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# Workforce planning for the NATO International Staff

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- The Organization
- The Context
- The Issues
- A 1<sup>st</sup> Attempt
- Challenges
- Improved Way Forward

## ORGANISATION



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- 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



- 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



- 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

## CHALLENGES



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- Lack of mobility/turnover limits options
- Ad-hoc system limits divisional buy-in
- Negative impact of recruitment freeze on business
- Understanding posts vs. people



- 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





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