



# Organization for Security and Co-operation in Europe

Director for Human Resources  
Vienna, 1 January 2012

## Staff Instruction No. 8/2003 Rev. 1

### Subject: Separation from Service / Clearance Procedure

#### 1. Reference

Staff Regulation 2.05, Staff Rule 2.05.1, Staff Rule 3.11.3, Article IV Staff Regulations and Staff Rules, Staff Regulation 5.09 and 5.11, Staff Rule 7.02.1(e), Financial Administration Instruction 13 (OSCE Information Technology Security Policy) and Provisional Financial/Administrative Instruction 7 (OSCE Asset Management for Goods and Services).

#### 2. Purpose

The purpose of this Staff Instruction is to set out procedures to be followed when an OSCE official separates from the OSCE in order to ensure that all outstanding obligations, liabilities and entitlements have been properly recorded and settled.

#### 3. Applicability

This Staff Instruction applies to all OSCE officials in the Secretariat, Institutions and Field Operations including the Secretary General, Heads of Institution and Heads of Mission. Staff separating as a result of a Field Operation closure shall follow the separation procedures outlined in the 'Operational Guidelines on Closure or Restructuring of an OSCE Field Operation' dated 19 January 2011 (SEC/CPC/OS/021/11) and any future amendments thereto should align with this Staff Instruction.

#### 4. Effective Date

This Staff Instruction shall take effect 1 January 2012 and cancels and supersedes Staff Instruction No. 8/2003 issued on 14 December 2003. Administrative guidelines issued by the Institutions and Field Operations on the same subject shall be adjusted in accordance with this revised instruction. In the meantime, in case of inconsistency between the revised staff instruction and any administrative guidance in the Institutions or Field Operations, this Staff Instruction shall prevail.

#### 5. Process and Procedure

**5.1** The Personnel/Administration Office shall be responsible for providing the separating OSCE official with a copy of this instruction as well as the End of Service

Clearance Certificate as attached in Annex I. This should normally be provided at least one month in advance of the anticipated last working day.

**5.2** It is the responsibility of the separating OSCE official to obtain all the appropriate signatures on the End of Service Clearance Certificate. The completed form is to be returned to the Personnel/Administration Office on the day of departure from the relevant duty station.

**5.3** To ensure timely recovery of any payments due in line with Staff Regulation 5.07 and Staff Rule 5.07.1, the OSCE shall withhold:

- a) 20% of the last salary in case of a contracted OSCE official;
- b) six (6) days of applicable Board and Lodging Allowance in case of a seconded mission member or Head of Mission. Seconded staff members shall be contacted and asked to settle any such payments within the established timelines. If needed, such communication will be copied to the seconding authorities.

**5.4** When an OSCE official has a case pending with a Survey Board, in accordance with (P)F/AI 7 (OSCE Asset Management for Goods and Services), the minimum amount expected from the Official in case s/he is found to have caused the accident, or be liable for any damages, will also be withheld until the case has been settled.

**5.5** The OSCE shall release the final payment with the regularly scheduled payroll following the completion of the duly completed End of Service Clearance Certificate (Annex 1) or following the conclusions of the Survey Board proceedings, whichever is later.

**5.6** In case of the closure of a duty station, the OSCE official shall submit the end of clearance certificate on the last day s/he is physically in the office to the respective Personnel/Administrative Officer. A final statement of earnings explaining the separating entitlement calculations shall be provided to the OSCE official within one month of separation.

**5.7** In order to process the final payment, the separating OSCE official shall apply for any annual leave s/he wishes to take prior to the commencement of the last month of her or his appointment/assignment. The authorized leave request shall be immediately forwarded to the Personnel/Administration Office.

**5.8** In accordance with Staff Rule 7.02.1 (e), contracted OSCE officials shall receive payment in lieu of a maximum of 30 unused annual leave days. To calculate the amount due for one unused annual leave day, the annual salary (plus post adjustment if applicable) will be divided by 360 (in accordance with Staff Rule 5.02.1 (d)) and multiplied by 1.4. The multiplier represents the ratio of week days to working days, i.e. 7:5. Likewise, the same formula shall be used to calculate the amount to be deducted from the last salary when the staff/mission member has a negative leave balance.

