware;
 - social engineering; and
 - personal exposure
- 10.4 NCIA personnel members will comply with all applicable NATO policy and directives on the use of IT equipment, Internet and social networking. In particular, they shall refrain from:
- Releasing or disclosing classified or sensitive information, as well as any information that may not be considered as suitable for public disclosure. This includes the organization charts and roster of the NCIA, photographs of NATO staff and NATO troops on duty, military equipment and military facilities;
 - Creating IT security problems to NATO, e.g. allow the compromise of NATO CIS, illegitimate access to them, or damage to them;
 - Drawing attention to potential NATO targets from hostile services (e.g. posting detailed information regarding the division in which they work and the nature of their duties);
 - Making posts or otherwise engaging in actions that reflect poorly on the NCIA and NATO (e.g. posting obscene or inflammatory material);
 - Creating the impression that their private comments reflect NATO policy. On this specific issue, if the subject matter is in relation to official activities, post must be followed by the following disclaimer,

which must be prominently displayed: *"The views, thoughts, and opinions offered are personal and do not represent endorsed or official policy."* The only exception to this is if NCIA personnel have express authorization to post in an official capacity for the organization.

11. RELATIONS WITH THE PUBLIC

11.1 NCIA personnel members will always act in a way that is professional and that protects the NCIA's good image and reputation.

11.2 In order to maintain this positive image of the NCIA, staff members shall always act as a TEAM. Therefore, staff members should refrain from airing personal grievances regarding NCIA/NATO or criticise NCIA/NATO in public and/or with colleagues of other NATO Organisations.

12. CONFLICTS OF INTEREST

12.1 NCIA personnel members must avoid any conflict of interest. Conflicts of interest arise when staff members have private or personal interest which may influence, or appear to influence, the impartial and objective performance of their duties. Private or personal interest means any potential advantage for the staff member, his family, his other relatives or his circle of friends and acquaintances.

12.2 In the event that a NCIA personnel member or close relative is seeking employment or business with a commercial firm with whom the NCIA personnel member concerned is dealing in his/her official capacity, the NCIA personnel member concerned shall immediately disclose the matter to his/her line manager. The NCIA personnel member shall further recuse himself/herself from any further dealings with the firm in question until such time as the discussions concerning employment or business as mentioned above have been completed.

12.3 Any NCIA personnel member who considers that he/she might be in a position of actual or potential conflict of interest is required to disclose the matter promptly and in full to their superior and to seek the latter's views on whether he/she should withdraw from the situation that is creating the conflict or the appearance of conflict.

13. GIFTS, HOSPITALITY, AND OTHER BENEFITS

13.1 NCIA personnel members could be influenced in their judgment and performance of official duties and responsibilities through gifts, hospitality, or other benefits. Employees must not ask for or accept, directly or indirectly, any gifts in cash or kind, hospitality or other benefits/favours of any sort (e.g. vacations, cash, loans, discounts, staff/family member travel, lunches or dinners and overnight accommodations) offered from any

external source or from commercial firms or individuals doing or seeking business with or profit from the NCIA.

13.2 Notwithstanding the above, acceptance of offers of incidental gifts, hospitality, or other benefits arising out of activities associated with the performance of their official duties and responsibilities is not prohibited if such gifts, hospitality, or other benefits:

- are within the bounds of propriety, a normal expression of courtesy, or within the normal code of hospitality;
- are not such that they bring suspicion on the employee's objectivity and impartiality;
- would not compromise the integrity of NCIA or NATO.

13.3 Prior to accepting gifts, hospitality, or other benefits, NCIA personnel members must immediately report the matter to the NCIA General Manager following the format at Annex B. In case it is not practically achievable to obtain prior authorization, the employee must report it immediately after the fact to the NCIA General Manager. The NCIA General Manager may require that a gift be retained by NCIA, or be disposed of for charitable purposes.

13.4 The prior authorization of the NCIA General Manager is not required for the following items:

- items or offers available freely to the general public;
- advertising items of low commercial value, such as stickers, pens and mugs;
- refreshment or meals as part of a conference or seminar other than organized by a company doing or prospecting business with the NCIA;
- local transportation provided by a contractor in connection to an official visit, when alternate arrangements are not practicable;
- free attendance to seminars or conferences to which NCIA staff members are invited as speakers.

13.5 NCIA staff members shall seek the approval of the NCIA General Manager before accepting honoraria or other benefits for any speech, presentation paper or other activity (e.g. teaching, lecturing, writing, and publishing) or function that is related to the employee's NCIA position. This provision does not apply to awards or allowances given to military personnel by their national governments.

13.6 Payment from commercial sources of travel or lodging costs for NCIA personnel members on official TDY is normally not authorized unless this serves the overall interests of the NCIA. In this case, the matter will be submitted in advance to the NCIA General Manager for determination. The NCIA General Manager may also decide that such payment should be limited to reimbursement of the travel and per diem costs at a level not to exceed the authorized NCIA travel and per diem reimbursements.

