



Assembly of States Parties

Distr.: General
28 October 2022

Original: English

Twenty-first session

The Hague, 5-10 December 2022

Report of the Court on Human Resources Management*

Executive Summary

In 2021 the Human Resources Section faced another exceptionally challenging year in which activities continued in support of the priorities and strategic human resources management objectives of the International Criminal Court.

The unpredictability, restrictions and additional workload resulting from the COVID-19 pandemic remained key factors influencing the performance of work. Priorities in 2021 were shaped in particular by: (1) **Support activities to ensure activities could take place in Courtroom 2** (recruitment and onboarding of 21 additional flexible resources to support a limited number of hearings in two courtrooms); (2) work on the recommendations of the **Independent Expert Review**; (3) change of leadership, restructuring, assessment of workplace culture and additional recruitment-related activities in the **Office of the Prosecutor**; (4) a comprehensive **external review of recruitment services**; and (5) **budgetary constraints** and a **high vacancy rate** in the Human Resources Section.

Management of human resources is a responsibility which is shared among the Human Resources Section (“HRS” or “HR Section”), managers, and other stakeholders and in 2021 this collaboration was required more than ever before. The consolidated efforts and the cross-organ working groups created in 2020 were maintained in order to ensure that progress could be made on various fronts. In addition to successfully supporting all of the aforementioned activities, and despite all of the uncertainties and challenges, progress was made on the strategic priorities established in the Court-wide, Registry and OTP Strategic Plans 2019-2021. Examples include the roll-out of the second edition of the Court-wide **Staff Engagement Survey**, the appointment of the **Focal Point for Gender Equality**, data-driven efforts on **geographical representation and gender balance**, implementation of **Leadership Development** initiatives, the highest yet **performance appraisal compliance rate**, and increased **learning and development** activity at a lower cost.

In 2021 the Court’s human resources once again demonstrated great resilience while adjusting to the uncertain situations of lockdown and the gradual return to the office, when required. HRS experienced high staff turnover but managed to regain stability by recruiting four new Human Resources Officers in the last quarter of 2021.

Moving forward, work on human resources management will remain focused on ensuring (a) a more **agile, flexible, and responsive workforce**, which allows for internal mobility; (b) a **workplace culture** conducive to high staff engagement; (c) more **effective and efficient HR services**; and (d) a **Leadership Framework** that remains at the centre of all HR processes. **These four pillars are in line with and support the implementation of the Court’s current and forecast strategic priorities.**

Pages 2 to 4 of this report provide a summary of the progress made in various strategic areas of human resources management in 2021, and highlight key activities planned for 2022. In addition to a comprehensive narrative structured around major human resource management functions and topics, Annex I also provides workforce and recruitment statistics for 2021.

* Previously issued as CBF/38R/8.



HUMAN RESOURCES MANAGEMENT

PROGRESS ON STRATEGIC OBJECTIVES 2019 - 2021 AND PLANNED ACTIVITIES FOR 2022

P People
 L Leadership
 E Environment
 ● 77 - Implemented
 ▲ 76 - Ongoing
 ■ 1 - Postponed

LEADERSHIP

L Leadership

2019	Leadership Framework approved.	●	 <p>54% of P-5 and 33% of D-1 staff took part in the UN Executive Management Programme</p> 
	3-year Leadership Development Plan approved.	●	
2020	Year 1 of the Leadership Development Plan successfully rolled out, first ICC Leadership Conference held in February.	●	
	Leadership foundation modules available to all staff (My Learning).	●	
	3-year collaboration agreement with the UN System Staff College signed.	●	
	5-month blended leadership development training course (UN System Executive Management Programme) completed by 13 senior leaders (P-5 and D-1), year-long online learning programme (UN Extended E-Certificate in Leadership and Management) started by 11 senior leaders (P-4).	▲	
	360 feedback developmental project launched.	▲	
2021	Continue implementation of the approved Leadership Development Plan (Developmental 360, UN courses, practical group workshops).	▲	
	Leadership framework embedded into HR processes (recruitment, performance management and staff engagement), per CoCo approval.	●	
	Leadership Foundation Modules implemented for all staff.	●	
	Developmental 360 implemented, UN System Management Programme completed by 12 senior leaders.	●	
2022	Continue to implement the Leadership Development Plan per approval by CoCo (conference, Developmental 360, UN courses, practical group workshops).	●	
	Continue to embed the leadership framework into HR processes (recruitment, performance management), per CoCo approval.	▲	
	Develop a new onboarding process for managers, based on the Leadership Framework.	▲	


