



Organization for Security and Co-operation in Europe

Director for Human Resources

Vienna, 17 March 2014

Staff Instruction No. 29

Subject: Rapid Deployment of OSCE Human Resources for Early Action

1. Reference

Reference is made to the following:

Staff Regulations 3.01, 3.08, 3.11, 3.12, 7.02 (a), 7.04 (a) (b)

Staff Rules 3.12.1, 3.12.2, 5.13.1, 7.04.3

Staff Instruction 12 Transfers

Staff Instruction 17 Standard Recruitment Procedures

Staff Instruction 23 Special Service Agreements

Staff Instruction 26 Short-Term Appointments/Assignments

2. Purpose

2.1 The OSCE's ability to rapidly deploy civilian, police or unarmed military expertise is essential to effective conflict prevention, crisis management and post-conflict rehabilitation. OSCE Institutions and other executive structures already maintain some capacity to deploy expertise quickly to carry out activities falling within their mandates and are expected to use this existing capacity as appropriate and in consultation with each other. To further strengthen the Organization's ability in situations when existing capacity is insufficient, or when mandates to address an emerging or on-going conflict are shared among more than one executive structure, an approach will be pursued in which existing and recently separated staff from OSCE executive structures will be drawn upon to serve as 'first responders' (defined below), to be backed up – and replaced at a later stage if necessary - by experts recruited through vacancy notices in line with standard OSCE recruitment procedures.

2.2 This Staff Instruction sets out the associated procedures for the swift, temporary deployment of experienced key international and local OSCE staff to the field to serve as 'first responders' to developments that could affect peace, security and stability in the OSCE area, including but not limited to, serving as either reinforcements to an existing field operation or as the nucleus of a new field presence where appropriate. Specifically, it describes the modalities of a new mechanism based on a roster of first responders drawn from serving and recently separated staff/mission members.

3. Applicability

3.1 This Staff Instruction applies to serving OSCE staff/mission members, international and local, as well as contracted and seconded.

3.2 Additional experts for the first response may be recruited as external candidates (i) through recruitment from respective consultant and temporary assistance rosters maintained within the OSCE, and (ii) through the circulation of vacancy notices for secondments, Short-Term Appointment and Special Service Agreements which are regulated by the respective Staff Instructions 17, 23 and 26.

3.3 This Staff Instruction shall be subject to a review based on actual deployments using this mechanism.

4. Effective Date

This Staff Instruction shall take effect on 17 March 2014.

5. Utilization of the Rapid Deployment Mechanism

5.1 Scenarios for rapid deployment

The rapid deployment of serving and recently separated staff/mission members is intended to be a responsive mechanism to fulfil urgent needs when a Secretariat unit, field operation or Institution with (or given) the mandate to carry out early action to address a threat to peace and stability does not have sufficient staff on hand or an existing mechanism to engage immediate reinforcements in order to engage rapidly in the mandated activities. The term 'first responders' refers to those serving and recently separated staff/mission members who are requested to deploy swiftly on a temporary basis to the field:

- (a) to commence work in response to the crisis, undertaking initial programmatic/project activity under the authority of the executive structure which is mandated to carry out such activity;
- (b) to meet temporary urgent human resources needs in an existing field operation (reinforcement), in those cases when the field operation has (or is given) a mandate to carry out the crisis response activity; or
- (c) to form the nucleus of a new presence, if appropriate, by setting up the administrative and logistical aspects of such a presence.

Human resources made available through the rapid deployment mechanism will ideally enable the mandated structure to deliver the necessary early assistance and support to address threats to peace and stability. Should the need for human resources extend beyond the deployment of first responders, the procedures contained herein would serve as a temporary bridging mechanism for normal OSCE recruitment procedures to fill additional positions and/or replace first responders as and when necessary.

5.2 Availability and duration of deployments

5.2.1 First responders are expected to be ready to deploy to the new location within 48 hours of selection. This timeframe may be extended depending on the situation. Whether the individuals deploy directly to the field, Vienna or another location to assemble as a team would depend on the situation (e.g. if there is a field operation present that can receive the first responders, if a team can most appropriately be assembled at the head office of an institution, etc.), and the amount of pre-deployment training needed.

5.2.2 Generally, first responders, as a collective initial response are expected to deploy for a maximum of up to two months. However, the actual length of the deployment will remain flexible and will be determined by the relevant executive structure, in consultation with DHR. This will be determined on a case-by-case basis and depend on the scope and duration of the early action, as well as any political decision thereon by OSCE participating States. If an individual first responder can be released only for a shorter period than the expected deployment duration for all first responders, replacement of that individual may be necessary.

