



Organization for Security and Co-operation in Europe

Director for Human Resources

Vienna, 1 December 2016

Staff Instruction No. 15/2004 Rev.2

Subject: Performance Management in the OSCE

1. Reference

Staff Regulations 3.02, 3.03, 3.04, 3.05, 3.09, 3.10, 3.11, 4.01, 4.02, 5.04

Staff Rules 3.10.1, 3.11.1, 5.04.2

Staff Regulations and Staff Rules, Appendix 3 and 4

Staff Instruction 6; Staff Instruction 8; Staff Instruction 14; Staff Instruction 17; Staff Instruction 20; Staff Instruction 21;

Staff Instruction 24

2. Purpose

This Staff Instruction specifies the:

- purpose of performance management;
- roles and responsibilities in performance management;
- performance management cycle and procedures to follow;
- management of underperformance.

3. Applicability

This Staff Instruction applies to all fixed-term staff/mission members.

4. Effective Date

This Staff Instruction shall take effect on 1 December 2016 and cancels and supersedes Staff Instruction No.15/2004 Rev.1. Administrative circulars or guidelines issued by the Institutions and field operations on the same subject shall be amended in accordance with this Instruction. In case of inconsistency with any administrative acts issued by executive structures, this Staff Instruction shall prevail.

5. Definitions

Staff/mission member: staff/mission member whose performance is being managed and appraised.

Supervisor: first level supervisor as indicated in the job description / terms of reference, or the official who holds a formally approved responsibility to supervise the staff/mission member.

Second level supervisor: second level supervisor as indicated in the job description and who supervises the first level supervisor. In all cases in this Instruction where there is mention of a second level supervisor yet no second level supervisor is indicated in the job description/terms of reference or there has been a formally approved, delegated responsibility of his/her performance management duties, the local Personnel/Administration office should be consulted.

Personnel/Administration Office: administrative office responsible for implementing the human resource provisions of the Common Regulatory Management System (CRMS) within the relevant executive structure.

Appointing Authority: as defined in Staff Regulations 3.02, 3.03, 3.04 and 3.05

Performance Cycle: annual cycle commencing 01 January and ending on 31 December within which the performance of all fixed-term staff/mission members shall be reviewed.

Completion of performance review: a performance review is considered complete, for the purposes of this Staff Instruction, on the date on which it was approved by the second level supervisor.

Performance Review Document (PRD): the form which documents the objective-setting, mid-year review and end-of-year review through the electronic performance management tool.

Performance Standards: the benchmark against which performance is measured, specifically the demonstration of the necessary effective behaviours in the OSCE Competency Model and successful attainment of individual objectives.

Underperformance: failure to stay on track with or complete individual objectives and/or the failure to demonstrate the necessary effective behaviours in the OSCE Competency Model.

6. Purpose of Performance Management in the OSCE

6.1 The purpose of performance management in the OSCE is to ensure organizational effectiveness by aligning individual objectives with programmatic objectives in support of the Organization's mandate. It aims to promote a culture of high performance, professional development and continuous learning, as well as provide managers with the necessary mechanisms to recognise successful performance and to address underperformance in a fair and transparent manner.

6.2 Performance management is founded on an ongoing dialogue between staff/mission members and supervisors throughout the year. It aims to promote consistent performance standards and improve individual effectiveness by setting clear and agreed objectives that are subject to regular review, and upholding the values, core competencies and managerial competencies in the OSCE Competency Model.

6.3 The integration of the OSCE Competency Model into the Organization's performance culture ensures the demonstration of "effective behaviours" as a key factor in successful performance. It also places a focus on identifying learning and development objectives, with a view to further improving individual performance and better achieving programmatic and organizational objectives.

6.4 The performance management process provides the basis for necessary administrative decisions, including contract-related decisions, granting or deferral of regular step increments, and any action related to performance improvement.

7. The OSCE Electronic Performance Management Tool

The electronic performance management tool shall be used to record the initial discussion on performance expectations, including the individual objectives of staff/mission members and the OSCE Competency Model, and an agreed approach to meeting objectives.

The tool shall also be used to record discussions throughout the year in the form of a mid-year review and an end-of-year review.

The outcome of each stage of the performance management cycle shall be documented in a Performance Review Document (PRD).

8. Responsibilities

Performance management in the OSCE is a shared responsibility between the staff/mission member, supervisor and second level supervisor. It is founded on ongoing dialogue and regular feedback between the supervisor and the staff/mission member on how individual objectives are being met and OSCE values and competencies are being demonstrated.

All OSCE officials shall fulfil their responsibilities in managing performance in the OSCE. Non-compliance with the responsibilities as indicated in this Staff Instruction shall be recorded in the OSCE official's own performance review.

Role-specific responsibilities are outlined below:

8.1 The staff/mission member is responsible for:

- Upon his/her assignment/appointment and annually thereafter, jointly setting individual objectives with the supervisor and understanding the expected behaviours outlined in the OSCE Competency Model;
- Maintaining a record of performance throughout the performance cycle, as appropriate (for example the retention of emails relating to performance or documented records of meetings relating to performance);
- Proactively seeking clarification on individual performance expectations and feedback on performance on a regular basis and proactively notifying the supervisor of any obstacles to achieving performance standards;
- Contributing to regular dialogue with his/her supervisor throughout the probationary period, during objective-setting phase, the mid-year review, and during the end-of-year review and making the necessary entries in the PRD;
- Engaging positively and proactively to feedback in general and with a performance improvement plan, if one is initiated.

8.2 The supervisor is responsible for:

- Jointly setting individual objectives with the staff/mission member upon his/her appointment/assignment and annually thereafter, and clarifying the expected behaviours outlined in the OSCE Competency Model, taking into account the mandate of the executive structure, and annual plans of the Department/Unit/Section;
- Leading by example; maintaining open communication with regard to work issues as well as advising and supporting the staff/mission member on a regular basis to achieve agreed objectives;
- Providing performance feedback on a regular basis;
- Facilitating performance discussions as part of the probationary review, mid-year review and end-of-year review;
- Sharing performance feedback with the second level supervisor prior to conducting the performance discussion with the staff/mission member;
- Completing the performance review within established deadlines and in accordance with separation procedures;
- In consultation with the second level supervisor, recommending appropriate action in case of underperformance, including drafting a performance improvement plan.

8.3 The second level supervisor is responsible for:

- Leading by example; providing ongoing feedback and evaluating the first level supervisor's ability to manage the performance of the staff/mission member(s);
- Ensuring that the first level supervisor adheres to established deadlines in the performance management cycle and transfer/separation procedures;
- Ensuring that the first level supervisor completes performance reviews for staff under his/her supervision in a timely manner in accordance with separation procedures;
- In cases of underperformance, discussing possible options with the first level supervisor;

- Taking steps, in consultation with the local Personnel/Administration office, to address any disagreement between the staff/mission member and the supervisor;
- Ensuring awareness of the objectives of staff/mission members within the Unit/Department;
- Safeguarding the integrity and fairness of the process.

8.4 The respective Director/Head of Department/Section has the broader responsibility of ensuring that the performance management process is uniformly applied across work units by all first and second level supervisors, and for ensuring consistency of performance expectations and standards.

8.5 The respective Personnel/Administration Office/DHR is responsible for:

- Explaining the performance management process to OSCE officials in their executive structure;
- Providing performance management training opportunities;
- Providing guidance to staff/mission members and supervisors on performance management;
- Administering the PRD and reporting on a regular basis to management on compliance with the system;
- Providing guidance on appropriate administrative decisions that may be recommended;
- Verifying that a transferring staff/mission member has received a PRD within the last 3 months as outlined in paragraph 12;
- Implementing administrative decisions indicated in paragraph 13;
- Ensuring that outgoing supervisors complete any outstanding performance reviews in accordance with transfer/separation procedures.

9. Duration and Periodicity of the Performance Cycle

9.1 The performance cycle shall consist of a 12-month period beginning on 01 January and ending on 31 December of a given year. In the case of a transfer, or in case of a new appointment/assignment, and following the successful completion of the probationary period, the ensuing performance cycle may be shorter than 12 months but in no case less than 3 months.

9.2 In accordance with Staff Regulation 3.09, staff/mission members must complete a probationary period upon a new appointment/assignment as outlined in section 10.

- a) If, following the satisfactory completion of the probationary period, 3 or more months remain until the end of the current performance cycle, the objectives set at the beginning of the probationary period may be re-evaluated and the performance under these objectives be reviewed until the end of that year. In this case, the performance review should be completed in the normal manner as outlined in section 11.3.
- b) If fewer than 3 months remain until the end of the given calendar year, there will be no formal end-of-year review. The objectives should be re-evaluated

and discussed in the objective setting exercise for the new performance cycle.

- 9.3** In the event of a transfer within the OSCE it is the responsibility of the first level supervisor of the releasing unit (from which the staff/mission member is departing) in collaboration with the Personnel/Administration office to ensure that a performance review has been completed for the staff/mission member within the last 3 months. If this was not done, a performance review should take place prior to the effective date of the transfer.
- 9.4** The first level supervisor in the receiving unit should ensure that individual objectives are discussed with the incoming staff/mission member as soon as possible (and in accordance with section 11.1). If fewer than 3 months remain until the end of the given calendar year, there will be no formal end-of-year review, but the objectives should be re-evaluated and discussed in the objective setting exercise for the new performance cycle.

9.5 Key Dates in the Performance Cycle

Date / Period	Action
01 December – 28 February; or Within the first 2 weeks of a new appointment/assignment or transfer	<u>Objective setting</u> : staff/mission member and supervisor jointly agree individual objectives and expected behaviours in line with the OSCE Competency Model for the review period and record these in the PRD
01 June – 31 July	<u>Mid-year review</u> : staff/mission member and supervisor have a performance discussion to review and modify objectives as needed and indicate if the objectives are on track
01 December – 28 February	<u>End of year review</u> : staff/mission member and supervisor have a performance discussion to review performance in the review period, record necessary administrative decisions, and determine objectives for the upcoming year.

10. Probationary Period

- 10.1** In accordance with Staff Rule 3.09.1, all fixed-term staff/mission members shall serve a six-month probationary period upon their initial appointment/assignment.
- 10.2** Supervisors should meet any new staff/mission member within the first two weeks of their appointment/assignment in order to discuss and record the individual objectives in accordance with paragraph 11.1 on Objective Setting. Ongoing dialogue should continue throughout the probationary period. A performance discussion must be held within the last two to four weeks of the 6 month probationary period in order to evaluate the staff/mission member's performance.

- 10.3** An evaluation of “successful” shall mean that the probationary period has been completed successfully.
- 10.4** If at any time during the probationary period a staff/mission member’s performance is deemed to be unsatisfactory or if it is evaluated as “needs improvement” after a probationary review, the following courses of action may be taken in accordance with Staff Regulation 3.09:
- (i) The probationary period may be extended only once and for a further period not exceeding three (3) months. In such cases, a performance improvement plan must be initiated by the supervisor, in consultation with the second level supervisor, at least two weeks before the probationary period is due to expire. If the performance has not improved by the end of the extended probationary period, the appointment/assignment shall be terminated.
 - (ii) The appointment/assignment may be terminated during the probationary period by giving the staff/mission member one (1) month’s notice in consultation with the Secretariat DHR.
- 10.5** The probationary period may be suspended for up to a maximum of three (3) months in the case of legitimate absence from service under the conditions of Staff Rule 3.09 (e). Legitimate absence from service shall include maternity, paternity, adoption leave and special leave without pay in connection with such leave, certified sick leave, and special leave granted for exceptional reasons and in the interest of the OSCE in accordance with Regulation 7.04(c).
- 10.6** The supervisor shall communicate the recommendation to extend a probationary period or terminate the appointment/assignment to the respective Personnel/Administration Office through the second level supervisor. The Personnel/Administration Office may request further information or clarification from the supervisor and/or staff/mission member.
- 10.7** In accordance with Staff Rule 3.09.1, the final decision to either extend the probation for a period not exceeding three (3) months, or terminate the appointment or assignment by giving one (1) month’s notice, shall be made by the appointing authority in consultation with the Secretariat DHR. This decision must be communicated to the staff/mission member in writing no later than one week prior to the expiry of the probationary period.
- 10.8** The seconding authority shall be notified prior to the extension of the probationary period or the termination of the assignment of a seconded staff/mission member, by the Secretariat DHR.

11. The Performance Cycle

11.1 Objective setting

The foundation for high performance is built on a clear process of planning, monitoring, review, feedback and evaluation. The setting of agreed individual

objectives that are aligned with programmatic objectives is central to the planning process.

When a staff/mission member takes up a new appointment/assignment, the supervisor must discuss, within the first two weeks, the programmatic objectives of the Unit as well as the specific duties of the position with the staff/mission member.

- 11.1.1 The staff/mission member and supervisor should agree on 3-5 individual objectives for the upcoming performance cycle. Additionally, at least one (1) learning and development objective related to the OSCE Competency Model or functional competencies must be indicated.
- 11.1.2 All supervisors must have a minimum of one objective that deals exclusively with managerial responsibilities, including managing the performance of staff/mission member(s).
- 11.1.3 Individual objectives should be written in accordance with the guidelines set out in the Handbook on Performance Management.
- 11.1.4 Individual objectives can be amended jointly by the staff/mission member and supervisor at any time during the performance cycle.
- 11.1.5 If a staff/mission member and supervisor cannot agree on one or more objectives, the second level supervisor shall be responsible for confirming that the proposed objectives are reasonably commensurate with the duties of the post and level/grade. Should a substantial discrepancy be identified, the Personnel/Administration Office shall assist the supervisors and staff/mission member in finalizing the objectives.
- 11.1.6 In addition to working towards agreed objectives set out through programmatic priorities and in line with the job description, all staff/mission members are expected to adhere to the OSCE Competency Model. The effective behaviours defined for each core value and core competency apply to all staff/mission members, regardless of their grade. Managerial competencies apply to those staff/mission members in a supervisory role irrespective of the number of subordinates or the grade of the post they occupy.
- 11.1.7 The supervisor and staff/mission member are expected to monitor performance by maintaining an ongoing dialogue regarding the attainment of expected performance standards. They are encouraged to immediately raise and respond to any issues that may arise during the performance cycle.

11.2 Mid-year Review

- 11.2.1 During the performance cycle, the supervisor and staff/mission member should engage in regular dialogue on the progress of the objectives set at the beginning of the review period. These conversations or written communications should address the recognition of successful performance and early identification of performance issues.

- 11.2.2 In order to ensure individual objectives are on track and to provide the opportunity to re-evaluate these objectives as needed, the supervisor shall conduct and complete a mid-year review between 01 June and 31 July of a given year.
- 11.2.3 The mid-year review must include a performance discussion between the supervisor and staff/mission member. The supervisor and staff/mission member must reflect through the PRD that the discussion took place and record any modification(s) to the individual objectives, performance improvement plans and/or learning and development needs. The confirmation by the staff/mission member constitutes an acknowledgement that the mid-year review has been completed but does not necessarily indicate agreement with the supervisor.

11.3 End of Year Review

- 11.3.1 In accordance with Staff Rule 3.10.1, the performance of fixed-term staff/mission members shall be subject to a performance review. The performance review must be completed between 1 December of any given year and 28 February of a subsequent year.
- 11.3.2 The staff/mission member shall take time to reflect on his/her own performance in the past year in relation to the individual objectives agreed upon at the start of the review period. Any additional functions performed outside of the established job description/terms of reference, such as Staff Representative, Gender Focal Point, Training Focal Point, etc. should be taken into account.
- 11.3.3 The staff/mission member shall initiate the performance review and may complete a self-assessment of the individual objectives and competencies.
- 11.3.4 The first and second level supervisors shall discuss the performance of the staff/mission member and agree on the overall assessment.
- 11.3.5 In case of a divergence of opinion between the first and second level supervisors with regard to the overall assessment, the supervisors should jointly seek the advice of the local Personnel/Administration Office, who may consult with the Secretariat DHR, prior to having the performance discussion with the staff/mission member.
- 11.3.6 Once the PRD has been initiated, the supervisor shall meet with the staff/mission member to discuss the performance and overall assessment as soon as practicable within the prescribed period for the end of year review. The purpose of the performance discussion is to summarize the performance during the last performance cycle and agree on the objectives for the next performance cycle.
- 11.3.7 The supervisor shall complete the performance review by indicating whether the individual objectives, including any learning and development objectives,

are proceeding or have been completed according to plan. If this is not the case, the supervisor and staff/member should indicate whether this is due to performance gaps or external factors. It should also be indicated whether the effective behaviours associated with each relevant competency were demonstrated. One overall assessment with supporting comments should be indicated for the staff/mission member's performance over the given performance cycle.

11.3.8 The following statements shall be used to define the overall assessment:

Successful: on track or successfully completed agreed objectives and demonstrated effective behaviours as outlined in the OSCE Competency Model.

Needs improvement: not on track or unsatisfactory performance towards achieving the agreed objectives and/or unsatisfactory performance in relation to demonstrated effective behaviours as outlined in the OSCE Competency Model.

11.3.9 The identification of developmental areas does not necessarily indicate unsuccessful performance.

11.3.10 Following an assessment of 'needs improvement', a performance improvement plan shall be initiated in accordance with paragraph 11.4.

11.3.11 Once the discussions have been concluded and the performance review is completed, the second level supervisor shall approve or reject the PRD. The staff/mission member will receive the PRD for review and addition of any final comments they wish to make. The comments will become part of the PRD and may be written either to express agreement or disagreement with the performance review.

11.3.12 By completing the PRD, the staff/mission member confirms that the performance review took place, but not necessarily his/her agreement with the overall assessment. Procedures for objections to the PRD and/or any resulting administrative decisions are indicated in Section 16.

11.4 The Performance Improvement Plan (PIP)

Performance issues must be addressed by the supervisor immediately when they arise. During the performance cycle, it is a shared responsibility of supervisors and staff/mission members to engage in discussions in order to provide and/or receive regular feedback, guidance and advice on how they are attaining - or must improve to attain - the necessary performance standards. Supervisors shall aim to provide staff/mission members with all the necessary resources to attain expected performance standards.

In the case of underperformance, supervisors shall, as a first course of action, discuss the issue with the staff/mission member and allow for an initial informal opportunity to improve any underperformance. If the supervisor determines that performance issues persist, a Performance Improvement Plan (PIP) must be initiated.

- 11.4.1 The supervisor may, at any point during the performance cycle, following consultation with the second level supervisor and the local Personnel/Administration office and having submitted to them documentary evidence of unsatisfactory performance, organise a meeting with the staff/mission member in order to initiate a PIP.
- 11.4.2 In accordance with Staff Rule 4.02.3, before termination due to unsatisfactory performance, the staff/mission member shall be notified in writing that his/her performance is not satisfactory and he/she should improve the quality of service otherwise the termination of his/her appointment/assignment will be considered. This written notification must be given to the staff/mission member by HR at the outset of any PIP. The same procedure shall apply in the case of non-extension of appointment/assignment, as per Staff Rule 3.11.1.
- 11.4.3 The meeting to initiate a PIP should refer to underperformance in the performance cycle and should result in the establishment of clear individual objectives to be completed during the PIP period in order to bring performance back to a satisfactory level.
- 11.4.4 The PIP must be completed in accordance with the template provided in Annex I. The staff/mission member, first and second level supervisor must all record their agreement to the proposed PIP.
- 11.4.5 The supervisor is responsible for ensuring the details of the PIP are properly recorded as well as providing the necessary support and guidance to the staff/mission member in order to meet the agreed objectives. In order to facilitate such guidance, agreed performance review dates should be indicated on the PIP and progress summarised at these points. During this period, the supervisor will monitor progress towards improved performance and may conclude the PIP at any point if performance returns to a satisfactory level.
- 11.4.6 Second level supervisors shall have the responsibility of monitoring the progress of the PIP and ensuring that both the supervisor and staff/mission member receive the necessary support to fulfil the requirements of the plan and that progress reviews are conducted as planned.
- 11.4.7 PIPs shall be time bound and shall be for a minimum of three months. At the request of the supervisor, a PIP that was initially set for three months may be extended by the appointing authority in consultation with the local Personnel/Administration and Secretariat DHR provided that the total cumulative period of the PIP does not exceed six months.

- 11.4.8 A PIP that is initiated in connection with the probationary period shall be for a fixed period of three months without any possibility to extend the period further.
- 11.4.9 A performance review must be completed at the end of the PIP period. Performance may be evaluated as either “successful”, “needs improvement” or “does not meet requirements”. In case a PIP is initiated in connection with the probationary period, performance may be evaluated as “successful” or “does not meet requirements.”
- 11.4.10 An evaluation of “successful” shall be considered satisfactory performance and will return the staff/mission member to the normal performance management cycle.
- 11.4.11 An evaluation of “needs improvement” may result in an extension of the PIP for a period of up to 3 months, provided that the total cumulative period of the PIP does not exceed six months. New review dates shall be agreed and the objectives may be amended if necessary. The PIP may only be extended once. Any recommendation of the supervisor to extend the PIP must be communicated to the local Personnel/Administration office in the case of local mission members and to the Secretariat DHR in the case of international mission members.
- 11.4.12 An evaluation of “does not meet requirements” at the end of a PIP shall be considered unsatisfactory performance within the meaning of Staff Rule 3.09.1 (b) and Staff Regulation 4.02 (a) (iii), and serve as a basis for non-extension or termination of the appointment/assignment.
- 11.4.13 In accordance with Staff Regulation 4.01, the decision to terminate an appointment/assignment shall be made by the competent appointing authority as defined under Staff Regulation 3.03, 3.04, 3.05, and when required, in consultation with the Secretary General.

12. Performance review procedures with a change of first level supervisor

- 12.1** If either a mid-year or end-of-year performance review was not completed 3 months prior to a staff/mission member assuming new duties upon transfer, such a review must be completed to cover the date from the last recorded performance review to the date of transfer.
- 12.2** If a staff/mission member remains in the same function but serves under successive supervisors during the review period, the supervisor serving at the time the performance review is due shall complete the PRD covering the entire period under review. Incoming supervisors will have access to the electronic performance management tool in order to review the past performance of the staff/mission members under their supervision.
- 12.3** If the last performance review was completed more than three months prior to the supervisor's separation date, they shall, as part of the separation procedure,

confirm whether the staff/mission member is on track in terms of meeting objectives and demonstrating the effective behaviours of relevant competencies. This review should be finalized following a discussion with the staff/mission member.

- 12.4** In the event that a supervisor separates within a defined phase of the performance cycle (i.e. the objective setting phase, the mid-year review phase, or the end of year review phase) the requirements under the performance management system within this phase must be completed prior to separation.
- 12.5** The final separation entitlements of the supervisor shall be withheld until the second level supervisor has received the performance review and indicated on the separation check-out form that this has been completed.

13. Outcomes related to the performance review

Administrative recommendations must be properly documented, including through a completed PRD, copies of relevant emails, the PIP if one was initiated, notes to the file and a written summary of any meeting minutes that support the nature of the recommendation.

13.1 Extension, non-extension, Performance Improvement Plan or termination of appointment/assignment;

- 13.1.1** An evaluation of **successful** at the end-of-year review, or an indication that there are no performance issues at the point of the mid-year review shall be considered satisfactory performance within the meaning of Staff Rule 3.11, and will constitute a necessary condition for the extension of the appointment/assignment.
- 13.1.2** An evaluation of **needs improvement**, supported by documented evidence, shall be considered unsatisfactory performance within the meaning of Staff Rule 3.09.1 (b) and Staff Regulation 4.02 (a) (iii), and a basis for the initiation or extension of a PIP. Documented evidence shall include emails, reports, records of meetings and/or other written evidence.
- 13.1.3** An evaluation of unsatisfactory performance during the probationary period may lead to the termination of the appointment/assignment by giving one month's notice.
- 13.1.4** If a rating of "needs improvement" is being considered, the supervisor shall inform the respective Personnel/Administration Office before the performance review has been completed.
- 13.1.5** In accordance with Staff Regulation 4.01, the decision to terminate an appointment/assignment shall be made by the authority competent for the appointment/assignment under Staff Regulation 3.03, 3.04, 3.05, and when required, in consultation with the Secretary General.

13.1.6 In case an appointment/assignment is terminated, the termination notice provided for under Regulation 4.03 shall apply.

13.2 Step increment/deferral

13.2.1 In accordance with Staff Regulation 5.04 (b), a fixed-term contracted staff/mission member may be awarded a regular in-grade salary increment in accordance with the periodicity provided for in the relevant salary scale. An evaluation of **successful**, as recorded in the most recent PRD shall be considered a sufficient basis for granting a step increment.

13.2.2 In case a PIP is initiated due to unsatisfactory performance in accordance with paragraph 11.3.9, the effective date of the regular step increment shall be deferred by the total period of the plan. If the performance is evaluated as 'satisfactory' following the conclusion of the PIP, the staff/mission member will re-join the normal performance cycle and be granted their next salary increment on the delayed effective date.

14. Recognising and promoting learning and development opportunities

14.1 Learning and development play a key role in ensuring OSCE officials work efficiently to implement organizational processes, demonstrate core values and competencies in their work, and acquire specialized skills that are up to date. In addition, such opportunities play a supportive role in allowing OSCE officials to respond quickly to changing organizational needs and unexpected priorities.

14.2 Both the supervisor and staff/mission member shall take an active role in identifying learning and development opportunities that will help the staff/mission member to most effectively meet their individual objectives. Emerging needs should be discussed in the mid-year and end-of-year review discussions, and be reflected in the PDR using the drop down menu of available learning opportunities.

14.3 Participation in any training activity is subject to the criteria outlined in Staff Instruction 14.

15. Confidentiality

15.1 The confidentiality of the performance review and any related discussions must be maintained by all parties involved. The appointing authority may, in consultation with the Secretariat DHR, grant access to a staff/mission member's PRD for the purpose of another OSCE official to perform his or her duties. An OSCE official who is accordingly granted access to a PRD must maintain its confidentiality.

15.2 In accordance with Staff Regulation 3.10, the PRDs for seconded staff/mission members shall be shared with the seconding authority.

- 15.3** In accordance with paragraph 8.7.5 of Staff Instruction 17, the two most recent PDRs (or “PARs” if conducted before 2017) of internal candidates being considered for recruitment to other posts in the OSCE shall be shared with the relevant Personnel/Administration office.

16. Objections to the Performance Review Document and/or Resulting Administrative Decisions

- 16.1** Staff/mission members who disagree with their performance review may record their disagreement, including the justification, through the PRD. Instances where there is disagreement between the staff/mission member and the first and second level supervisors shall be brought to the attention of the Personnel/Administration office or DHR in the Secretariat.
- 16.2** The PRD and the overall assessment contained therein cannot be appealed. However, any administrative decisions resulting from the performance review (i.e. non-extension of contract or step deferral) may be appealed in accordance with the procedures set out in Article X of the Staff Regulations and Staff Rules.

Annex I: Performance Improvement Plan Template

A) Staff /Mission member details			
Name	<i>LAST, First</i>	Type of appointment	<i>Fixed Term</i>
Post title	<i>Title</i>	In current function since	<i>Click here to enter a date.</i>
Executive Structure	<i>Click here to enter text.</i>	Contract expiry date	<i>Click here to enter a date.</i>
Organizational Unit	<i>Click here to enter text.</i>	PiP Period from <i>Click here to enter a date.</i> to <i>Click here to enter a date.</i>	
Supervisor details	Level of supervisor	Name	Functional title
	1st level supervisor	<i>LAST, First</i>	<i>Title</i>
	2nd level supervisor	<i>LAST, First</i>	<i>Title</i>
Short description of performance issues to be addressed in reference to agreed Individual Objectives, Values and/or Competencies: <i>To be completed by the supervisor after discussion with the staff/mission member</i>			
B) Up to 5 agreed objectives for the PIP, initiated by the supervisor			
Objective	<i>Please indicate the agreed objectives for the PIP period to bring performance to required levels.</i>		
1	<i>Click here to enter text.</i>		
2	<i>Click here to enter text.</i>		
3	<i>Click here to enter text.</i>		
4	<i>Click here to enter text.</i>		
5	<i>Click here to enter text.</i>		
Value(s) and/or Competency(ies)	<i>Please indicate the Values or Competencies to be addressed in order to bring performance to required levels.</i>		
Value/competency 1	None		
Value/competency 2	None		
Agreed performance review dates are to be scheduled on a monthly basis following initiation of the PIP, i.e.: 1st review, 30 days; 2nd review, 60 days; Final review, 90 days <i>All concerned parties verify that the plan, discussions and objectives are captured accurately and understood.</i>			
SIGNATURES			
Staff / Mission Member		1 st level supervisor	2 nd level supervisor
Date:	Date:	Date:	

C) Summary of the review discussions during the performance improvement period

Discussions should be communicated via email and summarized here.

<i>1st Review (30 days)</i>	<i>Enter any comments as applicable during the period. In case the comment is not agreed by all, please indicate who has made the comment.</i>
<i>2nd Review (60 days)</i>	<i>Enter any comments as applicable during the period. In case the comment is not agreed by all, please indicate who has made the comment.</i>
<i>Final Review (90 days)</i>	<i>Enter any comments as applicable during the period. In case the comment is not agreed by all, please indicate who has made the comment.</i>

D) End of PiP appraisal, initiated by the supervisor

Agreed Objectives <i>as per B above</i>	According to plan	Not according to plan	Comments
Agreed objective 1	<input type="checkbox"/>	<input type="checkbox"/>	Click here to enter text.
Agreed objective 2	<input type="checkbox"/>	<input type="checkbox"/>	Click here to enter text.
Agreed objective 3	<input type="checkbox"/>	<input type="checkbox"/>	Click here to enter text.
Agreed objective 4	<input type="checkbox"/>	<input type="checkbox"/>	Click here to enter text.
Agreed objective 5	<input type="checkbox"/>	<input type="checkbox"/>	Click here to enter text.

Overall Assessment:*Please select whether performance has improved during the PIP period*

Overall Assessment	Choose an item.
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SIGNATURES

Staff / Mission Member	1 st level supervisor	2 nd level supervisor

Date: 1 December 2016

Please note: Extension of the PiP requires approval by DHR. In such cases, please discuss with your local HR.