54% of P-5 and 33% of D-1 staff took part in the UN Executive Management Programme

WALK THE TALK


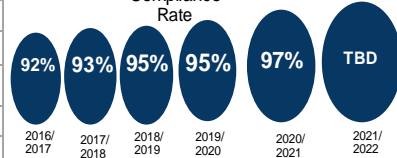
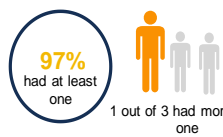
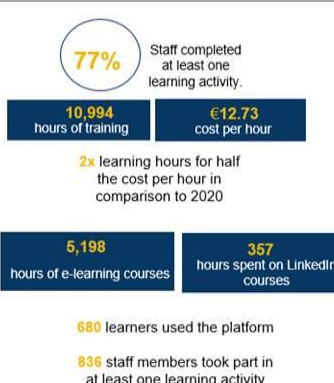
21 of the Court's P-4 staff completed UN e-Certificate on Leadership and Management





STAFF WELL-BEING AND ENGAGEMENT




P People

2019	Top 5 Staff Well-being and Engagement priorities identified and communicated by heads of organs.	●	 <p>73% staff engagement survey response rate (2% higher than 2018)</p>
	Staff survey results at organ, division and section levels shared and discussed.	●	
	Support provided for designing staff well-being action plans.	●	
	Action plans created at organ and division levels.	▲	
	Staff Wellbeing and Engagement Committee (SWEC) officially established.	●	
2020	Staff Wellbeing and Engagement Committee's mandate continued with focus on the top 5 Court-wide priorities.	▲	
	Key initiatives implemented to strengthen the well-being and engagement of all staff with specific focus on the impact of COVID-19 restrictions (four live webinars, six pulse surveys, open channels, guidelines, online resources, dedicated Intranet pages, intervention methods, COVID-19 gender perspective).	●	
	WHO-5 Well-Being Index measured among Court managers and correlated with other similar UN organizations.	●	
2021	Staff Engagement Survey 2021 - #YourVoiceMatters rolled out. High response rate achieved.	●	
	Well-being and engagement initiatives supported with focus on the impact of COVID-19.	●	
2022	Share overall Court-wide survey results with all staff and act on the results.	▲	
	Identify Top Engagement Priorities and develop actions expected to positively impact staff well-being and engagement.	▲	
	Prepare the roll-out ongoing pulse surveys to capture consistent and actionable feedback on the main drivers of engagement and wellbeing.	▲	
	Develop, implement, monitor and measure effectiveness of action plans.	▲	

73% staff engagement survey response rate (2% higher than 2018)

