



Organization for Security and Co-operation in Europe

Director for Human Resources

Vienna, 01 Dec 2019

Staff Instruction No. 20/Rev. 2

Subject: Performance Recognition and Reward

1. Reference

Staff Regulation 3.10

Staff Rule 3.10.1

Staff Instruction No. 26

Staff Instruction 15/2004 Rev.2 Performance Management in the OSCE

OSCE Competency Model

2. Purpose

2.1. The purpose of this Staff Instruction is to align performance recognition and reward in the OSCE to the OSCE Competency model, in order to support the achievement of the organization's needs while recognising individual and team efforts, and supporting a culture of performance related dialogue and feedback.

2.2. This Staff Instruction further reinforces the importance of ongoing recognition of staff/mission members' performance.

3. Applicability

This Staff Instruction applies to all OSCE staff/mission members.

4. Effective Date

This Staff Instruction shall take effect on 01 December 2019 and shall cancel and supersede Staff Instruction No. 20/Rev. 1 issued on 5 December 2012. Administrative guidelines issued by the institutions and missions on the same subject shall be adjusted in accordance with this Staff Instruction. In the meantime, in case of inconsistency between this Staff Instruction and any administrative guidance in the Secretariat, institutions or missions, this Staff Instruction shall prevail.

5. Eligibility

5.1. Pursuant to Staff Rule 3.10.1 (a), fixed-term staff/mission members with a performance rating of successful in their last PRD shall be eligible for consideration under the performance recognition and reward programme. Short-term staff/mission

members shall have eligibility determined on the confirmation of successful performance by the first and second level supervisor. Eligibility shall be verified by DHR or local HR prior to nominations being presented to the respective Recognition and Rewards Committee in the Secretariat, institutions or missions.

- 5.2. Fixed-term staff/mission members subject to a Performance Improvement Plan (PIP) in accordance with section 11.4 of Staff Instruction No. 15/2004 Rev. 2, pertaining to the performance year in review, and short-term staff/mission members whose performance is not confirmed as successful, shall be ineligible to receive individual or team awards for the period of the unsuccessful performance.
- 5.3. A staff/mission member shall not be eligible to receive more than one award in respect of a particular performance year.

6. Performance Recognition

- 6.1. Guidance on performance recognition can be found in the [Handbook on Performance Management](#)¹, under the section entitled, “Recognition and Appreciation”. In this connection:
 - 6.1.1. Staff/mission members are encouraged to recognise the good performance of their colleagues and may nominate those colleagues for the relevant categories detailed in paragraph 7.1.1 of this Staff Instruction. Nominations shall be substantiated with the reasons for nomination related to excellence in the exhibition of OSCE Values, Competencies or performance; and
 - 6.1.2. Managers are encouraged to regularly recognise the good performance of staff /mission members and teams. Recognising the good work of their team is part of the managerial competency “Managing Performance” and is expected of all managers. Such recognition may be related to: excellent demonstration of a skill or a specific competency; achievement of one or more objectives; or exceptional contribution of any other sort.

7. OSCE Recognition and Reward Programme

- 7.1. The OSCE Recognition and Reward programme is established to recognise exceptional demonstration of the OSCE Values and Competencies expected of a model official. Across all executive structures, the OSCE Recognition and Reward Programme shall apply to all executive structures and shall be conducted on the basis of the following categories, arising from the OSCE Values and Competencies:

Peer recognition and reward (nominated by any OSCE official):

HR Wiki>Performance Management>Handbook on Performance Management in the OSCE
[https://docin.osce.org/docin/Ilisapi.dll/fetch/-47061/24366205/24940860/Handbook on Performance Management Process.pdf?nodeid=24941199&vernum=-2](https://docin.osce.org/docin/Ilisapi.dll/fetch/-47061/24366205/24940860/Handbook%20on%20Performance%20Management%20Process.pdf?nodeid=24941199&vernum=-2)

7.1.1. Nominations may be submitted under any one, or more, of the OSCE Values and Competencies listed in the OSCE Competency Model².

Supervisor recognition and reward (nominated by managers);

7.1.2. Supervisors may nominate staff/mission members under their authority under any one, or more, of the OSCE Values and Competencies listed in the OSCE Competency Model.

Staff Committee recognition and reward

7.1.3. Recognising the importance of Staff Committees to maintaining a capable workforce, one category of award shall be reserved for nominations made by the Staff Committees only. This category should recognise outstanding service to the OSCE demonstrating behaviours aligned with the OSCE Competency Model. Nominations shall be submitted by the respective Staff Committees in each executive structure to the relevant Recognition and Reward Committees.

