UNDERSTANDING AND PREPARING FOR EMPLOYMENT AT NATO
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- Introduction to employment at NATO
- Recruitment Process
- Preparation
INTRODUCTION
NATO is present in all NATO member states, as well as in non-NATO states (e.g. Iraq, Afghanistan, Balkans, Russia, Ukraine)

Largest NATO bodies that recruit civilian workforce:

- NATO International Staff (Brussels (BEL))
- NATO Communications and Information Agency (The Hague (NLD), Brussels and Mons (BEL))
- NATO Support and Procurement Agency (Capellen (LUX))
- Allied Command Operations (Mons (BEL)) and Allied Command Transformation (Norfolk (USA))
WHO CAN APPLY?

- Nationals of a NATO member country (Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Montenegro, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom, United States of America)

- Over 21 and under 60 years of age at the time of taking up their appointments

- Have completed any initial term of compulsory military service

- Fulfil the physical standards demanded by the job

- They have an adequate knowledge of at least one of the two official languages (English and French), and some knowledge of the other

- Security Cleared (this is requested after candidate is nominated)
FORMS OF EMPLOYMENT

- PERMANENT POSTS
  - Freelance
  - Seconded
- VNC (Voluntary National Contribution)
- TEMPORARY STAFF
- INTERNS
  - NATO-funded
  - Grant-funded
Contract Policy at NATO International Staff:

- Posts required for a limited period:
  - Project (Definite – Length of project)
  - Other (Definite – limited to the ST requirement)
- Posts in which turnover is desirable for political or technical reasons:
  - Technical (Definite – 6 years max)
  - ST assignment (Definite – 2 years max)
  - Secondees (Definite – 6 years max)
  - Senior posts (Definite – 6 years max)
  - All other A grade posts (6 years + possible indef.)
- All other posts (L/B/C grade) (3 years + possible other contract)
GRADES

A
Managerial/Professional Level

B
Administrative Posts/IT Staff/Secretarial Staff

C
Technical Service

L
Linguistic Staff
<table>
<thead>
<tr>
<th>A - Grades</th>
<th>L - Grades</th>
<th>B - Grades</th>
<th>C - Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>A7</td>
<td>LI5/LT5</td>
<td>B6 (B5/6)</td>
<td>C6</td>
</tr>
<tr>
<td>A6</td>
<td>LI4/LT4</td>
<td>B5 (B4/5)</td>
<td>C5</td>
</tr>
<tr>
<td>A5 (A4/5)</td>
<td>LI3/LT3</td>
<td>B4 (B3/4)</td>
<td>C4</td>
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<td>A3 (A2/3)</td>
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<td>B2</td>
<td>C2</td>
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<td>A2 (A1/2)</td>
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<td>A1</td>
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PACKAGE

- International Team of professionals  A3  6 490.50 Euro
- Development Opportunities  A2  5 260.30 Euro
- Mission of NATO  A1  4 116.25 Euro
- Performance Management
- Code of conduct

- Family allowances
- Expatriation allowances
- Education allowance
- Pension Scheme
- Medical and Life Insurance
- Leave (30 days plus home leave)
### Facilitation of Dialogue

Roles in this sub-family enable NATO’s conference activities through the application of professional expertise. Aspects include the support, management and planning of consultation processes to meet attendees’ requirements and facilitate the outcome.

### Policy Development

Roles in this sub-family support policy development and decision-making through the application of professional expertise.

### Policy and Programme Implementation

Roles in this sub-family support policy implementation, programme administration and decision-making through the application of professional expertise.
### SUPPORT Sub-families

<table>
<thead>
<tr>
<th>Roles in this sub-family provide generic expertise, guidance and procedures for the effective operation of the Organization, Division or Independent Office.</th>
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<tbody>
<tr>
<td>Roles in this sub-family contribute to the effective operation of the Organization, Division or Independent Office by providing organizational and administrative support, with a special focus on information flow.</td>
</tr>
<tr>
<td>Roles in this sub-family enable the day-to-day operation and maintenance of the HQ facilities and equipment.</td>
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</table>
### MANAGEMENT Sub-families

<table>
<thead>
<tr>
<th>Sub-family</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Executive Leadership</strong></td>
<td>Roles in this sub-family achieve results through the management of allocated resources, devoting more than 50% of their time and/or effort to planning, allocating, monitoring and measuring the work of others. Resources are managed directly and indirectly (managing managers or project structures).</td>
</tr>
<tr>
<td><strong>Line Management and Resource Coordination</strong></td>
<td>Roles in this sub-family devote more than 50% of their time and/or effort to coordinating, allocating and monitoring the work of others. Resources are managed directly.</td>
</tr>
</tbody>
</table>
COMPETENCIES

