



Organization for Security and Co-operation in Europe

Secretary General
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Subject: Job Design and Job Classification

1. References.....	2
2. Purpose	2
3. Applicability	2
4. Effective Date	2
5. Roles and Responsibilities	2
6. General framework.....	3
6.1. Job analysis.....	3
6.2. Job design	3
6.3. Job classification	3
6.4. Post titles	4
7. Job Description	5
7.1. Purpose of the job description	5
7.2. Features of the job description	5
7.3. Format of the job description	6
7.4. Maintenance of job descriptions.....	6
8. Job Review and Classification Procedures.....	6
8.1. Regular job evaluation.....	6
8.2. Submission of classification or reclassification requests	7
8.3. Review of the classification/reclassification request.....	7
8.4. Classification/reclassification decision	8
9. Implementation of Job Classification Decisions	8
9.1. Classification results.....	8
9.2. Upgrade of posts.....	8
9.3. Downgrade of posts.....	9
9.4. Establishment of posts.....	9
9.5. Abolition of posts	9
10. Recourse Procedures	9
10.1. Re-assessment of job classification decisions	9
10.2. Appeals against job classification decisions	10
11. Final Provisions.....	10
Annexes	11
Annex I: Job Description Template	11

1. References

Staff Regulation 5.01 – “Classification of Posts”;
PC.DEC/419 on “Classification System” of 21 June 2001.

2. Purpose

The purpose of this Staff Instruction is to set out the principles of job design at the OSCE, as well as the guidelines, policies and procedures for the implementation and maintenance of the job design principles and the job classification system applied by the OSCE. In this Staff Instruction, the terms “job” and “post” are used interchangeably.

3. Applicability

3.1.1 In accordance with Staff Rule 5.01.1, this Staff Instruction shall apply to posts open for fixed-term appointment up to and including the P5 level, as well as to posts open for fixed-term assignment.

3.1.2 This Staff Instruction shall not apply directly to the posts of Secretary General, Head and Deputy Head of Institution, Head and Deputy Head of Mission, Director in the Secretariat, an Institution or Mission at the D1 or D2 level, or to short-term posts, consultancy openings, internship opportunities or the Junior Professional Officers (JPO) posts. Any vacancy notice issued for such a post shall be considered as the job description for the post in question unless and until modified by the relevant appointing authority referred to, inter alia, in Staff Regulations 3.02, 3.03 and 3.04.

4. Effective Date

This Staff Instruction shall take effect on 1 November 2022, and it cancels and supersedes Staff Instruction No. 24/2007 of 12 December 2007.

5. Roles and Responsibilities

5.1 The Director for Human Resources or his/her authorized representative at the Department of Human Resources (DHR) in the Secretariat shall be responsible for:

- a) Implementing this Staff Instruction and monitoring its application at the OSCE, taking any corrective action, providing common interpretation, clarification and policy guidance, and advising on adjustments or revisions to this Staff Instruction;
- b) Initiating training in job analysis, job design and/or job classification;
- c) Co-ordinating the job design and classification processes and ensuring that deadlines are met;
- d) Reviewing and approving the classifiers’ classification recommendations.

5.2 The classifiers shall be responsible for:

- a) Reviewing the contents of a job description in line with current International Civil Service Commission (ICSC) classification standards, recommending the grade of a post and providing justification in the form of a classification report presented in line with the ICSC classification standards;

- b) Conducting a desk audit when necessary to clarify the nature of duties;
- c) Advising on organizational and job design in the context of classification requests.

5.3 DHR or the respective HR Office in the Institutions and Field Operations shall be responsible for ensuring that the job design processes are properly implemented in their executive structure and that the job descriptions submitted for classification conform to the standards prescribed by this Staff Instruction.

6. General framework

6.1. Job analysis

6.1.1 Job analysis is a fundamental people management activity which involves the examination of the job content, taking into account its nature and complexity, job requirements and the context in which the job is performed. It involves a systematic process of identifying the role of a job, the tasks and responsibilities involved, including the nature of work relationships, and the knowledge, skills and abilities necessary to perform the required tasks successfully. It provides a foundation for effective staffing, through the development of job descriptions and competency specifications.

6.1.2 Job analysis is the responsibility of the manager who exercises supervision over the job in question. It is conducted through examination and establishment of key outputs, i.e. job objectives and deliverables, as well as of the necessary inputs, such as by identifying functional or process needs and any gaps between the inputs and outputs. When conducting job analysis, attention should be focused on those aspects of the job that make the difference between success and failure.

