Workforce planning for the NATO International Staff

Celine Shakouri-Dias

Head, Recruitment
OUTLINE

• The Organization
• The Context
• The Issues
• A 1st Attempt
• Challenges
• Improved Way Forward
• A political and military Organization

• Created in 1949

• 28 NATO members

• Sharing common values

• The principle of collective defense

• Maintaining the Transatlantic link
• NATO Reform

• Catching up on decades: change “on steroids”

• Increased resource pressure on all

• Oversight by the Nations
 ISSUE S

• Little authority from Secretary General over posts
• Budgetary submission for post deletions/creations to Nations
• Need for a post would never be challenged
• Ownership of posts left to the smallest organizational unit
• Low turnover rate: little flexibility
1st ATTEMPT: VACANCY PRIORITISATION

• Review twice/year vacancies of the upcoming 18 months

• Divisional input by ranking of priority

• Mathematical distribution across the Organization

• Reassignment of 20% of lower priority vacancies to strategic priorities
• Lack of mobility/turnover limits options
• Ad-hoc system limits divisional buy-in
• Negative impact of recruitment freeze on business
• Understanding posts vs. people
ESTABLISHMENT REVIEW

- A systematic approach covering all posts
- Rolling system integrated in the Medium Term Financial Plan
- Allows the Organization to continuously assign resources to high priority areas
- Conditional on a mobility policy
Celine Shakouri-Dias
Head, Recruitment
shakouri.celine@hq.nato.int

+32 (0)2 707 4135