



Organization for Security and Co-operation in Europe

Secretary General
Vienna, 30 July 2024

Staff Instruction No. 17/Rev.2

Subject: Standard Recruitment and Selection Procedures

1. Reference	3
2. Purpose	3
3. Applicability	3
4. Effective date.....	3
5. Principles	3
6. Eligibility	4
Periods of service	4
Internal candidates.....	4
Nationality and permanent residence	4
Family relationships	5
7. Recruitment planning.....	5
8. Vacancy notices.....	5
Applications and nominations	7
9. Screening and evaluation	7
Initial screening	7
Short list	7
Evaluation board.....	8
Assessment exercise	10
Interviews	10
Supplementary evaluation	11
Plagiarism and use of unauthorized resources	11
10. Pre-employment checks	12
References	12
Verification of educational credentials.....	12
Medical clearance.....	13
11. Selection.....	13
Selection report.....	13
Selection decision.....	13
Offer of appointment/letter of acceptance.....	14
Candidate experience	14
12. Special measures in the recruitment process	15
Change of deadlines	15
Re-advertisement/re-opening of a vacancy notice	15
Cancellation of the vacancy notice.....	15
Roster selection	16
13. Final provisions.....	17
Data and records management	17
Appeals.....	17

Annexes.....	18
Annex I: Requirements for Appointment/Assignment.....	18
Annex II: Sample Declaration of Impartiality and Confidentiality.....	20
Annex III: Sample Reference Check Form	21
Annex IV: Sample Selection Report	23

1. Reference

MC.DEC/14/04 2004 OSCE Action Plan for the Promotion of Gender Equality;
Staff Regulations 1.01, 2.02, 3.01, 3.02, 3.03, 3.04, 3.05, 3.08, 4.01, 4.02, Articles IX and X;
Staff Rules 3.01.1, 3.01.3, 3.06.01, 3.08.1, 3.12.2;
Administrative Instruction No. 2 “OSCE Personal Data Protection”.

2. Purpose

This Staff Instruction sets out the procedures for the recruitment and selection processes for fixed-term staff/mission members in the Secretariat, Institutions and Field Operations.

3. Applicability

3.1 This Staff Instruction applies to the recruitment and selection for fixed-term posts in the Organization other than those specified in sections 3.2 and 3.3 of this Staff Instruction.

3.2 The designation of the Secretary General, Head and Deputy Head of Institution, Head and Deputy Head of Mission, Representative of the Chairmanship, and Director in the Secretariat, an Institution or Mission holding a post at the Director level remains subject to specific provisions outlined in Staff Regulations 3.02, 3.03 and 3.04. To the extent practicable, such designation should follow the principles and procedures set out in this Staff Instruction.

3.3 Internal recruitment and selection procedures resulting from organizational restructuring are governed by Staff Instruction No. 30.

3.4 Recruitment and selection of short-term officials, consultants, daily staff, interns and junior professional officers are governed by separate administrative issuances.

4. Effective date

This revision shall take effect on 1 September 2024, and it cancels and supersedes Staff Instruction 17/Rev.1 on Standard Recruitment Procedures. Any circulars or standard operating procedures issued by executive structures concerning the recruitment and selection of fixed-term staff/mission members shall be compliant with this Staff Instruction and shall be consulted prior to their issuance with the Director for Human Resources. In the case of any inconsistency, this Staff Instruction shall prevail.

5. Principles

5.1 In accordance with Staff Regulation 3.01 (a), *“recruitment shall be based on a transparent process, subject to open competition among nationals of participating States and without regard to gender, race, colour, religion and beliefs nor to ethnic or social origin or to nationality”*.

5.2 In line with Staff Regulation 3.01 (b), *“the paramount consideration in the employment of OSCE officials and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity, taking full account of the principle of recruiting staff from all OSCE participating States on a fair basis and the importance of achieving gender balance within the Organization”*.

5.3 The principle of confidentiality shall be respected throughout the recruitment and selection processes. In line with Staff Regulation 2.02, *“OSCE officials shall observe maximum discretion with regard to all matters relating to the activities of the OSCE. They shall at no time use, disseminate and/or publish information known to them by reason of their official position, except in connection with the discharge of their functions”*. In particular, no information regarding the recruitment and selection processes, including lists of applicants or evaluation board proceedings, shall be revealed to any person other than the appointing authority, the hiring manager, this being the Director/Head of the hiring department or delegated authority, staff of the Department of Human Resources (DHR) or the respective human resources (HR) office in the Institution or Field Operation, as well as authorized personnel of the Office of Internal Oversight and the Office of Legal Affairs at the Secretariat.

6. Eligibility

Periods of service

6.1 For the purpose of cost-effectiveness, candidates for international contracted posts, including former OSCE officials and candidates serving in a different executive structure, should normally have at least thirty months left at the time of application before they reach their maximum period of service with the OSCE set out in Staff Regulation 3.11 (b) (ii) or the age of 65 set out in Staff Regulation 4.01 (a) in order to be eligible for appointment. This shall not apply to internal transfers within the same duty station or mission area.

Internal candidates

6.2 Internal candidates, specifically serving fixed-term staff/mission members, shall not be considered for appointment/assignment if they have served less than one year in their current post, unless the appointing authority considers that there are compelling organizational reasons that warrant the consideration of such candidates.

