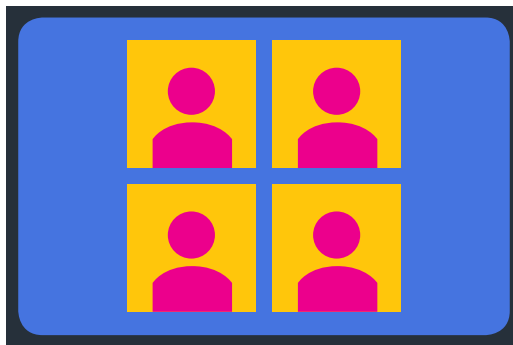




# CNCSC Annual Report 2020

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Confederation of NATO Civilian Staff Committees



The Year We Went Virtual



Co-Editors:  
Missy Leiby, Carlos Suarez

Appreciation is extended to Chantal Beaufays, who provides administrative support to the Confederation of NATO Civilian Staff Committees (CNCSC).

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# CNCSC 2020 Annual Report

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# Foreword by the Chairman

The particular and unprecedented challenges presented by the COVID-19 pandemic have been extremely demanding on staff and staff representation NATO-wide.



Over the course of 2020 great efforts were made to respond rapidly and keep up the dialogue with colleagues and administrations. All over, the collaboration has proven fruitful. Together, ways were identified and implemented to counter the threat to our personal health and professional well-being. As far as our staff representation core business was concerned, progress has been noted on a number of long-standing issues.

Many articles have already been written on the pandemic and its effects on us; allow me to highlight that we all collectively suffered from a rough wake-up call. Our long-established routines were severely challenged. National governments forced us into repeated confinements and lockdowns. Communication protocols required urgent improvements to allow us to continue doing our job. Driven by national policies, home

offices became the norm rather than an exception, much to the regrets of many managers. That augmented the inherent risk to further erase the traditional differences between private and professional lives as we embarked upon total connectivity, everywhere and anytime.

Caused by the travel restrictions set in place, one of the immediate consequences of the pandemic was the identification of the lack of a generic NATO-wide communication platform to virtually gather the staff representatives and continue to conduct business. The situation was bridged by the implementation of a temporary commercial stopgap measure. It may be expected from our Organization to offer a more befitting and permanent solution for the future.

Another severe consequence of the pandemic was that key ongoing projects suffered from additional delays. Administrations functioned in crisis modes, with their related daily meetings and reporting activities. That resulted in the cancellation of the March meeting of the Joint Consultative Board (JCB), with only two JCB meetings being held (in VTC format) throughout the year.

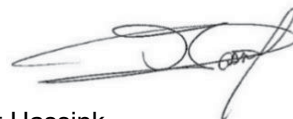
The Defined Contribution Pension Scheme (DCPS) remained the center of harsh criticism. The pandemic highlighted again the significant shortcomings of this scheme, such as the overly slow switch process and the lack of an annuity provider. Next to that, the ongoing analysis by Nations of the JCB proposal for a new NATO pension scheme has not been finalized.

The implementation preparation for the Single Salary Spine (SSS) project also suffered from delays and the Confederation intervened, indicating that patience was wearing thin for many staff members.

On the positive side, considerable progress improving the specific knowledge and competence level of staff representatives could be noted in 2020; and means of communication towards staff members were enhanced.

- The draft version of a future “Handbook for NATO Civilian Staff Representatives” (see page 17 for more information) was finalized with feedback showing overwhelming appreciation.
- Dedicated training for CSC Delegates conducted by external consultants began in 2020. Training efforts have become an integral part of the Confederation’s service provision portfolio.
- Design and development of a CNCSC mobile application, and a new collaboration Web platform picked up speed and were expected to be launched in 2021.

As all NATO employees continue to grapple with the ongoing pandemic, the Confederation is more than ever committed to providing an increased level of lasting support to the NATO staff and their local representatives. By embracing new technology and incorporating innovative ideas, this exciting journey will bring additional gains to the future of staff representation within NATO.



Helmut Hassink  
Chair of the Confederation  
of NATO Civilian Staff Committees (CNCSC)

# CCR Working Group

The year was rather quiet at the Coordination level, primarily due to the COVID-19 crisis that caused the cancellation of the second trilateral session, which had been scheduled for June 2020.

## Early retirement coefficients

As a result of the five-year actuarial review (a purely technical exercise), those coefficients have decreased overall. That is good news for colleagues affiliated with the coordinated pension scheme because there will be a reduction in the penalty applied in case of retirement before the age of 59 (see table at Annex IV, Chapter II, article 8 of the NATO Civilian Personnel Regulations (CPRs).

Initially, some CCR delegates had indicated that they might want to revisit the issue of the coefficients. The ISRP subsequently presented a table with all early retirement figures in the six Coordinated Organizations over the past five years. The CCR noted that those figures were quite low.

## Daily Subsistence Allowance (DSA), or 'per diem'

The current three-year review method of DSA levels was retained. In a spirit of compromise, the CRP (active and retired staff representatives) decided not to stand in the way, but did reiterate the concerns it had raised when the method was initially introduced, and also the fact that some destination locations were actually much more expensive than what one could afford with the current DSA levels. The CRSG highlighted that the current rules allowed for a 30 percent increase of the ceiling for expensive destinations, subject to administrative approval.

## Education allowance

The CCR approved the CRSG proposal also supported by the CRP, for a mechanism allowing to keep better pace with the evolution of education costs using a group of reference primary and secondary schools, and assessing the

### THE SIX CO-ORDINATED ORGANIZATIONS

| ORGANIZATION  | NUMBER OF ACTIVE STAFF | NUMBER OF MEMBER STATES |
|---|------------------------|-------------------------|
| <b>NATO</b> - North Atlantic Treaty Organization  | 6085                   | 30                      |
| <b>OECD</b> - Organization for Economic Co-operation and Development                      | 3221                   | 37                      |
| <b>ESA</b> - European Space Agency  | 2355                   | 22                      |
| <b>COUNCIL OF EUROPE</b>  | 2160                   | 47                      |
| <b>EUMETSAT</b> - European Organization for the Exploitation of Meteorological Satellites | 531                    | 30                      |
| <b>ECMWF</b> - European Centre for Medium-Range Weather Forecasts                         | 334                    | 22                      |
| <b>TOTAL BASED ON DATA AS OF JUNE 2020</b>  |                        | <b>14,686</b>           |

inflation of costs over three years. Moreover, under the new provision established in 2020, the CCR agreed to recommend the inclusion of C grades among the potential beneficiaries of the education allowance, a long-standing CRP request.

