

NATIONAL REPRESENTATION IN NATO HQ INTERNATIONAL STAFF – 2012

The IS workforce is still highly dominated by staff from Host Nation, Belgium,¹ (nearly 42%), although this proportion is reducing in comparison with previous years. This is a normal phenomenon as a lot of the staff in support functions are local. No noticeable pattern emerges when comparing the different recruitment stages – application, interview, selection – in favour of certain nationalities. However, the number of applications tends to positively affect the chance of a national being shortlisted and selected for a particular vacancy. It is thus important for NATO to be supported by member states in ensuring conditions which attract expatriate staff are benchmarked with other good international employers, as well as to advertise vacancy notices and support candidates in their preparation for interviews.

Similarly, NATO Human Resources services have created workshops and programmes which intend to familiarize member States with the recruitment process and techniques in NATO HQ, increase the transparency and understanding of the merit-based principles, and ensure equal opportunities are applied to all eligible candidates.

A breakdown of the geographic representation of the IS is outlined in figure 1 below.

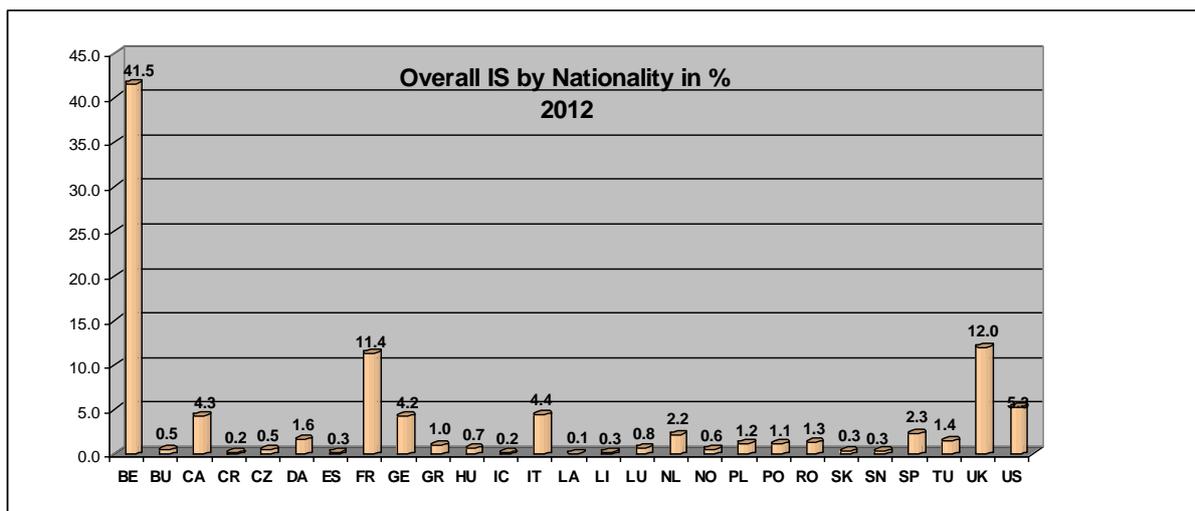


Figure 1

A further breakdown of this geographic distribution is developed in terms of A, B and L grade staff in the figures at Figures 2, 3 and 4 below.

¹ See further below for a detailed tables of national representation.

