Welcome to the NATO Communications and Information Agency
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Dear Colleague,

It is my pleasure to welcome you to the NATO Communications and Information Agency.

As a staff member of the NCI Agency, you belong to a team that works around the clock to support NATO and the Member Nations, preserving peace and projecting stability worldwide.

Your assignment comes during an exciting time of transformation at NATO. You should find this assignment professionally challenging, and personally rewarding as you have contribute to this transformation by helping the NCI Agency lead NATO’s digital endeavour.

It is important to us that you make the strongest possible start and that you are fully and seamlessly inducted into the NCI Agency as quickly as possible.

We have prepared this guide to help you settle in your new work environment.

Our ethos is to succeed together as a team of teams. Your NCI Agency colleagues will be glad to make your arrival and on-boarding as smooth as possible. May I encourage you to interact and approach colleagues should you have any additional practical questions. And rest assured, you will learn more about the Agency during the Induction Bootcamp.

Welcome aboard, I’m looking forward to meeting you in person in the near future.

Kevin J. Scheid
General Manager
Security in our daily lives is key to our well-being. NATO's purpose is to guarantee the freedom and security of its members through political and military means.

**POLITICAL** - NATO promotes democratic values and enables members to consult and cooperate on defence and security-related issues to solve problems, build trust and, in the long run, prevent conflict.

**MILITARY** - NATO is committed to the peaceful resolution of disputes. If diplomatic efforts fail, it has the military power to undertake crisis-management operations. These are carried out under the collective defence clause of NATO’s founding treaty - Article 5 of the Washington Treaty or under a United Nations mandate, alone or in cooperation with other countries and international organizations.

NATO is committed to the principle that an attack against one or several of its members is considered as an attack against all. This is the principle of collective defence, which is enshrined in Article 5 of the Washington Treaty.

So far, Article 5 has been invoked once - in response to the 9/11 terrorist attacks in the United States in 2001.

**The transatlantic link**
NATO is an alliance of countries from Europe and North America. It provides a unique link between these two continents, enabling them to consult and cooperate in the field of defence and security, and conduct multinational crisis-management operations together.
The 2010 Strategic Concept
Strategic Concepts lay down the Alliance's core tasks and principles, its values, the evolving security environment and the Alliance's strategic objectives for the next decade. The 2010 Strategic Concept defines NATO’s core tasks as: collective defence, crisis-management and cooperative security.

Decisions and consultation
Every day, member countries consult and take decisions on security issues at all levels and in a variety of fields.

A “NATO decision” is the expression of the collective will of all 29 member countries since all decisions are taken by consensus. Hundreds of officials, as well as civilian and military experts, come to NATO Headquarters each day to exchange information, share ideas and help prepare decisions when needed, in cooperation with national delegations and the staff at NATO Headquarters.

Operations and missions
Afghanistan - Kosovo - Securing the Mediterranean - Supporting the African Union, NATO takes an active role in a broad range of crisis-management operations and missions, including civil emergency operations. NATO’s crisis-management operations are carried out under Article 5 of the Washington Treaty or under a United Nations mandate.

Partnerships
Around 40 non-member countries work with NATO on a wide range of political and security-related issues. These countries pursue dialogue and practical cooperation with the Alliance and many contribute to NATO-led operations and missions. NATO is also cooperating with a wide network of international organizations.

Partner countries do not have the same decision-making authority as member countries.

Developing the means to respond to threats
NATO has always innovated and adapted itself to ensure its policies, capabilities and structures meet current and future threats, including the collective defence of its members.

NATO delegations
Each member country has a permanent delegation at NATO’s political headquarters in Brussels. Each delegation is headed by an ambassador, who represents his/her government in the Alliance’s consultation and decision-making process.

The NAC: at the heart of NATO
The North Atlantic Council (NAC) is the principal political decision-making body at NATO. Each member country has a seat at the NAC. It meets at least once a week or whenever the need arises, at different levels. It is chaired by the Secretary General who helps members reach agreement on key issues.
Subordinate committees
NATO has a network of committees to deal with all subjects on its agenda, from political to more technical issues. They bring national representatives and experts from all NATO member countries together on a regular basis.