### Remuneration Adjustment Method (RAM)

Because the CCR was not able to approve a new methodology in June, the current methodology was automatically extended by one year, in accordance with the current rules. The CRSG proposed to renew the current RAM, and the CRP supported that proposal.

The CCR disagreed, and indicated it wanted to have a full review because it was not happy with the 2020 adjustment for staff based in France, and the 2021 adjustments in general. The CRSG and the CRP made it clear to the CCR that the overall results of the methodology needed to be taken into consideration, and not to focus only on the results of any one country in any given year. Very tough discussions were expected to take place in tripartite format during 2021.

### New pensions adjustment methodology

As a result of the reform of the coordinated pension scheme, adjustments of pensions are now decoupled from annual adjustments of salaries. It is to be noted that pensions will

be adjusted annually on 1<sup>st</sup> Jan., and that those annual adjustments, and any special adjustments of pensions (related to high inflation in-year), will be done automatically, based on inflation figures without the need for any specific decision by any authority.

CCR = Member Nations

CRSG = Administrations

CRP = Staff and Retirees

### Family budget surveys

Family budget surveys were foreseen to be carried out in four countries in 2021:

- France
- Germany
- Luxembourg
- The Netherlands.

Staff in those countries will be informed accordingly. Family budget surveys are extremely important in order to calculate Purchasing Power Parities (PPP), therefore, massive participation providing accurate information is in the best interest of staff. Local CSCs shall be encouraging staff to take part in those surveys once information is sent out to them by their Administrations.

### Business continuity

All Coordination meetings are expected to continue in a virtual format for as long as needed. ■

#### CCR WORKING GROUP FOR 2020

|                   | NATO BODY | LOCATION         |
|-------------------|-----------|------------------|
| <b>CHAIR</b>      |           |                  |
| Carlos Suarez     | NATO HQ   | Brussels, BEL    |
| <b>VICE-CHAIR</b> |           |                  |
| Patrick Francis   | HQ SACT   | Norfolk, VA, USA |
| <b>MEMBERS</b>    |           |                  |
| Gabriele Cascone  | NATO HQ   | Brussels, BEL    |
| Leida Pashaj      | NSPA SOC  | Taranto, ITA     |

# CLM Working Group

As was the case across NATO, the work of the CLMWG was impacted by COVID in 2020, complicating coordination and communication efforts as well as leading to new work strands. The main focus of the first half of the year was on the approval of the new constitution, while the year culminated with the Confederation’s first remote election.

## Approval of a new constitution

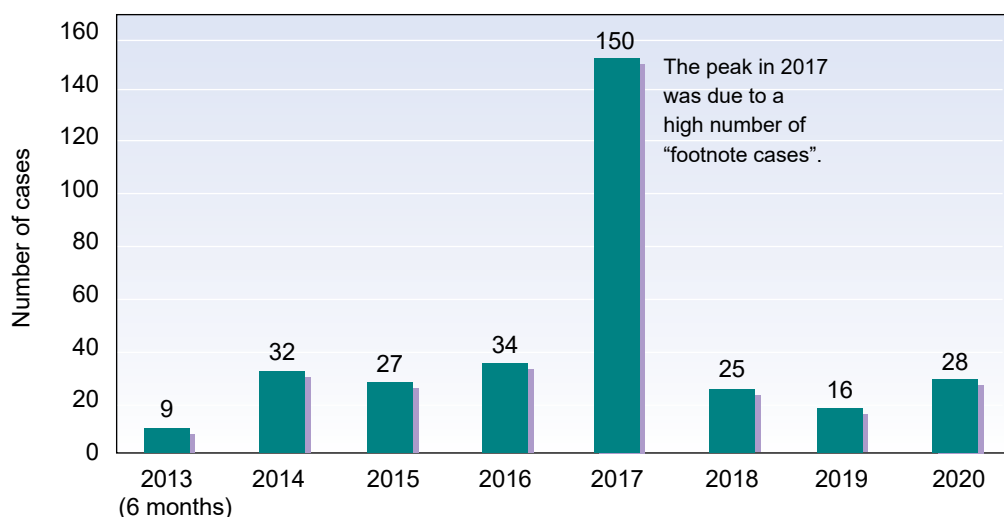
Following discussions at the first Confederation 2020 meeting (held in person in February), the CLMWG was asked to give a final push to explain, clarify and answer questions about the changes to the Confederation Constitution which was developed in 2019. The process led to the approval of the Constitution during the remote summer meeting.

## COVID elections

The CLMWG tested a number of tools before settling on an online voting system which provided the necessary ease of use, speed, scalability, and value for money. The system allows the ability to set up voting in the room (“booth voting” for in-person meetings), or remotely, using codes for online meetings. Voters can log onto a public website, or use their own devices (smart-phone or computer) to avoid issues with security settings on NATO-provided equipment. Confidentiality is assured and finally, there is the ability to store ballots (anonymously) for auditing purposes.

The Confederation elections held in October were successfully run online, producing clear and rapid results while ensuring all delegates could access the voting tool. The CLMWG believes that this successful experiment should lead to advances in how our elections are run.

**Number of Administrative Tribunal registered cases from July 2013 to December 2020**





## Administrative Tribunal (AT)

The AT also struggled initially with running its hearings in COVID-19 times. Eventually it adapted to using a virtual platform tool and held a few sessions successfully, producing a number of judgments, including the long-awaited decision on the footnote case (AT-2020-004/5/6). Meanwhile, the CLMWG continued to update its table of AT judgments for the Confederation.