**Example: General Services Staff Member**

A GS5, step 1 staff member's annual salary is 39,482 Euro.

The staff member has 26 unused annual leave days to be paid out.

$$(39,482 / 360) \times (1.4) \times (26 \text{ unused leave days}) = 3,992 \text{ Euro.}$$

## 6. Termination Indemnity

**6.1** For the purposes of this Staff Instruction, *separation* is considered to occur upon expiry of contract, non-extension of contract or resignation. In accordance with Staff Regulation 4.02, *termination* occurs when the appointment or assignment is ended before the expiry date of the contract in situations such as: emergency evacuation lasting at least one month, abolishment of post, staff reductions, unable to perform for medical reasons, unsatisfactory performance, disciplinary reasons, abandonment of post, OSCE official ceases to be a national of an OSCE participating State, seconded assignment ended upon the request of the seconding country, or end of funding of an extra-budgetary project.

**6.2** In accordance with Staff Regulation 4.04, a fixed-term contracted staff/mission member is entitled to termination indemnity when an appointment is terminated before the expiry date of the current contract and under the following conditions:

- (i) the field operation is evacuated due to emergency situations for more than one month;
- (ii) the post is abolished;
- (iii) the staff/mission member can not perform his or her duties for medical reasons.

Under these conditions, the staff/mission member is entitled to one month net base salary (without post adjustment or BLA) for each completed year of service across the Organization (i.e. all fixed-term contracted appointments continuously served and in all duty stations); or, *if less*, each month remaining until the expiry of the fixed-term appointment.

**6.3** The termination indemnity calculation shall be prorated for partial years served or months remaining on the contract. The proration shall be based on a 15-day rule. The 15-day rule is that for any partial month served more than 15 days, a full month shall be considered. For 14 days or less, the month shall not be taken into consideration.

**6.4** In accordance with Staff Rule 3.11.3 (c), in the event a former staff/mission member is re-employed in another fixed-term appointment within the period of twelve months upon separation from service, a portion of the termination indemnity must be returned.

**Example 1:** For a fixed-term contracted OSCE official who received a termination indemnity in the amount equal to five-monthly salaries, and is re-employed after 4 months, the amount to be returned to the OSCE will equal one monthly salary.

**Example 2:** For an OSCE official who received a termination indemnity in the amount of four-monthly salaries and is re-employed after six months, there is no need to return any portion of the termination indemnity.

## **7. Removal**

**7.1** In accordance with Staff Regulation 5.09, fixed-term international contracted OSCE officials who have been appointed and have also served at least twelve continuous months at the Secretariat and/or Institutions are entitled to removal of household goods upon separation. The eligible OSCE official shall obtain at least three offers from reputable moving companies. The three offers shall indicate quantities (up to the maximum quantity entitled as defined in Staff Rule 5.09.3) of the household effects planned to be removed. The OSCE official shall instruct the removal companies to send the offers directly to the respective Personnel/Administration Office. This must occur within one year from the date of separation. Payment shall be made after the removal is completed, an invoice has been received and the staff member confirms services have been rendered satisfactorily.

**7.2** In order to avoid duplication of benefits, separating OSCE officials shall voluntarily declare to the OSCE if the removal of household effects is covered in full or in part by a third party (for example, governmental authority, inviting entity, partner's employer, other employer, etc). In such cases, the OSCE shall only cover that portion of the expenses not assumed by the third party.

## **8. Certificates of Employment and Letters of Recommendation**

Upon separation, OSCE officials may request a certificate of employment or a letter of recommendation from the OSCE. The procedures governing the issuance of such certificates/letters are as follows:

- (i) Certificates of Employment may be issued by the Personnel/Administrative Office, with the Personnel/Administrative Officer's signature and the official OSCE stamp. Such Certificates will normally state the dates of employment, the position held and the grade or salary of the OSCE official.
- (ii) Letters of Recommendation may be issued by the OSCE staff/mission member's supervisor. Prior to issuance, such letters shall be cleared by the Personnel/Administrative Office in order to ensure the accuracy of the post title, the dates of employment, the general description of duties performed, as well as consistency with performance appraisal reports.

## **9. Email Accounts**

**9.1** In accordance with FAI 13, the OSCE official's email account is disabled on the date of separation. OSCE officials are obligated to clean their email accounts prior to departure and to establish an auto reply message.