6.2. Job design

6.2.1 Job design refers to the process of defining the contents of a post in terms of its role, functions and responsibilities, the methods to be used in carrying out the function, and the work relationships of the post within and outside the Organization. It integrates the work content, established through job analysis, with the necessary requirements to fulfil the prescribed functions successfully, and is reflected in a job description. Job design involves conscious efforts to organize tasks, deliverables, duties and responsibilities into a unit of work so as to achieve organizational objectives.

6.2.2 To facilitate the recruitment and development of a well-rounded, agile and experienced workforce capable of meeting changing organizational needs, the Director for Human Resources shall establish and maintain job families that group jobs in the OSCE with common, related and interrelated areas of work and functions.

6.3. Job classification

6.3.1 Job classification is a system of classifying a post according to the factors assigned during the job design process (content, deliverables, work relationships, requirements) into a specific grade, each grade having a certain specific class description, and assigning a post title on the basis of the functions of the post and the assigned grade.

6.3.2 Job classification shall be performed by a classifier, who shall be:

- a) An OSCE human resource specialist duly qualified for job classification and authorized by attribution or delegation, or
- b) An external job classification expert duly authorized by the Director for Human Resources/Secretariat, in which case the Fund requesting classification shall bear the costs.

6.3.3 All fixed-term posts referred to in paragraph 3.1.1 of this Staff Instruction shall be classified in accordance with the job evaluation standards established by the ICSC that are in effect at the time of classification. The standards, which focus on the nature of work, organizational setting, work relationships and results, set out the basis for job evaluation, provide guidance and consistency to classifiers and assist managers and human resources staff in developing job descriptions.

6.3.4 The job classification system applies a “rank-in-job” rather than a “rank-in-person” approach. This means that the duties, outcomes, responsibilities and requirements of a post are designed and evaluated in an objective manner without regard to any specifics of the current or prospective incumbents, their qualifications, experience or length of service. The purpose of job classification is to ensure consistency between duties and responsibilities of a post and its grade. The job classification system shall in no way be used to compensate a perceived lack of competitiveness of the salary scales or to reward outstanding performance.

6.3.5 The job description, which serves as the main document in the classification process, is based on a thorough map-out, specification and review of the job analysis and job design. The role, purpose, functions, expected outcomes and necessary requirements and competencies of a post are reviewed based on the information provided, including the organizational setting and the relationships with key stakeholders within and outside the Organization.

6.4 Post titles

6.4.1 Post titles shall be recommended by the classifier and approved by the Director for Human Resources as part of the job classification procedure described below. Requests for a change in post title shall normally be substantiated by a new or revised job description. However, a new or revised job description shall not be necessary when the change is initiated for the purpose of standardization and the existing job description is already aligned to the proposed title, as confirmed by DHR.

6.4.2 The OSCE shall strive to maintain a consistent and coherent approach to post titles across the Organization. Insofar as the operational requirements of a programme or executive structure so allow, the following general standards shall apply:

- a) Posts at G1 and G2 levels are labelled according to the function performed such as “Cleaner”, “Driver”, “Technician”, “Security Guard” etc.;
- b) Posts at G3 level are labelled as “Assistant”, unless they are titled as “Senior Driver”, “Senior Security Guard” etc., as the case may be;
- c) Posts at G4 and G5 levels are labelled as “Assistant” or, for G5 only, “Administrator”;
- d) Posts at both G6 and G7 levels are labelled as “Senior Assistant” or “Senior Administrator”, or as “Associate” (for G6 only), or as “Senior Associate” (for G7 only);
- e) Posts at P1-2/S1-2/NP1-2 levels are labelled as “Officer” (or, for NP2 only, “Specialist”), prefaced by “Associate” for posts at the Secretariat and Institutions;

- f) Posts at P3 and equivalent levels are labelled as “Officer”, “Adviser” or “Specialist”;
- g) Posts at P4 and equivalent levels are labelled as “Senior Officer”, “Senior Adviser”, “Senior Specialist” or “Chief” or “Deputy Head”;
- h) Posts at P5 and equivalent level are labelled as “Head” or “Deputy Director” (or, in the Field Operations only, as “Director”).

