



## **Organization for Security and Co-operation in Europe**

**Director for Human Resources  
Vienna, 22 June 2021**

### **Staff Instruction 30**

**Subject: Human Resources Procedures for Organizational Restructuring**

#### **1. Reference**

Staff Regulations 3.08, 4.01 (b), 4.02 (a), 4.03, 10.01 and 10.03  
Staff Rules 3.08.1, 4.02.2, 4.03.1 and 10.01.1  
Staff Instruction No. 17 on Standard Recruitment Procedures  
Staff Instruction No. 24 on Job Classification System

#### **2. Purpose**

Paragraph 10 of Staff Instruction No. 17 on Standard Recruitment Procedures states that special procedures may be utilized for recruitment and selection in cases of organizational restructuring. Accordingly, the purpose of this staff instruction is to outline the human resources principles and procedures to be used by executive structures, in co-ordination with the Department of Human Resources (DHR), when organizational restructuring is undertaken. This staff instruction aims to ensure a fair, equitable and transparent process for all staff/mission members affected by organizational restructuring, and to ensure compliance with the Common Regulatory Management System (CRMS).

#### **3. Applicability**

This staff instruction applies to all OSCE officials engaged in, or affected by, organizational restructuring.

#### **4. Effective date**

This staff instruction shall take effect on the date of promulgation.

## 5. Definitions

### *Abolition of post*

Deletion of a post from the post table.

### *Affected Staff/Mission Members*

All fixed-term staff/mission members whose posts are affected by organizational restructuring which results in the abolishment of posts pursuant to Staff Regulation 4.02(a)(ii) and Staff Rule 4.02.2.

### *Generic post*

Two or more posts that have the same grade, the same or similar title, are within the same section or unit and whose job descriptions match substantially. Job descriptions match substantially when they involve the same field of expertise, educational and professional/working experience and share a significant number of functions.

### *Internal Recruitment*

Internal Recruitment refers to the process set out in paragraph 9 of this staff instruction.

### *Internal Recruitment Panels*

A panel consisting of OSCE officials designated by the respective Fund Manager, in consultation with the Director/DHR for the purposes of ensuring fair and consistent retention procedures for affected staff/mission members in accordance with Staff Rule 4.02.2 and with paragraph 9 and Annex I of this staff instruction.

### *Organizational Restructuring*

Organizational Restructuring, as defined in this staff instruction, is the reorganization of part or all of an executive structure reflected in the narrative of the Programme Outline and Unified Budget Proposal documents that has a significant impact on the post table in terms of post abolition. The normal establishment and natural growth of an executive structure will be managed within the provisions of Staff Instruction 17 and would not fall under the definition of Organizational Restructuring. The proposed reorganization could also result in the establishment of new posts and/or changes in post grade or post category. Organizational Restructuring shall be declared as such by the Fund Manager concerned, in consultation with and following agreement from the Secretariat Department of Human Resources, thereby distinguishing the activities from other forms of post actions impacting the post table. Organizational Restructuring shall not include the reorganization of extra budgetary activities or posts which are outside the scope of this staff instruction.

### *Programme*

One of the Programmes as defined in the Unified Budget approved for the calendar year in which the Organizational Restructuring is planned to be implemented.

### *Unique post*

A post that does not share its title and grade and has a substantially different job description from any other post in the same section or unit.

## **6. General Provisions**

**6.1** The OSCE, as an organization, is continually evolving to meet the changing requirements of its mandates as determined by participating States. In order to facilitate this change process and ensure business continuity, the OSCE needs to occasionally undertake Organizational Restructuring.

**6.2** Organizational Restructuring is distinguished from the complete closure of an executive structure. In such cases, the provisions within the CRMS related to the separation of staff/mission members will be applicable. For closure of an OSCE Field Operation, guidance is provided in “Operational Guidelines of the Closure of an OSCE Field Operation” (SEC/CPC/OS/021/11/Rev.1).

**6.3** Organizational Restructuring is a multi-faceted and complex exercise with a strong planning element. Accordingly, Fund Managers, in consultation with their Personnel/Administrative Office and the Director for Human Resources, shall determine the appropriate course of action before undertaking Organizational Restructuring.

