

	<b>NATO</b>	NORTH ATLANTIC TREATY ORGANIZATION INTERNATIONAL STAFF
	<b>OTAN</b>	ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD SECRETARIAT INTERNATIONAL

## VACANCY NOTIFICATION/ NOTIFICATION DE LA VACANCE DU POSTE

### Deputy Assistant Secretary General for Human Resources (210306)

**Primary Location** Belgium-Brussels  
**NATO Body** NATO International Staff (NATO IS)  
**Schedule** Full-time  
**Application Deadline** 16-May-2021  
**Salary (Pay Basis)** 10,986.66Euro (EUR) Monthly  
**Grade** NATO Grade G23  
**Clearance Level** NS

#### Description

In 2021, NATO continues to respond to the most complex security environment over a generation and knows it cannot be complacent about the future. The world doesn't stand still – and neither can the Alliance.

*A key part of NATO's success is its ability to attract, engage and lead talent as the single most precious enabler of the Organization. As Head of Human Resources for the NATO International Staff, you will work with the Secretary General's leadership team, NATO Allies and the HR community across the NATO Enterprise to shape the organization and deliver on NATO's strategic objectives. Through people and organizational policies and initiatives, you will ensure that the Organization remains flexible, diverse, and inclusive in a changing world marked by profound transformation of the people management paradigm.*

*If, as an experienced and inspirational HR leader, you are willing to deploy your talents to support the Alliance's readiness, then apply for this post!*

#### 1. SUMMARY

The Deputy Assistant Secretary General for Human Resources (DASG/HR) leads the Organization's Human Resources. S/he oversees the delivery of all HR services for NATO's Brussels-based 1150-person International Staff (IS) and champions HR-related thought leadership, diversity and inclusion, and policy development across all NATO entities (a combined population of over 7000 civilian staff members). S/he reports to the Assistant Secretary General for Executive Management (ASG/EM).

NATO is looking for an experienced leader to inclusively lead a staff of 55 people with 4 Section Heads: Talent Management & HR Integration; Staff Services; HR Policy and Strategy Coordination (IS and NATO-wide); and the Medical Unit.

S/he will champion the HR Strategy and the Diversity and Inclusion Action Plan and will position HR as a strategic business partner for the IS. S/he chairs or represents the HR function on numerous external and internal committees. In a multinational environment, s/he encourages harmonious staff-management relations, improves organisational effectiveness and resolves workplace conflicts.

Key challenges facing the successful candidate for DASG/HR will include:

1. Lead and empower the thought leadership for all people & organisation aspects in view of technological, political, societal shifts accelerated by the Covid pandemic;
2. Continue implementation of the IS HR Strategy and Diversity and Inclusion Action Plan to ensure that NATO attracts, develops and retains a diverse and flexible cadre of highly qualified staff who can adapt to and deliver on the evolving priorities of the Alliance;
3. Promote and foster a workplace that values fair treatment, trust and respect for others, with zero tolerance or condoning of inappropriate behaviors, including any form of harassment, bullying or discrimination, all of which are wholly unacceptable.

In addition to the application form, candidates are expected to submit a Word or pdf document, maximum of two A4 pages, summarising their views on the above-listed key (and possible other) challenges, and how they would address them if selected for the position.

## **2. QUALIFICATIONS AND EXPERIENCE**

### **ESSENTIAL**

The incumbent must:

- hold a university degree, or an equivalent level of qualification, from an institute of recognised standing in a field relevant for the position (e.g. Management, Legal, Business/Public Administration);
- have at least 10 years of progressively responsible experience in the field of human resources or management, preferably in an organisation of comparable size in either the public or private sector;
- have at least 10 years of people management experience, including recent experience in senior-level leadership positions;
- have experience developing strong social dialogue with staff representatives;
- have experience facilitating high-level dialogue and proactively finding solutions;
- have proven experience in leading change within a complex, politically sensitive and multilateral environment where various interests are at stake;
- demonstrate excellent leadership and change management skills and the capacity to inspire, engage and federate multicultural and diverse teams to achieve ambitious goals;
- demonstrate strong drive for collaboration and adherence to NATO's values and ethics;
- possess the following minimum levels of NATO's official languages (English/French): V ("Advanced") in one; III ("Intermediate") in the other.