STAFF SELECTION AND MOBILITY			P People
2019	Defined the framework to actively source female candidates and candidates from non- and underrepresented countries.	●	 <p>Since 2019, 198 of staff have benefited from temporary mobility options</p> <p>97 benefited from external mobility opportunities</p>
	Developed staff mobility framework.	▲	
	UN Inter-Organization Mobility Agreement signed.	●	
2020	First ICC Staff Mobility Pilot Programme proposal designed.	▲	
	Actively sourced female candidates and candidates from non- and underrepresented countries.	▲	
	Provided learning mobility opportunities (on-the- job learning, participation in projects/missions, job shadowing, cross-training)	▲	
2021	Cooperated with OneHR: grouped jobs into job families and networks, per UN standards - foundational step for future increased mobility between staff in the same job family/network.	●	
	Review of Recruitment Services finalized.	●	
	Start implementing Recruitment Review recommendations.	▲	
2022	Promulgate new AI on the staff selection process.	▲	
	Continue to provide learning mobility opportunities (on-the-job learning, participation in projects/missions, job shadowing, job swaps).	▲	
	Group all Court jobs into families and networks per UN standards - a foundational step for future increased mobility between staff in the same family/network, with the support of OneHR.	▲	
	Develop methodology for a competency mapping exercise with the aim of identifying synergies between different jobs.	▲	
PERFORMANCE MANAGEMENT			P People
2019	New and revamped policy, process and system implemented.	●	 <p>Compliance Rate</p> <p>92% 93% 95% 95% 97% TBD</p> <p>2016/2017 2017/2018 2018/2019 2019/2020 2020/2021 2021/2022</p> <p>Performance conversations</p>  <p>97% had at least one</p> <p>1 out of 3 had more than one</p> <p>In total 20% (196 participants) of all staff voluntarily attended the Objective Setting workshops in 2021.</p>
	Highest final compliance rate to date achieved.	●	
	95% of all staff had at least one performance conversation, while 36% (1 out of 3) had more than one.	●	
	Workshops and training offered to all managers (new process and coaching skills for supervisors).	●	
2020	Coaching skills for supervisors training programme successfully completed - participation rate of approx. 80%.	●	
	The compliance rate, a Court KPI, sustained at the highest levels ever recorded, new performance management process recognized as a reference.	●	
	Link between performance management and strategic plans improved.	▲	
	Ongoing support provided for setting objectives, managing virtual teams and fostering a culture of ongoing performance conversations (webinars, guidelines, online resources, coaching, ongoing feedback, rewarding good performance).	▲	
2021	Cross-team collaboration implemented to assess and optimize productivity, facilitate change and define the "new normal" (Flexible Working Arrangements, Staff Mobility Pilot, The Future of Work at the ICC).	▲	
	Increased strategic relevance of the process (better link between organizational and individual objectives).	●	
	Continuously support managers and staff in efforts to create and maintain a culture of trust and ongoing feedback, using practical tools.	●	
	Sustained high compliance rate (96%).	●	
2022	Strengthened the link between performance management, learning/development and the approved leadership framework. Ten workshops were delivered to managers and staff.	●	
	Sustained high compliance rate (96%).	▲	
	Continuously support increased strategic relevance of the process (stronger link between organizational and individual objectives, recognition of good performance, addressing poor performance).	▲	
	Continuously support efforts of managers and staff towards good performance management practices.	▲	
	Strengthen the link between performance management, learning/development and the leadership framework, which is now part of the performance process.	▲	
LEARNING AND DEVELOPMENT			
2019	5,363 hours of training provided to 554 staff members across the Court (49.8%); average hours of training: 9.7 hours.	▲	 <p>77% Staff completed at least one learning activity.</p> <p>10,994 hours of training €12.73 cost per hour</p> <p>2x learning hours for half the cost per hour in comparison to 2020</p> <p>5,198 hours of e-learning courses 357 hours spent on LinkedIn courses</p> <p>680 learners used the platform</p> <p>836 staff members took part in at least one learning activity</p> <p>On average, each learner engaged in 7.5 hrs of e-learning and 13.1 hrs of all learning activities</p>
	Online learning opportunities accessed by 354 staff members (32%) on LinkedIn Learning (average time per viewer: 5h22m).	▲	
	More than 1,000 eBooks downloaded from the ICC Bookboon eBook Collection.	●	
	Ten onboarding sessions facilitated for a total of 49 staff members (average satisfaction rate of 3.7 out of 5).	▲	
2020	First Court learning management system, "My Learning", launched.	●	
	Draft prepared of a learning and development policy, broadening the understanding of learning and introducing new learning modalities, currently under consultation.	▲	
	Progress made on a sustainable culture of learning and knowledge-sharing (self-paced e-learning courses, eBooks, interactive training, workshops, webinars).	▲	
	Language courses and Language Proficiency Exams successfully implemented virtually; new partnership entered with the Organisation internationale de la Francophonie.	●	
2021	Drafted a new learning and development policy, introducing new learning modalities such as "one-to-one" and "experiential" learning.	▲	
	Implemented coaching as a free service to staff, using internal resources. Continued into year 2 of mentoring programme.	●	
	Unleashed internal knowledge: My Learning platform and in-house expertise.	●	
	Offered in-house training on unconscious bias, anti-harassment.	●	
2022	Implement new learning and development policy, introducing new learning modalities such as "social" and "experiential" learning.	▲	
	Continue providing social learning opportunities, such as coaching as a free service to staff and mentoring.	▲	
	Strengthen formal and informal knowledge sharing practices.	▲	