6.4.3 In the case of Institutions and Field Operations, the labels of “Chief” or “Head” may be functionally justified for grades lower than P4/S4, including within the NP category.

6.4.4 Depending on the organizational context, some functions, at diverse levels, may be more appropriately labelled as “Editor”, “Auditor”, “Monitor”, “Operator”, “Observer” etc.

7. Job Description

7.1. Purpose of the job description

7.1.1 The job description, as the main output from the job analysis process and the written record of the job design process, provides a basis for accurate and consistent job classification, efficient selection of candidates, effective job performance and work delivery, professional development, as well as determination of post salary levels, if applicable.

7.1.2 The DHR shall establish and maintain a pool of generic job descriptions that have been duly evaluated and whose classification levels have been established, taking into account also the established job families. The generic job descriptions shall be made available to managers and, for the purposes of consistency and efficiency, should be the first option considered when new posts are established or when existing jobs are redesigned.

7.2. Features of the job description

7.2.1 The job description shall include all basic job-related data necessary to characterize a post, including, as a minimum, the post title, location, reporting and supervisory lines, organizational setting, job summary, role and objectives, work relationships, tasks and duties to be performed, as well as necessary requirements and competencies.

7.2.2 The job description is an organizational document, which is impersonal in nature, even when it relates to one particular post only. In line with the OSCE’s information classification levels, the job description, devoid of any information about the incumbent(s), is considered a non-personal document that is classified as “Public”.

7.2.3 Attention shall be given to ensuring that the duties, responsibilities, outcomes and requirements set out in the job description accurately reflect the operational requirements of the Organization and/or the respective department and/or unit. The job description shall not be tailored to the incumbent of, or candidates for, the post.

7.2.4 The language and format of the job description shall be reasonably brief and concise, yet sufficiently specific to achieve the purposes outlined in paragraph 7.1.1, with a focus on the essence of the post and its core features.

7.3. Format of the job description

To improve and streamline administrative processes, candidate sourcing and standard role-setting, there shall be one document for each post that serves both as the job description and as the vacancy notice. *Annex I* provides the template for the job description to be used for fixed-term posts in all categories, and includes guidelines on its preparation.

7.4. Maintenance of job descriptions

7.4.1 The job descriptions, prepared and submitted by the respective managers, are received, reviewed and classified by the DHR/Secretariat in accordance with section 6.3 and the subsequent procedure set out in section 8 of this Staff Instruction.

7.4.2 Job descriptions shall be maintained and kept updated in a centralized digital database, maintained by DHR, with the following details: job description (including post title and grade), date of initial classification, date(s) of re-classification, outcome and eventual post action, identity of classifier, classification records and reports.

8. Job Review and Classification Procedures

8.1. Regular job evaluation

8.1.1 Managers are responsible for regular evaluation of jobs under their supervision, in keeping with the principles set out in section 6.1 of this Staff Instruction. The annual performance management process shall be routinely used as an opportunity to discuss and ensure that the roles and responsibilities contained in the job description continue to align substantially with the realities of the post. In addition, the job description shall normally be evaluated when the post becomes vacant and when team restructuring or redistribution of functions is to be effected. Attention shall always be focused on core job functions, and any developmental or motivational assignments shall be without prejudice to the core job functions.

8.1.2 When the content of an existing classified job description remains unchanged, this should be recorded, following discussion, in the incumbent's performance review document.

8.1.3 When the content of an existing classified job description warrants minor changes, the manager shall discuss the changes with the incumbent and forward the updated job description to the incumbent and subsequently to the relevant HR Office for verification of compliance with this Staff Instruction and for inclusion in the incumbent's personnel file. Minor changes shall normally relate to adjustments in terminology and acronyms, which should always be kept current, as well as to adjustments in work processes and/or processes concerning work relationships.

8.1.4 When, in the view of the manager and the relevant HR Office, substantial changes are warranted in a classified job description, a request for reclassification should be submitted. Substantial changes shall normally relate to alterations in job functions, job outcomes or job requirements or in the nature or complexity of work relationships. Reclassification requests are submitted for the purpose of job redesign and may or may not result in a change in grade, in a change in post title and/or in the abolition of an existing post and/or the establishment of a new one. Upon submission of the reclassification requests, the requesting manager/HR Office shall

be advised by the responsible DHR official on the likely outcome prior to the enactment of any such change that concerns an encumbered post.

