The Joint Warfare Centre (JWC) Human Resources Management (HRM) Branch is comprised of civilian and military joint, multinational and multi-service personnel. The branch is divided into four primary functions: Civilian Human Resources, Individual Training, Military Personnel, and Workforce and Organization. In practice, the team crosses functional lines to mitigate the risk of one-deep postings during peak work periods, and to create redundancy that ensures continuation of service during staffing gaps.

At the JWC, under the command of a two-star general, the HRM Branch supports nearly 270 civilian and military personnel assigned to posts representing 17 NATO member nations, including Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Italy, the Netherlands, Norway, Poland, Portugal, Romania, Spain, Türkiye, the United Kingdom, and the United States. As the HRM team, our relationships with the Commander, Deputy Commander, all levels of directorate and staff agency leadership, and each nation’s senior national representative are central to ensuring organizational and staff member administrative requirements are met.

How We Support the Organization

**Military Personnel:** Provides advice and guidance on, and implements and coordinates, military personnel policy and procedures. It provides oversight for various programmes, processes, and tasks in direct support of our joint, multinational staff. In addition, it also arranges in- and out-processing of new and departing personnel, reports personnel to the Norwegian Ministry of Defence, operates the Automated Personnel Management System, and coordinates international evaluation reports.

**Civilian HRM:** Provides personnel administration and management of international civilian personnel at the JWC, and a couple of other organizational units. Moreover, it provides advice on implementation of the NATO Civilian Personnel Regulations and develops policy and implementing instructions on HR matters as required, as well as a wide range of other HR duties, including recruitment, life cycle and performance management, payroll, fund management, and execution of salary and allowance budgets.

“Our focus is on providing HR expertise and the efficient execution of our tasks in support of the Commander’s priorities.”

Right

Left: Darren Clarke,
Civilian Human Resources Manager

Centre: The author,
Lieutenant Colonel Susie G. Lewis (Retired)

Right: Lieutenant Commander
Kevin Carter, Head of Individual Training
**Individual Training:** Coordinates and provides the JWC individual training programme and is a shared proponent of the organization’s Professional Development Programme. It designs individual training programmes for the staff to ensure requirements are satisfied through a combination of internally delivered individual training, NATO School Oberammergau courses, and through Joint Advanced Distributed Learning.

**Workforce and Organization:** Provides advice and guidance on and implements and coordinates workforce policy and procedures. It is responsible to the Commander for development and maintenance of the JWC peacetime establishment (PE) with our authorized structure and posts, in addition to the personnel continuity plan for day-to-day personnel management. It also manages PE-related workforce documents, such as the JWC’s statement of functions and individual-post job descriptions.

Our focus is on providing HR expertise and the efficient execution of our tasks in support of the Commander’s priorities. Our intent is to attract and employ rotational and permanent personnel and retain them by investing in their development and maximizing their talent, while helping them to realize their greater potential. Undergirding everything we do are the key principles of diversity, inclusion, transparency, consistency, and non-discrimination.

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**Lieutenant Colonel Susie G. Lewis (Retired)** was the HRM Branch Head from 2017 to April 2022. She played a key role in ACT’s organizational adaptation and refinement efforts as related to the JWC.

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**Organization**
The Joint Warfare Centre is a joint-service, multinational NATO organization with a peacetime establishment (PE) of nearly 270 military and civilian personnel.

The Centre’s first PE was approved on October, 11, 2004.