WORKFORCE PLANNING			P People	
2020	Strategic Workforce Planning (SWP) project initiated.	●	 <p>Available GRGB "opportunities" over time due to staff turnover</p>	
	Comprehensive benchmarking exercise-conducted with 15 UN and other international organizations.	●		
2021	Pursued continuous improvements on recruitment process (dashboards, process automation, new assessments, sourcing and outreach for key positions with focus on GRGB).	▲		
	Review of the Recruitment Services completed (external expert).	●		
	Launched pilot with generic job profiles, piloted recruitment techniques with expected high effectiveness, using agile test implementation techniques.	●		
2022	Continue development of the Strategic Workforce Planning function.	▲		
	Continue development of dashboards to support evidence-based conversations and data use for decision-making processes (recruitment, GRGB, staff planning).	▲		
	Use and facilitate data to support talent management strategies and support implementation of Recruitment Review recommendations.	▲		
GEOGRAPHICAL REPRESENTATION AND GENDER BALANCE				E Environment
2019	Mentoring Programme for Women (pilot programme) rolled out for approximately 50 participants.	▲		
2020	Mentoring Programme for Women completed and evaluated and next steps proposed.	●		
	Establishment of a Focal Point for Gender Equality at the Court approved.	●		
	New analytical metrics showing GRGB performance over time developed by the SWT team.	▲		
2021	Clear established GRGB targets using analytics metrics data regarding geographical representation at the Court.	▲		
	Continued development of new analytical metrics to support data-driven decision-making regarding geographical representation at the Court.	▲		
	Focal Point for Gender Equality appointed, development of Court-wide gender policies initiated.	●		
2022	Communicate GRGB metrics and propose GRGB long-term targets, with the aim of improving gender parity at all levels and reducing the gap between the number of staff from overrepresented countries and underrepresented countries.	▲		
	Increase applications from non- and underrepresented States through active candidate sourcing and outreach.	▲		
ETHICS AND STANDARDS ON CONDUCT			E Environment	
2019	Expert assessment on informal conflict resolution conducted and recommendations received.	●		
2020	Ethics Charter issued.	▲		
	Develop an Informal conflict resolution framework.	▲		
2021	Continue development of an Informal conflict resolution mechanism to support, investigate and resolve complaints through recommendations or mediation.	▲		
	Develop a single Court-wide Ethics Charter by establishing the ICC values.	▲		
2022	Continue development of a single Court-wide Ethics Charter by establishing the ICC values.	▲		
	Implement a Conflict Resolution Mechanism.	▲		
	Appoint an Ombudsperson at the Court.	▲		
	Promulgate new anti-harassment policies (incl. sexual harassment and abuse of authority, whistleblowing, sexual exploitation).	▲		
	Implement anti-harassment training to strengthen a disciplinary mechanism and to prevent and resolve harassment-related issues.	▲		
DIGITIZATION, SYSTEMS AND KNOWLEDGE MANAGEMENT (CONTINUOUS IMPROVEMENT)			E Environment	
2019	Additional 11 HR operations processes digitized.	●		
	SAP Payroll Control Centre - internal controls implemented.	●		
	Content for the HR Knowledge Management platform designed and prepared.	●		
	Data platform for HR analytics and report automation developed.	●		
	Learning Management System developed and configured.	●		
2020	Learning Management System "My Learning" launched for all staff members and new courses constantly added.	●		
	Automated standard compliancy reports released.	▲		
	HR analytics dashboards released (sick leave rates 2016 - 2020, recruitment candidates (gender and geographical)).	●		
2021	Develop HR services solution; ability to measure HR service levels.	▲		
	Develop digital personnel records solution.	▲		
2022	Continue implementation of automated HR Service Requests with the aim of efficiency and continuous improvement.	▲		
	Implement HR Service Request solution across the Court and the ability to set and measure service level agreements.	▲		
	Digital personnel records solution implemented.	●		