8.2. Submission of classification or reclassification requests

8.2.1 Requests for classification/reclassification of posts in the Secretariat shall be submitted by the Head of the Department/Section/Unit, within which the post is placed, to the DHR.

8.2.2 Requests for classification/reclassification of posts in Institutions and Field Operations shall be submitted by the respective HR Office to the DHR/Secretariat.

8.2.3 Classification/reclassification requests shall be submitted in the following instances:

- a) When a post is newly established or has not been previously classified;
- b) When the duties and responsibilities of an encumbered post have changed substantially since the previous classification, as outlined in paragraph 8.1.4, including in the context of team restructuring or redistribution of functions;
- c) When a vacancy notice is to be issued for an existing post, which has undergone substantial change since the previous classification.

8.2.4 All requests for classification/reclassification must be submitted with a job description that has been discussed with the incumbent, if any, to ensure clarity of the functions required to be performed. Whenever possible, the use of a generic job description, if available, shall be considered as the first option and any changes made to the generic job description shall be clearly marked. Although determination of the required functions is a managerial responsibility, revision of a job description may be initiated by an incumbent, subject to agreement by the manager and the relevant HR Office. In any case, the incumbent, if any, must be informed in writing of the contents of the classified job description.

8.2.5 The DHR shall issue guidance regarding the process and timelines concerning classification/reclassification requests as part of its annual budget submissions.

8.2.6 The request for classification/reclassification of a post shall comprise:

- a) a communication detailing the changes in the role, functions and requirements of the post;
- b) a duly completed job description for the post concerned, using the standard job description template (Annex I), or a marked-up generic job description, if applicable;
- c) an updated organization chart that presents the location and reporting lines of the post.

8.2.7 DHR or the respective HR Office in the Institution or Field Operation shall review draft job descriptions before they are submitted for classification or reclassification, in order to ensure that they conform to the organizational job design standards as outlined in this Staff Instruction.

8.3. Review of the classification/reclassification request

8.3.1 Upon receipt of a classification/reclassification request, the DHR will review the request. Requesters shall be advised where requests do not meet the requirements prescribed in paragraphs 8.2.3 and 8.2.6.

8.3.2 The classification of all fixed-term posts shall be conducted in accordance with the promulgated ICSC classification standards in force at the time of the classification. The review will include efforts to ensure conformity of job descriptions with the organizational job design standards as well as consistency in job design, titling and classification across the Organization, while taking account of local circumstances and being mindful of the variety of organizational structures. Where deemed necessary, a desk audit will be conducted with the supervisor and/or the incumbent, if any.

8.3.3 The classification of all posts shall remain within the responsibility of the Director for Human Resources/Secretariat.

8.4. Classification/reclassification decision

8.4.1 During any classification review, the classifier may revise the requirements so that they are in accordance with the standards referred to in paragraph 6.3.3 of this Staff Instruction. When reviewing the functions of a post, job descriptions of other posts at the Professional and General Service levels within the organizational unit may also be subjected to review, as determined by the classifier.

8.4.2 Following approval by the Director for Human Resources/Secretariat of the classification recommendation presented by the classifier, a classification notice, including the grade, post title and the occupational group, will be issued. Where the post is encumbered, a copy of the classified job description will be provided to the incumbent and placed in the incumbent's personnel file.

9. Implementation of Job Classification Decisions

9.1. Classification results

The classification of posts may result in the confirmation of the current grade level, an upgrade, a downgrade or the abolition of an existing post and/or the establishment of a new post. The consequences of any change in the grade of posts shall not immediately affect the existing contractual status, salary level or entitlements of the incumbents. The incumbent should be immediately informed of the classification result and of the beginning of a relevant process, described below, and of its possible outcomes. When one or more of several posts covered by a generic job description have been upgraded, downgraded or abolished, an internal assessment process shall be conducted to determine the implementation of the classification decision. This process shall follow the main principles outlined in Staff Instruction No. 30 on Human Resources Procedures for Organizational Restructuring.

9.2. Upgrade of posts

When a post is upgraded, the DHR or the respective HR Office in the Institutions and Field Operations shall promote the incumbent, if any, to the upgraded post three months after the Post Table has taken effect, provided the latest performance review has been assessed as "successful". In all other cases, the implementation of the upgrade shall be deferred until the assessment of "successful" has been achieved. The promotion of a seconded official to an upgraded post shall be conditional on the seconding authority's agreement. The salary of the

contracted incumbent who has been promoted to an upgraded post shall be determined in accordance with Staff Rule 5.04.3.