**9.2** The auto reply message must state the following:

- (i) the OSCE official has left the OSCE and the effective date of separation;
- (ii) a replacement name and details of whom the sender may contact; and
- (iii) if desired by the OSCE official, his or her personal email address.

**9.3** In the case that the staff/mission member feels s/he requires access to her or his email account, an email shall be sent to their respective Personnel/Administration Office or Chief of Fund Administration, copying their first level supervisor, requesting a prolonged access for a period of up to two months.

## **10. Exit Questionnaire/Interview**

**10.1** In an effort to improve processes, maintain standards and facilitate positive work experiences for all OSCE officials, all separating officials will be invited by their respective Personnel/Administration Office to complete an online exit questionnaire as part of the Separation package.

**10.2** To the extent the level of resources allow, in-person exit interviews are strongly encouraged to further discuss responses provided by the OSCE official in the online questionnaire.

## **Annexes**

**Annex I** - End of Service Clearance form. The form presented is used in the Secretariat in Vienna and may be adjusted by the Field Operations/Institutions as appropriate.

**Annex II** – Exit Questionnaire for Separating Staff/Mission Members



## END OF SERVICE CLEARANCE CERTIFICATE

<b>Name:</b>	_____	<b>Dept/Office/Unit:</b>	_____
<b>Type of Contract:</b>	_____	<b>Expiry Date:</b>	_____
<b>Email Address:</b>	_____	<b>Intended date of departure:</b>	_____
<b>Telephone #:</b>	_____		

**Signatures to be obtained in the following order:**

(Service hours: Mon-Fri 9:00-17:00)

No.	Action required	Location: Wallnerstr. 6	Date	Signature	Remarks
1	Cancel Passwords for computer (please see attached instruction)	Room 410		_____ Information Technology Office	
2	Return official equipment	Room 404		_____ Asset Management Unit	
3	Pending Property Cases: <input type="checkbox"/> yes <input type="checkbox"/> no	Room 404		_____ Asset Management Unit	
4*	Pay any debts owed to official funds. Telephone charges for the last month of service (private telephone calls.)	Room 407		_____ Communications Unit	
5*	Pay any debts owed to official funds (faxes, petty cash balances, advances, etc.) Cleared Corporate Card Transactions Cleared outstanding OTAs and expense claims	Room 430		_____ Accounts	
6	<b>Hand in:</b> Official Credit/Bank Cards Corporate Card	Room 420		_____ Treasurer	
7	<b>Hand in:</b> All official keys	Room EG08		_____ Security Assistant	
8	<b>Return to the Library Reference Collection:</b> borrowed publications, journals, reference books etc...	Room EG33		_____ Senior Documents & Information Assistant	
9	Coffee Cards Payments	Room EG05		_____ Senior Building Maintenance Assistant	
10	<b>Hand in:</b> Files and handover papers	Room		_____ Supervisor	
11	<b>Hand in:</b> Files	Room EG33		_____ CS/Document Management	

<b>12</b>	Legitimationskarte Red/Green ID Card OSCE Pass Official Parking Permit Commissary Pass MedEvac Insurance Card Vanbreda Insurance Card(s) Business cards	Room 315		_____ Senior Personnel Assistant	
<b>13</b>	Fill in and return Provident Fund Termination of Service Form	Room 315		_____ Senior Personnel Assistant	
<b>14</b>	PAR forms: applicable to supervisors who have staff whose performance has not been reviewed within the past 12 months	Room 315		_____ Senior Personnel Assistant	

\*for Hofburg staff, signature shall also be obtained from AFO.

I acknowledge receipt of Staff Instruction No. 8/2003/Rev. 1 and agree to comply with it. I hereby declare that I have returned to the Organization all the OSCE assets received during my period of appointment/assignment in the Secretariat. In the event of overpayment of entitlements, I agree to reimburse the amount due to the OSCE.