### **DESIRABLE**

The following would be considered an advantage:

- experience in an international public organisation and familiarity with international civil service challenges and best practices;
- in-depth knowledge of one or more of the functional HR areas (HR policy, talent management, organisational and leadership development, staff services);
- experience in HR business continuity, and in crisis and risk management;
- experience in leading, negotiating and implementing shared HR services initiatives;

- experience in deploying state-of-the-art data management and information and knowledge management initiatives;
- legal background.

### **3. MAIN ACCOUNTABILITIES**

#### **Vision and Direction**

Possess the stamina and inspiration to engage staff in efforts to modernise NATO and work efficiently and creatively with constrained resources. Lead the effort to better communicate with and understand HR clients and customers. Develop and formulate strategic goals and objectives for HR, in line with Division and Organization objectives.

#### **Planning and Execution**

Identify and address organisational HR needs for the short- and long- term. Lead, oversee and monitor the workforce planning and Functional Prioritization yearly cycles. Identify opportunities for innovation and change; plan and implement them. Exercise overall strategic oversight of HR and its staff while managing a complex operational agenda.

#### **Expertise Development**

Develop HR and talent management and development policies, ensuring alignment with the strategic objectives of the Division and the Organization as a whole. Provide advice on policy and procedural matters to senior staff, IS and the Secretary General, ensuring consistency with NATO standards and regulations. Communicate complex concepts, strategies, and policies clearly and concisely. Write and present reports containing statistical data and policy analysis, being prepared to share results with high-level representatives from across the Organization and unclassified information to the Coordinated Organisations.

#### **Representation of the Organization**

Assist and represent, when so delegated, the ASG/EM in committee meetings with Nations concerning budgetary, financial or contractual matters. Chair the Advisory Panel on Administration, with representation from the civilian HR offices of all NATO bodies and military commands. Represent IS management on the Joint Consultative Board, made up of representatives of the staff and management NATO-wide. Represent the Secretary General as required within the context of Coordinated Organisations. Represent HR as the prime authority on staffing and management issues to the IS, International Military Staff (IMS) and national Delegations.

#### **Policy Development**

Oversee the periodic review of HR policies, practices and planning to ensure ongoing relevance as well as continuous improvement in customer service to meet the changing needs of all NATO's Divisions and Independent Offices. Oversee the implementation of HR policies approved by senior management, such as talent acquisition, performance management, payroll, pension and retirement.

#### **Project Management**

Direct, guide and participate in multiple HR processes, programmes and project implementations such as the Single Salary Spine, expansion of HR Shared Services, further ERP releases to achieve HR and NATO strategic objectives. Participate in the preparation, revaluation and updating of HQ contingency plans to ensure business continuity of HR operations.

### **Stakeholder Management**

Work with the Budget Planning and Analysis Section to ensure harmony between the financial and human resource elements of decision-making, including contractual aspects. Facilitate consensus through dialogue, both uni-laterally and multilaterally, with member Nations. Make presentations, participate in and/or chair committee meetings. Consult, inform and lead proactive dialogue with the elected members of the Civilian Staff Association in an effort to build consensus and support. Collaborate with persons of interest regarding HR policies. Target HR communications to appeal to HQ-wide personnel. Create a solid resource network and enhance HR standing throughout the NATO Enterprise and Coordinated Organisations.

### **People Management**

Lead the work of HR staff. Cultivate a motivating, inclusive and effective workplace. Provide in-depth mentoring, coaching and training opportunities and be available to offer guidance at critical moments. Promote transparency in decision-making, equal access to opportunities for all staff and an inclusive management culture. Ensure that all staff under her/his responsibility are clear on Organizational, Divisional and Directorate objectives. Provide regular and fair feedback on performance, informally as appropriate and via the Performance Review and Development (PRD) system. Participate in a collegial review of performance to discuss possible development and mobility opportunities for individuals, identify high potentials and help ensure common standards are applied in the process. Contribute information to the Establishment Committee and make recommendations for contract renewal or conversion decisions with the best interests of the Organization in mind. Participate in recruitment procedures for vacant posts in the Directorate, in accordance with NATO guidelines.

### **Organisational Efficiencies**

Identify and act on opportunities to improve HR policies, staff well-being and the efficient running of the Organization. Solve cross-sectional issues by applying innovation and determination.

