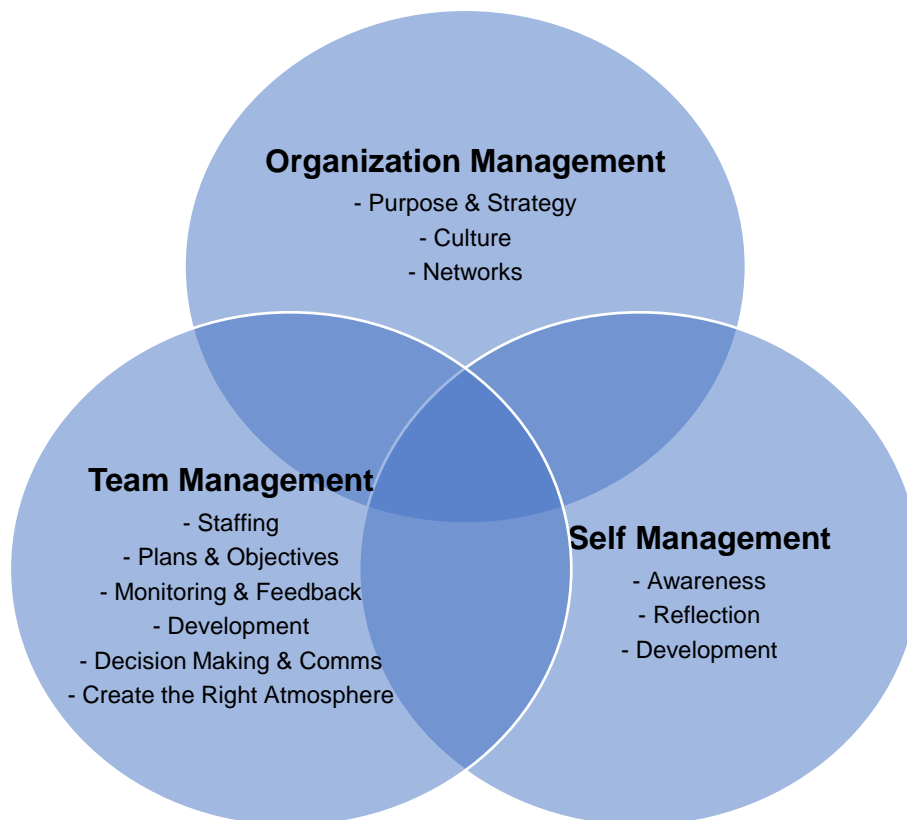


The NATO Managers' Charter

The Charter serves as a reminder of what managers are expected to do and how they should do it. Ideally, it should be read and signed by managers at the same time as their contract and the Code of Conduct.

The Charter recognises a manager's fundamental responsibility to deliver results through people and seeks to embed talent management as the basis of good people management. These functions are expected of all individuals in managerial posts. In addition, they are expected of all individuals with supervisory responsibilities at any level, regardless of job family or post.



Organization Management

Purpose & Strategy

- Understand the overarching purpose and strategy of NATO and especially your own NATO body in order to contextualise your team's tasks.
- Contribute to identifying and implementing cross-cutting strategic initiatives.
- Provide leadership through actions and values that inspire others to act with a sense of purpose.

Culture

- Promote a positive culture of open and effective communication between management and staff and recognise the needs' of staff.
- Contribute to a culture of continuous improvement with accountability, an expectation of high performance and commitment to 'one NATO'.

- Understand the complexities of NATO and navigate effectively in the working environment.

Networks

- Cultivate relationships with stakeholders to accomplish your objectives.
- Promote more frequent use of ad hoc, cross-divisional task forces when appropriate.
- Cultivate relationships with colleagues and peers to develop professionally.

Team Management

Staffing

- Conduct structural and functional reviews as and when required and in the best interests of the Organization.
- Lead the recruitment process to attract, select and on-board new staff in line with NATO's key recruiting principles.
- Contribute to staffing and contract renewal or conversion decisions as appropriate, with the best interests of the Organization in mind;
- Allocate tasks fairly among team members taking into account staff interest, capability and availability.
- Make available any resource needed for staff members to carry out their tasks.
- Ensure your staff are ready to return to work following long absences by proposing a reintegration plan.

Plans & Objectives

- Communicate Organizational objectives to ensure staff members see the relevance of their contribution.
- Communicate your vision and objectives to team members to create team momentum towards a common goal.
- Review post descriptions with individual team members.
- Discuss and set SMART objectives with individuals ensuring a link with Organizational objectives.

Monitoring & Feedback

- Establish a culture of continuous feedback to and among your staff, contributing to an open and collegial working environment.
- Identify if a staff member is struggling to meet deadlines and take action to remedy the situation.
- Make performance notes about each employee in the period between conversations, so that you have concrete examples to share during formal evaluations.
- Lead formal performance reviews with your staff to discuss and assess objectives and competencies. If necessary, document and support performance improvement actions.
- Update staff regularly about ongoing projects, goals and deadlines within the Organization.

Development

- Provide continuous in-depth mentoring, coaching and training opportunities to your staff.
- Promote the development of staff in order to ensure the evolution of the NATO workforce, flexibility and corporate memory.
- Discuss possible development and mobility opportunities for individuals.

Decision Making & Communication

- Encourage an open and collegial team atmosphere to share ideas and initiatives.
- When necessary make important decisions for the team.
- Communicate and discuss why decisions have been made to ensure good understanding and buy-in by staff.
- Delegate and help team members learn to make their own decisions to move forward on their work.

Create the Right Atmosphere

- Encourage open discussion of any conflict or grievance from a staff member in order to identify the underlying problem as early as possible.
- Always conduct yourself properly and establish zero tolerance for any form of harassment, bullying or discrimination.
- Promote diversity and inclusion in your team.
- Be open to adapting working conditions to account for work-life balance required for staff.
- 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;

Self-management

Awareness

- Be open to discussing your strengths and development areas with your manager, using concrete examples.
- Ask your staff members how you can support them better in the execution of their duties.
- Engage in self-assessment exercises to review and improve your competencies.
- Be aware of your physical and mental state and the impact it has on your team.

Reflection

- Consider how your behaviour impacts other people and the outcome of meetings or initiatives – either positively or negatively.
- Identify and understand your trigger points when dealing with difficult people or situations.
- Discuss your reflections with a trusted colleague in order to confirm your understanding.

Development

- Continually seek to improve yourself as a leader and manager.
- Identify and follow relevant training opportunities.
- Consider finding a suitable mentor who can help you become more self-aware, to reflect and develop.
- Implement actions to remedy or to capitalise on your behaviours.