### ‘Footnote cases’

When the funding rules of the Retirees’ Medical Claim Fund (RMCF) were changed in August 2019, several staff members and retirees filed appeals (“the footnote cases”) with the NATO AT. The AT ruling was a landmark decision – the appeals had frozen any progress related to the modernization of the NATO group insurance policy – and clarified a number of important things:

- “That it is inherent in any medical plan that contributions evolve in the light of increases in life expectancy and in medical costs. It is, moreover, not in dispute that the funding of the RMCF was not sustainable and that remedial measures were needed as a matter of urgency.”
- “It is inevitable that the amount of contributions for medical insurance schemes are regularly reviewed in order to take account of increases in life expectancy and of medical costs. It is also not uncommon

to expect that beneficiaries pay a premium. In amending the footnote, NATO stakeholders took a far-reaching decision to put the RMCF on a sounder financial footing. It is to be emphasized that representatives of active and retired staff took a very active part in the decision-making process. In taking the impugned decision, NATO did not act in breach of its legal obligations. The impugned decision does not create any form of discrimination within the respective groups of staff and retired staff. It does not violate the principle of the protection of legal certainty and legitimate expectations. It does not reflect negligence or violate the principle of good administration and the duty of care. It does not apply retroactively. And, lastly, it does not violate acquired rights or affect the economic balance of the appellants’ contracts. And although the impugned decision does impose financial costs on the appellants, the reasons for doing so are objective and the costs involved are reasonable.”

### Routine work programme

The CLMWG continued to do its work of answering questions from delegates on legal issues, examining requests for the funding of legal fees associated with the appeal process, in particular one related to the taxation of the DCPS lump sum in Germany, and provided feedback to the Confederation Executive Officers upon request. ■

### CLM WORKING GROUP FOR 2020

|  | NATO BODY           | LOCATION           |
|--|---------------------|--------------------|
| <b>CHAIR</b><br>Patrick Francis          | HQ SACT             | Norfolk, VA, USA   |
| <b>VICE-CHAIR</b><br>Cristophe Verhoeven | HQ NAEW&C Force GK  | Geilenkirchen, DEU |
| <b>MEMBERS</b>                           |                     |                    |
| Elvis Breda                              | NSPA-L              | Capellen, LUX      |
| Marco Controtti                          | SHAPE, NCIA & NCISG | Mons, BEL          |
| Marie Drouet                             | NSPA CEPS PO        | Versailles, FRA    |

# DCPS Working Group

In 2020, several initiatives advocated by the DCPS Working Group finally moved ahead and gained ground. However, there were many other issues lacking progress, including the salient need to bring this NATO pension scheme in line with pension schemes of just about all other International Organizations.

## DCPS Management Board meetings

Despite the COVID-19 pandemic, the DCPS Management Board (MB) kept to its normal schedule, meeting in May and November.

## DPRC Working Group

The Deputy Permanent Representatives Committee (DPRC) had established a working group in 2019 to consider improvements recommended by the Joint Consultative Board (JCB). Some of those improvements (detailed below) were finally approved by Council towards the very end of 2020.

The long-awaited recommendation by the WG on a proposal to replace the DCPS with a defined benefit pension scheme was anticipated for 2021. Hope by staff is strong for an alternative pension scheme where risk is shared between the employer and employee, rather than resting solely with the NATO international civilians. However, the heavy cost to nations from the COVID crisis may lessen the likelihood of creating a defined benefit pension scheme any time soon.

## Passive membership

One of the many flaws with DCPS had been that staff could not become passive members until they had contributed to the scheme for at least six years. Most often, those in the 3+3-year contract category would not take the potential risk that the market could crash as they approached the end of their six years at NATO. As a result, those members often contributed only to cash funds, thus missing out of the advantages of investing in equities. In view of that, the Confederation long

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Among a total of **2,351** former DCPS affiliates who have left NATO, **12** have opted to receive an annuity paid on a monthly basis.



There are currently **117** passive members, some are still on the “Exceptional Measure”.

advocated that passive membership become an entitlement from day one of employment. This year the nations finally agreed, and the Civilian Personnel Regulations (CPRs) were changed accordingly. According to the terms agreed to by the nations, staff will pay for the cost of the administration fee for passive membership, currently 17.50 euros per year.

