ATP
Association of Test Publishers
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Association of Test Publishers - Special Interest Group

USING 21ST CENTURY TOOLS TO TRANSFORM THE PUBLIC SECTOR

9 & 10 September 2019
Hofburg
Vienna, Austria

osce

AGENDA

MONDAY, 09 September 2019

Monday, 9 September

Time			
08:30-09:30	Security Check and Registration		
09:30-10:00	Welcome Coffee Session by Dr. William Harris (ATP) and Jean-Claude Villemonteix (OSCE) - Vorsal (2nd Floor)		
Room	Neuer Saal (2nd Floor)		
10:00-10:45 (45 min)	KEYNOTE SPEAKER 1: Antoinette Oglethorpe Career Development in International Organizations: A powerful tool for engaging, retaining and developing employees		
10:45-10:50 (5 min)	Transition to Presentations		
Room / Time	Room 531 (32 people)	Room 532 (32 people)	Room 533 (52+people)
10:50-11:35 (45 min)	How Far Away is Algorithm Screening for IO's (Henrik Ryden and Magnus Bucht)	Distributed (or Shared) Leadership (DL) as a 21st-Century Tool to Transform the Public Sector (Neha Chatwani)	Emotional Intelligence and Credentialing: The What's, Why's and How's (Micheal O'Leary)
11:40-12:25 (45 min)	Accessibility by Design: Considerations for Digital Assessments (Marc Oswald)	HR Hacking: Building a Community of HR Practioners to Discuss the Intersection of Technology and the World of Work (Enrique Rubio)	Artificial Intelligence Pilot on Recruitment at an International Organizaation (John Thomas and Netta Rankin)
12:25-13:40 (75 min)	Catered Lunch (2nd floor)		
13:40-14:25 (45 min)	Comparing the Pros and Cons of Two Automated Test Assembly Methods and the Potential Relevance in Delivering High Volume Pre-Employment Assessments (Li-Ann Kuan and Garret Sherry)	The Power of Coaching in HR (Alexandra Deubner)	If You Are Waiting for AI to Mature, You Are 20 Years Too Late (Paul Edelblut)
14:30-15:15	Vienna-Based HR Network - A Case Study on Creating a Platform for Best Practices among IO's across Duty Stations (Marta Mazarambroz)	Towards the Healthiest Possible Workplace - Wellbeing Initiative at the UN City Copenhagen (Lykke Andersen)	Diversity and Equality: A Dichotomy Yet a Paradigm in EU Staff Selection Process. How Technology-Based Assessments Can Help Break Barriers (Angela Heberling and Silvija Akif)
15:15-16:00 (45 min)	Coffee Break and Networking - Vorsaal (2nd floor)		
	Neuer Saal (2nd floor)		
16:10-17:00 (50 min)	KEYNOTE SPEAKER 2 - Johnny Campbell The Future of Workplace Skills		
17:00-17:15	Transition to Outside Hofburg for Group Photo		
17:15-17:30	Group Photo (steps of Austrian National Library - Next to Hofburg)		
17:30-18:00	Walk to Restaurant for Happy Hour		
18:00-19:00	Networking cocktail at Shubert Restaurant		
19:00-21:00	No host dinner at Shubert Restaurant		

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Room / Time	Room 531 (33 people)	Room 532 (33 people)	Room Neuer Saal (>100 people)
9:00-9:30	Arrival		
9:30-10:30 (60 min)	Cross Cultural Interaction: Dealing with Cultural Collision in Coaching and Managerial Relationships (Denise Donoghue)	Transforming Public Sector Organizations by creating a culture of Continous Learning (Lena Moll)	Confident Career Conversations - Discover a Toolkit to Help Managers and Employees (Antoinette Oglethorpe)
10:30-11:00 (30 min)	Coffee Break		
11:00-12:00 (60 min)	Validity Considerations for Educational AI-Assistants (Alina von Davier)	Assessing and Developing Soft Skills Across Cultural Boundaries (Gabor Holch)	An Exploration of Trends, Tools and Technology Impacting Public Sector HR (Heather Wokusch)
12:00-12:30 (30 min)	Closing Lauren Scheib (ATP)		

Legend	
Colour	**Topic**
	Technology
	Processes
	People

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KEYNOTE SPEAKERS

Antoinette Oglethorpe (Consultant, Coach, Speaker and Author)

Career Development in International Organizations: A Powerful Tool for Engaging, Retaining and Developing Employees

Antoinette is an award-winning leadership development consultant, coach, speaker and author. She has over 25 years' experience in developing leaders for the world's most successful organizations – companies like P&G, Accenture and Avanade. She works with individual leaders, leadership teams and HR professionals. Antoinette uses a solution-focused approach to focus on the things that will have the greatest impact on performance.

