

**Fourteenth session**

The Hague, 18-26 November 2015

**Report of the Registry on the outcome of
the *ReVision* process****Executive summary A***I. Envelope for the *ReVision* process**

1. The Registrar launched the *ReVision* project in January 2014 following the Assembly of States Parties' (Assembly) authorization to reorganize and streamline the Registry of the International Criminal Court (ICC) within the envelope of the approved programme budget for 2014 and the maximum number of established posts and approved positions. The Assembly reaffirmed this authorisation in 2014 and determined the relevant envelope as the approved programme budget for 2015.

II. Major time lines

2. The grand design of the new Registry was agreed upon at the end of Phase 2, in July 2014, when the Registry foundation and organisational design were set out. All activities planned for Phase 2 were completed successfully and the outputs delivered on schedule. Immediate change measures were identified and urgent measures necessary to tackle Registry-wide operational or managerial issues were implemented as part of Phase 3, which was on-going throughout the project. In February 2015 Phase 4 ensued with a detailed review of the Registry performance in each functional area. By the end of March 2015, altogether 529 recommendations were delivered as part of Phase 4.

3. Phase 5 described the final stage of the project. In a final report, the *ReVision* project team formulated a number of final observations and recommendations, including on Registry-wide issues as well as some observations outside of the *ReVision* scope. The final report was delivered on 23 June 2015, marking the end of the project.

III. Major purposes and themes

4. Throughout the entire process, the goal has been to adopt measures that would achieve maximum synergies, economies of scale and flexibility in a sustainable manner. The focus was on the increase of efficiency and effectiveness of Registry services to its main clients, the Judiciary and the parties to the proceedings. The focus of the project was therefore not to generate cost savings, but rather to create a Registry that can perform more efficiently and effectively within the envelope of existing resources and, within reason, to absorb additional workload.

* Previously issued as CBF/24/27 and Add.1.

5. Throughout this restructuring exercise, the main purposes and themes were
 - (a) to strengthen the "one Registry principle";
 - (b) to develop tools for a strong and more centralised management of the Registry, with clearly described strategic managerial roles for the Registrar and the Directors and their immediate offices;
 - (c) to delegate authority from the Registrar to the Directors and from the Directors to the Section Chiefs, and further down the line;
 - (d) thereby to focus on the empowerment of Section Chiefs, Unit Heads and other staff; operational responsibilities should lie at these levels; and
 - (e) to create an environment of accountability and performance management, combined with adequate support to staff from their supervisors.
6. In order to strengthen particularly the support to the Judiciary, functions within the Registry were reorganised, and areas of duplication and overlap of services between various sections were tackled. Other functions were centralized and strengthened for more effective client support, such as the legal function, the field offices and information management. More effective IT tools were developed, based on the needs of the core judicial functions of the Court. The new structural and operational changes of the Registry focus on the development and implementation of policies, standard operating procedures and other tools to ensure a more consistent and effective functioning of the Registry. The focus was throughout on the design principle that the Registry is a powerful and efficient service provider for the Judiciary, the Office of the Prosecutor, the defence and legal representatives for victims and other relevant clients.

IV. The way forward: implementation of the Registrar's decisions

7. The Registrar has already taken action to implement structural recommendations made at the end of Phases 2 and 4. Moreover, over the past few months, significant change management efforts were undertaken and coaching and support has been made available to managers in order to help the change process. All decisions taken by the Registrar will be transformed into performance objectives for each Division's and Section's work plan for 2015-2016. Furthermore, the Registrar is developing a comprehensive implementation action plan. The Directors and the Section Chiefs have been empowered to propose their own implementation action plans on the short, medium and long term.
8. In the implementation of the new structure, a substantial number of Registry staff positions have either undergone substantial changes or were abolished outright. All staff members have been informed as to whether their post is abolished or not by 1 July 2015 and all but a few of those whose posts have been abolished have received their official notification. The process of issuance of Vacancy Announcements and relevant recruitment processes has commenced. All recruitment processes involving priority candidates are expected to be concluded by 30 September 2015.
9. The decisions taken by the Registrar on the structure and staffing of the Registry resulted in a total number of posts that is well within the envelope as mandated by the Assembly and provide the potential for additional cost savings. The Registrar has delivered a system that is able to drive synergies and savings, as intended, while providing improved services to its main clients, particularly the Judiciary and the parties and participants to the proceedings.

V. Overview per Section

10. Each Office and Section is assessed in identifying the major (i) issues; (ii) solutions; and (iii) costs.

A. Immediate Office of the Registrar (IOR)

Issues

11. The IOR's previous complex structure had led to a sub-optimal use of resources within the IOR. Its direct involvement in many operational issues had led to insufficient focus on strategic leadership and no clear lines of authority amongst managers within the Registry. Too many staff within the IOR with a mix of strategic and operational functions blurred the focus on the strategic vision.

Solutions

12. A substantial reduction in reporting lines, where only the three Directors (management, judicial support and external relations) and the Legal Counsel report to the Registrar. All Sections report to the relevant Director. The Registrar heads a strong Registry Management Team (RMT), exercising an executive management function. The RMT, also comprises the Directors, the Legal Counsel and the newly created position of Chief of Staff. With this new structure in place, the focus is now on strategic management, setting the vision and direction of the Registry. The IOR is also the point of contact for the President, the Judges and Prosecutor. The Registrar focuses on strategic issues and on inter-organ and external functions.

13. All operational functions formerly placed under the IOR have been moved back to the relevant Sections of the three Divisions. This exercise resulted in a much smaller IOR, with only staff that supports strategic and executive management functions of the Registrar.

Costs

14. Costs for the new office are significantly lower (€408.1) in light of the concentration on core functions.

B. Legal Office (LO)

Issues

15. The former legal Advisory Services Section had a reactive and often *ad hoc* approach to legal matters. The office was understaffed and lacked coherence and coordination in developing legal positions, including in relation to formal positions taken in the context of court proceedings. The office was often not, or too late, involved in the development of policy, leading to vulnerability and liability of the Court.

Solutions

16. The new structure provides for a unified and consistent Registry-wide legal position, with a specific focus on a fast and coherent service provision in judicial proceedings. In terms of structure, it is the only Section reporting directly to the Registrar. The Legal Counsel is part of the Registry Management Team. The staffing levels in the Legal Office have been reinforced, providing capacity of legal advice to all Divisions within the Registry and maximum support to the Judiciary. The Office takes a leading role within the legal network throughout the Registry. It ensures consistency and plays a coordinating and substantive role in the preparation and finalisation of all submissions in the context of legal proceedings. The LO is also the central repository for all agreements and MoUs the Court is a signatory of.

Costs

17. The costs of this office have increased moderately in order to allow the LO to play a more central role in the heart of the Registry and related to support the core judicial activities of the Court.

C. Division of Management Services (DMS)

18. Already during Phase 2 of the *ReVision* process, important changes have been put in place in the organisation of the Division: (i) the Budget and Finance Section used to be one section but was reshaped into two separate sections; (ii) the former Information and Communication Technologies Section was transformed into an Information Management Services Section and moved to the Division of Judicial Services; and (iii) the Security and Safety Section used to report directly to the Registrar and is now part of DMS.

1. Office of the Director (OD-DMS)

Issues

19. The Office of Director was engaged in too many operational issues with an insufficient focus on strategy.

Solutions

20. A clear delegation of authority to the Sections Chiefs and increased accountability relieve the Director's office of the burden of operational matters, thereby freeing up time for strategic management and high-level coordination. As a member of the RMT, the Director participates and supports the Registrar in the decision-making on key strategic and high-level policy issues. An SAP Unit was directly attached to the Director in order to ensure that end-users in the administration drive the direction of support to be provided by the IT team relating to administration-related IT solutions. In addition, the former Medical Unit under the Human Resources Section was renamed Occupational Health Unit (OHU) and moved under the direct authority of the Director. Under the new structure, the Office of the Director ensures (i) that it is properly informed of operational developments in the Division and (ii) adequate filtering of information at a strategic level to the Registrar.

Costs

21. The migration of the Enterprise Resource Planning System (SAP) team from the former IT Section and the OHU from HRS to the Office of the Director of DMS has led to a significant staff and resource increase of the Director's Office; however, the costs linked to this increase even out with the equivalent decrease in costs in the sections which OHU and the SAP team originated from.

2. Budget Section (BS)

Issues

22. The former Budget and Finance Section performed an operational support role rather than a strategic one, thus not achieving its full potential as the main section in charge of the Court's resources, funds and investments.

Solutions

23. The establishment of a separate Budget Section strengthens the organization's budget function and marks a shift from an operational support role to a more strategic role including partnering with the Court's Organs and Sections in devising long-term strategies. The BS will provide proactive and strategic advice on all proposed expenditures. This will result in the strengthening of the budget cycle, by combining strategic planning, risk management, monitoring, evaluation, and forecasting. In addition, a more centralised control over major budget lines will result.

3. Finance Section (FS)

Issues

24. The previous combination of the finance with the budget function did not allow for an optimal focus on finance-specific activities in order to provide quality finance services to the Court as a whole. The combination with the budget function did not make optimal use of existing resources and therefore lead to inefficient processes, such as travel costs management, treasury and contributions activities.

Solutions

25. After separation from the Budget Section, the Finance Section can provide effective, timely, accurate and transparent financial services in the context of disbursements, accounts and treasury functions which meet clients' needs while continuously evaluating work practices to ensure continuous improvement. The reshuffling of resources and functions has led to a more optimal use of existing resources and the performance of functions more coherently. The payroll function has been moved to Human Resources while the financial control remains with FS, adding further control layers.

Costs

26. Costs for both BS and FS roughly compare to the costs of the previous joint Section. At the same time, more functions have been added to each of the separate Sections, in particular in relation to budget.

4. Human Resources Section (HRS)

Issues

27. The lack of HR strategies and policies under the old structure led to frequent *ad hoc* decision-making, potentially leading to (unnecessary) litigation as a consequence. Underdeveloped IT systems did not provide efficient tools to allow HRS to track progress on administrative actions, generate management information or manage staff performance. A deficient internal structure, lack of integration of activities and insufficient output have led to a low level of output and, consequently, client satisfaction.

Solutions

28. The new structure seeks to streamline the recruitment and staff administration functions, leading to more efficient and less bureaucratic decision-making processes. Particular focus is placed to organizational development: HR policy development, performance management, training, and staff morale. The new outline will render more effective and timelier services to its main clients, including the Judiciary in particular. IT solutions will play a major role in streamlining processes.

Costs

29. Staff costs for the new HRS will decrease slightly (by €39.500) while rendering essential efficiency gains through its structural and operational realignment.

5. General Services Section (GSS)

30. In this section, no major changes have been decided upon. The section functions well and shows a high degree of flexibility. The only new challenges ahead relate to (i) the move of the Court to the Permanent Premises; and (ii) increased responsibilities in the field. Once the new structure of Field Offices will be in place GSS will be responsible for their facilities management.

Costs

31. Relating to the Permanent Premises, the cost associated with the related additional functions and workload will be added to the GSS within the 2016 Programme Budget. Any additional requirements relating to the Field Offices will be absorbed within existing resources.

6. Security and Safety Section (SSS)*Issues*

32. Matters of concern under the old structure were perceived uneven distribution of work and the lack of flexibility in the use of existing resources, leading to a sub-optimal rotation and shift system. Another factor of concern was the lack of communication and cooperation throughout the section.

Solutions

33. The new structure allows for a more coherent alignment of tasks in the different units and subunits of the section. There will be a reduction and restructuring of the existing units, facilitating the planning of work and staff communication. A more flexible use of resources will be achieved through the reclassification of a number of posts. The Information Security Unit has been moved from SSS into the new Information Management Services Section due to its predominant IT component.

Costs

34. The decrease of SSS overall staffing levels, alongside the substantial decrease in staff costs of €2,864.8 thousand is due to the structural realignment of two previous SSS units in other Sections/Divisions while focusing the revised SSS on its core functions.

D. Division of Judicial Services (DJS)**1. Office of the Director (OD-DJS)***Issues*

35. The previous structure was overly focused on operational tasks that should lie with the Sections. This did not leave sufficient time and resources for the strategic aspects of the Director's role. The Office also suffered from insufficient capacity to ensure coordination in legal submissions and judicial developments.

Solutions

36. The revised structure ensures that the Director can exercise his or her responsibility to be a member of the RMT, provide strategic guidance and coordination to the Division and leave operational responsibilities to the Sections. The latter are thereby empowered to take own decisions within their competence. The Director will ensure coordination of the Registry support to court proceedings, including through the efficient liaison with Judges. He or she alerts the Legal Office of relevant developments that may require oral or written submissions from the Registry. All functions relating to state cooperation are centralised under the Division of External Relations.

Costs

37. The total costs for OD-DJS have decreased by €124.9 compared to the old structure while ensuring more strategic focus and better coordination for core judicial activities.

2. CMS

Issues

38. Sitting at the heart of relevant service provision in and around the courtroom, the organisational structure of CMS provided room for much improvement and streamlining.

Solutions

39. The new CMS design will provide major service provision increases for the Judiciary, alongside the parties and participants to the proceedings. It provides for a stronger information management focus, mandate and functional resources. CMS will hold ownership over the eCourt system of the Court and will further focus on its development. A comprehensive database of all ICC case law will greatly improve support to the Judiciary. Resources will be strengthened in relation to adequate follow up to in court developments that require a Registry reaction. While there will be a continuation of in-house court reporting, available resources will be used more effectively for related activities elsewhere, such as VWS and OTP, as appropriate.

Costs

40. The moderate budgetary increase of CMS is generated through the redeployment of staff following the design principle that eCourt management will be concentrated in CMS. This increase will lead to a corresponding budgetary decrease in IMSS from where the resources are taken out.

3. Languages Service Section (LSS)

Issues

41. One of the main problems in the previous language services section (STIC) was the fragmentation in the organisational structure. The Chief of Section had too much operational focus. As a consequence, there was insufficient delegation and empowerment throughout the Units and the staff. The communication between the translation unit and the client was not optimal for efficient client servicing.

Solutions

42. In order to address the above, the restructuring of the LSS focused on bringing the section closer to the client, reducing the number of units altogether, and empowering managers to take responsibility for the output of their own units. The Heads of the Translation Unit will in the future handle clients directly. Further workflow adjustments will improve services to the section's main clients, in particular the Judiciary.

Costs

43. The net decrease in staff costs despite an unaltered head count reflects the overall decrease of other staff costs.

4. Detention Section (DS)

44. The present organisational structure of the DS is considered adequate. There is no need for any adjustments with present workload. Staffing levels are appropriate and reporting lines workable.

5. Information Management Services Section (IMSS)

Issues

45. The entire business of the Court revolves around information management. The former Section was not equipped to, or focused on the present needs in terms of information management. Its focus was primarily on information technology.

Solutions

46. In the new section, a bigger focus will be placed on the overall, integrated IT system as a support tool, while the client and information management will determine the needs. Strengthening of information management will ensure better control over short and long term maintenance of relevant information. As mentioned above, the SAP team will be redeployed under the direct supervision of the Director of DMS, to ensure that SAP related systems meet business needs of the Court in the most effective way. Business needs will determine how IT tools will be developed and applied, rather than the other way round. The eCourt support team will be redeployed to CMS to concentrate eCourt management and ownership in that Section. Overall the focus will be on a more integrated and more user friendly IT infrastructure.

Costs

47. The structural and operational changes within the section have led to a moderate decrease (€82.1) of the section's budget, while resulting in a stronger IT structure which will benefit the entire Court.

E. Division of External Relations (DER)

1. Office of the Director (DER-OD)

Issues

48. The functions of the Court related to judicial cooperation and external relations responsibilities were performed throughout different sections within the Registry. This fragmentation led to inconsistencies and inefficiencies in the performance of crucial functions, and, as a result, the vulnerability of the Court's public image.

Solutions

49. The new division concentrates all services and requirements with an external dimension under one strategic leadership. This results in a stronger focus on crucial operations of judicial concern away from Headquarters. It further creates synergies between public information, outreach, diplomacy and State cooperation activities. For the Judiciary, the new division allows for a more effective implementation of judicially ordered state cooperation, as well as a more effective field presence, providing also a stronger link with situation countries.

Costs

50. The Office of the Director will have a budget amounting to €341.5, comparable to the other two Directorates in the Registry.

2. Public Information and Outreach Section (PIOS)

Issues

51. The previous public information and outreach section (PIDS) was hampered in its effectiveness through the definition of rather broad goals and objectives coupled with

limited resources, with insufficient clarity on priorities and on the prioritization of specific objectives; and insufficient clarity as to how to develop appropriate messages and engage in discussions about the Court. The restructuring of this section focused on its need for stronger translation of objectives into concrete action.

Solutions

52. PIOS will be strengthened and based on four pillars: outreach, public affairs, audio-visual products, and visits and events. More resources will be allocated to the section in order to strengthen its capacity to develop and implement effective outreach strategies, as well as to administer the Court's new website and social media communication strategies, both in Headquarters and in the Field Offices. A multidisciplinary team outreach/victim participation in the field will help as well in increasing the capacity for outreach.

Costs

53. The decrease in staff costs by €592.8 reflects the deployment of PIOS capacity to the field and a reduction of other staff costs. Library staff, the legal officer and field staff have been taken out of PIOS. On the other hand, additional staff has been added on both the public affairs and the outreach side.

3. Victims and Witnesses Section (VWS)

Issues

54. The previous internal structure of VWS presented little flexibility to adapt to the fluctuations in the court schedules and protection needs on the ground. The functioning in silos resulted in a less than optimal use of resources, such as lack of cooperation between the units, duplications of work and deficient sharing of information within VWS.

Solutions

55. The Registrar's decisions were aimed at using the section's resources more effectively, finding synergies between previously separate functions relating to protection, support and operations, and centralizing them within one strong section. In the new structure an integrated approach has been taken, ensuring effective support and protection of witnesses on a country-focused basis. The VWS will focus on having more staff working in the field, rather than operating from Headquarters.

56. As mentioned above, under the Field Offices, VWS will continue to have their own staff in the Field Offices. These staff will be embedded in the Field Office but continue to report directly to the Chief VWS in HQ. At the same time, they report for administrative purposes to the Chief of the Field Office.

Costs

57. The moderate increase in staff costs (€325.5) is the effect of the increase in the level of a number of professional positions as well as a replacement of a number of GS-OL posts with professional posts at the junior level to allow for more flexibility in rotating VWS staff on different field duty stations. This has resulted in a reduction of Mission Subsidy Allowance.

4. External Relations and Field Coordination Section (ERFCS)

Issues

58. In the previous Registry structure, all external relations and cooperation matters were decentralized throughout the Registry sections, creating overlaps and inefficiencies.

Solutions

59. The new External Relations and Field Coordination Section will assume a central coordination role for all external relations and judicial cooperation matters within the Registry. The section will comprise of three units: an External Relations and State Cooperation Unit (ERSCU), a Country Analysis Unit (CAU), and a Field Coordination and Support Unit (FCSU). The ERSCU will coordinate all external relations with States Parties, the Assembly and other relevant stakeholders, such as non-States Parties international and non-governmental organizations and think-tanks. The Unit will also deal with the implementation of all requests for State cooperation required under chapter IX of the Rome Statute. The CAU will group together all staff performing different analysis functions, such as those related to security, media, and political as well as direct intelligence. By bringing these staffing resources together, synergies will be created among the different analysis functions, thereby enhancing the quantity and quality of analysis provided and better informing the Court's strategies and operations. The FCSU will provide the field offices with managerial, practical and logistical support and will include a coordination function for the planning of missions to the field.

Costs

60. The complete re-orientation of the Court's field and external strategy as well as the creation of a new system with ERFCS at its centre cannot be properly compared to the previous Registry alignment in terms of staffing and budgetary implications. As far as comparable in terms of staff costs, the realignment is almost budget-neutral (increasing by €13.5). Suffice to say that the new design will serve to optimise Registry output in this regard to the benefit of the Court as a whole, and the Judiciary and OTP in particular.

5. Field Offices (FO)*Issues*

61. As observed before, the present structure of the field offices currently follows a compartmentalized approach to the work in the field and lacks the required levels of coordination.

Solutions

62. The structure of the field offices underwent substantial change. In the new structure a clear management line of authority in HQ over the Field Offices has been created, and most field offices will be headed by a Head of Registry Services (P-5), who will report directly to the Director of the DER, while empowered to manage and coordinate all Registry operations and services on the ground.

63. The Chief of the FO will represent the Registrar in the situation country, and will be responsible for both the staff and operations on the ground, including the provision of services to the other organs, the parties and participants in the field. Each office may have one or more VWS staff members reporting directly to the Chief of VWS but coordinating, for administrative purposes, with the field office's Head of Registry Services. Apart from the VWS staff, all other staff in the field will report to the field office's Head of Registry Services.

Costs

64. As a result of the complete re-orientation of the Court's Field Office structure and staffing, it cannot be properly compared to the previous relevant Registry structure in terms of staffing and budgetary implications. However, the new structure is in line with the principle which guided the entire restructuring exercise, and therefore allows for maximum synergies, economies of scale and flexibility, in a manner in which resources will be used far more efficient as in the old structure.

Executive summary B

1. This report provides a final update on the outcome of the *ReVision* project subsequent to the twenty-fourth session of the Committee on Budget and Finance in April 2015. The Assembly of States Parties acknowledged the continued efforts of the Registry to reorganize and streamline the Registry's organizational structure and authorized the Registrar to continue with this process within the envelope of the approved programme budget for 2015 and the maximum number of established posts and approved positions.¹ The *ReVision* team submitted all the reports on the review of the structure and staffing of the Registry on schedule, at the end of March. The final report closing the *ReVision* project was submitted on 23 June 2015. The Registrar took a number of decisions concerning the recommendations, as outlined in his previous report of 4 May 2015. The decisions taken by the Registrar on the structure and staffing of the Registry resulted in a total number of posts that is well within the envelope as mandated by the Assembly and provide the potential for additional cost savings. The Registrar has delivered a system that is able to drive synergies and savings, as intended, while providing improved services to its main clients, particularly the Judiciary and the parties and participants to the proceedings.

2. The present report provides a brief outline of the new vision and design principles of the Registry; a brief description of the scope and general outcomes of Phase 4 of the *ReVision* project; and a brief outlook on the way forward including relevant Human Resources procedures for the implementation of the new structure. It also outlines the purpose and roles, design criteria and revised staffing levels for each Section, including an overview of staffing and budget implications. In addition, staffing levels and implications of presently unrevised Sections and Offices are indicated.

¹ *Official Records ... Thirteenth session ... 2014* (ICC-ASP/13/20), vol. I, part III.A, resolution ICC-ASP/13/Res.1, sub. I, para. 2.

I. Explanation of annexes

1. This Report contains altogether five annexes:
 - (a) Annex I provides a comprehensive organigram of all Registry posts as approved in the 2015 Programme Budget;
 - (b) Annex II provides a comprehensive organigram of all Registry posts revised pursuant to *ReVision* changes in staffing for 2015;
 - (c) Annex III provides a table with the approved 2015 staffing (including established posts and GTA), indicating the implication of *ReVision* for each post;
 - (d) Annex IV provides a revised 2015 staffing table (containing established posts only) indicating the new posts; and
 - (e) Annex V contains the new Registry Vision, Mission and Values.²

II. Introduction

A. Procedural background

2. The *ReVision* project was launched by the Registrar in January 2014 following the Assembly of States Parties' (ASP) authorization to reorganize and streamline the Registry of the International Criminal Court (ICC) within the envelope of the approved programme budget for 2014 and the maximum number of established posts and approved positions.³

3. Following the Registrar's vision of optimizing the Registry's performance in terms of efficiency, effectiveness, and sustainability, a complete review of the Registry's operations was required, going well beyond mere structural changes. A *ReVision* team was put together, composed of in-house staff as well as external individuals.⁴ The team developed a detailed Project Plan setting out the objectives, activities and deliverables of the project. A Project Board, with representatives from different organs of the Court, parties to the proceedings, the States Parties and external experts, was set up to oversee the execution of the project and to assist the Registrar in the decision-making on all structural and operational changes proposed.⁵

4. In view of its considerable scope, the *ReVision* project was implemented in phases,⁶ starting with a review of the Registry's responsibilities and the corresponding high-level organizational structure, followed by a detailed analysis of the Registry's performance in the main areas of operation and the formulation of recommendations, including immediate change measures. In addition to a number of end-of-phase reports, the *ReVision* team has produced 17 detailed reports containing observations and recommendations on the functioning of each of the Registry's Sections, totalling over 950 pages.⁷ On 23 June 2015, the *ReVision* team submitted its final report to the Registrar.

5. Based on this data, the Registrar has taken a number of decisions on the new structure and staffing of the Registry, as well as on essential items including workflow and work processes, systems and databases, communication, coordination and cooperation, a number of which are outlined in the Court's 'Report on the review of the organizational structure of the Registry' to the Assembly of 4 May 2015.⁸ Abolition notices regarding staff

² See also ICC-ASP/13/26, annex I.

³ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Twelfth session, The Hague, 20-28 November 2013* (ICC-ASP/12/20), vol. I, part III, resolution ICC-ASP/12/Res.1, section H, para. 3.

⁴ Within the constraints of the small size of the team, geographical and gender aspects were fully observed.

⁵ The composition of the Project Board fully respected geographical and gender balance aspects.

⁶ According to the Project Plan, the project has five phases, namely the Project Initiation, the Registry Foundation and Organizational Design, the Immediate Change measures, the Functions Performance Review and the Project Closing.

⁷ This includes the reports on the Secretariat of the Assembly of States Parties and the Trust Fund for Victims, both of which will be submitted before the end of the month of July.

⁸ See also Report on the review of the organizational structure of the Registry - Outcomes of Phase 4 of the *ReVision* Project - Decisions on the structure of the Registry, ICC-ASP/14/18, 4 May 2015.

whose position will be either subject to substantial changes or abolition have been sent before 1 July 2015. Further decisions on structure and operations have been taken during a retreat of the Registry Management Team on 6 and 7 July 2015, setting out a program of action for further development and strengthening of the Registry for the short, medium and long term.

B. Structure positions and workload positions

6. The overall goal of the review process has been to identify and adopt measures that would achieve maximum synergies, economies of scale and flexibility in a sustainable manner in order to further improve Registry services to the judicial process. The focus of the project was therefore not to generate significant cost savings, but rather to create a Registry that can perform more efficiently and effectively within the envelope of existing resources and, within reason, to absorb additional workload.

7. At the same time it needs to be underlined that the structural envelope of the *ReVision* project was not meant to consider posts that will likely be necessary in the future (i.e. 2016 onwards) due to additional workload (e.g. multiple commencing trials towards the end of 2015/2016) or additional requirements (e.g. the Permanent Premises). In other words, the *ReVision* project's recommendations were based on the structural needs and layout of the Registry today. While the *ReVision* was mindful of possible future needs of the Registry in terms of flexibility and scalability due to changing workload, its assessment was primarily focused on present and clearly foreseeable structural needs; it did not consider potential workload-related requirements in 2016 due to further increased judicial and prosecutorial activity.

8. This report provides information on the limited instances in which temporary staff resources (GTA) have been included. These resources in all cases serve a provisional need, mostly to create capacity in order to transition into and implement the new structure. Therefore, the seven GTA resources identified in this report should not be considered as part of the new structure, but rather as what they are, temporary support.⁹

C. Financial envelope of the *ReVision* exercise

9. The Assembly agreed on two criteria for the purpose of establishing the outer limits of the envelope on the basis of which the Registrar was authorized to reorganize and streamline the Registry's organizational structure: (i) the approved Registry programme budget for 2015, which amounts to €65.02 million; and (ii) the maximum number of established posts and approved positions.¹⁰ With regard to the second criterion, the Registry's staff, as approved by the Assembly, consists of 496 established posts, which amount to €37.3 million, and 65.4 FTE in GTA positions, financed within the approved €5.6 million for GTA and other staff resources (€1.1 million of which correspond to temporary assistance for meetings, overtime and consultants). The total approved budget envelope for 2015 for staff and other staff costs in the Registry amounts to €42.9 million. The Registrar has thus ensured that all decisions he has taken stemming from the *ReVision* recommendations are fully within the boundaries of the limits agreed upon by the Assembly for this exercise.

10. Notably, the decisions of the Registrar have been taken on the basis of the Registry's structure as approved for the purposes of the 2015 programme budget and consistent with the estimated levels of activity on which that budget is based. Any additional workload or other requirements that have not been anticipated in the 2015 approved programme budget

⁹ The costs for these seven GTA resources in 2016 are estimated at €611.8 thousand.

¹⁰ See the Assembly's budget resolution for 2014, *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Thirteenth session, The Hague, 27 November 2013* (ICC-ASP/12/20), vol. I, part III.A, resolution ICC-ASP/12/Res.1, section H, para. 3 (see also *ibid.*, Section A, para. 1 for the original Registry budgetary envelope, as amended in the subsequent resolution *infra*). At its 13th session, the Assembly renewed its authorization to the Registrar to continue to reorganize and streamline the Registry's organizational structure "within the envelope of the approved programme budget for 2015 and the maximum number of established posts and approved positions"; *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Thirteenth session, New York, 8-17 December 2014* (ICC-ASP/13/20), vol. I, part III.A, resolution ICC-ASP/13/Res.1, section I, para. 2.

are not part of this exercise and need to be treated separately, as additional requirements that the Registrar may present as part of its proposed programme budget for 2016. Having said this, it is anticipated that the new structure will allow the Registry to contain its resource growth through material synergies while rendering the same – or even improved – high quality services to the Judiciary, the OTP and all other Registry clients. Such synergies will lead to a reduced level of increments in comparison with what would have been required had there been no change in the structure.

11. A detailed comparative overview of the revised staffing levels in the Registry as well as its financial consequences is outlined in the tables below:

Registry Staffing	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above		Total GS-staff			Sub-Total	GTA-FTE	Total staff
										191	16	289	305	496			
Current	-	1	-	3	17	39	64	61	6	191	16	289	305	496	65.4	561.4	
Revised	-	1	-	3	19	43	83	86	5	240	14	296	310	550		550	

Registry	Previous staff costs	Revised staff costs	Difference	
Professional Staff		€20,136.3	€25,444.6	€5,308.3
General Service Staff		€17,160.5	€17,051.2	(€1,109.3)
Other Staff Costs		€5,642.7	-	(€5,642.7)
Total		€42,939.5	€42,495.7	(€443.8)

12. It has to be noted, however, that due to timing of the finalisation of Phase 4 of the *ReVision* project and the fact that the Registrar is currently fine-tuning a number of decisions in relation to staffing levels, minor changes cannot at present be excluded. However, such changes will not impact the outer limits of the envelope, as discussed above.

D. A new Registry – general vision and design principles

13. As for the Registry’s general layout, an in-depth assessment indicated that the organisational design of the Registry before *ReVision* would not be ready for the future in the sense of being able to withstand additional demands that may be placed upon the Registry, not only in terms of structure, but also regarding management, organizational culture and processes.

14. In order to optimise the Registry’s performance in terms of efficiency, effectiveness, and sustainability, as an essential starting point, new Vision, Mission and Values statements for the Registry were developed. The process included consultations with the Registrar and staff members with the active involvement of the Staff Union Council, which led some of the activities. This was a deliberate choice enabling Registry staff to take ownership of the process and its outcome. As a result, the new Vision, Mission and Values statements have been adopted.¹¹ Work on the realization and embedding of these principles and values is ongoing.

15. At the same time, altogether eight guiding principles for the Registry’s organisational design were developed. These are:

- (a) “One Registry in “One Court”, including solid strategic *executive management* that sets the direction and objectives and carries out essential control functions;
- (b) Strong management teams;¹²

¹¹ Annex V, Registry Vision, Mission and Values. Core values include respect; commitment; constructive behaviour; service-orientation; integrity; and collaboration.

¹² See for further detail Report on the review of the organizational structure of the Registry - Outcomes of Phase 4 of the *ReVision* Project - Decisions on the structure of the Registry, ICC-ASP/14/18, 4 May 2015, paras. 7-11.

- (c) Integrated field management, with clear delegations of authority from the Registrar downward to multidisciplinary teams in the field;
- (d) Client service, as a key element of the Registry's vision of being a service provider;
- (e) Empowerment with accountability, including the establishment of a comprehensive corporate policy and control framework;
- (f) Consolidated functions of the Registry to avoid duplication; and
- (g) Effectiveness and efficiency, including more flexibility and ability to absorb fluctuations in workload; and
- (h) Manageable number of direct reports throughout the reporting structure.

16. The above design principles, alongside the new Vision, Mission and Values statements for the Registry, informed ensuing considerations and the Registrar's ultimate decision regarding the Registry's new organisational design, as outlined in the Court's 'Report on the review of the organizational structure of the Registry' submitted to the Assembly on 4 May 2015.¹³

E. Scope of *ReVision* Phase 4 and general outcomes

17. Phase 4 of the *ReVision* project (titled "Functions Performance Review") consisted of a detailed review of the Registry performance in each functional area (i.e. broadly covering the Registry Sections and Units). Observations and findings were captured in detailed recommendations and advice to the Registrar and Section Chiefs as part of the Section-specific *ReVision* reports.

18. The main goal of the *ReVision* project was to assess the functioning of the Registry and to make recommendations on streamlining its operations. Therefore, the *ReVision* team undertook a detailed review of all Registry functional areas in the context of the new Registry structure.¹⁴ The review of the Registry functions relied on extensive consultation with staff in all Registry Sections, including field staff. Feedback was solicited and provided on key aspects of the reviews – from the identifications of issues, to proposals for changes, and testing of proposals. This was done in group- and individual meetings with staff.¹⁵ The operational review and the ensuing recommendations followed the same seven pre-selected themes: structure; work processes and workflows; systems and databases; communication, cooperation and coordination; regulatory framework; human resources management; and staff morale. A total of 529 *ReVision* recommendations was delivered as part of Phase 4.¹⁶

19. The main outcomes can be briefly summarised as follows.

- (a) *Strengthened Executive Management*: the institutional architecture should be based on strong executive management and a cascading delegation of authority from the Registrar to the Directors of Divisions and then to Section Chiefs and Unit Heads. Strategic guidance from the top is translated into operational deliverables and, eventually, into work output with clearly assigned responsibilities. Executive management is an integrating and unifying function that binds the Registry together. The culture it fosters is one where managers are empowered to take decisions within their delegated authority and are held accountable for running their Divisions/Sections/Units and for achieving results.
- (b) *Clear roles and responsibilities*: linked to the concept of executive management, the *ReVision* has made several recommendations to streamline and clarify the roles and responsibilities of the executive offices within the Registry: the Immediate Office of the Registrar (IOR) and the Immediate Offices of the Directors. In

¹³ *Id.*, paras 7-31.

¹⁴ These activities took place in Phase 4 between August 2014 and March 2015.

¹⁵ The *ReVision* team also sought the views of other stakeholders, in particular the OTP and Presidency, on proposed changes that could have an impact on the operations of the other organs. Furthermore, parties and participants to court proceedings were consulted on matters concerning them.

¹⁶ The reviews of the SASP and TFV are on-going at the time of writing and as such, the number of recommendations to be made in these two areas is still unknown. The reviews will be completed in July 2015.

particular, the *ReVision* team has sought to align the structure and functioning of the IOR with the vision and design principles developed earlier in the project: a strategic leadership role of the Registrar enabling him to focus on high-level policy and political issues, a reduced number of direct reports to him in line with CBF recommendations, a strong Registry Management Team (RMT), enhanced executive management and an effective delegation of authority. The RMT is the senior management team of the Registry and, as such, is the body which oversees and drives the executive management of the Registry. The RMT advises and assists the Registrar on strategic decisions, policy and major operational challenges. Lastly, the roles and responsibilities within each Section have been clarified and/or redefined with the aim to remove overlaps, and streamline and refocus operations, as needed.

- (c) *Operational Gaps Filled:* a number of new roles needed to be established to fill functional gaps or to consolidate activities that were carried out in a fragmented and inefficient manner. These new roles were created within existing resources and are expected to lead to sustainable efficiencies, and improved work processes and organisational performance. Key examples are the creation of a Country Analysis Unit in the Division of External Relations (DER), which will serve as a centralised focal point of information gathering and analysis in relation to situation countries and other areas of interest; the creation of the Information Management Unit in IMSS, which will implement policies and standards on information management, provide advice to offices generating information, and monitor compliance; or the setting-up of a Judicial Information Management Unit in the Court Management Section (CMS) to ensure that all judicial information is efficiently managed, disseminated and stored in eCourt.
- (d) *Lighter structures with greater coordination:* in a number of functional areas opportunities were identified to merge functions and reduce the overall number of Units¹⁷, thereby enabling the latter to devote more time and resources to policy, long-term planning and strategizing. Such measures were also intended to break the silo mentality that existed within the Registry, to increase flexibility in the allocation of resources, and to stimulate greater efficiency and output. At the same time, the *ReVision* team has made a number of recommendations that will increase coordination and cooperation within the Registry. Examples include the establishment of the new division, DER, with some newly created Sections and Units, to perform and coordinate functions previously dispersed within the Registry; the redesign of the Legal Office ensuring a centralised and coherent legal authority throughout the Registry. The Legal Office will be the centrepiece of a functional legal network comprising all Registry legal positions, which will serve as an information sharing and peer consultation platform in order to ensure consistency and continuity in the provision of legal advice throughout the Registry and to increase the quality of legal drafts. Under the direction of the Legal Counsel, the Legal Office will ensure greater support to the core business of the Registry – the support to the judicial proceedings.
- (e) *Integrated Field Operations:* to rectify the lack of coordination, communication, information sharing and control over the activities taking place in the field, an overhaul of the Field Office structure and operations and field coordination activities in HQ was required. The Field Offices will be headed by a senior staff member who will be responsible for all Registry operations on the ground and will be the official representative of the Registrar in the situation country. The Field Office Manager will have managerial, representational and diplomatic functions and will report to a single senior manager in HQ, the Director of DER. S/he will be responsible for the supervision of all Registry staff working in the field and for the provision of services and support to the other Court-related (OTP, Defence, Victims, TFV, etc.) operations on the ground. The staff of the field office will form a cohesive multi-disciplinary team with the capacity to perform the relevant Registry functions in the situation country. The staff will maintain close links with substantive Registry

¹⁷ For example, Language Services Section, Finance Section, Information and Document activities (within ex-PIDS and ICT sections) and VWS.

Sections in HQ for coordination and implementation of technical or substantive activities.

- (f) *Rationalised operations:* in addition, the majority of the *ReVision* recommendations relate to matters, such as workflows and work processes, resources, SOPs, systems, HR management, etc. in each Section or operational area. Those recommendations aim at streamlining the Registry's operations, removing unnecessary procedural layers, where possible, and filling certain gaps within work processes. While the specific recommendations vary from Section to Section depending on the outcome of the Phase 4 review, there are some recurring themes. Many of the recommendations concern a more efficient use of resources and a smarter use of systems and databases, which would lighten the workload and ensure a proper documentation of the work. Similarly, a number of recommendations were made on filling policy gaps, including through the creation of SOPs, and to standardize such policies to improve understanding. Recommendations were also made on recurring HR management and staff morale issues, such as performance management, training, appreciation for work well done and more generally, the well-being of staff.

20. The implementation of the *ReVision* project's Phase 4 recommendations is expected to result in significant efficiency gains and synergies in all areas of operation of the Registry. These changes, in the broader context of a strengthened executive management, clearer delegation of authority and accountability, and greater cross-sectional coordination will render the Registry more effective and agile. In fact, the positive impact of the *ReVision* process is already observable in the amount of additional resources required for the transition to the Permanent Premises: without the project, this transition would have resulted in more additional staff than currently requested in the 2016 budget.

F. The way forward

1. Change management and implementation of the Registrar's decisions

21. The Registrar has already taken action to implement structural recommendations made at the end of Phase 2 and Phase 4. Moreover, over the past few months, significant change management efforts were undertaken and coaching and support has been made available to managers in order to help the change process.

22. In order to achieve a sustainable improvement in the scheme of change management, it is envisaged that after discussion with the relevant Directors and Section Chiefs and acceptance by the Registrar, all decisions taken by the Registrar will be transformed into performance objectives for each Division's and Section's work plan for 2015-2016. This will enable a systematic and methodical implementation of the Registrar's decisions, with the possibility to monitor and report on progress periodically.

23. Furthermore, in order to facilitate the decisions, the Registrar will develop an implementation action plan which lists the relevant decisions, the person responsible for their implementation, the category to which the decision/required action belongs, an indication as to the timing of implementation, and possible links to other decisions.

24. In order to carry through an effective change management embraced by all Registry staff, it is noted that the new Registry vision, mission and values need to be given the highest importance and be put in place in close cooperation with staff as the core stakeholders and clients of the new vision. In that context also an effective communication structure is key.

2. HR procedures for the implementation of new structure

25. In the implementation of the new structure, a substantial number of Registry staff positions have either undergone substantial changes or were abolished outright. All staff members have been informed as to whether their post is abolished or not by 1 July 2015 and all but a few of those whose posts have been abolished have received their official

notification. This will trigger the issuance of Vacancy Announcements and relevant recruitment processes.

26. The process of abolition of posts and subsequent recruitments is governed by the “Principles and Procedures applicable to decisions arising from the *ReVision* Project” (“Principles”) which the Registrar adopted on 19 August 2014 after extensive consultations with the Staff Union Council.¹⁸ The Principles outline practical relevant HR procedures in the framework for the implementation of the decisions resulting from the *ReVision* in order to ensure that decisions affecting staff members are implemented in a fair and transparent manner and with full respect for staff members’ contractual rights.¹⁹ They were prepared with reference to best practices in other international organisations, including UNFPA, WHO and UNICEF. In addition, they were prepared in conformity with the jurisprudence of the ILOAT, UNDT and UNAT.²⁰

27. All affected staff members whose posts are abolished are given two options, namely either to take an enhanced separation indemnity or apply for positions as a “priority candidate”.

28. The enhanced separation indemnity is based on the Staff Rules but also offers additional benefits. More concretely, the terms of the enhanced agreed separation indemnity are as follows:

- (a) Payment of standard termination indemnity, to which a staff member would ordinarily be entitled as provided in the table under Staff Rule 109.2 (g);
- (b) Payment of an increase of 50% pursuant to Staff Rule 109.2 (l) for agreed terminations, and
- (c) Exceptional payment of an additional sum of three months’ of salary, including allowances and post adjustment.

In addition, staff will receive a payment of the individual notice period as provided for in the staff member’s terms of appointment;²¹ occasionally, a period of *Special Leave Without Pay* pursuant to Staff Rule 105.3 (b) (vii) may be granted.²²

29. Staff members who agree to an enhanced agreed separation indemnity are required to sign a waiver of their right to appeal any administrative decision related to any matter contained in the separation indemnity. Even if they choose to opt for this indemnity, they may still apply for any position at the Court as an external candidate.²³ The ICC enhanced separation indemnity, as mentioned before, is comparable to the practice of other International Organisations.

30. In terms of budgetary provision for the Registry costs related to the enhanced separation indemnity, the Registry considers that costs under paragraph (a) *supra* for the standard termination indemnity, funds for the increase of 50% pursuant to Staff Rule 109.2 (l) for agreed terminations (as indicated under paragraph (b) *supra*) and the costs for the notice payments can be taken from the cash set aside to pay for long-term employee liabilities since these payments are foreseen as such in the Staff Rules and describe a financial staff separation modality for which, *inter alia*, the staff liability fund has been created. This approach has been verified with the External Auditor.²⁴ Consequently, the Registry would appreciate the Committee’s views on this matter in order to ensure a maximum of clarity and transparency.

¹⁸ ICC/INF/2014/011, 19 August 2014 (“Principles”), available at http://www.icc-cpi.int/en_menus/icc/legal%20texts%20and%20tools/vademecum/IC/PRINCIPLES%20AND%20PROCEDURES%20APPLICABLE%20TO%20DECISIONS%20ARISING%20FROM%20THE%20REVISION%20PROJECT.PDF (also printed in ICC-ASP/13/26, 28 October 2014, Annex II).

¹⁹ *Ibid.*, para 5. It is noted that the separation of a staff member from the Court, if the necessities for the service require the abolition of the post or reduction of the staff, is already provided in Staff Regulations (Regulation 9.1(b)(i)).

²⁰ The case law of the ILOAT in particular was extensively researched. The principal judgments on abolition of posts include judgments 3238, 3044, 3041, 2907, 2902, 2830, 1745, 1553, 1231, and 269.

²¹ See Staff Rule 109.2(f).

²² See para. 18 of the Principles, ICC/INF/2014/010, 19 August 2014.

²³ *Ibid.*, paras 20-21.

²⁴ The External Auditor informed the Registry that “amounts set aside for long-term employee liabilities and recorded in net assets may be used to cover the costs of the *ReVision* Project if the ASP specifically authorises this.”

31. The Registry further considers that the funds required for the exceptional payment of three months' of salary payments under paragraph (c) *supra*²⁵ have to come from the regular Registry budget. The Registry has already taken measures in the context of the 2015 budget in order to ensure payment for these costs.²⁶

32. As an alternative, a staff member who has been notified of the abolition of his or her post, may choose the possibility of becoming a "priority candidate". It is the Registry's intention to retain as many staff members as possible while at the same time ensuring that staff retained possesses the skills and competencies required to perform their new functions. Therefore, to ensure the highest standards of efficiency, competency and integrity in the employment of staff, it was decided that all new positions created as a result of the *ReVision* project will be filled through a competitive process and that priority candidates will be considered first.²⁷ Only if no priority candidate is found qualified and suitable for a particular position will other candidates be considered for the position.²⁸ Where the number of positions of the same profile within a section is reduced, the staff occupying these positions will participate in a selection process in order to determine whose positions will be abolished. This selection process ensures that the most suitable staff members are retained within the organisation. The staff member who is not successful in this selection process will then be notified and may become a candidate for other positions within the Registry that have been created as a result of the *ReVision* project.

33. Finally, the Principles also provide for support to staff members affected by decisions made as part of the project. This may include confidential counselling services; advice to help staff consider their options and make informed decisions (for example, in relation to pension, health insurance, visa and tax issues etc.); career transition workshops; training to staff to enable them to better meet qualifications for suitable positions within the Court, including, for example, language training and training in IT tools; and the provision of information with useful links and contact persons.²⁹

34. All recruitment processes involving priority candidates are expected to be concluded by 30 September 2015.

III. Review Section by Section

A. Immediate Office of the Registrar (IOR)

1. Purpose and roles

35. The Registrar is the chief administrator of the Court and the highest-ranking authority within the Registry. The IOR supports the Registrar in providing strategic leadership, coordination and guidance to all Registry Divisions and Sections, as well as in the management and supervision of the Registry. The IOR is also responsible for facilitating the flow of information to and from the Registry Divisions and for ensuring proper high-level coordination on behalf of the Registrar with other internal partners within the Court, as well as with external stakeholders in relation to the Registrar's representational role.

2. Design criteria

36. The IOR is an executive office which plays a central role in the Registry's design and management. It enables the smooth and efficient functioning of the complex Registry machinery. The previous structure of the IOR was the result of a much different vision of the Registry in which the Registrar was directly involved in operational issues. This entailed a larger structure which did not allow for sufficient capacity for the Registrar to focus on strategic issues and executive management.

²⁵ The estimated cost for the three months' salary based on the number of expected packages to date is €811.2.

²⁶ As at 9 July 2015, €2.2 million has been identified within the Registry to offset the cost of the packages.

²⁷ *Ibid.*, paras 33 *et seq.*

²⁸ *Ibid.*, para. 40.

²⁹ *Ibid.*, para. 47.

37. The new IOR is built to fit the new high-level concept of the Registry's structure and functioning, whereby reduced and streamlined reporting lines to the Registrar allow for a clearer and more efficient grouping of functions within Registry Divisions. Streamlined reporting will also provide a more dynamic and effective system of cascading delegation of authority from the Registrar to the Directors and from the Directors to Section Chiefs. Essentially, only the three Directors and the Legal Counsel report directly to the Registrar. All Sections report to one of the three Directors. Delegation of authority will be combined with clear parameters for decision-making, clear accountability and a rigorous performance management system. The new Registry design enables the Registrar to focus on strategic leadership and high-level policy issues, setting strategic priorities for the Registry, managing the relations with the other organs, and strengthening the internal accountability of senior staff.

38. The structure of the IOR must provide adequate capacity, both in terms of resources and seniority, to support the Registrar in his responsibilities. The Registrar heads the Registry Management Team (RMT), composed of himself, the three Directors, the Registry Legal Counsel and the newly created position of Chief of Staff. Furthermore, the IOR must have adequate capacity to support the Registrar's external relations and representational functions, such as in relation to the Assembly of States Parties and its multiple subsidiary bodies. An effective system of flow of information needs to be coordinated from within the IOR, which ensures that the Registrar is provided with timely and relevant information for the execution of his functions and allowing that the right and relevant information is available and is pushed up and down to all relevant levels.

3. Staffing

39. The Registrar is the Head of the Immediate Office. There is a need for a Chief of Staff (P-5). This position is a senior advisory and managerial post in the IOR. The main role of the Chief of Staff is to ensure successful executive management of the Registry as a whole. The Chief of Staff is the focal point for the smooth running of the Registry executive management and will be the Secretary of the RMT. The IOR will also consist of one Senior Special Assistant (P4) and two Special Assistants (P-3). The Special Assistants ensure the daily smooth operational activities of the IOR and coordination and communication between the IOR and the Divisions. The P4 Senior Special Assistant will ensure the internal coordination amongst all Special Assistants and the coordination between this team and the staff in the offices of the three Directors. There is a need for one Personal Assistant at the GS-PL level to provide personal assistance and administrative support, organise the agenda and assist in the organisation of correspondence, background information, visits, etc.

40. While not conceived as part of the structure of the IOR, a temporary Change Management Support Officer (GTA) at the P-2 level is required for one year to assist in and support the transition to the new Registry structure, as well as in change management and organisational development. All other positions relating to operational activities have been removed from this office.

<i>Previous staffing</i>	<i>Revised staffing</i>
Registrar (ASG)	Registrar (ASG)
Deputy Registrar (D1)	Chief of Staff (P5)
Special Adviser on External Relations (P5)	Senior Special Assistant (P4)
Senior Executive Officer (P5)	Special Assistant (P3)
Head of Project, PPP (P5) ³⁰	Special Assistant (P3)
Special Assistant to the Registrar (P3)	Personal Assistant (GS-PL)
Cooperation Adviser (P3)	

³⁰ For the purpose of the 2015 approved budget, this position was defunded, and therefore its cost are not reflected in the total *current staff costs* envelope. Should the costs for this position be reflected, the total current staff costs would amount to €1,313.7 thousand.

<i>Previous staffing</i>	<i>Revised staffing</i>
Associate Executive Officer (P2)	
Personal Assistant (GS-PL)	
Administrative Assistant (GS-OL)	
Administrative Assistant (GS-OL)	

4. Overview of staffing implications

<i>Immediate Office of the Registrar</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GSPL</i>	<i>GSOL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Previous	-	1	-	1	3	-	2	1	-	8	1	2	3	11
Revised	-	1	-	-	1	1	2	-	-	5	1	-	1	6

5. Budgetary implications

<i>Immediate Office of the Registrar</i>	<i>Previous staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€954.0	€677.9	(€132.0)
General Service Staff	€212.4	€80.4	(€276.1)
Other Staff Costs	-	-	-
Total	€1,166.5	€758.4	(€408.1)

41. The structural realignment of the IOR with focus on the Registrar's strategic leadership and delegation of operational matters downwards translates into a notable decrease in (high level) staff resources and consequently budgetary needs (€408.1).

B. Legal Office (LO)

1. Purpose and roles

42. The Legal Office is responsible for supporting the performance of the legal functions associated with the duties assigned to the Registrar under the ICC legal framework. Its primary objective is to ensure quality and consistency of legal approaches across the various sections of the Registry. The Legal Office (i) provides legal support to the Registry Sections involved in filing legal submissions in judicial proceedings; (ii) provides advice to the Registrar and Registry Sections on general legal issues; (iii) negotiates and prepares agreements and memoranda of understanding between the Court and third parties; (iv) represents the Court in litigation both internally and externally; (v) acts as an interlocutor between the Court and States regarding privileges and immunities; and (vi) interprets the Headquarters Agreement in addition to other agreements.

2. Design criteria

43. Under the new Registry vision, this office will be playing a prominent role in the functioning of the Registry. The Legal Office is the only section keeping a direct reporting line to the Registrar in the new structure, next to the three Divisions. The prominence of this office is owed to the reality of the Court as a judicial organization with Court filings at the heart of judicial proceedings and as such, the Legal Office will play a central role in relation to the production, coordination and review of those filings.

44. In the previous structure, the Legal Office (then: Legal Advisory Services Section) was conceived as a reactive office addressing legal matters as they presented themselves, usually developed as stand-alone legal positions in other Registry sections, thus not playing a leading coordinating role in relation to the legal positions the Registry. This has resulted,

over the years, in a lack of consistency in legal positions Registry-wide. In addition, the specialised units within the section worked in a segregated manner with little information sharing and cooperation with each other, and as such not having a central repository of legal knowledge and no opportunities for synergies.

45. In order to address this problem, the new structure of the Legal Office aims at contributing to a unified and consistent Registry legal position, with a particular focus on judicial proceedings and Court filings, bringing the legal function close to operations where possible, ensuring that the Legal Office works as a central repository for all agreements and memoranda of understanding entered into by the Court and creating a cross-cutting legal network within Registry to enable coordination, consultation and cross-training among legal experts.

3. Staffing

46. The new structure consists of the Legal Counsel (P-5), head of the Legal Office, as well as a Deputy Legal Counsel (P-4), three Legal Officers (P-3), one for each Registry Division, two Associate Legal Officers (P-2) and a Para-legal/Administrative Assistant (GS-OL). In addition, a temporary Legal Officer specialized in litigation (P-3) is required as a GTA resource for approximately two years to handle any spill-over work in relation to staff claims, dispute resolution and arbitration.

47. The Legal Counsel is responsible for the overall management of the Legal Office and as such for formulating clear, consistent and correct legal positions within the Registry in judicial, administrative and external relations matters. The Legal Counsel is directly responsible for providing advice to the Registrar on strategic or high-level matters with legal implications. The Deputy assists the Legal Counsel in the daily running of the office and mainly focuses on overseeing the work of the office related to litigation, all forms of dispute resolution, settlements with staff and external parties, domestic proceeding and arbitration. In addition, the Deputy directly supervises the work of the office on all legal matters concerning the Division of Management Services. The three Legal Officers are respectively responsible for providing continuous hands-on specialised legal advice on matters related to the three Divisions: Management Services, Judicial Services and External Relations. The two additional positions of Associate Legal Officers support the office in performing legal functions currently dispersed across the Registry, and support the Legal Officers in their work. Finally, the Para-legal/Administrative Assistant provides, *inter alia*, support in terms of legal research, case preparation and case management as well as process and follow-up on administrative arrangements related to the office.

<i>Current Staffing</i>	<i>Revised Staffing</i>
Chief, Legal Advisory Services Section (P-5)	Legal Counsel (P-5)
Legal Adviser (P-4)	Deputy Legal Counsel (P-4)
Legal Adviser (P-4)	Legal Officer (P-3)
Legal Officer (P-3)	Legal Officer (P-3)
Associate Legal Officer (P-2)	Legal Officer (P-3)
Legal Assistant (GS-OL)	Associate Legal Officer (P-2)
Administrative Assistant (GS-OL)	Associate Legal Officer (P-2)
	Administrative Assistant / Paralegal (GS-OL)

4. Overview of staffing implications

<i>Legal Office</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	2	1	1	-	5	-	2	2	7
Revised	-	-	-	-	1	1	3	2	-	7	-	1	1	8

5. Budgetary implications

<i>Legal Office</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€590.1	€758.1	€168.0
General Service Staff	€132.0	€66.0	(€66.0)
Other Staff Costs	-		
Total	€722.1	€824.1	€102.0

48. The moderate increase in staff resources is necessary to achieve the abovementioned gains in coherence, productivity and efficiency of the Registry's Legal Office.

C. Division of Management Services – Office of Director (DMS-OD)

1. Purpose and roles

49. The Director of DMS is responsible for the overall direction, strategic planning, management and delivery of all administrative and managerial support to the Registry and the Court as a whole; he is responsible for a holistic, well-integrated and coordinated approach to the Division. The Director plays a dual role: providing essential support for the functioning of the organisation as a whole and ensuring adherence to the staff and financial regulations and rules of the Court. The Director has to create synergies amongst the Sections within this Division and is responsible for a number of critical executive functions, including: strategic resource planning; monitoring and reporting on the Registry's organizational performance; acting as focal point for staff-management relations; and acting as central project coordinator.

2. Design criteria

50. The Division of Management Services ('DMS', previously known as the Division of Common Administrative Services) consists of the Budget Section, the Finance Section, the Human Resources Section, the General Services Section and the Safety and Security Section. Already at the initial stages of the *ReVision* process (Phase 2, dealing with the institutional design of the Registry), some important changes have been put in place in the organisation of this Division: (i) the Budget and Finance Section used to be one section but was reshaped into two separate sections; (ii) the former Information and Communication Technologies Section was transformed into an Information Management Services Section and moved to the Division of Judicial Services; and, (iii) the Safety and Security Section used to report directly to the Registrar and is now part of DMS.

51. Many of the problems encountered with the adequate functioning of the Director's Office in the past had to do with significant responsibilities this office was directly taking as a result of inadequacy in some of the sections under the Director's responsibility. The unique nature of the Court compared to other organizations of comparable size, particularly the impact of the Court's governance structure add to the complex work in this office. The new structure of the Division, coupled with the new management architecture and the cascading system of delegation of authority, directly addresses these problems. Firstly, several aspects of the day-to-day work of the Director's Office have been placed within the sections reporting to the Director. A clear delegation of authority to the Sections Chiefs and increased accountability relieve the Director's office of the burden of operational matters, thereby freeing up time for strategic management and high-level coordination.

52. In addition, the Director has been made responsible for ensuring business ownership regarding the Registry's IT system management framework by the Enterprise Resource Planning System (SAP) team from the former IT section to the Director. This will ensure that the business needs of the organisation in terms of enterprise resource planning will be guaranteed through the end-users of these systems: the Director and the various sections under his responsibility.

53. In addition, the former Medical Unit belonging to HRS has been turned into the new Occupational Health Unit which will report directly to the Director to ensure that this crucial aspect of staff management relations receives proper guidance and control.

54. As a member of the RMT, the Director, together with the Directors of the other two Divisions and the Legal Counsel, participates and supports the Registrar in the decision-making on key strategic and high-level policy issues. This also means that the Director is responsible for the effective implementation of strategic decisions impacting on the work of DMS and is accountable to the Registrar for the furtherance of the Registry strategic objectives within the Division. The Director is also responsible for the timely and accurate delivery of relevant information to the Registrar relating to the implementation of the Registrar’s mandate in relation to DMS functions. Eventually, and as described above, the Director’s office is also directly responsible for a number of executive functions that will require additional focus from the Office on corporate management activities, such as risk management, follow-up on internal and external audit recommendations, or being the central project coordinator for the Permanent Premises Project, including transition.

3. Staffing

55. The Director’s office will consist of the Director (D-1), one Administrative Officer (P-3), one Associate Administrative Officer (P-2) and an Administrative Assistant (GS-OL). It is foreseen that with the new system in place, the Director’s office will focus more on strategic issues and less on operational issues, which in turn will impact the workload for the Director in a positive manner. However, as a transitional measure, one temporary Administrative Officer (P-3) is included as a GTA for a period of maximum two years thus allowing the Director to reorganize and delegate the present workload in a more efficient way amongst the Sections within the Division.

56. In addition, as outlined *supra*, the Occupational Health Unit is directly attached to this office for reporting purposes. This Unit consists of the Head of the Health and Welfare Unit (P-4), a Staff Counsellor (P-3), a Staff Welfare Assistant (GS-OL) and one Occupational Health Nurse / Paramedic (GS-OL). The Enterprise Resource Planning System (SAP) team consists of P-3 Head of Competence Centre, two Application Support Assistants and one SAP Applications Manager.

<i>Previous staffing</i>	<i>Revised staffing</i>
Office of the Director - CASD	Office of the Director - DMS
Director, CASD (D-1)	Director, DMS (D-1)
Administrative Officer (P-3)	Administrative Officer (P-3)
Administrative Officer (P-3)	Associate Administrative Officer (P-2)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)
	Enterprise Resource Planning System (SAP) Team
	ERP System Officer (P-3)
	Applications Assistant SAP (Financials) (GS-OL)
	Applications Programmer (GS-OL)
	Application Support Technical Assistant (GS-OL)
	Occupational Health Unit
	Head, Health and Welfare Unit (P-4)
	Staff Counsellor (P-3)
	Staff Welfare Assistant (GS-OL)
	Occupational Health Nurse / Paramedic (GS-OL)

4. Overview of staffing implications

Division of Management Services – Office of the Director											Total P-staff and		Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	above	GS-PL	GS-OL	GS-staff	Total staff
Current	-	-	-	1	-	-	2	-	-	3	-	1	1	4
Revised	-	-	-	1	-	1	3	1	-	6	-	6	6	12

5. Budgetary implications

Division of Management Services – Office of the Director	Current staff costs	Revised staff costs	Difference
Professional Staff	€380.3	€696.7	€316.4
General Service Staff	€66.0	€396.0	€330.0
Other Staff Costs	-	-	-
Total	€446.3	€1,092.7	€646.4

57. The migration of the Enterprise Resource Planning System (SAP) team from the former IT Section and the Occupational Health Unit from HRS to the Office of the Director of DMS has led to a significant staff and resource increase of the Director's Office.

D. Budget Section

1. Purpose and roles

58. The Budget Section centralises all budget-related functions within the Registry and consolidates functions related to budget forecasting and reporting. As such, the Budget Section provides effective, timely and accurate budgeting and control services to the Court, including planning and monitoring activities as well as budget and forecast information and reports to Registry management, the Committee on Budget and Finance and the Assembly of States Parties. It ensures that the Registry is able to service the Court in the performance of its activities adequately.

2. Design criteria

59. Under the new Registry, the Budget and Finance functions are performed by two distinct sections instead of being consolidated into a single section as per the previous structure. The decision to establish a separate Budget Section strengthens the organization's budget function and marks a shift from an operational support role to a more strategic role including partnering with the Court's Organs and Sections in devising long-term plans and strategies, determining resource needs and measuring performance. The previous setting did not allow for an effective forward thinking strategy on funds usage, and there was a lack of analysis of value from previous investments. In other words, the decision to create a separate Budget Section was done in order to elevate the budget function to a strategic management control function.

60. The new Budget Section has a broadened scope of activities covering not only budgeting but also including planning and monitoring activities. As such, the budget cycle takes into account strategic planning and risk management activities in addition to the purely budgeting-related activities. The budget cycle also includes a thorough review of the implementation of budgeted activities through monitoring, evaluation and forecasting activities. This concept will ensure an enhanced interaction with budget holders within the Court, enabling the Budget Section to bring deeper analysis to the budget discussions and reviews. The Section will also ensure full Registry-wide control on staff costs and non-staff costs including performance analysis and not limited to financial data analysis.

61. The Section takes the leading role and ensures that the Registry provides all the necessary services to the Court in terms of budget management, budget reporting and technical advice. The Budget Section will ensure the coordination of the production of a high quality programme budget document. It will provide effective control to the Court's resources and related programmes through policies, procedures, plans and standards relating to the control of budget implementation; it will further develop a Court-wide integrated management information system. The Section is also responsible for performance reports and budget-related reports to external stakeholders on expenditures, for the identification of deficiencies or redundancies in the administration of resources and the implementation of remedial action and enhancements to ensure the best economical use of resources. The Budget Section will not only provide effective, timely, accurate budgeting and control services to the Court, but also budget and forecast information and reports to management, the Committee on Budget and Finance and the Assembly of States Parties.

3. Staffing

62. The Chief of Budget (P-5) will be responsible for the overall management of the Section, as well as for strategic issues, including advising the Registrar and the other Principals on budget strategy and policy. The Section includes a Budget Planning and Monitoring Officer (P-4) responsible to maintain direct and regular communication with the Registry Directors' Offices in order to implement changes to the plans in the monitoring and forecasting analyses. An Associate Budget Planning and Monitoring Officer (P-2) supports the delivery of the Section's objectives by focussing on the technical preparation, forecasting and planning of the organisation's budget requirements. A Senior Budget Assistant (GS-OL) assists budget holders in the budget preparation process, providing periodic performance reports, ad hoc budget reports and budgetary tables. A Budget Assistant (GS-OL) supports the team in the budget preparation process, manages transfers of funds requests and funds allotments and performs spot checks on status of expenditures. Finally, an Administrative and Budget Assistant (GS-OL) is providing combined services as an administrative assistant to the Chief and a Budget Assistant.

63. To facilitate comparison, the staffing chart below shows the previous staffing of the joint Budget and Finance Section, as well as both the staffing of the new Budget Section and the new Finance Section respectively.

<i>Previous Staffing: Budget and Finance Section</i>	<i>Revised Staffing Budget Section</i>	<i>Revised Staffing Finance Section</i>
Chief, Budget Finance Section (P-5)	Chief, Budget Section (P-5)	Chief, Finance Section (P-5)
IPSAS Project Coordinator (P-4)	Budget Planning and Monitoring Officer (P-4)	Head, Disbursement and Payroll Unit (P-3)
Management Accounting Supervisor (P-4)	Associate Budget Planning and Monitoring Officer (P-2)	Head, Accounts and Treasury Unit (P-3)
Payroll Officer (P-3)	Senior Budget Assistant (GS-OL)	Associate Accounts/Contributions Officer (P-2)
Treasury Officer (P-3)	Budget Assistant (GS-OL)	Senior Finance Assistant (GS-OL)
Disbursements Officer (P-3)	Admin and Budget Assistant (GS-OL)	Senior Finance Assistant (GS-OL)
Associate Finance Officer IPSAS (P-2)		Senior Finance Assistant (GS-OL)
Associate Budget & Finance Officer (P-2)		Administrative and Finance Assistant (GS-OL)
Associate Accounts/Contributions Officer (P-2)		Senior Finance Assistant (GS-OL)
Treasury Assistant (GS-PL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Senior Finance and Payroll Assistant (GS-OL)

<i>Previous Staffing: Budget and Finance Section</i>	<i>Revised Staffing Budget Section</i>	<i>Revised Staffing Finance Section</i>
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Senior Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		
Senior Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Senior Budget and Finance Assistant (GS-OL)		
Administrative Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		

4. Overview of staffing implications

<i>Budget Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	2	3	3	-	9	1	17	18	27
Revised	-	-	-	-	1	1	-	1	-	3	-	3	3	6

5. Budgetary implications

<i>Budget and Finance Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Budget Section</i>	<i>Difference</i>
Professional Staff	€758.1	€358.6		(€399.5)
General Service Staff	€1,136.4	€198.0		(€938.4)
Other Staff Costs	€284.8	-		(€284.8)
Total	€2,179.3	€556.6		(€1,622.7)

64. For 2015, a total of €2.36 million was approved for the Budget and Finance Section (BFS). The approved budget provided funding for 24 established posts and four GTA, two of which were required for the IPSAS project.³¹ At the end of Phase 2 of the *ReVision* project, the BFS was split into two distinct sections, each with its own budget as indicated in the tables *supra* and *infra*. Consequently, the budgetary discrepancy above is a product of the separation of the two sections in the new Registry structure. Revised staff costs of the Budget Section amount to €556.6 (see *supra*), and to €1,299.8 for the Finance Section (see

³¹ See ICC-ASP/13/20, p. 79.

infra), leading to a decrease of €322.9 if one were to add the revised staff costs of the Budget Section and the Finance Section. Also for 2016, a reduction in the combined level of resources for the Sections is proposed following their separation and redesign and the expiration of the GTA posts for the IPSAS Project in April 2015.

E. Finance Section

1. Purpose and roles

65. The Finance Section provides effective, timely, accurate and transparent financial services in the context of disbursements, accounts and treasury functions which meet clients' needs while continuously evaluating work practices to ensure continuous improvement. The Section remains the expert in financial information and maintains ownership on the financial information and ensures that the Registry puts in place adequate financial services for the organisation as a whole.

2. Design criteria

66. As stated above, under the previous structure a single Budget and Finance Section performed two separate functions. Although both are finance-related, they represent two distinct financial workflows. As such, splitting the section into two distinct sections allows the new Finance Section to focus on finance-specific activities and to provide quality finance services to the Court as a whole. Needless to say, the Section needs to work in close cooperation with the Budget Section. Under the new structure, the new Finance Section has an improved internal coherence, achieved through the reallocation of tasks to dedicated units. This structure will also facilitate the re-engineering of inefficient processes, in particular travel costs management, treasury and contributions activities.

67. The Finance Section has been streamlined and refocused to ensure that roles and responsibilities are assigned appropriately. As such, with the new technical support of the SAP module to the payroll system, the need for financial expertise in the actual calculation of benefits, entitlements and pensions is diminished, thereby justifying the move of this function to the Human Resources Section which controls the accuracy of the information entered. However, a dedicated control function remains within the Finance Section. Furthermore, as payroll and disbursement are both expenses accounts and relate to the same activity (handing out money), a combined Disbursement and Payroll Unit has assumed the responsibility for this function. The new Unit controls the calculation of benefits and entitlements and posts the corresponding expenses in the accounts. In terms of the Section's internal structure this translated into dissolving the previous Payroll Unit and abolishing the post of the Head of Payroll, while the Head of Disbursement was assigned additional responsibilities on payroll data control. To ensure business continuity and knowledge transfer, the rest of the staff of the Payroll Unit will follow the new placement of the functions and be redeployed accordingly.

68. Following the design principle of consolidating closely related functions, it was noted that synergies could be achieved by merging the Treasury and Accounts Units into a single Unit. A single merged unit offers some economies of scale of opportunities, helping the teams to cope better with periods of high-volume of work.

69. The aforementioned measures have been discussed and agreed upon with the Court's External Auditor prior to being decided upon.

70. The Section will be working in specialized sub-teams (production-line work for each type of action), as opposed to the previous policy of having all staff performing disbursement functions. At the same time, greater emphasis is placed on training Certifying Officers and holding them accountable for ensuring the timely delivery of services. The changes will lead to greater efficiency and ability to absorb additional work in the future.

3. Staffing

71. The Finance Section is headed by a Chief of Finance (P-5) responsible for overseeing and directing the proper delivery of financial operations at the Court and, as

such, responsible for developing and maintaining the Court’s financial systems, as well as to ensure that the Court’s procedures and processes are implemented within the boundaries of the Court’s Financial Regulations and Rules and accounting standards. The Chief is supported by an Administrative and Finance Assistance (GS-OL). In addition, the Section consists of two units, an Accounts and Treasury Unit (ATU) and a Disbursement and Payroll Unit (DPU). The ATU is managed by a Head of Unit (P-3) responsible for the coordination and supervision of the preparation and production of the financial statements and reports. The Unit also includes an Accounts and Contributions Officer (P-2), three Senior Finance Assistants (GS-OL) and two Finance Assistants (GS-OL). The DPU is managed by a Head of Unit (P-4) and includes a Senior Finance and Payroll Assistant (GS-OL), two Senior Finance Assistants (GS-OL) and four Finance Assistants (GS-OL).

72. To facilitate comparison, the staffing chart below shows the previous staffing of the joint Budget and Finance Section, as well as both the staffing of the new Budget Section and the new Finance Section respectively.

<i>Previous Staffing: Budget and Finance Section</i>	<i>Revised Staffing Budget Section</i>	<i>Revised Staffing Finance Section</i>
Chief, Budget Finance Section (P-5)	Chief, Budget Section (P-5)	Chief, Finance Section (P-5)
IPSAS Project Coordinator (P-4)	Budget Planning and Monitoring Officer (P-4)	Administrative and Finance Assistant (GS-OL)
Management Accounting Supervisor (P-4)	Associate Budget Planning and Monitoring Officer (P-2)	Accounts and Treasury Unit
Payroll Officer (P-3)	Senior Budget Assistant (GS-OL)	Head, Accounts Treasury Unit (P-3)
Treasury Officer (P-3)	Budget Assistant (GS-OL)	Associate Accounts/Contributions Officer (P-2)
Disbursements Officer (P-3)	Admin and Budget Assistant (GS-OL)	Senior Finance Assistant (GS-OL)
Associate Finance Officer IPSAS (P-2)		Senior Finance Assistant (GS-OL)
Associate Budget & Finance Officer (P-2)		Senior Finance Assistant (GS-OL)
Associate Accounts/Contributions Officer (P-2)		Finance Assistant (GS-OL)
Treasury Assistant (GS-PL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Disbursement and Payroll Unit
Budget and Finance Assistant (GS-OL)		Head, Disbursement and Payroll Unit (P-3)
Senior Budget and Finance Assistant (GS-OL)		Senior Finance and Payroll Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Senior Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Senior Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Senior Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)
Budget and Finance Assistant (GS-OL)		Finance Assistant (GS-OL)

<i>Previous Staffing: Budget and Finance Section</i>	<i>Revised Staffing Budget Section</i>	<i>Revised Staffing Finance Section</i>
Budget and Finance Assistant (GS-OL)		
Senior Budget and Finance Assistant (GS-OL)		
Administrative Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		
Budget and Finance Assistant (GS-OL)		

4. Overview of staffing implications

<i>Finance Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P- staff and above</i>	<i>GS- PL</i>	<i>GS- OL</i>	<i>Total GS- staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	2	3	3	-	9	1	17	18	27
Revised (Finance)	-	-	-	-	1	2	1	-	4			13	13	17

5. Budgetary implications

<i>Budget and Finance Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Finance Section</i>	<i>Difference</i>
Professional Staff	€758.1		€441.8	(€316.3)
General Service Staff	€1,136.4		€858.0	(€278.4)
Other Staff Costs	€284.8		-	(€284.8)
Total	€2,179.3		€1,299.8	(€879.5)

73. The budgetary discrepancy above is a product of the separation of the Budget and Finance Sections in the new Registry structure. Revised staff costs of the Finance Section amount to €1,299.8 (see *supra*), and to €556.6 for the Budget Section (see *further supra*), leading to a decrease of €322.9 in total if one were to add the revised staff costs of the Budget Section and the Finance Section. As stated *supra*, also for 2016, a reduction in the combined level of resources for the Sections is proposed following their separation and redesign and the expiration of the GTA posts for the IPSAS Project in April 2015.

F. Human Resources Section (HRS)

1. Purpose and roles

74. HRS performs a number of crucial roles to ensure that the organization obtains optimum results out of its investment in staff resources by ensuring appropriate organizational design and culture, employee development, staff retention, staff training and development. The Section provides strategic advice to management on HR matters as well as quality HR services. It also provides strategic advice on human resources issues and initiatives, prepares information on human resources activities and results, on human resources policy development, grievances and legal matters, and on staff management collaboration.

2. Design criteria

75. A number of problems were identified under the previous structure adversely affecting the Sections' operations and capacity to perform its strategic role adequately. As such, the lack of an appropriate HR strategy means that day-to-day HR decisions take place

in a vacuum and require more discussion and decision-making effort than necessary. Similarly, there is a major, widely recognized HR policy gap at the Court at the moment mainly affecting the area of staffing. This gap leads to real or perceived inconsistencies and unequal treatment. In addition, the use of IT systems within HRS is underdeveloped, operations are still mainly paper-based and the systems do not provide efficient tools to allow HRS to track progress on administrative actions, generate management information or manage staff performance.

76. Important deficiencies in the HRS internal structure relate to an overlap between the existing Units, lack of integration of activities within HRS, conflicting roles and practical problems as a result of the structure. The previous structure of the Section supported five main areas of operations (staffing, staff administration, learning and development, health and welfare and policy and legal issues). However, there was little integration of the activities to ensure a holistic approach to the management of human resources at the Court.

77. The new structure of HRS streamlines and joins the main HR processes, particularly recruitment and staff administration, in order to increase efficiency and speed of the process. Further, it ensures that fewer staff are involved in reaching decisions through effective delegation, empowerment and accountability within the Section. Again, a faster provision of HR services will be the effect. The new structure also alleviates the Chief's operational burden in order to focus on policy, strategy setting, client management, and wider governance issues.

78. As such, the new structure of the Section consists of two main organizational units, the HR Operations Unit and the HR Organizational Development Unit. The HR Operations Unit will be in charge of all recruitment actions and the administration of benefits, entitlements and payroll. The Organizational Development Unit will be in charge of devising strategies, programmes and policies to ensure that the Court hires and develops the right staff and thus maximizes the return on investment in human resources. After years of insufficient attention to essential HR issues like performance management, policies, training and development and staff morale, the Organizational Development Unit will dedicate specific attention to these matters and provide relevant services in all these areas to the staff in Registry and the Court in total.

79. As noted before, the Occupational Health Unit (formerly Health and Welfare Unit) has been separated from HRS and reports now directly to the Director of the Division of Management Services.

3. Staffing

80. The Chief of HRS (P-5) focuses on the overall management of the Section and strategic and policy issues. The Chief is supported by an HR Programme Coordinator (P-3) responsible for coordinating governance and audit issues, planning and reporting, information and knowledge management. He/she also serves as HR systems focal point/liaison with the Resource Planning System (SAP) team in DCS.

81. The Head of the Operations Unit (P-4) also functions as Deputy to the Chief of HRS. The Operations Unit will combine the presently existing recruitment unit and the staff administration unit including the payroll function. These two aspects will remain to be organised in separate sub-units, headed by a P-3 Recruitment Coordinator and a P-3 Payroll and Entitlements Coordinator respectively.

82. The Organizational Development Unit is headed by a Head of Unit (P-4) responsible for strategic workforce planning, talent management, organizational design, and supporting and providing support to the Chief in relation to the HR strategy. Following the vision of a more systematic approach regarding essential needs of staff performance assessment and corresponding staff training entitlements, the unit also consists of a Performance Officer (P-3) to design and implement effective performance management systems within the Court, a Learning and Development Officer (P-3) to identify training and development needs within the Court, as well as an HR Legal and Policy Officer (P-3) to provide legal advice on sensitive or complex cases and to develop policies for HRS in general. By injecting these dedicated resources into the Unit, the Registry provides essential elements for staff development and thereby ultimately staff morale through adequate career support

throughout the institution. An additional temporary Associate HR Policy Officer (P-2) GTA is required for a period of two years to assist in the development of a number of urgent and necessary HR policies.

83. It is noted that new HR layout will not only generate slightly decreased staff costs, it will more importantly have a number of essential functions for the benefit of the staff and thus the Court as a whole. From what was often perceived to be a bureaucratic and inefficient Section, HRS will evolve into a dynamic, modern effective Section benefitting all ICC staff.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, Human Resources Section (P-5)	Chief, Human Resources Section (P-5)
Head, Staffing Unit (P-4)	HR Programme Coordinator (P-3)
Head, Health and Welfare Unit (P-4)	Organizational Development Unit
Head, Staff Administration Unit (P-3)	Head, Organizational Development Unit (P-4)
Head, Learning and Development Unit (P-3)	Performance Officer (P-3)
Special Asst. to Registrar/Legal Officer (P-3)	Learning and Development Officer (P-3)
Staff Welfare Officer (P-3)	HR Legal/Policy Officer (P-3)
Staffing Officer (P-2)	Learning and Development Assistant (GS-OL)
IVP Programme Coordinator (P-2)	
Medical Assistant/Nurse (GS-PL)	Operations Unit
Senior HR Assistant (Policy & Legal) (GS-PL)	Head, HR Operations Unit (P-4)
Senior Human Resources Assistant (GS-OL)	Recruitment Coordinator (P-3)
Administrative Assistant (GS-OL)	Post management assistant (GS-OL)
Senior Human Resources Assistant (GS-OL)	Recruitment Assistant (GS-OL)
Administrative Assistant (GS-OL)	Recruitment Assistant (GS-OL)
HR IT Systems Support Assistant (GS-OL)	Recruitment Assistant (GS-OL)
Senior Staffing Assistant (GS-OL)	Recruitment Assistant (GS-OL)
Staffing Assistant (GS-OL)	Payroll and Entitlements Coordinator (P-3)
Human Resources Assistant (GS-OL)	Senior Human Resources Assistant (GS-PL)
Human Resources Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Human Resources Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Staffing Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Staffing Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Learning and Development Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Human Resources Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Staffing Assistant (GS-OL)	Human Resources Assistant (GS-OL)
Staff Welfare Assistant (GS-OL)	Payroll Assistant (GS-OL)
Occupational Health Nurse / Paramedic (GS-OL)	Payroll Assistant (GS-OL)

4. Overview of staffing implications

<i>Human Resources Section</i>											<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>						
Current	-	-	-	-	1	2	4	2	-	9	2	17	19	28	
Revised	-	-	-	-	1	2	6	-	-	9	1	15	16	25	

5. Budgetary implications

<i>Human Resources Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€799.8	€1,029.6	€229.8
General Service Staff	€1,018.8	€1,070.4	€51.6
Other Staff Costs	€320.9	-	(€320.9)
Total	€2,139.5	€2,100.0	(€39.5)

84. Staff costs for the new HRS will decrease slightly (by €39.500) while rendering essential efficiency gains through its structural and operational realignment.

G. General Services Section (GSS)

1. Purpose and roles

85. The General Services Section has four areas of operations: (i) Facilities Management (FMU), (ii) Logistics and Transportation (LTU), (iii) Procurement and (iv) Travel, Visa and Entitlements (TVEU). FMU is responsible for the premises of the Court and related services. LTU is responsible for coordinating transport services and for managing correspondence and shipments. Procurement is responsible for purchases and requisitions above certain thresholds and is responsible for asset management. TVEU is responsible for official travel or staff, officials and others as well as for liaising with the host State for matters concerning individual privileges and immunities of staff and Court officials, organizing visas, UN Laissez-Passer and other travel documents. Importantly, with the move to the new premises at the end of 2015 GSS will be required to change the focus of its operation from being a lessor and co-tenant in a rented building to an owner/occupier of a purpose-built larger permanent facility.

2. Design criteria

86. At present, GSS is considered as functioning well with a high degree of flexibility. There are however a number of developments external to the Section which affect its structure and staffing, namely, the move to the new premises and the changes to the field operating model including the new role and functioning of the Field Offices.

87. With respect to the new premises, there are a number of roles that need to be exercised, which GSS is currently not yet performing. In contrast, there are also roles that GSS in the future will no longer be required to perform. As such, the new organisational chart for GSS is based on the assumption that in the new premises, maintenance will be organised via outsourcing to a single vendor. But even then, GSS is confronted with additional workload, such as in relation to e.g. financial planning, use of information systems, maintenance of the mirror pond, operating additional courtrooms and the use of a visitor restaurant. The use of conference facilities in the new building will lead to some additional work.

88. In relation to the new field operating model, GSS becomes responsible for Field Office facilities management, fleet management and logistics support. GSS plays a pivotal role in the determination of the technical conditions a building must fulfil before it can function as an ICC Field Office. Similarly, based on the information provided by the Head of a Field Office, GSS becomes responsible to determine any corrective maintenance as it may be appropriate and required. Fleet management for the field, a responsibility which under the previous structure belonged to the former Field Operations Section (FOS), will be merged within the current functions of GSS to avoid duplication and ensure that there is sufficient technical knowledge. While the Chief of the Field Office is responsible for the day-to-day management of the use and allocation of vehicles, GSS is responsible for capital investment and allocating vehicles to the field, and to budget for their maintenance and replacement.

3. Staffing

89. There are no major structural or organizational changes in regards to GSS. The Section will maintain its current overall organizational design consisting of the four above mentioned Units. As a result of the new premises and associated additional functions and workload, some additional resources will be required within GSS structure once in the new premises; these will be requested through the 2016 Programme Budget.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, General Services Section (P-5)	Chief, General Services Section (P-5)
Chief Procurement Officer (P-4)	Administrative Assistant (GS-OL)
Logistics and Transport Officer (P-3)	Logistics and Transport Unit
Facilities management officer (P-3)	Head, Logistics and Transport Unit (P-3)
Facilities Project Manager (P-2)	Correspondence and Freight Coordinator (GS-OL)
Senior Facilities Assistant (GS-PL)	Supply Coordinator (GS-OL)
Travel Supervisor (GS-PL)	Transport Coordinator (GS-OL)
Procurement Coordinator (GS-PL)	Registry Clerk (GS-OL)
Registry Clerk (GS-OL)	Property control assistant (GS-OL)
Procurement Assistant (GS-OL)	Logistics Clerk (GS-OL)
Driver/Clerk (GS-OL)	Logistics Clerk (GS-OL)
Logistics Clerk (GS-OL)	Logistics Clerk (GS-OL)
Travel Assistant (GS-OL)	Logistics Clerk (GS-OL)
Facilities Services Clerk (GS-OL)	Driver (GS-OL)
Handyman (GS-OL)	Driver (GS-OL)
Logistics Clerk / Driver (GS-OL)	Driver (GS-OL)
Draughtsman (GS-OL)	Driver (GS-OL)
Supply Clerk (GS-OL)	Procurement Unit
Driver/Clerk (GS-OL)	Head, Procurement Unit (P-4)
Facilities Technician (Sec.Installations) (GS-OL)	Procurement Coordinator (GS-PL)
Administrative Assistant (GS-OL)	Procurement Assistant (GS-OL)
Procurement Assistant (GS-OL)	Procurement Assistant (GS-OL)
Vehicle Dispatcher/Driver (GS-OL)	Procurement Assistant (GS-OL)
Facilities HVAC Technician (GS-OL)	Procurement Assistant (GS-OL)
Procurement Assistant (GS-OL)	Procurement Clerk (GS-OL)
Registry Supervisor (GS-OL)	Facilities Management Unit
Facilities Services Clerk (GS-OL)	Head, Facilities Management Unit (P-4)
Facilities Electrical Technician (GS-OL)	Associate Project Officer (P-2)
Procurement Assistant (GS-OL)	Hard services Coordinator (GS-PL)
Driver/Clerk (GS-OL)	Draughtsperson (GS-OL)
General Service Clerk (GS-OL)	Facilities Services Clerk (GS-OL)
Facilities Services Clerk (GS-OL)	Facilities Services Clerk (GS-OL)
Driver/Clerk (GS-OL)	Facilities Services Clerk (GS-OL)
Registry Clerk (GS-OL)	Facilities Technician (HVAC) (GS-OL)

<i>Current staffing</i>	<i>Revised staffing</i>
Travel Assistant (GS-OL)	Facilities Technician (Sec. Installations) (GS-OL)
Administrative Assistant (GS-OL)	Facilities Technician (Electrical) (GS-OL)
Handyman (GS-OL)	Handyman (GS-OL)
Travel Assistant (GS-OL)	Handyman (GS-OL)
Travel Assistant (GS-OL)	Handyman (GS-OL)
PCIU/Claims Assistant (GS-OL)	Travel, Visa and Entitlements Unit
Travel Assistant (GS-OL)	Travel Supervisor (GS-PL)
Handyman (GS-OL)	Travel Assistant (GS-OL)
Travel Assistant (GS-OL)	Travel Assistant (GS-OL)
	Travel Assistant (GS-OL)
	Travel Assistant (GS-OL)
	Travel Assistant (GS-OL)

4. Overview of staffing implications

<i>General Services Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	1	2	1	-	5	3	36	39	44
Revised	-	-	-	-	1	2	1	1	-	5	3	34	37	42

5. Budgetary implications

<i>General Services Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€568.4	€590.1	€21.7
General Service Staff	€2,392.8	€2,485.2	€92.4
Other Staff Costs	€174.3	-	(€174.3)
Total	€3,135.5	€3,075.3	(€60.2)

H. Security and Safety Section (SSS)

1. Purpose and roles

90. SSS is responsible for the physical protection of the Court and safety of elected officials, staff, witnesses, visitors and others. It supports the judicial activities and safe custody of accused persons, management of information security risks and management and provision of personnel security (vetting). It supports security and safety to the Court operations outside Headquarters, maintains and implements fire and occupational safety risk reduction policies and procedures and investigates security and safety incidents impacting on the Court.

2. Design criteria

91. Several concerns were identified regarding the previous structure of SSS. In particular, there was a perception that the staff resources were insufficient and that the workload distribution was uneven. The perceived insufficiency of the resource levels is largely the result of a number of staff management factors, such as the general staffing level, unfilled vacancies, leaves or absences. In addition, the scheduling system for rotations and shifts was perceived as problematic. Furthermore, communication and

cooperation within the Section was considered inefficient, in particular as regards general scheduling and planning of shifts and other security-related activities.

92. The new structure of SSS consists of two units: (i) the Building and Court Security Unit (BCSU), responsible mainly for the security and safety of the Court premises; and (ii) the Security Policy and Compliance Unit (SPCU), responsible for all activities relating to security compliance, training, policies, fire and safety guidelines and activities, vetting of staff, pass & ID and other logistics support.

93. This new structure allows for a more stringent alignment of tasks in the different units and subunits. In addition, the Field Support Unit (FSU), formerly within SSS, has been embedded in the Division of External Relations due to its strong operational links to the work in the field offices. However, for the purpose of seamless coordination and proper information flow, a reporting line from the Field Security Coordinator to the Chief of SSS has been retained. Similarly, the Information Security Unit has been moved from SSS into the new Information Management Services Section due to its predominant IT component. This structural realignment has led to a decrease of SSS staffing levels while focusing the Section on its core functions.

94. BCSU will be responsible for the planning and scheduling function as it is directly concerned with securing the premises. Other structural realignments have been made in order to be better prepared for the specific security requirements of the new premises of the Court. First, there will be heavier reliance on automated/electronic security measures. Second, the size and features of the new premises require additional tailor-made security arrangements.

95. With the appropriate measures taken, it was possible to develop a security system for the present premises that would have allowed for a reduction in staffing requirements. However, given the fact that the new premises are of a considerably different size, SSS staffing requirements for the new premises will have to increase. However, without such measures taken, the necessary staff increases to secure the new, bigger premises would have been higher. In fact, compared to previous in-house projections of envisaged SSS staffing requirements in the new premises prior to *ReVision*, the relative saving amounts to altogether eight positions or an approximate amount of €584 thousand.

3. Staffing

96. SSS is headed by a Section Chief (P-5), assisted by an Admin Assistant (GS-OL). The Chief provides strategic guidance to the Units and focuses on policy and compliance functions.

97. In BCSU, a Head (P-4) is deputised by a Senior Lieutenant (GS-PL), commanding two Lieutenants (G-6). This arrangement provides a clear line of authority within the Unit. The Head of Unit will also act as Deputy Chief of Section. The Unit Head focuses on operational issues within the Section concerning its day-to-day management. The BCSU further includes five Sergeants (G-5), twelve Senior Security Officers (G-4) and 22 Security Officers (G-3). The current Security Assistants (G-2) will be reclassified to Security Officers (G-3) for the Permanent Premises. A dedicated training programme has been provided for these officers in cooperation with the ICTY. It is in particular this decision relating to the reclassification of the G-2 staff that will allow for a more flexible and motivated security work force.

98. The new SPCU is headed by a Policy and Compliance Officer (G-7) who will coordinate all activities relating to the Unit's responsibilities. The Unit will be further staffed with a Fire & Safety Officer (G-7), a Security Training Coordinator (G-6), one Security Training Assistant (G-4), one Personnel Security Officer (G-6), an Identification and Logistics Support Administration Officer (G-6), two Personnel Security Support Officers (G-5) one Identification & Logistics Support Assistant (G-4), and one Administrative Assistant (G-4).

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, SSS (P-5)	Chief, SSS (P-5)
Security Operations Officer (P-4)	Administrative Assistant (GS-OL)
Head Field Security Unit (P-4)	Security Policy and Compliance Unit
Information Security Officer (P-4)	Head, Security Policy and Compliance Unit (GS-PL)
Head, Protective Security Unit (P-3)	Fire and Safety Officer (GS-PL)
Field Security Officer (P-3)	Security Training Coordinator (G-6) (GS-OL)
Field Security Officer (P-3)	Security Training Assistant (G-4) (GS-OL)
Field Security Officer (P-3)	Identification and logistics support officer (G6) (GS-OL)
Field Security Officer (P-3)	Identification and logistics support assistant (G4) (GS-OL)
Security Analyst (P-2)	Personnel security Officer (G6) (GS-OL)
Security Analyst (P-2)	Personnel Security Support Officer (G-5) (GS-OL)
Fire and Safety Officer (GS-PL)	Administrative Assistant (G-4) (GS-OL)
Planning and Coordination Officer (GS-OL)	Building and Court Security Unit
Administrative and Support Officer (GS-OL)	Head, Building and Court Security Unit (P-4)
PASS and ID Officer (GS-OL)	Senior Lieutenant (GS-PL)
Administrative and Logistics Assistant (GS-OL)	Security Planning and Scheduling Officer (G-6) (GS-OL)
Security Support Assistant (GS-OL)	Security Lieutenant (G-6) (GS-OL)
Security Support Assistant (GS-OL)	Security Lieutenant (G-6) (GS-OL)
Security Support Assistant (GS-OL)	Security Sergeant (G5) (GS-OL)
Security Support Assistant (GS-OL)	Security Sergeant (G5) (GS-OL)
Security Support Assistant (GS-OL)	Security Sergeant (G5) (GS-OL)
Security Support Assistant (GS-OL)	Security Sergeant (G5) (GS-OL)
Security Support Assistant (GS-OL)	Security Sergeant (G5) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Senior Security Officer (G4) (GS-OL)
Security Support Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Security Support Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Planning and Coordination Officer (GS-OL)	Security Officer (G3) (GS-OL)
Security Sergeant (GS-OL)	Security Officer (G3) (GS-OL)

<i>Current staffing</i>	<i>Revised staffing</i>
Local Security Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Local Security Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Local Security Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Local Security Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Local Security Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Information Security Compliance Analyst (GS-OL)	Security Officer (G3) (GS-OL)
Security Lieutenant (GS-OL)	Security Officer (G3) (GS-OL)
Senior Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Security Sergeant (GS-OL)	Security Officer (G3) (GS-OL)
Administrative Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Senior Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Senior Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Security Sergeant (GS-OL)	Security Officer (G3) (GS-OL)
Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Senior Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Administrative Assistant (GS-OL)	Security Officer (G3) (GS-OL)
Security Sergeant (GS-OL)	Security Officer (G3) (GS-OL)
Security Officer (GS-OL)	Security Officer (G3) (GS-OL)
Security Lieutenant (GS-OL)	Field Security Unit
Senior Security Officer (GS-OL)	Field Security Coordinator (P-4) ³²
Security Sergeant (GS-OL)	Assistant Field Security Coordinator (GS-OL) ³³
Security Training Coordinator (GS-OL)	
Security Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Security Sergeant (GS-OL)	
Security Lieutenant (GS-OL)	
Personnel Security Support Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Security Officer (GS-OL)	
Security Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Security Planning and Scheduling Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Security Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Senior Security Officer (GS-OL)	
Security Officer (GS-OL)	

³² While this position is in SSS, it will be embedded in the Coordination and Planning Unit of the Cooperation and External Relations Sections in the DER.

³³ *Ibid.*

<i>Current staffing</i>	<i>Revised staffing</i>
Senior Security Officer (GS-OL)	
Security Lieutenant (GS-OL)	
Security Lieutenant (GS-OL)	
Security Lieutenant (GS-OL)	
Security Lieutenant (GS-OL)	
Security Lieutenant (GS-OL)	
Security Training Assistant (GS-OL)	
Security Lieutenant (GS-OL)	
Security Lieutenant (GS-OL)	

4. Overview of staffing implications

<i>Security and Safety Section</i>										<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>					
Current	-	-	-	-	1	3	5	2	-	11	1	73	74	85
Revised	-	-	-	-	1	2	-	-	-	3	3	50	53	56

5. Budgetary implications

<i>Security and Safety Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€1,149.0	€400.3	(€748.7)
General Service Staff	€4,692.7	€3,063.3	(€1,629.4)
Other Staff Costs	€486.7	-	(€486.7)
Total	€6,328.4	€3,463.6	(€2,864.8)

99. The decrease of SSS staffing levels, alongside the substantial decrease in staff costs of €2,864.8 thousand is due to the structural realignment of two previous SSS units in other Sections/Divisions (see *supra*) while focusing the revised SSS on its core functions.

I. Division of Judicial Services – Office of Director (DJS-OD)

1. Purpose and roles

100. The Division of Judicial Services is responsible for providing effective services and support to the judicial activities of the Court. The Division consists of the Director's Office, the Court Management Section, the Detention Section, the Languages Services Section, the Information Management Section, the Counsel Support Section, the Victims Participation and Reparations Section, and provides administrative oversight to the Offices of Public Counsel for the Defence and for Victims.³⁴ As such, the Office of the Director provides strategic leadership and coordination to the Sections within the Division, monitors the Court's judicial proceedings, coordinates the required activities to implement Court decisions, and interacts with the different "actors" in proceedings (Chambers, parties, participants and other stakeholders).

³⁴ As a result of Phase 2 of the *ReVision*, CSS, VPRS, OPCD and OPCV are envisaged to be merged into two specialized offices, i.e. one single Defence Office and one Victims Office. As discussions concerning necessary amendments to the Regulations of the Court to this end are still ongoing among the Judges, Phase 4 has not yet been finalized for these Sections and Offices, and thus their structure remains for the time being unrevised.

2. Design criteria

101. The Director of DJS plays a critical role in the management of the Registry, in particular in relation to the judicial support functions of the Registry. The Director has to provide strategic leadership, needs to direct the work of the Division, to set up programmes of work and to monitor implementation. Furthermore, the Director is a member of the RMT, thus playing a crucial role in the discharge of the executive functions of the Registrar and the coordination of Registry activities.

102. The Director's Office supports the Director and plays a coordinating role for all the Division's Sections. The revised structure ensures that the Director can exercise his or her responsibility to be a member of the RMT, provide strategic guidance and coordination to the Division and leave operational responsibilities to the Sections. The latter are thereby empowered to take own decisions within their competence. The Director will ensure coordination of the Registry support to court proceedings, including through liaison with Judges. He or she alerts the Legal Office of relevant developments that may require oral or written submissions from the Registry.

103. Under the previous structure, DJS-OD was overly focused on operational tasks which did not leave sufficient time and resources for the strategic aspects of the Director's role. The Office assumed responsibility for a large number of operational tasks where such responsibility should lie with the Sections. The revised structure enables the Director to concentrate on high-level strategic and policy issues, as opposed to being overly concerned with operational matters. Such matters are now delegated to the Chiefs of Sections and their performance monitored by the Director.

104. Furthermore, with the new high-level structure of the Registry and the consequent creation of a Division of External Affairs, all tasks related to State cooperation previously under DJS have now been reassigned to DER. Only arrest operations will for the time being continue to be carried out by the Director of DJS, to ensure continuity in the meantime. Similarly, as explained before, following the revised structure and distribution of responsibilities within Registry, the Legal Office is now in charge of coordinating and directing the preparation of legal submissions. This will ultimately also go to the benefit of the Chambers in that it increases legal Registry submissions both in speed and quality.

3. Staffing

105. In addition to the Director (D-1), the new structure of DJS-OD consists of a Judicial Coordinator (P-3) (formerly one of the two Division's Legal Coordinators), assisted by an Associate Judicial Coordinator (P-2) and an Administrative Assistant (GS-OL) who serves as an administrative resource. The primary role of the Judicial Coordinator is to facilitate the communication and work between the Director, the Immediate Office of the Registrar, the other two Directors and the subordinate Sections. Similarly, the Judicial Coordinator is also the Division's focal point for Chambers and thus coordinates all such interactions. The Associate Judicial Coordinator supports the Judicial Coordinator in his/her tasks and takes care of a number of residual unforeseeable operational matters coming to the Director's Office. The Administrative Assistant's tasks remain the same as in the previous structure. In addition, the Administrative Assistant assists the Director in administrative tasks regarding the fulfilment of his functions in the RMT.

<i>Current staffing</i>	<i>Revised staffing</i>
Director (D1)	Director, DJS (D1)
Legal Coordinator (P3)	Judicial Coordinator (P3)
Legal Coordinator (P3)	Associate Judicial Coordinator (P2)
Associate Legal Officer (P2)	Administrative Assistant (GS-OL)
Administrative Assistant (G5)	

4. Overview of staffing implications

Division of Judicial Services – Office of the Director	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- staff and above	GS- PL	GS- OL	Total	
													GS- staff	Total staff
Current	-	-	-	1	-	-	2	1	-	4	-	1	1	5
Revised	-	-	-	1	-	-	1	1	-	3	-	1	1	4

5. Budgetary implications

Division of Judicial Services – Office of the Director	Current staff costs	Revised staff costs	Difference
Professional Staff	€465.2	€360.3	(€104.9)
General Service Staff	€66.0	€66	-
Other Staff Costs	€20	-	(€20.0)
Total	€551.2	€426.3	(€124.9)

106. The P-3 resource that has been taken out of DJS-OD has been redeployed to DER following relevant resource needs alongside the migration of a number of previous DJS-OD tasks to the DER.

J. Court Management Section (CMS)

1. Purpose and roles

107. CMS forms the heart of service provision in and around the courtroom. As such, the Section hosts the most essential functions for the proper functioning of court proceedings: managing the evidence and assisting the bench with the management of the courtroom, assisting in all technical matters, creating transcripts of the proceedings, providing the back office, and assuring that documents are filed and available to the Chamber, parties and participants. With the addition of a stronger information management mandate, CMS will in addition hold the ownership over the eCourt system of the Court.

2. Design criteria

108. A number of opportunities for changes to the structure of the Section have been identified in order for CMS to become more flexible in dealing with an increased workload, and to improve its efficiency, client-orientation and capacity to swiftly react to work surge in the judicial proceedings, be they temporary or of a more permanent nature. These structural and operational alignments will result in measurable service improvements towards CMS clients, particularly the Judiciary.

109. In the new structure of CMS, there will be a partial realignment of services and responsibilities. Some functions have been redistributed between the two existing units. The Judicial Operations Unit (JOU, previously “In-Court and Offices Services Unit” (IOSU)) fulfils all operational functions of the Section, while the Judicial Information Management Unit (JIMU, previously “Courtroom Operations Support Unit” (COSU)) focuses on the technical support to JOU’s operations.

110. In the new JOU structure, Courtroom Officers play a greater role within CMS and in the Registry in general. They serve as the smart eyes and ears of the Registrar in the courtroom. The Courtroom Officers are in charge of all operational matters arising in the case, both in and outside the courtroom, and provide supervision to the members of the respective courtroom team. They are also responsible for alerting other Registry Sections about developments in the courtroom that require action from the relevant Section(s).

111. Through JIMU, CMS is responsible for the entire eCourt system. The eCourt related functions were previously split between CMS and the former Information and Communication Technologies Section (now IMSS); however, as there is substantial judicial information systems-related work taking place in CMS, synergies will be achieved by placing the eCourt management within CMS. This will translate into increasing output at a similar staff level. IMSS is designed to be the central and sole provider of core technology services, systems development and technical administration, as well as of generic information management architecture, policy and guidance. Judicial records and information, on the other hand, is highly specialized and truly managed by CMS as the custodian of the case file. Moreover, digital and, to a degree, physical evidence management will be added to this Unit too.

112. Concerning the system of production of real time transcripts in English and French, Regulation 27 of the Regulations of the Court requires the production of real time transcripts in only one of the Court's working languages instead of two. The Registry is in regular contact with the Judiciary as to whether in each specific case real time transcripts in only one or in both working languages of the Court are required. The transcripts are being produced by in-house Court Reporters, who can work in either the English or the French language. The Court will continue to use these in-house Court Reporters, but will aim at providing more flexibility in the system as applied at the moment. In light of the fact that court proceedings are presently not taking place on a daily basis, the Court Reporters will be cross-trained in order to assist in other courtroom related activities. Furthermore, transcripts may also be required by the Office of the Prosecutor or by the Victims and Witnesses Section in their contacts with (potential) witnesses. Workload permitting, the Court Reporters may be able to assist in such activities.

3. Staffing

113. CMS is headed by the Chief of CMS at P-5 level, supported by an Administrative Assistant (GS-OL). CMS consists of two redefined units: Judicial Operations Unit and the Judicial Information Management Unit (see *supra*). The Head of the Judicial Operations Unit (P-3) deputises the Chief.

114. In order to further concentrate operational resources in JOU, Court Reporters (P-2) will not report any more to the Chief of Section but to the Head of JOU. One Court Reporter will be assigned as coordinator/focal point, albeit without supervisory responsibility.

115. There is a high level of expertise of eCourt skills in the post of eCourt Systems Administration Assistant ('ESAA') presently within CMS. This post has continuously been expanded to fulfil roles included in the new Unit, but is overstretched and - due to lack and fragmentation of resources - not in a position to bring it to the required next level. There are presently two P-3 officers partly covering judicial information management (one in CMS - the Head of the former COSU, and one in IMSS), neither of which has a sufficient functional role in the overall direction of judicial information management needs. These skills and resources will be concentrated in CMS. The Judicial Information Management Officer (P-3) is the Head of the JIMU and will be assigned with tasks to lead the eCourt development and to cooperate with IMSS to ensure proper system integration and implementation, in addition to giving technical advice to the Chief of Section on courtroom technology.

116. The Judicial Information Management Officer will directly supervise two AV Assistants (G-6/7) and an Associate Information Management Officer (P-2). The latter will be responsible for the development of eCourt solutions on the technical level; oversee the usage of all CMS-specific technology and systems; and act as a quality manager within CMS related to evidence management. The creation of this position and functions is required due to CMS' responsibility to handle, administer and store evidence as the custodian of the case file. The eCourt Systems Administration Assistant position (G-6) will be abolished.

117. Furthermore, a temporary eCourt Project Manager (P4) is included on a GTA basis for a period of two to three years. This project manager will report to the Chief of CMS and will cooperate closely with the Chief of IMSS. The project manager will, with the input

from stakeholders from Chambers, parties and participants and different Registry sections, develop plans for the further strengthening and development of the eCourt system that can compete with and build upon systems in place in other international tribunals. This project is aimed at facilitating the work of Judges, Chambers' staff, parties and participants in their work in and around the courtroom. The project will aim at streamlining work processes and making the eCourt system more user-friendly, powerful and effective. The eCourt Project Manager will also lead the development of a new judicial database in order to optimise support to the Judiciary and parties and participants in the proceedings and in all their legal research and decision-making.

118. As described above, three eCourt assistants will be transferred from IMSS to CMS and supervised by the Associate Information Management Officer. Their transfer will serve to concentrate the Registry's operational eCourt capacity in one single Unit, thereby streamlining and clarifying work processes. The technological skills and functions will remain with IMSS, while the general system administration and control will be moved to CMS.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, Court Management Section (P-5)	Chief, Court Management Section (P-5)
Legal Officer/Information Systems Coord. (P-3)	Head, Judicial Operations Unit (P-3)
Head, Courtroom Operations Support Unit (P-3)	Head, Judicial Information Management Unit (P-3)
GTA (P-2)	Assoc. Legal Officer/ Courtroom Officer (P-2)
GTA (P-2)	Assoc. Legal Officer/Courtroom Officer (P-2)
Assoc. Legal Officer/ Courtroom Officer (P-2)	Court Reporter (English) (P-2)
Assoc. Legal Officer/Courtroom Officer (P-2)	Court Reporter (English) (P-2)
Court Reporter (English) (P-2)	Court Reporter (French) (P-2)
Court Reporter (English) (P-2)	Court Reporter (French) (P-2)
Court Reporter (French) (P-2)	Court Reporter (French) (P-2)
Court Reporter (French) (P-2)	Court Reporter (English) (P-2)
Court Reporter (French) (P-2)	Court Reporter (English) (P-2)
Court Reporter (English) (P-2)	Court Reporter (French) (P-2)
Court Reporter (English) (P-2)	Court Reporter (French) (P-2)
Court Reporter (French) (P-2)	Associate Judicial Information Management Officer (P-2)
Court Reporter (French) (P-2)	Senior audio-visual production assistant (GS-PL)
Senior Audio-Visual Technician (GS-PL)	Administrative Assistant (GS-OL)
eCourt systems Administration Assistant (GS-OL)	Senior Court Records Assistant (GS-OL)
Administrative Assistant (GS-OL)	Court Clerk (GS-OL)
Senior Court Records Assistant (GS-OL)	Court Records Assistant (GS-OL)
Court Clerk (GS-OL)	Court Records Assistant (GS-OL)
Court Record Assistant (GS-OL)	Court Records Assistant (GS-OL)
Court Records Assistant (GS-OL)	Senior Transcript Coordinator (GS-OL)
Court Records Assistant (GS-OL)	Court Clerk (GS-OL)
Senior Transcript Coordinator (GS-OL)	Court Records Assistant (GS-OL)
Court Clerk (GS-OL)	Court Records Assistant (GS-OL)
Court Records Assistant (GS-OL)	Audiovisual production assistant (GS-OL)
Court Records Assistant (GS-OL)	Court Clerk (GS-OL)

<i>Current staffing</i>	<i>Revised staffing</i>
Audio-Visual Assistant (GS-OL)	eCourt Assistant (GS-OL)
Court Clerk (GS-OL)	eCourt Assistant (GS-OL)
	eCourt Assistant (GS-OL)
	Transcript Coordinator (GS-OL)
	Audiovisual Production Assistant (GS-OL)

4. Overview of staffing implications

<i>Court Management Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	-	2	13	-	16	1	13	14	30
Revised	-	-	-	-	1	-	2	12	-	15	1	17	18	33

5. Budgetary implications

<i>Court Management Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€1,205.7	€1,375.5	€169.8
General Service Staff	€872.4	€1,202.4	€330.0
Other Staff Costs	€249.1	-	(€249.1)
Total	€2,327.2	€2,577.8	€250.7

119. The moderate budgetary increase of CMS is generated through the redeployment of dedicated eCourt Assistant resources from IMSS, following the design principle that eCourt management will be concentrated in CMS as the section most directly dealing with it on a daily basis. This moderate budgetary increase in CMS will lead to a corresponding budgetary decrease in IMSS where the eCourt Assistant resources are taken out.

K. Language Services Section (LSS)

1. Purpose and roles

120. The Language Services Section (LSS; former Court Interpretation and Translation Section (“STIC”)) provides language services (including translation, revision and editing of Court documents) to the Judiciary, the parties to the proceedings and Registry for the efficient conduct of court business. It provides simultaneous interpretation for trial hearings, press conferences, meetings and other events at the seat of the Court and elsewhere as well as assistance and guidance in terminology and references. The Section also oversees language tools to make sure that consistent terminology is used across the Court and assists with recruitment, training and accreditation of field interpreters jointly with the Language Services Unit (LSU) of the Office of the Prosecutor. LSS trains interpreters from and into local languages to be used in specific situations.

2. Design criteria

121. The following key concerns were identified in relation to the previous structure of the Section: (i) There is a wide fragmentation of the Units within the Section with seven Heads of Units reporting directly to the Chief of Section; (ii) this fragmentation leads to unnecessary involvement of the Chief of Section in many decisions at the unit level, and the performance appraisal of a great number of staff; (iii) there seems to be lesser empowerment of staff in managing activities falling under their responsibilities; and (iv) the Chief of Section has to deal with (too) many operational issues, thereby not sufficiently focussing on strategic matters of the Section. The Registrar’s decisions regarding

operational and structural changes in the Section are geared towards a notable service improvement towards the Section's main clients, the Judiciary in particular.

122. Within the Translation Units, previously revisers and head revisers were supposed to undertake no other work than revision of drafts provided by the respective Units' translation staff. There was no direct client interaction. Instead, the Translation and Programming Unit (TPU) was created within the Section to coordinate and monitor clients' requests for translation and the production of translated documents. The Head of TPU was considered as the Head of Translation, but in practice exercised administrative oversight only within the TPU and had no substantive quality control of translation products and other relevant operational tasks, or an ability to influence the output of the various Translation Units. The TPU represented in that regard a bureaucratic layer between the translation services and clients. In the future, the task of direct client contact and coordination will be brought back to the (head) revisers of the respective Translation Units. This will render communication more direct and effective and cut out time-consuming bureaucratic layers. New Heads of Translation Units will be empowered in assuming some additional managerial and client-handling roles, while being directly responsible for the output of their Unit. Mindful of the urgent resource needs of the Translation Units and the additional tasks allocated with the (head) revisers, two new Heads of Unit (English and French TU) will be recruited at P-4 level. The direct link between the Translation Units and their clients will have a beneficial effect in particular for the Judiciary as the most important client and render collaboration more effective.

123. Furthermore, the Arabic Translation Unit has been renamed as 'Situation Language Translation Unit', while retaining its current Arabic capacity but similarly reflecting the need to have a more holistic unit encompassing a number of situation related working languages in addition to the two official working languages of the Court.

124. Regarding the Terminology and Reference Unit (TRU), different workload pressures on the Section as a whole required a reallocation/redirection of some of the resources previously allocated to the Unit. As such, it was considered that a consolidation of the remaining resources from TRU and TPU into a unified unit would be the most conducive way to ensure a more effective use of resources. A new unit will thus be created ('Translation Support and Terminology Unit', 'TTSU'), rendering logistical and technical support to the two Translation Units and providing relevant terminology expertise to LSS as well as external clients.

125. The Interpretation Unit (IU) provides interpretation services for judicial and non-judicial (conference) events. Further, the present Field and Operational Interpretation Unit (FOIU) identifies, selects and recruits field interpreters who are either used for OTP/Registry field needs or for other projects of the Registry. Those field interpreters do not generally work in court except if they were to be trained to become paraprofessional court interpreters. There are a number of potential synergies between the IU and the FOIU. Most obviously, both deal with securing an interpretation service, albeit on different levels. The insertion of FOIU into IU will bring the provision of interpretation together under one common manager. Also, the merger should allow standardizing the process of identifying, recruiting, testing, and managing both freelancers and field interpreter pools.

3. Staffing

126. Under the revised structure, there is a need for two additional P-4 posts for the English and French Translation Units as Heads of these Units. In turn, through the creation of TTSU, a P-4 and a P-2 post will be abolished. Therefore, the proposed structural changes in LSS will remain neutral in terms of staffing numbers. Present long-term GTA-funded positions (one P-2 Associate Field Interpretation Coordinator) in Field and Operational Interpretation will be converted into established posts. The frozen P-2 Associate Translator in the English Translation Unit will also be unfrozen.

Current staffing

Revised staffing

Chief, STIC (P-5)

Chief, LSS (P-5)

Terminologist (P-4)

Court Interpreter (English) (P-4)

<i>Current staffing</i>	<i>Revised staffing</i>
Head, Translation Unit (P-4)	Head, Interpretation Unit (P-4)
Court Interpreter (English) (P-4)	Reviser (French) (P-4)
Head, Interpretation Unit (P-4)	Reviser (English) (P-4)
Head Reviser (French) (P-4)	Court Interpreter (French) (P-4)
Head Reviser (English) (P-4)	Reviser (French) (P-4)
Court Interpreter (French) (P-4)	Reviser (French) (P-4)
Reviser (French) (P-4)	Head, Situation Languages Translation Unit (P-4)
Reviser (French) (P-4)	Court Interpreter (Bilingual) (P-4)
Reviser (Arabic) (P-4)	Court Interpreter (SWA/LIN) (P-4)
Court Interpreter (Bilingual) (P-4)	Head, French Translation Unit / Senior reviser (P-4)
Court Interpreter (SWA/LIN) (P-4)	Head, English Translation Unit / Senior reviser (P-4)
Court Interpreter (English) (P-3)	Head, Terminology and Translation Support Unit (P-4)
Court Interpreter (French) (P-3)	Court Interpreter (English) (P-3)
Translator (French) (P-3)	Court Interpreter (French) (P-3)
Court Interpreter (French) (P-3)	Translator (French) (P-3)
Translator (French) (P-3)	Court Interpreter (French) (P-3)
Translator (French) (P-3)	Translator (French) (P-3)
Court Interpreter (English) (P-3)	Translator (French) (P-3)
Court Interpreter (French) (P-3)	Court Interpreter (English) (P-3)
Translator (French) (P-3)	Court Interpreter (French) (P-3)
Court Interpreter (English) (P-3)	Translator (French) (P-3)
Translator (English) (P-3)	Court Interpreter (English) (P-3)
Translator (English) (P-3)	Translator (English) (P-3)
Translator (French) (P-3)	Translator (English) (P-3)
Translator (French) (P-3)	Translator (French) (P-3)
Translator (English) (P-3)	Translator (French) (P-3)
Operational Interpretation Coordinator(P-3)	Translator (English) (P-3)
Translator (French) (P-3)	Field & Operational Interpretation Coordinator (P-3)
Translator (French) (P-3)	Translator (French) (P-3)
Court Interpreter (Swahili) (P-3)	Translator (French) (P-3)
Associate Translator (Swahili / Lingala) (P-2)	Court Interpreter (Swahili) (P-3)
Assoc. Field Interpretation Coordinator (P-2)	Assoc. Field Interpretation Coordinator (P-2)
Associate Translator (English) (P-2)	Associate Translator (English) (P-2)
Associate Translator (French) (P-2)	Associate Translator (French) (P-2)
Associate Translator (Arabic) (P-2)	Associate Translator (Arabic) (P-2)
Court Interpreter (SWA/LIN) (P-2)	Associate Court Interpreter (SWA/LIN) (P-2)
Associate Terminologist (P-2)	Associate Terminologist (P-2)
Associate Translator (English) (P-2)	Associate Translator (English) (P-2)
Translator (English) (P-2)	Associate Translator (English) (P-2)

<i>Current staffing</i>	<i>Revised staffing</i>
Reference Assistant (GS-PL)	Reference Assistant (GS-PL)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)
Information Management Assistant (GS-OL)	Translation Coordination Assistant (GS-OL)
Administrative Assistant (Interpretation) (GS-OL)	Administrative Assistant (Interpretation) (GS-OL)
Administrative Assistant (Terminology) (GS-OL)	Terminology and Reference Assistant (GS-OL)
Document Management Assistant (GS-OL)	Document Management Assistant (GS-OL)
Administrative Asst (Field Interpretation) (GS-OL)	Field and Operational Interpretation Assistant (GS-OL)
Document Management Assistant (GS-OL)	Document Management Assistant (GS-OL)

4. Overview of staffing implications

<i>Language Services Section</i>										<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>					
Current	-	-	-	-	1	12	19	9	-	41	1	7	8	49
Revised	-	-	-	-	1	13	19	8	-	41	1	7	8	49

5. Budgetary implications

<i>Language Services Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€4,252.7	€4,464.2	€211.5
General Service Staff	€542.4	€542.4	-
Other Staff Costs	€878.8 ³⁵	-	(€878.8)
Total	€5,673.9	€5,006.6	(€667.3)

127. The net decrease in staff costs despite an unaltered head count reflects the overall decrease of other staff costs.

L. Detention Section (DS)

1. Purpose and roles

128. The Detention Section (DS) is responsible for holding in safe, secure and humane custody those persons detained under the authority of the Court and strives to ensure their well-being whilst maintaining an efficient system of detention. The Section also ensures compliance with international standards and conditions of detention. It strives to be recognised as a model of good practice by providing secure custody within well-ordered detention facilities, where detained persons are treated humanely, decently and lawfully and where respect for the person is held as a value of paramount importance.

2. Design criteria

129. The present organisational structure of the DS is considered adequate. There is no perceived need for any adjustments with present workload. Staffing levels are appropriate and reporting lines workable.

³⁵ In the 2015 approved budget, these "other staff costs" of €878.8 thousand include €478.3 thousand for temporary assistance for meetings (mainly freelance interpretation).

3. Staffing

130. The Chief Custody Officer (CCO) (P-4) is responsible for the secure custody of all detained persons, for their safe human treatment, for the safeguarding of their rights as determined by the Court and for the maintenance of discipline and good order within the detention centre. He is responsible for managing his staff and the general functioning of the DS. He reports to the Director of DJS. The Deputy CCO (P-2) deputizes the CCO and ensures continuous, round-the-clock supervision. He supports the CCO in the administration and operational work. An Associate Legal Officer (P-2) handles all legal tasks. The Administrative Assistant (G-5) handles all administrative items. The Language Assistant (G-5) is responsible for the daily translations between the detainees and the DS staff, for translating correspondence, reviewing mail, monitoring visits, etc. and supports the Administrative Assistant.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief Custody Officer (P4)	Chief Custody Officer (P-4)
Deputy Chief Custody Officer (P2)	Deputy Chief Custody Officer (P-2)
Associate Legal Officer (P2)	Associate Legal Officer (P-2)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)
Language/Administrative Assistant (GS-OL)	Language/Administrative Assistant (GS-OL)

4. Overview of staffing implications

<i>Detention Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	-	1	-	2	-	3	-	2	2	5
Revised	-	-	-	-	-	1	-	2	-	3	-	2	2	5

5. Budgetary implications

<i>Detention Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€296.3	€296.3	-
General Service Staff	€132.0	€132.0	-
Other Staff Costs	€6.0	-	(€6.0)

M. Information Management Services Section (IMSS)

1. Purpose and roles

131. Information is central to the Court's operations. Information does not only support the core business processes; rather, the Court's core business is information centric. It is about the gathering, structuring, analysis, dissemination, disclosure, etc. of information. Information availability, reliability, and sharing are crucial aspects to ensure that the Court can function effectively.

2. Design criteria

132. The former Information and Communications Technology Section (ICTS) was not equipped to or focused on the support of information management. Its focus was primarily on technology and there was no other section within the Registry in charge of information management and archiving. To remedy this situation, in Phase 2 of the ReVision project it was decided to create the new Information Management Services Section (IMSS) by

merging the ICTS, Library and Information Security Office of the Security and Safety Section. The new section that was created is primarily focused on information management and the related support services. IMSS features a combination of non-technological features, as well as traditional information and communication technology. It was decided that IMSS, due to its strategic importance to the core business, would report to the Director of the Judicial Services Division. With this structural change it will no longer be IT determining the needs of the organisation, but instead the organisation defining its requirements to be provided by IT.

133. The management of information is first and foremost the responsibility of the records creating offices and their personnel, i.e. sections and staff at large. Only once information or records become archives should the ownership of the information change from a decentralized to a centralized authority. In addition, the central authority should set clear policies, assist sections with advisory and technical services and assess compliance with policies. This role is currently not performed within the Registry. It now will form part of IMSS' mandate.

134. IMSS has a significant scope of services, covering the following main areas of operations: information management activities; information systems; information technology; and information security activities. A number of fundamental problems with the old structure have been identified which, taken together, would have a significant impact on the functioning of IMSS – and the Court as a whole. These range from the lack of a proper governance structure over a disconnect between the business and service providers, a lack of clear regulation and compliance with technical standards, information management and information security, to a lack of properly defined roles within the Section. In short, the previous section was no longer adapted to present business needs and lacked strategic vision regarding its core business in terms of service provision.

135. The Registrar has therefore decided to create a new IMSS, with the following aims: (i) filling of a functional gap of information management in the Registry (and other administrative areas); (ii) aligning the IMSS internal structure to better deliver a cohesive and integrated information-solution service, with clear points of contact for organizational clients and individual end-user services like helpdesk; and (iii) introducing a new office that is responsible for the overall architecture, service delivery management and provision of solutions to all business units equally. In addition, a strategic realignment of the Section focusing on clients' needs will allow the Chief of IMSS to focus on strategic and policy issues such as performance and client management and wider information and technology governance issues. Accordingly, under the new structure there are five main organizational units to support the Chief of IMSS: (i) Architecture and Service Delivery Unit (ASDU); (ii) Information Management Unit (IMU); (iii) Systems Development and Administration Unit (SDAU); (iv) Information Security Unit (ISU); and (v) Service Operations Unit (SOU).

136. As outlined *supra*,³⁶ the current Enterprise Resource Planning System (SAP) team will be redeployed under the direct supervision of the Director of DMS since the team's skills and output falls squarely into the Director's responsibility to ensure that SAP related systems meet in the most effective way the business needs of the Registry in all administrative functions. In other words, this is another example where the business needs will determine how IT tools will be developed and applied, rather than the other way around. As also addressed *supra*,³⁷ the eCourt support team will be redeployed to the Court Management Section to concentrate eCourt management and ownership in that Section, thus increasing its effectiveness and ultimately the quality of services rendered to eCourt clients. In turn, the P-4 eCourt Manager deployed in CMS³⁸ will cooperate closely with the Chief of IMSS on this matter. The project manager will develop plans for the further strengthening and development of the eCourt system that can compete with and build upon systems in place in other international tribunals. This project is aimed at facilitating the work of Judges, Chambers' staff, parties and participants in their work in and around the Courtroom. The eCourt Manager will have a crucial role in devising a sensible distribution of eCourt tasks and mandates between CMS (operational) and IMSS (technical support). Finally, the functions of the Field ICT Assistant will be given greater specific focus on the

³⁶ See the Subsection on the Division of Management Services – Director's Office.

³⁷ See the Subsection on Court Management Services.

³⁸ See the Subsection on Court Management Services.

particular needs of the Court's Field Offices. This will in turn allow the Field Office Managers to better address the unique needs of the office in terms of IT local assistance, should there be any. It also leaves open the option of outsourcing any local support.

3. Staffing

137. ICTS consisted of 54 established posts and six GTA positions, of which five were field based, with a sixth one used to fund a field-based position. In addition, the Library used to be a part of the Public Information and Documentation Section (PIDS; the Section has since been re-named into 'Public Information and Outreach Section', PIOS). The Library consists of four posts. The SSS's Information Security Unit consisted of two posts. The total combined envelope of the above offices included 66 posts.

138. In terms of the overall staffing, it was found that general staffing levels were somewhat skewed: there was a staffing surplus in some areas, whereas other areas required additional staffing. Areas which required additional staffing were: systems development (including web development for Sharepoint, integration of systems like SAP, TRIM and Sharepoint), information management and the helpdesk, including application support. The Registrar's decisions regarding structural realignments within the Section recalibrated these staffing needs accordingly.

139. The Chief of IMSS (P-5) is responsible for the overall management of the Section. The Chief also acts as support and guidance to all Heads of Unit for dealing with complex information management and IT related issues arising in their respective areas of control. The Section is assisted by an Administrative Assistant (GS-OL), who has considerable substantive duties in relation to procurement, contracts management and phone billing. The ASDU is composed of one new post, an Enterprise Architect (P-4), one Service Delivery Manager (P-2) and one Configuration and Change Management Assistant (GS- OL). Concerning the ISU, the two existing GS-OL work surveys (SSS' Information Security Compliance Assistant and the ICTS' Application Security Assistant) have been aligned to create a new post of 'Information Security Assistant, with a specific set of objectives that supports the Information Technology Security Officer (P-3), the Head of the Information Security Unit (P-4) as well as the Unit mandate as a whole.

140. Also in the remaining Units (IMU, SDAU, SOU), a number of structural realignments have been made and manpower has been allocated to the core services IMSS has to render. These realignments have overall not resulted in a notable discrepancy between the old and new Section in terms of budgetary volume. However, the structural and operational modifications will render the Section more efficient and effective which will ultimately go to the benefit of the entire Court by virtue of a more powerful IT structure that is user-friendly and fit for purpose.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, ICT Section (P-5)	Chief, IMSS (P-5)
Business Process Analyst/Project Manager (P-4)	Head, Systems Development and Administration Unit (P-4)
Head, Information Services Unit (P-4)	Head, Services Operations Unit (P-4)
Head, ICT Operations (placeholder) (P-4)	Head, Information Security Unit (P-4)
E-Court Systems Officer (P-3)	Head, Information Management Unit (P-4)
Communications Officer (P-3)	Enterprise and Solutions Architect (P-4)
IT Operations Officer (P-3)	IT Security Officer (P-3)
IT Security Officer (P-3)	Information management officer (P-3)
Records Management Officer (P-3)	Systems and Database Administrator (P-3)
Database Technical Officer (P-3)	Information Systems Officer (P-3)
Systems Analyst (P-3)	Library, Archives and Legacy Officer (P-3)
SAP Systems Officer (P-3)	Technology and Communications Officer (P-3)

<i>Current staffing</i>	<i>Revised staffing</i>
Associate IT Training Officer (P-2)	Database and SAP Administration Officer (P-2)
Associate ICT Services Officer (P-2)	Associate Systems Support Officer (P-2)
Associate SAP Technical Officer (P-2)	Associate Library Officer (P-2)
Senior Application Integration Assistant (GS-PL)	Associate Information Management Officer (P-2)
Records Management & Archives Assistant (GS-OL)	Service delivery manager (P-2)
Records Management & Archives Assistant (GS-OL)	Data Management Officer (P-2)
Communications and Network Technician (GS-OL)	End-User Services Coordinator (P-2)
Service Desk Supervisor (GS-OL)	Senior Services Support Technician (GS-OL)
Administrative Assistant (GS-OL)	Senior Network and Communications Technician (GS-OL)
Records Management & Archives Assistant (GS-OL)	Information system assistant (GS-OL)
Records Management & Archives Assistant (GS-OL)	Information Security Assistant (GS-OL)
Communications and Network Technician (GS-OL)	Database Administration Assistant (GS-OL)
Communications and Network Technician (GS-OL)	Information system assistant (GS-OL)
Communications and Network Technician (GS-OL)	Information system assistant (GS-OL)
Communications and Network Technician (GS-OL)	Administrative Assistant (GS-OL)
GTA placeholder (GS-OL)	Service Support Technician (GS-OL)
GTA placeholder (GS-OL)	Hardware Technician (GS-OL)
GTA placeholder (GS-OL)	Helpdesk assistant (GS-OL)
eCourt Systems Support Technician (GS-OL)	Helpdesk assistant (GS-OL)
E-Court Applications Programmer (GS-OL)	Data Management Assistant (GS-OL)
Applications Security Assistant (GS-OL)	Helpdesk assistant (GS-OL)
Database Technical Assistant (GS-OL)	Helpdesk assistant (GS-OL)
Java Applications Programmer (GS-OL)	Configuration and change assistant (GS-OL)
Assistant Web Developer (GS-OL)	Helpdesk assistant (GS-OL)
Administrative Assistant (GS-OL)	Information system assistant (GS-OL)
Systems Support Technician (GS-OL)	Audio-visual Technician (GS-OL)
Hardware Technician (GS-OL)	Systems Support Assistant (GS-OL)
IT Assistant (GS-OL)	Data Management Assistant (GS-OL)
IT Assistant (GS-OL)	Service Support Technician (GS-OL)
Systems Support Technician (GS-OL)	Helpdesk assistant (GS-OL)
IT Assistant (GS-OL)	Audio-Visual Technician (GS-OL)
IT Assistant (GS-OL)	Library Assistant (Systems) (GS-OL)
Configuration Technician (GS-OL)	Library Assistant (Acquisitions) (GS-OL)
IT Assistant (GS-OL)	Information Security Assistant (GS-OL)
Applications Programming Assistant (GS-OL)	Network and Communications Technician (GS-OL)
Audio-Visual Technician (GS-OL)	Network and Communications Technician (GS-OL)
Web Developer (GS-OL)	Network and Communications Technician (GS-OL)
Systems Support Technician (GS-OL)	Information Management Assistant (GS-OL)
Systems Support Technician (GS-OL)	Archives and Legacy Assistant (GS-OL)

<i>Current staffing</i>	<i>Revised staffing</i>
IT Assistant (GS-OL)	Application support and training assistant (GS-OL)
Audio-Visual Technician (GS-OL)	Systems Support Assistant (GS-OL)
Applications Assistant SAP (Financials) (GS-OL)	Senior AV Technician (GS-OL)
Applications Programmer (GS-OL)	Helpdesk Assistant (GS-OL)
Application Support Technical Assistant (GS-OL)	
Field ICT Technician (GS-OL)	
Field ICT Technician (GS-OL)	
Field ICT Technician (GS-OL)	

4. Overview of staffing implications

<i>Information Management Services Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	3	8	3	-	15	1	43	44	59
Revised	-	-	-	-	1	5	6	7	-	19	-	36	36	55

5. Budgetary implications

<i>Information Management Services Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€1,705.4	€2003.4	€298.0
General Service Staff	€2,434.9	€2,375.9	(€59.0)
Other Staff Costs	€321.1	-	(€321.1)
Total	€4,461.4	€4,379.3	(€82.1)

N. Division of External Relations – Office of Director (DER-OD)

1. Purpose and roles

141. Activities relating to external relations and State cooperation used to be performed in many different Sections. As with field operations, this fragmentation frustrates the effective performance of important functions, leads to confusion, a lack of strategy and consistency, and may damage the public image of the Registry and the Court as a whole.

142. In order to remedy this situation, the Division of External Relations (DER) was created and consists of the Director's Office, the Public Information and Outreach Section, the Victims and Witnesses Section, the Cooperation and External Relations Section and the Field Offices. The new Division was created in order to improve the functioning of and to create synergies between public information, outreach, diplomacy and State cooperation activities. The aim is to ensure that all Registry functions that have an impact on and influence the Court's public image and the support for the Court's operations are under the same strategic leadership. Centralizing these functions, particularly external affairs, State cooperation and field operations, also symbolizes the prominent place they hold in the functioning and structure of the Registry. Another fundamental reason for the creation of DER is the need to enhance the field presence of the Court, as well as to centralize and facilitate all field coordination and support activities.

2. Design criteria

143. The Division will be led by a Director of External Relations (DER). The Director will form part of the RMT. The Director of the Division works closely with the Registrar

and the IOR. He/she provides advice, guidance and support to the RMT on all issues related to the Court's external relations, judicial cooperation, outreach and more broadly, the public image of the Registry and the Court. He or she is responsible for making proposals to that effect to the Registrar who retains an oversight role and has the ultimate authority to determine the strategic direction in these areas, in consultation with the RMT.

144. The Director is responsible for the implementation of strategic decisions, i.e. for their transformation into programs of work, action plans and specific activities. The Director monitors such implementation and reports periodically to the Registrar/RMT. Finally, the Director is also responsible for the general efficient and effective functioning of the Division and exercises oversight over the work of the Chiefs within the Division while applying fully the principle of 'delegation of responsibility'.

145. The Director will also be responsible for the development and implementation of crisis management mechanisms. The responsibility for arrest operations, currently conducted by DJS-OD, will be reassessed in one year's time.

3. Staffing

146. Following the structure of the other Directors' Offices, the Director of DER will be assisted by one External Affairs Coordinator (P-3) and one Administrative Assistant (GS-OL). The activities of the External Affairs Coordinator (P-3) shall include the coordination of the day-to-day work within the Division and the Field Offices. They also entail coordination with the relevant officers in the IOR and the offices of the two other Directors; the provision of assistance and analysis to the Director regarding policies and development issues; the drafting of various documents; the management of administrative matters and monitoring of the implementation of the crisis management framework.

<i>Current staffing</i>	<i>Revised staffing</i>
	Director, Division of External Relations (D-1)
	External Affairs Coordinator (P-3)
	Administrative Assistant (GS-OL)

4. Overview of staffing implications

<i>Division of External Relations – Office of the Director</i>										<i>Total P- staff and GS- PL</i>		<i>Total GS- OL staff</i>		<i>Total staff</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>above</i>	<i>OL</i>	<i>staff</i>		
Current	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised	-	-	-	1	-	-	1	-	-	2	-	1	1	3

5. Budgetary implications

<i>Division of External Relations – Office of the Director</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	-	€275.5	€275.5
General Service Staff	-	€66.0	€66.0
Other Staff Costs	-	-	-
Total	-	€341.5	€341.5

O. Public Information and Outreach Section (PIOS)

1. Purpose and roles

147. The general mandate of PIOS includes ensuring that the proceedings are accessible to the public, raising awareness, carrying out outreach and promoting an understanding about the Court's activities and principles, primarily amongst media representatives, affected communities and other global audiences. This follows the ultimate goal of ensuring a proper understanding of and getting support for the Court and its activities.

2. Design criteria

148. It was decided to rename the Public Information and Document Section (PIDS) into the Public Information and Outreach Section (PIOS) in order to better reflect its main purpose as described *supra*.

149. Generally, the issues that hinder the effectiveness of PIOS most acutely include the following: the definition of rather broad goals and objectives coupled with limited resources and with insufficient clarity as to the prioritization of specific objectives; insufficient clarity on how best to promote the visibility of the Court; and insufficient clarity as to how to develop appropriate messages and engage in discussions about the Court, in light of the fact that the Court remains first and foremost a judicial institution.

150. PIOS has over the years formulated a variety of strategy documents in aid of the definition of their mandate. The objectives contained in this strategy are still valid today. However, there needs to be a greater emphasis on putting these objectives into practice. Notwithstanding PIOS's outreach efforts in the field, misinformation and negative perceptions surrounding the Court's work are deeply rooted. In addition, the Rome Statute is yet to receive worldwide ratification and there remains a critical need to ensure that States Parties maintain their support for the Court.

151. In light of the challenges with which PIOS is confronted, both on the public information and on the outreach side, it is the intention to organise a special seminar in the beginning of 2016 whereby interested organs, sections within the Court and experts from other (national and international) judicial institutions as well as other experts will discuss the achievements of PIOS so far and develop lessons learned and, if applicable, new strategies for the future.

152. PIOS' structure is based on four pillars: outreach (affected communities and other relevant stakeholders), public affairs (non-digital and digital content), AV products (Court proceedings and documentaries) and visits and events. The Outreach Unit focuses on developing general outreach strategies for all situations and with an active focus on situation countries without field presences. Field Offices are responsible for outreach strategy for that particular country under strengthened strategic and central policy guidance from HQ. The Public Affairs Unit focuses on contact and interaction with traditional media as well as on website and social media. The AV Unit is now placed directly under the Chief of Section rather than under the Head of Outreach due to its eminent importance. The Protocol, Events and Visits Unit organises high- level and student and other visits, and supports the organization of seminars at HQ and away from HQ, etc.

153. In the future, outreach activities in the field will be carried out by Field Office staff under the supervision of a high-ranking Chief of Field Office. The Chiefs of the Field Offices will be responsible for all Registry operations on the ground, including outreach. There needs to be a regular information flow between HQ and the Field Office on policy and strategic issues, as well as specific outreach activities related to specific judicial and in-country developments. It is also foreseen that PIOS will implement outreach activities directly in the countries where the Court does not have a Field Office.

154. As described above, in order to be able to better meet the enormous challenges with which PIOS is confronted, additional resources have been provided to the Section. These additional resources will be used to strengthen the public information function of the Section, in particular in relation to the website and the presence and participation in the

social media and in relation to outreach, by strengthening the capacity to develop adequate outreach strategies, both in Headquarters and in the Field Offices.

155. Finally, while the Court has taken steps to improve its online capabilities over the past years, the digital communications strategy now needs to be implemented and evaluated to take advantage of the potential to reach vast audiences across the globe and make proper use of the new ICC website. PIOS will take a leading role in devising a plan for the use of these tools for the benefit of the Court (e.g. in the provision of general information about the Court, judicial developments, relevant outreach activities, etc.).

3. Staffing

156. It has been decided to make some amendments to the structure of PIOS. First, the Library has moved from PIOS to IMSS. Second, the legal function within PIOS has been removed and has been centralised within the strengthened Legal Office. Furthermore, as explained above, both the Public Affairs and the Outreach Unit have been strengthened. Additional capacity in the form of an Outreach Policy Officer (P-3) and a specialised Outreach Assistant have been created in the Outreach Unit in order to strengthen the strategic and policy role of HQ in relation to field activities and activities in situation countries where the Court lacks field presences. Similarly, the Public Affairs Unit has been reinforced, mainly with additional support for the development and implementation of a social media and online communications strategy. Relevant field staff with outreach assignments will in the future report to the Chief of the relevant Field Office.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, PIDS (P-5)	Chief, PIOS (P-5)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)
Head, Outreach Unit (P-4)	Outreach Unit
Associate Outreach Officer (P-2)	Head, Outreach Unit (P-4)
Outreach coordinator (Darfur / Libya) (P-2)	Outreach Policy Officer (P-3)
Associate Legal Officer (P-2)	Associate Outreach Officer (P-2)
Audio-Visual Producer (P-2)	Associate Outreach Officer (P-2)
Associate Outreach Officer (P-2)	Outreach Assistant (GS-OL)
Field Outreach Coordinator (P-2)	Public Affairs Unit
Associate Outreach Coordinator (P-2)	Head, Public Affairs Unit (P-4)
Outreach coordinator (P-2)	Public Affairs Officer (P-3)
Production Assistant (GS-PL)	Associate Public Affairs Officer (P-2)
Field Senior Outreach Assistant (GS-PL)	Associate Online Officer (P-2)
Field Public Information and Outreach Coordinator (GS-PL)	Public Affairs Assistant (GS-OL)
Administrative-Finance Assistant (GS-OL)	Public Affairs Assistant (GS-OL)
Field Outreach Assistant (GS-OL)	Graphic (Media) Designer (GS-OL)
Field Outreach Assistant (GS-OL)	Online Communications Assistant (GS-OL)
Field Secretary / Administrative Assistant (GS-OL)	Audiovisual Unit
Field Outreach Assistant (GS-OL)	Head, Audiovisual Unit (P-2)
Field Senior Public Information Assistant (GS-OL)	AV Production Assistant (GS-OL)
Field Outreach Assistant (GS-OL)	AV Production Assistant (GS-OL)
Field Outreach Assistant (GS-OL)	Audiovisual Technician (GS-OL)
Audio-Visual Technician (GS-OL)	Audiovisual Technician (GS-OL)
(GS-OL)	Protocol and Events Units

<i>Current staffing</i>	<i>Revised staffing</i>
Field Secretary / Administrative Assistant (GS-OL)	Head, Protocol, Events and Visits Unit (P-3)
Field Senior Public Information Assistant (GS-OL)	Protocol and Events Assistant (GS-OL)
Spokesperson/Head, Public Affairs Unit (P-4)	Protocol and Events Assistant (GS-OL)
Protocol and Events Officer (P-3)	Protocol and Events Assistant (GS-OL)
Associate Public Affairs Officer (P-2)	
Protocol and Events Assistant (GS-OL)	
Protocol and Events Assistant (GS-OL)	
Public Information Assistant (GS-OL)	
Graphic Designer (GS-OL)	
Protocol and Events Assistant (GS-OL)	
Chief Librarian (P-4)	
Associate Library Officer (P-2)	
Library Assistant (Systems) (GS-OL)	
Library Assistant (Acquisitions) (GS-OL)	

4. Overview of staffing implications

<i>Public Information and Outreach Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	3	1	10	-	15	3	20	23	38
Revised	-	-	-	-	1	2	3	5	-	11	-	13	13	24

5. Budgetary implications

<i>Press Information and Outreach Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€1,341.9	€1,054.5	(€287.4)
General Service Staff	€797.2	€792.0	(€5.2)
Other Staff Costs	€300.1	-	(€300.1)
Total	€2,439.2	€1,846.4	(€592.8)

157. The decrease in staff costs reflects the deployment of PIOS capacity to the field and will lead to moderate increases which are commensurate to budgetary decreases in PIOS. On the one hand, library staff, the legal officer and field staff are taken out of PIOS. On the other hand, additional staff has been added on both the public affairs and the outreach side.

P. Victims and Witnesses Section (VWS)

1. Purpose and roles

158. The Rome Statute sets up a Victims and Witnesses Section (VWS) within the Registry for the purpose of protecting the safety, physical and psychological well-being, dignity and privacy of victims and witnesses. This includes the provision of protective measures and security arrangements, counselling and other assistance to witnesses, victims who appear before the Court and others who are at risk on account of testimony given by such witnesses; support and advice regarding psycho-social and protection measures and assistance; and ensuring the appearance before the Court of the relevant individual(s).

2. Design criteria

159. Although the VWS continues to play an important role in relation to assistance and support to witnesses who will appear in court proceedings in The Hague, the Registrar has decided to move VWS from the Division for Judicial Services to the Division for External Relations. This was done out of recognition that the major challenges for VWS lie with the protection and support of witnesses in the field. This includes issues in relation to protection and support within situation countries, but also in relation to protection and support of witnesses who have been relocated to other countries. Furthermore, an increasing number of witnesses do not travel to The Hague to testify, but testify via video link from out of a variety of countries. Finally, it also emphasizes the strong focus that the Registrar wishes to put on the negotiation and conclusion of relocations agreements.

160. The previous internal structure of VWS offered little flexibility to adapt to the fluctuations in the court schedules and protection needs on the ground, which resulted in an uneven repartition of work-loads. The functioning in silos resulted in a lack of cooperation between the units, duplications of work and deficient sharing of information within VWS. Confusion in functions led to tensions between staff members and a serious decline in staff morale. The previous organizational design of the VWS was identified as a root cause of difficulties experienced with significant weaknesses in lines of supervision and levels of accountability resulting in serious inefficiencies and poorly directed and managed staff members in the field and HQ. As a result, an internal structure was devised that integrates the main processes of VWS, removes organizational silos, is scalable for increase of operations when necessary and establishes clear lines of supervision and reporting.

161. The main Units, regarding protection, support and operations, have been structurally realigned in order to increase the efficiency and effectiveness of the Section. Of particular note, in light of the need to preserve confidentiality, restricted access to very sensitive information and create bespoke risk assessments for protected victims and witnesses, a specialized VWS analyst team has been retained in the new structure. This Unit will deal with witness specific information and therefore often confidential information. The Unit will work closely together with the Country Analysis Unit (CAU) under the External Relations and Field Coordination Section (ERFCS) within the Division of External Relations (DER). The analytic function of VWS is fundamental to the core business of providing protection to persons at risk and was underdeveloped in the previous structure, thus creating possibilities that decisions on protection would be made without a full and comprehensive understanding of the risks faced and creating a bottleneck for the Section. The analytic capacity will therefore be increased by the creation of an analytic cell within the Services Unit.

162. Within the new Services Unit also exists a psychologists team which enables the VWS to provide expert psychosocial support to VWS' beneficiaries. The psychological component of the Section performs the psychosocial assessment preceding any inclusion in the Court protection program, provides their input on psychosocial issues face by the VWS and their expert advice to the Chambers in relation to vulnerabilities as per rule 88 of the Rules of Procedure of evidence.

163. In addition, a Legal team has also been retained in VWS. This team deals with specific witness related legal issues, requests emanating from Chambers and assist the VWS' management with legal issues pertaining to the relocation of witnesses and victims. Legal submissions emanating from VWS, will in the future be always coordinated with the Legal Office. Finally, a Planning team completes the Services Unit and provides its assistance for any logistical issues related to witnesses and victims movements and appearance before the Court and manages the finances pertaining to the protection of VWS' beneficiaries.

3. Staffing

164. In addition to the Chief, two operational teams, each led by a Situation Manager (P-4) have been created. The operational teams are responsible for the execution of all aspects of VWS' core operational functions, organized by situation country. Each situation sub-team is managed by a Team Leader (P-3) responsible for their respective teams in HQ and

in the field and for the case management of all VWS' clients in the situation countries and related judicial proceedings assigned to them. In addition to the two Situation Teams, a Services Unit headed by another P-4 was created in order to work as the day-to-day focal point and front office for Chambers and the participants as well as providing support services (legal, analytical, psycho-social, planning and administrative) to the Situation teams.

165. VWS will continue to have their own staff in the Field Offices. These staff will be embedded in the Field Office but continue to report directly to the Chief VWS in HQ. At the same time, they report for administrative purposes to the Chief of the Field Office.

<i>Current staffing</i>	<i>Revised staffing</i>
Chief, Victims and Witnesses Unit (P-5)	Chief, Victims and Witnesses Unit (P-5)
Operations Officer (P-4)	Senior Manager (P-4)
Head, Protection Unit (P-4)	Senior Manager (P-4)
(P-3)	Senior Manager (P-4)
(P-3)	Planning officer (P-3)
Field Witness Officer (P-3)	Team leader (P-3)
Support Officer (P-3)	Team leader (P-3)
Field Witness Officer (P-3)	Team leader (P-3)
Field Witness Officer (P-3)	Analyst (P-3)
Field Witness Officer (P-3)	Psychologist (P-3)
Analyst (P-3)	Legal Officer (P-3)
Administrative and Operations Officer (P-3)	Associate Welfare Officer (P-2)
Psychologist/Psychological Trauma Expert (P-3)	Associate Welfare Officer (P-2)
Associate Protection Officer (P-2)	Associate Welfare Officer (P-2)
Associate Protection Officer (P-2)	Associate Legal Officer (P-2)
Associate Protection Officer (P-2)	Associate Welfare Officer (P-2)
Associate Protection Officer (P-2)	Associate Psychologist (P-2)
Associate Protection Officer (P-2)	Associate Welfare Officer (P-2)
Associate Protection Officer (P-2)	Associate Analyst (P-2)
Associate Protection Officer (P-2)	Associate Psychologist (P-2)
Associate Legal Officer (P-2)	Associate Case Officer (P-2)
Associate Support Officer (P-2)	Associate Case Officer (P-2)
Associate Support Officer (P-2)	Associate Case Officer (P-2)
Associate Legal Officer (P-2)	Associate Team Leader (P-2)
Associate Support Officer (P-2)	Associate Team Leader (P-2)
Associate Psychologist (P-2)	Associate Team Leader (P-2)
(P-2)	Associate Team Leader (P-2)
Assistant Legal Officer (P-1)	Associate Team Leader (P-2)
(P-1)	Associate Administrative Officer (P-2)
Senior Support Assistant (GS-PL)	Senior Welfare Assistant (GS-PL)
Local Support Assistant (GS-OL)	Senior Administrative Assistant (GS-PL)
Support Assistant - Local (GS-OL)	Senior Case Management Assistant (GS-OL)

<i>Current staffing</i>	<i>Revised staffing</i>
Administrative Assistant (GS-OL)	Senior Case Management Assistant (GS-OL)
Protection Assistant (GS-OL)	Senior Case Management Assistant (GS-OL)
Local Operations & Protection Assistant (GS-OL)	Assistant Analyst (GS-PL)
Operations & Field Coordination Assistant (GS-OL)	Assistant Analyst (GS-PL)
Senior Operations Assistant (GS-OL)	Administrative Assistant (GS-OL)
Field Protection/Operations Assistant (GS-OL)	Administrative Assistant (GS-OL)
Field Support Assistant (GS-OL)	Field Senior Case Management Assistant (P-2)
Field Protection/Operations Assistant (GS-OL)	Administrative Assistant (GS-OL)
Field Confidential Accounts Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Local Operations & Protection Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Operations&Field Coordination Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Field Support Assistant (GS-OL)	Case Management Assistant (GS-OL)
Field Support Assistant (GS-OL)	Field Senior Case Management Assistant (P-2)
Local Operations & Protection Assistant (GS-OL)	Administrative Assistant (GS-OL)
Confidential Accounts Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Local Operations & Protection Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Support Assistant (GS-OL)	Field Senior Case Management Assistant (P-2)
Support Assistant (GS-OL)	Administrative Assistant (GS-OL)
Field Protection/Operations Assistant (GS-OL)	Field Senior Case Management Assistant (P-2)
Field Protection/Operations Assistant (GS-OL)	Case Management Assistant (GS-OL)
Field Protection/Operations Assistant (GS-OL)	Case Management Assistant (GS-OL)
Field Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Field Protection/Operations Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Local Operations & Protection Assistant (GS-OL)	Field Senior Case Management Assistant (P-2)
Field Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Local Operations & Protection Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Support Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Protection Assistant (GS-OL)	Field Case Management Assistant (GS-OL)
Trial Operations Assistant (GS-OL)	

4. Overview of staffing implications

<i>Victims and Witnesses Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	2	10	14	2	29	1	34	35	64
Revised	-	-	-	-	1	3	7	23	-	34	4	25	29	63

5. Budgetary implications

<i>Victims and Witnesses Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€1,800.9	€3255.1	€1,54.2
General Service Staff	€1,362.9	€1,371.4	€8.5
Other Staff Costs	€1,137.2	-	(€1,137.2)
Total	€4,301.0	€4,626.5	€325.5

166. The moderate increase in staff costs is the effect of the increase in the level of a number of professional positions as well as a replacement of a number of GS-OL posts with professional posts at the junior level to allow for more flexibility in rotating VWS staff on different field duty stations. This has resulted in a reduction of Mission Subsidy Allowance.

Q. External Relations and Field Coordination Section (ERFCS)

1. Purpose and roles

167. The central coordination role of all external relations and judicial cooperation matters within the Registry will be assumed by the new External Relations and Field Coordination Section, ERFCS. The following previously decentralized activities will now fall within the new ERFCS: (i) External relations, which includes both support at the political level and the creation of a supportive environment, i.e. raising awareness, managing expectations, obtaining feedback, engaging in dialogue, reducing misunderstandings and creating a climate conducive to further ratifications and accessions; (ii) Judicial Cooperation, including the general cooperation framework, operational cooperation and cooperation in situation countries.

2. Design criteria

168. ERFCS is composed of the following three units: the External Relations and State Cooperation Unit (ERSCU), the Country Analysis Unit (CAU) and the Coordination and Planning Unit (CPU).

169. ERSCU is bringing together a number of positions that used to be dispersed over different other sections and units in the former Registry structure, including the Immediate Office of the Registrar, the Office of the Director DJS and the Field Operations Section. The Unit will mainly deal with two different aspects. On the one hand, this Unit will be engaged in all aspects of judicial cooperation that stem from judicial decisions and from obligations to support the work of e.g. defence teams in the field. This includes the sending of *Notes Verbales* to authorities in situation countries and other countries. The Unit coordinates, implements and reports back on operations to the Chambers, through the Legal Office. These activities relate mostly to obligatory forms of cooperation, stemming from Chapter IX of the Rome Statute. On the other hand, this Unit will deal with a wide variety of issues of cooperation with States Parties, non-States Parties, NGOs and civil society in situation countries and elsewhere, Hague Working Group and New York Working Group meetings and facilitations. This will include also activities relating to seeking cooperation with States on issues such as the relocation of witnesses, freezing of assets etc. Finally, this Unit will also deal with issues of fundraising for various activities relating to the Court, such as the organisation of regional seminars, further development of Legal tools etc.

170. CAU will serve as a central unit for the gathering and analysis of relevant information about countries with which the Court entertains regular contact, such as particularly situation countries. In relation to the latter, CAU will maintain intensive contacts with relevant staff in the different Field Offices to ensure a two-way exchange of information. Information may further come from a variety of sources, databases and networks. CAU will produce expert reports to the Registry leadership and other interested/concerned offices within the Registry and other organs, parties or participants, if required. These reports will relate to such issues as security, political and other

developments, and opportunities for various forms of cooperation. These reports can have the form of weekly analysis reports, warning notices, immediate action requests, situation briefs, incident analyses and other products.

171. CPU will have the task of being a "desk office" for the effective communication and cooperation between Headquarters and the different Field Offices. CPU can assist Field Offices in getting the relevant form of support on a wide variety of services from sections within the Registry at Headquarters. It functions as a liaison between The Hague and the Field Offices. In addition, CPU will be the central unit within the Registry dealing with the effective planning and implementation of missions required by all parties and participants. This may include missions for OTP, legal counsel for accused or victims, VPRS, the Trust Fund for Victims etc. The Unit will need to ensure that during missions all required support in the field will be provided in an effective way.

3. Staffing

172. The Section will be headed by a P-5 Chief, and supported by three Unit Heads. The Chief will work in close cooperation with the Director and will handle all judicial cooperation and field coordination matters directly. ERSCU as the external affairs focal point will comprise of altogether seven P-staff, headed by a Head of Unit. CAU will be composed of a head of Unit, expert analysts in political, security, media and financial tracking areas, amounting to altogether six P-staff and two GS-OL posts. CPU as the operating centre for the planning and authorizing of missions away from the seat of the Court will be staffed with three P-resources including a Head of Unit and four GSOL.

<i>Current staffing (FOS)</i>	<i>Revised staffing</i>
Chief, Field Operations Section (P-5)	Chief of Cooperation and External Relations Section (P-5)
Head, Field Strategic Coord. & Planning (P-4)	Administrative Assistant (GS-OL)
Head, Field Operational Support Unit (P-4)	External Relations and Cooperation Unit
Registry Task Force Coordinator (P-4)	Head, External Relations and Cooperation Unit (P-4)
Field Office Manager (P-3)	Cooperation and External Relations Officer (P-3)
Field Office Manager (P-3)	Cooperation and External Relations Officer (P-3)
Field Office Manager (P-3)	Associate Cooperation and External Relations Officer (P-2)
Field Office Manager (P-3)	Associate Cooperation and External Relations Officer (P-2)
Special Asst. to Registrar/Legal Officer (P-3)	Associate Cooperation and External Relations Officer (P-2)
Field Strategic Planning Officer (P-2)	Associate Cooperation and External Relations Officer (P-2)
Forward Field Office Manager (GS-PL)	Country Analysis Unit
Logistics Assistant/Desk Officer (GS-OL)	Head, Country Analysis Unit (P-4)
Logistics Assistant (GS-OL)	Analyst (P-3)
Administrative Assistant (GS-OL)	Analyst (P-3)
Logistics Assistant/Desk Officer (GS-OL)	Associate Analyst (P-2)
Administrative Assistant (GS-OL)	Associate Analyst (P-2)
Administrative Assistant (GS-OL)	Assistant Analyst (GS-OL)
Administrative Assistant (GS-OL)	Assistant Analyst (GS-OL)
Administrative Assistant (GS-OL)	
Administrative Assistant (GS-OL)	Coordination and Planning Unit
Senior Driver (GS-OL)	Head, Coordination and Planning Unit (P-4)
Senior Driver (GS-OL)	Desk Officer (P-3)
Driver (GS-OL)	Mission Planning Officer (P-2)

<i>Current staffing (FOS)</i>	<i>Revised staffing</i>
Senior Driver (GS-OL)	Situation Desk Assistant (GS-OL)
Driver (GS-OL)	Situation Desk Assistant (GS-OL)
Driver (GS-OL)	Situation Desk Assistant (GS-OL)
Driver (GS-OL)	Situation Desk Assistant (GS-OL)
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Administrative Assistant (GS-OL)	
Cleaner (GS-OL)	
Cleaner (GS-OL)	
Cleaner (GS-OL)	
Cleaner (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	
Driver (GS-OL)	

4. Overview of staffing implications

<i>Cooperation and External Relations Section</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	1	2	4	1	-	8	1	30	31	39
Revised	-	-	-	-	1	3	6	6	-	16	-	7	7	23

5. Budgetary implications

<i>Cooperation and External Relations Section</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	€858.9	€1645.4	€786.5
General Service Staff	€708.2	€462.0	(€246.2)
Other Staff Costs	€526.8	-	(€526.8)
Total	€2,093.9	€2,107.4	€13.5

173. The complete re-orientation of the Court's field and external strategy as well as the creation of a new system with ERFCS at its centre cannot be properly compared to the previous Registry alignment in terms of staffing and budgetary implications. Suffice to say

that the new design will serve to optimise Registry output in this regard to the benefit of the Court as a whole, and the Judiciary and OTP in particular.

R. Field Offices

1. Purpose and roles

174. The Field Office is a proactive, dynamic and (where applicable) visible representation of the Registry - and the Court, where applicable - in a given situation country. The Field Offices are the Registry's permanent representation in that country and they serve as the staging ground for the Court's operations as a whole. They are also a source of information for HQ in terms of media, social-political and security developments in the situation countries, many of which influence the way the Court conducts operations and communicates with its external partners. The Field Offices develop and maintain relationships with key partners on the ground, including State representatives, media, international governmental organizations, NGOs and civil society groups. Moreover, depending on the situation country and the stage of the proceedings, a strong field presence can send a positive message to the local community about the Court's commitment and intentions.

2. Design criteria

175. A clear management line of authority in HQ over the Field Offices has been created. Strong Chiefs of Field Offices (Chief of FO) will be hired who will be empowered to manage and coordinate all Registry operations and services on the ground, under the supervision of the Director of DER. The Chief of FO will represent the Registrar in the situation country, and will be responsible for both the staff and operations on the ground, including the provision of services to the other organs, the parties and participants in the field. Each Chief of FO will be assisted by an Administration and Operations Officer who will handle administrative and operations matters, allowing the Chief to focus on coordination, cooperation and representation/diplomatic activities. Each Field Office carries out the following functions as appropriate:

- (a) Outreach;
- (b) Victim participation support;
- (c) Witness support;
- (d) Judicial cooperation support capacity (facilitating role);
- (e) Security; and
- (f) Administration/operational support, including local ICT support, administrative assistants, drivers, security guards and cleaners. Some of the local administrative functions can be outsourced when appropriate.

176. All staff in the field will report directly to the Chief of FO. Staff will in addition continue to have a link to substantive sections and units in Headquarters in order to ensure the effective implementation of, e.g., outreach strategies, financial control, HR issues, security issues etc. Only the staff dealing with witness support remain to report directly to the Chief of VWS in Headquarters, in light of the often confidential nature of these activities. Furthermore, staff dealing with outreach and victim participation will function in a multifunctional team, supported also by local staff.

177. Each Field Office will be allocated a separate budget. Despite the handicap of the distance, it will be the responsibility of the Chief of FO to resolve managerial and operational issues arising from the management of the Field Office. Fleet and facilities management of the field office and field logistics are redeployed to GSS, in coordination with each Chief of FO.

178. For the security and safety of all staff in the situation country, a Security Officer will be deployed to each team. He/she will advise on the application of the Court's security rules and will liaise with security partners on the ground. While it is envisaged that the

Security Officer will report to the Chief of FO, he/she will also rely heavily on the Field Security Officer in the Coordination and Planning Unit at HQ for substantive guidance/support.³⁹

3. Staffing

179. At the setting up stage of a Field Office, usually an Administration and Operations Officer will start the process. This will normally soon be followed by e.g. a Field Security Officer and local support staff relating to administration, transport and cleaning. Depending on the progress of investigative and judicial activities, staff dealing with witnesses, outreach, victim participation etc. may soon have to follow. At that point the need for an appointment of a Chief of Office will arise. Towards the end of all judicial activities, a continued presence of some staff may be required for e.g. outreach purposes, victims and witnesses and Trust Fund for Victims etc.

180. It must be noted that the tables below are mainly for illustration purposes as in the previous structure of the Registry the staff stationed in Field Offices belonged to the respective substantive section's structure (i.e. FOS, PIDS, VWU, VPRS and SSS). As such, all these posts have already been included in the corresponding tables above and should not be double-counted. In addition, the total staffing requirements in a particular Field Office will depend on the stage of investigative or judicial activities and therefore will fluctuate according to concrete needs.

<i>Previous staffing</i>	<i>Revised staffing</i>
Central African Republic (Bangui)	
Field Security Officer (P-3)	Administration and Operations Officer (P-3)
Assistant Field Security Officer (GS-OL)	Field Security Officer (P-3)
Local Security Assistant (GS-OL)	Administrative Assistant (GS-OL)
Field Public Information and Outreach Coordinator (GS-PL)	Driver (GS-OL)
Local Admin Assistant (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Field Assistant (GS-OL)
Driver (GS-OL)	Field Assistant (GS-OL)
Local Field Outreach Assistant (GS-OL)	Cleaner (GS-OL)
VPRS Local Field Assistant (GS-OL)	Local Security Assistant (GS-OL)
Côte d'Ivoire (Abidjan)	
Field Office Manager (P-3)	Chief of Field Office (P-5)
Field Security Officer (P-3)	Administration and Operations Officer (P-3)
Outreach Coordinator (P-2)	Field Security Officer (P-3)
Administrative Assistant (GS-OL)	Field Officer (Outreach) (P-3)
Driver (GS-OL)	Assistant Field Security Officer (P-2)
Driver (GS-OL)	Senior Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Administrative Assistant (GS-OL)
Cleaner (GS-OL)	Cleaner (GS-OL)

³⁹ As outlined *supra*, the Field Security Officer at HQ will be embedded in the Coordination and Planning Unit for operational purposes, but will report to the Chief of Security (SSS) on substantial issues so as to ensure a constant information flow to the security management at HQ.

<i>Previous staffing</i>	<i>Revised staffing</i>
Local Security Assistant (GS-OL)	Field Assistant (GS-OL)
Assistant Field Security Officer (GS-OL)	Local Security Assistant (GS-OL)
VPRS Local Field Assistant (GS-OL)	Field Assistant (GS-OL)
	Driver (GS-OL)
	Driver (GS-OL)
Democratic Republic of Congo (Kinshasa and Bunia)	
Field Office Manager (P-3)	Chief of Field Office (P-5)
Field Security Officer (P-3)	Administration and Operations Officer (P-3)
Outreach Coordinator (P-2)	Administration and Operations Officer (P-3)
VPRS Field Officer (P-2)	Field Security Officer (P-3)
Forward Field Officer Manager (GS-PL)	Field Officer (VPRS) (P-3)
Administrative Assistant (GS-OL)	Field Officer (Outreach) (P-3)
Driver (GS-OL)	Assistant Field Security Officer (P-2)
Driver (GS-OL)	Administrative Assistant (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (SSA)	Driver (GS-OL)
Driver (SSA)	Cleaner (GS-OL)
Cleaner (GS-OL)	Cleaner (GS-OL)
Cleaner (GS-OL)	Driver (GS-OL)
Cleaner (SSA)	Driver (GS-OL)
Assistant Field Security Officer (GS-OL)	Driver (GS-OL)
Assistant Field Security Officer (GS-OL)	Field Assistant (GS-OL)
Local Security Assistant (GS-OL)	Field Assistant (GS-OL)
Local Security Assistant (GS-OL)	Field Assistant (GS-OL)
Field ICT Technician (GS-OL)	Local Security Assistant (GS-OL)
VPRS Local Field Assistant (GS-OL)	Local Security Assistant (GS-OL)
	Field Assistant (GS-OL)
Kenya (Nairobi)	
Registry Task-Force Coordinator (P-4)	Chief of Field Office (P-5)
Field Security Officer (P-3)	Field Security Officer (P-3)
Outreach Coordinator (P-2)	Administration and Operations Officer (P-3)
VPRS Field Officer (P-2)	Field officer (VPRS) (P-3)
Forward Field Officer Manager (GS-PL)	Field Officer (Outreach) (P-3)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)

<i>Previous staffing</i>	<i>Revised staffing</i>
Administrative Assistant (SSA)	Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (GS-OL)	Local Security Assistant (GS-OL)
Driver (GS-OL)	Field Assistant (GS-OL)
Assistant Field Security Officer (GS-OL)	Field Assistant (GS-OL)
Local Security Assistant (GS-OL)	
Mali (Bamako)	
Field Office Manager (P-3)	Administration and Operations Officer (P-3)
Field Security Officer (P-3)	Administrative Assistant (GS-OL)
Administrative Assistant (GS-OL)	
Assistant Field Security Officer (GS-OL)	
Uganda (Kampala)	
Field Office Manager (P-3)	Field Officer (VPRS) (P-3)
VPRS Field Officer (P-2)	Administration and Operations Officer (P-3)
	Assistant Field Security Officer (P-2)
Administrative Assistant (GS-OL)	Administrative Assistant (GS-OL)
Driver (GS-OL)	Senior Driver (GS-OL)
Driver (GS-OL)	Senior Driver (GS-OL)
Driver (GS-OL)	Driver (GS-OL)
Driver (SSA)	Cleaner (GS-OL)
Cleaner (GS-OL)	Field Assistant (GS-OL)
Assistant Field Security Officer (GS-OL)	Local Security Assistant (GS-OL)
Local Security Assistant (GS-OL)	Field Assistant (GS-OL)
Field ICT Technician (GS-OL)	Driver (GS-OL)
VPRS Local Field Assistant (GS-OL)	

4. Overview of staffing implications

<i>Field Offices</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Current	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised	-	-	-	-	3	-	17	3	-	23	-	53	53	76

5. Budgetary implications

<i>Field Offices</i>	<i>Current staff costs</i>	<i>Revised staff costs</i>	<i>Difference</i>
Professional Staff	-	€2,668.6	€2,668.6
General Service Staff	-	€1,032.0	€1,032.0
Other Staff Costs	-	-	-
Total	-	€3,700.6	€3,700.6

181. As a result of the complete re-orientation of the Court's Field Office structure and staffing, it cannot be properly compared to the previous relevant Registry structure in terms of staffing and budgetary implications.

IV. Unrevised Sections and Offices

182. During the review of the overall structure of the Registry, a proposal on an alternative organisational design was developed for the Registry functions regarding victims and the defence (namely the Victim Participation and Reparations Section and the Counsel Support Section) including the Office of Public Counsel for the defence (OPCD) and the Office of Public Counsel for victims (OPCV).⁴⁰ However, since the proposed organisational design envisaged potential amendments to these offices' mandates as stipulated in the Regulations of the Court, a proposal was submitted to the Court's judges for their consideration.⁴¹ Further updates and documentation has been submitted since and a number of meetings were held between the Registrar and the Judges.

183. In October 2014, the Registrar presented to the Assembly a *Draft Basic Outline of Proposals to Establish Defence and Victims Offices*,⁴² a document that offered a preliminary overview of the vision, ideas and rationale behind the proposals. The intention of this document was to serve as a basis for further discussion with relevant stakeholders. Throughout the months following the presentation of this document, the Registrar's proposals received widespread attention from members of the legal profession, experts, NGOs and State representatives and from the relevant Registry sections. During its thirteenth session, and reflecting on the Registrar's proposals, the Assembly

“[w]elcome[d] the initiative of the Registrar, in the context of legal aid related aspects of the Registry *ReVision* project, to reorganize, streamline and strengthen the Registry's support to the defence and victim participation and representation and [underlined] the need for measures to achieve greater synergy and efficiency in the legal aid system”.⁴³

184. In addition to discussions with the Plenary of Judges, the Registrar held a number of meetings in The Hague, New York and elsewhere with representatives of both States Parties and civil society organisations, with counsel practicing before the Court and other internal and external stakeholders. These discussions have been instrumental in generating new ideas and approaches to improving Registry functions and services to victims and defence in the context of the proposals.

185. This consultation process culminated in a two-day Expert Conference held in March 2015, in which around 70 experts participated with extensive experience in the functioning of the Court in the area of defence and victim participation. Many defence counsel and legal representatives of victims in ICC cases attended, as well as a substantial number of NGO representatives and individual experts. There was broad consensus at the Expert Conference that the status quo concerning the Registry's support structure to the defence and to victims is not sustainable. This consultation process moreover enabled the Registrar to carefully consider concerns expressed with regard to the proposals. This constructive exchange of views has allowed the Registrar to reconsider some of the original ideas and, as a consequence, led to the initial proposals being reviewed and developed further. The revised proposals were presented on 28 May 2015 for the consideration of the Judges in view of the necessary amendments to the Regulations of the Court required to fully implement these initiatives.

186. The proposed creation of a single Defence Office is intended to create a single service portal for defence matters, namely the management of legal aid, practical and logistical support as well as general legal advisory services. The representation of suspects and accused would in its entirety and in all stages of the proceedings be performed by external defence counsel. Similarly, establishing a single Victims Office would bring

⁴⁰ For the respective offices see Regulations 77, 81 of the Regulations of the Court.

⁴¹ Pursuant to article 52 of the Rome Statute, it is for the judges of the Court to amend the Regulations of the Court. See also Regulation 6, *ibid*.

⁴² DRAFT - Registry *ReVision* Project - Basic Outline of Proposals to Establish Defence and Victims Offices, see http://www.uanet.org/sites/default/files/Registry_ReVision_BasicOutline_Defence_Victims_Offices_0.pdf.

⁴³ ICC-ASP/13/20, para. 50.

clarity to the roles of a number of actors currently performing functions related to victims. The neutral services provided by the Registry, mainly contacting victims and processing applications for participation and reparations, would be handled by a unit within the Office, relying inter alia on the strengthened resources that have been allocated to field operations. Meanwhile a separate unit dedicated to representation would provide support to external legal representatives, thus combining in-house institutional knowledge with a stronger connection with victim communities on the ground.

187. In addition, the interests of all counsel appearing before the Court would be safeguarded and furthered by an ICC Association of Counsel, or an ICC Bar Association. While the responsibility for establishing the said association rests with counsel, the proposal must be understood as an integral whole where the different components support and reinforce each other. The Registry is committed to supporting an ICC Association of Counsel or Bar Association and is willing to seek temporary funding for, e.g., two years in order to allow the Association or Bar to establish itself during that period, to set up its office and structures and to develop a relationship agreement with the Court. Hereby the Association or Bar can truly develop itself into an effective institutional voice for counsel within the Court's legal framework.

188. These proposals build upon a number of major issues discussed at the Conference and are moreover building upon judicial practice concerning the representation of the defence and victims. It is the Registrar's view that the envisaged changes in the Registry's infrastructure in support of defence and victims would allow the Registry to discharge its paramount responsibilities in these areas in a more coherent, effective and efficient manner.

189. At present, the matter is still under consideration by the Judges of the Court. In light of ongoing exchanges between the Registrar and the Judges on the matter, Phase 4 of the *ReVision* project (i.e. a detailed review of the Registry performance in each functional area of the respective sections and offices) has not yet been carried out. For this reason, the ensuing subsections are merely reflecting the status quo of the four potentially affected Sections/Offices. Since they form part of the overall staffing and budgetary envelop they have been added in this Report.

A. Counsel Support Section

Staffing

Chief, CSS (P-5)

Head, Legal Aid Unit (P-4)

Financial Investigator (P-4)⁴⁴

Legal Aid Fund Monitoring Specialist (P-2)

Associate Legal Officer (P-2)

Assistant Legal Officer (P-1)

Administrative Assistant (GS-OL)

Administrative Assistant (GS-OL)

Administrative Assistant (GS-OL)

Administrative Assistant (GS-OL)

Overview of staffing implications

CSS	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GSPL	GSOL	Total	Total
													GS-staff	staff
Staffing	-	-	-	-	1	2	0	2	1	6	-	4	4	10

⁴⁴ Pending the outcome of the *ReVision* of CSS, the Registrar has decided to keep the post of the Financial Investigator P-4 within CSS and to reconsider the recommendation to replace this position with a Financial Analyst P-3 in the Country Analysis Unit on the basis of the outcome of CSS *ReVision*.

B. Office of Public Counsel for Defence (OPCD)*Staffing*

Principal Counsel (P-5)

Legal Adviser / Counsel (P-4)

Associate Counsel (P-2)

Case Manager (P-1)

Legal Assistant (GS-OL)

Overview of staffing implications

<i>OPCD</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GSPL</i>	<i>GSOL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Staffing	-	-	-	-	1	1	-	1	1	4	-	1	1	5

C. Victims Participation and Reparations Section*Staffing*

Chief, VPRS (P-4)

Legal Coordinator (P-3)

Field Coordinator (P-3)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Victims' Applications Manager (P-2)

Documentation and Database Administrator (P-1)

Administrative Assistant (GS-OL)

Administrative Assistant (GS-OL)

Data Processing Assistant (GS-OL)

Data Processing Assistant (GS-OL)

Data Processing Assistant (GS-OL)

Data Processing Assistant (GS-OL)

VPRS Field Staff

Field Officer (P-2) DRC

Field Officer (P-2) KEN

Field Officer (P-2) UGA

Field Assistant (GS-OL) DRC

Field Assistant (GS-OL) UGA

Field Assistant (GS-OL) CAR

Field Assistant (GS-OL) CIV

Staffing

Field Assistant (GS-OL) KEN

Field Assistant (GS-OL) KEN

Overview of staffing implications

<i>VPRS</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GSPL</i>	<i>GSOL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Staffing	-	-	-	-	-	1	2	6	1	10	-	6	6	16

D. Office of Public Counsel for Victims (OPCV)

Staffing

Principal Counsel (P-5)

Counsel (P-4)

Counsel (P-4)

Legal Officer (P-3)

Legal Officer (P-3)

Legal Officer (P-3)

Case Manager (P-1)

Case Manager (P-1)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Associate Legal Officer (P-2)

Administrative Assistant (GS-OL)

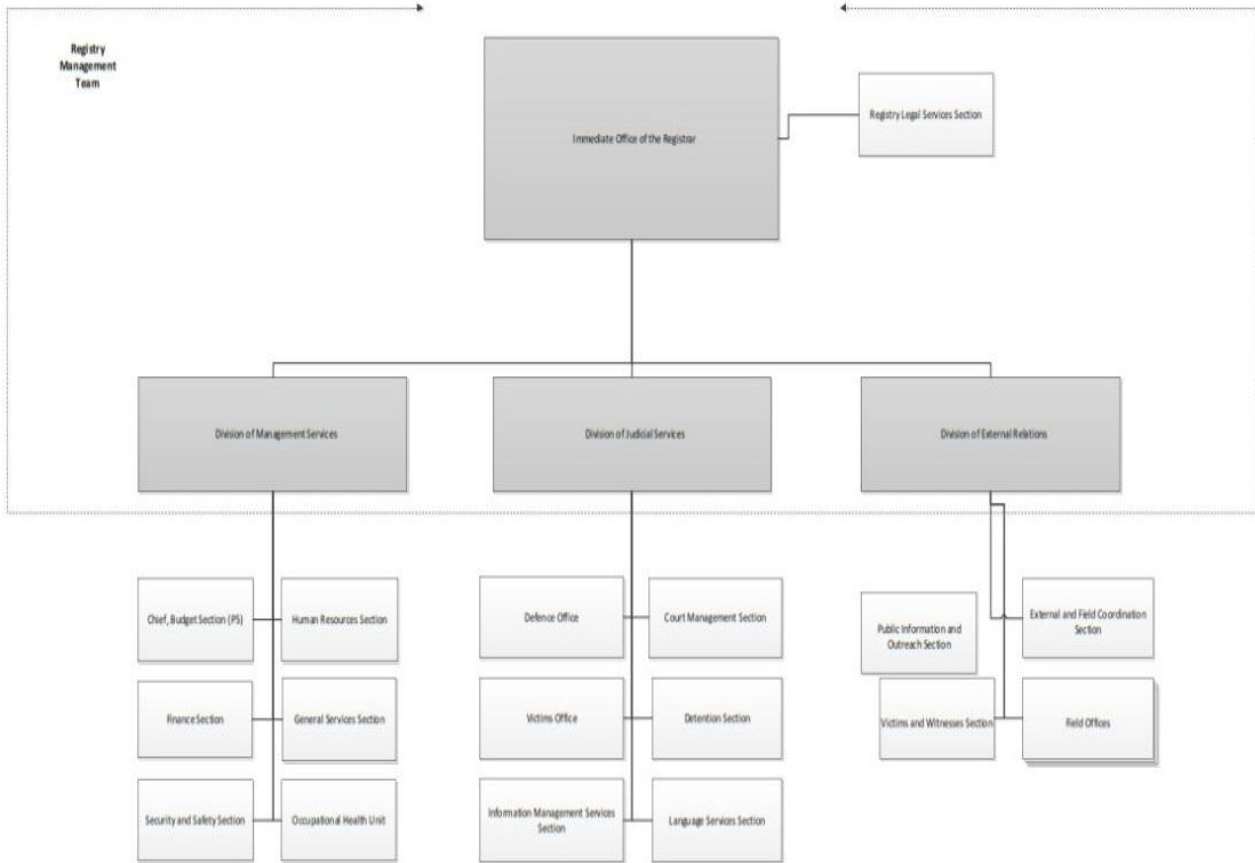
Overview of staffing implications

<i>OPCV</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GSPL</i>	<i>GSOL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Staffing	-	-	-	-	1	2	3	3	2	11	-	1	-	12

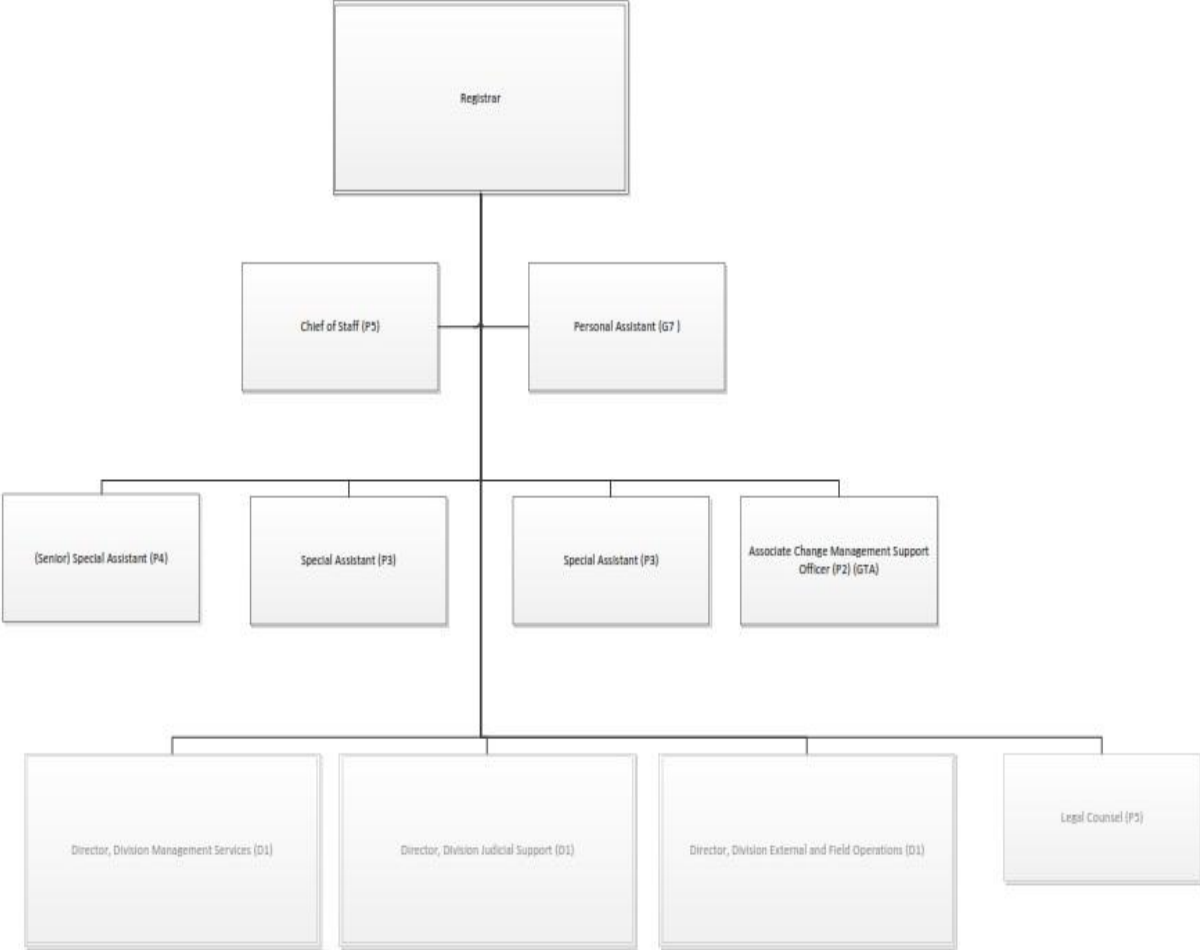
Annex II

Organigrammes post-classification

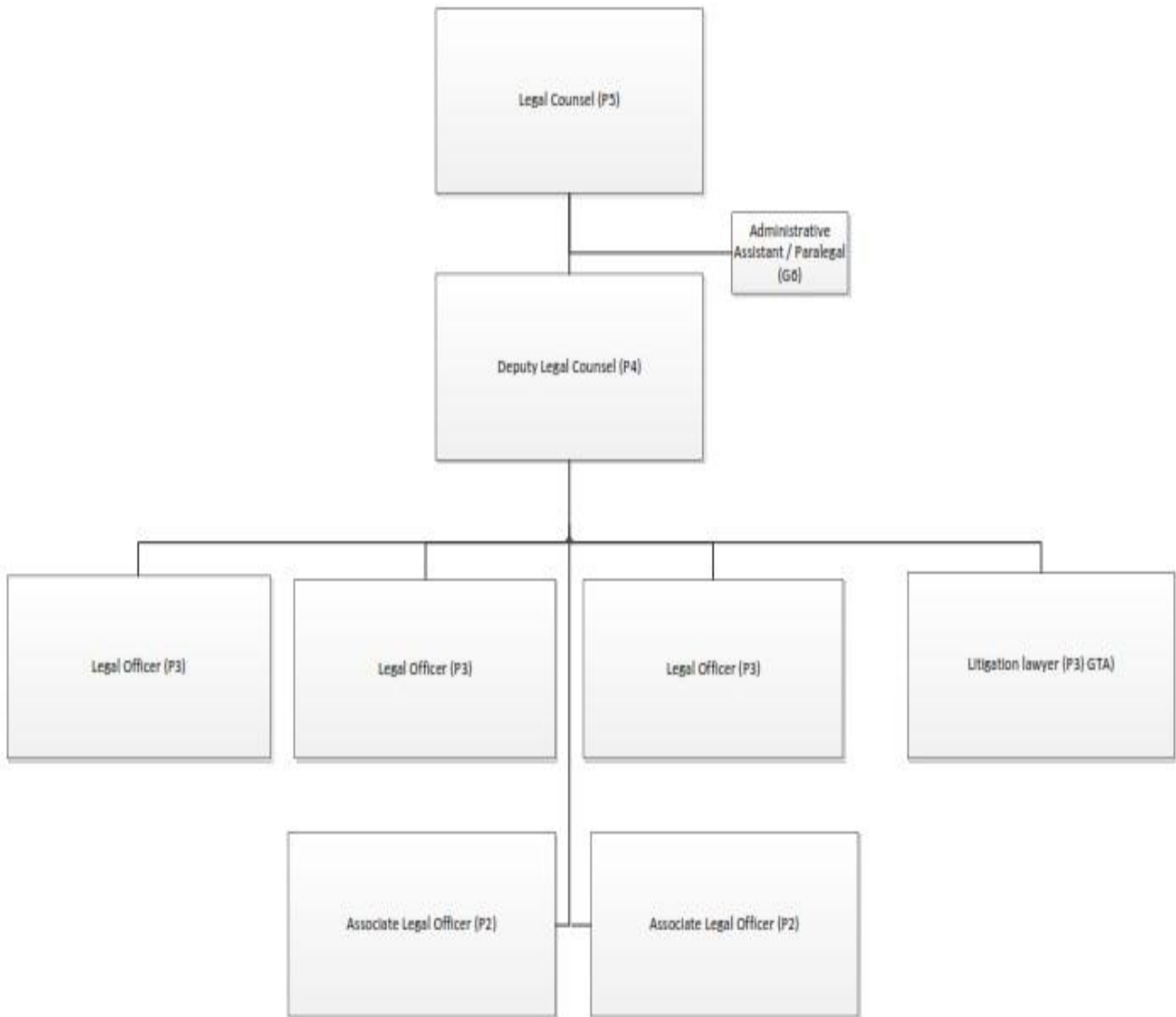
ICC Registry Organigram

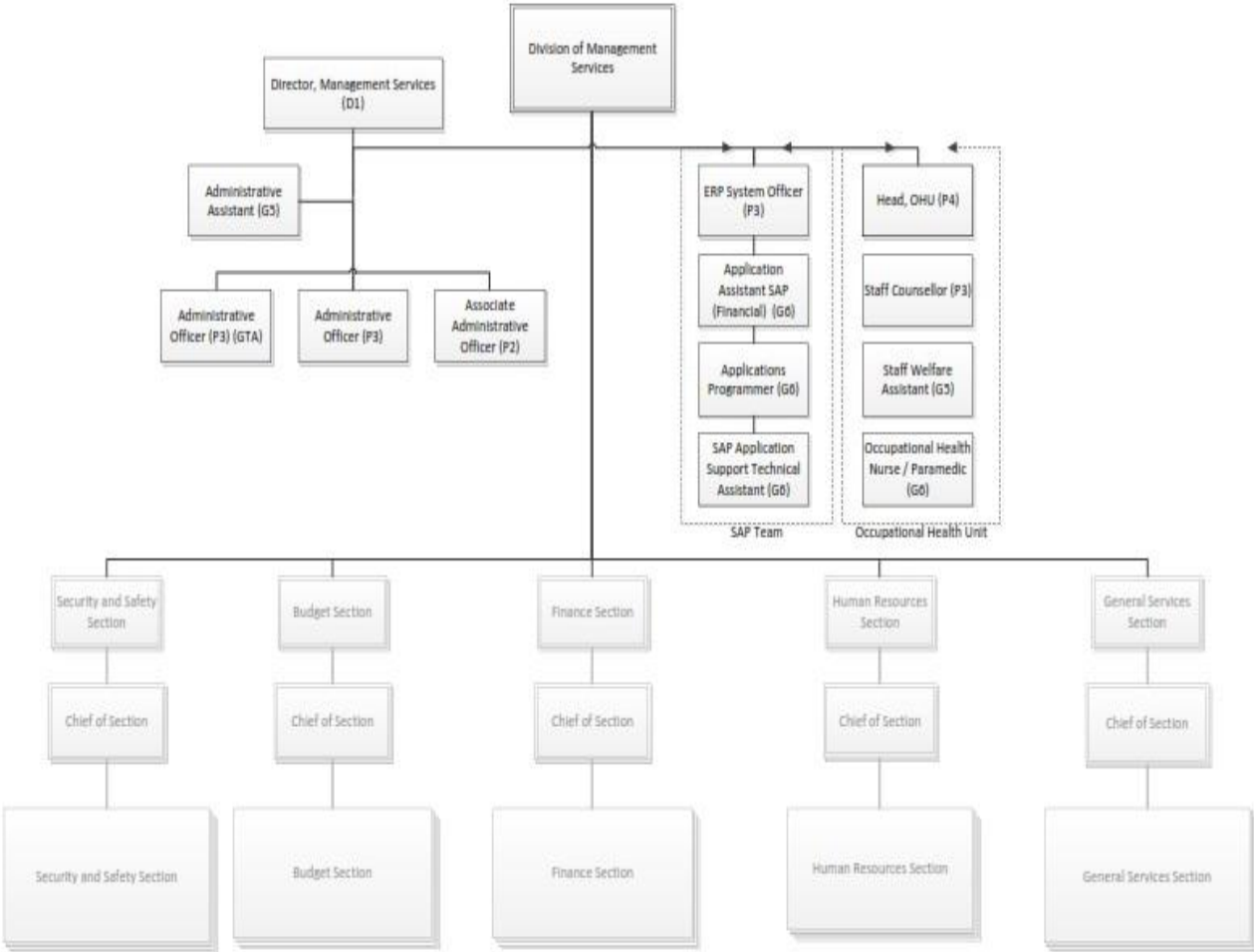


Immediate Office of the Registrar

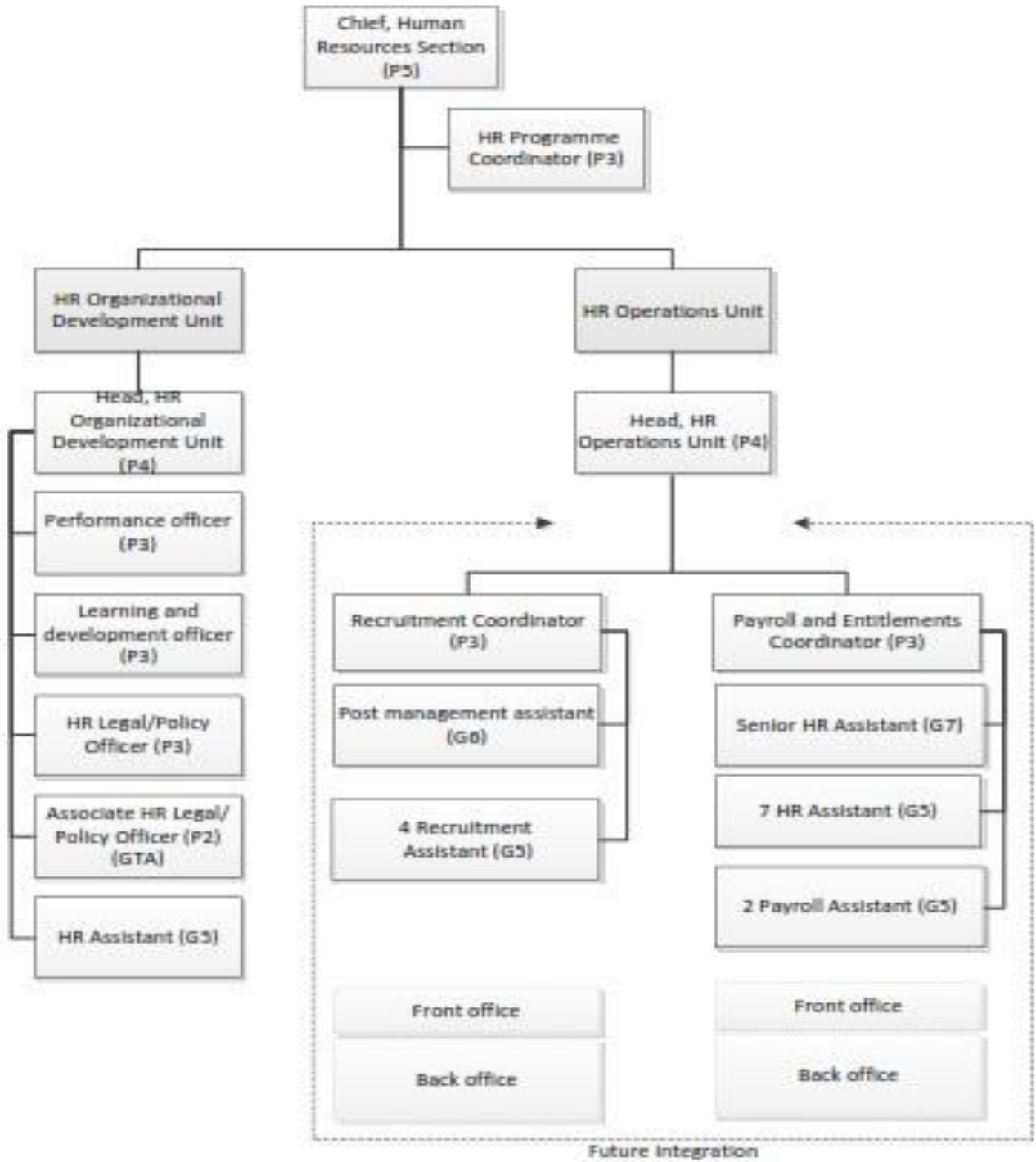


Legal Office

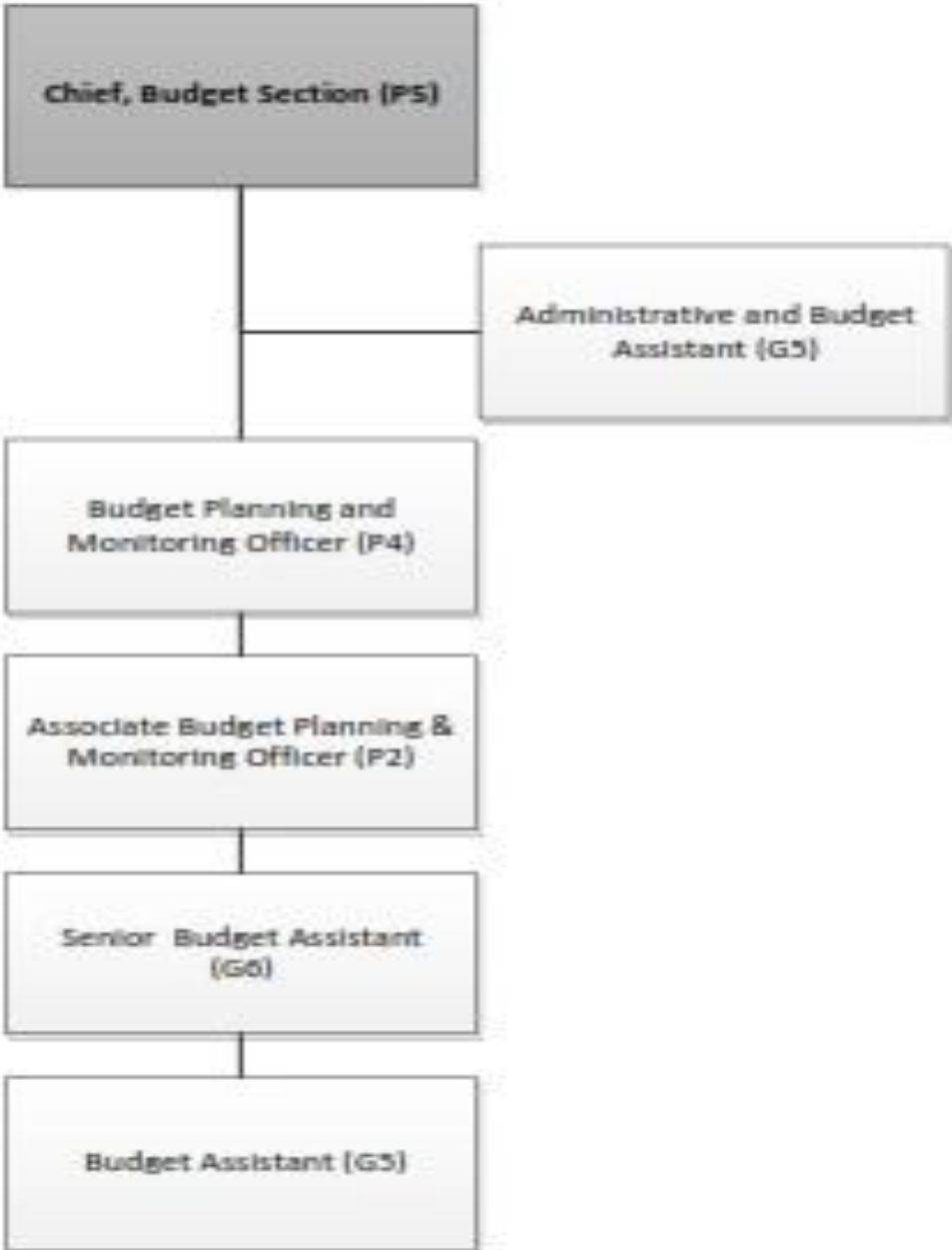




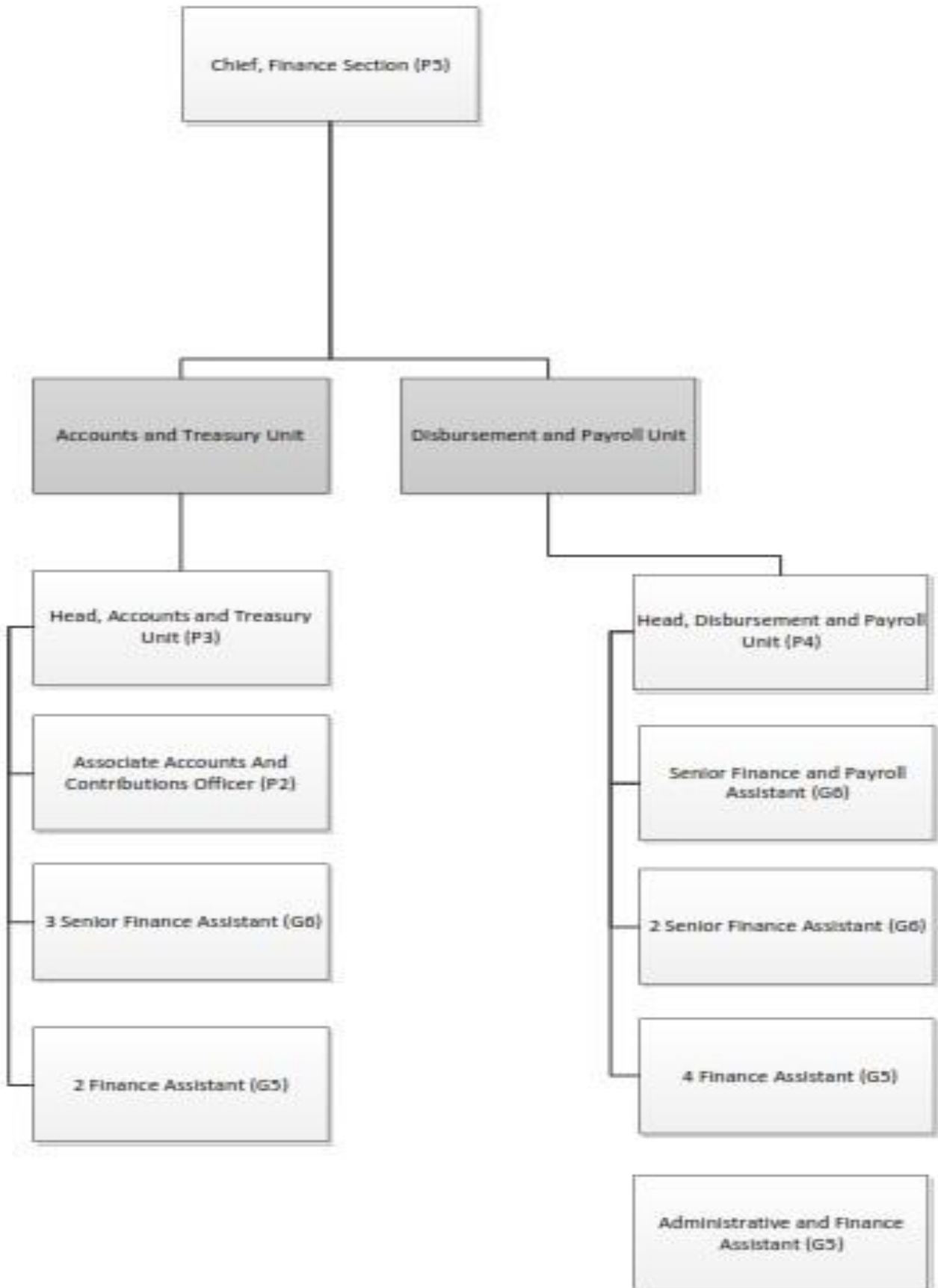
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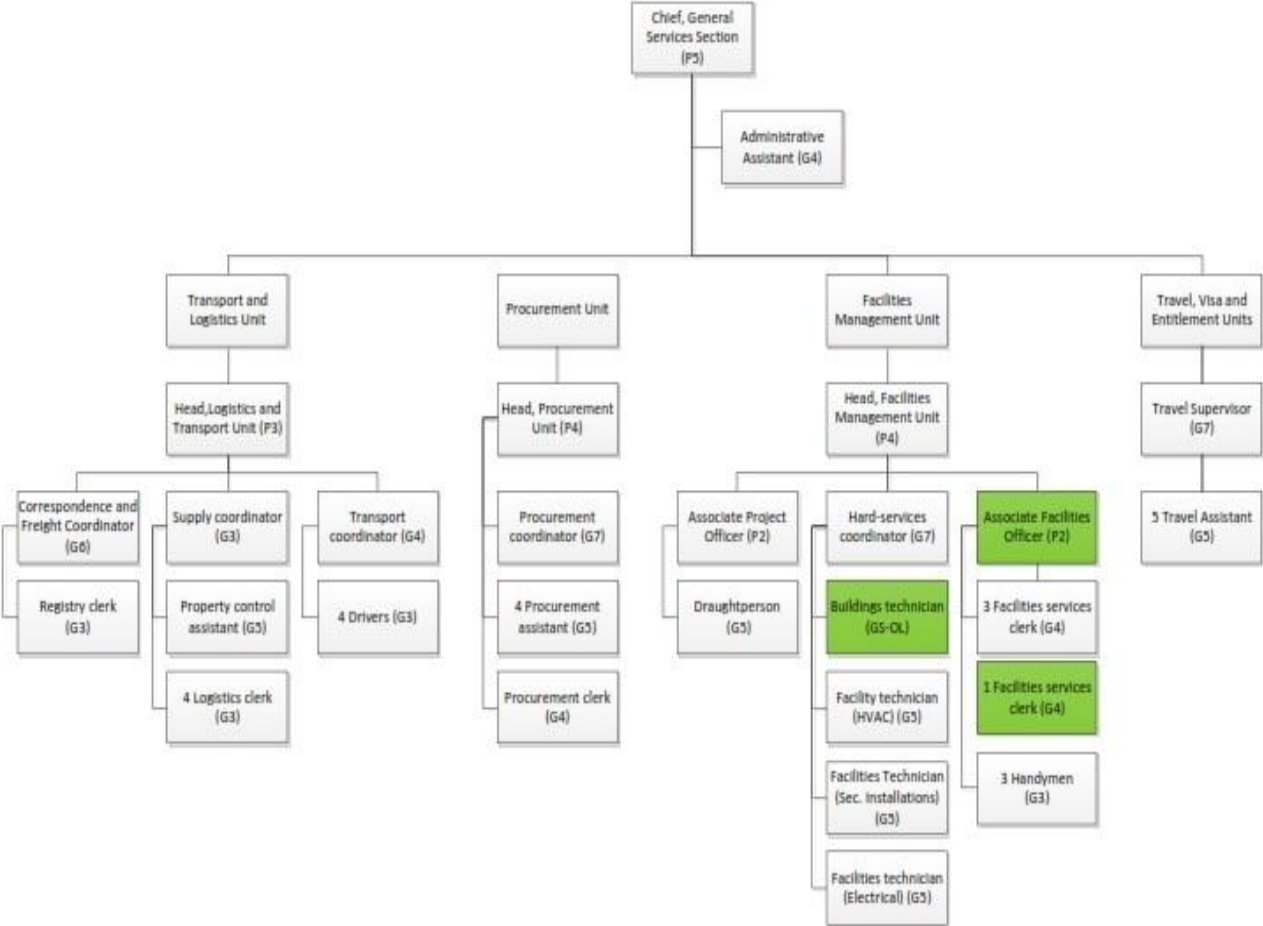
Budget Section



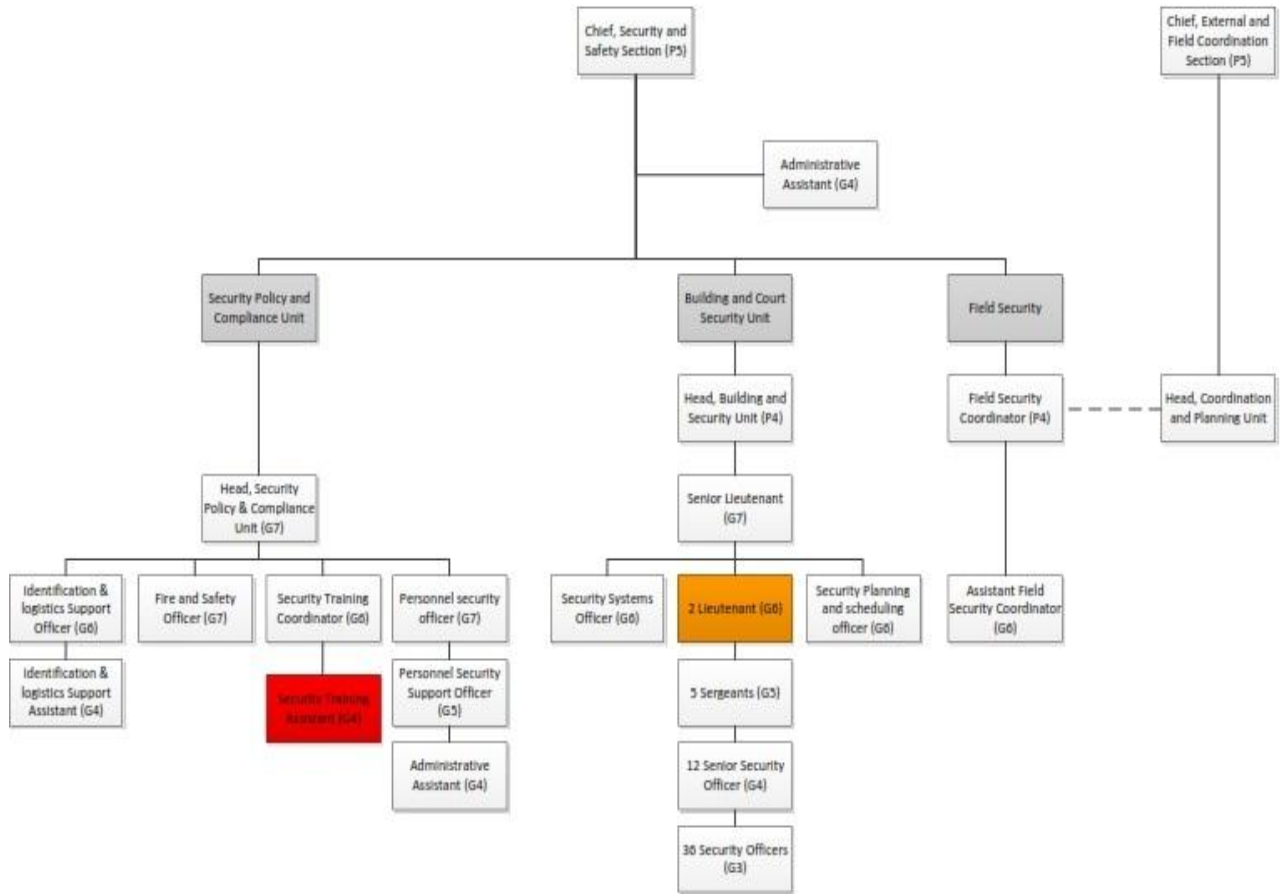
Finance Section



General Services Section



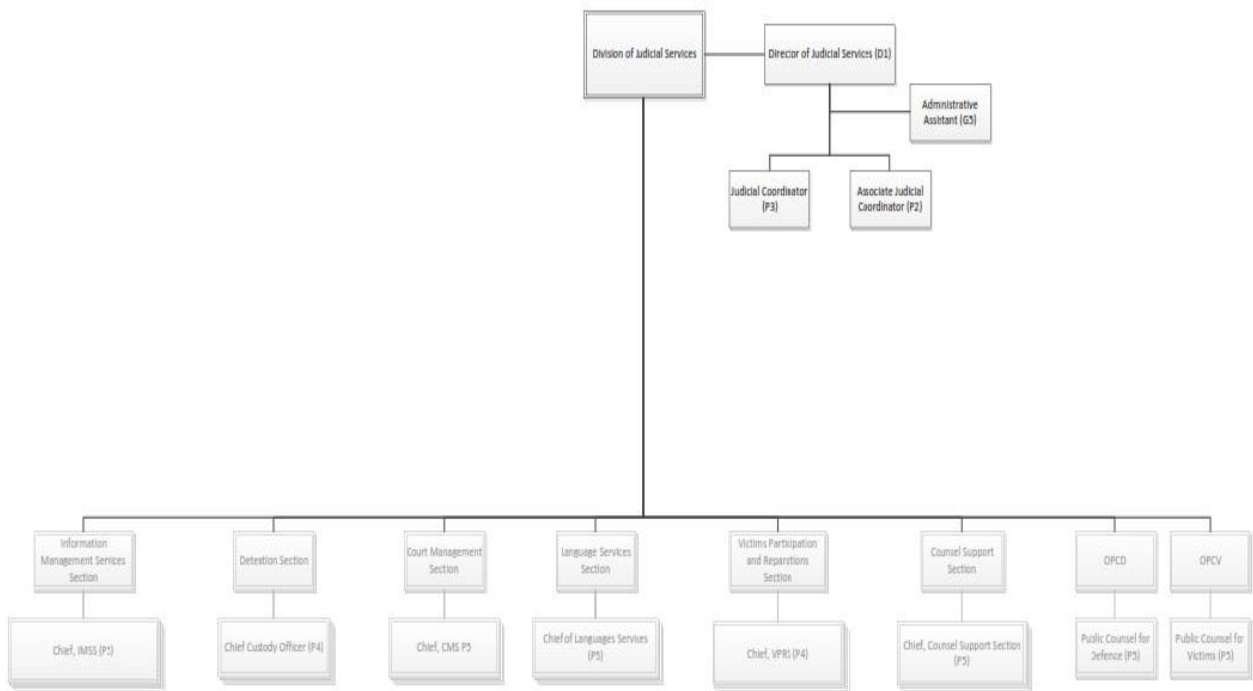
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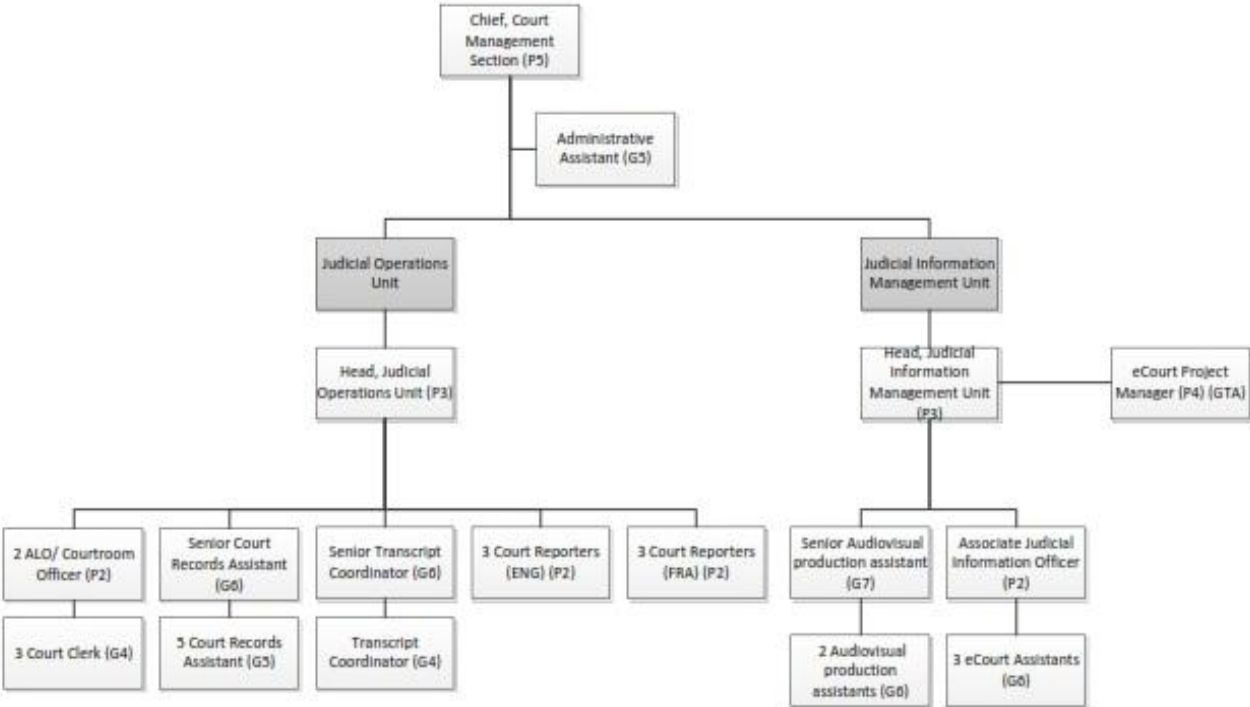
ReVision Project – Phase 4 – OHU - Registrar’s Decision on Structure



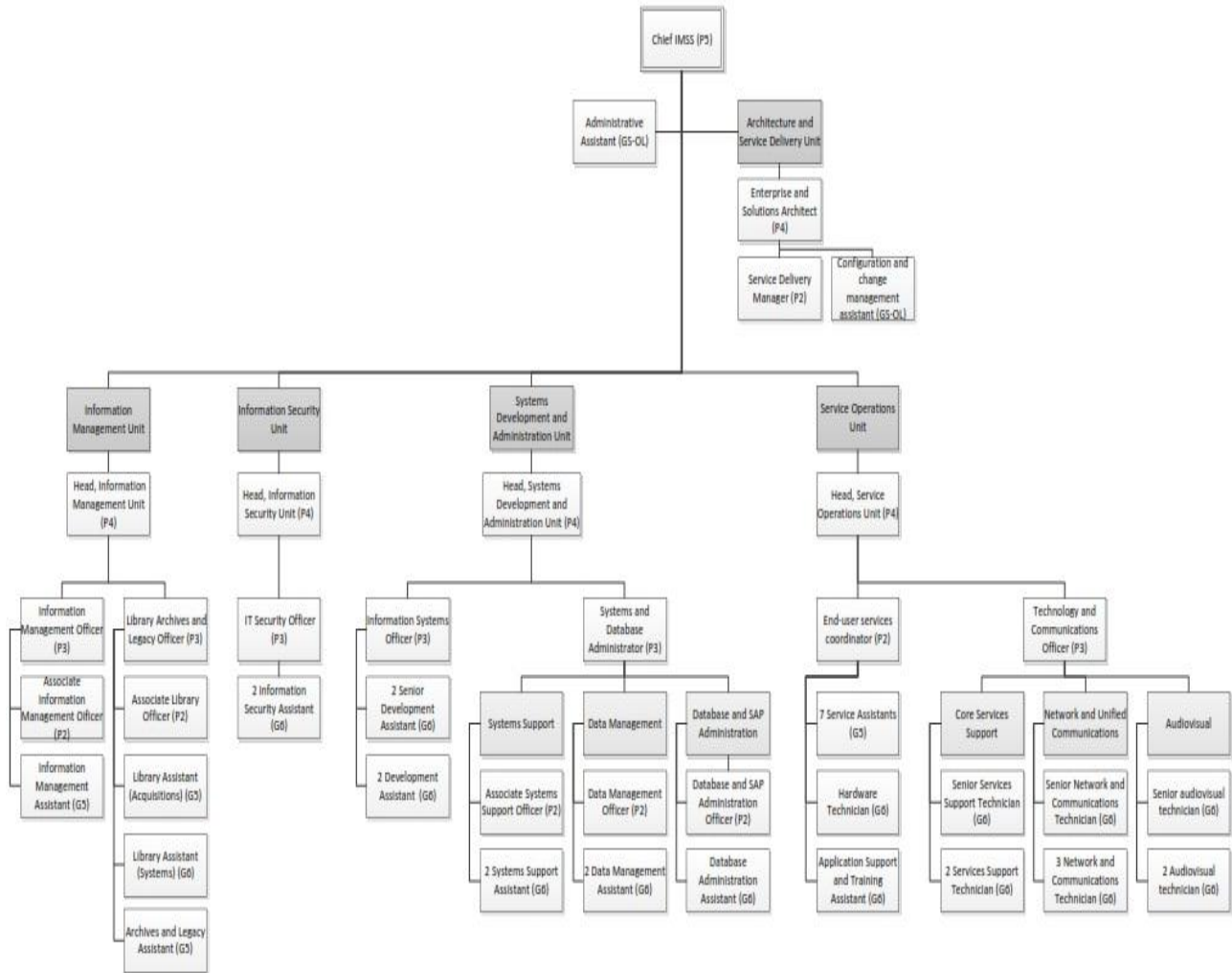
Division of Judicial Services



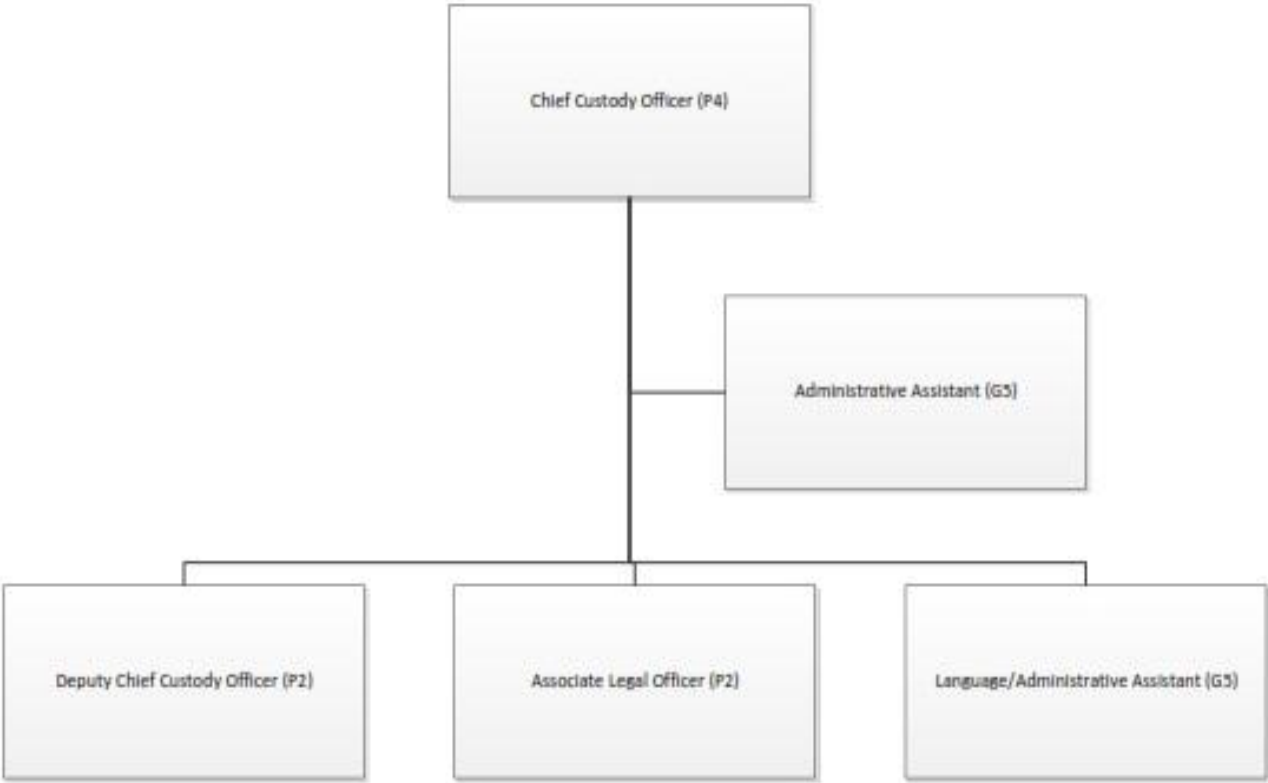
Court Management Section



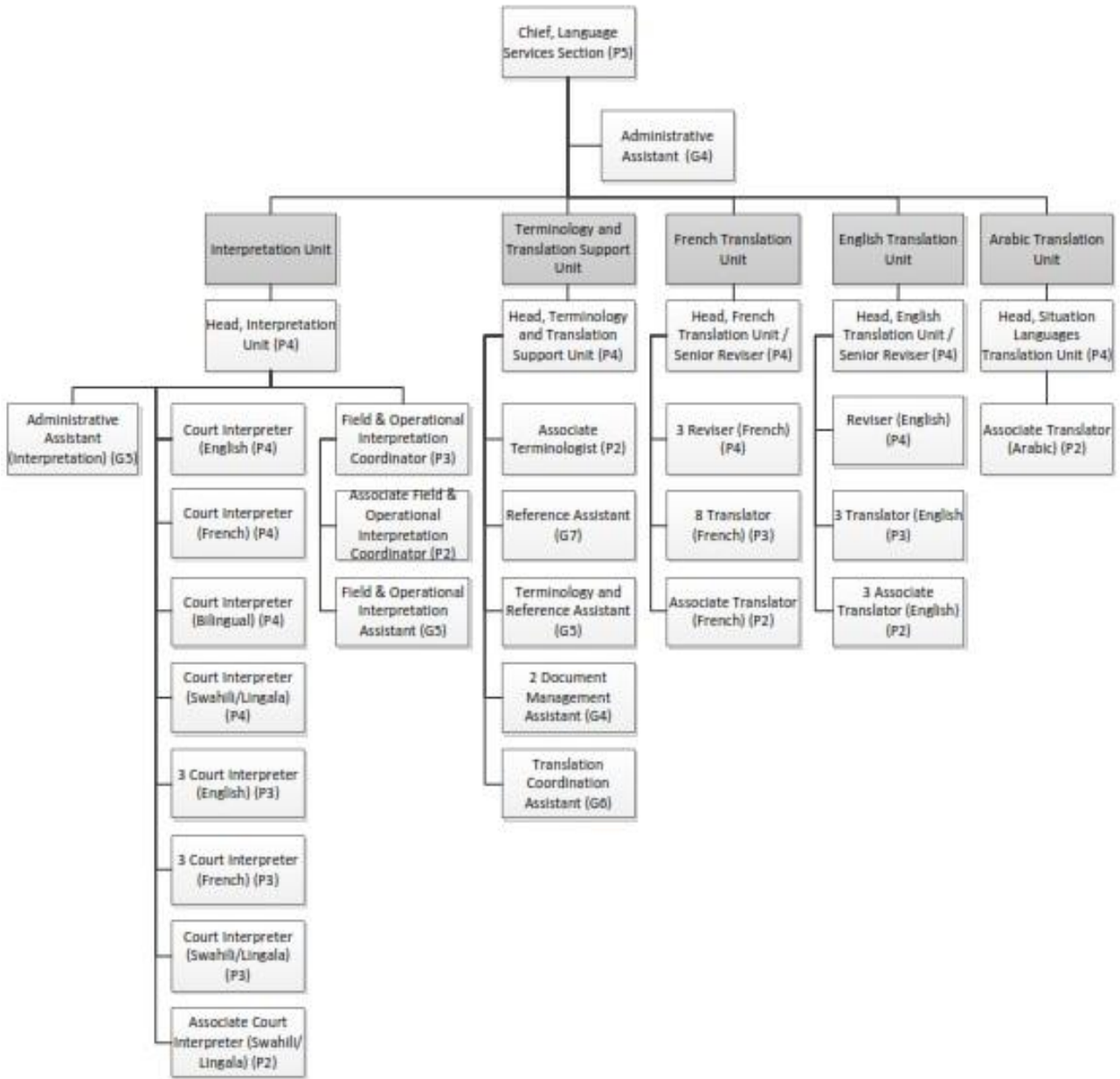
Information Management Services Section



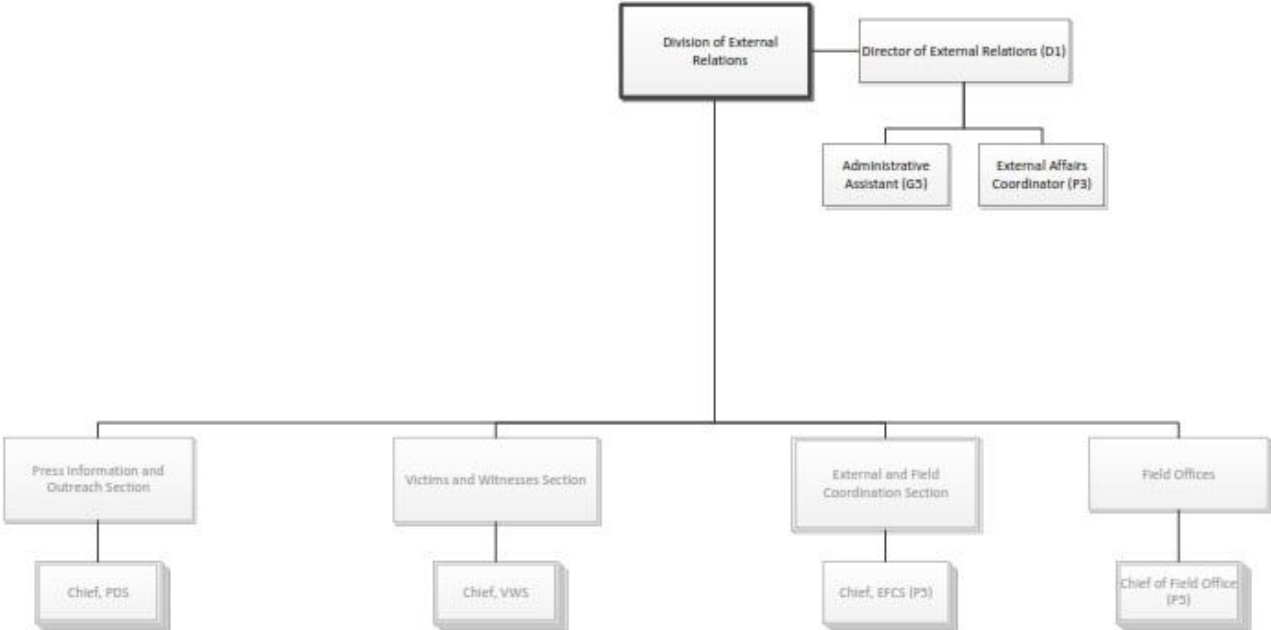
Detention Section

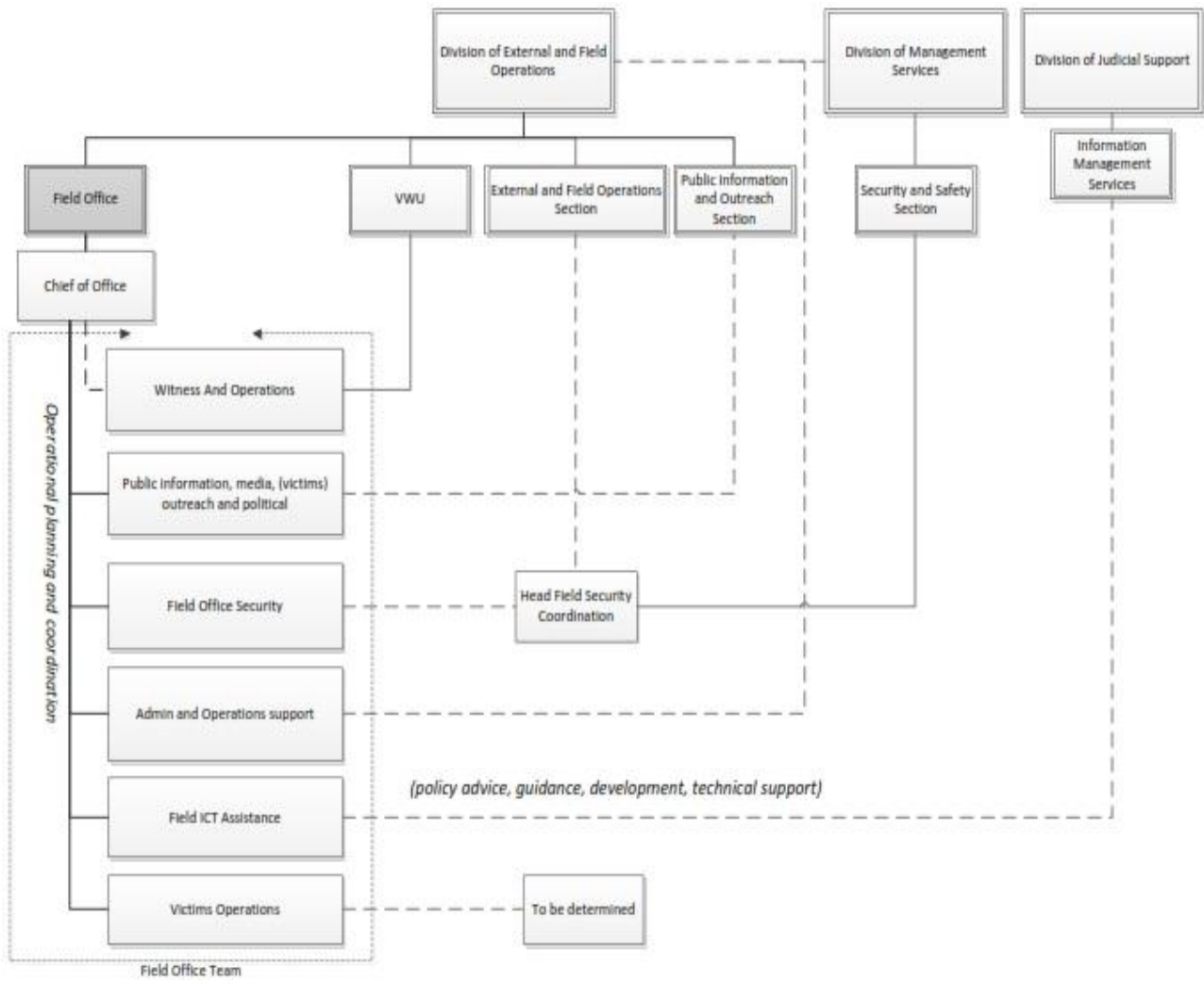


Language Services Section

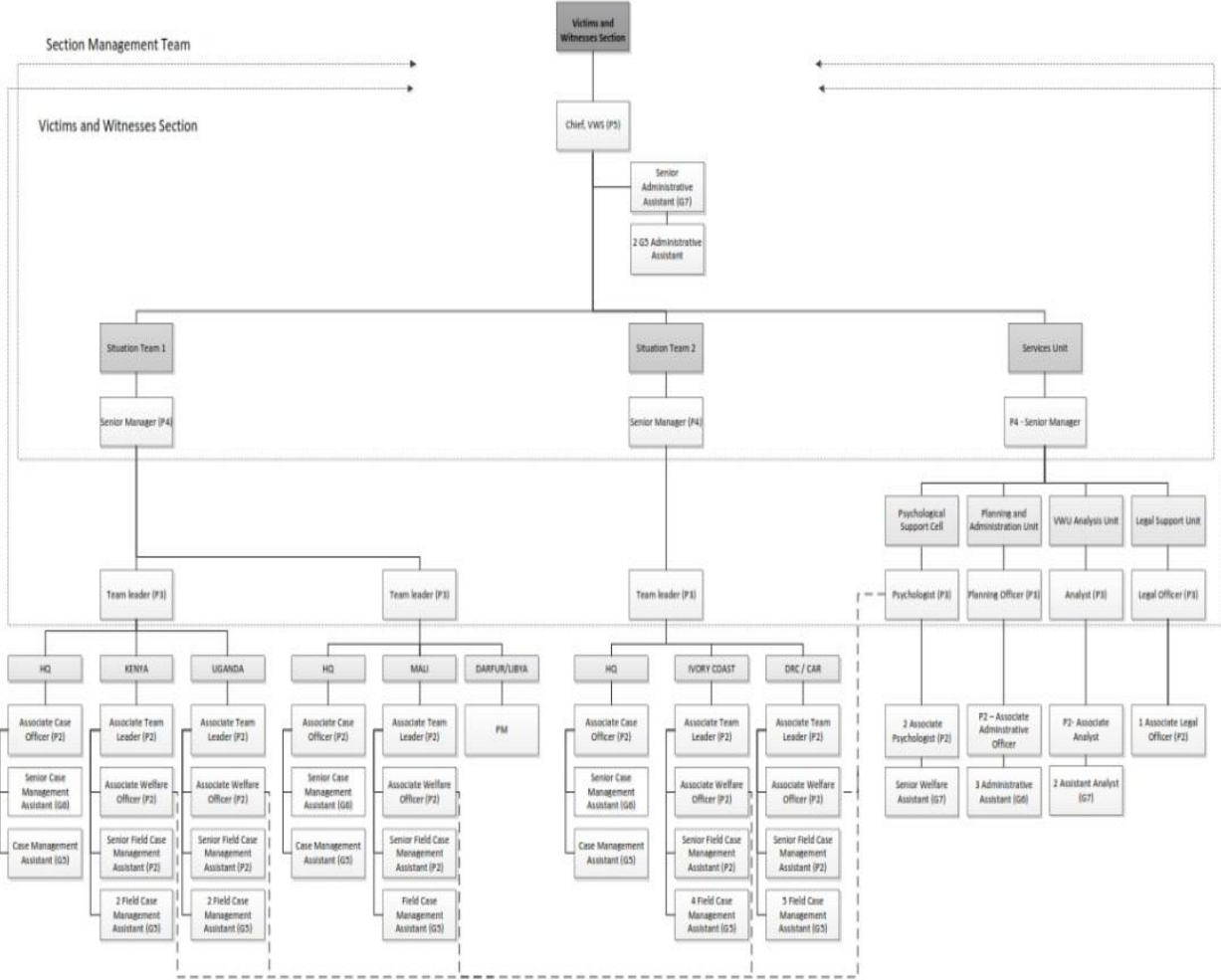


Division of External Relations

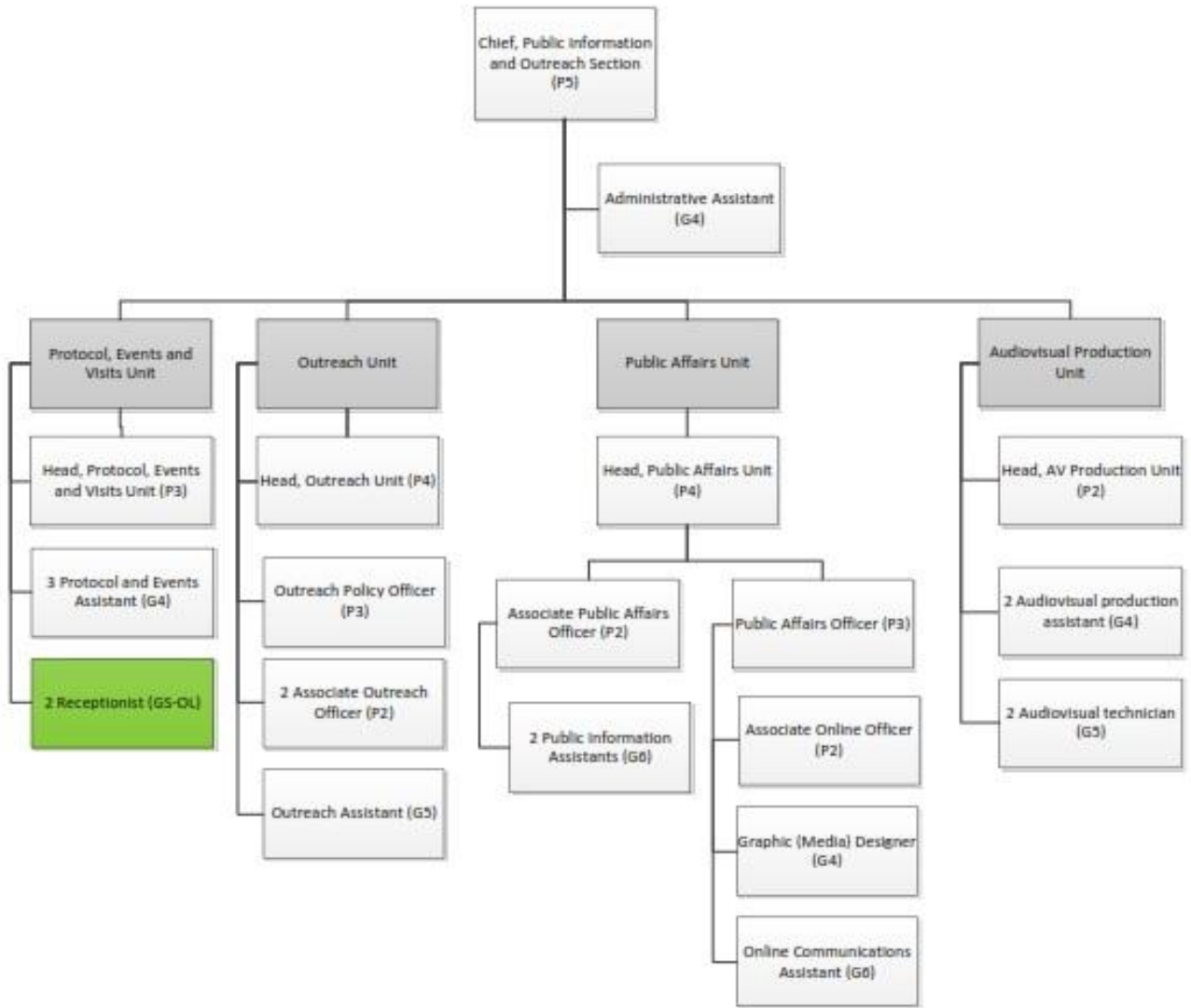




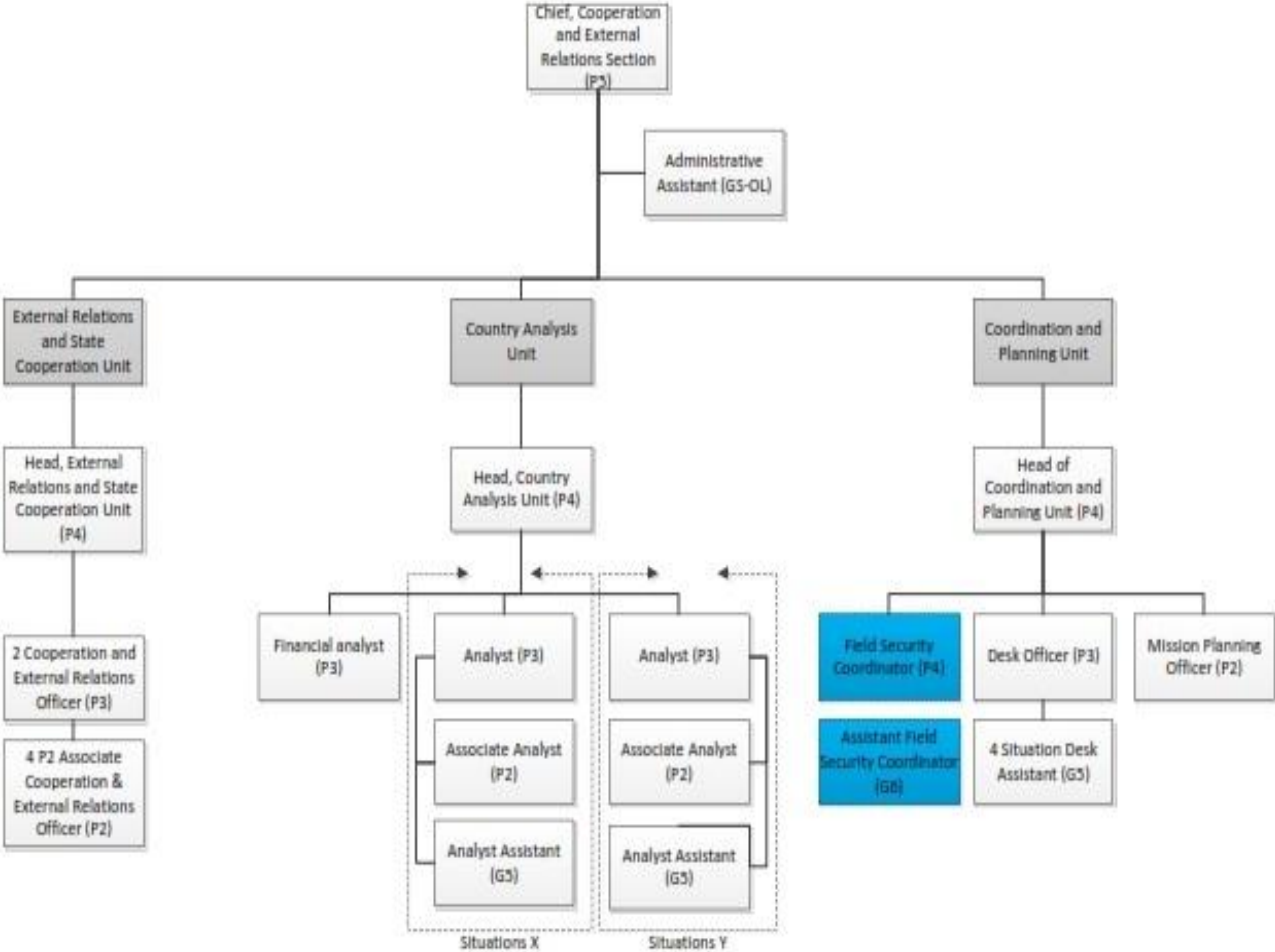
ReVision Project – Phase 4 – VWU - Registrar’s Decision on Structure



Press Information and Outreach Section



Cooperation and External Relations Section



Annex III

Staffing tables 2015 approved

Old Structure – Established

Post number	Level	Functional Title 2015	Section	Basic / Situation-Related	Duty Station	ReVison Result
9466	ASG	Registrar	Immediate Office of the Registrar	Basic	ICC	No Change
5082	D1	Deputy Registrar	Immediate Office of the Registrar	Basic	ICC	Abolished
3966	P5	Senior Executive Officer	Immediate Office of the Registrar	Basic	ICC	Abolished
2927	P5	Spec. Adv. Registrar: External Relations	Immediate Office of the Registrar	Basic	ICC	Abolished
8576	P5	User Support Manager	Immediate Office of the Registrar	Basic	ICC	Abolished
6611	P3	Cooperation Adviser	Immediate Office of the Registrar	Basic	ICC	Substantial change/Abolished
5421	P3	Special Asst. to Registrar/Legal Officer	Immediate Office of the Registrar	Basic	ICC	No Change
3125	P2	Associate Executive Officer	Immediate Office of the Registrar	Basic	ICC	Abolished
5673	GSPL	Personal Assistant to the Registrar	Immediate Office of the Registrar	Basic	ICC	No Change
5826	GSOL	Administrative Assistant	Immediate Office of the Registrar	Basic	ICC	Abolished
3313	GSOL	Administrative Assistant	Immediate Office of the Registrar	Basic	ICC	Abolished
9677	P5	Chief, Legal Advisory Services Section	Legal Advisory Section	Basic	ICC	No Change
6601	P4	Legal Adviser	Legal Advisory Section	Basic	ICC	Substantial change/Abolished
5274	P4	Legal Adviser	Legal Advisory Section	Basic	ICC	Substantial change/Abolished
8694	P3	Legal Officer	Legal Advisory Section	Basic	ICC	No Change
2753	P2	Associate Legal Officer	Legal Advisory Section	Basic	ICC	Substantial change/Abolished
2212	GSOL	Administrative Assistant	Legal Advisory Section	Basic	ICC	Abolished
1421	GSOL	Legal Assistant	Legal Advisory Section	Basic	ICC	Substantial change/Abolished
8815	P5	Chief, Security and Safety Section	Security and Safety Section	Basic	ICC	No Change
1223	P4	Head, Field Security Unit	Security and Safety Section	Situation related	ICC	No Change
9667	P4	Information Security Officer	Security and Safety Section	Basic	ICC	Substantial change/Abolished
4630	P4	Security Operations Officer	Security and Safety Section	Basic	ICC	Substantial change/Abolished
7448	P3	Field Security Officer	Security and Safety Section	Situation related	KEN	No Change
8177	P3	Field Security Officer	Security and Safety Section	Situation related	DRC	No Change
1769	P3	Field Security Officer	Security and Safety Section	Situation related	CAR	No Change
9056	P3	Head, Protective Security Unit	Security and Safety Section	Basic	ICC	Substantial change/Abolished
3905	P2	Security Analyst	Security and Safety Section	Situation related	ICC	No Change
1351	P2	Security Analyst	Security and Safety Section	Basic	ICC	No Change
8768	GSPL	Fire and Safety Officer	Security and Safety Section	Basic	ICC	No Change
8339	GSOL	Administrative and Logistics Assistant	Security and Safety Section	Basic	ICC	Substantial change/Abolished
4307	GSOL	Administrative and Support Officer	Security and Safety Section	Basic	ICC	No Change
3888	GSOL	Administrative Assistant	Security and Safety Section	Basic	ICC	No Change
2519	GSOL	Administrative Assistant	Security and Safety Section	Basic	ICC	No Change
6324	GSOL	Information Security Compliance Analyst	Security and Safety Section	Basic	ICC	No Change
7403	GSOL	Local Security Assistant	Security and Safety Section	Situation related	UGA	No Change
5130	GSOL	Local Security Assistant	Security and Safety Section	Situation related	DRC	No Change
4995	GSOL	Local Security Assistant	Security and Safety Section	Situation related	DRC	No Change
6904	GSOL	Local Security Assistant	Security and Safety Section	Situation related	CIV	No Change
7458	GSOL	Local Security Assistant	Security and Safety Section	Situation related	CAR	No Change
8273	GSOL	Pass and ID Officer	Security and Safety Section	Basic	ICC	Substantial change/Abolished
1282	GSOL	Personnel Security Officer	Security and Safety Section	Basic	ICC	No Change
8600	GSOL	Personnel Security Support Officer	Security and Safety Section	Basic	ICC	No Change
9721	GSOL	Planning and Coordination Officer	Security and Safety Section	Basic	ICC	Abolished
1564	GSOL	Planning and Coordination Officer	Security and Safety Section	Basic	ICC	No Change
5802	GSOL	Security Lieutenant	Security and Safety Section	Basic	ICC	No Change
8299	GSOL	Security Lieutenant	Security and Safety Section	Basic	ICC	No Change
2310	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
7709	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
2511	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
8231	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
3388	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
3920	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
3729	GSOL	Security Lieutenant	Security and Safety Section	Situation related	ICC	Abolished
5637	GSOL	Security Officer	Security and Safety Section	Basic	ICC	No Change
3620	GSOL	Security Officer	Security and Safety Section	Basic	ICC	No Change
7674	GSOL	Security Officer	Security and Safety Section	Basic	ICC	No Change
9030	GSOL	Security Officer	Security and Safety Section	Basic	ICC	No Change
9396	GSOL	Security Officer	Security and Safety Section	Basic	ICC	No Change
8264	GSOL	Security Officer	Security and Safety Section	Situation related	ICC	No Change
6887	GSOL	Security Officer	Security and Safety Section	Situation related	ICC	No Change
4090	GSOL	Security Planning and Scheduling Officer	Security and Safety Section	Situation related	ICC	No Change
7363	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change
3548	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
3893	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change
8107	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change
3978	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change
2004	GSOL	Security Sergeant	Security and Safety Section	Basic	ICC	No Change
3549	GSOL	Security Training Assistant	Security and Safety Section	Basic	ICC	No Change
7375	GSOL	Security Training Coordinator	Security and Safety Section	Basic	ICC	No Change
8028	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
2999	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
3537	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
3739	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
6181	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
1962	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
9027	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
7039	GSOL	Senior Security Officer	Security and Safety Section	Situation related	ICC	No Change
5985	GSOL	Senior Security Officer	Security and Safety Section	Situation related	ICC	No Change
7688	GSOL	Senior Security Officer	Security and Safety Section	Situation related	ICC	No Change
9787	GSOL	Senior Security Officer	Security and Safety Section	Situation related	ICC	No Change
9827	GSOL	Senior Security Officer	Security and Safety Section	Basic	ICC	No Change
9969	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9970	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9971	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9972	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9973	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9974	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9975	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9976	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9977	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9979	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9980	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9981	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9982	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9983	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9984	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9985	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9986	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9987	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9988	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9989	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9990	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
9991	G2	Security Assistant	Security and Safety Section	Basic	ICC	Abolished
1873	P5	Chief, Field Operations Section	Field Operations Section	Situation related	ICC	Substantial change/Abolished
4598	P4	Head, Field Operational Support Unit	Field Operations Section	Situation related	ICC	Substantial change/Abolished
8320	P4	Head, Field Strategic Coord. & Planning	Field Operations Section	Situation related	ICC	Substantial change/Abolished
6345	P3	Field Office Manager / Task Force Coordinator (CAR)	Field Operations Section	Situation related	CAR	No Change
4893	P3	Field Office Manager / Task Force Coordinator (DRC)	Field Operations Section	Situation related	DRC	No Change
7482	P3	Field Office Manager / Task Force Coordinator (MLI)	Field Operations Section	Situation related	MLI	No Change
6927	P3	Field Office Manager / Task Force Coordinator for the Great Lakes	Field Operations Section	Situation related	UGA	No Change
6290	P2	Field Strategic Planning Officer	Field Operations Section	Situation related	ICC	No Change
2961	GSPL	Forward Field Office Manager	Field Operations Section	Situation related	DRC	Abolished
2317	GSOL	Administrative Assistant	Field Operations Section	Situation related	UGA	No Change
2422	GSOL	Administrative Assistant	Field Operations Section	Situation related	DRC	No Change
2935	GSOL	Administrative Assistant	Field Operations Section	Situation related	CIV	No Change
2780	GSOL	Administrative Assistant	Field Operations Section	Situation related	KEN	No Change
3010	GSOL	Administrative Assistant	Field Operations Section	Situation related	CAR	No Change
6468	GSOL	Administrative Assistant	Field Operations Section	Situation related	ICC	No Change
3456	GSOL	Driver	Field Operations Section	Situation related	UGA	No Change
3475	GSOL	Driver	Field Operations Section	Situation related	CIV	No Change
3586	GSOL	Driver	Field Operations Section	Situation related	UGA	No Change
3608	GSOL	Driver	Field Operations Section	Situation related	KEN	No Change
3645	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
3679	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
3718	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
3778	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
3796	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
3186	GSOL	Driver	Field Operations Section	Situation related	KEN	No Change
3857	GSOL	Driver	Field Operations Section	Situation related	CIV	No Change
3902	GSOL	Driver	Field Operations Section	Situation related	CIV	No Change
3916	GSOL	Driver	Field Operations Section	Situation related	CAR	No Change
3931	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
4081	GSOL	Driver	Field Operations Section	Situation related	KEN	Abolished
4084	GSOL	Driver	Field Operations Section	Situation related	DRC	No Change
4119	GSOL	Driver	Field Operations Section	Situation related	CIV	No Change
4267	GSOL	Driver	Field Operations Section	Situation related	CAR	No Change
9940	GSOL	Logistics Assistant/Desk Officer	Field Operations Section	Situation related	ICC	No Change
8557	GSOL	Logistics Assistant/Desk Officer	Field Operations Section	Situation related	ICC	No Change
3064	GSOL	Senior Driver	Field Operations Section	Situation related	UGA	No Change
3288	GSOL	Senior Driver	Field Operations Section	Situation related	DRC	Abolished
3133	GSOL	Senior Driver	Field Operations Section	Situation related	CIV	No Change
3324	GSOL	Senior Driver	Field Operations Section	Situation related	CAR	Abolished
2402	P5	Chief, Counsel Support Section	Office of the Head, DVC	Basic	ICC	No Change
5577	P4	Financial Investigator	Office of the Head, DVC	Situation related	ICC	No Change
2771	P4	Head, Legal Aid Unit	Counsel Support Section	Basic	ICC	No Change
8289	P2	Associate Legal Officer	Defense Support Section	Basic	ICC	No Change

Post number	Level	Functional Title 2015	Section	Basic / Situation-Related	Duty Station	ReVison Result
7240	P2	Legal Aid Fund Monitoring Specialist	Defense Support Section	Situation related	ICC	No Change
1418	P1	Assistant Legal Officer	Defense Support Section	Basic	ICC	No Change
6477	GSOL	Administrative Assistant	Defense Support Section	Basic	ICC	No Change
4054	GSOL	Administrative Assistant	Defense Support Section	Basic	ICC	No Change
7445	GSOL	Administrative Assistant	Office of the Head, DVC	Situation related	ICC	No Change
3116	D1	Director of CASD	Office of the Director, CASD	Basic	ICC	No Change
1071	P3	Administrative Officer	Office of the Director, CASD	Basic	ICC	No Change
5885	P3	Administrative Officer	Office of the Director, CASD	Basic	ICC	Abolished
4851	GSOL	Administrative Assistant	Office of the Director, CASD	Basic	ICC	No Change
4420	P5	Chief, Human Resources Section	Human Resources Section	Basic	ICC	No Change
1559	P4	Head, Health and Welfare Unit	Human Resources Section	Basic	ICC	No Change
6863	P4	Head, Staffing Unit	Human Resources Section	Basic	ICC	Substantial change/Abolished
3035	P3	Head, Learning and Development Unit	Human Resources Section	Basic	ICC	No Change
1087	P3	Head, Staff Administration Unit	Human Resources Section	Basic	ICC	Substantial change/Abolished
4073	P3	Staff Welfare Officer	Human Resources Section	Basic	ICC	No Change
5979	P2	Staffing Officer	Human Resources Section	Basic	ICC	Substantial change/Abolished
7338	GSPL	Medical Assistant/Nurse	Human Resources Section	Basic	ICC	Abolished
8732	GSPL	Senior HR Assistant (Policy & Legal)	Human Resources Section	Basic	ICC	Substantial change/Abolished
8345	GSOL	Administrative Assistant	Human Resources Section	Basic	ICC	Abolished
3448	GSOL	Administrative Assistant	Human Resources Section	Situation related	ICC	Abolished
7882	GSOL	Human Resources Assistant	Human Resources Section	Basic	ICC	No Change
7033	GSOL	Learning and Development Assistant	Human Resources Section	Basic	ICC	No Change
4228	GSOL	Occupational Health Nurse / Paramedic	Human Resources Section	Situation related	ICC	No Change
3016	GSOL	Senior HR IT Systems Support Assistant	Human Resources Section	Basic	ICC	Abolished
8933	GSOL	Senior Human Resources Assistant	Human Resources Section	Basic	ICC	Abolished
7780	GSOL	Senior Human Resources Assistant	Human Resources Section	Basic	ICC	Abolished
1685	GSOL	Senior Staffing Assistant	Human Resources Section	Basic	ICC	No Change
1480	GSOL	Staff Welfare Assistant	Human Resources Section	Basic	ICC	No Change
4124	GSOL	Staffing Assistant	Human Resources Section	Basic	ICC	No Change
4724	GSOL	Staffing Assistant	Human Resources Section	Basic	ICC	No Change
5137	GSOL	Staffing Assistant	Human Resources Section	Situation related	ICC	No Change
7781	P5	Chief, Budget and Finance	Budget and Finance Section	Basic	ICC	Substantial change/Abolished
8896	P4	Management Accounting Supervisor	Budget and Finance Section	Basic	ICC	No Change
1043	P3	Accounts Officer	Budget and Finance Section	Basic	ICC	No Change
4438	P3	Disbursements Officer	Budget and Finance Section	Basic	ICC	No Change
9596	P3	Payroll Officer	Budget and Finance Section	Basic	ICC	No Change
3695	P2	Associate Accounts/Contributions Officer	Budget and Finance Section	Basic	ICC	No Change
7795	P2	Associate Budget & Finance Officer	Budget and Finance Section	Basic	ICC	No Change
4006	GSPL	Treasury Assistant	Budget and Finance Section	Situation related	ICC	Abolished
7873	GSOL	Administrative Assistant	Budget and Finance Section	Basic	ICC	Abolished
2536	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
6150	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
6395	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
7855	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
1257	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
7544	GSOL	Budget and Finance Assistant	Budget and Finance Section	Situation related	ICC	No Change
7754	GSOL	Budget and Finance Assistant	Budget and Finance Section	Situation related	ICC	No Change
8113	GSOL	Budget and Finance Assistant	Budget and Finance Section	Situation related	ICC	No Change
1399	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
7777	GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
1820	GSOL	Senior Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
4365	GSOL	Senior Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
6461	GSOL	Senior Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
5938	GSOL	Senior Budget and Finance Assistant	Budget and Finance Section	Situation related	ICC	No Change
1382	GSOL	Senior Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	No Change
6594	P5	Chief, General Services Section	General Services Section	Basic	ICC	No Change
7471	P4	Chief Procurement Officer	General Services Section	Basic	ICC	No Change
6034	P3	Facilities Management Officer	General Services Section	Basic	ICC	No Change
3758	P3	Logistics and Transport Officer	General Services Section	Basic	ICC	No Change
5205	P2	Facilities Project Manager	General Services Section	Basic	ICC	No Change
5364	GSPL	Procurement Coordinator	General Services Section	Basic	ICC	No Change
3070	GSPL	Senior Facilities Assistant	General Services Section	Basic	ICC	No Change
5275	GSPL	Travel Supervisor	General Services Section	Basic	ICC	No Change
6964	GSOL	Administrative Assistant	General Services Section	Basic	ICC	No Change
3037	GSOL	Administrative Assistant	General Services Section	Basic	ICC	No Change
2677	GSOL	Draughtsman	General Services Section	Basic	ICC	No Change
1197	GSOL	Driver/Clerk	General Services Section	Basic	ICC	No Change
2783	GSOL	Driver/Clerk	General Services Section	Basic	ICC	No Change
5626	GSOL	Driver/Clerk	General Services Section	Basic	ICC	No Change
6300	GSOL	Driver/Clerk	General Services Section	Basic	ICC	No Change
4750	GSOL	Facilities Electrical Technician	General Services Section	Basic	ICC	No Change
4044	GSOL	Facilities HVAC Technician	General Services Section	Basic	ICC	No Change
1406	GSOL	Facilities Services Clerk	General Services Section	Basic	ICC	No Change
5897	GSOL	Facilities Services Clerk	General Services Section	Basic	ICC	No Change
4565	GSOL	Facilities Services Clerk	General Services Section	Basic	ICC	No Change
2834	GSOL	Facilities Technician(Sec.Installations)	General Services Section	Basic	ICC	No Change
5741	GSOL	General Service Clerk	General Services Section	Basic	ICC	No Change
1412	GSOL	Handyman	General Services Section	Basic	ICC	No Change
7676	GSOL	Handyman/Laborer	General Services Section	Basic	ICC	No Change
1228	GSOL	Logistics Clerk	General Services Section	Basic	ICC	No Change
2226	GSOL	Logistics Clerk / Driver	General Services Section	Basic	ICC	No Change
9261	GSOL	Logistics Supervisor	General Services Section	Basic	ICC	No Change
9264	GSOL	PCIU/Claims Assistant	General Services Section	Basic	ICC	No Change
1094	GSOL	Procurement Assistant	General Services Section	Basic	ICC	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
4870	GSOL	Procurement Assistant	General Services Section	Basic	ICC	No Change
4174	GSOL	Procurement Assistant	General Services Section	Basic	ICC	No Change
3096	GSOL	Procurement Assistant	General Services Section	Basic	ICC	No Change
6617	GSOL	Registry Clerk	General Services Section	Basic	ICC	No Change
4235	GSOL	Registry Supervisor	General Services Section	Basic	ICC	No Change
2693	GSOL	Supply Clerk	General Services Section	Basic	ICC	No Change
6945	GSOL	Travel Assistant	General Services Section	Basic	ICC	No Change
8471	GSOL	Travel Assistant	General Services Section	Basic	ICC	No Change
9577	GSOL	Travel Assistant	General Services Section	Basic	ICC	No Change
1303	GSOL	Travel Assistant	General Services Section	Basic	ICC	No Change
1317	GSOL	Travel Assistant	General Services Section	Basic	ICC	No Change
3450	GSOL	Vehicle Dispatcher/Driver	General Services Section	Basic	ICC	No Change
9597	P5	Chief, ICT Section	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
2917	P4	Business Process Analyst/Project Manager	Information Technology and Communications Section	Situation related	ICC	Abolished
3923	P4	Head, Information Services Unit	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
6840	P4	Head, IT Operations Unit	Information Technology and Communications Section	Basic	ICC	No Change
5545	P3	Communications Officer	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
3725	P3	Database Technical Officer	Information Technology and Communications Section	Basic	ICC	No Change
5146	P3	E-Court Systems Officer	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
9765	P3	IT Operations Officer	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
5912	P3	IT Security Officer	Information Technology and Communications Section	Basic	ICC	No Change
1898	P3	Records Management Officer	Information Technology and Communications Section	Basic	ICC	No Change
4157	P3	SAP Systems Officer	Information Technology and Communications Section	Basic	ICC	No Change
8977	P3	Systems Analyst	Information Technology and Communications Section	Basic	ICC	No Change
5332	P2	Associate ICT Services Officer	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
2445	P2	Associate Information Systems Officer	Information Technology and Communications Section	Basic	ICC	No Change
2701	P2	Associate IT Training Officer	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
1570	P2	Associate SAP Technical Officer	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
9864	GSPL	Senior Application Integration Assistant	Information Technology and Communications Section	Basic	ICC	Abolished
4967	GSOL	Administrative Assistant	Information Technology and Communications Section	Basic	ICC	No Change
5861	GSOL	Administrative Assistant	Information Technology and Communications Section	Basic	ICC	Abolished
3409	GSOL	Application Support Technical Assistant	Information Technology and Communications Section	Situation related	ICC	No Change
6270	GSOL	Applications Assistant SAP (Financials)	Information Technology and Communications Section	Basic	ICC	No Change
6305	GSOL	Applications Programmer	Information Technology and Communications Section	Basic	ICC	No Change
1793	GSOL	Applications Programming Assistant	Information Technology and Communications Section	Situation related	ICC	No Change
2711	GSOL	Applications Security Assistant	Information Technology and Communications Section	Situation related	ICC	No Change
4327	GSOL	Assistant Web Developer	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
3833	GSOL	Audio-Visual Technician	Information Technology and Communications Section	Situation related	ICC	No Change
9216	GSOL	Audio-Visual Technician	Information Technology and Communications Section	Situation related	ICC	No Change
4761	GSOL	Communications Support Technician	Information Technology and Communications Section	Situation related	ICC	No Change
5939	GSOL	Communications Support Technician	Information Technology and Communications Section	Situation related	ICC	No Change
3234	GSOL	Communications Support Technician	Information Technology and Communications Section	Situation related	ICC	No Change
9133	GSOL	Configuration Technician	Information Technology and Communications Section	Basic	ICC	No Change
2591	GSOL	Database Technical Assistant	Information Technology and Communications Section	Basic	ICC	No Change
5845	GSOL	E-Court Applications Programmer	Information Technology and Communications Section	Situation related	ICC	No Change
2067	GSOL	eCourt Systems Support Technician	Information Technology and Communications Section	Basic	ICC	No Change
9206	GSOL	Field ICT Technician	Information Technology and Communications Section	Situation related	ICC	No Change
8990	GSOL	Field ICT Technician	Information Technology and Communications Section	Situation related	DRC	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
9617	GSOL	Field ICT Technician	Information Technology and Communications Section	Situation related	UGA	No Change
6151	GSOL	Hardware Technician	Information Technology and Communications Section	Basic	ICC	No Change
6719	GSOL	IT Assistant	Information Technology and Communications Section	Basic	ICC	No Change
7870	GSOL	IT Assistant	Information Technology and Communications Section	Basic	ICC	No Change
9300	GSOL	IT Assistant	Information Technology and Communications Section	Basic	ICC	No Change
8446	GSOL	IT Assistant	Information Technology and Communications Section	Situation related	ICC	No Change
4324	GSOL	Java Applications Programmer	Information Technology and Communications Section	Basic	ICC	No Change
4231	GSOL	Network Support Technician	Information Technology and Communications Section	Basic	ICC	No Change
1191	GSOL	Network Support Technician	Information Technology and Communications Section	Situation related	ICC	No Change
1414	GSOL	Records Management & Archives Assistant	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
7921	GSOL	Records Management & Archives Assistant	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
8346	GSOL	Records Management & Archives Assistant	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
5410	GSOL	Service Desk Supervisor	Information Technology and Communications Section	Basic	ICC	Abolished
5301	GSOL	Systems Support Technician	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
8994	GSOL	Systems Support Technician	Information Technology and Communications Section	Basic	ICC	Substantial change/Abolished
7920	GSOL	Systems Support Technician	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
6581	GSOL	Systems Support Technician	Information Technology and Communications Section	Situation related	ICC	Substantial change/Abolished
5798	GSOL	Web Developer	Information Technology and Communications Section	Situation related	ICC	No Change
4856	D1	Director, Division of Court Services	Office of the Head, DCS	Basic	ICC	No Change
9489	P3	Legal Coordinator	Office of the Head, DCS	Situation related	ICC	No Change
1440	P3	Legal Coordinator	Office of the Head, DCS	Situation related	ICC	No Change
9542	P2	Associate Legal Officer	Office of the Head, DCS	Situation related	ICC	No Change
8244	GSOL	Administrative Assistant	Office of the Head, DCS	Basic	ICC	No Change
2759	P5	Chief, Court Management Section	Court Management Section	Basic	ICC	No Change
6716	P3	Head, Courtroom Operations Support Unit	Court Management Section	Situation related	ICC	Substantial change/Abolished
8954	P3	Legal Officer/Information Systems Coord.	Court Management Section	Basic	ICC	No Change
1625	P2	Assoc. Legal Officer/ Courtroom Officer	Court Management Section	Basic	ICC	No Change
5467	P2	Assoc. Legal Officer/Courtroom Officer	Court Management Section	Basic	ICC	No Change
4539	P2	Court Reporter (English)	Court Management Section	Situation related	ICC	No Change
2183	P2	Court Reporter (English)	Court Management Section	Situation related	ICC	No Change
9045	P2	Court Reporter (English)	Court Management Section	Situation related	ICC	No Change
9978	P2	Court Reporter (English)	Court Management Section	Situation related	ICC	No Change
2468	P2	Court Reporter (French)	Court Management Section	Situation related	ICC	No Change
8040	P2	Court Reporter (French)	Court Management Section	Situation related	ICC	No Change
9194	P2	Court Reporter (French)	Court Management Section	Situation related	ICC	No Change
3867	P2	Court Reporter (French)	Court Management Section	Situation related	ICC	No Change
6481	GSPL	Senior Audio-Visual Assistant	Court Management Section	Situation related	ICC	No Change
3686	GSOL	Administrative Assistant	Court Management Section	Basic	ICC	No Change
7952	GSOL	Audio-Visual Assistant	Court Management Section	Situation related	ICC	No Change
3199	GSOL	Court Clerk	Court Management Section	Situation related	ICC	No Change
9117	GSOL	Court Clerk	Court Management Section	Situation related	ICC	No Change
4694	GSOL	Court Records Assistant	Court Management Section	Situation related	ICC	No Change
5788	GSOL	Court Records Assistant	Court Management Section	Situation related	ICC	No Change
1214	GSOL	Court Records Assistant	Court Management Section	Situation related	ICC	No Change
1331	GSOL	Court Records Assistant	Court Management Section	Situation related	ICC	No Change
6792	GSOL	eCourt Systems Administration Assistant	Court Management Section	Situation related	ICC	Abolished
9922	GSOL	Senior Court Records Assistant	Court Management Section	Basic	ICC	No Change
1713	GSOL	Senior Transcript Coordinator	Court Management Section	Situation related	ICC	No Change
6609	GSOL	Transcript Coordinator	Court Management Section	Situation related	ICC	No Change
6089	P4	Chief Custody Officer	Detention Section	Basic	ICC	No Change
7122	P2	Associate Legal Officer	Detention Section	Basic	ICC	No Change
1358	P2	Deputy Chief Custody Officer	Detention Section	Situation related	ICC	No Change
1800	GSOL	Administrative Assistant	Detention Section	Basic	ICC	No Change
6671	GSOL	Language/Administrative Assistant	Detention Section	Situation related	ICC	No Change
7899	P5	Chief, Court Interpr. & Translation Section	Court Interpretation and Translation Section	Basic	ICC	No Change
8012	P4	Court Interpreter (Bilingual)	Court Interpretation and Translation Section	Situation related	ICC	No Change
1344	P4	Court Interpreter (English)	Court Interpretation and Translation Section	Basic	ICC	No Change
8313	P4	Court Interpreter (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
8776	P4	Court Interpreter (SWA/LIN)	Court Interpretation and Translation Section	Situation related	ICC	No Change
5761	P4	Head Reviser (English)	Court Interpretation and Translation Section	Basic	ICC	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
2924	P4	Head Reviser (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
1777	P4	Head, Interpretation Unit	Court Interpretation and Translation Section	Basic	ICC	No Change
9201	P4	Head, Translation Unit	Court Interpretation and Translation Section	Basic	ICC	Substantial change/Abolished
6969	P4	Reviser (Arabic)	Court Interpretation and Translation Section	Situation related	ICC	No Change
4905	P4	Reviser (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
2064	P4	Reviser (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
2665	P4	Terminologist	Court Interpretation and Translation Section	Basic	ICC	Substantial change/Abolished
9253	P3	Court Interpreter (English)	Court Interpretation and Translation Section	Basic	ICC	No Change
2028	P3	Court Interpreter (English)	Court Interpretation and Translation Section	Basic	ICC	No Change
2605	P3	Court Interpreter (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
3772	P3	Court Interpreter (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
2991	P3	Court Interpreter (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
1728	P3	Court Interpreter (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
9495	P3	Court Interpreter (Swahili)	Court Interpretation and Translation Section	Situation related	ICC	No Change
6279	P3	Operational Interpretation Coordinator	Court Interpretation and Translation Section	Situation related	ICC	No Change
5750	P3	Translator (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
3069	P3	Translator (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
2828	P3	Translator (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
5062	P3	Translator (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
9180	P3	Translator (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
3534	P3	Translator (French)	Court Interpretation and Translation Section	Basic	ICC	No Change
6439	P3	Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
8760	P3	Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
3539	P3	Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
4946	P3	Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
1788	P3	Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
3121	P2	Associate Arabic Translator	Court Interpretation and Translation Section	Situation related	ICC	No Change
4559	P2	Associate Terminologist	Court Interpretation and Translation Section	Situation related	ICC	No Change
9543	P2	Associate Translator (English)	Court Interpretation and Translation Section	Basic	ICC	No Change
9819	P2	Associate Translator (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
9295	P2	Associate Translator (English)	Court Interpretation and Translation Section	Situation related	ICC	No Change
2668	P2	Associate Translator (French)	Court Interpretation and Translation Section	Situation related	ICC	No Change
4372	P2	Associate Translator (Swahili / Lingala)	Court Interpretation and Translation Section	Situation related	ICC	Substantial change/Abolished
3630	P2	Court Interpreter (SWA/LIN)	Court Interpretation and Translation Section	Situation related	ICC	No Change
1234	GSPL	Reference Assistant	Court Interpretation and Translation Section	Situation related	ICC	No Change
1410	GSOL	Administrative Assistant	Court Interpretation and Translation Section	Basic	ICC	No Change
4416	GSOL	Administrative Assistant (Interpretation)	Court Interpretation and Translation Section	Basic	ICC	No Change
4884	GSOL	Administrative Assistant (Terminology)	Court Interpretation and Translation Section	Basic	ICC	Substantial change/Abolished
2095	GSOL	Administrative Asst (Field Interpretatio)	Court Interpretation and Translation Section	Situation related	ICC	No Change
6311	GSOL	Document Management Assistant	Court Interpretation and Translation Section	Situation related	ICC	No Change
1373	GSOL	Document Management Assistant	Court Interpretation and Translation Section	Situation related	ICC	No Change
3989	GSOL	Information Management Assistant	Court Interpretation and Translation Section	Basic	ICC	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
6789	P5	Chief, Victims and Witnesses Unit	Victims and Witnesses Unit	Basic	ICC	No Change
8912	P4	Head, Protection Unit	Victims and Witnesses Unit	Basic	ICC	No Change
8665	P4	Operations Officer	Victims and Witnesses Unit	Basic	ICC	No Change
7908	P3	Administrative Officer	Victims and Witnesses Unit	Basic	ICC	Abolished
7372	P3	Administrative and Operations Officer	Victims and Witnesses Unit	Situation related	ICC	No Change
7358	P3	Analyst	Victims and Witnesses Unit	Situation related	ICC	No Change
1697	P3	Field Witness Officer	Victims and Witnesses Unit	Situation related	CAR	Substantial change/Abolished
6931	P3	Field Witness Officer	Victims and Witnesses Unit	Situation related	KEN	Substantial change/Abolished
3115	P3	Field Witness Officer	Victims and Witnesses Unit	Situation related	DRC	Substantial change/Abolished
8380	P3	Support Officer	Victims and Witnesses Unit	Basic	ICC	Abolished
9141	P2	Associate Legal Officer	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
7583	P2	Associate Protection Officer	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
6244	P2	Associate Protection Officer	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
5645	P2	Associate Protection Officer	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
3445	P2	Associate Protection Officer	Victims and Witnesses Unit	Situation related	DRC	Substantial change/Abolished
2721	P2	Associate Support Officer	Victims and Witnesses Unit	Basic	DRC	No Change
8123	P2	Associate Support Officer	Victims and Witnesses Unit	Situation related	ICC	No Change
2789	GSPL	Senior Support Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
7543	GSOL	Administrative Assistant	Victims and Witnesses Unit	Basic	ICC	No Change
4586	GSOL	Confidential Accounts Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
2262	GSOL	Field Confidential Accounts Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
1402	GSOL	Field Confidential Accounts Assistant	Victims and Witnesses Unit	Situation related	KEN	No Change
4297	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	KEN	No Change
1341	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	KEN	No Change
7393	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
4965	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
8832	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
1862	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	UGA	No Change
7647	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	CAR	No Change
2141	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
8170	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
7821	GSOL	Field Protection/Operations Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
9355	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	KEN	No Change
8798	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
3188	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
4214	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	UGA	No Change
2121	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
8841	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	CAR	No Change
7878	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	DRC	No Change
4239	GSOL	Field Support Assistant	Victims and Witnesses Unit	Situation related	CAR	No Change
3452	GSOL	Operations & Field Coordination Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
1699	GSOL	Operations & Field Coordination Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
1130	GSOL	Protection Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
1785	GSOL	Senior Operations Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
2893	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
7097	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
9463	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
8803	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
5647	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	Substantial change/Abolished
8133	GSOL	Support Assistant	Victims and Witnesses Unit	Situation related	ICC	No Change
2425	P4	Chief, VPRS	Victims Participation and Reparations Section	Basic	ICC	No Change
1677	P3	Field Coordinator	Victims Participation and Reparations Section	Basic	ICC	No Change
8165	P3	Legal Coordinator	Victims Participation and Reparations Section	Basic	ICC	No Change
6227	P2	Associate Legal Officer (Participation)	Victims Participation and Reparations Section	Basic	ICC	No Change
9064	P2	Associate Legal Officer (Reparations)	Victims Participation and Reparations Section	Basic	ICC	No Change
3342	P2	Field Officer	Victims Participation and Reparations Section	Situation related	DRC	No Change
3626	P2	Field Officer	Victims Participation and Reparations Section	Situation related	ICC	No Change
9002	P2	Victims Applications Manager	Victims Participation and Reparations Section	Basic	ICC	No Change
4863	P1	Documentation and Database Administrator	Victims Participation and Reparations Section	Basic	ICC	No Change
8562	P1	Victims Applications Manager	Victims Participation and Reparations Section	Basic	ICC	No Change
5443	GSOL	Administrative Assistant	Victims Participation and Reparations Section	Basic	ICC	No Change
3784	GSOL	Data Processing Assistant	Victims Participation and Reparations Section	Situation related	ICC	No Change
3487	GSOL	Data Processing Assistant	Victims Participation and Reparations Section	Situation related	ICC	No Change
1642	GSOL	Field Assistant	Victims Participation and Reparations Section	Situation related	DRC	No Change
7179	GSOL	Field Assistant	Victims Participation and Reparations Section	Situation related	UGA	No Change
2707	GSOL	Field Assistant	Victims Participation and Reparations Section	Situation related	CAR	No Change

<i>Post number</i>	<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation-Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
3117	P5	Chief, PIDS	Office of the Head of Public Information and Documentation Section	Basic	ICC	No Change
1771	GSOL	Administrative Assistant	Office of the Head of Public Information and Documentation Section	Basic	ICC	No Change
9537	P4	Chief Librarian	Library and Documentation Centre	Basic	ICC	Substantial change/Abolished
7814	P2	Associate Library Officer	Library and Documentation Centre	Basic	ICC	No Change
3528	GSOL	Library Assistant (Acquisitions)	Library and Documentation Centre	Basic	ICC	No Change
2817	GSOL	Library Assistant (Systems)	Library and Documentation Centre	Basic	ICC	No Change
5379	P4	Spokesperson/Head, Public Affairs Unit	Public Affairs Unit	Basic	ICC	No Change
2889	P3	Protocol and Events Officer	Public Affairs Unit	Basic	ICC	No Change
6024	P2	Associate Public Affairs Officer	Public Information Unit	Basic	ICC	No Change
5780	GSOL	Graphic Designer	Public Affairs Unit	Basic	ICC	No Change
3262	GSOL	Protocol and Events Assistant	Public Affairs Unit	Basic	ICC	No Change
1808	GSOL	Protocol and Events Assistant	Public Affairs Unit	Basic	ICC	No Change
1854	GSOL	Public Information Assistant	Public Affairs Unit	Basic	ICC	No Change
9949	P4	Head, Outreach Unit	Outreach Unit	Basic	ICC	No Change
4021	P2	Associate Legal Officer	Outreach Unit	Situation related	ICC	No Change
2904	P2	Associate Legal Officer	Public Information Unit	basic	ICC	Abolished
7348	P2	Associate Outreach Officer	Outreach Unit	Situation related	ICC	No Change
2333	P2	Audio-Visual Producer	Outreach Unit	Basic	ICC	No Change
8322	P2	Field Assoc. Legal Outreach Coordinator	Outreach Unit	Situation related	ICC	No Change
8486	P2	Field Outreach Coordinator	Outreach Unit	Situation related	CIV	Substantial change/Abolished
1436	P2	Field Outreach Coordinator	Outreach Unit	Situation related	KEN	Substantial change/Abolished
9410	P2	Field Outreach Coordinator	Outreach Unit	Situation related	DRC	Substantial change/Abolished
7015	GSPL	Field Outreach Assistant	Outreach Unit	Situation related	CAR	No Change
6365	GSPL	Field Senior Outreach Assistant	Outreach Unit	Situation related	DRC	Abolished
6665	GSPL	Production Assistant	Outreach Unit	Basic	ICC	No Change
1301	GSOL	Audio-Visual Technician	Outreach Unit	Basic	ICC	No Change
4187	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	DRC	No Change
1924	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	DRC	No Change
7276	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	DRC	No Change
8091	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	UGA	No Change
7977	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	KEN	No Change
3427	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	KEN	No Change
5558	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	CIV	No Change
2258	GSOL	Field Outreach Assistant	Outreach Unit	Situation related	CAR	No Change
1239	P5	Principal Counsel	Office of Public Counsel for the Defence	Basic	ICC	No Change
9007	P4	Legal Adviser / Counsel	Office of the Public Counsel for the Defence	Situation related	ICC	No Change
6326	P2	Associate Counsel	Office of Public Counsel for the Defence	Situation related	ICC	No Change
8318	P1	Case Manager	Office of Public Counsel for the Defence	Situation related	ICC	No Change
1632	GSOL	Legal Assistant	Office of Public Counsel for the Defence	Basic	ICC	No Change
2350	P5	Principal Counsel	Office of the Public Counsel for Victims	Basic	ICC	No Change
5894	P4	Counsel	Office of the Public Counsel for Victims	Situation related	ICC	No Change
2864	P4	Counsel	Office of the Public Counsel for Victims	Situation related	ICC	No Change
7717	P3	Legal Officer	Office of the Public Counsel for Victims	Situation related	ICC	No Change
1059	P3	Legal Officer	Office of the Public Counsel for Victims	Situation related	ICC	No Change
7315	P2	Associate Legal Officer	Office of the Public Counsel for Victims	Basic	ICC	No Change
4185	P2	Associate Legal Officer	Office of the Public Counsel for Victims	Situation related	ICC	No Change
8548	P1	Case Manager	Office of the Public Counsel for Victims	Situation related	ICC	No Change
9012	P1	Case Manager	Office of the Public Counsel for Victims	Situation related	ICC	No Change
6119	GSOL	Administrative Assistant	Office of the Public Counsel for Victims	Basic	ICC	No Change

Old Structure – GTA

Level	Functional Title 2015	Section	Basic / Situation- Related	Duty Station	ReVison Result
P3	Field Security Officer	Security and Safety Section	Situation-related	MLI	Abolished
P3	Field Security Officer	Security and Safety Section	Situation-related	ICC	Abolished
GSOL	Security Lieutenant	Security and Safety Section	Situation-related	ICC	Abolished
P4	Task Force Coordinator	Field Operations Section	Situation-related	KEN	Abolished
P3	Field Office Manager (CIV)	Field Operations Section	Situation-related	CIV	Converted - No Change
GSOL	Desk Officer/Losistic assistant	Field Operations Section	Situation-related	ICC	Converted - No Change
GSOL	Driver	Field Operations Section	Situation-related	ICC	Abolished
G5	Administrative Assistant	Field Operations Section	Situation-related	CIV	Converted - No Change
G4	Administrative Assistant	Field Operations Section	Situation-related	DRC	Abolished
G3	Driver	Field Operations Section	Situation-related	DRC	Converted - No Change
G3	Driver	Field Operations Section	Situation-related	CAR	Converted - No Change
G3	Driver	Field Operations Section	Situation-related	CAR	Converted - No Change
G3	Driver	Field Operations Section	Situation-related	CAR	Abolished
G2	Cleaner	Field Operations Section	Situation-related	UGA	Converted - No Change
G2	Cleaner	Field Operations Section	Situation-related	DRC	Converted - No Change
G2	Cleaner	Field Operations Section	Situation-related	DRC	Converted - No Change
G2	Cleaner	Field Operations Section	Situation-related	CIV	Converted - No Change
G2	Cleaner	Field Operations Section	Situation-related	MLI	Converted - No Change
GSOL	Human Resources Assistant	Human Resources Section	Basic	ICC	Converted - No Change
GSOL	Human Resources Assistant Human Resources Assistant (Staff Administration)	Human Resources Section	Basic	ICC	Converted - No Change
GSOL	Human Resources Assistant (Staffing)	Human Resources Section	Basic	ICC	Converted - No Change
P4	IPSAS Project Coordinator	Budget and Finance Section	Basic	ICC	Abolished
P2	Associate Budget Officer	Budget and Finance Section	Basic	ICC	Abolished
GSOL	Budget and Finance Assistant	Budget and Finance Section	Basic	ICC	Converted - No Change
GSOL	Senior Project Assistant	Budget and Finance Section	Basic	ICC	Abolished
GSOL	Handyman	General Services Section	Basic	ICC	Converted - No Change
GSOL	eCourt Technical Assistant	Information Technology and Communications Section	Situation-related	ICC	Abolished
GSOL	ICT Service Desk Technician	Information Technology and Communications Section	Situation-related	ICC	Abolished
GSOL	Systems Support Technician	Information Technology and Communications Section	Situation-related	ICC	Substantial change/Abolished
G5	Field ICT Assistant	Information Technology and Communications Section	Situation-related	CIV	No Change
G5	Field ICT Assistant	Information Technology and Communications Section	Situation-related	MLI	No Change
G4	Field IT Support Assistant	Information Technology and Communications Section	Situation-related	CAR	Abolished
P2	ALO/Courtroom Officer	Court Management Section	Situation-related	ICC	Abolished
P2	French Court Reporter	Court Management Section	Situation-related	ICC	Converted - No Change
GSOL	Court Records Assistant	Court Management Section	Situation-related	ICC	Converted - No Change
P3	Court Interpreter Kinyarwanda	Court Interpretation and Translation Section	Situation-related	ICC	No change
P3	Court Interpreter Kinyarwanda	Court Interpretation and Translation Section	Situation-related	ICC	No change
P3	Court Interpreter Kinyarwanda	Court Interpretation and Translation Section	Situation-related	ICC	No change
P2	Associate field and operational interpretation coordinator	Court Interpretation and Translation Section	Situation-related	ICC	Converted - No Change
GSPL	FI for Detention	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	FI for VWU	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for CSS	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for OPCV	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for PIDS	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for PIDS	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for PIDS	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	ICC	No change
GSPL	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	ICC	No change
G7	FI for CSS	Court Interpretation and Translation Section	Situation-related	CIV	No change
G7	FI for OPCV	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	FI for OPCV	Court Interpretation and Translation Section	Situation-related	CIV	No change
G7	Field Interpreter for CSS	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for CSS	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for CSS	Court Interpretation and Translation Section	Situation-related	CAR	No change
G7	Field Interpreter for CSS	Court Interpretation and Translation Section	Situation-related	KEN	No change
G7	Field Interpreter for OPCV	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for PIDS	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for PIDS	Court Interpretation and Translation Section	Situation-related	CIV	No change
G7	Field Interpreter for TFV	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for TFV	Court Interpretation and Translation Section	Situation-related	CAR	No change
G7	Field Interpreter for TFV	Court Interpretation and Translation Section	Situation-related	KEN	No change
G7	Field Interpreter for TFV	Court Interpretation and Translation Section	Situation-related	CIV	No change
G7	Field Interpreter for VPRS	Court Interpretation and Translation Section	Situation-related	KEN	No change
G7	Field Interpreter for VPRS	Court Interpretation and Translation Section	Situation-related	CAR	No change
G7	Field Interpreter for VPRS	Court Interpretation and Translation Section	Situation-related	DRC	No change
G7	Field Interpreter for VPRS	Court Interpretation and Translation Section	Situation-related	KEN	No change
G7	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	CIV	No change
G7	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	CAR	No change
G7	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	KEN	No change
G7	Field Interpreter for VWU	Court Interpretation and Translation Section	Situation-related	DRC	No change

<i>Level</i>	<i>Functional Title 2015</i>	<i>Section</i>	<i>Basic / Situation- Related</i>	<i>Duty Station</i>	<i>ReVison Result</i>
P3	Business Analyst	Victims and Witnesses Unit	Situation-related	ICC	Abolished
P3	Psychologist	Victims and Witnesses Unit	Situation-related	ICC	Converted - No Change
P2	Associate Administrative & Operations Officer	Victims and Witnesses Unit	Situation-related	ICC	Converted - No Change
P2	Associate Analyst	Victims and Witnesses Unit	Situation-related	ICC	Converted - No Change
P2	Associate Legal Officer	Victims and Witnesses Unit	Situation-related	ICC	Substantial change/Abolished
P2	Associate Protection Officer	Victims and Witnesses Unit	Situation-related	ICC	Substantial change/Abolished
P2	Associate Protection Officer	Victims and Witnesses Unit	Situation-related	ICC	Substantial change/Abolished
P2	Associate Protection Officer	Victims and Witnesses Unit	Situation-related	ICC	Substantial change/Abolished
P2	Associate Psychologist	Victims and Witnesses Unit	Situation-related	ICC	Converted - No Change
P2	Associate Support Officer	Victims and Witnesses Unit	Situation-related	ICC	Converted - No Change
P1	Assistant Legal Officer	Victims and Witnesses Unit	Situation-related	ICC	Abolished
GSOL	Data Entry & Quality Assurance Clerk	Victims and Witnesses Unit	Situation-related	ICC	Abolished
GSOL	Protection Assistant	Victims and Witnesses Unit	Situation-related	ICC	Abolished
GSOL	Trial Operations Assistant	Victims and Witnesses Unit	Situation-related	ICC	Substantial change/Abolished
P2	Associate Legal Officer	Victims Participation and Reparations Section	Situation-related	ICC	No change
P2	Associate Legal Officer	Victims Participation and Reparations Section	Situation-related	ICC	No change
P2	Field Officer	Victims Participation and Reparations Section	Situation-related	KEN	No change
GSOL	Administrative Assistant	Victims Participation and Reparations Section	Situation-related	ICC	No change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	Situation-related	ICC	No change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	Situation-related	ICC	No change
G5	Field Assistant	Victims Participation and Reparations Section	Situation-related	CIV	No change
G5	Field Assistant	Victims Participation and Reparations Section	Situation-related	KEN	No change
G5	Field Assistant	Victims Participation and Reparations Section	Situation-related	KEN	No change
G5	Field Assistant	Victims Participation and Reparations Section	Situation-related	CIV	No change
P3	Legal Officer	Office of Public Counsel for the Defence	Situation-related	ICC	No change
P2	Associate Legal Officer	Office of Public Counsel for the Defence	Situation-related	ICC	No change
P2	Public Affairs Officer in charge of ICC online presence	Public Informatio and Outreach	Basic	ICC	Converted - No Change
GSOL	Administrative assistant	Public Informatio and Outreach	Situation-related	ICC	Abolished
GSOL	AV Technician	Public Informatio and Outreach	Situation-related	ICC	Converted - No Change
GSOL	Graphic designer and website developer	Public Informatio and Outreach	Basic	ICC	Abolished
GSOL	Protocol and Events Assistant	Public Informatio and Outreach	Basic	ICC	Converted - No Change

Annex IV

Staffing tables 2015 revised

New Structure

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
ASG	Registrar	Immediate Office of the Registrar	No Change
P-5	Chief of Staff	Immediate Office of the Registrar	New
P-4	Senior Special Assistant	Immediate Office of the Registrar	New
P-3	Special Assistant	Immediate Office of the Registrar	No Change
P-3	Special Assistant	Immediate Office of the Registrar	No Change
GS-PL	Personal Assistant	Immediate Office of the Registrar	No Change
P-5	Legal Counsel	Legal Office	No Change
P-4	Deputy Legal Counsel	Legal Office	New - Substantial change
P-3	Legal Officer	Legal Office	No Change
P-3	Legal Officer	Legal Office	No Change
P-3	Legal Officer	Legal Office	New
P-2	Associate Legal Officer	Legal Office	New
P-2	Associate Legal Officer	Legal Office	No change
GSOL	Legal Assistant / Paralegal	Legal Office	New - Substantial change
D-1	Director, DMS	Office of the Director, Division of Management Services	No Change
P-4	Head, Health and Welfare Unit	Office of the Director, Division of Management Services	No Change
P-3	Administrative Officer	Office of the Director, Division of Management Services	No Change
P-3	ERP System Officer	Office of the Director, Division of Management Services	No Change
P-3	Staff Counsellor	Office of the Director, Division of Management Services	No Change
P-2	Associate Administrative Officer	Office of the Director, Division of Management Services	New
GSOL	Administrative Assistant	Office of the Director, Division of Management Services	No Change
GSOL	Staff Welfare Assistant	Office of the Director, Division of Management Services	No Change
GSOL	Applications Assistant SAP (Financials)	Office of the Director, Division of Management Services	No Change
GSOL	Application Programmer	Office of the Director, Division of Management Services	No Change
GSOL	Application Support Technical Assistant	Office of the Director, Division of Management Services	No Change
GSOL	Occupational Health Nurse/Paramedic	Office of the Director, Division of Management Services	No Change
P-5	Chief, Budget Section	Budget Section	New
P-4	Budget Planning and Monitoring Officer	Budget Section	New
P-2	Associate Budget Planning and Monitoring Officer	Budget Section	No change
GSOL	Senior Budget Assistant	Budget Section	No Change
GSOL	Budget Assistant	Budget Section	New
GSOL	Administrative and Budget Assistant	Budget Section	No Change
P-5	Chief, Finance Section	Finance Section	New
P-3	Head, Accounts and Treasury Unit	Finance Section	No Change
P-3	Head, Disbursement and Payroll Unit	Finance Section	No Change
P-2	Associate Accounts/Contributions Officer	Finance Section	No Change
GSOL	Administrative and Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	GTA - Converted
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Finance Assistant	Finance Section	No Change
GSOL	Senior Finance and Payroll Assistant	Finance Section	No Change
GSOL	Senior Finance Assistant (Accounts)	Finance Section	No Change
GSOL	Senior Finance Assistant (Accounts)	Finance Section	New
GSOL	Senior Finance Assistant (Disbursement)	Finance Section	No Change
GSOL	Senior Finance Assistant (Disbursement)	Finance Section	New
GSOL	Senior Finance Assistant (Treasury)	Finance Section	No Change
P-5	Chief, General Services Section	General Services Section	No Change
P-4	Head, Facilities Management Unit	General Services Section	New
P-4	Head, Procurement Unit	General Services Section	No Change
P-3	Head, Logistics and Transport Unit	General Services Section	No Change
P-2	Associate Project Officer	General Services Section	No Change
GSPL	Hard Services Coordinator	General Services Section	No Change
GSPL	Procurement Coordinator	General Services Section	No Change
GSPL	Travel Supervisor	General Services Section	No Change
GSOL	Administrative Assistant	General Services Section	No Change
GSOL	Correspondence and Freight Coordinator	General Services Section	No Change
GSOL	Draughtsperson	General Services Section	No Change
GSOL	Driver	General Services Section	No Change
GSOL	Driver	General Services Section	No Change
GSOL	Driver	General Services Section	No Change
GSOL	Driver	General Services Section	No Change
GSOL	Facilities Services Clerk	General Services Section	No Change
GSOL	Facilities Services Clerk	General Services Section	No Change
GSOL	Facilities Services Clerk	General Services Section	No Change
GSOL	Facilities Technician (Electrical)	General Services Section	No Change
GSOL	Facilities Technician (HVAC)	General Services Section	No Change
GSOL	Facilities Technician (Sec.Installations)	General Services Section	No Change
GSOL	Handyman	General Services Section	No Change
GSOL	Handyman	General Services Section	No Change
GSOL	Handyman	General Services Section	GTA - Converted
GSOL	Logistics Clerk	General Services Section	No Change
GSOL	Logistics Clerk	General Services Section	No Change

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
GSOL	Human Resources Assistant	Human Resources Section	No Change
GSOL	Human Resources Assistant	Human Resources Section	No Change
GSOL	Human Resources Assistant	Human Resources Section	GTA - Converted
GSOL	Human Resources Assistant	Human Resources Section	GTA - Converted
GSOL	Human Resources Assistant	Human Resources Section	GTA - Converted
GSOL	Human Resources Assistant	Human Resources Section	No Change
GSOL	Payroll Assistant	Human Resources Section	New
GSOL	Payroll Assistant	Human Resources Section	New
GSOL	Recruitment Assistant	Human Resources Section	GTA - Converted
GSOL	Recruitment Assistant	Human Resources Section	No Change
GSOL	Recruitment Assistant	Human Resources Section	No Change
GSOL	Recruitment Assistant	Human Resources Section	No Change
D-1	Director, Division of Judicial Support	Office of the Director, Division of Judicial Services	No Change
P-3	Judicial Coordinator	Office of the Director, Division of Judicial Services	No Change
P-2	Associate Judicial Coordinator	Office of the Director, Division of Judicial Services	No Change
GSOL	Administrative Assistant	Office of the Director, Division of Judicial Services	No Change
P-5	Chief, Court Management Section	Court Management Section	No Change
P-3	Head, Judicial Operations Unit	Court Management Section	No Change
P-3	Head, Judicial Information Management Unit	Court Management Section	New - Substantial change
P-2	Associate Legal Officer/Courtroom Officer	Court Management Section	No Change
P-2	Associate Legal Officer/Courtroom Officer	Court Management Section	No Change
P-2	Court Reporter (English)	Court Management Section	No Change
P-2	Court Reporter (English)	Court Management Section	No Change
P-2	Court Reporter (French)	Court Management Section	No Change
P-2	Court Reporter (French)	Court Management Section	No Change
P-2	Court Reporter (French)	Court Management Section	No Change
P-2	Court Reporter (French)	Court Management Section	GTA - Converted
P-2	Court Reporter (French)	Court Management Section	No Change
P-2	Court Reporter (English)	Court Management Section	No Change
P-2	Court Reporter (English)	Court Management Section	No Change
P-2	Associate Judicial Information Management Officer	Court Management Section	New
GSPL	Senior Audio-Visual Production Assistant	Court Management Section	No Change
GSOL	eCourt Assistant	Court Management Section	No Change
GSOL	eCourt Assistant	Court Management Section	No Change
GSOL	eCourt Assistant	Court Management Section	No Change
GSOL	Court Clerk	Court Management Section	No Change
GSOL	Court Clerk	Court Management Section	No Change
GSOL	Court Clerk	Court Management Section	New
GSOL	Transcript Coordinator	Court Management Section	No Change
GSOL	Administrative Assistant	Court Management Section	No Change
GSOL	Court Records Assistant	Court Management Section	No Change
GSOL	Court Records Assistant	Court Management Section	No Change
GSOL	Court Records Assistant	Court Management Section	No Change
GSOL	Court Records Assistant	Court Management Section	No Change
GSOL	Court Records Assistant	Court Management Section	GTA - Converted
GSOL	Senior Court Records Assistant	Court Management Section	No Change
GSOL	Senior Transcript Coordinator	Court Management Section	No Change
GSOL	Audio-visual production Assistant	Court Management Section	No Change
GSOL	Audio-visual production Assistant	Court Management Section	New
P-5	Chief, Language Services Section	Language Services Section	No Change
P-4	Court Interpreter (Bilingual)	Language Services Section	No Change
P-4	Court Interpreter (English)	Language Services Section	No Change
P-4	Court Interpreter (French)	Language Services Section	No Change
P-4	Court Interpreter (SWA/LIN)	Language Services Section	No Change
P-4	Head, English Translation Unit/Senior Reviser	Language Services Section	No Change
P-4	Head, French Translation Unit/Senior Reviser	Language Services Section	No Change
P-4	Head, Interpretation Unit	Language Services Section	No Change
P-4	Head, Situation Languages Translation Unit	Language Services Section	No Change
P-4	Head, Terminology and Translation Support Unit	Language Services Section	New - Substantial change
P-4	Reviser (English)	Language Services Section	No Change
P-4	Reviser (French)	Language Services Section	No Change
P-4	Reviser (French)	Language Services Section	No Change
P-4	Reviser (French)	Language Services Section	No Change
P-4	Reviser (French)	Language Services Section	No Change
P-3	Court Interpreter (English)	Language Services Section	No Change
P-3	Court Interpreter (English)	Language Services Section	No Change
P-3	Court Interpreter (English)	Language Services Section	No Change
P-3	Court Interpreter (French)	Language Services Section	No Change
P-3	Court Interpreter (French)	Language Services Section	No Change
P-3	Court Interpreter (French)	Language Services Section	No Change
P-3	Court Interpreter (Swahili)	Language Services Section	No Change
P-3	Field and Operational Interpretation Coordinator	Language Services Section	No Change
P-3	Translator (English)	Language Services Section	No Change
P-3	Translator (English)	Language Services Section	No Change
P-3	Translator (English)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-3	Translator (French)	Language Services Section	No Change
P-2	Associate Court Interpreter (SWA/LIN)	Language Services Section	No Change
P-2	Associate Field Interpretation Coordinator	Language Services Section	GTA - Converted
P-2	Associate Terminologist	Language Services Section	No Change

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
P-2	Associate Translator (Arabic)	Language Services Section	No Change
P-2	Associate Translator (English)	Language Services Section	No Change
P-2	Associate Translator (English)	Language Services Section	No Change
P-2	Associate Translator (French)	Language Services Section	No Change
P-2	Associate Translator (English)	Language Services Section	No Change
GSPL	Reference Assistant	Language Services Section	No Change
GSOL	Administrative Assistant	Language Services Section	No Change
GSOL	Administrative Assistant (Interpretation)	Language Services Section	No Change
GSOL	Document Management Assistant	Language Services Section	No Change
GSOL	Document Management Assistant	Language Services Section	No Change
GSOL	Field and Operational Interpretation Assistant	Language Services Section	No Change
GSOL	Terminology and Reference Assistant	Language Services Section	New - Substantial change
GSOL	Translation Coordination Assistant	Language Services Section	No Change
P-4	Chief Custody Officer	Detention Section	No Change
P-2	Deputy Chief Custody Officer	Detention Section	No Change
P-2	Associate Legal Officer	Detention Section	No Change
GSOL	Administrative Assistant	Detention Section	No Change
GSOL	Language/Administrative Assistant	Detention Section	No Change
P-5	Chief, IMSS	Information Management Services Section	New - Substantial change
P-4	Enterprise and Solutions Architect	Information Management Services Section	New
P-4	Head, Information Management Unit	Information Management Services Section	New
P-4	Head, Information Security Unit	Information Management Services Section	New - Substantial change
P-4	Head, Services Operations Unit	Information Management Services Section	No Change
P-4	Head, Systems Development and Administration Unit	Information Management Services Section	New - Substantial change
P-3	Information Management Officer	Information Management Services Section	No Change
P-3	IT Security Officer	Information Management Services Section	No Change
P-3	Library, Archives and Legacy Officer	Information Management Services Section	New - Substantial change
P-3	System and Database Administrator	Information Management Services Section	No Change
P-3	Systems Development Officer	Information Management Services Section	No Change
P-3	Technology and Communications Officer	Information Management Services Section	New - Substantial change
P-2	Associate Information Management Officer	Information Management Services Section	New
P-2	Associate Library Officer	Information Management Services Section	No Change
P-2	Associate Systems Support Officer	Information Management Services Section	No Change
P-2	Data Management Officer	Information Management Services Section	New
P-2	Database and ERP Administration	Information Management Services Section	New - Substantial change
P-2	End-User Services Coordinator	Information Management Services Section	New - Substantial change
P-2	Service Delivery Manager	Information Management Services Section	New
GSOL	Administrative Assistant	Information Management Services Section	No Change
GSOL	Application Support and Training Assistant	Information Management Services Section	New
GSOL	Archives and Legacy Assistant	Information Management Services Section	New - Substantial change
GSOL	Audio-Visual Technician	Information Management Services Section	GTA - Converted
GSOL	Audio-Visual Technician	Information Management Services Section	No Change
GSOL	Configuration and Change Management Assistant	Information Management Services Section	No Change
GSOL	Data Management Assistant	Information Management Services Section	New - Substantial change
GSOL	Data Management Assistant	Information Management Services Section	New - Substantial change
GSOL	Database Administration Assistant	Information Management Services Section	No Change
GSOL	Development Assistant	Information Management Services Section	New - Substantial change
GSOL	Development Assistant	Information Management Services Section	New - Substantial change
GSOL	Hardware Technician	Information Management Services Section	No Change
GSOL	Information Management Assistant	Information Management Services Section	New - Substantial change
GSOL	Information Security Assistant	Information Management Services Section	No Change
GSOL	Information Security Assistant	Information Management Services Section	No Change
GSOL	Library Assistant (Acquisitions)	Information Management Services Section	No Change
GSOL	Library Assistant (Systems)	Information Management Services Section	No Change
GSOL	Network and Communications Technician	Information Management Services Section	No Change
GSOL	Network and Communications Technician	Information Management Services Section	No Change
GSOL	Network and Communications Technician	Information Management Services Section	No Change
GSOL	Senior AV Technician	Information Management Services Section	New
GSOL	Senior Development Assistant	Information Management Services Section	No Change
GSOL	Senior Development Assistant	Information Management Services Section	No Change
GSOL	Senior Network and Communications Technician	Information Management Services Section	New
GSOL	Senior Services Support Technician	Information Management Services Section	New
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Assistants	Information Management Services Section	No Change
GSOL	Service Support Technician	Information Management Services Section	New - Substantial change
GSOL	Service Support Technician	Information Management Services Section	New - Substantial change
GSOL	System Support Assistant	Information Management Services Section	No Change
GSOL	System Support Assistant	Information Management Services Section	No Change
D-1	Director, Division of External Relations	Office of the Director, Division of External Relations	New
P-3	External Affairs Coordinator	Office of the Director, Division of External Relations	No Change
GSOL	Administrative Assistant	Office of the Director, Division of External Relations	New
P-5	Chief, External&FieldRelations&Coop. Sec	External & Field Relations & Coop. Section	New
P-4	Head, External Relations Unit	External & Field Relations & Coop. Section	New - Substantial change
P-4	Head, Country Analysis Unit	External & Field Relations & Coop. Section	New
P-4	Head, Coordination and Planning Unit	External & Field Relations & Coop. Section	New - Substantial change
P-3	Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New - Substantial change
P-3	Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New
P-3	Analyst	External & Field Relations & Coop. Section	New
P-3	Analyst	External & Field Relations & Coop. Section	New
P-3	Desk Officer	External & Field Relations & Coop. Section	New

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
P-2	Mission Planning Officer	External & Field Relations & Coop. Section	New
P-2	Associate Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New
P-2	Associate Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New
P-2	Associate Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New
P-2	Associate Cooperation and External Relations Officer	External & Field Relations & Coop. Section	New
P-2	Associate Analyst	External & Field Relations & Coop. Section	No Change
P-2	Associate Analyst	External & Field Relations & Coop. Section	No Change
GSOL	Administrative Assistant	External & Field Relations & Coop. Section	No Change
GSOL	Assistant Analyst	External & Field Relations & Coop. Section	No Change
GSOL	Assistant Analyst	External & Field Relations & Coop. Section	New
GSOL	Situation Desk Assistant	External & Field Relations & Coop. Section	GTA - Converted
GSOL	Situation Desk Assistant	External & Field Relations & Coop. Section	No Change
GSOL	Situation Desk Assistant	External & Field Relations & Coop. Section	No Change
GSOL	Situation Desk Assistant	External & Field Relations & Coop. Section	No Change
P-5	Chief, Public Information and Outreach	Press Information and Outreach Section	No Change
P-4	Head, Outreach Unit	Press Information and Outreach Section	No Change
P-4	Head, Public Affairs Unit	Press Information and Outreach Section	No Change
P-3	Outreach Policy Officer	Press Information and Outreach Section	New
P-3	Public Affairs Officer	Press Information and Outreach Section	New
P-3	Head, Protocol and Events and Visits Unit	Press Information and Outreach Section	No Change
P-2	Associate Outreach Officer	Press Information and Outreach Section	No Change
P-2	Associate Outreach Officer	Press Information and Outreach Section	New
P-2	Associate Public Affairs Officer	Press Information and Outreach Section	No Change
P-2	Associate Online Officer	Press Information and Outreach Section	GTA - Converted
P-2	Audio-Visual Producer	Press Information and Outreach Section	No Change
GSOL	AV Production Assistant	Press Information and Outreach Section	New
GSOL	AV Production Assistant	Press Information and Outreach Section	No Change
GSOL	Protocol and Events Assistant	Press Information and Outreach Section	No Change
GSOL	Protocol and Events Assistant	Press Information and Outreach Section	No Change
GSOL	Protocol and Events Assistant	Press Information and Outreach Section	GTA - Converted
GSOL	Outreach Assistant	Press Information and Outreach Section	New
GSOL	Graphic Designer	Press Information and Outreach Section	No Change
GSOL	AV Technician	Press Information and Outreach Section	No Change
GSOL	AV Technician	Press Information and Outreach Section	New
GSOL	Administrative Assistant	Press Information and Outreach Section	No Change
GSOL	Public Information Assistant	Press Information and Outreach Section	No Change
GSOL	Public Information Assistant (Social Media)	Press Information and Outreach Section	New
GSOL	Online Communications Assistant	Press Information and Outreach Section	New
P-5	Chief, Victims and Witnesses Section	Victims and Witnesses Section	No Change
P-4	Senior Manager, Services Unit	Victims and Witnesses Section	No Change
P-4	Senior Manager, Situation Team 1	Victims and Witnesses Section	No Change
P-4	Senior Manager, Situation Team 2	Victims and Witnesses Section	No Change
P-3	Analyst	Victims and Witnesses Section	No Change
P-3	Legal Officer	Victims and Witnesses Section	New
P-3	Planning Officer	Victims and Witnesses Section	No Change
P-3	Psychologist	Victims and Witnesses Section	GTA - Converted
P-3	Team Leader	Victims and Witnesses Section	New
P-3	Team Leader	Victims and Witnesses Section	New
P-3	Team Leader	Victims and Witnesses Section	New
P-2	Associate Administrative Officer	Victims and Witnesses Section	GTA - Converted
P-2	Associate Analyst	Victims and Witnesses Section	GTA - Converted
P-2	Associate Case Officer	Victims and Witnesses Section	New - Substantial change
P-2	Associate Case Officer	Victims and Witnesses Section	New - Substantial change
P-2	Associate Case Officer	Victims and Witnesses Section	New - Substantial change
P-2	Associate Legal Officer	Victims and Witnesses Section	New - Substantial change
P-2	Associate Psychologist	Victims and Witnesses Section	No Change
P-2	Associate Psychologist	Victims and Witnesses Section	GTA - Converted
P-2	Associate Team Leader	Victims and Witnesses Section	New - Substantial change
P-2	Associate Team Leader	Victims and Witnesses Section	New - Substantial change
P-2	Associate Team Leader	Victims and Witnesses Section	New - Substantial change
P-2	Associate Team Leader	Victims and Witnesses Section	New - Substantial change
P-2	Associate Team Leader	Victims and Witnesses Section	New - Substantial change
P-2	Associate Welfare Officer	Victims and Witnesses Section	No Change
P-2	Associate Welfare Officer	Victims and Witnesses Section	GTA - Converted
P-2	Associate Welfare Officer	Victims and Witnesses Section	No Change
P-2	Associate Welfare Officer	Victims and Witnesses Section	No Change
P-2	Associate Welfare Officer	Victims and Witnesses Section	New
P-2	Field Senior Case Management Assistant	Victims and Witnesses Section	New
P-2	Field Senior Case Management Assistant	Victims and Witnesses Section	New
P-2	Field Senior Case Management Assistant	Victims and Witnesses Section	New
P-2	Field Senior Case Management Assistant	Victims and Witnesses Section	New
P-2	Field Senior Case Management Assistant	Victims and Witnesses Section	New
GSPL	Analyst Assistant	Victims and Witnesses Section	New
GSPL	Analyst Assistant	Victims and Witnesses Section	New
GSPL	Senior Administrative Assistant	Victims and Witnesses Section	New
GSPL	Senior Welfare Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Administrative Assistant	Victims and Witnesses Section	No Change
GSOL	Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Field Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Senior Case Management Assistant	Victims and Witnesses Section	No Change
GSOL	Senior Case Management Assistant	Victims and Witnesses Section	New
GSOL	Senior Case Management Assistant	Victims and Witnesses Section	No Change
P-5	Chief of Field Office	FO - Abidjan, CIV	New
P-3	Administration and Operations Officer	FO - Abidjan, CIV	New
P-3	Field Security Officer	FO - Abidjan, CIV	No Change
P-3	Field Officer (Outreach)	FO - Abidjan, CIV	New - Substantial change
P-2	Assistant Field Security Officer	FO - Abidjan, CIV	New
GSOL	Cleaner	FO - Abidjan, CIV	GTA - Converted
GSOL	Driver	FO - Abidjan, CIV	New
GSOL	Driver	FO - Abidjan, CIV	New
GSOL	Driver	FO - Abidjan, CIV	No Change
GSOL	Driver	FO - Abidjan, CIV	No Change
GSOL	Senior Driver	FO - Abidjan, CIV	No Change
GSOL	Administrative Assistant	FO - Abidjan, CIV	GTA - Converted
GSOL	Field Assistant	FO - Abidjan, CIV	New
GSOL	Field Assistant	FO - Abidjan, CIV	New
GSOL	Local Security Assistant	FO - Abidjan, CIV	No Change
P-3	Administration and Operations Officer	FO - Bangui, CAR	No Change
P-3	Field Security Officer	FO - Bangui, CAR	New
GS-OL	Field Assistant	FO - Bangui, CAR	New
GSOL	Administrative Assistant	FO - Bangui, CAR	No Change
GSOL	Cleaner	FO - Bangui, CAR	GTA - Converted
GSOL	Driver	FO - Bangui, CAR	GTA - Converted
GSOL	Driver	FO - Bangui, CAR	GTA - Converted
GSOL	Driver	FO - Bangui, CAR	No Change
GSOL	Field Assistant	FO - Bangui, CAR	No Change
GSOL	Local Security Assistant	FO - Bangui, CAR	New
P-3	Administration and Operations Officer	FO - Kampala, Uganda	No Change
P-3	Field Officer (VPRS)	FO - Kampala, Uganda	No Change
P-2	Assistant Field Security Officer	FO - Kampala, Uganda	New
GSOL	Administrative Assistant	FO - Kampala, Uganda	No Change
GSOL	Cleaner	FO - Kampala, Uganda	GTA - Converted
GSOL	Driver	FO - Kampala, Uganda	No Change
GSOL	Driver	FO - Kampala, Uganda	No Change
GSOL	Field Assistant	FO - Kampala, Uganda	New
GSOL	Field Assistant	FO - Kampala, Uganda	No change
GSOL	Local Security Assistant	FO - Kampala, Uganda	No Change
GSOL	Senior Driver	FO - Kampala, Uganda	No Change
GSOL	Senior Driver	FO - Kampala, Uganda	New
P-5	Chief of Field Office	FO - Kinshasa and Bunia, DRC	New
P-3	Administration and Operations Officer	FO - Kinshasa and Bunia, DRC	No Change
P-3	Administration and Operations Officer	FO - Kinshasa and Bunia, DRC	GTA - Converted
P-3	Field Officer (Outreach)	FO - Kinshasa and Bunia, DRC	New - Substantial change
P-3	Field Officer (VPRS)	FO - Kinshasa and Bunia, DRC	No Change
P-3	Field Security Officer	FO - Kinshasa and Bunia, DRC	No Change
P-2	Assistant Field Security Officer	FO - Kinshasa and Bunia, DRC	New
GSOL	Administrative Assistant	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Cleaner	FO - Kinshasa and Bunia, DRC	GTA - Converted
GSOL	Cleaner	FO - Kinshasa and Bunia, DRC	GTA - Converted
GSOL	Driver	FO - Kinshasa and Bunia, DRC	GTA - Converted
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Driver	FO - Kinshasa and Bunia, DRC	New
GSOL	Driver	FO - Kinshasa and Bunia, DRC	New
GSOL	Field Assistant	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Field Assistant	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Field Assistant	FO - Kinshasa and Bunia, DRC	New
GSOL	Field Assistant	FO - Kinshasa and Bunia, DRC	New
GSOL	Local Security Assistant	FO - Kinshasa and Bunia, DRC	No Change
GSOL	Local Security Assistant	FO - Kinshasa and Bunia, DRC	New
P-5	Chief of Field Office	FO - Nairobi, Kenya	New
P-3	Administration and Operations Officer	FO - Nairobi, Kenya	New
P-3	Field Officer (Outreach)	FO - Nairobi, Kenya	New - Substantial change
P-3	Field Officer (VPRS)	FO - Nairobi, Kenya	New
P-3	Field Security Officer	FO - Nairobi, Kenya	No Change
GSOL	Administrative Assistant	FO - Nairobi, Kenya	No Change

<i>Level</i>	<i>Post Description</i>	<i>Section</i>	<i>ReVision result</i>
GSOL	Driver	FO - Nairobi, Kenya	No Change
GSOL	Driver	FO - Nairobi, Kenya	No Change
GSOL	Field Assistant	FO - Nairobi, Kenya	No Change
GSOL	Field Assistant	FO - Nairobi, Kenya	No Change
GSOL	Local Security Assistant	FO - Nairobi, Kenya	New
P-3	Administration and Operations Officer	FO- Bamako, Mali	No Change
GS-OL	Administrative Assistant	FO- Bamako, Mali	New
P5	Chief, Counsel Support Section	Office of the Head, DVC	No Change
P4	Financial Investigator	Office of the Head, DVC	No Change
P4	Head, Legal Aid Unit	Counsel Support Section	No Change
P2	Associate Legal Officer	Defense Support Section	No Change
P2	Legal Aid Fund Monitoring Specialist	Defense Support Section	No Change
P1	Assistant Legal Officer	Defense Support Section	No Change
GSOL	Administrative Assistant	Office of the Head, DVC	No Change
GSOL	Administrative Assistant	Defense Support Section	No Change
GSOL	Administrative Assistant	Defense Support Section	No Change
GSOL	Administrative Assistant	Defense Support Section	No Change
P4	Chief, VPRS	Victims Participation and Reparations Section	No Change
P3	Field Coordinator	Victims Participation and Reparations Section	No Change
P3	Legal Coordinator	Victims Participation and Reparations Section	No Change
P2	Associate Legal Officer (Participation)	Victims Participation and Reparations Section	No Change
P2	Associate Legal Officer (Reparations)	Victims Participation and Reparations Section	No Change
P2	Field Officer	Victims Participation and Reparations Section	No Change
P2	Field Officer	Victims Participation and Reparations Section	No Change
P2	Victims Applications Manager	Victims Participation and Reparations Section	No Change
P1	Victims Applications Manager	Victims Participation and Reparations Section	No Change
P1	Documentation and Database Administrator	Victims Participation and Reparations Section	No Change
GSOL	Administrative Assistant	Victims Participation and Reparations Section	No Change
GSOL	Administrative Assistant	Victims Participation and Reparations Section	No Change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	No Change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	No Change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	No Change
GSOL	Data Processing Assistant	Victims Participation and Reparations Section	No Change
P5	Principal Counsel	Office of Public Counsel for the Defence	No Change
P4	Legal Adviser / Counsel	Office of the Public Counsel for the Defence	No Change
P2	Associate Counsel	Office of Public Counsel for the Defence	No Change
P1	Case Manager	Office of Public Counsel for the Defence	No Change
GSOL	Legal Assistant	Office of Public Counsel for the Defence	No Change
P5	Principal Counsel	Office of the Public Counsel for Victims	No Change
P4	Counsel	Office of the Public Counsel for Victims	No Change
P4	Counsel	Office of the Public Counsel for Victims	No Change
P3	Legal Officer	Office of the Public Counsel for Victims	No Change
P3	Legal Officer	Office of the Public Counsel for Victims	No Change
P3	Legal Officer	Office of the Public Counsel for Victims	No Change
P2	Associate Legal Officer	Office of the Public Counsel for Victims	No Change
P2	Associate Legal Officer	Office of the Public Counsel for Victims	No Change
P2	Associate Legal Officer	Office of the Public Counsel for Victims	No Change
P1	Case Manager	Office of the Public Counsel for Victims	No Change
P1	Case Manager	Office of the Public Counsel for Victims	No Change
GSOL	Administrative Assistant	Office of the Public Counsel for Victims	No Change

Summary

Approved Budget 2015 - Old Structure

	<i>Abolished</i>	<i>Substantial change/Abolished</i>	<i>Converted to Established Posts</i>
Established Posts	60	54	
GTA	20	7	28
	80	61	28

New Structure

	<i>New</i>	<i>New-Substantial Change</i>	<i>GTA - Converted</i>	<i>No Change</i>	<i>Total</i>
Established Posts	110	40	28	372	550

Annex V

The Registry statements and core values



THE REGISTRY STATEMENTS AND CORE VALUES

VISION

A trusted Registry

Enabling the pursuit and delivery of justice through fair and transparent proceedings

Making the vision of the Rome Statute a reality

MISSION

The Registry is a neutral organ of the International Criminal Court. We support the other organs of the Court and its related bodies. We provide services to the judiciary, parties and participants to the proceedings, both at headquarters and in the field. We provide technical and operational assistance. We manage human and financial resources. We foster ties with the public and the international community. We empower our staff to provide high quality services, in the fastest and most cost-effective way.

VALUES

Respect: We exhibit a genuine human and professional respect for our colleagues, our clients. We treat all persons equally. We respect the judicial process. We earn the respect of those we interact with.

Commitment: We are hard-working, dedicated and “we go above and beyond” for the work that is required. We have a sense of purpose. People can count on us.

Constructive behaviour: We find solutions not problems. We are positive rather than negative in how we think, talk, and act.

Service-orientation: We are service and client-oriented. Our clients may be diverse, and our services may be complex, but our focus on service delivery is guaranteed. We will find a way within the boundaries of applicable rules.

Integrity: As civil servants working in a criminal court, integrity has special meaning. Rules are observed. Honesty and accountability prevail. In case of doubt, we are forthcoming and seek guidance. Everything we do is done for the right reasons. We are not driven by personal motives and personal agendas will not stand in the way of achieving results.

Collaboration: The Registry is One. We work together as a team at every level and we actively involve and inform each other. In providing services to our clients, we foster their active collaboration. The Registry promotes the One Court principle.