Nationality and permanent residence

6.3 International contracted posts are open to nationals of all participating States.

6.4 Seconded posts are open to nationals of all participating States, as well as to nationals of the OSCE Partners for Co-operation for seconded posts at S1 to S2 level.

6.5 Candidates for seconded posts may be nominated by an OSCE participating State or an OSCE Partner for Co-operation other than their country of nationality.

6.6 In accordance with the definition of “International Staff/Mission Member” provided in Staff Regulation 1.01, candidates for seconded posts in Field Operations who are nationals or permanent residents of the country of the duty station will not be considered for selection.

6.7 General Service posts in the Secretariat and Institutions are open to nationals of all participating States.

6.8 Subject to the provisions of any legal arrangement between the OSCE and the respective host country, General Service and National Professional posts in Field Operations are open to nationals and permanent residents of the host country provided that they hold the nationality of an OSCE participating State.

Family relationships

6.9 In accordance with Staff Rule 3.01.3, “*an appointment or assignment shall not be granted to a person who is the father, mother, son, daughter, brother or sister of an OSCE official, except for an appointment or assignment to an institution or a mission which is different from that of the OSCE official.*” OSCE officials closely related to another shall not be recruited to a post which is directly superior or subordinate in the line of authority to their relative, spouse or partner, regardless of whether recruited locally or internationally.

7. Recruitment planning

7.1 DHR or the relevant human resources office in the Institution/Field Operation (hereinafter jointly referred to as “HR”) will liaise with each programme or department on a regular basis with the aim of developing a dynamic plan, which anticipates, in accordance with the programme objectives and the budget, posts that should be filled through competitive recruitment. This plan will include the following:

- (a) All posts that are anticipated to become vacant; and
- (b) All newly established or proposed posts.

7.2 HR will prepare a recruitment schedule outlining the planned recruitment processes and the timelines to fill the identified vacancies of that executive structure.

8. Vacancy notices

8.1 All vacant posts should be under active recruitment at the earliest opportunity. Once recruitment is approved, HR will initiate the process without undue delay by informing the Director/Head of the hiring department (hereinafter, “the hiring manager”) of the relevant actions and steps that need to be taken. The hiring manager should take the necessary steps without undue delay.

8.2 Vacancy notices shall be issued by:

- (a) DHR, for local posts in the Secretariat and for all international posts in the OSCE, in close collaboration with the HR office in the relevant Institution/Field Operation; and
- (b) The relevant HR office in the Institution/Field Operation, for local posts in the respective Institution/Field Operation.

8.3 Vacancy notices shall normally be issued only for approved and classified or categorized posts. Vacancy notices for posts proposed for establishment may be issued only with prior approval of the Director for Human Resources or delegated authority and must include a notice that any offer of fixed-term appointment/assignment is subject to establishment and funding of the post.

8.4 Generic vacancy notices may be issued for the purpose of creating and maintaining viable rosters of qualified candidates for immediate or anticipated vacancies, identified through recruitment planning. Generic vacancy notices shall contain a clause making reference to the generic nature and roster purpose and, to the extent possible, the anticipated location(s) of the post(s).

8.5 In accordance with Staff Rule 3.01.1 (a), *“notification of vacant posts shall be disseminated to reach a wide audience commensurate with the post and shall specify in a clear and objective manner, the qualifications, skills and experience required for the positions”*. Further, the vacancy notice shall state the title and grade/level of the post, organizational setting, key duties and functions, contractual arrangements including remuneration and social security, as well as any other relevant information.

8.6 Vacancy notices shall include the notice that *“candidates interviewed and found suitable in the recruitment process for this vacancy notice will be placed on a roster of suitable candidates (valid for three years) for fixed-term posts, should a suitable opportunity arise.”*

8.7 In accordance with Staff Rule 3.01.1 (c), *“vacancy notices for all international contracted and seconded posts shall receive the widest possible circulation including to OSCE delegations, the OSCE web-site, and, as appropriate, other specialized media”*. With the exception of circulation to OSCE delegations, the same shall apply to vacancy notices for all local posts.

8.8 In accordance with Staff Rule 3.01.1 (d), and unless the Director for Human Resources under the authority delegated by the Secretary General authorizes a different timeframe, the minimum advertisement duration shall be set at:

- (a) Four weeks for international posts; and
- (b) Three weeks for local posts.

8.9 All vacancy notices should include the following provision: *“The OSCE retains the discretion to re-advertise the vacancy notice, to cancel the recruitment, to offer an appointment/assignment at a lower grade or to offer an appointment/assignment with a modified job description/terms of reference or for a different duration.”*

Applications and nominations

8.10 Applications for contracted posts shall be submitted only through the online recruitment system on the OSCE web-site. Applications for contracted posts shall be accepted until midnight Central European Time of the day of the deadline specified in the vacancy notice.

8.11 Nominations for seconded posts shall be submitted by the relevant nominating authority using the online recruitment system or using the offline version available on the OSCE web-site. Nominations for seconded posts may be accepted up to 2 (two) working days after the deadline specified in the vacancy notice.

9. Screening and evaluation

Initial screening

9.1 In accordance with Staff Rule 3.01.2 (a), *“the initial screening of candidates shall be based on the clear and objective criteria outlined in the vacancy notice and shall aim to identify those candidates who meet the necessary requirements laid down in the vacancy notice and to exclude those candidates that do not”*. Pre-screening questions should be prepared as part of the application or nomination process to assist in determining candidates’ qualifications for the post, including generic vacancy notices. The pre-screening questions must be related to the job functions, qualifications and work experience required for the post, as reflected in the vacancy notice.