- Achievement
- Customer Service Orientation
- Empathy
- Flexibility
- Self-Control
- Teamwork
- Organizational Awareness
PROFILES

- University degree in an relevant discipline
- 2-5 years of professional experience
- Knowledge of the subject, preferably experience
- Competencies
- Advanced level in one of the official NATO languages (EN/FR) and a beginner’s level of the other – possibility to hire below requirements
PART 2
RECRUITMENT PRINCIPLES

CANDIDATES FROM 28 NATO MEMBER STATES

NON QUOTA SYSTEM

MERIT BASED SELECTION

DESIRED DIVERSITY

ALWAYS RELEVANT TO THE JOB
Attract, select and hire the best qualified candidates to ensure proper staffing of the NATO International Staff permanent posts.
AVERAGE INDICATORS

- 12,300 Applications
- 1,100 Tests
- 500 Interviews
- 130 Posts
SPANISH INDICATORS 2016

50 staff members at NATO IS

- 605 Applications
- 50 Tests
- 18 Interviews

3 selections
SPANISH INDICATORS 2016 - INTERNSHIP

124 Applications

19 Shortlisted

4 selections
A three-phase process:

1. **Attraction**
   - Describe post reality
   - Advertise post on relevant recruitment channels

2. **Selection**
   - Longlist candidates (selective tests/interviews)
   - Shortlist candidates
   - Select candidates (tests/interview/AC/briefing exercise)

3. **On boarding**
   - Nomination process
   - Completion of security and medical file
   - Offer process
ADVERTISEMENTS

Where to find our advertisements:

• Nato.int
• https://nato.taleo.net/careersection/2/jobsearch.ftl
• LinkedIn
• Specialized media (e.g. Jane’s Defense Weekly)
• National support via National Delegations to NATO
JOB VACANCY

- Summary of post
- Qualifications and Experience
- Main Accountabilities
- Interrelationships
- Competencies
- Contract clause
- Details on how to apply
NOTIFICATION OF AN “X” GRADE VACANCY
NATO INTERNATIONAL STAFF
OPEN TO NATIONALS OF NATO MEMBER STATES ONLY

LOCATION: NATO Headquarters, Brussels, Belgium

DIVISION: Defence Policy and Planning Division
Defence Capabilities Section

TITLE: Officer, Defence Capabilities

GRADE: A-4

SECURITY CLEARANCE: NS

VACANCY REF: 160576

1. SUMMARY

The Defence Capabilities Section in the Defence Policy and Planning (DPP) Division deals with a wide range of issues related to the transformation of Alliance defence capabilities and structures, including the NATO Command Structure, the NATO Force Structure, the NATO Response Force, additional high readiness forces, and other forces required to meet NATO’s level of ambition. Solutions to persistent capability shortfalls, the utility of forces, transparency regarding national commitments to Alliance and other operations, multilateral approaches to capability development and specific topical problems may arise. It supports the Defence Policy and Planning Committee (DPCC) in such efforts by preparing the appropriate DPP papers.

Under the authority of the Head, Defence Capabilities, the incumbent will assist in the further development of the Alliance’s defence capabilities, including high-level capabilities initiatives, and related NATO-LOC activities as appropriate. The post holder will assist in providing political-military advice on wider capability issues, as directed by the Section Head. Meanwhile, the incumbent will contribute to the coordination and harmonisation of different defence planning disciplines.

2. QUALIFICATIONS AND EXPERIENCE

ESSENTIAL
The incumbent must:

• possess a university degree or equivalent qualification;
• have at least 7 years’ experience working for an International Organisation or a national administration, with a focus on defence policy and its implementation;
• demonstrate the capability for independent conceptual analysis of issues affecting the Alliance’s defence capabilities;
• have relevant military experience in command and staff positions;
• be able to communicate clear, logical, persuasive and succinct arguments in English in oral and, especially, written form;
• possess the following minimum levels of NATO’s official languages (English/French): V (“Advanced”) in one, I (“Beginner”) in the other;
• be prepared to travel and to work outside business hours.

DESIRABLE
The following would be considered an advantage:

• familiarity with NATO and a strong knowledge of policy issues facing the Alliance;
• policy experience in a Ministry of Defence, national delegation or NATO body addressing defence capabilities development;
• a good understanding of NATO or national defence policy design and procedures;
• military experience at the operational and higher tactical levels, including the training and preparation of joint forces for operations.