**Housing withdrawal option**

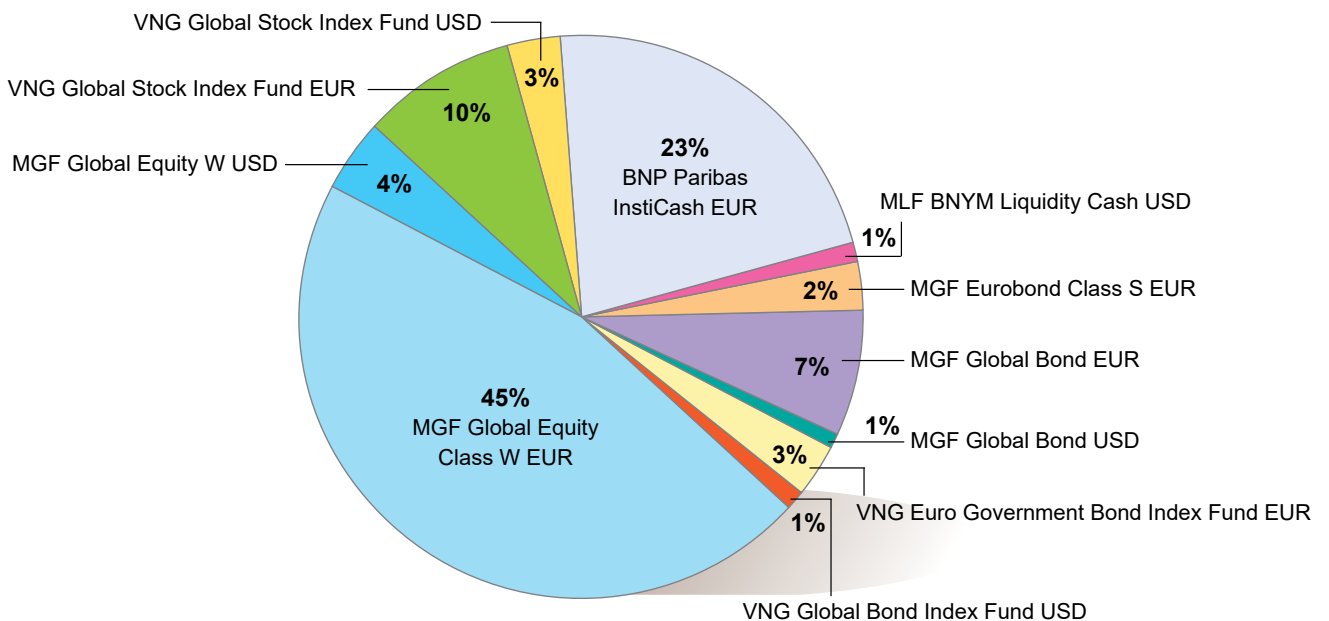
Also put before the DPRC in 2019 was a proposal to withdraw DCPS funds to buy or invest in housing. Many DCPS members were more comfortable investing in property than intangible assets like stocks and bonds. Although the DCPS MB had approved a proposal to buy a “Primary residence, secondary residence, or investment property”, the version approved by the Joint Consultation Board (JCB) was limited “to finance a primary residence,

or to reduce the amount owing on an existing property”. (Editor’s note: Council approved the introduction of a housing withdrawals option to the CPRs in February 2021). Each NATO body shall establish a DCPS Housing Withdrawal Committee (DHWC) with the authority to approve DCPS housing withdrawal requests.

**Orphans benefits**

Another WG initiative that was successfully implemented was improving the terms for orphans benefits. Previously, DCPS would pay a first child 15 percent of the salary of a C1/Step 1, and each additional child would receive the child allowance (the spouse of deceased staff would receive 85 percent of the salary of a C1/1). Those benefits were grossly inadequate, especially for children who may have lost both parents. The revised benefit would allow each orphan to receive 50 percent

**DCPS Total Funds Split by Investment Type at 31 December 2020**



## DCPS | DEFINED CONTRIBUTION PENSION SCHEME

of the pay of a C1/1, with no additional cost for NATO. The benefit has already been made available to the handful of DCPS orphans receiving survivor benefits. Appreciation is extended to the NATO Insurance Unit for their efforts on this.

### Faster switches

In other encouraging news, DCPS members will have a faster switch capability in 2021. Previously, all switch requests were batched for execution on the 14<sup>th</sup> or 30<sup>th</sup> day of each month. Beginning in January 2021, switches will be batched and executed every Wednesday. While still short of the desired goal of daily switches, there has been significant progress made in the right direction. The Confederation extends its thanks to the NATO Office of the Financial Controller (OFC) for working to improve the switch process.

### New DCPS website

The NATO Pensions Unit and the DCPS WG members provided valuable assistance to

Previnet (scheme administrator) in developing a new, professional looking, user-friendly and informative DCPS website. The official launch for members was scheduled for January 2021.

### DCPS affiliate survey

In November and December, the Confederation undertook a NATO-wide survey on DCPS. More than 2,000 affiliates responded, considered an excellent response rate. Survey results will be published in 2021, but not surprisingly, the majority reported they were “unhappy” or “very unhappy” with DCPS. In fact, for every affiliate who reported they were “very happy” with DCPS, 10 affiliates said they were “very unhappy”.

### Future work

The survey data provided vital information for directing WG efforts for 2021. The focus shall be on expanding the existing DCPS fund range, improving the annuity provision process, and initiating education and training for affiliates. ■

## DCPS WORKING GROUP FOR 2020

|                      | NATO BODY  | LOCATION         |
|----------------------|--|------------------|
| <b>CHAIR</b>         |  |                  |
| John Boyd            | NATO HQ  | Brussels, BEL    |
| <b>VICE-CHAIR</b>    |  |                  |
| Annette Van Zeyl     | NSPA-L   | Capellen, LUX    |
| <b>MEMBERS</b>       |  |                  |
| Sandra Barrros Frade | HQ MC & NCIA Northwood   | Northwood, GBR   |
| Daniel Derboven      | NCISG  | Mons, BEL        |
| Florence Derouin     | NSPA CEPS PO   | Versailles, FRA  |
| Andrew Eden          | Joint Warfare Centre (JWC)   | Stavanger, NOR   |
| Nick Garland         | HQ SACT  | Norfolk, VA, USA |
| Dietmar Gratz        | NSPA-L   | Capellen, LUX    |
| Chantal Grenier      | Science & Technology Organisation (STO),<br>Collaboration Support Office (CSO) | Neuilly, FRA     |
| Ioannis Kostara      | NCIA   | The Haag, NLD    |
| Andy Rogers          | Joint Force Command (JFC)  | Brunssum, NLD    |

# R&G Working Group

## COVID-19

In 2020, the COVID-19 pandemic struck the world population with full force. In March, the R&G WG conducted a survey among Civilian Staff Committees (CSCs) to take stock of the measures adopted by the Administrations of the various NATO bodies to manage the situation. Overall, there was no single policy applied NATO-wide; Heads of NATO Body (HoNB) created their own guidelines.

Issues with reimbursement of remote medical consultations were swiftly addressed and resolved in cooperation with NATO Administrations and Allianz Care. Rules and procedures were implemented to allow quick adaptation to a “new normal”, including providing cover for remote medical consultations and e-prescriptions.

During the course of the year, it was clarified that COVID-19 was not considered an occupational disease, except possibly for medical staff (i.e. doctors and nurses). In addition, COVID-19 did not fall into the serious illness category as covered by the insurance policy at the time. The R&G WG will be raising the issue again in the future, as soon as more information becomes available on the severity of the short- and long-term effects of this disease.