9.2 The initial screening shall be conducted by:

- (a) DHR, for all posts in the Secretariat and for international posts in Field Operations that carry out administrative approval or security duties, hereinafter referred to as “international FAU (Fund Administration Unit) and security posts”;
- (b) The HR office in the Institution/Field Operation, for all other posts in the respective Institution/Field Operation, unless the Institution or Field Operation requests the support of DHR in this respect.

9.3 *Annex I* (Requirements for Appointment/Assignment) indicates the minimum requirements for selection to each level of post in terms of education and relevant work experience.

9.4 Based on the initial screening, HR shall provide a long list to the hiring manager. To ensure an inclusive and representative recruitment process, a long list will comprise candidates reflecting as many diverse backgrounds as possible, including in terms of geographical representation for international posts, and ensuring that gender representation is as balanced as possible.

Short list

9.5 Upon receipt of the long list, the hiring manager shall propose to HR a short list of candidates for further evaluation. The hiring manager in the Secretariat and

Institutions shall be the Director/Head of the Department or delegated authority. The hiring manager in Field Operations shall be the Head of Mission, who may delegate this responsibility to Heads of Departments or heads or chiefs of respective sections or units.

9.6 The proposal for the short list shall be made in accordance with the following parameters:

- (a) The short list should comprise candidates reflecting as diverse backgrounds as possible, including in terms of geographical representation for international posts, and ensuring that gender representation is as balanced as possible;
- (b) The number of candidates on the short list will depend, inter alia, on whether interviews are to be conducted with all short-listed candidates or only with the short-listed candidates who pass an assessment exercise;
- (c) If the hiring manager wishes to consider a candidate who has been excluded at the initial screening stage, sufficient written justification must be provided to HR for consideration.

9.7 Upon review of the proposed short list, and following any amendment made by HR upon consultation with the hiring manager, HR shall submit the final draft of the short list and the composition of the evaluation board for approval to the relevant appointing authority or delegated authority.

9.8 The short list for international FAU and security posts in Field Operations shall be determined by the appointing authority in consultation with the Director for Human Resources, Director for Management and Finance or Head of Security Management, as appropriate.

Evaluation board

9.9 Upon consultation with the hiring manager, HR shall propose the composition of the evaluation board to the appointing authority or delegated authority for approval. The evaluation board shall comprise:

- (a) The appointing authority or delegated authority; for generic vacancy notices that span across executive structures, this shall be the Secretary General or authorized representative of the Secretary General;
- (b) The hiring manager or delegated authority, who shall act as chair; for generic vacancy notices, this shall be the official whom the appointing authority has designated given the individual's relevant expertise and/or experience in the given field to ensure that the evaluation board's recommendations to the appointing authority are substantiated and that organizational objectives and targets have been taken into account;
- (c) A human resources representative;

- (d) For all international contracted, seconded and national professional posts, a member from outside the hiring department, if possible, on a grade or level at least equivalent to the grade or level of the post under recruitment;
- (e) As necessary, further voting or non-voting members may be appointed to the evaluation board, such as an additional designated internal or external individual with relevant expertise and/or experience in the relevant field of expertise, secretary to the board, staff representative etc.

9.10 For international FAU and security posts in Field Operations, the HR representative and/or the member from outside the hiring department, as applicable, shall be designated by the Director for Human Resources, Director for Management and Finance or Head of Security Management, as appropriate.

9.11 In order to ensure an inclusive and representative recruitment process, evaluation boards shall be composed of members reflecting diverse backgrounds, including in terms of geographical representation, and ensuring that gender representation is as balanced as possible.

9.12 The composition of the evaluation board should remain the same throughout the same recruitment process, unless there are exceptional reasons, such as extended absence, separation from service or urgency to fill the post under recruitment.

9.13 Prior to participating in a selection process, evaluation board members should normally complete a recruitment and selection skills training or briefing. Evaluation board members shall be required to acknowledge and abide by the Declaration of Impartiality and Confidentiality (*Annex II*, and any revisions thereto).

9.14 Evaluation board members should typically be OSCE officials and may include OSCE officials from an executive structure other than the one in which the post under recruitment is located. However, in special cases, such as recruitment for senior management posts or highly specialized fields of expertise, external individuals may be invited by the appointing authority, or as delegated in each executive structure, to participate in the recruitment process. HR shall brief such individuals on the OSCE recruitment principles and procedures.

9.15 The current or outgoing incumbent shall not be part of the recruitment or selection process for his/her successor, except when he or she acts as the hiring manager in cases where he or she has been appointed/assigned to the post supervising his or her previous post.

9.16 The evaluation board shall:

- (a) Respect the confidentiality of candidates, applications, other material made available and the discussions of the board;
- (b) Remain independent from external pressures, exercise independent judgement and represent the interests of the OSCE as a whole, consistent with the principles and standards set forth in the OSCE Code of Conduct;

- (c) Undertake a comprehensive and objective review of all elements of the selection process;
- (d) Function in an atmosphere of mutual respect while encouraging open discussion;
- (e) Work as a team endeavouring to reach, on a consensus basis, the best outcome. Where consensus is not possible, the board will submit a majority recommendation, accompanied by any dissenting opinion;
- (f) Identify candidates suitable for appointment/assignment based on the results of the different steps of the recruitment process and an analysis of their knowledge, skills and competencies;
- (g) Declare any actual or perceived conflict of interest with regard to any of the candidates through, inter alia, family ties, relationships (e.g. marriage or similar partnerships) or close personal ties with a candidate, and they shall recuse themselves from the board where appropriate.