**Date:** \_\_\_\_\_

**Signature of the staff member:** .....

TO BE COMPLETED BY PERSONNEL

ACTION TO BE TAKEN	TICK IF DONE	COMMENTS
<b>Salary withheld</b>		<b>Amount Withheld:</b>
<b>Accrued annual leave paid</b>		<b>Unused leave days paid out:</b>
<b>Repatriation grant paid</b>		
<b>Education grant(s) settled</b>		
<b>Home leave – qualifying period served</b>		
<b>Separation travel paid</b>		
<b>PARs completed (if supervisory function)</b>		
<b>Extension of VB Coverage</b>		
<b>Cancel Social Security Coverage</b>		
OUTSTANDING DOCUMENTS	TICK IF RECEIVED	COMMENTS

**ON:** .....



## Exit questionnaire

## PART I - PERSONAL RELATED INFORMATION

## Question 1

Name (optional):  
.....

## Question 2

Sex:

- ☐ Female  
☐ Male

## Question 3

Age:

- ☐ 29 and below  
☐ 30 - 35  
☐ 36 - 40  
☐ 41- 45  
☐ 46 - 50  
☐ 51 and above

## Question 4

Nationality: [If you have more than one nationality, please indicate the one under which you are employed, i.e. the seconding country or the primary nationality as indicated on your application form.]  
.....  
.....  
.....  
.....

## Question 5

Family Status: [if applicable]

- ☐ Single Status  
☐ Dependent Status



### Question 6

Current duty station:

- ☐ Presence in Albania
- ☐ Centre in Ashgabat
- ☐ Centre in Astana
- ☐ Office in Baku
- ☐ Centre in Bishkek
- ☐ Mission to Bosnia and Herzegovina
- ☐ Mission in Kosovo
- ☐ Mission to Moldova
- ☐ Mission to Montenegro
- ☐ Mission to Serbia
- ☐ Mission to Skopje
- ☐ Office in Tajikistan
- ☐ Project Co-ordinator in Ukraine
- ☐ Project Co-ordinator in Uzbekistan
- ☐ Office in Yerevan
- ☐ Office in Zagreb
- ☐ PRCiO
- ☐ OSCE Secretariat
- ☐ OSCE Secretariat - Prague Office
- ☐ RFOM
- ☐ ODIHR
- ☐ HCNM

### Question 7

Staff Category:

- ☐ International Contracted
- ☐ International Seconded
- ☐ National Professional
- ☐ General Service
- ☐ Other, please specify

### Question 8

Current personal grade

<input type="radio"/> SG/HOI	<input type="radio"/> S4	<input type="radio"/> P5	<input type="radio"/> G7
<input type="radio"/> HOM	<input type="radio"/> S3	<input type="radio"/> P4	<input type="radio"/> G6
<input type="radio"/> DHOM	<input type="radio"/> S2	<input type="radio"/> P3	<input type="radio"/> G5
<input type="radio"/> D2	<input type="radio"/> S1	<input type="radio"/> P2	<input type="radio"/> G4
<input type="radio"/> D1	<input type="radio"/> S	<input type="radio"/> P1	<input type="radio"/> G3
		<input type="radio"/> NP2	<input type="radio"/> G2
		<input type="radio"/> NP1	<input type="radio"/> G1

Question 9

Type of Contract:

- ☐ Fixed Term Appointment (FTA)
- ☐ Short Term Appointment (STA)

Question 10

Length of Service with the OSCE:

- ☐ less than 1 year
- ☐ 1 - 3 years
- ☐ 4 - 5 years
- ☐ 6 - 7 years
- ☐ 8 - 10 years
- ☐ 10 + years

PART II - REASON FOR SEPARATION FROM OSCE

(Mark all that apply)

Question 11

Administrative Basis for Separation:

- ☐ Resignation
- ☐ Non-renewal of appointment by OSCE
- ☐ Non-renewal of appointment by seconding authority
- ☐ Limitations on periods of service
- ☐ Retirement
- ☐ Transfer to another duty station within the OSCE
- ☐ Termination (i.e. post abolition or other grounds)
- ☐ Other, please specify

Question 12

If you resigned, indicate the reason(s) from the following that apply:

- ☐ Family reasons
- ☐ Medical or health reasons
- ☐ Personal reasons unrelated to OSCE employment
- ☐ Alternative employment opportunity
- ☐ Lack of development opportunities
- ☐ Inadequate pay and benefits
- ☐ Poor working conditions
- ☐ Housing/standard of living in the duty station
- ☐ Safety and security in the field
- ☐ Harassment in the workplace
- ☐ Sexual harassment in the workplace
- ☐ Discrimination in the workplace
- ☐ Dissatisfaction with immediate management
- ☐ Dissatisfaction with the Organization as a whole
- ☐ Other, please specify