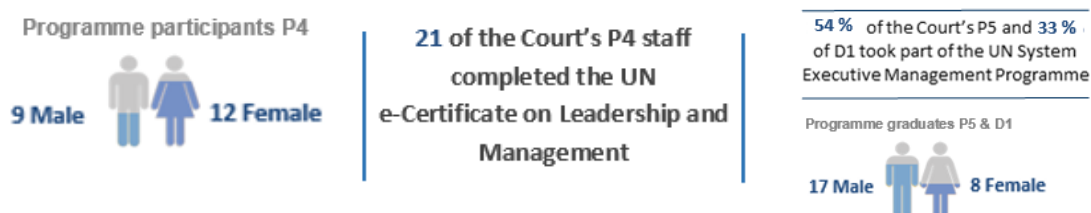
POLICIES			E Environment
2019	Implementation of AI on Flexible Working Arrangements.	●	
	Implementation of AI on Performance Appraisal System.	●	
2020	Develop the AI on After-Service Health Insurance (ASHI).	▲	
	Develop the AI on Inter-Organizational Exchange.	▲	
	Review the AI on Short-Term Language Staff.	■	
	Develop the AI on Service-Incurred Death, Injury or Illness - Appendix D to UN Staff Rules.	▲	
	Develop other relevant policies (AI on Staff Selection and Recruitment, Learning and Development, AI on Education Grant, AI on Special Post Allowance).	▲	
	Review relevant policies (AI on Flexible Working Arrangements, AI on Short-Term Appointments, AI on Consultants and Individual Contractors).	▲	
2021	Revision of SRRs regarding the introduction of the National Professional Officer category (NPO).	●	
2022	Continue the development, review and implementation of relevant HR policies across the Court with positive impact on people processes (recruitment, learning and development, flexible working arrangements, etc.).	▲	
	Promulgate amended SRRs including new staff category of NPOs.	▲	
JPO PROGRAMME			
2019	Career Development Programme for Junior Professional Officers ("JPO") approved.	●	 <p>12 JPOs sponsored by 6 States Parties</p>
	Third year for JPOs on a cost-sharing basis (50/50) approved.	●	
	Meetings held with interested donors to increase the capacity of the JPO Programme.	●	
2020	JPO Programme evaluation and next steps prepared for presentation to the Committee in 2021.	●	
	Third year for JPOs on a cost-sharing basis (amendment of MoUs) implemented.	●	
	Conclusion of JPO Agreements with new donors (i.e. Germany, France and Finland).	●	
2021	Prospecting for new donors.	▲	
	Refined Report on the JPO Programme is presented to the Committee and approved by the Assembly.	●	
	Final guidelines and new JPO Agreement template presented to the Committee and approved by the Assembly.	●	
	Initial discussions held with new potential donors (i.e. Sweden, the Netherlands, Norway).	●	
2022	Assembly endorsed Committee recommendation to establish JPO Programme on a permanent basis	●	
	Continue discussions with potential donors, with a focus on non-represented and under-represented countries (i.e. Norway, Sweden);	▲	
	Continue discussions with potential donors, with a focus on States Parties that are open to funding JPOs from developing countries (i.e. the Netherlands).	▲	
	Negotiate new agreements and onboard new JPOs, supporting the Court by providing additional human resources capacity and improving geographical representation.	▲	
INTERNSHIP AND VISITING PROFESSIONAL PROGRAMME ("IVPP")			
2019	Trust Fund for the Development of Interns and Visiting Professionals ("Trust Fund") implemented.	●	 <p>273 IVPs (213 interns and 60 visiting professionals) were recruited in 2021</p> <p>49 staff members and elected officials have contributed to the Trust Fund.</p>
	Internal communication campaign launched and private donations to the Trust Fund administered.	●	
	Participation in career events to increase awareness of the Internship and Visiting Professional ("IVP") Programme in non- and underrepresented countries.	●	
	Implementation of the Legal Professionals Programme ("LPP") funded by the EC Grant in collaboration with the External Relations and State Cooperation Unit (ERSCU).	●	
	IVPP Journey aimed at improving the experience of IVPs (e.g. alumni network, welcome packs, roundtables, etc.) approved.	●	
2020	Outreach campaign launched and fund-raising efforts intensified to increase the number of donations to the Trust Fund.	●	
	Participation in career events to increase awareness of the IVPP in non- and underrepresented countries.	●	
	Implementation of the LPP funded by the EC Grant in collaboration with the ERSCU.	●	
	IVPP Journey implemented.	●	
2021	Alumni network (part of the IVPP Journey) implemented.	●	
	Participation in career events to increase awareness of the IVPP in non- and underrepresented countries.	●	
	Trust Fund re-activated and new funded IVPs onboarded.	●	
2022	Reinforce outreach and fund-raising efforts to increase the number of donations to the Trust Fund.	▲	
	Participation in career events to increase awareness of the IVPP in non- and underrepresented countries.	▲	
	Implementation of a new cycle of the LPP funded by the EC Grant in collaboration with the ERSCU.	▲	
	Intensify fund-raising efforts with States Parties and staff members to enable more IVPs from developing countries to be funded.	▲	

1. Leadership

1. In 2019 the International Criminal Court (“the Court”) recognized the strategic importance of having a common strategy that includes sustainable leadership development programmes for leaders at all levels. The Leadership Framework defining the leadership behaviours expected at all levels was approved alongside a three-year **Leadership Development Plan 2020-2022** (Annex II). The aim of the planned activities is to empower leaders at all levels to foster a high-performing, confident and forward-looking organization, capable of making a positive difference.

2. The planned leadership development activities were implemented per the agreed plan. The three-year cooperation agreement signed with the United Nations System Staff College continues to provide access to learning opportunities offered by the College, such as the UN System Executive Development Programme for senior leaders (P-5 and above), the UN e-Certificate on Leadership and Management (P-4) and other learning opportunities (e.g. Sustainable Development Goals Primer and Introduction to Innovation and Ethical Leadership).

3. Since 2019, 46 leaders (21 at P-4 level and 25 at P-5 and D-1 levels) have completed or are currently enrolled in UN System Staff College programmes. In 2021, a total of 12 leaders completed the course. Participation is in line with the agreed Leadership Development Plan (Annex II) and two additional enrolment opportunities will be available in 2022.



4. **Developmental 360**, a feedback tool aimed at and available to all of the Court's managers and project leads, was launched in June 2021. So far, **more than 500 staff members** have participated in the exercise and provided feedback.

Developmental 360

50 ICC leaders have signed up for Developmental 360



More than 500 staff members have provided feedback



Developmental 360 provides learning and development opportunities for supervisors and helps them recognize their strengths and potential areas for development through clear, evidence-based and actionable information. Going forward, the tool will be the subject of a special communication campaign with video testimonies from participants prepared with the support of the Public Information and Outreach Unit.

5. The Leadership Foundation Modules that were launched in 2020 and made available to all staff via the My Learning platform are now also available in French. The modules, directed at a different leadership stream with the aim of strengthening leadership competencies at all levels, consist of self-paced online and pre-validated LinkedIn Learning courses.

6. In addition to implementing the leadership development activities stated above, it is also worth mentioning that the Leadership Framework is now an integral part of the performance management exercise and of all new published vacancy announcements. Further work on improving the assessment of leadership competencies during recruitment and onboarding procedures will be implemented in line with the Independent Expert Review and recruitment review recommendations.

2. Staff engagement, well-being and resilience

7. In line with the commitment of the Heads of Organs to further strengthen the Court's working environment and contribute to creating an atmosphere of openness, support and development, a new **ICC Staff Engagement Survey**, tailored around the ICC Wellbeing Framework, was rolled out successfully, with an overall response rate of **73 per cent (71 per cent in 2018)**, which is above the benchmarking median. The Court-wide survey communication campaign *#Yousaidwedid* *#YourVoiceMatters* was key in sharing the progress made on Top 5 priorities and achieving a high overall response rate.



8. The Staff Engagement Survey aims to collect new data on current levels of staff engagement and sense of well-being. It will also measure progress made on Court-wide priorities, overall success and improvement against the 2018 survey results, and allow benchmarking with similar organizations. The survey results guide discussions at all levels on how to develop action plans that will continuously improve working conditions and ensure a high level of staff engagement.

9. In 2022, after endorsement by the Principals of key staff engagement priorities moving forward, action plans will be developed at different levels and a governance structure, which includes the Staff Wellbeing and Engagement Committee established in 2019, will be in place. In addition, activities such as pulse surveys¹ will be conducted to support future progress.

10. The Crisis Management Team (CMT) Subcommittee for Wellbeing and Resilience continued its work on assisting the CMT and ensuring that staff well-being and resilience are at the centre of the Court's success by providing well-being support in response to the pandemic. Its work was essential in addressing the complex nature of well-being needs during the crisis.

11. Supporting the psychological and physical health of all staff through open channels, dedicated intranet pages, online resources, understanding, measuring, boosting and maintaining well-being, in particular in the new working environment, remained a primary focus during 2021.

3. Flexible Workforce

12. Building a flexible workforce is beneficial for both the organization and staff members. Flexible contract types, such as short-term contracts and contracts for individual consultants and contractors, allow the Court to effectively respond to unforeseen short-term operational needs. Staff mobility will be expanded through: (1) implementation of the National Professional Officer (NPO) category; (2) promulgation of an administrative instruction providing the legal basis for the Court's recent membership of the Inter-Organizational Mobility Agreement; (3) promulgation of the new learning and development policy; (4) promulgation of the new staff selection policy with suggested mobility opportunities such as lateral moves; (5) legal reviews to enable temporary assignment of staff members across organs; and (6) the creation of job families.

13. In order to provide flexibility in field operations, the Court requested that the Committee on Budget and Finance ("the Committee") consider, at its thirty-sixth session, the possibility of introducing the **National Professional Officer** category, in line with United Nations Common System practice, to perform functions of a professional nature that require local knowledge in terms of culture, language and experience. Further to the endorsement of this proposal by the Committee and the Assembly of States Parties ("the Assembly²"), the Court's Staff Regulations and Rules have been revised to align with the United Nations Common System. The revised text of the Court's Staff Regulations and Rules introducing

¹ Pulse surveys are short surveys aimed at collecting the perceptions of staff members on a more regular basis and/or as a follow-up. A pulse survey is a quick method of collecting perceptions and monitoring progress over time and differs from a regular staff survey in terms of the number of questions and frequency of implementation.

² ICC-ASP/20/5, para 93.

the category of NPO is in the process of being finalized and is expected to be promulgated in 2022. The Court took note of the Committee's recommendation that the application of the NPO category should be implemented once the financial implications could be seen and reflected as part of the proposed programme budget for 2023, and awaits detailed guidance from the Committee on the application of this new modality.

14. Inter-organizational mobility needs to be internally regulated by an administrative instruction to give effect to the Court's participation in the Inter-Organization Mobility Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances which the Court joined in 2019. The policy was drafted by HRS and is in the final stages of inter-organ consultation. Promulgation is anticipated for 2022.

15. With regard to internal mobility, a new Staff Selection policy and the Learning and Development policy aim to introduce internal mobility opportunities such as lateral moves, project assignments, job shadowing and experiential learning, among other mobility concepts applicable in the UN environment. The draft of the Staff Selection policy is currently being reviewed to properly reflect the valuable input provided by the consultants conducting the review of recruitment services and will be shared for inter-organ consultation during 2022. The policy also brings measures intended to improve geographical and gender balance. The Learning and Development policy is undergoing inter-organ consultation and is expected to be promulgated later in 2022.

16. At its thirty-sixth session³, the Committee considered the proposed changes to the Financial Regulations and Rules in order to allow the Court a better and more flexible use of resources, particularly by allowing for the temporary assignment of staff members across organs. It was of the view that further discussion was warranted and that the Committee would continue to consider the item at its thirty-eighth session. The Court is eagerly awaiting approval of the proposed changes in order to enable a more flexible use of its resources (Annex III).

17. In 2020 the Court started collaboration with the UN Global Center for Human Resources Services (**OneHR**). Work started in 2021 to group jobs into job families, thereby enabling future flexible assignments of staff within the same job family on the basis of operational needs. This will allow for recruitment for generic rosters and lateral moves, generating efficiencies in time spent on recruitment. Work will continue in 2022, with strategic workforce planning being assigned to one of the newly recruited HR officers.