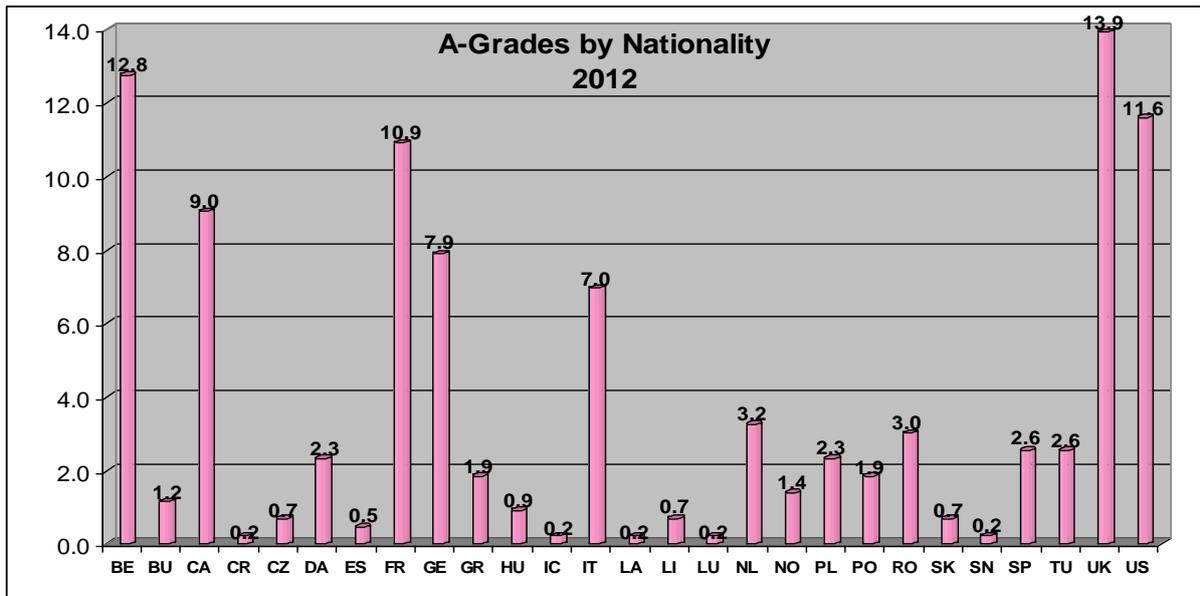


Figure 2

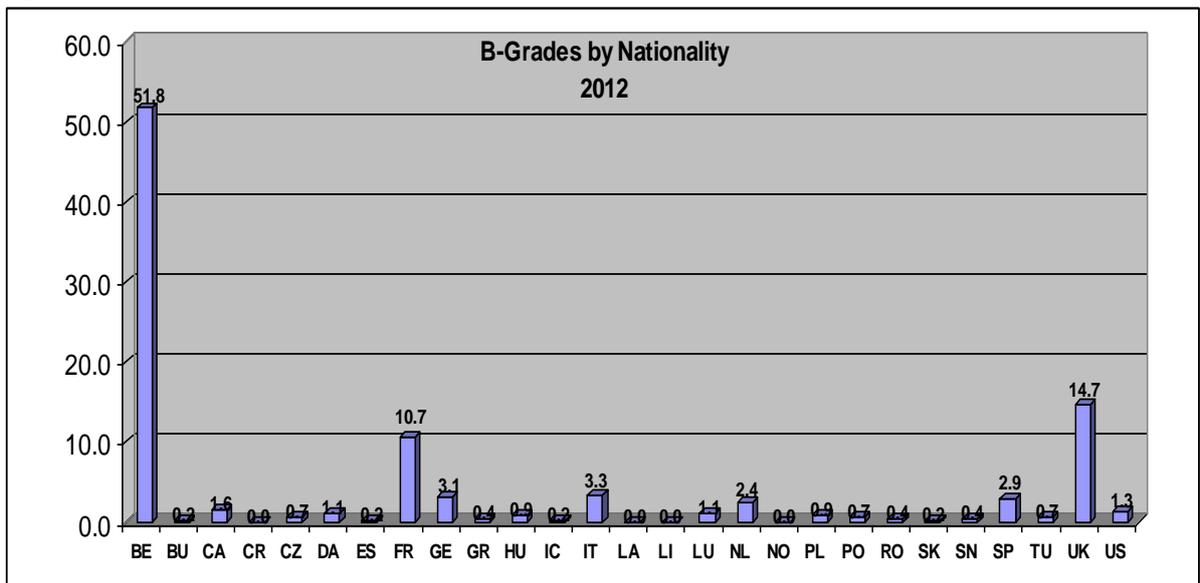


Figure 3

L-grades include translators and interpreters, which explains the numbers of native speakers represented below.