**6.4** The post changes arising from Organizational Restructuring, as well as any proposals for post abolition, must follow a programmatic assessment of the next year's priorities, and shall therefore be part of the Unified Budget planning process. A proposal for Organizational Restructuring must be submitted for consideration of participating States in the Programme Outline and, for approval, in Unified Budget Proposal documents, so as to establish a clear link with the programmatic objectives. Any proposed impact on programmatic activities and positions shall be appropriately flagged to OSCE participating States during Programme Outline and Unified Budget presentations.

**6.5** All proposals for Organizational Restructuring require the approval of participating States. Any post table changes resulting from Organizational Restructuring shall be implemented only after the subject Unified Budget Post Table is approved in line with the Financial Regulations. This requirement does not preclude any necessary preparatory and communication activities for anticipated post changes.

**6.6** In all cases of continuation of appointment as a result of an Organizational Restructuring exercise, the conditions of Staff Regulation 3.08 on the periods of service and Staff Rule 3.08.1 on the calculation of the periods of service will apply.

## **7. Principles**

When undertaking Organizational Restructuring, the executive structure and all OSCE officials involved in the process shall be guided by the following principles:

- (a) Affected Staff/Mission Members shall receive fair, equitable and consistent treatment.
- (b)
- (c) All staff/mission members involved in the human resources procedures as part of Organizational Restructuring, including but not limited to recruitment matters, shall be reminded to conduct their work with utmost impartiality and confidentiality and in strict observance of the OSCE Code of Conduct.
- (d) The relevant Personnel/Administrative office will play a leading role in ensuring that the restructuring exercise is not administratively burdensome to staff/mission members. Specifically, guidance and assistance will be provided to Affected Staff/Mission

Members on the recruitment procedure applicable to Organizational Restructuring, including on the format required in submitting an application to available posts.

- (e) Staff Committees shall be involved in communication stages. The respective head of executive structure shall consider the participation of Staff Committee members in recruitment panels as either voting members, or as observers, where appropriate.
- (f) Ongoing and consistent communication with staff/mission members on the process, progress and intended outcomes of the Organizational Restructuring exercise shall be ensured. The Executive Structure shall integrate measures to reduce the possibility of conflict and misunderstanding between Affected Staff/Mission Members and the Organization. Guidance will be provided to Affected Staff/Mission members wishing to appeal an administrative decision resulting from a recruitment process, Article X of the Staff Regulations and Staff Rules shall be applicable..

## **8. Post table changes and related actions in Organizational Restructuring**

### **8.1 Abolition of Unique posts**

8.1.1 The proposal to abolish a Unique post shall be communicated by the relevant Programme to the Personnel/Administrative Office. The communication shall include details of the programmatic assessment that served as the basis for the proposal.

8.1.2 The appointment of incumbents of Unique posts subject to abolition shall be terminated in line with paragraph 8.8.

### **8.2 Abolition of Generic posts**

8.2.1 The proposal to abolish a Generic post shall be communicated by the relevant Programme to the Personnel/Administrative Office without giving any indication of possible preferences as to which of the incumbent(s) may or may not be affected. The communication shall include details of the programmatic assessment that served as the basis for the proposal.

8.2.2 Personnel/Administrative offices will be responsible for the active management of any proposed post table changes including the transfer of information and the consultations with the Programme and individual Fund Managers on the anticipation of upcoming vacancies of generic posts under review in the restructuring exercise. The offices will ensure that anticipated vacancies will be proposed for abolishment whilst at the same time ensuring due consideration of Affected Staff/Mission Members with regard to appointment to the retained posts following the procedures outlined in paragraph 9 below.

### **8.3 Establishment of a post**

8.3.1 The establishment of an international post shall be filled through the standard open and competitive recruitment procedure set out in Staff Instruction No. 17.

8.3.2 Any newly established local posts (General Service or National Professional categories) will be subject to the Internal Recruitment process set out in paragraph 9 of this staff

instruction. If Internal Recruitment is not successful, local posts will be filled through the standard recruitment procedures set out in Staff Instruction No. 17.