### **Financial Management**

Participate in the development of the HR annual and revised budgets, clearly identifying HR, divisional and organisational priorities. Support innovation when dealing with budget restrictions and sharp deadlines.

### **Knowledge Management**

Keep abreast of developments in the HR field in both private and public sectors. Perform any other related duty as assigned.

## **4. INTERRELATIONSHIPS**

The incumbent reports to the ASG/EM and oversees working relationships with the leadership of the

Divisions and Independent Offices of the NATO International Staff. S/he will liaise frequently with HR representatives in other NATO bodies, Host Nation Authorities, the Coordinated Organisations, Delegations and the Civilian Staff Association.

Direct reports: 5

Indirect reports: 50

## **5. COMPETENCIES**

The incumbent must demonstrate:

- Achievement: Sets and works to meet challenging goals;
- Change Leadership: Champions change;
- Conceptual Thinking: Creates new concepts;
- Developing Others: Provides in-depth mentoring, coaching and training;
- Impact and Influence: Uses complex influence strategies;
- Initiative: Plans and acts for the long-term;
- Leadership: Communicates a compelling vision;
- Organisational Awareness: Understands underlying issues;
- Self-Control: Stays composed and positive even under extreme pressure.

## **6. CONTRACT:**

Contract to be offered to the successful applicant (if non-seconded): Definite duration contract of three years; possibility of renewal for up to three years.

### Contract clause applicable:

This is a senior post of specialised political nature in which turnover is required for political reasons. The successful applicant will be offered a 3-year definite duration contract, which may be renewed for a further period of up to 3 years. The maximum period of service in this post is six years.

If the successful applicant is seconded from the national administration of one of NATO's member States, a 3-year definite duration contract will be offered, which may be renewed for a further period of up to 3 years subject also to the agreement of the national authority concerned.

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

## **7. RECRUITMENT PROCESS:**

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

Applications must be submitted using e-recruitment system, 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](http://www.nato.int/recruitment)

As part of this application, candidates are kindly requested to attach one MS Word document summarizing their views on the key challenges and how they would address them if selected for the position. Essays should be limited to maximum one A4 page (800 words per page) per challenge.

Candidates are requested to attach their essay to their application on Taleo, by latest 16 of May, 23h59 (CET Brussels time).

The title of the attachment must include the vacancy reference 210306 and the words “Key challenges”

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Please note that the competition for this post is provisionally scheduled as follows:

Pre-selection testing end of May 2021;

Final selection end of June 2021.

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Please note that at the time of the interviews, candidates will be asked to provide evidence of their education and professional experience as relevant for this vacancy.

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 file by the NATO Medical Adviser.

More information about the recruitment process and conditions of employment, can be found at our website (<http://www.nato.int/cps/en/natolive/recruit-hq-e.htm>)

#### **8. ADDITIONAL INFORMATION:**

NATO as an equal opportunities employer values diverse backgrounds and perspectives and is committed to recruiting and retaining a diverse and talented workforce. NATO welcomes applications of nationals from all Member States and strongly encourages women to apply.

Building Integrity is a key element of NATO’s core tasks. As an employer, NATO values commitment to the principles of integrity, transparency and accountability in accordance with international norms and practices established for the defence and related security sector. Selected candidates are expected to be role models of integrity, and to promote good governance through ongoing efforts in their work.

Due to the broad interest in NATO and the large number of potential candidates, telephone or e-mail enquiries cannot be dealt with.

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.

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.

**Emplacement principal** Belgique-Bruxelles  
**Organisation** OTAN SI  
**Horaire** Temps plein  
**Date de retrait** 16-mai-2021  
**Salaire (Base de paie)** 10 986,66Euro (EUR) Mensuelle  
**Grade** NATO Grade G23  
**Niveau de l'habilitation de sécurité** NS  
**Description**

*En 2021, l'OTAN continue de faire face à l'environnement de sécurité le plus complexe qu'elle ait connu depuis une génération. Face aux évolutions à prévoir, elle ne peut baisser la garde. Dans un monde en perpétuel mouvement, l'Alliance ne peut pas rester statique.*