Assessment exercise

9.17 Short-listed candidates shall undertake an assessment exercise to demonstrate their job-related knowledge, skills and abilities. The assessment exercise shall be prepared by the hiring manager in close co-ordination with HR.

9.18 The assessment exercise shall be based on the functions and requirements set out in the vacancy notice and it shall be proportionate to the level of the post. In line with Staff Rule 3.01.2 (b), the assessment may be based on “*technical, linguistic tests and/or competitive examinations*”, which may take the form of pre-recorded interviews or presentations, written tests (such as essay writing, job-related questions or research), practical demonstration of skills or other appropriate skills assessment methodology.

9.19 Candidates shall be given clear instructions on the expected output, length of the assessment, use of resources, and the extent, if any, to which they may reveal their identity, whether directly or indirectly, such as in the case of a written test.

9.20 The assessments shall be reviewed by at least two assessors, as determined by the evaluation board. The assessment results shall be documented in the selection report. Where the assessment takes the form of a written test, and in other cases where possible, the assessment shall be reviewed anonymously and the identity of the candidates and assessment results only revealed after all assessments have been scored.

Interviews

9.21 A maximum of six candidates should normally be invited for an interview. This limitation shall not apply to generic vacancy notices and roster calls.

9.22 Interview questions shall be prepared by the hiring manager in consultation with HR for review by the evaluation board. The questions shall be based on the functions of the post and the necessary competencies corresponding to the level of the post.

9.23 The same interview format shall be applied for all candidates whereby the interview length, content and order of main questions shall be applied consistently.

9.24 For accuracy, the HR representative may record the interviews, in which case the candidates and evaluation board members shall be informed at the time of scheduling the interviews.

Supplementary evaluation

9.25 If the assessment exercise and interviews have produced inconclusive results, the evaluation board may recommend a supplementary evaluation of candidates, either of all interviewed candidates or of those who appear to be the most suitable for the post, which may comprise additional job-related assessment, psychometric assessment and/or interviewing, including with the appointing authority.

9.26 If the assessment exercise and interviews have produced unsatisfactory results, the hiring manager may recommend to the relevant appointing authority, in consultation with HR, an evaluation of candidates who were not initially included in the long list or the short list or who were not invited for an interview.

Plagiarism and use of unauthorized resources

9.27 Appropriate tools may be applied to check for potential plagiarism or use of unauthorized resources. Where it appears to the assessors, or the hiring manager and the responsible HR official, that there is credible evidence to indicate that a candidate has violated the instructions, including by committing plagiarism or using unauthorized resources, the evaluation board shall determine that:

- (a) The candidate shall be excluded from the recruitment process, if it is manifest that the candidate substantially relied on unauthorized resources, plagiarized the work of others or used external help, to such extent that it is impossible to distinguish and determine the candidate's own job-related knowledge, skills and abilities, or that the candidate intentionally revealed his or her identity, where this was prohibited, or that the candidate asked another person to participate in the interview or the assessment exercise; or
- (b) The candidate shall be awarded a lower score, if it is manifest that the candidate failed to reference the work of others or used external help, however to such extent that it is possible to distinguish and determine the candidate's own job-related knowledge, skills and abilities, or that the candidate unintentionally revealed his or her identity, where this was prohibited.

9.28 For internal candidates, including OSCE officials on a short-term appointment or assignment, the violation of assessment exercise instructions, including plagiarism

or the use of unauthorized resources, may be considered a breach of the obligations stipulated in the OSCE Staff Regulations and Staff Rules, including the OSCE Code of Conduct, and may lead to disciplinary proceedings.

10. Pre-employment checks

References

10.1 The checking of work-related references is mandatory for the candidate recommended for appointment/assignment and must be completed and recorded in the selection report before the approval of the appointment/assignment.

10.2 References must be requested from at least two of the candidate's recent supervisors, and they may be further requested from referees nominated by candidates in their application form. References may be provided in writing or through a telephone or online interview. *Annex III* provides a sample Reference Check Form.

10.3 For internal candidates, the submission of the most recent OSCE performance review document shall be requested in lieu of one of the mandatory references. Performance review documents may also be requested for external candidates and former OSCE officials in addition to the reference checks required by section 10.2 of this Staff Instruction.

10.4 HR or the hiring manager must make all reasonable efforts, commensurate with the responsibilities and public exposure of the post under recruitment, to verify independently the candidate's employment history and statements in the application form, such as through the use of open-source data.

Verification of educational credentials

10.5 As part of the selection process, the educational credentials of candidates shall be verified. Candidates recommended for appointment/assignment shall submit copies of the required certificates before the completion of the recruitment process. To the extent possible, HR shall examine the certificates or diplomas of prospective staff/mission members, verify their authenticity and the requisite degree level, and place copies in the recruitment and selection file.

10.6 The determination of whether candidates have met the requirement of high school completion will be based on the standards of the country in which their education was attained. For higher education, the OSCE shall consider the candidate to have met the requirement if the higher educational qualifications have been obtained from an institution registered in the World Higher Education Database (whed.net). If a qualification does not appear in the WHED, HR will review on a case-by-case basis.

10.7 If there is credible evidence to indicate that a candidate has submitted fraudulent credentials, the candidate shall be disqualified from the recruitment and selection process. If such a candidate has already been appointed or assigned, the OSCE reserves the right to withdraw an offer of employment/letter of acceptance or to apply Staff Regulation 4.02 (a) (vi). If an internal candidate, including an OSCE official serving on a short-term appointment/assignment, is found to have submitted fraudulent credentials,

the candidate shall be subject to disciplinary proceedings, which may result in dismissal.

Medical clearance

10.8 Pursuant to Staff Regulation 3.06, prospective staff/mission members shall be required to meet the appropriate medical standard established by the Secretary General. Consequently, in line with Staff Rule 3.06.1 (a), the initial appointment or assignment shall be conditional upon certification by the OSCE Chief Medical Officer or a designated medical officer that the individual meets the medical standard currently in force for the given post and duty station or mission area.

10.9 In the event that the selected candidate misrepresents a medical condition by answering the questions dishonestly in the application form or any medical clearance form, the OSCE may withdraw an offer of employment/letter of acceptance or to apply Staff Regulation 4.02 (a) (vi).

11. Selection

Selection report

11.1 The evaluation of candidates shall be summarized by the evaluation board in a selection report. The selection report shall be drafted and generated in the electronic HR system or, alternatively, using the sample template provided in *Annex IV* (Sample Selection Report).

11.2 The selection report shall be drafted by the HR member of the evaluation board in a manner that clearly conveys the evaluation board's considerations and indicates candidates suitable for appointment/assignment, their order of preference, if any, as well as whether the evaluation board recommends the appointment/assignment of any particular candidate. The selection report shall be approved by each evaluation board member. Any dissenting opinion(s) must be noted.

Selection decision

11.3 The selection decision shall be made by the relevant appointing authority in accordance with Staff Regulation 3.05 (a), (b) and (c).

11.4 In line with Staff Regulation 3.01 (b), the paramount consideration for appointment or assignment shall be whether a candidate meets the criteria set out for the post and her or his appointment is meritorious in a manner that secures "*the highest standards of efficiency, competence, and integrity, taking full account of the principle of recruiting staff from all OSCE participating States on a fair basis and the importance of achieving gender balance within the Organization*". Therefore, where candidates are considered to be equally well-qualified, considerations of geographical representation and gender balance shall be taken into account by the appointing authority when making the selection decision. To this end, the relevant people analytics data for each executive structure shall be made available by DHR.

11.5 Upon receipt of the selection report, the appointing authority shall:

- (a) Appoint/assign a candidate from among the candidates found suitable for the post under recruitment; or
- (b) Decide to readvertise the vacancy notice, in which case the decision shall be fully substantiated and provide the reasons on which it is based; or
- (c) Decide to cancel the vacancy notice and, if applicable, appoint/assign an individual through roster selection, subject to conditions set out in section 12.7 of this Staff Instruction, in which case the decision shall be fully substantiated and provide the reasons on which it is based.

11.6 For international posts in the Institutions and Field Operations, the Institution or Field Operation shall inform DHR of the proposed outcome of the recruitment and selection process, in line with section 11.5 of this Staff Instruction, by submitting to DHR the proposed decision with a copy of the selection report. Pursuant to Staff Rule 3.05.1 (a), if the Secretary General or delegated authority has any reservations, consultations shall be initiated on the candidate proposed to be appointed or assigned.

11.7 For generic vacancy notices, the evaluation board shall transmit the proposed list of qualified, unranked candidates, taking full account of the principle of recruiting staff from all OSCE participating States on a fair basis and the importance of achieving gender balance within the Organization, to the relevant appointing authority or, if the vacancy notice potentially concerns different executive structures, to the Secretary General, for approval of the candidates' inclusion in a roster.

Offer of appointment/letter of acceptance

11.8 The offer of appointment/letter of acceptance shall be made only upon completion of all pre-employment checks, including medical clearance, reference checks and verification of the candidate's academic qualifications.

11.9 Once the pre-employment checks have been completed satisfactorily, DHR will issue the offer of appointment/letter of acceptance for the posts in the Secretariat and for the international FAU and security posts in Field Operations. The respective HR office in Field Operations shall issue offers of appointment for international contracted posts other than international FAU and security posts and for local posts in their Field Operation. The respective HR office in the Institutions shall issue offers of appointment and letters of acceptance for their respective posts.

11.10 In case a candidate is recommended or selected who did not meet the full requirements of the post, the appointing authority may decide to offer the appointment or assignment at a lower grade or level or with a modified job description or for a different duration. Such cases shall be appropriately documented and the candidate shall be informed at the time of the offer/acceptance.

Candidate experience

11.11 HR shall keep candidates informed of the status of the process, including through automated messaging on the recruitment platform. Upon request, feedback on

performance in the recruitment process shall be given either by HR or the chair of the evaluation board, to candidates who reached the final recruitment stage. Candidates who have been found suitable shall be informed of their placement on the roster and that they may be considered for other vacant posts. Candidates shall also be informed that their placement on the roster does not guarantee an appointment or assignment and, therefore, they are encouraged to apply for other appropriate vacancy notices. For seconded posts, reasons for non-selection shall be communicated to the respective nominating authority. Where applicable, nominating authorities will be informed of the placement of any suitable candidates on the roster and they shall be encouraged to nominate them for other appropriate vacancy notices.