#### **8.4 Change in post category**

When the category of a post is changed (e.g. from Professional to General Service or vice versa), the original post will be considered abolished and the resulting post will be considered as newly established, and treated in accordance with paragraph 8.3 above.

#### **8.5 Change in post grade**

Changes in the grade of a post within a post category shall be implemented according to the procedures set out in paragraph 9 of Staff Instruction No. 24 on the Job Classification System.

#### **8.6 Change in post working hours**

For conversion of posts from full-time to part-time and vice versa, the following shall apply:

- (a) encumbered Unique posts converted from part-time to full time and vice versa shall continue to be filled by current incumbents in accordance with the provisions of Staff Instruction 17. Where the incumbent does not accept the appointment, Internal Recruitment in accordance with section 9 shall apply.
- (b) where Generic posts are converted from part-time to full-time and vice versa, then the same principle as for Unique posts in (a) above shall be followed

#### **8.7 Implementing Organizational Restructuring when the Unified Budget is approved before 31 December**

Where the applicable Unified Budget is approved before 31 December, the following provisions shall apply:

8.8.1 The appointment of incumbents of abolished posts shall be terminated in line with Staff Regulation 4.02(a)(ii) and a termination notice shall be issued pursuant to Staff Regulation 4.03.

8.8.2 If the proposed date for the abolition of the posts coincides with the expiry dates of the incumbents' contracts, contracts shall not be renewed or extended and shall be afforded notice of the decision in accordance with Staff Regulation 4.03.

8.8.3 Incumbents of abolished posts whose contracts extend beyond 31 December shall be given termination notices as soon as possible after the budget decision including the applicable notice period.

8.8.4 Incumbents of posts proposed to be abolished ,whose contracts end on 31 December, shall be informed of the decision not to extend their appointment upon budget approval. This shall include the period of advance notification and the reasons for non-extension.

#### **8.8 Implementing Organizational Restructuring when the budget is approved after 31 December**

8.9.1 With reference to paragraph 6.5, changes to the post table shall be implemented only after the subject Unified Budget Post Table is approved in line with the Financial Regulations.

8.9.2 In the event that the OSCE's Unified Budget is approved after 31 December of any given year, Affected Staff/Mission Members shall be issued extensions to their Fixed-Term appointments for initial periods of three (3) months in line with Provisional Budget Allotments. These appointments may be further extended in line with the provisional allotments, and will be terminated should the approved Unified Budget not reflect these individual posts in the post table.

8.9.3 Incumbents of proposed abolished posts shall receive advance notification on possible contract non-extension or termination pending budget approval. Formal termination notice or notice of non-extension shall be issued following budget approval. Executive structures may consult with DHR if alternative measures are required in the specific circumstances of an Organizational Restructuring exercise, such as non-extension of contract or shorter contract extensions for incumbents of posts subject to abolition.

8.9.4 Any effects as a result of an approved deviation to the proposed post table will be managed by the executive structure in consultation with DHR.

## **9. Internal recruitment process for the implementation of Organizational Restructuring**

**9.1** Internal Recruitment may only take place for locally-recruited posts during an Organizational Restructuring. In no case shall international vacancies be filled through Internal Recruitment. For such cases, the provisions of Staff instruction 17 will be applied and adhered to.

**9.2** Internal Recruitment in the context of this staff instruction refers to the initial internal advertisement of vacancy notices relating to local posts that arise as a result of the Organizational Restructuring.

**9.3** Internal Recruitment Panels will be established by the respective Fund Manager, in consultation with the Director/DHR. Internal Recruitment Panels shall recommend affected staff/mission members to newly established, vacant and local Generic posts retained through Organizational Restructuring.

**9.4** Affected Staff/Mission Members are eligible to apply for retained, vacant or newly established local posts in Internal Recruitment for which they meet the minimum requirements by submitting an application as further described in paragraph 7(d) of this staff Instruction as well as in accordance with the procedures outlined in Annex 1. Exceptionally, the Fund Manager may extend the vacancy notices to include all staff/mission members serving in the executive structure.