By helping to make progress in those areas, she inspires her clients to operate more effectively and deliver better results. In the past few years, she has supported multiple career management programmes and initiatives at international organizations in the United Nations System. She was a contributor to the award-winning Virtual Career Labs at the United Nations Development Programme, which won two Fuel50 awards in 2017 as outstanding career management initiatives.

Antoinette frequently provides free resources to HR practioners via her website. She speaks at events across the globe on subjects like the impact of mentoring and the importance of career conversations for employees, supervisors and organizations alike, among other talent development topics. She has recently launched a book called "Grow Your Geeks: A Handbook for Developing Leaders in High-Tech Organizations." Her keynote speech will focus on how career development can work as a powerful tool to engage, retain and develop employees in international organizations. On the second day of the conference, Antoinette will also be presenting a workshop on "Confident Career Conversations - Discover a Toolkit to Help Managers and Employees." Please check the agenda for details.

Johnny Campbell (Co-founder of Social Talent)

The Future of Workplace Skills

According to research by McKinsey and Harvard, the skillset of the modern recruiter is not fit for the world we will live in 10 years from now. Join Johnny as he outlines how staffing agency recruiters will need to double down on three core skill categories and fundamentally change the way we approach recruiting today. With plenty of stories and real-life examples of the skills you can start learning today, this session is for every leader or individual contributor who cares about the future of hiring.

Johnny spent 15 years working as an agency recruiter in Ireland and the Caribbean before co-founding Social Talent with his business partner, Vincent O'Donoghue. Johnny's expertise lie in identifying and delivering the benefits of a web 3.0 world to the recruitment industry. He prides himself on being able to provide recruiters with the tools to source directly from the internet, enabling them to build talent communities on social media and helping corporates to develop and market their employer brand online in the places where their target audience spend the most time, namely social media.

When he's not playing Sensei to thousands of Sourcing ninjas, speaking at conferences worldwide, and being awarded accolades and titles like LinkedIn PowerProfile 2015, Johnny is father to Aaron, Jake and Archie, husband to Jill, master to Toby the dog and man-servant to the staff at Social Talent.

Social Talent is a talent acquisition training platform used in the private sector to upskill and re-skill their recruiters. The OSCE is currently licensing its recruiters to become certified 'sourcing ninjas' via Social Talent. So we are obviously very excited to meet Johnny in person.

PRESENTATIONS

Artificial intelligence (AI) is really the buzzword of today. AI is expected to be introduced to most industries during the coming years and revolutionize the way we work. Have you thought about how it will affect HR and Recruitment in International Organizations?

In our presentation we share our plan on how we envision to implement algorithm screening. We present the very first steps that will ensure fairness, build trust, confidence and prove that an algorithm at low cost can add the value you don't have today. We have spent a lot of time preparing for AI recruitment tailored to the needs of International Organizations. We have analyzed where internal resistance can exist and methods to overcome that resistance.

What are the risks and benefits of AI screening? During our presentation, we will demo how our algorithm trained on 300,000 jobs already understands titles used by International Organizations. Our demo will show how an algorithm already today is ready to take over some of your manual work. Learn how an AI-trained system can help you to lower costs and free up more funds to the work that makes real impact.

During this presentation you will
1. Find relevant and interesting information on Artificial Intelligence and how it can be applied;
2. Learn about the benefits and potential pitfalls to be aware of when using AI systems to support recruitment;
3. Learn the very first steps to take to implement AI screening in your organization
4. Meet our real AI robot.

Distributed Leadership (DL) is gaining popularity in the 21st century at the juncture of increasing complex internal and external work environments and because the future talent sourced from Generation Y demands a more collaborative style of leadership at the workplace.

Whereas Distributed Leadership does not replace vertical leadership, it does challenge the understanding of the leader-centric role in organizations, provoking a more systemic and collective attitude. Self-managing teams are an extreme expression of DL. In most organizations DL simply aims to nurture and engage highly-motivated empowered individuals, leveraging their knowledge to make the best-informed decisions quickly and mitigate risks. It is also about the contextual fluidity of roles within a team; whereby leaders are viewed as an empowered member of the team, guiding and framing from within.

