



BUREAU POUR LA
TRANSITION
OFFICE



NEWSLETTER

A look into the transition to the new NATO Headquarters and the work of the Transition Office.

Visit the Transition Homepage <http://thenewnatohq/> • Email us at mbx.transition@hq.nato.int • Visit the Transition Space on Agora 'Transition to the new NATO HQ'

May 2016

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The NATO Star has moved!



Apparently a lot of NATO staff and Delegations took advantage of the opportunity we announced in the April edition of the Transition Newsletter to get a picture taken in front of the NATO Star before it was moved to the New NATO HQ site at the end of May 2016.

The Secretary General got his photo taken in front of the NATO Star before it was moved, and he tweeted about it under #NATOSTar.

The move was carried out on 27 May. Don't worry if you missed your chance to get a selfie with the Star. You will be able to get your picture taken at the new HQ site after we

move, only this time with the current NATO HQ in the background.

Click [here](#) to watch a time-lapse video of the move of the NATO Star and to read more about the NATO Star and its history.

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The User Experience

Now that the move date to the new HQ has been announced and draws closer, many things we once took for granted, or never even thought about, raise questions that need answers.

What is the exact date that I will move to the new HQ? Where do I eat lunch during the Dual Operations period? Will I need a new NATO ID? How do I log on to my new computer stations?



All these questions, and many more, will be answered in the context of the User Experience, Transition Project 20, which, as its name suggests, aims to make your experience of the new NATO Headquarters smooth and pleasant.

To do this, the Transition Office is preparing instructional videos and printed information, such as move packs, to help you prepare for the move. The move packs, for example, will

include a checklist, a detailed manual, video instructions and – of course – your crates to ensure relocation will run smoothly.

Additionally, a Practical User guide for the new HQ will familiarize you with the new building and your new working environment, answering questions such as ‘What are the opening times of the new restaurants?’ or ‘Where can I find the showers and changing rooms in the new building?’



It was in the context of the User Experience project, and to answer your many questions about the new HQ, that the Transition Office had the Model Office built just outside the NATO main restaurant. There you can look at exact replicas of future offices and meeting rooms. For those who have not yet had the chance, you can still book a visit for via our website on Minerva (Transition Office).

The User Experience project covers a large number of topics with links to a number of other Transition projects, such as Relocation, Dual Operations, Disposal and Launch.

Dual operations is the period where Executive Management and NOS have to support two headquarters. During this period, staff will be moved progressively across the street into the new building, while the current building remains functional. During this hectic time you will be given extensive communications support.

The **Disposal project** links to the Clean-up Weeks that you have participated in for the last three years. Through this initiative, NATO HQ managed to collectively dispose of more than 65 tonnes of office waste. You will have just one more opportunity to dispose of classified and unclassified waste before the move.

Over the next six months we will be slowly gearing up towards the main move that will start on 9 January 2017 and you will hear more frequently from the Transition Office through Transition Project 20 – the User Experience.

All information will be available on the Transition Office website on Minerva.

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Mosaic by Bedri Rahmi Eyüboğlu

As we prepare for the move to our new Headquarters next January, our attention is naturally drawn to the symbols linking us to NATO's past. One that comes immediately to mind is of course the NATO Star that stands in the Cour d'honneur where it was erected in 1971.



What is less known is that the mosaic by the Turkish artist Bedri Rahmi Eyüboğlu was donated to NATO in 1960 for its Headquarters at Porte Dauphine in Paris, which makes it one of the oldest pieces of artwork and physical symbols from NATO's past belonging to NATO today.

The mosaic moved with NATO when the Headquarters was transferred to Brussels, and

since then has formed a backdrop of choice for journalists reporting on major events at NATO HQ, such as ministerial meetings and visits of Heads of State and Government.

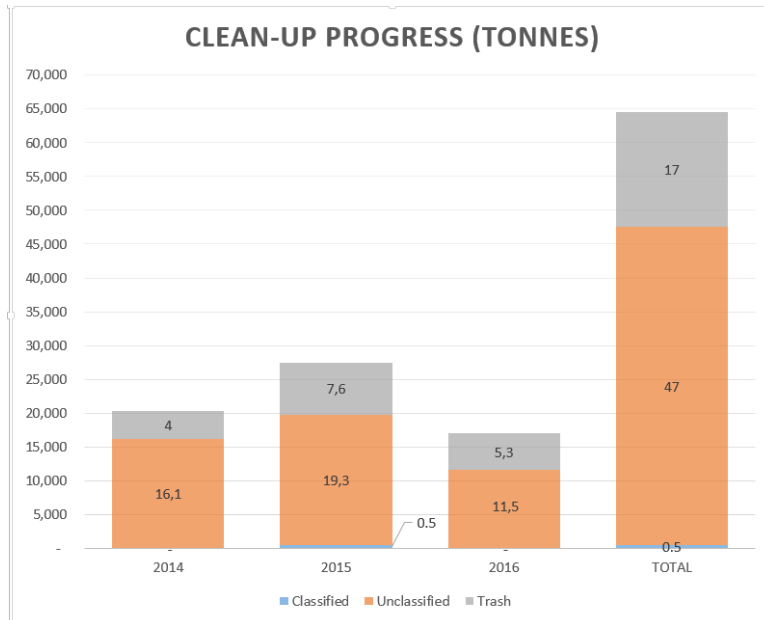
The NATO Star was successfully moved to the new NATO HQ on 27 May, while the Mosaic is scheduled to be moved to its location at the new Headquarters towards the end of June 2016.

For more information about this and other pieces of art and artefacts that NATO has received over the years, the NATO Archives has organized an exhibit called *NATO's Art Heritage*, which will open on 1 June 2016 in the Press Area.

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Results of the April 2016 NATO HQ-wide Clean-up

The results of the first NATO HQ-wide clean-up are out! National Delegations, Divisions and Agencies did a great job of throwing away useless paper and office waste during the clean-up operation that took place from 18 to 28 April 2016.



A total of 17 tonnes of paper and office waste was disposed of, an important load reduction in preparation for the move to the new NATO HQ.

And the winner is (drum roll)...the Office of the Legal Advisor (IS)! The OLA staff managed to throw away 36 kilograms of paper and office waste each. The runner-up was the Office of the Financial Controller (IS), while the National Delegation of Latvia came in third.

NATO IS, IMS, National Delegations and Agencies have

one last chance to clean-up their classified documents on 14 October 2016, and their paper and office waste in December 2016.

Since the office clean-up operation began in June 2014, 65 tonnes, of paper and office waste were disposed of (see table), or the equivalent of the weight of 10 NATO stars. Congratulations to everyone involved in these clean-up initiatives. Keep up the good work!

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The Transition Office just got easier to find!



Beginning this month the Transition Office will have a new, more visible link from the Minerva Home Page.

If you want to read our monthly Newsletter or consult some other section of our site, the link to the Transition website is now located under *NATO HQ Sites* in the top left-hand corner of the Minerva Home Page.

In addition to the current and archived editions of our monthly *Transition Newsletter*, you can consult the *Frequently Asked Questions*, book a *Model Office Tour* and find background information about the *new NATO Headquarters building* provided by the Headquarters Project Office.

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IS/IMS Service Level Agreement

International organisations are multi-dimensional by their very nature, gathering together people from different countries with different languages, cultures and management traditions. NATO adds another dimension by bringing together both the civilian and military, with their separate chains-of-command and, until recently, many of their respective support services.



On 23 May 2016, the IS and IMS signed a Service Level Agreement (SLA) for the provision of printing, reproduction, graphics and distribution services. The first discussions on the feasibility and desirability of common service areas took place in Paris even before the move of NATO HQ to Brussels, and the present agreement took more than fifty years to come to fruition.

The impetus for changing how we do business came from several factors. The move to the new NATO HQ, with its different

space allocation for these support functions, was an important driver for change. Additionally, the changing technology of printing, reproduction and distribution – in particular, increased digitalization – means that fewer people are needed to do the same amount of work. Finally, recommendations in the recently completed IMS Review expressed the desire to reduce artificial barriers.

Before reaching this decision, other options were considered, including collocating functions and co-manning. A market survey also was conducted to assess the feasibility of outsourcing these services, but, because of NATO’s specific requirements, it was discovered that the IS could provide these services against reimbursement at lower cost than the private sector. Transition to this new model will begin in October 2016 before the move to the new HQ.

The SLA signed earlier this month defines the services, quality and delivery expectations as well as the costs for services provided in the current HQ. With the move to the new HQ, the service provision will be covered in the occupancy agreement and the service catalogues which are being developed for the new NATO HQ.

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Collaboration is the Key

By enhancing the ways in which people collaborate, NATO can foster innovation and improve productivity – delivering better solutions to the challenges the Alliance faces. Through improved collaboration, staff (within teams and across structures) can develop a better understanding of the strands of work being pursued across the organization and the priorities towards which they all contribute.

The move to the new headquarters in 2017 provides a unique opportunity to shift the culture of the organization and improve ways of working within the Alliance. The aim of this report is to provide recommendations on how NATO can create and encourage collaborative working environments for occupants of the new headquarters in order to foster creativity, productivity, and unity of purpose.



The recommendations in this report focus on three key elements: design, technology, and policy.

The NEDP project team was asked to examine several spaces in the new NATO HQ:

- Large and medium meeting rooms in the long wings of levels 0 and 1
- Food service areas in the context of the potential for dual use

- The Agora, which is the central thoroughfare of the headquarters

By examining how to furnish and equip meeting spaces, how to foster collaborative use of food service and common areas, and how to shift policies and practices and drive change, this report contributes to NATO's institutional adaptation. Better collaboration, enhanced creativity and improved productivity will enable NATO to make better decisions faster, implement policies more effectively, and enhance the common understanding required to deliver "One NATO."

You can read the full report on the Transition Office Minerva website.

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