

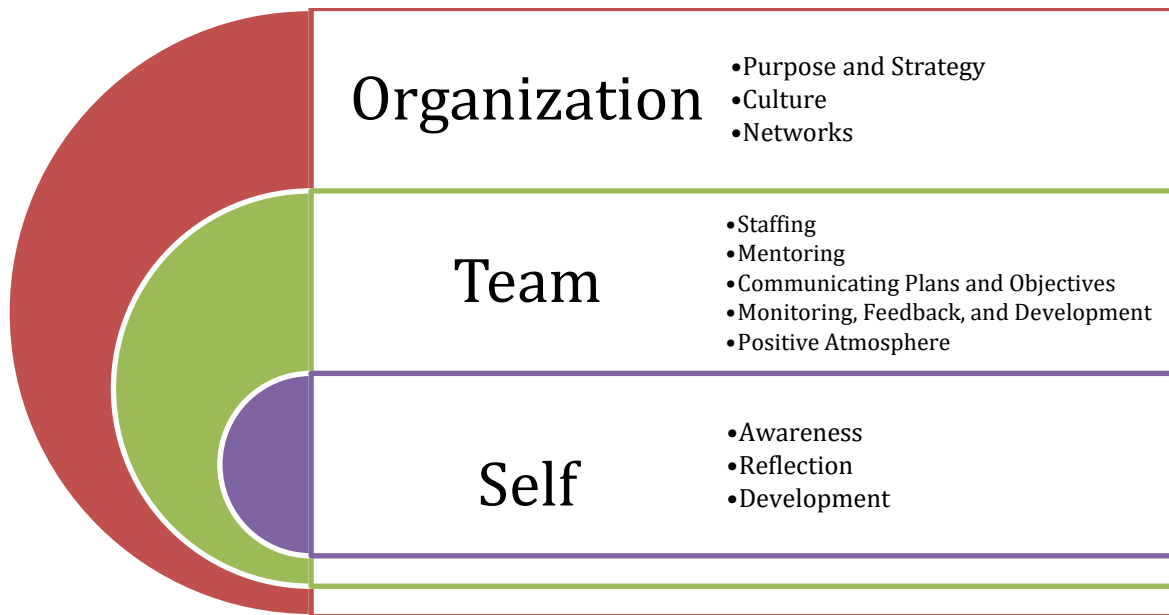


Overview

NATO Managers Charter

Recognizing the valuable role managers play in the Organisation, the Manager's Charter sets expectations for every manager or staff with a supervisory responsibility in any NATO body. The Charter acknowledges a manager's fundamental responsibility to deliver results through people and seeks to embed talent management and development as the foundation of good people management.

The Charter is composed of three main pillars - organisation, team, and self-management.



In order to enable managers to excel in their management capabilities in each of these pillars and to prevent issues related to poor management, NATO provides tools and training.

All new managers and staff with supervisory responsibilities must read and sign the Charter and the NATO Code of Conduct at the time they sign their employment contract. In addition, managers are responsible for obtaining their management accreditation. The accreditation is obtained by completing a three step Accreditation Programme for Managers.

- The first step is the completion of the e-learning course "ADL 164 Accreditation Programme for Managers (APM)" within the first three months of employment. The training is accessible on the Joint Advanced Distributed Learning (JADL) platform.
- Once you complete step one, you will have access to the second step of the APM which is the Management Development Programme (MDP). Enrolment to the MDP will depend on the date a staff member joins the organization.
- The third and final step of the APM is individualized coaching. This entails a tailor-made coaching plan which may be put in place to address specific development needs as identified during step 1, step 2, or as reported through performance assessments. This step is on a needs-only basis and should be discussed with Human Resources. For the International Staff, queries should be addressed to the HR Talent and Organizational Development team.



NATO Managers Charter

❖ Organisation Management

- I understand the overarching purpose and strategy of NATO, especially as it pertains to my NATO body in order to contextualize my teams' tasks.
 - I contribute to identifying and implementing cross-cutting strategic initiatives.
 - Through my actions, I provide leadership that inspires others to act with a sense of purpose.
- I promote a positive culture of open, inclusive and effective communication between management and staff, and recognise the needs of staff.
 - I contribute to a culture of continuous improvement through accountability and expectations of high performance and commitment to 'One NATO'.
 - I understand the cultural complexities of the NATO body in which I work and can navigate effectively in the working environment.
- I cultivate relationships with all stakeholders to accomplish my objectives.
 - I promote frequent use of ad hoc, cross-divisional task forces when appropriate.
 - I network and build relationships with colleagues and peers to develop professionally.

❖ Team Management

- I understand my responsibilities related to staffing, contract renewal, and contract conversion and make all decisions with the best interest of the Organization in mind.
 - I lead inclusively and objectively the recruitment process to attract, select and on-board new staff in line with NATO's key recruiting principles.
 - I conduct structural and functional reviews, and review post descriptions with individual team members.
 - I enable staff's return to work following long absences by creating and implementing a reintegration plan in collaboration with HR.
 - I am open to adapting working conditions to account for work-life balance required for staff.
- I provide mentoring and coaching to staff.
 - I encourage a culture of continuous constructive feedback with and among staff in order to build trust and engagement.
 - I am committed to making time to support my staff and will make available resources needed for staff to effectively carry out their tasks.
 - I identify any staff member who is struggling with certain tasks, competencies required by the post or to meet deadlines. I take action to remedy the situation.
- I ensure clear, open and timely communication with staff, and update them regularly about ongoing projects, goals, and deadlines.
 - I communicate organizational objectives to ensure staff see the relevance of their contribution.
 - I communicate and discuss why high level decisions have been made to ensure good understanding, buy-in and engagement of staff.
 - To create team momentum towards a common goal, I communicate my own vision and objectives to team members.
- I encourage professional development of staff to ensure the evolution of an agile NATO workforce, and to build corporate memory.
 - I discuss and set SMART objectives with individuals and ensure a link with Organizational objectives.



NATO Managers Charter

- I make performance notes about each employee in the period between conversations so there are concrete examples to share during formal evaluations.
- I complete formal performance reviews with my staff to discuss and assess objectives and competencies within the applicable deadlines. If necessary, I document and support performance improvement actions.
- I delegate and direct responsibilities but support team members to make their own decisions to move their work forward.
- I allocate tasks fairly among team members and take into account staff interest, capability and availability.
- I enable a collegial team atmosphere that encourages staff to share ideas and initiatives.
 - I always conduct myself properly and establish zero tolerance for any form of harassment, bullying or discrimination.
 - I value and promote diversity and create an inclusive work environment where ideas and views are heard.
 - I have regard for the physical and mental health, safety and well-being of staff, recognising their specific needs and the pressures and problems they face.
 - I encourage open discussion of any conflict or grievance from staff in order to identify the underlying problem as early as possible.

❖ Self-management

- I am aware of my physical and mental state and the impact it has on my team.
- I recognize how my behaviour affects others and the outcome of meetings or initiatives – either positively or negatively.
 - I identify and understand my trigger points when dealing with difficult people or situations.
 - I implement actions to remedy or to capitalise on my behaviours.
 - I discuss my reflections with a trusted colleague in order to reflect on my understanding.
- I am open to discussing my strengths and development areas with my manager and continually seek to improve myself as a leader and manager.
 - I personally identify and follow relevant training opportunities.
 - I engage in self-assessment exercises to review and improve my competencies.
 - I consider finding a suitable mentor who can help me become more self-aware, to reflect and to develop.

Manager's Signature