This presentation seeks to re-iterate the importance of leadership development for capability building in organisations by (1) defining DL and explain its relevance by illustrating the connection between DL and performance; and (2) by explaining the opportunities and challenges in implementing DL through case studies and research.

PRESENTATIONS

Micheal O'Leary (Chair in Assessment) - Prometric

Emotional Intelligence and Credentialing: The What's, Why's and How's

The release of Daniel Goleman's international best-seller "Emotional Intelligence: Why it can matter more than IQ" in 1995, popularised the work of social psychologists who had been attempting to develop a possible framework for the construct of 'emotional intelligence' (EI).

As recent research has indicated that effective performance within certain professions can be influenced by EI, research related to EI is an issue that needs to be considered by those within the licensing and credentialing industry. Yet, despite the range of academic research conducted on the topic of EI in the intervening years, little consensus on how EI should be conceptualised or measured has been achieved. Therefore, if EI is to play a more key role within the field of licensing and certification sector, the following questions should be considered: 1. What is EI and why is it important? 2.How can EI be assessed? 3. How can the assessment of EI be incorporated into the certification/ licensure process?

The three takeaways of the presentation are:
1. Theoretical underpinnings of the current conceptualisations of emotional intelligence;
2. Prominent measures associated with the measurement of emotional intelligence along with their respective strengths and limitations;
3. Arguments for how and why emotional intelligence assessment could/should be part of the credentialing process.

John Thomas (Chief, Affiliate Partnerships and Recruitment Section) and Netta Rankin (Senior Business Analyst) - UNHCR

Artificial Intelligence Pilot on Recruitment at an International Organization

Automation through Artificial Intelligence (AI) can significantly reduce time spent on pre-screening applications as well as on expediting the processing of talent pool applicants, who could potentially fill open positions. The use of AI can allow recruiters more time to focus on client-oriented activities, including candidate nurturing and support.

The Affiliate Partnerships & Recruitment Section teamed with UNHCR's Innovations colleagues to determine the feasibility of using AI at an international organization and how it would interact with UNHCR's Human Resources system of record for Recruitment processing. This experiment entails having AI replace a portion of the Talent Management process.

The speakers will cover the design and implementation of AI by illustrating how the UNHCR's 29 Talent Pools have used a machine routine to check nightly for new applicants. The speakers will also inform the audience on how AI presents and highlights information for quick human validation and/or acceptance of pre-screening results on a regular basis. In the meantime, they will elaborate on how recruiters focus on handling exceptions and concerns.

Participants will receive an update on how UNHCR is using Artificial Intelligence to modernize the way the organization handles recruitment and will discuss how this can impact the process in their own organizations. Concerns such as promoting the idea internally and ensuring non-bias in the process will also be addressed.

PRESENTATIONS

Enrique Rubio (Founder of HackingHR)

HR Hacking: Building a Community of HR Practioners to Discuss the Intersection of Technology and the World of Work

In Hacking HR we believe that HR can be the most important pioneer and trailblazer to propel organizations and their people forward into the future of work. The reason for that is that we have profound knowledge of the way people and our organizations operate, which gives us a unique perspective that crosses the borderline between operations and people. At Hacking HR building the community is the first principle. The second principle is educating the community about the intersection of the future of work, technology and HR.

During this virtual session, I will talk about the challenges that current workplaces and people are facing and why deploying a global network of collaboration is paramount in order for humanity to thrive in this new world of work. Organizational challenges are neither isolated nor pertaining to one specific organization any longer. For example, laying off people in one organization may have enormous implications in an entire city and even country. A global network of collaboration helps us increase our readiness for present and future workplace challenges, especially those created by the impact of technology.

Key takeaways:
1. Understanding current trends impacting people and the workplace;
2. Successful stories of collaborations with external counterparts across global networks;
3. The paramount role of internal collaboration networks to help international organizations thrive in the future of work.

Marc Oswald (Co-founder and Chief Executive Officer) - Open Assessment Technologies

Accessibility by Design: Considerations for Digital Assessments

In recent years, advances in digital technology for testing have radically transformed the way learners engage with assessments, shifting the focus of the education industry from one-size-fits all to inclusive solutions that make learning and career advancement accessible to everyone.