*L'OTAN doit son succès en grande partie à sa capacité à attirer, à motiver et à diriger des talents, qui sont l'atout le plus précieux que possède l'Organisation. À la tête des Ressources humaines du Secrétariat international de l'OTAN, vous contribuerez, en coopération avec l'équipe dirigeante du secrétaire général, les pays de l'OTAN et la communauté des RH dans toute l'entreprise OTAN, à l'orientation de l'Organisation et à la réalisation des objectifs stratégiques de l'OTAN. Au travers de politiques et d'initiatives axées sur les personnes et l'Organisation, vous veillerez à ce que l'OTAN conserve sa flexibilité, sa diversité et son caractère inclusif dans un monde en mutation, marqué par une transformation profonde du paradigme de gestion des personnes.*

*Vous êtes un cadre RH doté d'une grande expérience et d'une forte capacité d'inspiration et vous avez envie de déployer vos talents pour aider l'Alliance à être parée pour les défis à venir : alors n'hésitez pas à postuler !*

## 1. RÉSUMÉ

La/Le secrétaire général(e) adjoint(e) délégué(e) (DASG) pour les ressources humaines dirige les ressources humaines (RH) de l'Organisation. Elle/Il supervise la prestation de tous les services RH aux quelque 1 150 agents du Secrétariat international (SI) de l'OTAN basés à Bruxelles, et s'emploie à promouvoir la réflexion liée aux questions RH, la diversité et l'inclusion, ainsi que l'élaboration de politiques dans toutes les entités OTAN (qui représentent au total 7 000 agents civils). Elle/Il relève du/de la secrétaire général(e) adjoint(e) (ASG) pour la gestion exécutive.

L'OTAN est à la recherche d'un cadre expérimenté qui sera chargé de diriger, suivant une approche inclusive, une équipe de 55 personnes, réparties en quatre sections : Gestion des talents et intégration RH, Services Personnel, Coordination de la stratégie et de la politique RH (du SI et de l'ensemble de l'OTAN), et Service médical.

Elle/Il est le fer de lance de la stratégie RH et du plan d'action pour la diversité et l'inclusion et fait en sorte de positionner les RH en partenaire stratégique au sein du SI. Elle/Il représente les RH et siège à ce titre au sein de nombreux comités internes et externes. Dans un environnement multinational, elle/il favorise des relations harmonieuses entre les agents et la direction, renforce l'efficacité organisationnelle et résout les conflits du travail.

Les principaux défis que sera amené(e) à relever la/le candidat(e) retenu(e) pour le poste de DASG pour les ressources humaines sont les suivants :

guider et promouvoir la réflexion dans tous les aspects de la gestion des personnes et de l'Organisation en tenant compte des évolutions technologiques, politiques et sociétales, que la pandémie de COVID-19 a accélérées ;

poursuivre la mise en œuvre de la stratégie RH du SI et du plan d'action pour la diversité et l'inclusion afin de faire en sorte que l'OTAN attire, développe et fidélise un effectif varié et souple composé de personnes hautement qualifiées, capables de s'adapter et de répondre efficacement à l'évolution des priorités de l'Alliance ;  
promouvoir et favoriser l'égalité de traitement, la confiance et le respect d'autrui au travail, où le harcèlement, les brimades, la discrimination et les autres comportements inappropriés, qui sont tous totalement inacceptables, ne sont aucunement tolérés ni cautionnés.

*Il est demandé aux candidat(e)s de joindre à leur formulaire de candidature un texte de deux pages A4 maximum (en format Word ou PDF) résumant leur point de vue sur les défis susmentionnés (et éventuellement sur d'autres) ainsi que l'approche qu'ils/elles adopteraient pour les relever si le poste leur était attribué.*

## **2. QUALIFICATIONS ET EXPÉRIENCE**

### **ACQUIS ESSENTIELS**

La/Le titulaire du poste doit :