## Group Insurance Policy

**Supplement C in Turkey:** Ruling in late 2019 on an appeal case brought to the NATO Administrative Tribunal (AT), the judges decided to reinstate Supplement C retroactively as of 1<sup>st</sup> January 2018. As a consequence, affiliated members were asked to pay back the insurance premiums for the period during which the supplement was discontinued. Additionally, Allianz Care was asked to reassess all claims between 1<sup>st</sup> January 2018 and 31 December 2019, taking into account

### NATO GROUP HEALTH INSURANCE ADMINISTRATION STATISTICS

|                                       | 2020         | 2019        |
|---------------------------------------|--------------|-------------|
| <b>ALLIANZ CARE POLICY MANAGEMENT</b> |              |             |
| Number of policies                    | 11,648       | 11,337      |
| Number of people covered              | 25,514       | 24,849      |
| Average number of people per policy   | 2.19 members | 2.2 members |
| <b>CLAIMS</b>                         |              |             |
| Total claims processed                | 184,847      | 176,844     |
| Total invoices contained in claims    | 431,130      | 506,128     |
| <b>ALLIANZ HELPLINE</b>               |              |             |
| Total telephone calls                 | 21,458       | 12,049      |
| Total e-mails                         | 28,343       | 26,853      |

what would have been reimbursed under Supplement C, and as if Supplement A had not been in effect, in Turkey. The breakthrough decision confirmed the NATO Appeals Board case law regarding changes to the health insurance coverage, and clarified the roles and responsibilities in the management of the group insurance policy. Together with the NATO AT ruling on the RMCF “footnote cases” (see more below), the decision will help pave the way for the long-awaited modernization of the health insurance plan.

**Allianz Care speakers invited to the CNCSC**

**June plenary meeting:** Two guest speakers from Allianz Care presented a brief about their Brussels-based service and support hub dedicated to International Organizations. Their brief included an overview of the new “Employee Assistance Programme”, included in the existing group insurance contract benefits since 1<sup>st</sup> April 2020.

**Modernization Project:** the Confederation also invited the Head of the NATO HQ Insurance Unit to its June meeting to present a preview of the ongoing modernization project, whose main objective was to sustain, in the long term, the cost of the health insurance while preserving the level of coverage. The Confederation agreed with the concept of the modernization proposal.

In October, the JCB Insurance Matters WG began reviewing the detailed proposals, the aim being to provide a recommendation to the JCB for approval. Some critical follow-up actions by the Administrations were still required, including:

- A legal analysis of the impact, if any, of the reform of the various supplements was needed before the JCB could approve the modernization proposals.
- Further clarification of the benefits of the optional Affinity products (to replace existing supplements) as far as cost containment was concerned.

The next meeting of the JCB Insurance Matters Working Group was scheduled for March 2021. The Confederation highlighted that more time and meetings were probably needed before March 2021 to properly prepare a final proposal to be presented to the JCB for approval. The Administrations’ foreseen implementation target date of January 2022 looked very ambitious, taking into account that Allianz needed at least eight months’ notice to implement the changes.

The R&G WG shall continue to assist all stakeholders in making sure that the proposal under discussion reaches its fullest potential, ultimately bringing about a much needed modernization of the health insurance coverage across NATO. ■

**R&G WORKING GROUP FOR 2020**

|                      | NATO BODY          | LOCATION           |
|----------------------|--------------------|--------------------|
| <b>CHAIR</b>         |                    |                    |
| Lon Raets            | HQ NAEW&C Force GK | Geilenkirchen, DEU |
| <b>VICE-CHAIR</b>    |                    |                    |
| Heather Ratzler      | HQ NAEW&C Force GK | Geilenkirchen, DEU |
| <b>MEMBERS</b>       |                    |                    |
| Baris Bozkurt        | Land Command       | Izmir, TUR         |
| Lisette van der Haar | HQ NAEW&C Force GK | Geilenkirchen, DEU |
| Hans van Hooijdoink  | NSPA-L             | Capellen, LUX      |

### Retirees’ Medical Claims Fund (RMCF)

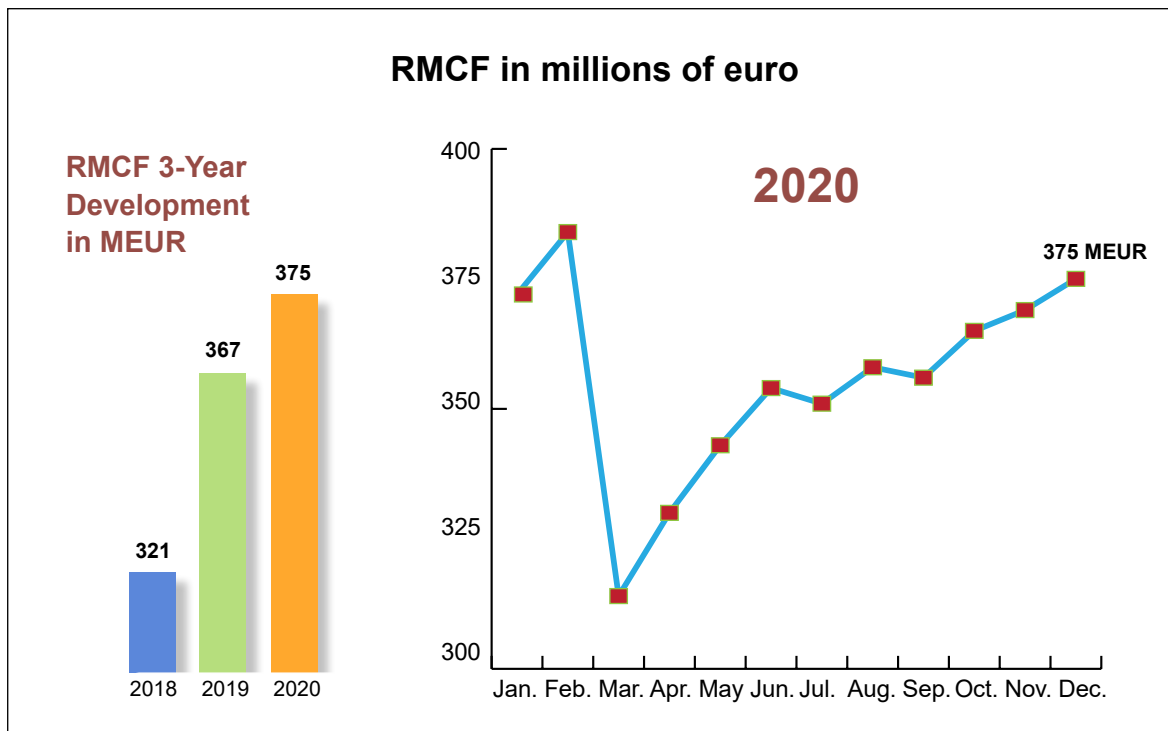
The impact of the COVID-19 pandemic on the worldwide stock market performance negatively affected the RMCF in 2020. A loss of 70 MEUR in March was mostly recovered over the course of the year: the fund balance ended the year (375 MEUR) above the end of year 2019 amount (367 MEUR), but lower than the value attained in February (384 MEUR).