Today, new options for accessibility that were not available with paper-and-pencil assessments enable test publishers to remove barriers between learners. Yet, inclusivity in digital assessment design is far from straightforward, and many accessibility issues often arise during the test development process. The W3C Worldwide Web Consortia has published extensive usability guidelines for how to make web content more accessible to people with disabilities. Many of these guidelines have been incorporated into the IMS Global APIP and QTI 3.0 standards, which provide test publishers with an end-to-end assessment creation and delivery standard.

This presentation will open with a discussion on open-source technology and accessibility, and will introduce the latest advances in accessibility features. We will demonstrate how these capabilities can be applied in an assessment situation, the common issues with accessibility and how to navigate them. We will end with insights on the impact of accessibility by design in assessment technology, and challenges that arise when accessibility is not considered holistically in building an assessment solution. As International Organizations increase focus on inclusivity for candidates and employees with disabilities, this presentation will engage participants in a timely discussion.

PRESENTATIONS

Paul Edelblut (Vice- President) - Vantage Learning

If You Are Waiting for AI to Mature, You Are 20 Years Too Late

In this session we will take attendees through a brief history of Artificial Intelligence used in scoring constructed and extended response items beginning with the first commercial implementation for large scale educational assessments beginning in 1997.

Attendees will gain a deeper understanding of the challenges of implementing such programmes and the benefits to the examinees, decision makers and program managers. Using real-world examples we will demonstrate how advanced the systems have become in their ability to differentiate particular indicators in the assessed population and we will address the practical challenges of implementing AI at scale.

Key Takeaways:
1. Understanding of the history of AI and machine marking of constructed and extended response items;
2. Understanding the various engines from leading vendors and their strengths and limitations;
3. Understanding the practical applications of the technology as well as the opportunities for programmatic improvement when using AI for scoring.

Alexandra Deubner (Career Coach)

The Power of Coaching in HR

Coaching is a powerful process. Through proven tools and techniques and an open, solution oriented mindset it can motivate, support and empower people to get to the core of an issue, set clear goals and find and reach their ideal solutions rather than staying stuck in the problem world.

Coaching also helps to break through obstacles, unlock the potential of the coachees, improve communication and performance, and so much more – all of which can be extremely useful for organizations as well. Who doesn't want to get the right candidates and also have and keep content employees who feel heard, respected and supported?

In this presentation, the audience will learn more about coaching, some of its most important tools and techniques and how it can be successfully used in HR, in particular in the recruitment process, conflict management, personnel development and leadership advancement and support. Moreover, they will learn about the advantages and limitations of an external coach versus an internal coach, i.e. an HR employee and that many issues can already be solved with an internal HR coach. Finally, they will leave the presentation with useful nuggets they can immediately implement in their day-to-day work with candidates and employees.

PRESENTATIONS

Li-Ann Kuan, PhD (VP Assessment Services) and Garrett Sherry (VP - EMEA) - Prometric

Comparing the Pros and Cons of Two Automated Test Assembly Methods and the Potential Relevance in Delivering High Volume Pre-Employment Assessments

In the age of globalization, organizations may find themselves having to administer tests to larger populations across regions and borders. The increased demands for testing more widely and larger numbers of applicants, in turn, intensifies test security risks, such as cheating and item harvesting. As a result, some organizations are turning to Computer Adaptive Testing (CAT) to achieve greater security and operational efficiencies in the administration of their tests.

While there are security and operational advantages to CAT, there are also some significant disadvantages that should be considered as well. Organizations apprehensive about CAT may want to consider an alternative approach called Linear-on-the-Fly Testing (LOFT). There are some similar aspects between CAT and LOFT.

The purpose of this presentation is to compare and contrast CAT and LOFT delivery for high-volume exams, such as in pre-employment or occupational assessment settings, and discuss the advantages and limitations of each approach. As international organizations work towards developing talent pools and use assessments to larger number of candidates, this information may be useful to hr practioners involved in the talent acquisition process.

At the end of the presentation, the audience will be able to

1. Distinguish between CAT and LOFT;
2. Articulate the advantages and disadvantages of each testing approach;
3. Understand under which conditions it is appropriate to apply each delivery method.

Angela Heberling (Head of Unit) and Silvija Akif (Diversity Expert) - EPSO

Diversity and Equality: A Dichotomy Yet a Paradigm in EU Staff Selection Process. How Technology-Based Assessments Can Help Break Barriers

Ensuring inclusivity in assessment for all candidates regardless of their special needs is a challenge. This session will address the questions: To what extent can candidates with a very diverse range of special needs be offered equality of treatment in large scale selection processes? And, how can we ensure to give everybody an equal opportunity and not to leave anyone behind?