5.2.3 Should there be a need to extend the deployment of serving staff/mission members the consent of the releasing executive structure – and in the case of seconded staff/mission members, the seconding authority – must be requested through the Recruitment Section/DHR or the respective Personnel/Administration Office in Institutions/field operations.

6. Principles

6.1 The success of the first responders approach is heavily reliant upon the strong commitment of the heads of Institutions, field operations and departments of the Secretariat to (i) allow and encourage their relevant staff to make known their readiness to be considered for rapid deployment; and (ii) subject to the exigencies of service, to respond positively whenever possible to requests for release of their staff members in due time.

6.2 The OSCE's recruitment principles as described in Staff Instruction 17 will be adhered to, including competitive, fair, non-discriminatory and transparent recruitment; geographical distribution, equal opportunities and gender mainstreaming; and confidentiality.

6.3 Rapid deployment of human resources will only be initiated when sufficient financial resources are available for the early response (see paragraph 8.4.8) and a mandate exists to cover the activities. In the latter case, this could be either because (i) they fall within the existing mandate of an executive structure, or (ii) they are covered by a decision specifically adopted by the Permanent Council (PC) in response to emerging developments that threaten peace and stability in the OSCE area.

6.4 When the basis for engagement in an early response falls solely within the existing or given mandate of an Institution that Institution shall be responsible for the deployment and will consult with the Secretary General as appropriate. In such cases, the Secretary General will make this rapid deployment mechanism available if requested by the respective Head of Institution. In cases where potential early response activities fall within the existing or given mandates of two or more executive structures, the Secretary General and/or Heads of Institution will co-ordinate their responses with the support of the Conflict Prevention Centre.

7. Creating and Maintaining a Roster of First Responders

7.1 Areas of expertise required

The exact composition of any team of first responders who would actually be deployed will be determined by the circumstances prevailing at the time. To cover most eventualities, a pool of 'first responders' will be maintained in the international and local staff categories listed in *Annex I*. Not all may be required, as it would depend on the situation. The inclusion of other staff categories can be determined on a case-by-case basis.

7.2 Applying for the first responder roster

7.2.1 All international and local staff from the Secretariat, institutions and field operations are eligible for consideration as long as they have served in the OSCE for at least six months at the time of application and have passed their probationary period.

7.2.2 Staff/mission members interested in applying for the roster may submit a duly completed application form (*Annex II*) to the Recruitment Section in DHR in the Secretariat by email. Applicants are required to provide a copy to their supervisor and another to their respective Personnel/Administration Office to be retained in their personnel file. However, formal approval from the supervisor, appointing authority – and in case of seconded staff/mission members, the seconding authority – will be requested only as part of the selection for actual deployment.

7.2.3 By applying, staff/mission members are indicating their willingness and readiness to be temporarily reassigned to another location at very short notice (within 48 hours of being selected) for a period of up to two months. They should consider the implications of this on their personal and professional lives before applying.

7.2.4 There will be an initial call for applications from all executive structures. This may be repeated based on actual need.

7.3 Selection criteria for the roster

Admission to the first responders' roster will be made on the basis of the following requirements:

Essential:

- Personal commitment to the principle of being temporarily reassigned to a post in another location at very short notice for a period of up to two months
- Extensive technical expertise in one or more of the functional areas needed
- Professional fluency in English
- Experience or familiarity with the work of OSCE field operations
- Knowledge of OSCE norms and practices in the functional areas needed
- Satisfactory performance and conduct, as evidenced in the latest PAR

Desirable:

- Knowledge of other OSCE official languages or the lingua franca in the area of deployment is highly preferable

- Previous experience and/or knowledge of the area of deployment
- Professional skills relevant to the job (e.g., security, mediation)
- Training on hostile environment awareness

7.4. Evaluation of applications

7.4.1 Applicants who meet the above requirements will be entered into the roster. At this stage no additional interviews or tests will be conducted as OSCE staff/mission members have previously gone through a competitive recruitment process.

7.4.2 Incoming applications will be evaluated by the Conflict Prevention Centre (CPC), the DHR and other relevant departments in the Secretariat as well as experts in the Institutions and field operations where appropriate. Subject matter experts from relevant areas of expertise may participate in the assessment of candidates' suitability as determined by CPC and DHR.

7.5. Removal from the roster

7.5.1 DHR/Recruitment Section shall remove potential first responders from the roster when they inform DHR that they no longer wish to remain on the roster or when information comes to light which necessitates their removal from the roster; e.g. unsatisfactory performance and/or conduct in their current place of work in the case of a serving OSCE staff/mission member.