12. Special measures in the recruitment process

Change of deadlines

12.1 Vacancy notices shall be extended once for at least two weeks if one gender represents less than 20% of all applicants meeting the eligibility criteria. Vacancy notices may also be extended where no or a low number of suitable applications or nominations have been received, or where the number of nationalities among applications for an international post is low. For seconded posts, an announcement informing nominating authorities of the extension of the deadline on the OSCE website shall be issued immediately.

Re-advertisement/re-opening of a vacancy notice

12.2 The appointing authority, or the Director for Human Resources for posts in the Secretariat, may decide to re-advertise a vacancy notice if, after an extension of the deadline, one gender is represented less than 20% of all applicants meeting the eligibility criteria, if there is a low number of suitable applications, if the number of nationalities among applications for an international post is low, or for other justifiable reasons. A vacancy notice may also be re-opened in order to expand the pool of the existing candidates, who remain under consideration.

12.3 The decision to re-advertise or re-open a vacancy notice may be taken at any time during and shortly following the recruitment and selection process, including the initial screening, after short-listing or after the assessment exercise or interviews, before a selection decision has been made or when the selected candidate declines the offer or resigns from service shortly after taking up the appointment or assignment.

Cancellation of the vacancy notice

12.4 A vacancy notice may be cancelled by the relevant appointing authority:

- (a) If there is no longer a requirement to fill the post, such as when the post in question is proposed for abolition or staff reductions are to be effected;
- (b) If a change in the duty station, grade/level, functions and responsibilities or required qualifications needs to be reflected in the vacancy notice;

- (c) If the post is filled through roster selection.

12.5 If a seconded vacancy notice is cancelled, the nominating authorities shall be notified.

Roster selection

12.6 Candidates found suitable by an evaluation board in a recruitment and selection process for a fixed-term post, as well as candidates found suitable for generic vacancy notices and approved by the appointing authority pursuant to section 11.7 of this Staff Instruction, shall be placed on a roster for fixed-term posts. The roster for international posts shall be maintained centrally by DHR, while the rosters for local posts shall be maintained locally by the respective HR office. Candidates can remain on the roster for 3 (three) years, after which they shall be automatically removed from the roster, unless they have been found suitable in a subsequent competitive recruitment process, whereupon a new three-year period shall begin. Candidates shall be informed that they have been placed on a roster that is valid for three years.

12.7 When a vacant post occurs or in the course of a recruitment process, the hiring manager, in co-ordination with HR, may recommend the appointment/assignment of a candidate from the roster provided that all of the following criteria are met:

- (a) The proposed candidate was found suitable in a competitive recruitment process for the same function or a similar function in terms of the job requirements and tasks/responsibilities, at the same or higher grade/level in the same post category, namely international contracted, seconded, national professional or general service, within the past three years of the completion of the recruitment process in which the candidate was found suitable;
- (b) The suitability and availability of the candidate for the post in question has been verified by the hiring manager and HR, at a minimum through a desk review and, if requested by either the hiring manager or HR, including DHR for international posts in the OSCE, through further evaluation within the meaning of Staff Rule 3.01.2 (b);
- (c) Pre-employment checks referred to in Article 10 of this Staff Instruction have been conducted with positive results;
- (d) For a seconded post, the seconding authority is in agreement;
- (e) For international posts in the Institutions and Field Operations, DHR has been informed by the Institution or Field Operation of the proposed appointment/assignment, and the Secretary General or delegated authority has not indicated any reservations;
- (f) For international FAU and security posts in Field Operations, agreement of the Director for Human Resources, Director for Management and Finance or Head of Security Management, as appropriate, has been obtained.

12.8 Upon request, the relevant HR office shall provide the hiring manager with the list of suitable candidates from the roster. The hiring manager shall submit to the relevant appointing authority, through DHR and/or the respective HR office, a request with the full justification for the request. In taking a decision on the appointment/assignment of the recommended candidate, the appointing authority shall take full account of the provisions of Staff Regulation 3.01 (b).

13. Final provisions

Data and records management

13.1 The processing of all personal data for the purposes of this Staff Instruction shall be done in line with the relevant OSCE administrative issuances on personal data protection, including Administrative Instruction No. 2/2022.

13.2 DHR or the respective HR office in the Institution or Field Operation is responsible for the management of recruitment and selection files. A separate file (electronic and/or hard copy) shall be maintained for each vacant post, which contains the job description or terms of reference, the vacancy notice, applications/nominations, long-lists, short-lists, selection reports, references, educational credentials, medical clearance certification, interoffice memoranda, appointment-related documents as well as relevant correspondence and approvals received during the recruitment and selection process.

13.3 Recruitment and selection files, other than the elements that become part of a personnel file, shall be retained for 10 (ten) years following the selection decision.

13.4 The electronic HR system shall be updated following each stage of the recruitment and selection process. DHR or the respective HR office, as applicable, shall be responsible for updating the status of each individual application/nomination upon completion of the relevant steps in the recruitment process.

Appeals

13.5 While there is no appeal mechanism available to external candidates who wish to challenge selection decisions or processes, the Organization will assess and, if deemed *prima facie* justified, investigate any allegations of inappropriate or non-compliant actions, based on the feedback received from candidates.

13.6 For candidates who were serving OSCE officials at the time of application or nomination and who were directly affected by an administrative decision resulting from a recruitment process, Article X of the Staff Regulations and Staff Rules shall be applicable.