9.3. Downgrade of posts

A classification decision resulting in a downgrade of a post shall be without prejudice to the personal grade of the incumbent and shall not negatively affect the contractual status or the entitlements of the incumbent until the end of his/her current appointment/assignment. The possibility to transfer the incumbent to a post of his/her personal grade may be explored and considered, in line with Staff Rule 3.12.1 (a) (i). If no suitable post is available or if the incumbent does not wish to continue working at the downgraded level, the incumbent shall be separated at the end of his/her current appointment or assignment and the downgraded post shall be advertised. If the incumbent wishes to continue working at the downgraded level, and confirms so in writing, his/her salary shall be determined in accordance with Staff Rule 5.04.4, as far as contracted posts are concerned.

9.4. Establishment of posts

A post that has been reclassified shall be regarded as a “new post” if the functions attached to the reclassified post have been altered to such an extent that they require the establishment of a new post rather than a revision of the existing post. This includes, but is not limited to, substantive changes to the job functions, roles and/or requirements or to a change of post category between contracted and seconded or between Professional/National Professional and General Service. In such a case, a vacancy notice shall be issued to fill the post in line with the standard talent acquisition procedures, unless an internal transfer is authorized, where possible, by the Secretary General or the respective Head of Institution or Field Operation in line with Staff Rule 3.12.1(a).

9.5. Abolition of posts

9.5.1 Where the classification process leads to the abolition of an encumbered post, the incumbent shall remain in service until the approval of the new Post Table as part of the Unified Budget. Once the new Post Table has been approved by the Permanent Council, the incumbent’s appointment or assignment may be terminated in line with Staff Regulations 4.02 and 4.03.

9.5.2 Pursuant to Staff Rule 4.02.2, prior to the termination decision, the OSCE shall give consideration to the affected international or local fixed-term contracted staff/mission member for a suitable vacant post in which his/her services could be efficiently utilized in the OSCE, in which case due regard shall be given to his/her performance as reflected in the relevant performance review documents.

10. Recourse Procedures

10.1. Re-assessment of job classification decisions

10.1.1 Within thirty (30) calendar days from the date of the receipt of the classification decision, the incumbent concerned or the relevant manager may request a re-assessment of the classification decision. The request should be made in writing to the Director for Human

Resources/Secretariat, through the relevant Director or Head of Institution/Field Operation, as applicable, and should state the points that are disputed and the grounds warranting, in their opinion, a change in the classification decision.

10.1.2 Requests based on elements not included in the initial job description shall not be considered in the re-assessment process. In such a case, a new job description should be prepared and submitted for classification in due time.

10.1.3 Where the request for the re-assessment of a classification decision is considered substantiated by the Director for Human Resources, it will be handled by a classifier who did not take part in the classification process for the post concerned. The objective of the re-assessment is to examine whether the applicable procedures were followed, to ascertain whether the classification decision was based on the information available to the classifier at the time the post was classified, and to evaluate the consistency of the classification decision with the same jobs in comparable organizational settings at the OSCE. The classifier conducting the re-assessment may consult the staff/mission member(s), the supervisor(s) and/or the classifier who made the original classification decision, in order to obtain any clarification required.

10.1.4 The re-assessment should be completed within ten (10) working days of receipt of the request for re-assessment unless an extension of the deadline is requested from the Director for Human Resources, in which case a further ten (10) working days may be given.

10.1.5 The classifier conducting the re-assessment shall make his/her recommendations to the Director for Human Resources for his/her final decision. The requester will be informed of the final decision within ten (10) working days upon decision by the Director for Human Resources and will also receive a copy of the re-assessment report.

10.2. Appeals against job classification decisions

10.2.1 Staff/mission members holding a post directly affected by a classification decision may file a formal request for review against the classification decision in accordance with Article X of the Staff Regulations and Staff Rules, provided they have exhausted the re-assessment procedures available under section 10.1 above, where applicable.

10.2.2 In line with the established international standards, the scope of such a request for review will be limited to determining whether the relevant procedures were properly followed and will not include a re-evaluation of the classified post in question.