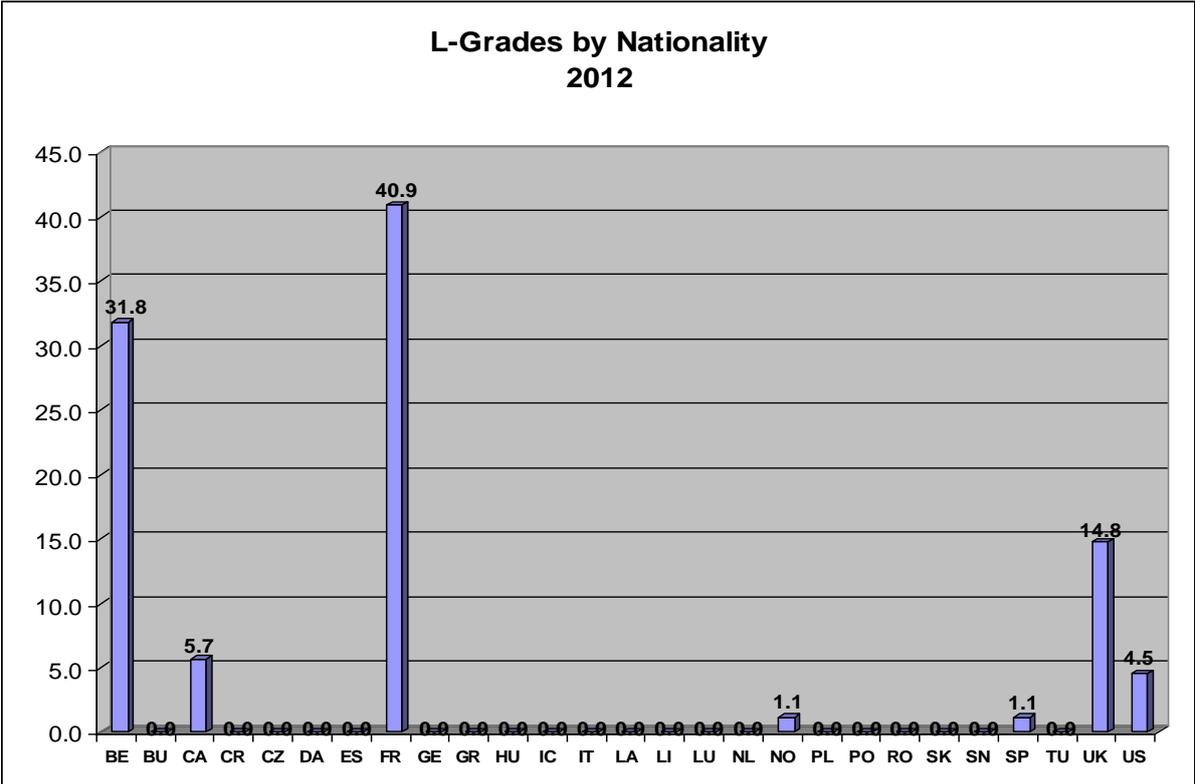


Figure 4

This geographic representation can be expressed further in terms of middle and senior management, as shown in the figures at Figure 5 and 6 below:

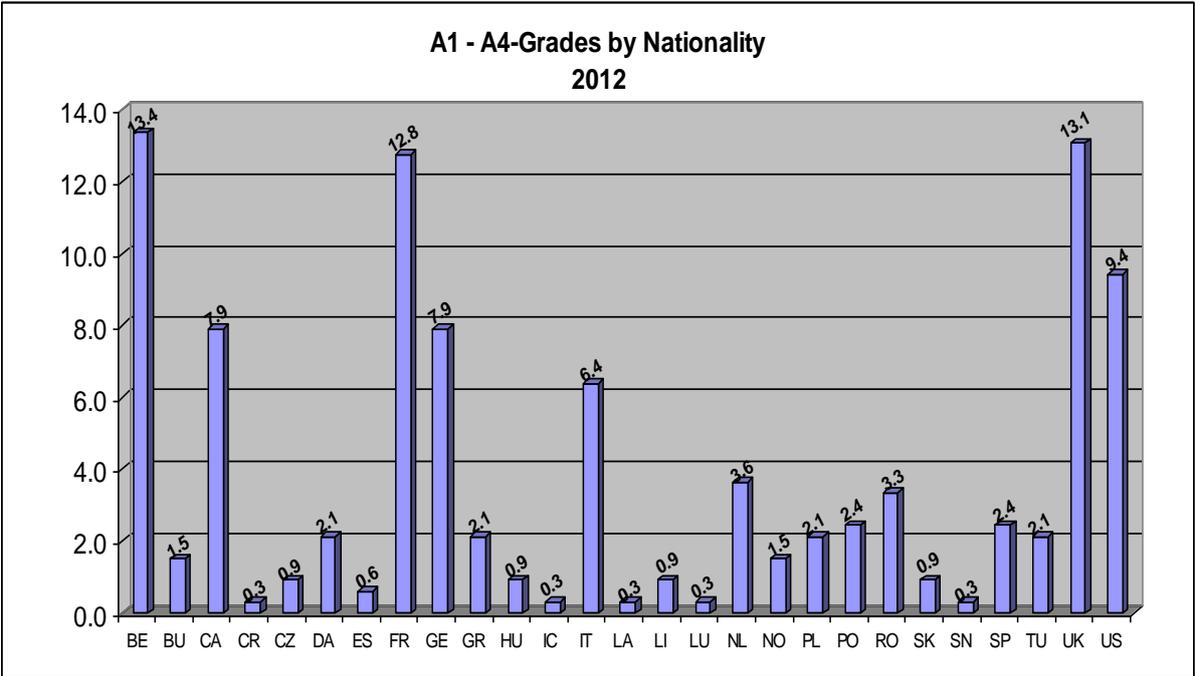


Figure 5

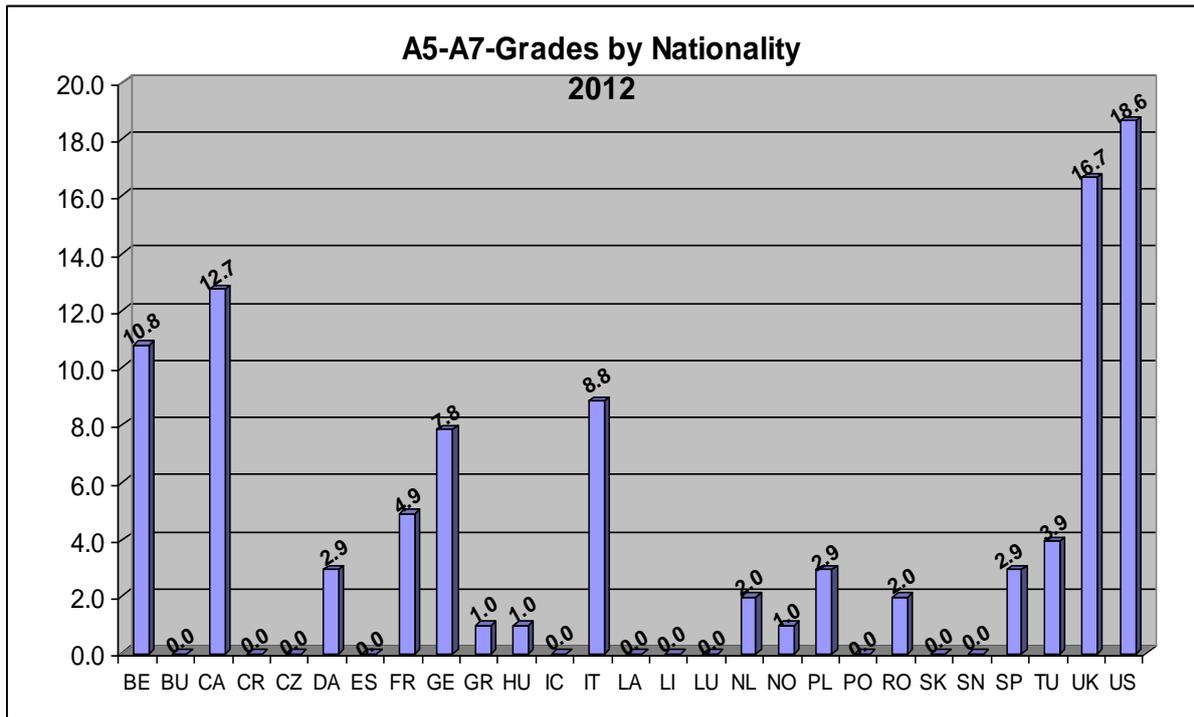


Figure 6

An overview of the grade of staff by geographic distribution is provided in figure 7, and recent changes in geographic representation included at figure 8. Figure 9 provides a representation of the trends over recent years concerning national representation at the level of the A grade staff.

