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Bridging the Diversity and Inclusion Gaps at NATO



Tara Nordick

HR Policy and Diversity Officer

North Atlantic Treaty Organization (NATO)

+32 2707 3984, nordick.tara@hq.nato.int

A Metaphor for Diversity and Inclusion at NATO



- https://www.youtube.com/watch?v=9p_kc6z8W3Q





When did NATO first begin it's Diversity and Inclusion Programme?

- A. 2009
- B. 2002
- C. 1996

B.2002



What is the percentage of women who work at NATO (across all NATO bodies?)

- A. 41%
- B. 34%
- C. 26%





What is the average age of a NATO employee?

- A. 54
- B. 44
- C. 50





What three countries have the most staff at NATO?

- A. Belgium, France, Canada
- B. USA, France, Belgium
- C. Germany, UK, Belgium

A large, light blue, five-pointed star with a thin grey outline, positioned on the right side of the slide.

C. Germany,
UK, Belgium

NATO's Diversity Value Statement: NATO is committed to providing equal access to employment, advancement and retention in the Organization.



Diversity Defined: the key elements that make us individuals, and thus different (i.e., gender, age, nationality, race, religion, cultural background, sexual orientation).

NATO's Diversity Goals

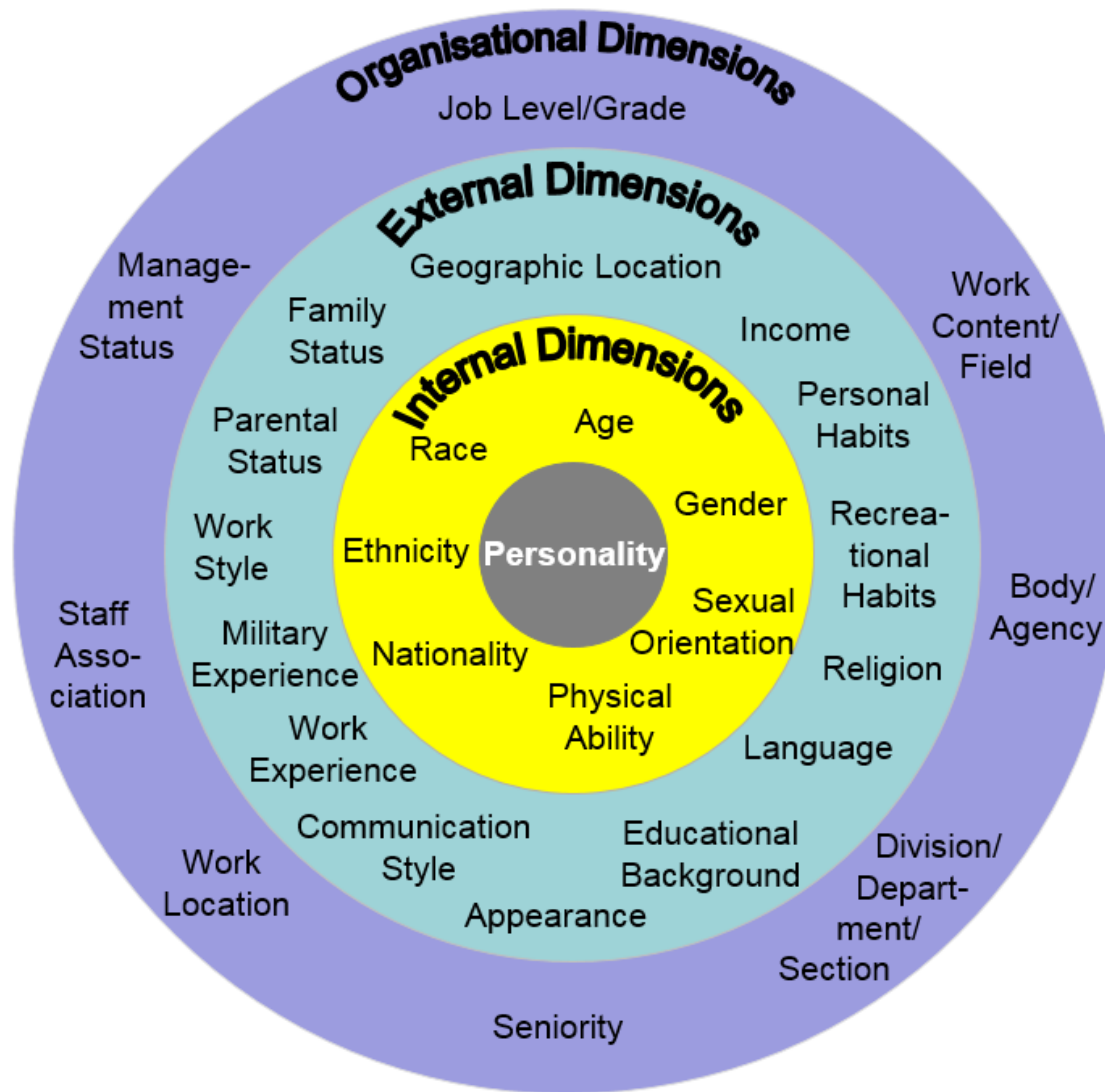


Have a workforce that is representative of the member Nations that are employed at NATO