13.7 The scope of review on an appeal will be limited to whether there has been a serious defect in the recruitment and selection process, which meant that the candidate's application was not given full and fair consideration, and is not intended to replace the remit of the discretionary authority in the selection of the applicants.

Annexes

Annex I: Requirements for Appointment/Assignment

Organization for Security and Co-operation in Europe



Requirements for Appointment of Staff/Mission Members up to the D-2 Level

<i>Grade level</i>	<i>Minimum education requirement</i>	<i>Minimum relevant* work experience required with secondary school diploma or equivalent*</i>	<i>Minimum relevant* work experience required with a first-level university degree or equivalent**</i>	<i>Minimum relevant* work experience required with a second-level university degree or equivalent**</i>
G-1	Secondary school diploma**	None	None	None
G-2		2 years	1 year	None
G-3		3 years	2 years	1 year
G-4		4 years	3 years	2 years
G-5		5 years	4 years	3 years
G-6		6 years	5 years	4 years
G-7		7 years	6 years	5 years
P-1	First-level university degree***	N/A	2 years	1 year
P-2		N/A	4 years	2 years
P-3		N/A	7 years	5 years
P-4		N/A	9 years	7 years
P-5		N/A	12 years	10 years
D-1	Second-level university degree***	N/A	N/A	12 years
D-2		N/A	N/A	15 years

Requirements for Assignment of Seconded Staff/Mission Members

<i>Functional Level</i>	<i>Minimum education requirement***</i>	<i>Minimum relevant* work experience required with a first-level university degree or equivalent**</i>	<i>Minimum relevant* work experience required with a second-level university degree or equivalent**</i>
S1 Professional	First-level university degree	2 years	
S2 Senior Professional	First-level university degree	6 years	
S3 Middle Management	Advanced (second-level) university degree	8 years (including 3 years in management)	6 years (including 3 years in management)
S4 Senior Management	Advanced (second-level) university degree	12 years (including 5 years in management)	10 years (including 5 years in management)

Requirements for Assignment of Seconded Civilian Police

<i>Functional Level</i>	<i>Minimum education required</i>	<i>Minimum relevant* experience required</i>
S1 Professional	Graduation from a recognized Police Training School	8 years
S2 Senior Professional	Police administrative courses	10 years
S3 Middle Management	Police administrative courses (including human resources and general police management)	10 years (including 1 year in management)
S4 Senior Management	Senior police administrative courses (including operational leadership, contingency planning, human resources management and general police management)	20 years (including 1 year in management)

Requirements for Appointment of National Professional Officers

<i>Functional Level</i>	<i>Minimum education required***</i>	<i>Minimum relevant* work experience required</i>	<i>Equivalent work experience required without academic degree</i>
NP 1	First-level university degree	2 years	6 years
NP 2	First-level university degree	4 years	8 years
NP 3	First-level university degree	7 years	11 years

* Relevant experience shall mean any type of experience that would contribute to the professional competencies/skills and would prepare a candidate to perform the functions of the post.

** For posts in the General Service category, a university degree may be considered as a substitute for one year of work experience, and a second-level university degree for two years of work experience

*** Equivalent professional qualifications from certified award-granting bodies and from military or police educational institutions may be accepted in lieu of a university degree.

Annex II: Sample Declaration of Impartiality and Confidentiality*



Organization for Security and Co-operation in Europe

Declaration of Impartiality and Confidentiality

I, the undersigned, while acting as member of the recruitment and selection evaluation board, acknowledge that I am bound by the OSCE's Common Regulatory Management System and, specifically, the OSCE Code of Conduct, as well as Staff Instruction No. 17 on Standard Recruitment and Selection Procedures.

I further declare that, in performing the duties required of me as referenced above:

1. I will discharge my functions in the interest of the OSCE only, and neither seek or accept instructions from any external entity/authority. I will not accept or be promised any remuneration from outside the OSCE or any other financial or other benefits (e.g., invitations or gifts) in the context of this function.
2. I will carry out my functions without bias, prejudice or favouritism towards any individual, organization or entity. I will conduct myself in the course of the process objectively and ensure that the best interests of the OSCE are served. I understand that the integrity of the process is paramount to ensuring fairness, transparency, accountability and, as applicable, effective competition.
3. I have, to the best of my knowledge, no personal, financial or other interest that could potentially compromise my ability to carry out my function impartially and that may cause an actual, perceived or potential conflict of interest. In particular, neither me nor any member of my family have a personal or economic connection whatsoever with the individuals, organizations (other than the OSCE) or entities affected by the decisions to be taken. Further, I do not have a past or present professional or personal relationship, including any dispute with an individual, organization or entity that may give rise to an actual, perceived or potential conflict of interest.
4. I confirm that, should I discover that an actual, perceived or potential conflict of interest exists or any circumstance that potentially calls my full impartiality into question, I will declare this immediately to the official responsible for the process and, if required, will withdraw myself from the relevant process.
5. I will hold in trust and confidence any information or documents to which I gain access as a result of my involvement in the process, and I will use them only for official purposes. I confirm that any confidential information shall not be disclosed to any official, person or other third party unless such disclosure is on a need-to-know basis and they have also signed and agreed to be bound by the terms of this Declaration.
6. I understand that in the event of any breach of the above I may be subject to disciplinary proceedings in accordance with the Article IX "Disciplinary Procedure" of the OSCE Staff Regulations and Staff Rules.

Name:

Signature:

Date:

* May be adjusted by the Director for Human Resources.