NATO agencies
NATO agencies and organizations play a vital role in procuring and sustaining capabilities collectively. They specialize in technical fields that complement and form an integral part of NATO’s agenda: procurement, support and communications and information.

The Secretary General
The Secretary General is the Alliance’s top international civil servant. He/she is responsible for steering the process of consultation and decision-making within the Alliance and ensuring that decisions are implemented. The Secretary General is also NATO’s chief spokesperson and heads the Organization’s International Staff, which provides advice, guidance and administrative support to the national delegations at NATO Headquarters.

Military organization and structure
When the implementation of political decisions has military implications, the key actors involved are: the Military Committee, composed of the military representatives of the NATO member countries; the International Military Staff, the Military Committee’s executive body; and the military command structure, composed of Allied Command Operations and Allied Command Transformation.

NATO has very few permanent forces of its own. When the North Atlantic Council agrees to launch an operation, members contribute military forces on a voluntary basis. These forces then return to their countries once the mission is completed.
The NATO Communications and Information Agency – or NCI Agency – is NATO’s technology and cyber arm.

We acquire, deploy and defend communications systems for NATO’s political decision-makers and commands; and we are on the frontlines against cyber-attacks, monitoring thousands of them daily, diagnosing threats, working closely with governments and industry to prevent future debilitating attacks.

The NCI Agency, led by a General Manager, is headquartered in Brussels, Belgium. It has major locations in The Hague, Netherlands, and Mons, Belgium, in addition to over 30 offices with major customers in NATO member countries and in Afghanistan.

The Agency is the executive arm of the NATO Communication and Information Organisation, which aims to achieve maximum effectiveness in delivering services and capabilities to stakeholders, while ensuring their security, coherence and interoperability at minimum cost to Allies – individually and collectively.

The NCI Organisation is governed by an Agency Supervisory Board (ASB) composed of representatives from each NATO Nation. The ASB oversees the work of the Organisation. After consulting with the NATO Secretary General, the ASB appoints the General Manager of the Agency. All NATO Nations are members of the NCI Organisation.

The ASB, which reports to the North Atlantic Council (NAC), issues directives and makes general policy decisions to enable the NCI Organisation to carry out its work. Its decisions on fundamental issues such as policy, finance, organization and establishment require unanimous agreement by all member countries.
The NCI Agency delivers advanced Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) technology and communications capabilities in support of Alliance decision-makers and missions, including addressing new threats and challenges such as cyber and missile defence.

This includes the acquisition of technology, experimentation, the promotion of interoperability, systems and architecture design and engineering, as well as testing, training and technical support.

It also provides communication and information systems (CIS) services in support of Alliance missions.

From missile defence to secure desktops - areas of expertise and key projects:

- Infrastructure services
  - Core enterprise services for NATO entities and Nations
  - Federated Mission Networking for Forces
  - Modernization of NATO’s IT
- Joint Intelligence, Surveillance and Reconnaissance
  - Airborne IP chat capability for the AWACS aircraft
  - Secure satellite communications for Alliance Ground Surveillance (AGS)
- Command and Control (C2) services
  - Medical information and coordination system
  - Common Operational Picture (COP) tools for the land, maritime and air domains
- Support to Exercises and Operations
- Application Services
  - Operational analysis, defence planning
  - Education and Training for all new cyber security and C4ISR soft and hardware
  - Cyber security (CS) services
  - NATO’s cyber shield
  - NATO Computer Incident Response Capability
  - NATO Industry Cyber Partnership
  - Rapid Reaction Team
- Air and Missile Defence Command and Control (AMDC2)
  - NATINAMDS (NATO Integrated Air and Missile Defence System) with for Air Policing, Air Defence and Ballistic Missile Defence

What we do and our structure
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The NCI Agency’s unique added value

**Our Vision:** A fully digital NATO enterprise that ensures consultation and collective defence.

**Our Mission:** Lead NATO’s digital endeavour.

The Agency’s value proposition to NATO remains valid and firm: strengthen the Alliance through the unique understanding of NATO, the Nations and the power of technology.
Our culture and way of working

**Integrity:**
We maintain the highest code of professional and personal conduct in order to uphold the trust and confidence of the citizens of all NATO member states.