For the first time since the creation of the RMCF in 2001, the RMCF Supervisory Committee disinvested funds (3 MEUR) in order to cover the costs of the medical claims submitted by eligible retirees. The measure was taken because the point was reached where the amounts to be reimbursed were higher than the contributions. The RMCF is now more dependent than ever on financial markets fluctuations.

### ‘Footnote cases’

In September, the NATO AT ruled on the “footnote cases” and dismissed the appeals. The judgement made it very clear that changes to the rules were permissible, as long as certain conditions were met (for more, see CLM WG part of this Annual Report).

The RMCF Supervisory Committee decided to move forward with the request for a new actuarial study on the RMCF long-term sustainability, based on the 2019 point paper submitted jointly by the active and retiree staff representatives. A virtual meeting regarding the request for a new study took place in December 2020. The NATO HQ IS Financial Controller tasked the IS Administration to provide TORs for the ISRP study. ■



# IKM Working Group

The Information Knowledge Management (IKM) working group was formed at the end of 2019. Its role is vital to improve internal and external communications for the Confederation.

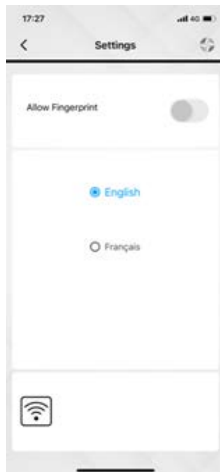
Events of the “COVID year” brought most of NATO staff the generally positive experiences of teleworking, and the appreciation that this form of working shall hold a greater role in our futures. Skype, Zoom, and the like played their part, accepted mainly out of necessity. But it was also observed that only being able to get people together through online meetings lacked some vital dynamics. That was the environment in which the newly formed IKM WG commenced its work, which mainly focused on two IT infrastructure solutions that had been proposed to the Confederation delegates.

The first order of business was the development of a CNCSC mobile app concept, and by the end of the year a beta version was available for both iOS and Android users. Once the app will be fully developed, the intention is to roll it out and make it available to all NATO International Civilians (NICs). The app will become an alternative method of communication to our members, providing such information as the Confederation NewsFlashes, reports and updates whenever possible.

## IKM WORKING GROUP FOR 2020

|                   | NATO BODY                  | LOCATION           |
|-------------------|----------------------------|--------------------|
| <b>CHAIR</b>      |                            |                    |
| Michail Makrakis  | HQ NAEW&C Force GK         | Geilenkirchen, DEU |
| <b>VICE-CHAIR</b> |                            |                    |
| Mark Powell       | NSPA-L                     | Capellen, LUX      |
| <b>MEMBERS</b>    |                            |                    |
| Tomasz Krolkowski | Joint Warfare Centre (JWC) | Stavanger, NOR     |
| Missy Leiby       | NSPA CEPS PO               | Versailles, FRA    |

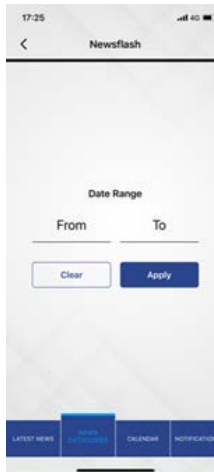




APP LANGUAGE SETTINGS



MAIN MENU AND CATEGORIES



ARTICLE FILTER



DOWNLOADING DOCUMENTS

**By the end of 2020, a beta version of the CNCSC mobile app was available for iOS and Android users.**

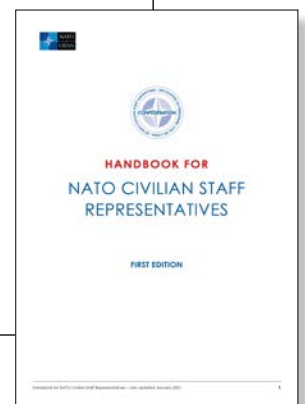
Work was also conducted to replace the previous NATO-hosted portal used by the Confederation. Following a survey of requirements from the Confederation Delegates, a Statement of Work (SOW) has been produced to seek tenders for the work on an externally-hosted secure website. That groundwork will be the basis for all planning and ideas to provide much improved communications, both internally for the Confederation, and to the whole NATO membership.

The next steps foreseen to take place in 2021 will be to procure the final website product along with its support contract, followed by the challenging task of populating the site with existing content.

Busy times lie ahead, and the IKM WG is always looking for additional support to help the small team of current volunteers. Any NATO staff member who may be interested is encouraged to contact the IKM WG Chair through their local Staff Committee. ■

**NEW: A comprehensive handbook for staff representatives**

Over the course of 2020, the Confederation Executive Officers completed a *Handbook for NATO Civilian Staff Representatives*. The handbook is intended to help all elected staff representatives perform their duties in the most efficient way possible. The first edition should to be released to Civilian Staff Committees (CSCs) in the early part of 2021.