11. Final Provisions

DHR shall be responsible for safekeeping and performing accurate records management of all job classification processes. In particular, all relevant documentation, including requests, justifications, correspondence, drafts and the finally classified version of the job description shall be stored electronically for a period of three (3) years or, in cases of a request for re-assessment or request for review, until such process has been completed, after which only the classified job description shall be retained.

Annexes

Annex I: Job Description Template



Organization for Security and Co-operation in Europe

JOB DESCRIPTION



Organization for Security and
Co-operation in Europe

Job Description No:

Vacancy Notice No:

Issued on:

Deadline for Applications:

Post Title:	Grade/Level:
Executive structure:	Duty Station:
Department:	Duration :
Section:	Post Number:
Sub Section:	CCOG Code:
Job network:	Job family:
Posts directly supervised:	Title and grade of supervisor:
Keywords:	<i>Indicate keywords and hashtags that reflect key functions of the post to attract the widest possible pool of qualified candidates.</i>

I. Organizational Context

Provide in narrative form the Organizational Setting: (1) Name, structure and objectives of the organizational unit and how it is embedded in the larger section and department. (2) Outline the purpose/objective of the Department and the purpose/objective of the Unit where the job is located in one sentence each. If applicable, describe the context of the working environment in terms of intricacy and difficulty, e.g. potential hazards encountered during regular work, if any, should be noted.

1. Please insert your text here

2. Please insert your text here

II. Main Purpose

Provide in narrative form the Main Purpose of the job in terms of: (1) contribution to delivery of the unit's objectives, including the role within the team and with respect to clients (participating as team member, providing guidance and advice, having a lead role in a specialized activity, holding responsibility for service delivery and team supervision); (2) degree of autonomy and main impact of work (such as, for instance, in relation to "limited independence", to "technical support", to "facilitating process delivery", to "recommends process improvement", to "responsible for service delivery" and "co-ordinates services" etc.).

1. Please insert your text here

2. Please insert your text here

III. Work Relationships

Provide in narrative form the Work Relationships in terms of: (1) the reporting relationship of the

post including the title of the first and second level supervisors, as well as any supervision exercised; (2) the names of key teams within and outside the Organization that the incumbent is required to collaborate with in order to achieve the results envisioned under the post, and the purpose of desired interactions, e.g. to exchange information; to provide advice or guidance; requiring discussion and clarification; requiring discretion, negotiation or resolution of sensitive issues, etc.

1. Please insert your text here

2. Please insert your text here

IV. Key Functions and Results

Provide up to six results-oriented statements concentrating on main results rather than processes. Job functions should describe the contribution of the post to the unit's and the Organization's objectives. Describe the most complex and difficult aspects of the work. The order of functions follows their frequency and importance. Functions should also include the nature of supervision and guidance received; indicate collaboration with others, as well as room for independent action and proposals for improvement in process/service delivery. Do not include "other duties as assigned", which applies to all jobs, and generally requires less than 10% of time. Use informative action verbs e.g. "drafts", "analyses", "assigns", "develops", "responds", "plans", "arranges", "schedules", "designs" etc. rather than modifiers such as "assists", "participates" or "contributes".

1. Please insert your text here

2. Please insert your text here

3. Please insert your text here

4. Please insert your text here

5. Please insert your text here

6. Please insert your text here

V. Minimum Requirements

Education:

- [GS level:] Completed secondary education, as well as specialized training in ... [insert specific field]
- [P1–P3 levels:] First-level university degree in ... [insert specific field]
- [P4–P5 levels:] Advanced university degree in ... [insert specific field]; a first-level university degree in combination with ... [insert number of years] years of additional qualifying experience may be accepted in lieu of the advanced university degree.

Experience and knowledge/skills:

- [GS level:] A minimum of ... [insert standard number] years of working experience in ... [insert specific field]
- [P level:] A minimum of ... [insert standard number] years of professional-level experience in ... [insert specific field]
- ...

Languages:

- Excellent oral and written communication skills in English. [Insert if other language(s) are required or desired. If a language is required, it must be substantiated by job functions.]

VI. Required Values and Competencies

OSCE core values:

Commitment. Diversity. Integrity. Accountability.

OSCE core competencies:

Communication. Collaboration. Analysis & decision-making. Planning. Initiative-taking. Flexibility.

OSCE managerial competencies: *[if applicable]*

Leadership. Strategic thinking. Managing performance.

Should there be any other behaviours or competencies critical to successful performance of this particular job, please indicate here:

- In addition, this post requires ...