3. MAIN ACCOUNTABILITIES

Policy Development

Provide and co-ordinate advice regarding defence capability shortcomings and possible remedies, including the development of general policy documents. Prepare, study or implement North Atlantic Council (NAC) decisions or critical capability developments. Assist in developing and coordinating joint and service-related policy on capabilities, including deployability, sustainability, training, interoperability and command, control and communications.

Expertise Development

Prepare papers, reports, briefs and statements on issues related to the NATO military organisation and to issues of policy related to NATO defence capabilities. Contribute to the development of political-military guidance on defence matters. Follow, and advise on, capability-related aspects of the work of the NATO Military Authorities. Consider the political-military implications of lessons learned from operations and training in the further development of Alliance defence capabilities. Provide analyses on Alliance capability efforts and, taking account of previous capability efforts, the Alliance’s Strategic Concept and other relevant high-level guidance, develop appropriate proposals for new initiatives.

Stakeholder Management

Help identify and develop relations with national defence capabilities experts, in particular national representatives in the DPP. Assist in developing defence-related co-operation, in particular by supporting the work of committees and groups tasked to promote closer cooperation between Allies and partners. Collaborate with colleagues in DPP and throughout NATO that handle aspects of defence capabilities. Liaise with counterparts...
VACANCY NOTICE Example

Throughout NATO HQ and in other International Organisations, in particular the European Union (EU) and European Defence Agency (EDA).

Knowledge Management
Develop reports and studies on wider security issues and on their interaction with defence policy and programming. Prepare reports, briefing material, press statements and other material for defence ministers. Compile data for various capability-related reports, as necessary.

Information Management
Assist appropriate NATO committees in the development and preparation of documents dealing with the conceptual development of the Alliance’s defence capabilities.

Representation of the Organisation
Give presentations to visitors to NATO HQ, provide briefings to the media when directed, and represent the Alliance at conferences and symposia.

Project Management
Assist in the management of high-level capability initiatives and any resulting actions. Perform any other related duty as assigned.

4. INTERRELATIONSHIPS
The incumbent reports to the Head, Defence Capabilities Section. He/she will maintain a good working relationship with other Directors of DPP and with members of other Divisions of the International Staff and International Military Staff. He/she will work closely with staff of the two NATO Strategic Commands and, as necessary, with national delegations.

Direct reports: N/A
Indirect reports: N/A

5. COMPETENCIES
The incumbent must demonstrate:
- Analytical Thinking
- Clarity and Accuracy
- Conceptual Thinking
- Customer Service Orientation
- Impact and Influence
- Initiative
- Organizational Awareness
- Teamwork

6. CONTRACT
Contract to be offered to the successful applicant (if non-negotiated):
Definite duration contract of three years, possibility of renewal for up to three years, during which the incumbent may apply for conversion to an indefinite duration contract.

Contract clause applicable:
In accordance with the contract policy, this is a post in which turnover is desirable for political reasons in order to be able to accommodate the Organisation’s need to carry out its tasks as mandated by the nature in a changing environment, for example by maintaining the flexibility necessary to shape the Organisation’s skills profile, and to ensure appropriate international diversity.

The maximum period of service foreseen in this post is 3 years. The successful applicant will be offered a 3-year definite duration contract, which may be renewed for a further 3-year period. However, according to the procedure described in the contract policy the incumbent may apply for conversion to an indefinite contract during the period of renewal and no later than one year before the end of contract.

If the successful applicant is selected from the national administration of one of NATO’s member States, a 5-year definite duration contract will be offered, which may be renewed for a further period of up to 3 years subject to the agreement of the national authority concerned. The maximum period of service in the post as a seconded member is 6 years.

Serving staff will be offered a contract in accordance with the NATO Civilian Personnel Regulations.

7. HOW TO APPLY:
Applications must be submitted using one of the following links, as applicable:
- For NATO civilian staff members only, please apply via the internal recruitment portal (for more information, please contact your local Civilian HR Manager);
- For all other applications: www.nato.int/recruitment

ADDITIONAL INFORMATION:
NATO as employer values diverse backgrounds and perspectives and is committed to recruiting and retaining a diverse and selected workforce. NATO welcomes applications of nationals from all Member States and strongly encourages women to apply.

Due to the broad interest in NATO and the large number of potential candidates, telephone or e-mail enquiries cannot be dealt with.
Appointment will be subject to receipt of a security clearance (provided by the national Authorities of the selected candidate) and approval of the candidate’s medical fit by the NATO Medical achieve.