# Training session for Delegates

Defining, organizing, and monitoring training requirements for delegates constitute an important element under the mandate of the IKM WG. In 2020, a training session “Staff Representation” was the first training opportunity ever proposed to delegates by the Confederation.

Confederation delegates endeavor to represent staff with dedication and professionalism. The major obligations and responsibilities entrusted to NATO staff representatives underscores the necessity of being prepared to deal effectively with the variety of tasks inherent in their role. Training for staff representatives is viewed as essential to help ensure that they feel empowered, efficient and self-confident.

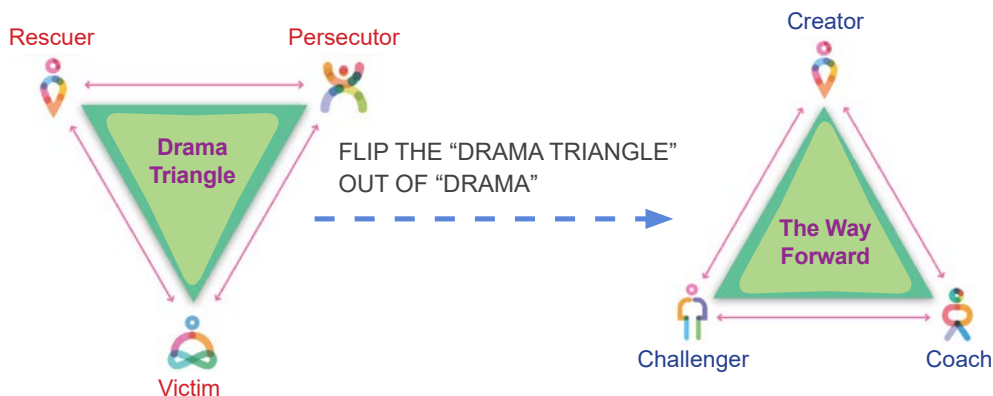
In October, a full-day virtual training “Staff Representation” was held in conjunction with the plenary meeting. Topics ranged from a review of basic principles for what makes a good

staff representative, to transactional analysis of destructive interaction that can occur among people in conflict (see “Drama Triangle” below, a tool used in psychotherapy proposed by Stephen B. Karpman). Feedback from participants was generally positive and content well received. Below were some evaluation indicators:

- Reaction: the attendees stated that the training helped fill existing knowledge gaps.
- Learning: attendees indicated they raised their level of competency.
- Behavior: based on that new knowledge, attendees expected to actually change their behaviors. ■

## SOME KEY POINTS COVERED DURING THE “STAFF REPRESENTATION” VIRTUAL TRAINING

- What makes a powerful and meaningful committee?
- The importance of clarity of purpose
- What makes a good representative?
- Developing listening and questioning skills
- Influencing others
- Understanding professional boundaries and meeting etiquette
- Managing expectations
- How well do others understand our role?
- Raising the profile of the forum
- Communication, consultation and negotiation
- Understanding the “Drama Triangle” to improve effectiveness when dealing with people in conflict:





## Annex 1

### Executive Officers of the Confederation

| Executive Office | Chairperson              | Vice-Chairpersons   | Treasurer                 |
|------------------|--------------------------|---|---------------------------|
|                  | Helmut Hassink<br>NSPA-L | Missy Leiby<br>NSPA-V CEPS PO<br><br>Carlos Suarez<br>NATO HQ | Giuseppe Anzaldi<br>SHAPE |

### CNCSC Working Groups as at 1<sup>st</sup> January 2021

| Working Group   | Chairperson                            | Vice-Chairperson                          |
|---|--|---|
| <b>CCR</b><br>Co-ordinating Committee<br>on Remuneration                            | Carlos Suarez<br>NATO HQ               | Patrick Francis<br>HQ SACT                |
| <b>CLM</b><br>Constitution and Legal Matters  | Patrick Francis<br>HQ SACT             | Cristophe Verhoeven<br>HQ NAEW&C Force GK |
| <b>DCPS</b><br>Defined Contribution Pension Scheme                                  | John Boyd<br>NATO HQ                   | Annette van Zeyl<br>NSPA-L                |
| <b>IKM</b><br>Information Knowledge Management                                      | Michail Makrakis<br>HQ NAEW&C Force GK | Mark Powell<br>NSPA-L                     |
| <b>R&amp;G</b><br>Retirees' Medical Claim Fund (RMCF)<br>and Group Insurance Policy | Lon Raets<br>HQ NAEW&C Force GK        | Heather Ratzer<br>HQ NAEW&C Force GK      |