7.2. The OSCE Recognition and Rewards programme shall comprise of recognition and reward conducted at the executive structure, and Organization level. The Organizational level programme will be based on those staff/mission members who have been selected at the executive structure level.

7.3. In order to ensure that the recognition and reward programme is a means to recognising those staff/mission members who have excelled in the performance of their duties, executive structures shall aim to award their staff/mission members accordingly. The number of awards shall be a minimum of three up to a maximum of six percent (rounded up to the nearest whole number) of the posts in the approved post table for the respective reward year.

7.4. Given the importance of diversity and gender mainstreaming to the objectives of the OSCE, a separate recognition programme has been established by the Office of the Secretary General.

7.5. A description of the OSCE Values and Competencies and effective behaviours can be found in the OSCE Competency Model.

7.6. Nominations for the Recognition and Reward programme shall be submitted in the format set out in the Nomination Form provided in Annex 3 to this staff instruction.

² <https://docin.osce.org/docin/llisapi.dll/fetch/->

47607/1191664/OSCE_Competency_Model.pdf?nodeid=24695452&vernum=-2

Individual rewards

- 7.7. Staff/mission members who are selected for an individual reward by their respective Recognition and Reward Committee, shall be eligible for a one-time lump-sum amount, equivalent to:
- 7.7.1. Five days salary for contracted staff/mission members; or
 - 7.7.2. Five days BLA for seconded mission members.
- 7.8. Executive structures may continue to award certificates or recognition, in cases where it is deemed appropriate.
- 7.9. The Fund Manager shall decide, at the level of the Fund, whether a lump sum or leave days shall be applied.
- 7.10. In the event that extra-budgetary (ExB) funds are available within the relevant project, ExB staff/mission members may receive a financial reward in accordance with paragraph 7.7.1 above. If there are no available ExB funds, the rewards should be granted in a form of reward leave days.
- 7.11. Where a staff/mission member has been awarded the lump-sum amount, they may request the entire amount to be granted in reward leave days instead. Once the lump-sum is converted into reward leave days, the decision is final and no conversion back to a monetary award will be possible.
- 7.12. Reward leave days shall be used within 12 months of the date of the award. If reward leave days are not used, prior to separation or within the 12 month limit, they shall expire. Reward leave days shall not be encashed.

Team award

- 7.13. Cognisant of the fact that:
- 7.13.1. the key factor regarding the team award is to provide an opportunity for the recognition of an outstanding team performance; and
 - 7.13.2. owing to the efficient management of resources,
- the reward within this category shall be one day's leave per team member.
- 7.14. The team award shall not be limited to teams determined by the post table, but shall include consideration of ad hoc teams such as a project team, with members from various disciplines and/or areas of the organization.
- 7.15. A team award shall count as one reward when assessed against the limit set out in 7.3 above.

Executive Structure Recognition and Reward Committees

- 7.16. All executive structures shall establish a Recognition and Rewards Committee, which shall have broad representation, in terms of thematic pillar, departments, gender, nationality and grade. The composition and procedures related to the Secretariat Recognition and Reward Committee's review of nominations are set out in Annex 1 to this Staff Instruction. Members of the Recognition and Rewards Committees shall recuse themselves from deliberations of the Committee in the event that a conflict of interest arises.
- 7.17. The institutions and missions shall either elect to adopt the procedures set out in Annex1, or establish their own in a circular, which shall be consulted in advance with the Director, DHR. Where an institution or mission establishes its own procedure, at a minimum, one member of the institution or mission's Staff Committee shall be included in the Committee.
- 7.18. Each local HR shall communicate the names, along with the relevant nomination forms, of the recipients of rewards in their executive structure, to the Director, DHR by 22 May of each year.