**9.5** The composition of each Internal Recruitment Panel should be part of the Organizational Restructuring implementation plan and therefore subject to the approval of the respective Fund Manager. The recruitment panel should normally consist of at least three members with voting rights, including representatives from the HR Office.

**9.6** Procedural guidelines for Internal Recruitment are set out in Annex 1 to this staff instruction.

**9.7** If, following an Internal Recruitment, any post cannot be filled, the relevant Fund Manager shall pursue the recruitment of the post through the established recruitment procedures as set out by Staff Instruction No. 17.

## **10. Support for Affected Staff/Mission Members**

**10.1** Whilst recognizing the non-career nature of the OSCE, the relevant executive structure may provide assistance to affected local staff/mission members with future employment opportunities.

**10.2** In addition, the relevant executive structure should consider providing advice, within its capability, to its staff/mission members on alternative employment opportunities. This may include the following:

- (a) Job related training opportunities;
- (b) Guidance about the local labour market
- (c) Training/reference materials on application drafting and interview skills (e.g. CV writing, interview techniques)
- (d) Further relevant training opportunities.

**10.3** Such training should be organized early in the Organizational Restructuring process and in co-ordination with DHR/Talent Development as appropriate.

**10.4** Staff/mission members separating from service due to Organizational Restructuring shall, to the extent possible, be offered advice on other employment opportunities and training aimed at strengthening their skills.

*List of Annexes:*

Annex 1: Internal Recruitment Procedures

**Annex 1**

### **Internal Recruitment Procedure**

Organizational Restructuring may result in changes to an executive structure's post table, with a direct impact on the existing contract and possible extensions of affected staff/mission members. In order to retain critical expertise and experience within an executive structure wherever possible, the OSCE has established an internal recruitment procedure in accordance with Staff Rule 4.02.2<sup>1</sup> and Staff Instruction 17.<sup>2</sup>

This procedure is set out below:

### **Step 1 – Identify Posts for internal recruitment**

The first step shall be to identify posts that will be affected by Organizational Restructuring as part of the Unified Budget planning process and in accordance with Staff Instruction 30.

### **Step 2 – Inform affected staff/mission members**

It shall be the responsibility of the Head of the executive structure to inform all staff/mission members of the planned changes to the post table as a result of Organizational Restructuring.

The process of informing staff/mission members should commence immediately upon presentation of the executive structure's Programme Outline with an e-mail informing them of the relevant details; the main features of the internal recruitment process and the support available to affected staff/mission members. This should be followed by briefings in all duty stations by the Head of the executive structure or his/her representatives.

The briefings should ensure that staff/mission members understand the internal recruitment procedure and timeline. The relevant HR Office should be available to answer any questions and provide guidance to affected staff/mission members.

### **Step 3 – Establish assessment criteria**

Once a vacant post has been identified for internal recruitment, clear and objective assessment criteria must be established for the selection process. The minimum education and years of professional experience shall be determined on the basis of the classified grade of the post. In addition to the values and competencies outlined in the OSCE's Competency Model, any function-specific skills or knowledge must be specified.

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#### **<sup>1</sup> Staff Rule 4.02.2 – Abolition of posts and reduction of staff**

If the post of an international or local fixed-term contracted staff/mission member approved in the post table is subject to abolition or staff reduction, the OSCE shall give consideration to him/her for a suitable vacant post in which his/her services could be efficiently utilized in the OSCE. Due regard shall be given to his/her performance as reflected in the relevant PAR(s).

#### **<sup>2</sup> Staff Instruction 17 paragraph 10.1 Restructuring and downsizing/expansion**

Special measures may apply in the context of restructuring and downsizing/expansion exercises in order to retain critical expertise and to run a legally and socially responsible process. Separate uniform guidelines on the human resources procedures for organizational restructuring will address this.

All of these assessment criteria shall be included in the vacancy notice, and the evaluation of these criteria will form the basis of the selection decision.