13.7 Additional national rules may apply to military personnel, seconded staff and voluntary national contributions.

14. PROCUREMENT AND CONTRACTORS

14.1 NCIA personnel members are required to maintain unquestionable integrity and impartiality in relation to procurements initiated by the NCIA.

14.2 NCIA personnel members shall not disclose any proprietary or contractor selection information regarding procurement directly or indirectly to any person other than a person authorised by the NCIA to receive such information. During an on-going selection, NCIA personnel members shall not disclose any information on potential contractors' rankings in the respective selection process.

14.3 NCIA personnel members will not participate in a source selection if an offer has been provided by a friend, family member, a relative, or by a business concern owned, substantially owned, or controlled by him/her or by a friend, family member or a relative.

14.4 Contractors and consultants shall not be allowed to participate in the drafting of the statement of work or in the source selection process unless they and their company/employer will be excluded from competition of the related contract. The same will apply to contractors and consultants involved in the definition and development of requirements.

14.5 NCIA personnel members shall not enter into unauthorized commitments in the name of NCIA or NATO. NCIA personnel members must abstain from making promises or commitment to award or amend a contract or otherwise create the appearance of a commitment from the NCIA unless properly authorized by the NCIA.

14.6 NCIA personnel members shall not endorse directly or indirectly products from industry. Therefore, NCIA personnel members shall not name or make statements endorsing or appearing to endorse products of specific companies.

15. INDUSTRY INITIATIVES

15.1 Industry initiatives may include loans, displays, tests or evaluation of equipment and software, requesting NCIA speakers at industry gathering and conferences, inviting speakers from industry to NCIA events, consultancy or studies of technical or organizational issues, etc. These initiatives are usually at no cost to the NCIA and take place at a pre-contractual phase or before the development of requirements and specifications. While there are benefits associated with the early involvement of industry in the definition of requirements and specifications, this also raises the potential for unfair treatment of potential competitors.

15.2 Industry initiatives which go beyond routine interaction in connection with on-going contracts must be reported to and coordinated by the NCIA

Acquisition Group and the NCIA Legal Office for approval. Industry initiatives shall be properly documented and governed by written agreements between the NCIA and the company concerned where relevant. Such agreements may contain provisions describing the nature of the initiative, the non-disclosure of NCIA/NATO information, NCIA ownership of any resulting work, the NCIA's right to release such work product to future competitors for any follow-on competition or contract, the requirement that any studies must provide non-proprietary solutions and/or an acknowledgment that the participating companies will not receive any preferential treatment in the contracting process.

- 15.3** Any authorized industry initiatives must be conducted in such a way that it does not confer an unfair advantage to the industry concerned or create competitive hurdles for potential competitors.

16. RECRUITMENT AND PERSONNEL ACTIONS

- 16.1** Human resources management decisions shall be impartial and based exclusively on the interests of NCIA. This includes recruitment, evaluations, award, TDY and training.
- 16.2** Job descriptions and related documents shall not be tailored to favour or disadvantage specific candidates. NCIA personnel members involved in the preparation of these job descriptions shall recuse themselves from drafting job descriptions to which relatives or close acquaintances may apply.
- 16.3** NCIA personnel members shall not serve as members of a selection board if any of the candidates are relatives or close acquaintances.
- 16.4** NCIA personnel members involved in the recruitment process shall maintain in strict confidence all information provided to them as part of the selection process. They will only use this information for internal purposes.
- 16.5** NCIA personnel members not involved in the selection process shall not influence or attempt to influence the selection process by contacting members of the selection panels. Selection must remain impartial and be based only on the merits of the candidates.
- 16.6** Information and materials used during the recruitment process are for internal recruitment purposes only information and shall not be released to applicants, staff members or any third party without an official need to know. This information includes ranking criteria, questions and answers to written exams and the list of questions used during the oral interviews.

17. POST EMPLOYMENT MEASURES

- 17.1** The NCIA will not offer employment contracts to former staff members who departed less than 2 years earlier, unless prior approval by the General Manager has been received.

17.2 Former NCIA staff will not be accepted as consultants or commercial counterpart for two (2) years after finalisation of their employment at NCIA, unless the General Manager decides otherwise in the interest of the Agency. Such decision shall be recorded in writing. Commercial counterparts include owners or majority shareholders, key account managers, or staff member, agent or consultant of a company seeking business at any tier with the NCIA in relation to a project in which the departing NCIA staff member was involved when he/she was under the employment of the NCIA.