This session will examine over 10 years of development in multiple areas including, equality, diversity, inclusivity and special accommodations. We will also elaborate on how computer-based technology assessments can be a solution to more equal opportunities in large scale selection processes to candidates with a very diverse range of special needs.

Speakers will:
1. Identify the challenges to ensure equal opportunities, treatment and access to selection processes to all candidates regardless of their special needs;
2. Discover our procedure for reasonable accommodations of assessments for candidates with special needs;
3. Learn more about a possible solution for more equal opportunities and accessibility in assessment throughout computer-based technology.

PRESENTATIONS

Lykke Andersen (Manager) - UNDP JPO Service Centre

Towards the Healthiest Possible Workplace - Wellbeing Initiative at the UN City Copenhagen

In early 2019 the UN in Copenhagen launched an ambitious well-being initiative named UN City Life. The initiative aspires to make the UN City in Copenhagen the healthiest possible workplace, enabling all people to become the best version of themselves.

The UN City in Copenhagen is a workplace for 2000 people from more than 100 countries working for 11 different UN entities. UN City Life aims to provide a supportive and engaging workplace culture for everyone, where healthy choices enhancing both physical and mental well-being are valued and encouraged. By providing a supportive and engaging work place culture, we expect improvements in productivity and innovations, as well as strengthened ability to attract and retain talent to the UN.

The session will present UN City Life – the UN Copenhagen health and well-being strategy, including the process of preparing the joint strategy among different UN organizations, activities launched to promote health and well-being, as well as the monitoring of the implementation of the strategy. The session will also discuss and share experiences related to implementation of health and well-being strategies at organizational and workplace levels. HR practioners interested in developing similar programmes in their own duty stations are welcome to join us!

Marta Mazarambroz (Recruitment Officer) - OSCE

Vienna-Based HR Network: A Case Study on Creating a Platform for Best Practices among IO's across Duty Stations

The Vienna Based International Organizations' HR Network was created in 2017 and currently has 90 members from the following organizations: UNOV/UNODC, IAEA, CTBTO, Wassenaar, UNIDO, OSCE, OFID, KAICIID, JVI, FRA, IIASA, OPEC, ICMPD, IFC, SEFORALL, and WWF.

The network is a self-organized community which focuses on providing a platform for HR practitioners at all levels to exchange knowledge and to create a collaborative space to share best practices. Members periodically meet an average of three to four times per year. Each time a different organization takes responsibility to host the event. Each meeting's agenda addresses relevant topics of common interest to the members. Focus is also placed on looking outside our "international civil servant" bubble to adapt modern concepts, knowledge and technology to our understanding of HR strategy and operations. Recent topics and discussions have included: performance management, mobility policies, gender, talent acquisition and the development of a pool of experts to enhance capacity of HR practioners across international organizations in Vienna. The Network has also reached out to innovative and frontline talent management experts from the other sectors, who have shared their ideas and knowledge.

This 45-minute presentation will focus on providing insight and encouragement so colleagues from other duty stations can develop their own networks. Attendees will learn about:

1. Managing collaborative cross-organizational networks;
2. Engaging with diverse participants;
3. Creating synergies to enhance developmental opportunities for HR practitioners.

PRESENTATIONS

Denise Donoghue (Career and Executive Coach) - Kickstart Career Coaching

Cross Cultural Interaction: Dealing with Cultural Collision in Coaching and Managerial Relationships

Career managers, executive coaches and human resources practitioners deal with culturally diverse workforces located across every continent, in every corner of the world. They may need to deal with language differences, preconceptions, unexpected behavior and conflicting values. In order to better navigate and operate within these complex dynamics, HR professionals need to understand their own cultural influences and those of their clients, to achieve high levels of performance and job satisfaction.

This interactive workshop will engage participants in discussing:

1. What we mean by culture and the multiple dimensions of cultural influences;
2. The cultural iceberg – the visible surface culture and the deeper core cultural values;
3. The importance of self-awareness and an understanding of your own cultural influences;
4. How much truth there is in cultural stereotyping and being aware of your prejudices;
5. The challenges of cross-cultural coaching and management;
6. What is cultural competence and the meaning of cultural intelligence;
7. The impact of culture on the person's career journey – from job search through to hire and beyond.