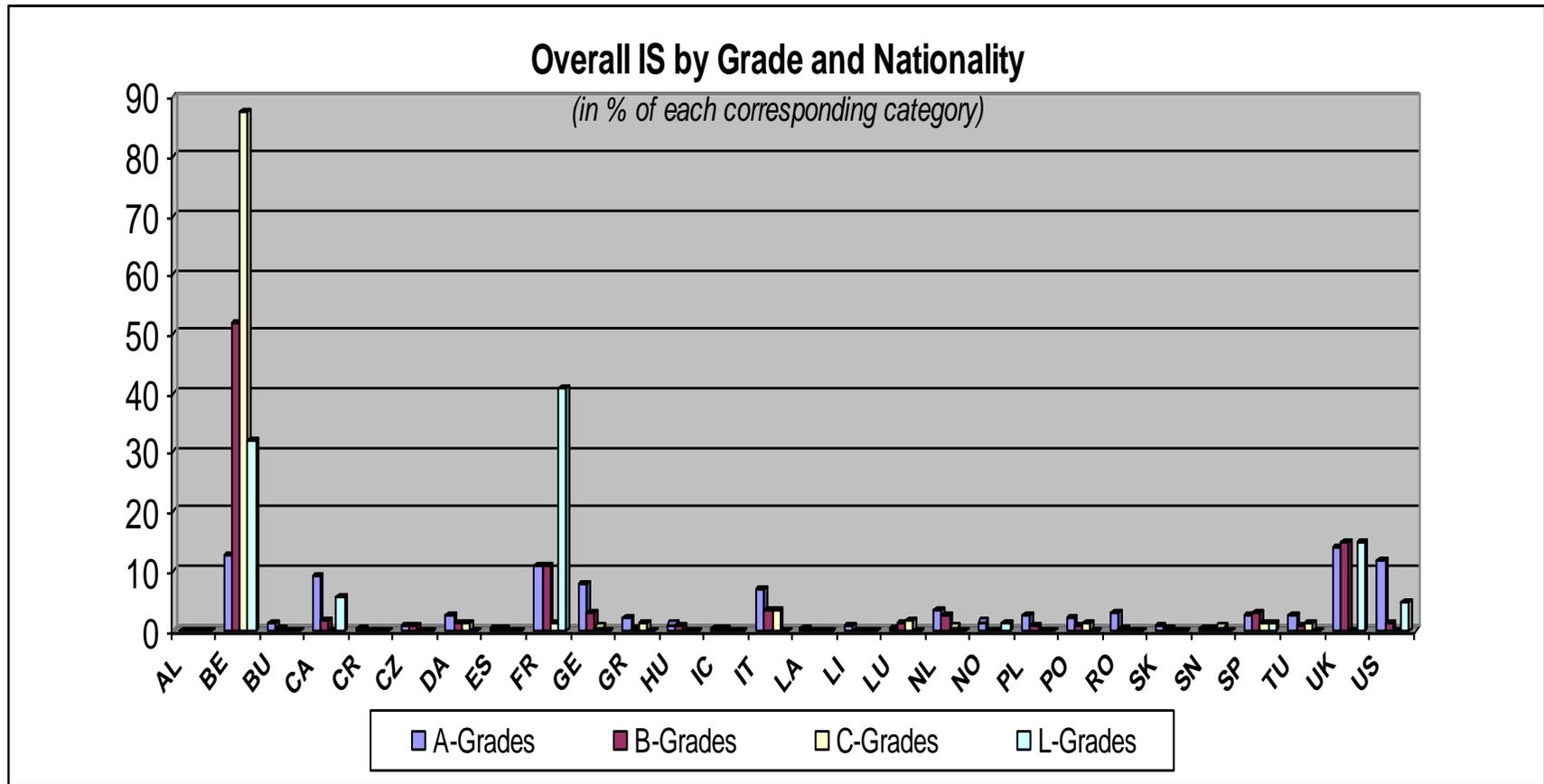


Figure 7

National Distribution Overall