**Impartiality:**
We make decisions based solely on the best interests of the NCI Agency and NATO.

**Loyalty:**
We support the role of NATO, the principle of unity upon which it was founded, and the current and future challenges it faces.

**Accountability:**
We are responsible and accountable for their actions and decisions, or failure to act, and accept the consequences thereof.

**Professionalism:**
We are professionals entrusted to carry out their duties to the utmost of their abilities for the common good.
10 golden rules

1. We deliver
   Success for NATO as an enterprise is our sole objective, and we are judged by the quality and efficiency of what we deliver to support that objective.

2. We connect
   We deliver our services across the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) spectrum from capitals to deployed forces, building C4ISR capabilities for the Alliance and its Nations.

3. We provide
   We are a service provider with services that span the whole range from infrastructure to applications, cyber defence and network control.

4. We track
   We are committed to delivering our services with tight tracking of our processes in quality, time and cost.

5. We innovate
   We optimize service delivery across the entire lifecycle, never shooting for 'big bangs,' but building iteratively on the current baseline applying innovation with empirical creativity.

6. We partner
   We partner with industry to deliver best of breed services, with internal expertise to avoid losing the control we need.

7. We define
   We define the technology and the architecture we are exploiting, always selecting proven solutions from the commercial world when available.

8. We satisfy
   We deliver ‘good enough’ fast, rather than excellent too late, actively trading requirements and solutions with our customers.

9. We optimize
   While centralized technical control allows for more standardized, coherent and lower cost service delivery, our customer-facing units have enough authority to allow for optimized service and agility.

10. We invest
    We give our people the opportunity to become champions of their trade, by ensuring we keep enough resources for building and maintaining internal competence.
History of NATO Support

Origins of the Agency
At the Lisbon Summit in November 2010, NATO Heads of State and Government agreed to reform the 14 existing NATO Agencies, located in seven member nations. In particular, Allies agreed to streamline the agencies into three major programmatic themes: procurement, support and communications and information. The reform aimed to enhance efficiency and effectiveness in the delivery of capabilities and services, to achieve greater synergy between similar functions and to increase transparency and accountability.

SADTC SHAPE Air Defence Technical Center
STC SHAPE Technical Center
SSSG SHAPE Signal Support Group
NPC NATO Programming Centre
NICSMA NATO Integrated Communications Systems Management Agency
SSG Service Support Group
RSGS Regional Signal Group SHAPE

The NPC was established, NICSMA evolved

NACISA NATO Communications and Information Systems Agency
NACOSA NATO CIS Operating and Support Agency
NACMA NATO ACCS Management Agency
NC3A NATO Consultation, Command and Control Agency
NCSA NATO CIS Services Agency
ALTBMD NATO Active Layered Theatre Ballistic Missile Defence
ICTM Information Communications and Technology Management

FORTEPAN©
As part of the reform process, the NCI Agency was created on 1 July 2012 through the merger of the NATO Consultation, Command and Control Agency (NC3A), the NATO Air Command and Control System Management Agency (NACMA), the NATO Communication and Information Systems Services Agency (NCSA), the Active Layered Theatre Ballistic Missile Defence (ALTBMD) Programme Office and elements of the NATO Headquarters Information and Communication Technology Service (ICTM).