## Annex 2

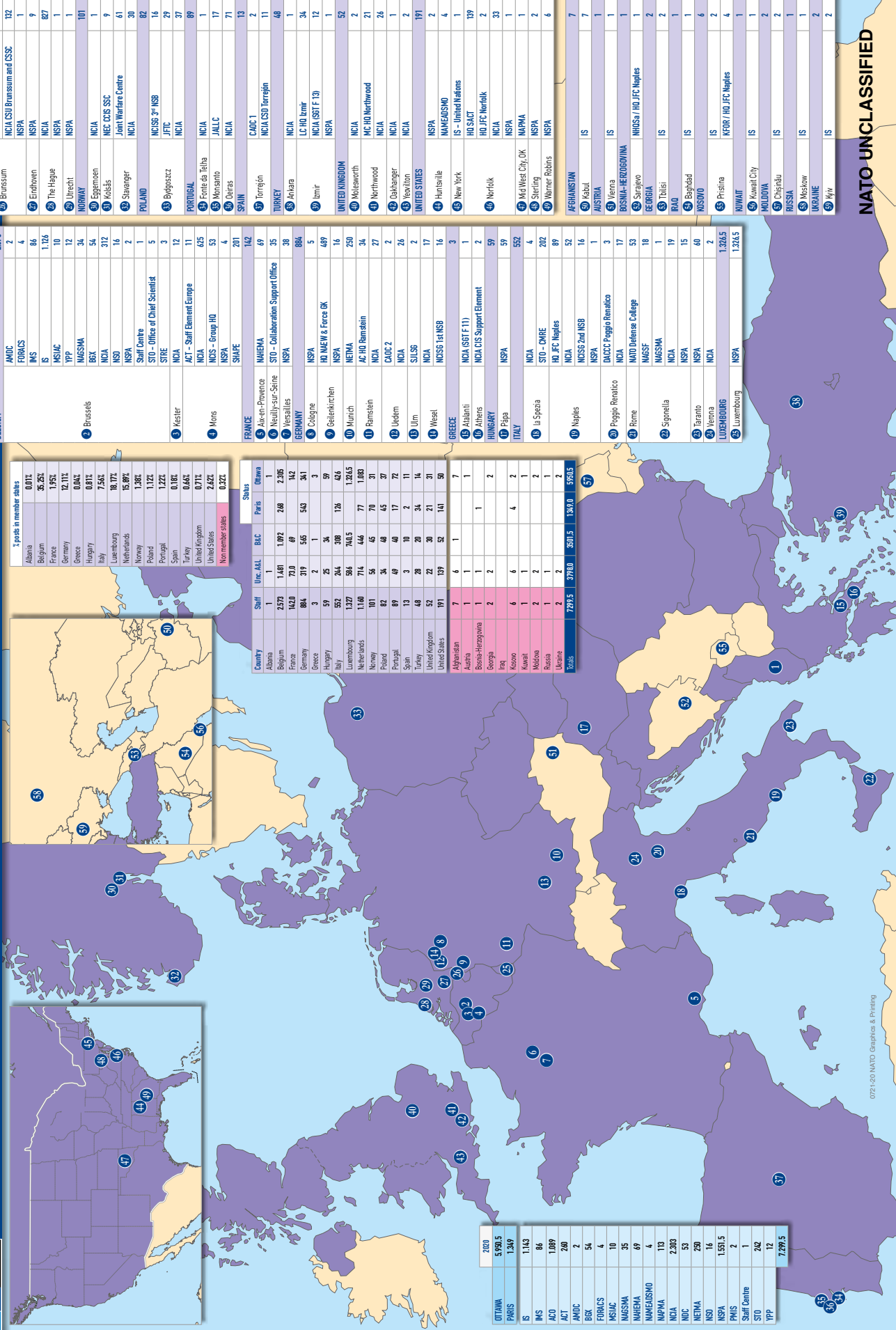
### List of NATO Bodies and Headquarters Civilian Staff Committees at 31 December 2020

| NATO ENTITY                       | LOCATION               | CSC CHAIRPERSON      | VOTING RIGHTS |
|-----------------------------------|------------------------|----------------------|---------------|
| HQ AC RAMSTEIN                    | Ramstein, DEU          | G. HABEX             | 1             |
| HQ LC IZMIR                       | Izmir, TUR             | N. KATAL             | 1             |
| HQ MC & NCIA NORTHWOOD            | Northwood, GBR         | A. MARKOGIANNOPOULOS | 1             |
| HQ NAEW&C FORCE GK                | Geilenkirchen, DEU     | L. RAETS             | 5             |
| HQ SACT                           | Norfolk, USA           | P. FRANCIS           | 2             |
| JALLC & NCIA LISBON               | Oeiras, POR            | K. MAULDIN           | 1             |
| JFC HQ BRUNSSUM                   | Brunssum, NLD          | B. MELLOR            | 3             |
| JFC HQ NAPLES                     | Bagnoli/Naples, ITA    | C. CASCELLA          | 2             |
| JFTC                              | Bydgoszcz, POL         | K. KRYSIAK           | 1             |
| JWC                               | Stavanger, NOR         | T. KROLIKOWSKI       | 1             |
| NADEFCOL                          | Rome, ITA              | K. SCHILLINGER       | 1             |
| NAHEMA NSAC                       | Aix-en-Provence, FRA   | S. ESTEBAN           | 1             |
| NAPMA                             | Brunssum, NLD          | T. BLASCHKE          | 2             |
| NATO HQ                           | Brussels, BEL          | P. LUSTYGIER         | 12            |
| NCIA                              | The Hague, NLD         | M.-R. MOROSO         | 7             |
| NCIA BRUSSELS                     | Brussels, BEL          | G. HINDLE            | 3             |
| NCIA CSU & CAOC                   | Torrejon, ESP          | L. LEYNEN            | 1             |
| NCISG - 3rd NATO Signal Battalion | Bydgoszcz, POL         | T. MATUSZAK          | 1             |
| NETMA                             | Munich, DEU            | S. DYKES             | 3             |
| NSPA - NCSA-L                     | Capellen, LUX          | E. BREDA             | 12            |
| NSPA CEPS PO - NCSA-V             | Versailles, FRA        | P. BOSMANS           | 1             |
| NSPA NAMP - NCSA-P                | Pápa, HUN              | A. SOKORSKA-HORVATH  | 1             |
| NSPA SOC - NCSA-T                 | Taranto, ITA           | D. LAZZARO           | 1             |
| SHAPE, NCIA-MONS & NCISG          | Mons, BEL              | M. CONTROTTI         | 7             |
| STO CMRE                          | La Spezia, ITA         | F. BARALLI           | 2             |
| STO CSO                           | Neuilly-sur-Seine, FRA | C. GRENIER           | 1             |

\* Confederation decisions are based on a weighted vote system determined by the number of posts filled at each NATO entity. CSC dues paid in January of the current year serve as the basis for computing CSC membership.

# Annex 3

## NATO CIVILIAN STAFF LOCATIONS AND ESTABLISHMENTS 1<sup>st</sup> July 2020 (Total: 7,299,5)





Unity makes strength.