Applicants who are not successful in this competition may be offered an appointment to another post of a similar nature, albeit at the same or a lower grade, provided they meet the necessary requirements.

Please note that we can only accept applications from nationals of NATO member countries.

The nature of this position may require the staff member at times to be called upon to travel for work and/or to work outside normal office hours.

The organization offers several work-life policies including Teleworking and Flexible Working arrangements (Flexitime) subject to business requirements.

Please note that the International Staff at NATO Headquarters in Brussels, Belgium is a non-smoking environment.
Pre-selection (remote – single or in combination):
- Online written test
- Phone/Skype interviews

Selection (standard, onsite):
- Written test
- Language test (up to and including A.7)
- Interview panel
SELECTION TOOLS

Targeted tools:

- Presentation/briefing exercise
- Assessment Centre (A.5 and above)
- Practical tests (i.e. CPU, Journalists)
- Essay on key challenges (A.5 and above)
The Assistant Secretary General for Public Diplomacy is due to deliver a briefing on NATO’s current agenda and challenges to a group of leading think tankers from Allied nations. You are tasked to provide speaking notes in the form of bullets points (no more than one page).

What do you think are the most significant challenges facing NATO as it is preparing for the Warsaw Summit? What would you – a citizen of an Allied country - like that Summit to accomplish?

Please prepare 3 slides explaining the role of the PASP Division that could be used to brief a group of students visiting NATO HQ.

What role does arms control play in achieving NATO’s strategic objectives?
INTERVIEWS

- PANEL COMPOSITION (up to 6 people, various roles)
- VERBAL AND NON-VERBAL COMMUNICATION
- PANEL EXPECTATIONS
- QUESTIONS
  - INTRODUCTORY
  - COMPETENCY BASED
  - TECHNICAL/ JOB - RELATED
TYPICAL INTERVIEW TOPICS

- Motivation
- Background (education, experiences)
- Competencies/Behaviours
- Technical knowledge
- Languages
- Extra-curricular activities
"I've found the job where I fit best!"

FIND YOUR WAR JOB
In Industry – Agriculture – Business
DUE DILIGENCE

- KNOWLEDGE
- SKILLS
- BEHAVIOURS
- MOTIVATION
LUCK...
...OR PREPARATION?

- APPLICATION
- TESTS
- INTERVIEWS
- ASSESSMENT CENTRES
- SERIOUS GAMING?
Good candidate ≠ Good applicant

**Good candidate**
A person with background and experience matching the job

**Good applicant**
A good candidate that can communicate his value and the match to the job
Solution! Not a problem!

Demonstrate that you are a solution to the hiring manager’s problem
TIPS FOR APPLICATIONS

 Read carefully the vacancy notice, both accountabilities and requirements
 Personalise/align your job application to the requirements of the position
 Answer all pre-screening questions accurately
 Review and correct any typos and misspellings
 Ask the opinion of a friend or your mentor
The don’ts

- Poor application
- Lack of (realistic) self-assessment
- Restricted range of applications
- Applying for too wide a range of jobs
- Unrealistic expectations
- Applications limited geographically
THE INTERVIEW - BEFORE

- Prepare! Prepare! Prepare!
- Structure your answers and rehearse (in front of the mirror or with a friend)
- Refer to the job description (duties and requirements) and base your answers on concrete examples
- Align your experience with the job description
- Prepare questions to the interviewer
- Expect introduction question (“Why are you the best candidate for this position”)
THE INTERVIEW - DURING

- Keep calm and positive
- Don’t get intimidated – international organizations often have panel interviews
- Be aware of your body language and maintain eye contact with the panel members
- Listen carefully to all the questions being asked (taking notes is recommended)
- Be consistent and keep to the point (structure your answers)
- Don’t be afraid to ask for clarification
COMMON INTERVIEW MISTAKES

- Poor preparation
- Poor time management
- Candidate does not “read” the panel
- Candidate assumes we know
- Candidate is not concrete enough
- Poor closure
HOW?

- READ
- WATCH
- LISTEN
- NETWORK
- PRACTICE
WHAT NEXT?

- Review NATO websites (http://nato.int/cps/en/natohq/recruitment.htm)
- Register to RSS feed at the NATO Talent Acquisition Platform to receive latest vacancies
- Consider applying for the next edition of Internship Programme
- Follow NATO and its agencies on the social media
ENJOY!