OSCE Recognition and Rewards Committee

- 7.19. The OSCE Recognition and Rewards Committee shall determine the organizational level awards.
- 7.20. Following the completion of the executive structure recognition and reward processes, the OSCE Recognition and Reward Committee shall be convened to select from among those staff/mission members and teams who have received a reward in their executive structure.
- 7.21. The OSCE Recognition and Reward Committee shall comprise of a chairperson designated by the Secretary General, and representatives of all heads of institutions and missions. The Staff Committees shall be represented on the OSCE Recognition and Reward Committee.
- 7.22. The Director, DHR shall designate a secretary to the OSCE Recognition and Reward Committee.
- 7.23. Deliberation on the selections may take place either physically, or by electronic means (e.g. WebEx, VTC).
- 7.24. The selection for an OSCE Recognition and Reward award shall be made by a majority vote of the OSCE Recognition and Reward Committee members present. Maximum participation in the Committee is envisaged and selection shall require a quorum of a minimum of 50% of field operations and institutions. Up to five individual and/or team OSCE Rewards may be awarded each calendar year.
- 7.25. The date of the OSCE Recognition and Reward Committee meeting shall be communicated by the Director, DHR. The representatives of the Secretary General

and heads of institution/mission shall confirm their attendance. Absence of an OSCE Recognition and Reward Committee member shall not delay voting.

7.26. Recipients of the OSCE Reward shall:

- 7.26.1. Receive travel to Vienna, arriving the Wednesday before the OSCE Ball, at the expense of the respective executive structure;
- 7.26.2. Receive up to 2 tickets to the next OSCE Ball; and
- 7.26.3. Be presented to the Permanent Council on the Thursday before the OSCE Ball.

7.27. Recipients of the OSCE Reward will also be featured in OSCE success stories and other communications opportunities.

7.28. The OSCE Recognition and Reward Committee shall decide which of those nominations shall receive the OSCE Reward or Recognition, in each category, from the Secretary General.

7.29. The decisions of the OSCE Recognition and Reward Committee shall be communicated by 31 July of each year.

8. Final provisions

8.1. A decision taken pursuant to this staff instruction shall not be considered an administrative decision, which concerns a staff/mission member's:

- 8.1.1. letter of appointment or terms of assignment; or
- 8.1.2. working conditions, as well as in relation to disciplinary measures taken against them.

As a result, decisions taken pursuant to this staff instruction shall not be appealable pursuant to Article X of the Staff Regulations and Staff Rules.

Annex 1

Secretariat Recognition and Rewards Committee

1. The Secretariat Recognition and Rewards Committee (the “Committee”) shall consider the merits of each nomination, giving particular consideration to how each nominee demonstrates the values and competencies of the OSCE.

2. **Composition**

- 2.1. The Secretary General shall, in accordance with paragraph 7.16 of this Staff Instruction, designate the members of the Committee having due consideration for broad representation, in terms thematic pillar, departments, gender, nationality and grade. In this connection, the Secretary General shall designate:

- 2.1.1. The Director, DHR;
- 2.1.2. Director of a programmatic department in the Secretariat;
- 2.1.3. Three international staff members; and
- 2.1.4. Three local staff members

to sit on the Committee.

- 2.2. The Secretariat Staff Committee shall designate two Staff Committee members to participate in the deliberations and voting of the Committee. Due regard shall be given to proportionate gender representation of the Staff Committee members.

- 2.3. The Director, DHR shall designate a secretary to the Committee.

3. **Tenure of the Committee members**

- 3.1. The Committee members, with the exception of the Director, DHR, shall be designated for one review cycle. Committee members may be re-designated following the completion of their review of the nominations.

4. **Nomination and selection process**

- 4.1. Nominations for local awards shall be submitted between 1 March and 31 March of each year.

- 4.2. Following a review of the eligibility of the nominations, DHR shall circulate the eligible nominations to all staff members in the Secretariat. Staff member voting shall close on 30 April of each year.

- 4.3. The Committee shall take the final decision on the basis of the results of the voting on the nominations. The Committee shall communicate the final decisions by 15 May of each year.

- 4.4. The Secretary General shall present the final decisions of the Committee, along with a summary of reasons for the respective award winners at an all staff-meeting.

Annex 2

NOMINATION for Executive Structure Recognition and Reward

This nomination form shall be completed by OSCE staff members who would like to nominate OSCE one colleague or a team for the Executive Structure Recognition and Reward. Each form may be used for only one nomination. A staff/mission member may nominate more than one colleague or team.

Criteria:

- Exceptional demonstration of the OSCE Values and Competencies.
- Excellence in the performance of duties.

OSCE executive Structure:	
Staff / Mission Member or; Team (list individuals):	
Category nominated: (SI No. 20/Rev. 2, Section 7)	
Rationale (maximum 100 words):	

Nominated by

Name:	
OSCE executive Structure:	

Other comments

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Please submit this form by latest 31 March 2019 to [email address]