Lena Moll (Talent Management Officer) - OSCE

Transforming Public Sector Organizations by Creating a Culture of Continuous Learning

How can we use 21st century tools in order to offer personalized, continuous learning opportunities that help employees stay employable, and make their organizations fit to meet tomorrow's challenges? What are the components of building a culture of ongoing learning that will transform the public sector one organization at a time? What is HR's role in creating this culture, in facilitating learning with new tools, and in living the growth mind set?

During this interactive workshop, participants will learn how:

1. Creating a culture of continuous learning is indispensable (even) for public sector organizations in order to stay up-to-date and relevant, and to attract top talent;
2. Leverage handout and resources outlining several (low budget) practices that help create this culture (concepts on mentoring programme; peer coaching programme; 1-day job shadowing of role models; learning circles);
3. Gain inspiration to introduce 21st century tools to make the organization fit for today's and tomorrow's challenges.

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PRESENTATIONS

Alina Von Davier, Ph.D (Vice President at ActNext)

Validity Considerations for Educational AI-Assistants

There is a trend for AI-assistants in education; it is supported by the growing need for learning and assessment systems (LAS) that capture a broad range of learner behavior necessary for the evaluation of complex skills such as problem solving, communication and collaboration in addition to the academic skills. A key feature of such an AI-assistant/LAS is the use of interfaces that enable rich, immersive interactions and can capture multimodal process data.

This presentation will examine:

1. How the analysis of such data poses a significant challenge: how do we extract meaningful evidence of construct competency from complex performances as captured in varied and unstructured multimodal data?

2. How analyzing each of the multiple data modalities together using AI-algorithms provides the appropriate use of context and helps interpret student activity as they show significant behavioral variations over time.

Gabor Holch (Founder and Director at Campanile Management Consulting)

Assessing and Developing Soft Skills Across Cultural Boundaries

Assessing and Developing Soft Skills across Cultural Boundaries invites participants to experience, discuss and solve some of the most typical intercultural 'slippery slopes' in soft-skill assessment and development in organisations with an international outreach. Following the historical progression of most assessment and development tools (from West to East, from private to public organisations), it presents the specific details of two actual cases, accompanies small teams of participants in suggesting solutions and presents practical methodologies recommended by intercultural human resources experts.

During this interactive session, participants will be exposed to the following case studies:

Case One: "So, you're the new boss!"
The case of a game-based project management and leadership skills assessment system in the hands of Asia-Pacific organisations. The case demonstrates the need of intercultural customisation of information technology tools on one hand, and the relative ease of conducting such customisation on the other.

Case Two: Managing facilitated conflict
The case of a facilitated assessment centre scenario played out in three worldwide locations, and how the process affected recruitment results. The case demonstrates that if human resources professionals wish for similar input across diverse cultures, they must 'calibrate' the behavioural cues that trigger such input. But underneath a confusing array of differences, diverse cultures actually apply a surprisingly accessible 'map' of alternative responses.

PRESENTATIONS

Heather Wokusch (CEO at English Training Live and Consultant)

An Exploration of Trends, Tools and Technology Impacting Public Sector HR

This engaging presentation explores digital innovation already scaled in the Austrian Public Sector, start-up business models now impacting the HR realm, a related soft skill approach for compliance, and AI-connected technology being developed in Vienna-based multinationals which may reach the public sector within years. The speaker will elaborate on what's already used effectively, and what's on the horizon.

During this session, we will cover everything from Stanford school design thinking to eLearning dos and don'ts to implications of collaborative robots (cobots) for HR administrative tasks.

Wokusch is an expert in eLearning and a consultant for organizational development, digitalization, intercultural communication, and innovative learning architectures. She frequently presents her leading-edge insights gained from her clients across Europe.

The Public Sector's challenge of transferring knowledge from an aging workforce to a more digitally-inclined younger generation will be addressed as will cross-cultural factors that are highly relevant for international organizations.