### Question 13

If you are going to alternative employment, please indicate the type of work:

- ☐ UN organization
- ☐ Other International Organization
- ☐ Private Sector
- ☐ NGO
- ☐ Government
- ☐ Self employment
- ☐ Other, please specify

### Question 14

If you indicated "family reasons" as the ground for your separation, please specify the primary reason(s):

- ☐ Lack of employment opportunities for spouse
- ☐ Inadequate remuneration to support family at duty station
- ☐ Spouse/partner offered employment elsewhere
- ☐ Family status of duty station
- ☐ Children's education
- ☐ Inadequate medical facilities
- ☐ Prolonged separation from family
- ☐ Other, please specify

## PART III - INFORMATION ABOUT YOUR EMPLOYMENT WITH THE OSCE

Please rate the items according to your level of satisfaction.

### Question 15

Level of satisfaction with your job:

	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
a) Challenging job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Relationship with colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Relationship with supervisor(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Opportunity to learn and develop professionally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Opportunities to use your skills/abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Opportunity to serve a good cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Reputation of the OSCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Geographic mobility (moving to different duty stations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Question 16

Level of satisfaction with conditions of service:

	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied	N / A
a) The overall level of income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Provident Fund contributions if applicable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Dependency entitlements if applicable (child allowance, education grant, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Other entitlements if applicable (home leave, rental subsidy, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Leave entitlements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Medical and life insurance coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Explanation about the compensation/benefits from the Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) If seconded, speed with which your assignment was extended by the nominating authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

i) If seconded, degree to which the nominating authority provided advice when applying for posts in the OSCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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#### Question 17

Level of satisfaction with learning and development opportunities:				
	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
a) Coaching/mentoring from your supervisor(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Available training and learning opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Extent to which you could make use of available training opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Opportunities for professional development other than training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 18

Level of satisfaction with work environment:				
	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
a) Workload and time (hours) spent working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Resources available to enable you to work optimally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Degree to which information was shared in the Organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Possibilities for flexible working arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Respect of basic ethical principles in day-to-day work life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Sense of belonging to a team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Sense of belonging to the OSCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Degree to which you were recognized for your contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 19

Diversity and equal treatment:				
	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
a) Equal opportunities among men and women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Equal treatment among men and women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Level of respect shown by international staff towards local staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Level of respect shown by local staff towards international staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) The treatment of staff members in a non-traditional family set-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Degree of cultural sensitivity in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 20

Level of satisfaction with managerial effectiveness:				
	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
a) Fair and equal treatment demonstrated by your supervisor(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Degree to which your supervisor(s) listened to proposals/suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Degree to which your supervisor(s) resolved conflicts and workplace related problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Degree to which your supervisor(s) welcomed feedback on their managerial performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

e) Degree to which your supervisor(s) followed procedures/rules and practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Degree to which the skills, knowledge and experience of staff were appropriately deployed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Quality of management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Level and quality of delegation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 21

Level of satisfaction with performance management:				
	<b>Highly satisfied</b>	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Highly dissatisfied</b>
a) Process by which you set working objectives upon starting your position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Inclusion of working objectives in annual PAR process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Degree to which you received regular feedback on your performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Degree to which you received an honest and accurate performance appraisal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 22

Level of satisfaction with work/life balance:				
	<b>Yes</b>	<b>Somewhat</b>	<b>No</b>	<b>N/A</b>
a) Did your work have a negative impact on your personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Did your work have a negative impact on your spouse's/partner's life (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Did your work have a negative impact on your immediate family (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Were you satisfied with the support provided by the Organization to meet stress and challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Were you satisfied with the support provided through established policies of the Organization to balance your work and life better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Question 23

Would you consider working again for the OSCE [even if you already reached the limit on periods of service]?
--

- ☐ Yes  
☐ No  
☐ Not sure

#### Question 24

Would you recommend the OSCE as an employer of choice to others?
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- ☐ Yes  
☐ No

Question 25

Would you like to provide any other comments?

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Thank you for taking the time to provide your feedback.