Over 60 years of expertise

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<tr>
<th>Agency</th>
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<tr>
<td>ICTM</td>
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The NPC was established, NICSMA evolved into NACISA, SADTC evolved into STC, NC3A, NACMA established, NCSA, ALTBMD established, Customer funding initiated.
Your arrival

What happens on your first day
You have been in contact with your Division/Branch who has arranged a Sponsor to guide and give you practical assistance during your first few days at the NCI Agency. You should aim to arrive at the NCI Agency at around 09:00 on your first day. Please allow time to pass through the Main Entrance security in your location. The NCI Agency receives many visitors and you may have to queue. Once your Sponsor has been informed by security that you have arrived, they will meet you at the gate. Your Sponsor will take you to get your Security Pass and you will also be given your Car Pass. Once you have your Security Pass, you will be taken to the NCI Agency Human Resources department to start the check-in process, as part of your on-boarding. This process may be lengthy, however it is necessary in order to complete the administrative requirements to start your employment with the NCI Agency. It also gives you the opportunity to ask important questions and get to know people in various areas.

What you need to bring with you on your first day
Although it can vary per country, location and personnel category (Military or Civilian), you should bring the following documents in order to be properly registered:
- Marriage Certificate;
- Birth Certificates for you and your dependents;
- National passport of you and your dependents;
- If possible, relevant security accreditation documents (Security Clearance) to help support the issue of the appropriate Security Pass;
- (Civilians) Official Divorce Decree including legal documents pertaining to the condition of separation if you have children;
- (Civilians) Spouse’s employed monthly salary or annual revenue document if self-employed.

The Agency Induction Course (Bootcamp)
Further to your on-boarding which will take a few days starting from your arrival date, the NCI Agency holds an Induction Course (Induction Bootcamp) for new staff members several times a year. It is required that you attend this Induction Course at the earliest opportunity, within six months of your arrival. This Induction Course will not only help you to understand more about NATO and the NCI Agency, but it will also give you the opportunity to build up an internal network...
Security

The NCI Agency is a secure environment. Based on the security clearance issued by your national authority, the Office of Security will provide you with a Security Pass which you have to wear at all times while on site (Pass holders are provided). The Security Pass allows you to access the different security zones at NCI Agency. You will receive a formal and detailed security briefing once you are in your location, covering various aspects which include the ‘Need to Know’ principle and access to controlled areas. Depending on the location and country, you can also apply for a Family Pass for your spouse and dependent family members living at the same home address.
Working hours

In most locations the prescribed working hours are 38 hours per week. Standard working hours are 7.6 (i.e. 7 hours 36 minutes) hours per workday. Half a workday has 3.8 working hours (i.e. 3 hours 48 minutes). At least 30 minutes non-working lunch break. For more details, please consult your supervisor regarding the working hours in your location.

**Core Agency business hours:**
Monday to Thursday: 08:30 to 12:30 and 13:00 to 17:00  
Friday: 08:30 to 12:30 and 13:00 to 15:00

- Flexible working is allowed, subject to line management advance approval.  
  For Military personnel, approval from the national authorities is also required.
- Overtime is only applicable to B and C grade staff and is to be approved in advance. For Military Staff, national regulations apply for overtime which is also subject to line management advance approval.
- Teleworking is allowed subject to line management advance approval.  
  For Military personnel, approval from the national authorities is also required.
- Part time: In order to support work-life balance and have a motivated and flexible workforce, the Agency - provided that some conditions are met - will support and authorize or recruit members to work part-time.  
  For Military personnel, approval from the national authorities is also required.

Dress code

The general dress code for civilians within the Agency is business casual which is understood in the NCI Agency as “no jeans and no sport shoes”. If you are meeting with Head Offices or sponsors, please ensure that you are dressed appropriately in formal business wear or official uniform.  
Military personnel, in accordance with national regulations, will wear their appropriate national duty uniform on a daily basis. If a military uniform is not appropriate for security reasons or for a given setting, personnel may wear professional civilian attire. However, it depends on the area you will be working for and specific occasions. Please consult your supervisor for further details.
As a customer-funded Agency, we need to track our costs and revenues closely to ensure break-even. The single largest component of our costs, and therefore our greatest generator of revenue, is our people and as such, all staff are required to complete weekly timesheets in the Time Accounting System or TAS. As well as tracking our costs against our revenue, analysis of timesheet data can help with identification of overloads in specific skill areas. More detailed information on accessing and completing your timesheet is available in the Agency WIKI.
The Agency operates a single performance management process for all civilian and military staff. The aim of the process is to follow a culture that supports bringing out the best in people by developing the potential of each staff who works at the NCI Agency, in order to accomplish the Agency’s mission and strategic goals.

The process runs on an annual basis and consists of three phases during the calendar year, each of which contributes to the goal of aligning staff performance with the overall goals of the Agency, maximizing the individual development of each staff member and providing ongoing, timely and descriptive feedback.

For military staff members, International Evaluation Reports may be requested by the national authorities.
The Agency’s Information and Knowledge Management (IKM) practices comply to NATO Information Management Authority (NIMA) policy and guidance. The Agency’s main resource for Information management, knowledge sharing, collaboration and communication is the Agency's NR-Intranet environment which is also considered the Agency’s virtual workplace equally accessible by all staff in all geographical locations and across all organizational elements. This online resource assures access to all necessary assets (information and expertise) required to perform your work and take care of your work-related administration. The url to the Intranet environment is: https://intranet.nrncia, accessible as soon as you have access to our Intranet.

While collaborative spaces and one-drives allow shared and reserved storage of work in progress and reference information, the Records Centre (RECCEN) is the only authoritative source of Agency formal records. Direct link to the Agency’s RECCEN is available from the top navigation bar of the intranet or directly: https://reccen.nrncia/default.aspx

RECCEN is managed by Central Registry, who also provide broader registry services and can be contacted: *** NCIA- Registry Central Mailbox (NR) or Mailbox - NCIA Registry (NS).

All IKM related documents, directives and guidance are available through our Intranet HERE.

Enterprise Business Application – EBA

EBA is an IT system based on Oracle IT solutions. EBA was rolled out in the Agency in early 2018 and will undergo a phased go-live approach for the functional areas in scope. It is the core IT enabler for the NCI Agency’s internal operations. EBA’s automated workflows allow for efficient and transparent business processes, integrating all supporting business areas in the Agency to work as one; Finance, Human Resources, Projects & Services, Acquisition, Assets and Travel. Substantial guidance will be made available for the first-time users, as well as appropriate training when required.
The NCI Agency encourages staff to address any gaps in knowledge and skills through participation in internal or external courses. As a new staff member, please check with your line manager which courses are required to get you into the job quickly, and ensure that you apply for these courses through the Training Authority of your organizational element. The Education and Training service line will then coordinate your participation in these courses, either on-site at the Agency, through e-learning or at an external venue.

The Agency cares as well about development through a series of in-house supervisory and management development programmes. The development of future leaders, managers and senior managers is an integral part of our talent management strategy, providing a foundation for the future success of the NCI Agency. The different programmes support leaders and managers in building their path to growth, becoming more agile, with the skills and competencies needed to be great team leaders and people managers.

All the programmes offered are based on the concept of blended-learning, which diversifies the learning styles of each participant and increases the development of their behavioural skills. The approach uses various learning and development methods:
- Behavioural Assessments;
- Personal development plans;
- Elective learning opportunities;
- Coaching or Mentoring;
- Team-based, cross-functional and relationship building.

To achieve lasting and substantial benefits, our approach is to build on continuous improvement. A key component of our programmes is to ensure a supported phase where the tools, techniques and behaviours are applied on the job, in assignments, through special projects, external speaker events and Alumni events.
The Centralized Service Desk provides Level 1 support to the end-users Services can include:

- Resets and unlocks the user password and performs first line of support
- Dispatches IT Service Management Toolkit (ITSM) Incidents to the responsible specialist group within the NCI Agency.
- Creates the user accounts for the newcomers, their mailboxes and their accounts in the NATO PKI infrastructure.
- Enrolls, revokes and recovers NATO PKI identity.

For emergency services call +3265443177 and follow the simple instructions. To raise a request for service or report an incident, refer to the Service Desk (ITSM) link on Apps page of the NCI Agency Intranet at https://intranet.nr.ncia.org/Pages/Application.aspx.
Business travel: temporary duty (TDY)

As a staff member in the NCI Agency, any travel that you undertake, including your travel to join your new post, is carried out in accordance with our regulations - the NATO Civilian Personnel Regulations (NCPRs) for the Civilian Personnel. The NCI Agency provides further guidance for staff members in the respective, locally-applied travel directive. All official travel is by the most rapid and economical means, and costs are covered by NATO for all personnel except National Technical Experts (NATEX). Subsistence or per diem for NATO International Civilians (NICs), Local Wage Rates (LWRs), consultants, temporary personnel, interns and eligible contractors is paid to the individual retrospectively on submission of a claim form with supporting receipts where relevant. Subsistence or per diem for military personnel, Voluntary National Contributions (VNCs) and NATEXs is payable by the sending Nation and is the individual’s responsibility to arrange with their Nation.

Subsistence or per diem is not payable for Joining/Repatriation, Home Leave and School leave Travel.

As part of the check-in process at the NCI Agency, you will receive a briefing from the Travel Office staff who will guide you to the relevant regulations and forms to arrange your official travel. The Travel Office provides a full travel service and can advise on the correct process, the appropriate means of travel and your entitlements.
NATO Civilian Staff are covered by a NATO-wide insurance, which is administered by Allianz Worldwide Care (AWC). This insurance is mandatory. The following is covered by Allianz Worldwide Care:

- Reimbursement of medical expenses - A staff member, their spouse and recognized dependent children are entitled to reimbursement of medical expenses, subject to established ceilings.
- Temporary incapacity - A staff member suffering from illness can be on paid sick leave for a period of up to two years. A staff member will be considered on extended sick leave as soon as he/she has reached 3 months of sick leave. For the first 9 months of extended sick leave, the salary is paid by the Agency. For the last year the Agency is reimbursed for the staff member’s salary by AWC.
- Invalidity pension - A staff member suffering from a permanent invalidity (above a certain degree) may be entitled to an invalidity pension. The percentage of pension depends on whether the invalidity was caused by an accident on duty/professional illness applicable to staff affiliated to the Coordinated Pension Scheme or to the NATO Defined Contribution Pension Scheme (DCPS).
- Life insurance - In the event of the death of a serving staff member, the Group Insurance Contract provides the payment of a capital ranging from one to five times the sum of the annual emoluments, depending on the cause of death and on the family situation. A staff member may apply for supplementary life insurances (additional life insurance in case of natural death and/or in case of accident). For DCPS members, survivors/orphans pensions would be payable in addition to the capital.
- In the event of an accident on duty, a Declaration of Accident form accompanied with a medical certificate/report should be completed and sent to the Payroll and Benefits Section as soon as possible (but no later than 8 days following the accident). Payroll and Benefits Section will liaise with the insurance company on behalf of the staff member.

For Military personnel, the insurance coverage is subject to National Rules and Regulations.
Absence, leave and holidays

All staff members are responsible for coordinating their leave requests within their area and with their immediate supervisor. The regulations on leave and absences are described in the NCI Agency Directive 02.05 which is applicable to all NATO International Civilian staff who are administered by the NCI Agency and Military members of the staff.

Member of the staff not administered by the NCI Agency (e.g. those administered by a local Civilian Human Resources Manager (CHRM)) are to follow the policy and procedures in place locally. However, the Official Holidays are applicable to all personnel in NCI Agency and are communicated on a yearly basis. Civilian staff are granted leave in accordance with the NCPRs, Chapter IX:
- Annual Leave;
- Leave for Military Service or Training;
- Home Leave, if eligible;
- Absence for health reasons and sick leave;
- Special Leave.

All NCI Agency administered civilian staff members must record their leave in the eLeave system which can be accessed through the HR portal or via the staff member’s My Site.

Military staff’s leave is granted in accordance with the regulations as administered by their National Military Representatives.

Privileges and Immunities (P&I)

As an employee of the NCI Agency, and with that a member of NATO, you are entitled to have certain privileges and immunities. The entitlements are depending on the category (Military or Civilian) to which you belong and in which country and location you are posted. Further information regarding the entitlements of privileges and immunities you can find in the local induction Brochures which are available at the local P&I or HR office.
Health and safety

The Agency has recognized that effective health & safety management will actively contribute to our success as an organization. Over the coming months and years, work will be ongoing to increase everyone’s awareness and understanding of health and safety hazards and risks that affect our business, to ensure that all our staff have the skills, knowledge, ability, training and experience to deal effectively with those risks, and that the organization puts in place a suitable structure to manage health and safety.

Over time and by engaging with all the civilian, military and contractor staff, the Agency aims to generate a culture which does not tolerate threats to health and safety. Health and safety is everyone’s responsibility and through the way we all work and behave, we can protect ourselves, our colleagues and others from the risks of occupational injury or ill health.

The General Manager approved the Agency Directive 17.00 Health & Safety in August 2017 and issued an Agency Policy Statement in January 2018 to demonstrate his personal commitment to health and safety in the Agency.

As a member of the Agency, you are individually responsible for:

• working safely and ensuring that your work does not affect the health and safety of others;
• reporting all accidents, incidents and near misses to your Manager and following the NCI Agency reporting procedure;
• reporting any observed unsafe, or potentially unsafe, situations encountered in the performance of their duties immediately to your Manager, escalating if necessary;
• cooperating with Agency Directive 17.00 Health & Safety and Agency requirements;
• working in line with Agency procedures to prevent, reduce and control risks to an acceptable level and reduce the potential for incidents and accidents in accordance with the hierarchy of controls set out in the Directive;
• using properly and maintaining all equipment provided for personal safety, immediately reporting any defects to your Manager;
• using and maintaining equipment and facilities that are fit for their intended purpose in a safe and correct manner;
• not intentionally or recklessly interfering with, overriding or misusing anything provided in the interests of health and safety;
• being fully conversant with the hazards in their respective workplaces and roles and complying with prescribed control measures to reduce risks to the lowest practicable level;
• carrying out a Display Screen Equipment (DSE) Work Station Self-Assessment, if a DSE User.

As a manager or supervisor in the Agency, you are responsible for:

• ensuring that hazards are identified and risks are adequately controlled for your staff;
• ensuring that all accidents, incidents and near misses are reported and remedial actions identified;
• ensuring that remedial actions within their remit are closed out or escalated;
• ensuring that dangerous acts are challenged;
• ensuring all Display Screen Equipment Users carry out a Self-Assessment and that identified deficiencies are actioned.

As the Agency moves forward with its health and safety agenda, we look forward to your active contribution and participation in making the Agency a safe and healthy place to work.

Further information on the AD 17.00 can be found on the Agency Portal, upon your arrival.

Non-smoking environments

Smoking is not authorized inside any office area of NCI Agency buildings. However, outside the buildings, there are some areas designated where smoking is permitted.
Ethics and anti-fraud

The Code Conduct, came into effect on 1 July 2012 and was updated only recently in 2017. In addition, in 2014, the NCI Agency has issued its Fraud Prevention Directive. The Code of Conduct is intended to raise awareness and sensitivity to ethical issues that you may face in your daily work. The code is based on the main principle that we work to the highest ethical standards. Through our conduct we show internally and externally that we are professional, unbiased and work as a team. As we are managing public funds, the Fraud Prevention Directive is intended to raise your awareness, and to provide guidance, thereby helping us to prevent fraud. As part of your in-briefing you will be given a copy of the Agency Code of Conduct and asked to acknowledge that you have read and understood it.

Both the Agency Code of Conduct and the Fraud Prevention Directive are available on the Intranet or upon request from the Legal Office. Please feel free to address any questions you may have to the Legal Office: general.legal@ncia.nato.int and interact with your colleagues.