OSCE SUPPORT TEAM

Dita Konecna
Processes - Room 532

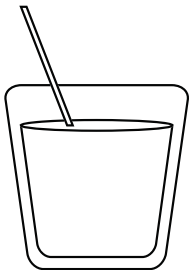### Justyna Werner
People - Room 533/Neuer Saal

SPECIAL THANKS

Monika Hankiewicz-Klopotek
Head of Talent Acquisition European Medicines Agency

Randa Chammas
Sr. Talent Development Assistant- OSCE

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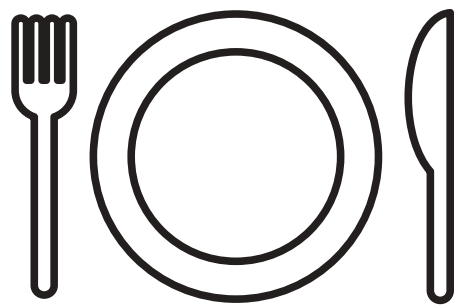The intelligent voice for testing

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EVENING NETWORKING

Where: RESTAURANT SCHUBERT, Schreyvogelgasse 4-6, 1010 Wien
When: Monday 9th September 18:00 - 19:00

HOW TO GET THERE:

1. From Hofburg take direction to Wallnerstrasse 6 (OSCE Secretariat)
2. Proceed along Herrengasse until Supermarket Billa
3. Turn left to Teinfaltstraße
4. Take the first right turn to Schreyvogelgasse
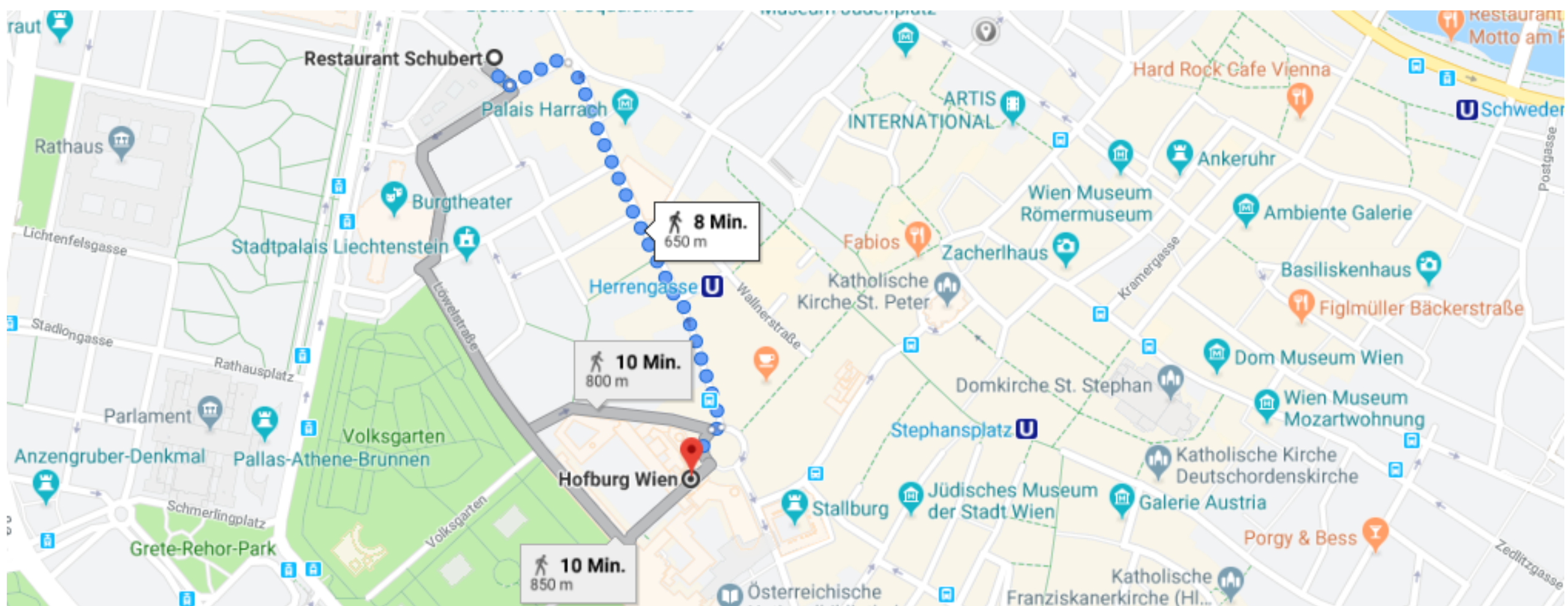5. Proceed until you find the restaurant on the right side

NO HOST DINNER

Where: RESTAURANT SCHUBERT, Schreyvogelgasse 4-6, 1010 Wien
When: Monday 9th September 19:00

HOW TO GET THERE:

Notes