- posséder un diplôme universitaire, ou une qualification de niveau équivalent, d'un établissement de valeur reconnue dans un domaine présentant un intérêt pour le poste (p. ex. gestion, droit, administration des affaires/administration publique) ;
- avoir au moins dix années d'expérience à des postes de responsabilité croissante dans le domaine des RH ou de la gestion, de préférence dans un organisme public ou privé de taille comparable ;
- avoir au moins dix années d'expérience de la gestion des personnes, dont une expérience récente dans des fonctions de direction de haut niveau ;
- avoir une expérience de l'instauration d'un dialogue social soutenu avec les représentants du personnel ;
- avoir une expérience de la promotion du dialogue de haut niveau et de la recherche proactive de solutions ;
- avoir une expérience avérée de la conduite de changements dans un cadre multilatéral où se traitent des questions complexes et politiquement sensibles et où des intérêts divers sont en jeu ;
- avoir d'excellentes compétences en matière de leadership et de gestion du changement ainsi que la capacité à inspirer, mobiliser et fédérer des équipes multiculturelles se distinguant par leur diversité afin qu'elles réalisent des objectifs ambitieux ;
- faire preuve d'une forte inclination à la collaboration et au respect des valeurs et de l'éthique de l'OTAN ;
- avoir au minimum le niveau de compétence V (« avancé ») dans l'une des deux langues officielles de l'OTAN (anglais/français), et le niveau III (« intermédiaire ») dans l'autre.

### **ACQUIS SOUHAITABLES**

Seraient considérées comme autant d'atouts :

une expérience dans une organisation publique internationale et une connaissance des défis et bonnes pratiques de la fonction publique internationale ;  
une connaissance approfondie d'un ou plusieurs domaines d'activité RH (politique RH, gestion des talents, développement organisationnel et perfectionnement des cadres, services au personnel) ;  
une expérience de la continuité d'activité dans le domaine des RH, ainsi que de la gestion de crise et de la gestion des risques ;



une expérience de la direction, de la négociation et de la mise en œuvre d'initiatives de mutualisation des services RH ;  
une expérience de la conduite d'initiatives visant à mettre en œuvre les techniques de pointe en matière de gestion des données et de gestion de l'information et des connaissances ;  
une formation juridique.

### **3. RESPONSABILITÉS PRINCIPALES**

Voir la version anglaise.

### **4. STRUCTURE ET LIAISONS**

La/Le titulaire du poste relève de l'ASG pour la gestion exécutive et supervise les relations de travail avec les responsables des divisions et des bureaux indépendants du Secrétariat international de l'OTAN. Elle/Il est fréquemment en liaison avec des représentants des RH d'autres organismes OTAN, les autorités du pays hôte, les autres organisations coordonnées, les délégations et l'Association du personnel civil.

Nombre de subordonné(e)s direct(e)s : 5

Nombre de subordonné(e)s indirect(e)s : 50

### **5. COMPÉTENCES**

La/Le titulaire du poste doit faire preuve des compétences suivantes :

- Recherche de l'excellence : se fixe et s'efforce d'atteindre des objectifs ambitieux.
- Promotion du changement : prend fait et cause pour le changement.
- Réflexion conceptuelle : crée de nouveaux concepts.
- Valorisation du personnel : assure un mentorat, un accompagnement professionnel et une formation approfondis.
- Persuasion et influence : a recours à des stratégies d'influence complexes.
- Initiative : planifie et agit sur le long terme.
- Aptitude à diriger : communique une vision convaincante.
- Compréhension organisationnelle : cerne les enjeux profonds.
- Maîtrise de soi : reste calme et positif/positive, même en cas de pression extrême.

### **6. CONTRAT:**

**Contrat proposé (hors détachement) : contrat d'une durée déterminée de trois ans ; renouvelable pour une période de trois ans maximum.**

Clause contractuelle applicable :

Il s'agit d'un poste de haut niveau ayant un caractère politique spécialisé, qui exige une rotation pour des raisons politiques. La personne retenue se verra offrir un contrat d'une durée déterminée de trois ans, qui pourra être reconduit pour une période de trois ans maximum. La durée de service à ce poste n'excède pas six ans.

Si la personne retenue est détachée de l'administration d'un État membre de l'OTAN, elle se verra offrir un contrat d'une durée déterminée de trois ans, qui, sous réserve de l'accord des autorités nationales concernées, pourra être reconduit pour une période de trois ans maximum.

Les agents en fonction se verront offrir un contrat conforme aux dispositions du Règlement du personnel civil de l'OTAN.

### **7. PROCESSUS DE RECRUTEMENT**

Voir la version anglaise.

## **8. INFORMATIONS COMPLÉMENTAIRES**

Voir la version anglaise.