Identify and address diversity barriers within NATO's policies and programmes

Attract and retain a talented and diverse NATO workforce

Create policies, directives, plans, programmes, and services that meet the diverse needs of NATO's employees.



Adapted from Digh (1998)

CURRENT HIRING PARAMETERS:

- Merit-based recruitment process
- No agreement among Nations for targets or quotas

CHALLENGES:

- Nations expect diversity (gender, geographical, [age])
- Internal and External perceptions of NATO that are difficult to overcome:
 - Only for Military or applicants with Military Experience
 - Old Boys' Club
 - No Work/Life Balance
- Budgetary Constraints
- Branding: HR mechanisms and tools not the same NATO-Wide



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Inclusion paradox:

We are all alike

We are all uniquely different

We are like some people more than others

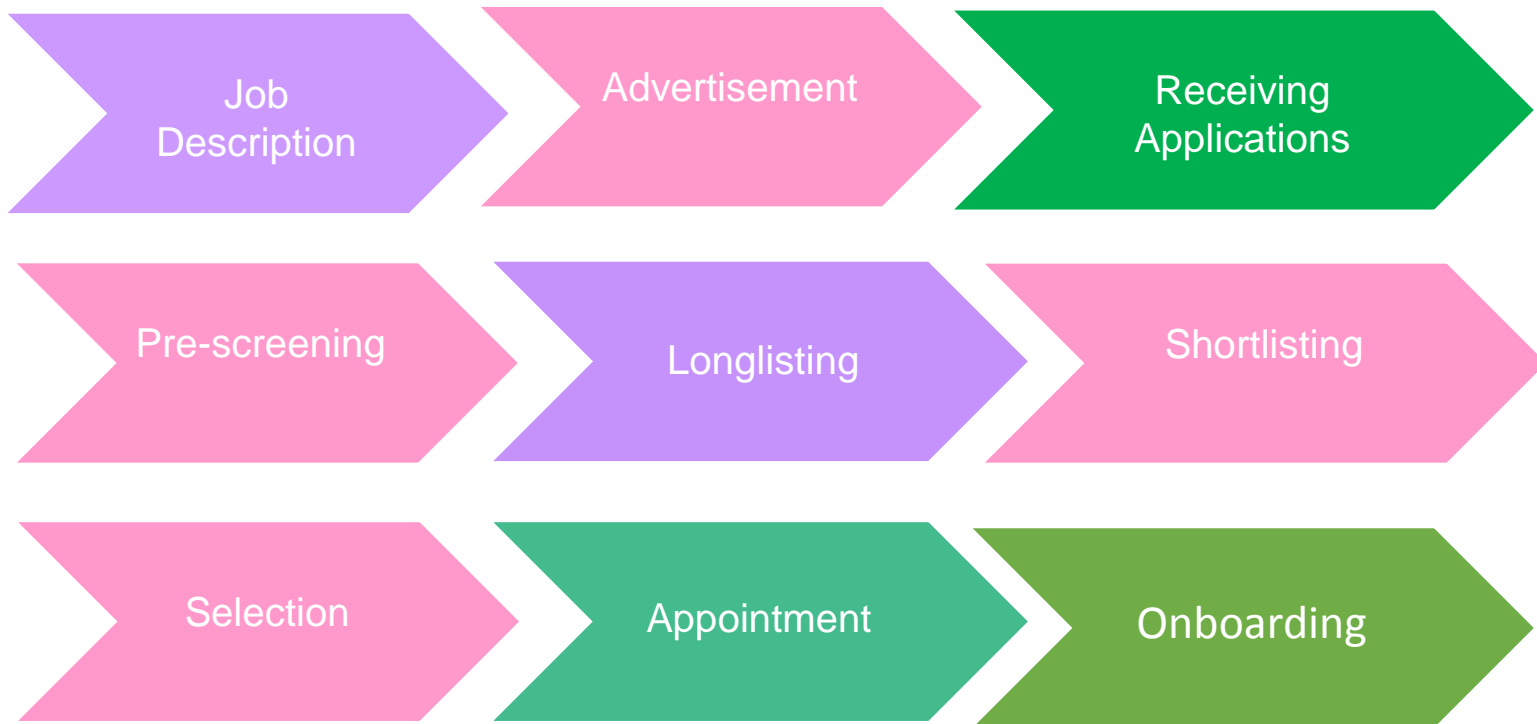


NATO defines **INCLUSION** as *the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the Organization's success*





Recruitment Cycle



Job description



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Limit certain requirements such as travelling, unsocial hours...