IS 2004-2012

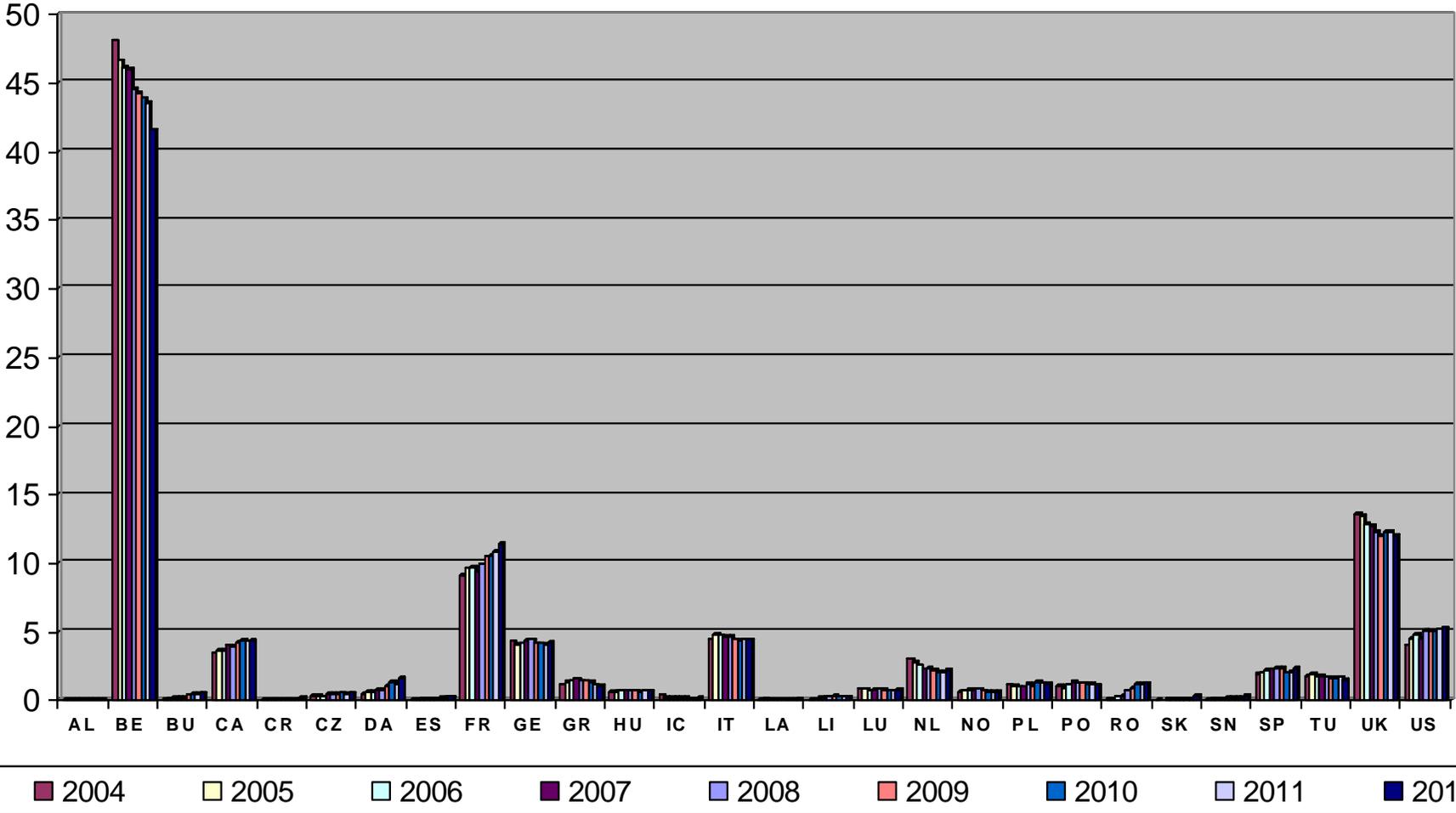


Figure 8

Nationality A-Grades