#### **Step 4 – Advertise vacant posts**

Vacancy notices shall be posted on the executive structure's Intranet for a period of two weeks. Where a vacancy is issued for multiple duty stations, candidates will be required to indicate an order of preference. Candidates will only be considered for positions in their preferred locations. If a staff/mission member wishes to apply for more than one vacancy, s/he must submit a separate application form for each position.

Applications shall be submitted directly to the relevant HR Office by e-mail using the offline standard OSCE application form. Applications received by the relevant HR Office after the deadline will not be accepted.

Following the receipt of applications, HR will verify the eligibility of each candidate and ensure that they meet the minimum requirements for the post. All eligible candidates will be short-listed and invited to complete a job-related test and competency-based interview.

#### **Step 5 – Establish Internal Recruitment Panels**

Internal recruitment panels will be composed by the Fund Manager to consider the suitability of candidates for each vacancy. Internal recruitment panels shall be comprised of a minimum of three (3) members with voting rights: the relevant Head of Section (or equivalent); a HR Officer and a member appointed by the Head of the Executive Structure. The Head or Deputy of the hiring Department may be appointed as an additional member or substitute for the Head of Section. The HR Officer will act as Secretary to the Panel and ensure procedural compliance. Due consideration shall be given to the involvement of panel members from other executive structures.

The same Panel members will assess all candidates for a given vacancy, irrespective of the duty station of the post.

HR shall be responsible for ensuring a consistent and standardized approach to internal recruitment and provide training/coaching, in cooperation with DHR/Talent Development Unit as appropriate, to ensure panel members understand and can apply competency-based recruitment techniques.

#### **Step 6 – Assessment methods**

Assessment methods shall include a work-related test and competency-based interview. In addition, HR shall review all candidates' past two Performance Review Documents. Panel members shall determine prior to the selection process what percentage of the total score should be allocated to the job-related test and what percentage to the interview.

##### **a. Job-related test**

A job-related test may include a written test, presentation, practical demonstration of skills or other appropriate job-related testing methodology. The test should be drafted by the Programme Manager. It should constitute a measurable assessment of select competencies required for a given post. It should be designed to be completed within one hour.

It is recommended that a scoring sample be drafted prior to the completion of the assessment and evaluation of the job-related test. Exceptionally, not all panel members may be qualified to evaluate a written test of a highly technical nature. In such cases, at least two panel members should evaluate the test.

#### **b. Competency-based interview**

A competency-based interview shall be an interview focussed on the competencies needed for a specific post. The same interview format (face-to-face or other) should be applied to all candidates.

Interview questions will be agreed in advance; HR will provide panel members with a copy of the “Compendium of Competency-Based Questions” to assist in this process. All candidates should be asked the same questions.

Where there is a significant difference in the scores awarded by the Selection Panel members during the interview, they shall make every effort to reconcile these differences through discussion.

#### **c. Review of Past Performance**

The two most recent Performance Review Documents of all eligible candidates for a post will be reviewed and shall be considered when making a final decision on the outcome of the process.

### **Step 7 – Finalize selection decision**

The panel will record their recommendation in a selection report, indicating whether the recommendation is unanimous or whether there are any dissenting opinions that could not be resolved through discussion among panel members. The report should indicate the scores for the job-related test and the competency-based interviews.

Where there is only one vacancy for a given position, the highest ranked candidate shall be appointed. Multiple vacancies are allocated on the basis of the order of merit. Should a successful candidate select not to accept the appointment, the next highest ranked candidate as indicated on the report will be offered the post.

Any vacancy that cannot be filled through an internal recruitment procedure will be subject to the standard recruitment procedures outlined in Staff Instruction 17.

### **Step 8 – Communicate selection decision**

Programme managers will be responsible for communicating the results of the internal recruitment process confidentially and as soon as possible to the staff concerned. Unsuccessful candidates will be advised that their contracts will not be renewed in accordance with the guidance found in paragraph 8.7 or 8.8 of Staff Instruction 30, as applicable.

Local staff/mission members who are notified that their contracts will not be renewed will be offered assistance to prepare for their transition out of the executive structure in accordance with paragraph 10 of Staff Instruction 30.