Gender neutral language

Requirements which do not make any unconscious preference towards any nation/gender

Advertisement



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Internal Job Postings

External Job Postings
-includes: national
associations, universities,
commercial websites,
magazines

Challenges? Lack of
Social Media usage for
job vacancies

**GENDER BALANCED AND DIVERSE TEAMS
PERFORM BETTER.**

NATO IS LOOKING FOR MORE QUALIFIED FEMALE
APPLICANTS.

JOIN OUR STAFF!

How do you support
gender equality
at NATO?

Women's participation
in global security isn't a
favour to women. There
can be no lasting peace
without equal inclusion
of both men & women.

How do you support
gender equality
at NATO?

We integrate gender
into NATO's peace
and security work.

We call for more women
in peace and
security work. Why?
Because it's 2016.

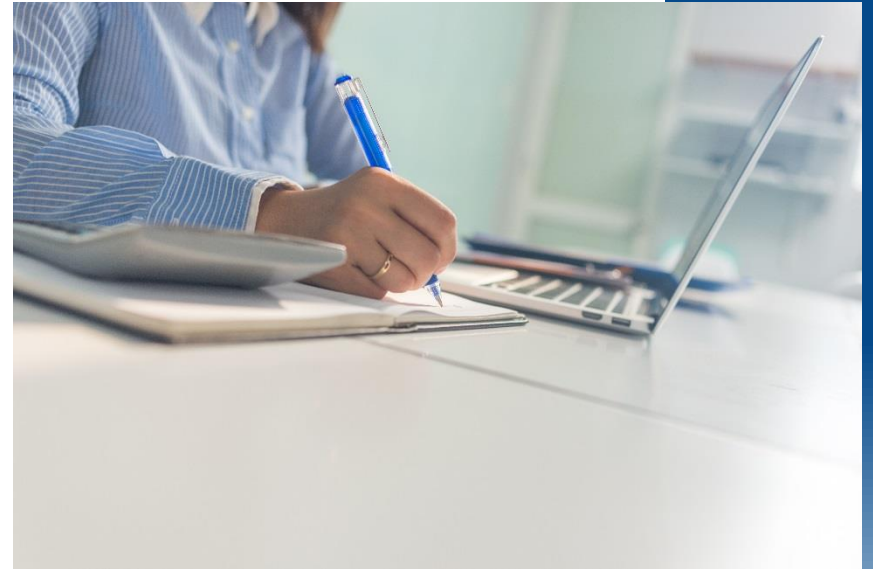
www.nato.int/recruitment

The advertisement graphic features the NATO logo in the top left corner. It has a blue header with white text. Below the header, there are three photographs: a man in a suit holding a sign, a group of people in NATO uniforms holding a sign, and two women in NATO uniforms holding a sign. The text is arranged in a clean, professional layout with a mix of bold and regular fonts.

Receiving Applications



- ✓ Merit-based
- ✓ However, Candidates that have similar qualifications can have their nationality, gender and age taken into consideration when more than one candidate is deemed qualified



Prescreening

- The initial sorting
- Prescreening answers

1. Qualified

2. Marginally Qualified

3. Unqualified



Longlisting

- ✓ Max 20 candidates
- ✓ Longlisted candidates will be invited to undergo selective testing or phone screening



Shortlisting

- ✓ All tests are graded anonymously with no names or identifying information.
- ✓ The Panel assesses shortlisted candidates in an objective and fair way regardless of age, nationality, gender, disability, medical condition, marital, parental, or pregnancy status, racial, ethnic or cultural background, religion, belief, or sexual orientation.
- ✓ Discriminatory questions or any reference to age, gender, religion, family situation, and appearance are prohibited.
- ✓ The Panel must be a mix of nationalities and gender.



Appointment

Internal candidates are informed personally of the outcome of their application with 48 hours after the decision concerning appointment.



Onboarding

- ✓ Assigned a sponsor or coach for newcomers
- ✓ Newcomers' briefing, which includes a gender and diversity briefing



Recruitment Tools for Diversity

- Diversity Scorecard
- Recruitment Support Programme



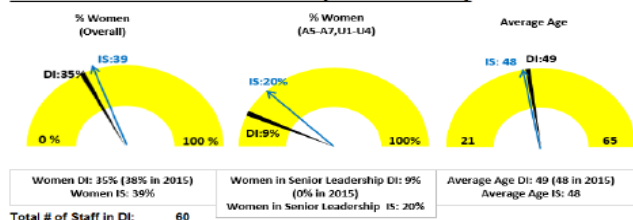
Recruitment Tools for Diversity

HOW TO READ THE DIVERSITY SCORECARD

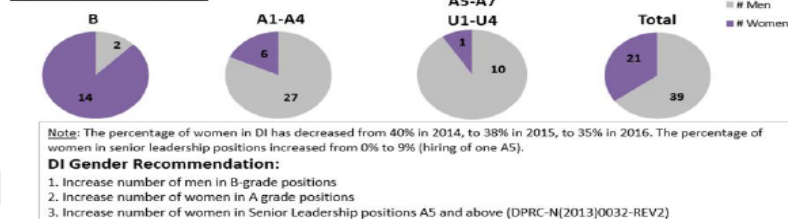
Section 1: Compares the Division/Independent Office % Women Overall, % of Women at Senior Levels, and the Average Age with the International Staff averages.

Section 2: Displays the number of staff per grade and by gender within the Division/Independent Office. The recommendation provides areas for improvement to increase gender diversity.

Section 1: Current Situation- Divisional Diversity Scorecard Summary



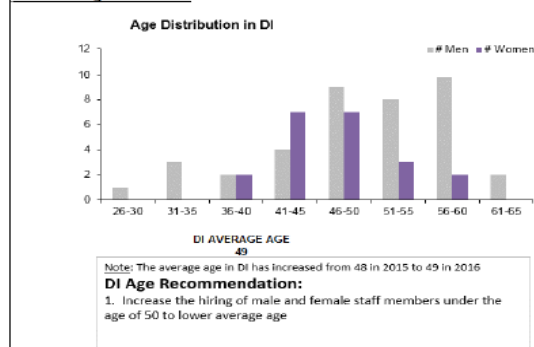
Section 2: Grade and Gender



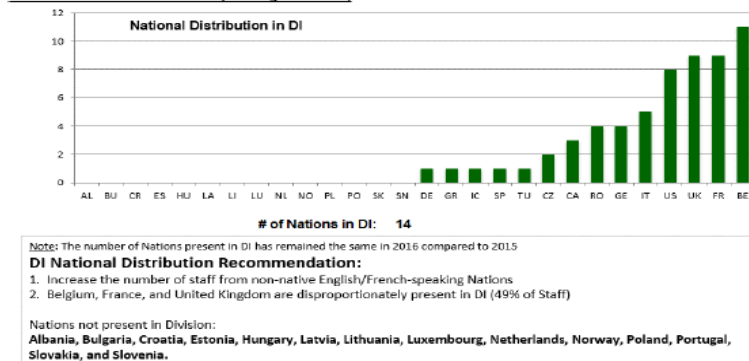
Section 3: Compares age groups by gender within the Division/Independent Office. The recommendation provides areas for improvement to balance age diversity.

Section 4a: Displays the number of staff per nationality within the Division/Independent Office. The recommendation provides areas for improvement to increase national diversity.
Section 4b: Provides the legend for the nationality graph.

Section 3: Age and Gender



Section 4: National Distribution (see Legend below)



Section 4b: National Distribution Legend



Diversity-friendly Policies



Nato-wide Code of
Conduct for both Civilian
and Military Staff

Equality of Treatment
and Non-discrimination
policy

Prevention and
Management of
Harassment,
Discrimination and
Bullying in the Workplace

Regulations regarding
administrative review,
mediation, complaints,
and appeals

Part-Time Work

Paid Maternity Leave (20
weeks)

Paid Paternity Leave (2
weeks)

3 months unpaid
Parental Leave

Tele-Working

Home Leave

Special Leave (sick child)

Recognition of spouses in
same-sex marriages or
for same sex partners in
countries where
marriage is not possible

Programmes and Training



NATO-Wide Internship
Programme

NATO Executive
Development
Programme

Management
Development
Programme

Induction Training for
Newcomers

Women's Professional
Network

- Women's Mentoring
Programme

Diversity Training for
Senior Leadership and
Hiring Managers

Your ideas?



- What else can NATO do to foster an atmosphere of inclusion among a diverse staff?
- What would be your one piece of advice to NATO as we attempt to implement our Diversity and Inclusion Programme and develop new initiatives?
- Any other thoughts or questions?