7.5.2 DHR will automatically remove from the roster any staff/mission member when he/she separates from service, unless he/she positively indicates a willingness to remain included in the roster. Those willing to remain on the roster will be automatically removed three years after separation from service unless they are currently deployed on a rapid response mission, in which case they may remain on the roster for an additional two year period.

7.5.3 Staff/mission members may be removed from the roster based on unsatisfactory performance and/or conduct during the deployment. As evidence of such, the team leader or supervisor is requested to complete a brief deployment evaluation form (*Annex III*).

7.6. Maintenance of the roster

7.6.1 The roster will be centrally maintained by the DHR/Recruitment Section.

7.6.2 DHR/Recruitment Section will designate staff members to act as focal points for the activation and administration of the rapid deployment mechanism.

7.6.3 Additions to the roster after the initial round of applications will be sought according to need.

7.7 Filling additional positions

7.7.1 Should recruitment of a head of a rapid deployment team be envisaged, a vacancy notice shall be issued and circulated to the participating States with a deadline for nominations of normally five working days. The Secretary General shall inform participating

States about the vacancy notice in the Permanent Council at the earliest opportunity and may also distribute a SEC.GAL to all Heads of Delegations drawing their attention to the vacancy.

7.7.2 Additionally, as part of their separation procedure, international and local OSCE staff will be asked whether they wish to be included or retained on this roster. Subject to satisfactory performance and fulfilment all other requirements they will be rostered and can be selected for rapid deployment without going through the full open and competitive selection process using the Short-Term Appointment or Special Service Agreement modalities.

7.7.3 In the event that insufficient candidates exist in any area of expertise, vacancy notices may be issued inviting former international and local OSCE officials, including retired employees, who have separated from service in the last two years, to submit their application for inclusion in the first responders' roster provided that they did not separate from the OSCE for the following reasons:

- (a) Dismissal for misconduct
- (b) Non-renewal of appointment/assignment due to unsatisfactory service
- (c) Termination of appointment/assignment due to unsatisfactory service
- (d) Resignation in lieu of disciplinary action.

7.8 Replacing first responders

In parallel to the first responder procedures, normal recruitment and selection procedures will be followed, in accordance with OSCE Staff Regulations and Rules, to fill additional posts and replace first responders with seconded and contracted mission members. Unless extended due to the lack of a sufficient number of nominations, these vacancy notices shall normally be open for ten working days.

8. Deployment of First Responders

8.1 Responsibilities

Deployment of first responders will take place under the leadership of the Secretary General and/or the Head(s) of the Institution(s) with the mandate to carry out early response activities. At the direction of the Secretary General, DHR will be responsible for supporting the relevant structure by helping to facilitate the deployment of first responders in the shortest possible time after a decision is taken on the early response. The deployment of first responders will be undertaken in consultation with the field operation (if one is present), the relevant department(s) in the Secretariat, and the parent executive structures of the individuals if they are serving staff/mission members.

8.2 Terms of Reference

The post table for the response team and the Terms of Reference, as well as required vacancy notices will be drafted and issued by the (i) respective field operation (when present and mandated to carry out the response) or (ii) relevant department in the Secretariat or the respective Institution mandated to carry out the rapid response. In all cases, this shall be done

in consultation with DHR and the executive structures with mandates relevant to the functional expertise required.

8.3 Selection of candidates

8.3.1 The field operation (if present and mandated to carry out the response) in consultation with DHR/Recruitment Section and the respective department in the Secretariat or the respective Institution mandated to carry out the rapid response selects first, second and third choice potential first responders from the roster in the first instance,

- (a) ensuring approval has been given for deployment by the supervisor and appointing authority for staff/mission members serving in their executive structure;
- (b) ensuring approval has been obtained, through the DHR/Recruitment Section or the respective Personnel/Administration Office in the Institutions from the seconding authorities for serving seconded staff/mission members; and
- (c) taking into account the Terms of Reference and the specific language and regional expertise requirements, as well as the quality and depth of individual knowledge, experience and personal suitability on the roster. If there is no respectively mandated field operation present, the relevant department in the Secretariat or the respective Institution should instead fulfill these tasks in consultation with DHR.

8.3.2 Based on the list of potential candidates provided by the field operation or the relevant Secretariat department or Institution in case no field operation with an appropriate mandate exists, DHR or the respective Personnel/Administrative Office in Institutions will contact candidates and their parent executive structures to ascertain their immediate availability. If an individual is unable to deploy within the required timeframe (usually 48 hours) DHR or the respective Personnel/Administrative Office in Institutions will contact the next choice. The above process should be completed within 24 hours.

8.3.3 The final selection of staff/mission members or former employees for deployment shall be taken in consultation with the Secretary General.

8.4 Financial implications

8.4.1 The early response budget, which will cover staff costs, operational costs, assets/equipment and office costs as applicable, will be funded through the Unified Budget (UB) or through extra-budgetary (ExB) contributions. Potentially, existing resources may be sufficient to cover the cost of the early response. If, due to circumstances unforeseen at the time of the UB approval, the funding provided for the executive structure(s) is insufficient, and hence additional in-year funding is required from the UB, a supplementary budget will be submitted by the appropriate Fund Manager in accordance with the OSCE Financial Rules and Regulations.

8.4.2 All reassigned staff/mission members shall receive Daily Subsistence Allowance (DSA) in the new duty station. This will be covered by the staff costs included in the early response budget.

8.4.3 The return travel costs of all first responders to and from the new location shall be covered by the staff costs included in the early response budget.

8.4.4 International contracted staff reassigned from the Secretariat and institutions shall continue to receive their salaries from their parent executive structure.

8.4.5 Reassigned international contracted mission members shall continue to receive their salaries and 50% of the respective Board and Lodging Allowance (BLA) from their parent field operation as per OSCE Staff Rule 5.13.1. (c).

8.4.6 Reassigned seconded mission members shall continue to receive 50% of the respective BLA from their parent field operation as per OSCE Staff Rule 5.13.1. (c). Salaries, living allowances and other benefits granted to a secondee by his/her respective seconding authorities are not subject to this Staff Instruction and remain to be dealt with between the secondee and his/her seconding authority.

8.4.7 Reassigned locally-recruited staff members from the Secretariat, institutions and field operations shall continue to receive their salaries from their parent executive structure.

8.4.8 Former OSCE staff/mission members on the roster who are selected for deployment will be temporarily employed on a Short-Term Appointment (STA), in line with Staff Instruction 26, normally for a period of up to two months, or on a Special Service Agreement (SSA) in line with Staff Instruction 23. The operational cost of STAs/SSAs for former OSCE staff/mission members shall be covered by the staff costs included in the budget of the early response.

8.5 Administrative and contractual provisions

8.5.1 Administrative procedures with regard to the temporary reassignment of staff/mission members and/or the employment of former staff/mission members on STA will be completed by the Personnel Section in DHR or the respective Personnel/Administration Office in the Institutions/field operations.

8.5.2 Travel to and from the point of deployment will be organized by the DHR/Recruitment Section or the respective Personnel/Administration Office in the Institutions/field operations in co-ordination with the field operation (if one is present) and the respective department in the Secretariat or Institution. If there is no OSCE field operation present, DHR will co-ordinate with the respective department in the Secretariat or Institution.

8.5.3 The status, privileges, immunities, visa and accreditation arrangements for the first responders will need to be agreed with the host country as soon as possible. This should be arranged by the field operation (if one is present) in line with its existing arrangements. If there is no field operation present, the respective department in the Secretariat or Institution should instead fulfill these tasks with the host country in consultation with DHR and Legal Services.

8.5.4 The period of deployment under this mechanism shall be reflected in the staff/mission members' Performance Appraisal Report.

8.5.5 Serving OSCE officials temporarily reassigned to another location as first responders shall retain the same appointment/assignment category as in their parent executive structure and the same status under their current contract.

8.5.6 For international staff/mission members any first responder periods will be included in the calculation of the maximum period of service on a fixed-term appointment/assignment provided for in Staff Regulation 3.08, of the total length of service provided for in Staff Regulation 3.11.

8.5.7 During their period of first responder deployment, staff/mission members will continue to accrue annual leave at the normal rate as per Staff Regulation 7.02 (a). However, it is expected that no annual, home or special leave can be taken during the time of a first responder deployment, other than covered by Staff Regulation 7.04 (a) (ii), 7.04 (b) or Staff Rule 7.04.3.

8.5.8 During their period of first responder deployment, staff/mission members will be covered by the OSCE Group Health Insurance scheme, or alternatively, for seconded staff/mission members, by any other health insurance scheme, provided that it is proven to be similar in terms with the OSCE Group Health Insurance scheme. Individuals hired under an SSA are responsible for arranging their own health insurance which provides adequate medical coverage applicable in those executive structures, or other locations, where they are expected to travel under their ToR for the duration of their contractual agreement. Consultants which are hired by the OSCE for a period longer than 15 days and do not have comprehensive world-wide health coverage available may request to participate in the OSCE health insurance scheme at his/her own cost. Premiums are payable in advance.

8.5.9 All first responders will be covered by the Vanbreda Accidental Life and Disability insurance scheme and will be included in the OSCE emergency medical evacuation insurance scheme.

8.6 Coverage for staff/mission members released for rapid deployment

There will be no special budgetary resources available to replace released staff/mission members while they are temporarily re-assigned under this mechanism. Work will need to be re-distributed or temporary assistance be hired, however, from funds from available resources in the releasing executive structure.

Annexes

- Annex I: Composition of the First Responders Roster
- Annex II: Application Form for First Responder Roster
- Annex III: Deployment Evaluation Form



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Composition of the First Responders Roster

Additional areas of expertise may be added if required.

Function/Area of Expertise	Open for OSCE staff with grade:	Remarks
<i>Head of Mission</i>	<i>HoM</i>	<i>Upon regular appointment procedure only</i>
DHoM / Executive Officer	DHOM, S4, P5	CORE Deployment
Political/Reporting Officer	S1-S4, P1-P4	CORE Deployment
Political-Military/Military Officer	S2, S3, P3, P4	Depending on situation
Human Dimension Officer (Human Rights, Rule of Law, Elections, Democratization)	P1-P4, S1-S4, NP1-NP3	Depending on situation
Media Specialist/Press Officer	P1-P4, S1-S4, NP1-NP3	Depending on situation
Project Management Expert	P1-P4, S1-S4, NP1-NP3	Depending on situation
Gender Expert	P1-P4, S1-S4, NP1-NP3	Depending on situation
National Minorities Expert	P1-P4, S1-S4, NP1-NP3	Depending on situation
Field Security Officer	S2, P3, P4	Depending on situation
Chief of Fund Administration	P2-P5, NP1-NP3	CORE Deployment
Human Resources Assistant	G4-G7	CORE Deployment
Procurement Assistant	G4-G7	CORE Deployment
Financial Assistant	G4-G7	CORE Deployment
IT Assistant	G4-G7	CORE Deployment
Administrative Assistant	G4-G7	Depending on situation



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Application Form for the First Responders Roster

With reference to OSCE Staff Instruction No. 29/2014, I herewith apply to be included in the register of first responders.

PERSONAL INFORMATION

Name (last, first):	
Current duty station:	
Current post:	
Contracted:	
Seconded:	
Grade/level:	
Start of current appointment/ assignment:	
Probation successfully completed?	
End date of current contract:	
Present nationality:	
Gender (male/female):	

CONTACT DETAILS

Telephone (work):	
Telephone (mobile):	
Email:	

SKILLS AND COMPETENCES

Regional/Country Expertise (where):	
Field experience (where, when, function):	
Language (mother tongue):	
Other languages (with professional fluency or good working knowledge):	
Additional skills (e.g. trained in mediation):	
Hold a valid driver's licence?	

Driving licence for armoured 4x4 vehicle?	
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PREFERRED CATEGORY (Please tick respective box(es))

DHoM/Executive Officer (S4, P4, P5)	☐	Political/Reporting Officer (P1-P4, S1-S4)	☐
Human Dimension Officer (P1-P4, S1-S4, NP1-NP3)	☐	Political-Military/Military Officer (S2, S3, P3, P4)	☐
Project Management Expert (P1-P4, S1-S4, NP1-NP3)	☐	Gender Expert (P1-P4, S1-S4, NP1-NP3)	☐
National Minorities Expert (P1-P4, S1-S4, NP1-NP3)	☐	Media Specialist, Press Officer (P1-P4, S1-S4, NP1-NP3)	☐
Field Security Officer (S2, P3, P4)	☐	Human Resources Assistant (G4-G7)	☐
Chief of Fund Administration (P2-P5, NP1-NP3)	☐	Financial Assistant (G4-G7)	☐
Procurement Assistant (G4-G7)	☐	Administrative Assistant (G4-G7)	☐
IT Assistant (G4-G7)	☐		

For former staff/mission members: last post at the time of separation from the OSCE	
Post title:	
Grade/level:	
Duty station:	
Date of separation:	

By submitting this application form, I commit myself, if selected and released, to be temporarily reassigned to a new location at very short notice for a period of up to two months, but not less than up to one month.

Applicants are required to provide a copy to their supervisor and another to their respective Personnel/Administration Office to be retained in their personnel file.

Signed:

Date:

Please send the completed form to: Rapid.deployment@osce.org



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Deployment Evaluation Form

Date:

Staff/mission member's name:

Period of deployment:

Location:

1. Brief description of tasks completed:

-
-
-
-
-

2. Comments on Performance and Conduct:

(a) Quality of Work

(b) Interpersonal Relations

(c) Independence and Flexibility

(d) Communication

Name, post title and signature of the evaluator: