UNDERSTANDING AND PREPARING FOR EMPLOYMENT AT NATO
Introduction to employment at NATO
Recruitment Process
Preparation
Internship Programme
PART 1

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, Montenegro, Netherlands, Norway, 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 only requested for selected candidates)
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>
</tr>
<tr>
<td>A3 (A2/3)</td>
<td></td>
<td>B2</td>
<td>C2</td>
</tr>
<tr>
<td>A2 (A1/2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PACKAGE

- Working to fulfill NATO’s mission
- International Team of professionals
- Development Opportunities
- Performance Management
- Code of conduct

- Competitive salaries (4116.25 Euro per month (A1) - 11,300.16 Euro per month (A7))
- Family allowances
- Expatriation allowances
- Education allowance
- Pension Scheme
- Medical and Life Insurance
- Leave (30 days plus home leave)
COMPETENCIES (examples)

For junior grades:
- Achievement
- Customer Service Orientation
- Empathy
- Flexibility
- Self-Control
- Teamwork
- Organizational Awareness

For senior grades:
- Achievement
- Change leadership
- Conceptual thinking
- Impact and Influence
- Initiative
- Leadership
- Organizational Awareness
- University degree in an relevant discipline
- 2-10 years of professional experience (*depending on the grade*)
- Knowledge of the subject, preferably experience
- Competencies
- Management experience (*for senior grades*)
- Good drafting/writing skills
- Advanced level in one of the official NATO languages (EN/FR) and a beginner’s level of the other – possibility to hire below requirements
RECRUITMENT PRINCIPLES

CANDIDATES FROM 29 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

500 Interviews

1,100 Tests

130 Posts
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
• www.nato.int/recruitment
• 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
- Details about recruitment process and conditions of employments
SELECTION TOOLS

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
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?
**EXAMPLES OF WRITTEN TESTS**

- What role does arms control play in achieving NATO’s strategic objectives?
- Develop a checklist for a speech by the ASG on how the Alliance contributes to international efforts to eradicate illicit trafficking in small arms and light weapons?
- Attached is an article from the Financial Times entitled “Europe better prepared to weather gas supply storm”. Please prepare a summary of this article.
- You are asked to give a speech to a public audience explaining how NATO is resourced and how those resources are employed. Please provide an outline of your remarks, of not more than 2 pages.
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
ASSESSMENT CENTRES

- One-day session with all candidates for a post
- Focused primarily on behaviour and management competencies
- Variety of exercises (cognitive testing, group exercise, briefing, case study, etc.)
- Conducted by an external provider (HUDSON)
- No specific preparation
PART III - PREPARATION

"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
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
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
POTENTIAL PITFALLS

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
Online application form consists of several parts:

Eligibility criteria – after acknowledging our privacy statement, you will need to confirm your nationality and age.

Eligibility Criteria

To help us to determine whether you meet the eligibility criteria as outlined in our regulations, please answer the following questions.

1. Employment on the establishment of a NATO body can only be offered to candidates who are over 21 and under 60 years of age at the time of taking up their appointments: notwithstanding this provision, in exceptional circumstances:
   a. candidates may be appointed to junior posts in the B and C categories under the age of 21;
   b. appointments of definite duration may be offered to candidates of 60 years of age or more provided that the expiry date of the contract is not later than the date at which the candidate attains the age of 65.
   Do you meet this requirement?

   Yes
   No

2. NATO can only employ nationals of a NATO member country (Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom, United States of America). Are you a national of one of those 29 countries?

   Yes
   No
ONLINE APPLICATION FORM

Pre-screening questions – these are customised questions to help you and hiring manager to assess your match with the requirements of the post. Some pre-screening questions are multiple choice, single choice or text answers.

Prescreening

Pre-screening questions are specifically designed to help us further assess your qualifications for the position you are applying for. Please answer the following questions as accurately as possible.

1. Please indicate your availability. Important Note: It is important to update this information on a regular basis, in order to make sure your profile is accurate.
   - Available now
   - Available in the next 3 months
   - Available in the next 6 months
   - Available in the next 9 months

2. Please indicate the domain(s) you wish to work in (multiple answers possible):
   - Administration
   - Assistant
   - Committee work
Personal Information – for reporting purposes, we ask you to provide us with some basic personal information.
Work experience – Please make sure that you provide dates, and that description of duties and accomplishments does refer to the requirements of the post.

Please note that the evaluation of your application will be done on the basis of the information you will provide here-under. Attachments may serve as additional information but not as principal reference. Expressions such as "please see attachment, annex, enclosed document, CV, etc.", are not acceptable.
**Education** – list any relevant education and certifications, make sure you mention highest education level required for the post.
References – you are required to provide the name of at least one person that knows you personally or professionally. Make sure to inform this person that you gave their contact details.

References
List your references below in the order of contact preference, starting with the most relevant one. References are individuals that are familiar with your work capabilities and/or your educational training. You must specify at least 1 reference.

Reference 1

First Name: TEST
Last Name: TEST
How long have you known this person? One year
Relationship: TEST
Email Address: TEST@YOPMAIL.COM
Phone Number: 
Employer: 
Job Title: 

Attachments – you can attach certificates, reference letters, etc. Note that even if you attach your CV, you will still be required to complete WORK EXPERIENCE part of your application form.

Remember to TICK whether documents you uploaded are RELEVANT to the post you are applying for.
At any stage you may SAVE THE DRAFT to continue later, but remember to finalize and submit your application form before closing date! If you QUIT, all information will be lost.

At the end you will be able to review and submit your application.

Review and Submit

The following information will be submitted after you click the Submit button. Where an Edit link is displayed, you can modify the corresponding information.
- 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 - BEFORE
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
Internship Programme - Purpose

- Create of a more diverse workforce
- Provide the opportunity to learn about NATO from the inside.
- Provide NATO with access to cutting-edge theoretical knowledge and apply it to practical work assignments.
- Expand the understanding of NATO in Alliance countries.
Internship Programme - Areas of work

- Defence Investment
- Defence Policy & Planning
- Emerging Security Challenges
- Executive Management
- NATO Office of Security
- NATO Office of Resources
- Operations
- Political Affairs and Security Policy
- Public Diplomacy
- Private Office
Internship Programme - Eligibility Criteria

- Nationality: NATO member states
- Age: min 21 years of age at the time of the application
- Qualification: completed two years of post-secondary studies, and currently in their 3rd year; highest degree obtained not longer than 1 year ago
- Language: English/French; working knowledge of the other desirable
Internship Programme - Profile

- High-level education in a relevant field
- Some relevant “professional” experience
- Some international exposure
- Proficiency in one official language, knowledge of the other one
Internship Programme - Overview

- 60-70 interns per year
- Duration of Internship: 6 months, starting in March or September
- Lump sum: 25% of A1 step 1 grade
- Travel expenses reimbursed
Internship Programme - Application Procedure

- On-line Application Package

- One application per one internship placement

- Timeframe: Spring (April/May)

- Security Clearance is a requirement, but will be requested when a candidate is selected

Apply at
https://nato.taleo.net/careersection/5/jobsearch.ftl?lang=en&alt=1
ENJOY!