International Staff 2004-2012

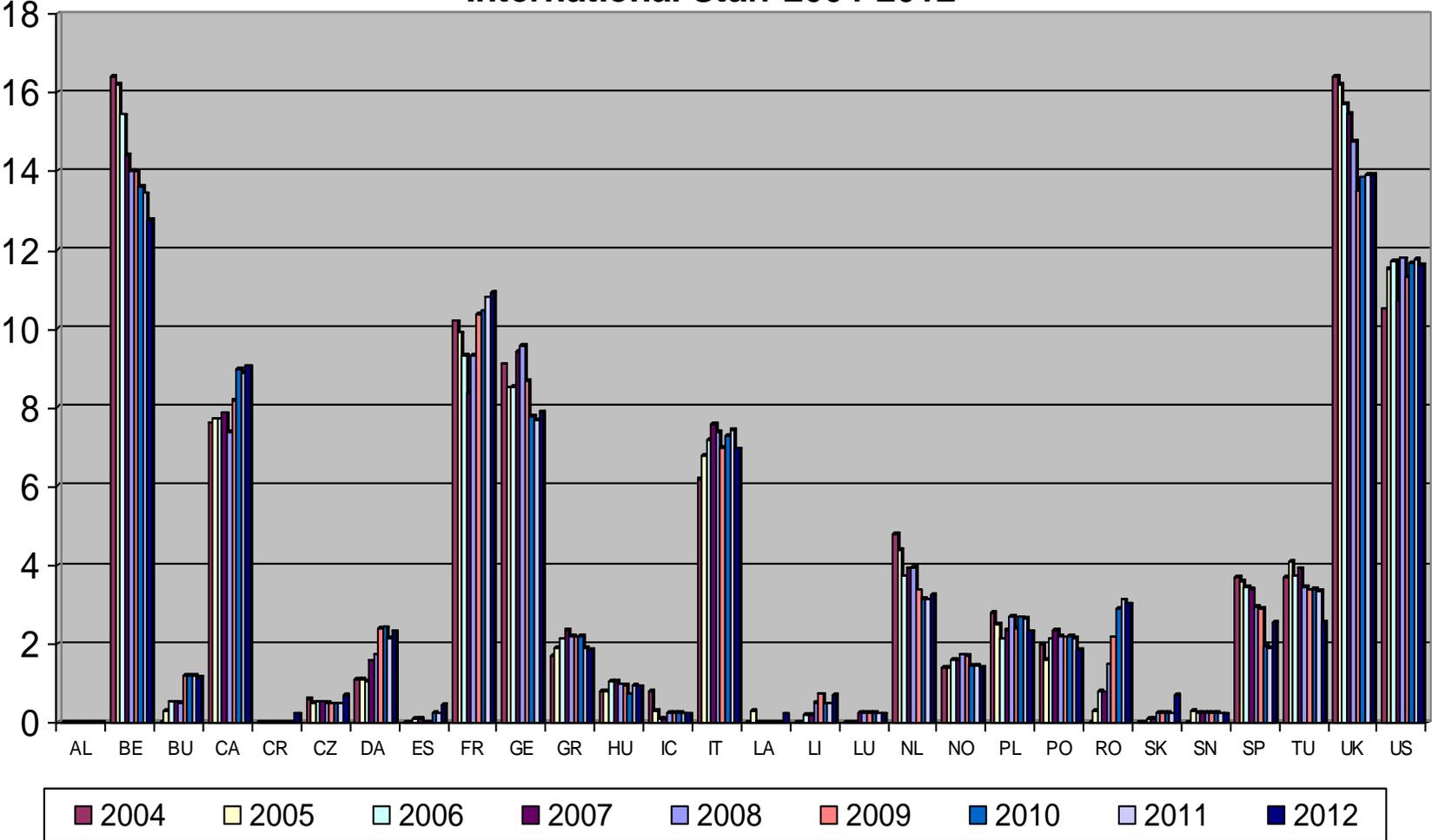


Figure 9