17.3 This section 17 is applicable to civilian personnel only.

18. OUTSIDE ACTIVITIES

18.1 Staff members may not engage in any outside occupation or hold any outside office incompatible with the proper discharge of their duties with the NCIA or their status as members of the international civilian personnel. If a staff member is in doubt, he/she is to consult the General Manager prior to engaging in outside activities following the format at Annex C. In particular:

- **Secondary Employment:** secondary employment, even in the case of occasional work, requires the prior written authorisation in advance from the NCIA General Manager.
- **Voluntary Work:** NCIA personnel members may undertake non-remunerated and non-financial activities outside working hours in domains such as culture, science, education, sports, charity, religion, social work or other benevolent work, on condition that such activities do not have a negative impact on their obligations with regard to NCIA.
- **Political Activities:** In view of the independence and impartiality that they are to maintain, NCIA personnel members may not become a candidate for or hold public office of a political character without the prior written consent of the NCIA General Manager (Article 12.2.1(b) of NCPR).

18.2 NCIA personnel members are encouraged to vote, and are not precluded from participation in national and/or local non-partisan community or civic activities. However they should exercise discretion in their support for a political party or campaign, and should not accept or solicit funds, write articles or make public speeches or statements to the press that intervene with their status as NATO employee. These cases require the exercise of judgement.

18.3 In case of doubt, NCIA personnel will seek prior guidance from the NCIA General Manager.

19. REQUESTS FOR AUTHORIZATIONS

19.1 Every request which requires the approval of the NCIA General Manager shall be sent to the attention of the staff member's line manager and director concerned and copied to the Legal Advisor using the forms in Annex C.

20. RESPONSIBILITY AND ENFORCEMENT

20.1 It is everyone's responsibility to ensure that the NCIA maintains its reputation as an unbiased and ethical organization. The proper implementation of this Code of Conduct depends first and foremost on the professionalism, conscience and common sense of NCIA personnel members.

20.2 In the event of violation of this Code of Conduct, the reputation of NCIA/NATO and its personnel could be seriously harmed. In addition, violations may result in disciplinary actions¹.

21. ACKNOWLEDGMENT

21.1 New NCIA personnel members will be required to sign a document indicating their understanding of this Directive on commencement of their duties with NCIA. This signed acknowledgment (attached as Annex A to this Directive) will form part of the personnel file of each personnel members.

21.2 Serving NCIA personnel members will be required to acknowledge their understanding of this Directive during annual security / standards of conduct briefings.

22. REPORTING

22.1 NCIA personnel members may report suspected infringements of this Directive to the attention of the General Manager, or the staff member's line manager and director concerned, or the Legal Advisor. NCIA personnel members who report violations shall be protected against retaliation and reprisal.

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¹ Disciplinary powers over military personnel remains with their sending nations. Violations from contractors may be grounds for contract termination. Violations by civilian personnel shall be handled in accordance with Chapter XIII of the Civilian Personnel Regulation (Discipline).

Acknowledgment of receipt of the NCIA Code of Conduct

Last Name: _____

First Name: _____

Element: _____

I, the undersigned, confirm that I have read and understood the NCIA Code of Conduct and that I understand my obligation to abide by the terms and conditions contained in the NCIA Code of Conduct.

I also acknowledge that violation of the NCIA Code of Conduct may lead to disciplinary proceedings².

Signature:

Date:

² Disciplinary powers over military personnel remains with their sending nations. Violations from contractors may be grounds for contract termination.

NCIA Code of Conduct

**Request for approval
Gifts and hospitality**

Part I

Name(s):

Project:

Description of the gift/event /hospitality: _____

Context of the offer (e.g., as part of an on-going contract):

Estimated value (if applicable)

Other:

Copied to: _____

Line Manager/Director (as appropriate)

Legal Adviser

Part II

Approved/Disapproved _____
NCIA General Manager

To be inserted in the NCIA Log Register.

NCIA Code of Conduct
Request for outside activity

Name: _____

Element: _____

Grade/Rank: _____

1. What is the purpose and context of the contemplated activity?

2. Give the name, location and describe the main activity of the company / institution offering to hire your services.

3. Give a description of the weekly or monthly time you would expect to spend on this secondary employment.

4. Explain how you plan to balance your secondary work with your primary NCIA workload (e.g., at night, during the weekend, during leaves, etc...)

5. Certifications

- I certify that in the performance of this secondary employment, I will not use any NCIA resources (e.g., computers, office supplies) or work product created by NCIA staff members;
- I certify that I will not use my official position with NATO, or information gained from it, for the gain of my secondary employer;
- I certify that my secondary employer will not do business with the NCIA or any NATO body;
- I certify that I would immediately inform the NCIA in case I would identify a possible conflict of interest between my outside activity and my NCIA employment;
- I certify that the income that I may derive from this activity will not exceed the amount of the revenue that I currently receive as a counterpart of my NCIA employment.

Signature:

Date: