

OSCE Secretariat
Department of Human Resources

Annual Meeting on Talent Management 14 March 2016

Welcome

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The HR Strategy Model

Mission

We strategically enhance the human capital of the OSCE by providing our business partners with innovative, efficient and client-centred HR solutions.

Vision

To ensure that the OSCE attracts, develops and engages the high-performing, committed and diverse pool of talent needed to deliver on the security priorities of its participating States.

**Pillar 1
Managing Talent**

**Pillar 2
Leveraging Diversity**

**Pillar 3
HR Best Practices**

**Pillar 4
Business Partnership**

**The Right Skills in
the Right Places**



**A Stronger
HR Function**

**A Capable
OSCE Workforce**

Agenda for today

- Talent Management at the OSCE
- DHR role in supporting Executive Structures
- Recruitment
- Learning & Development
- Performance Management
- Discussion

Agenda for today

- Introduction of Talent Management team
- Your involvement during the sessions
- Your suggestions for discussion
- Our plan for follow up

Talent Management?

Using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning.

* (wikipedia)

Talent Management?

Talent management is an organization's commitment to **recruit, retain, and develop the most talented** and superior employees available in the job market.

(humanresources.about.com)

TM in the OSCE context

- Commitment to **attract, manage, develop and retain** the most talented employees available
- Maximise contribution during employment, increased organisational effectiveness
- Even more critical given employment lifecycle, non-career nature
- Majority of locally recruited staff have less constraints and longer opportunity for contribution
- Are an important source for international recruitment in other locations

OSCE Talent Management

- Attract
- Manage
- Develop
- Retain



The right skills in right places

What happened?

- 2015 Internal Re-organisation
 - Training – separate section reporting to D DHR
 - Recruitment – separate section reporting to D DHR
 - Classification – within Personnel section
- Now
 - Classification, Learning and Development and Recruitment form the Talent Management section
- Not just the sum of 3 parts - **Attract, Manage, Develop, Retain**

OSCE Talent Management Current Priorities

Performance Management

Attract, Develop, Manage, Retain

- Values and Competencies
- Clear and aligned objectives
- Pilot Project
- New Technology

OSCE Talent Management Current Priorities

Strengthen OSCE Recruitment

Attract, Retain (Develop)

- Values and Competencies
- New technology
- Candidate experience – OSCE Wide, Branding
- Policy Framework

OSCE Talent Management Current Priorities

Transition to Learning

Attract, Develop, Retain

- Values and Competencies
- Leadership & Management development
- Exploit new opportunities
- New technology
- Impact

OSCE Talent Management

Comments

Questions ?

Part II

DHR Support to all Executive Structures

Secretariat  Institutions  Field operations 

- 3 Core roles

- Policy setting, ensuring regulatory compliance   
- Providing support and advice as a HR HQ   
- Act as the local HR unit on HR related matters  

Talent Management support to all Executive Structures

- Classification
 - Classification of all posts in performed centrally
 - Advice on job design and structure
 - Classification in line with ICSC Master Standards
 - Full maintenance of OSCE post table
 - How does it work - from needs to a VN

Talent Management support to all Executive Structures

- Recruitment
 - Initial and final phases for all international seconded recruitment in Sec and Field Operation
 - VN, Long listing, Acceptance and liaison with pS
 - Initial phases for all international seconded posts in Institutions
 - VN, extension, re-advertisement

Talent Management support to all Executive Structures

- Recruitment
 - Initial and final phases for all international contracted recruitment in field operations
 - VN, long listing, final selection
 - Recruitment for senior management posts in field operations
 - Recruitment for all posts in all grades for Secretariat & RFoM
 - Recruitment of all Consultants for Secretariat
 - JPO's, Young Diplomats and Interns for Secretariat

Talent Management support to all Executive Structures

- Learning and Development
 - Development of OSCE wide courses and programs
 - Support and guidance to all executive structures
 - Delivery of OSCE wide programs
 - Delivery of OSCE wide Performance Management
 - Delivery of all L & D activities within Secretariat

Example of SMM Classification

- All posts previously advertised required creation
- As per PC Dec on mandate extension, job descriptions or terms of reference for 1301 posts will now be reviewed and classified

Seconded Recruitment 2015

Other Executive Structures / SMM

Seconded posts

| Seconded Posts (excl. SMM) | # VN | # AFs | Average App. | Long-listed | Short-listed | Re-ad/Extended | % Re- ad/Extended |
|---------------------------------------|-------------|--------------|-------------------------|--------------------|---------------------|-----------------------|------------------------------|
| 2015 | 180 | 1,082 | 6 | 628 | 190 | 77 | 43% |

| Seconded Posts (ONLY SMM) | # VN | # AFs | Average App. | Long-listed | Short-listed | Re-ad/Extended | % Re- ad/Extended |
|--------------------------------------|-------------|--------------|-------------------------|--------------------|---------------------|-----------------------|------------------------------|
| 2015 | 46 | 1,298 | 28* | 942 | 111 | 17 | 37% |

* Just a reference, not to be considered literally as most nominations go to one single vacancy

| International Contracted Posts (ONLY SMM) | # VN | # AFs | Average App. | Long-listed | Short-listed | Re-ad/Extended | % Re- ad/Extended |
|----------------------------------------------------------|-------------|--------------|-------------------------|--------------------|---------------------|-----------------------|------------------------------|
| 2015 | 7 | 663 | 95 | 84 | 41 | 1 | 14% |

120 % increase in number of seconded applications processed in 2015

Example of SMM

- Learning & Development
 - Dddd
 - dddd

So what ?

- Impact
 - Additional workload
 - SMM alone, Re-advertisements (46% of S posts)
 - No adjustment to resources
 - People, Technology they use
 - Not just about more with less
 - Affects the quality we can provide to the field
 - Affects the quality we can provide to our pS
 - Affects the quality we can provide to our/your staff and candidates

SMM Perspective

- With the new mandate, the SMM post table has been revised.
- The total number of positions in the SMM is **1301**, as per below:

International staff

Contracted: 18

Seconded: 892

Local staff:

Professional: 27

General Service: 364

- SMM is looking to fill all of the additional positions by end of July 2016.

SMM Perspective

- Due to operational needs, the SMM is currently looking for qualified candidates for the positions in the field:
- Monitoring Officers (S2);
- Security Officers (S2);
- Media Focal Point, Donetsk (S2).

SMM Perspective

- In addition, the SMM is looking for highly qualified applications for more specialized positions located in the Kyiv Head Office:
- Analytical Support Officer (S2);
- Database Officer (S2);
- Psychologist/Stress Management Adviser (S2);
- Records Management Officer (S1);
- Rule of Law Adviser (S2).

SMM Challenges

- SMM needs more nominations of highly qualified candidates meeting the minimum necessary criteria for seconded positions in the field and the Kyiv Head Office.
- SMM would like to ask for support in ensuring quick deployment of the selected candidates to Ukraine after the information on the selection outcome is communicated.

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Comments

Questions ?