Annex III: Sample Reference Check Form*



Organization for Security and Co-operation in Europe

Sample Reference Check Form

Applicant:	
Position applied for:	
Referee's name and title:	
Company/Organization:	
Referee's telephone and email:	
Date of reference:	

1. What position did this person hold?	
2. When did this person work with you?	From to
3. Were you this person's supervisor?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. How would you describe and/or rate the overall quality of this person's work?	
5. Were there any performance issues? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:	
6. How would you describe/rate this person's professional skills and knowledge?	
7. How would you describe this person's communication style?	
8. How would you describe this person's drafting and writing skills?	
9. How well did this person meet work-related goals and/or deadlines?	
10. What role did this person play in a team setting (e.g. co-ordinator, leader, analyst, mediator)?	
11. How would you describe this person's main strengths?	
12. How would you describe this person's main weaknesses?	

* May be adjusted by individual executive structures in consultation with DHR.

13. Would you re-hire this person? <input type="checkbox"/> Yes <input type="checkbox"/> No If not, what are the reasons?
--

MANAGERIAL/SUPERVISORY EXPERIENCE (IF APPLICABLE):

14. Did this person supervise any staff? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how many?
--

15. How would you describe this person's management style?

16. What kind of decisions did this person make?

17. What budgetary responsibility/level did this person have and to what extent was the individual planning budgets?

18. What challenges did this person face in supervising other colleagues?
--

PROFESSIONAL CONDUCT:

19. To your knowledge, has the person ever been subject to any disciplinary measure [or administrative measure] for misconduct?
--

20. To your knowledge, has the person ever separated from service while under investigation or disciplinary proceedings in connection with allegations of sexual exploitation or sexual abuse?

OTHER COMMENTS:

21. Do you have any other comments you would like to add?
--



Organization for Security and Co-operation in Europe

STRICTLY CONFIDENTIAL

Selection Report

Date: Day Month and Year

1. Post and Vacancy information:

Vacancy Reference	
Position Title	
Executive Structure, Department, Unit	
Duty Station	
Contracted/Seconded	
Funding source (UB/ExB)	

Describe how this post became vacant, the vacancy notice deadline, whether the vacancy notice has been extended or re-advertised (include issuance and deadline dates) the advertisement sources and any additional outreach efforts.

***Example:** This contracted/seconded post option a) is vacant following the separation of an incumbent, b) is a newly established post.*

The vacancy notice was initially issued on xx with a deadline of xx and due to the limited/lack of applicants/nominations, the vacancy notice was extended or re-advertised with a change of the requirements of the post. The re-advertised vacancy notice was issued on xx, with an initial deadline of xx and extended until xx.

The vacancy notice was distributed to OSCE institutions, delegations, field operations and advertised externally on social media channels, specialized job boards, professional networks, associations.

2. Screening of candidates

A total of xx applications/nominations were received (number of candidates per gender). Of these, xx candidates (number of candidates per gender) met the minimum requirements and were longlisted for this position.

The short list completed by the hiring manager consisted of (number of candidates per gender), of which xx were internal.

* May be adjusted by individual executive structures in consultation with DHR

3. Candidate Assessment

A total of xx candidates (number of candidates per gender) were invited for an eliminatory assessment including a video interview and/or anonymous written test (select as appropriate including the dates). The passing score/threshold (if applicable) for the assessment exercise was xx.

The hiring manager (add other reviewer if applicable) reviewed the candidate assessments and as a result, xx (number of candidates per gender) were invited for a complementary written assessment (if applicable) and interview. (select as appropriate).

Name Candidate	Gender =	Nationality(ies)	Internal ¹ /External/ Former OSCE Official

¹ "Internal candidates" refers to serving staff/mission members at the time of application/nomination.

Evaluation Board

An Evaluation Board was established including the following members:

Name Board Member	Gender	Nationality(ies)	Role
			Chairperson
			Member
			Member
			HR Representative
			Secretary to the Board

The Evaluation Board agreed to assign the following weighting to the candidate assessments (if applicable):

Interview findings by Evaluation Board

Below is a summary of the Board's assessment of the candidates in the order in which they were interviewed. ***Please prepare one paragraph or 100 words max. per candidate.***

[Insert Name and Nationality]

Strengths and Developmental Areas:

Example: The candidate showed strong leadership abilities and a proven track record in overseeing large-scale technology projects. The candidate's effective communication with diverse teams and stakeholders has consistently stood out. Moreover, they've demonstrated proficiency in strategic planning and risk management. While proficient in project

management methodologies, they have limited exposure to international project environments, which may be a factor considering our operations.

Overall Assessment: The candidate was found **suitable/not suitable** for the post. If selected, the candidate will be available on [Insert Date].

Summary of Written Assessment (if applicable)

Candidate Name	Test ID	Reviewer score Q1	Reviewer score Q2	Reviewer score Q3	TOTAL	Overall %
						%
						%
						%
						%

References

☐ Verified

Educational Credentials

☐ Verified

4. Final Recommendations of the Evaluation Board

The Evaluation Board considered the experience outlined in the application form, the interview, the results of the written assessment and the reference checks in its final decision. The Board unanimously recommends **Name (Nationality)** for the post of xx, department/unit, duty station. Should the candidate not accept the offer, the board recommends either a) the following candidate(s) in ranking order, b) to reconvene if the first ranked candidate does not accept the offer, c) not to recommend any of the candidates.

Signatures Evaluation Board Members