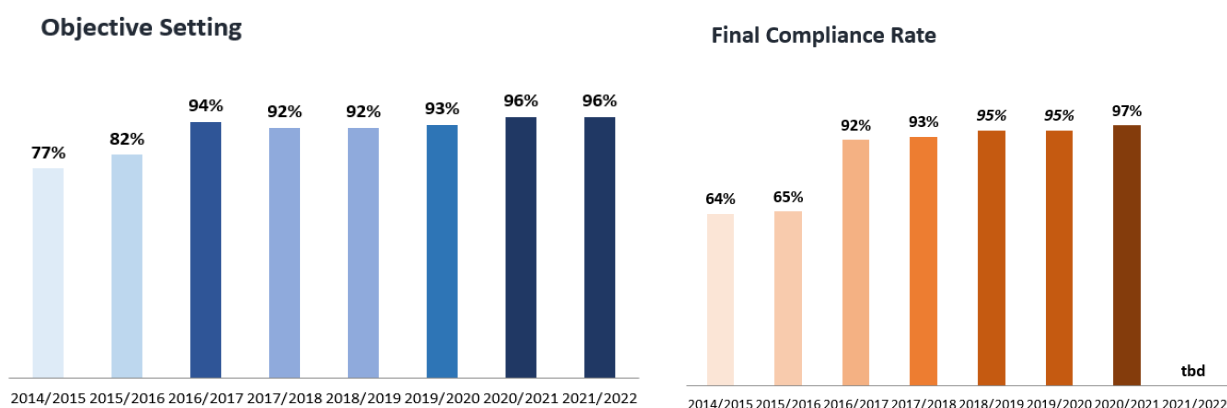


18. Annex IV provides details of the various mobility options already taken up by staff members. The Court's participation in the Inter-Organization Mobility Agreement since July 2019 also allows staff to take up new temporary functions outside the Court by facilitating staff exchange and secondments. In total, **47** staff members availed themselves of temporary mobility options in 2021.

4. Performance management

19. The rate of compliance with the performance appraisal system, one of the Court's key performance indicators, was sustained at the highest level. Progress has been made on moving towards a culture of trust and ongoing performance conversations, which continues to be critical during remote and hybrid working. Support, guidelines, webinars and on-demand training were provided to staff and managers on key topics needed to navigate the challenges of performance management at a distance. Communication was frequent. The recognition of continuous learning as key to individual and organizational performance is an emerging trend, as evidenced by the increased number of staff who entered the My Learning Platform in 2021.

³ ICC-ASP/20/5, para. 84.



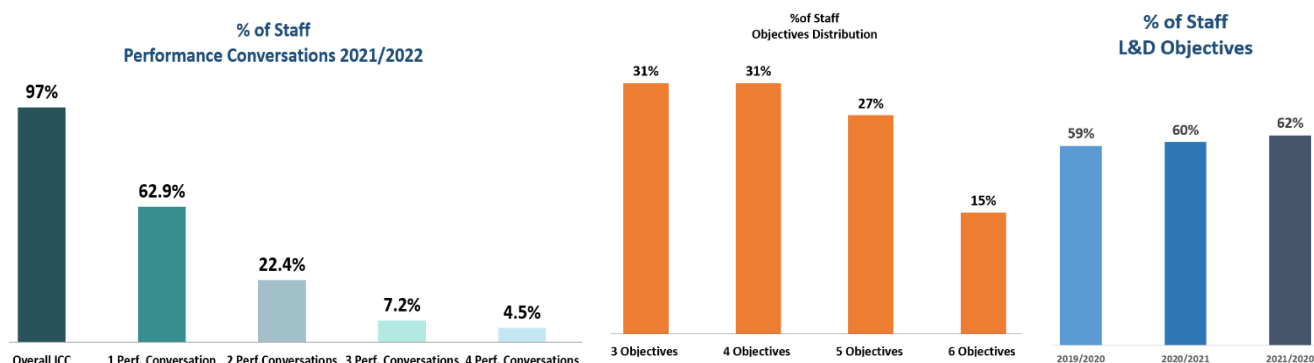
Item 1: Overall Compliance rate (Objective Setting and Final Review) year-on-year comparison

In total **20 per cent (196 participants)** of all staff voluntarily attended the Objective Setting workshops in 2021.

20. Ten Objective Setting Workshops were delivered across the organization with the aim of guiding teams on how to align individual and development objectives in the system. In addition, participants learn more about the new Leadership Framework and its competencies, which are now part of the performance management process

21. For the 2021-2022 cycle, the number of staff with performance objectives agreed on time remained at the highest recorded level, reflecting the organization's multi-year efforts to highlight the importance of the process.

96% compliance rate
(objective setting)



Item 2: Percentage of staff per Performance Conversations 2021/2022; percentage of staff per number of agreed objectives; percentage of staff with one agreed learning objective

22. In addition to the end-of-the-cycle performance assessment, **97 per cent** of staff engaged in at least one within-the-year⁴ performance conversation formalized in the system, the same high level as in the previous cycle; more than **30 per cent** had more than one within-the-year conversation. All staff members had between three and six individual objectives; **62 per cent** had at least one learning and development objective, **2 per cent higher** than the previous year.

⁴ The performance management process encourages continuous performance conversations during the cycle, which take place in addition to the final review, which is reported under "Final Compliance Rate".

23. The ICC Coaching Network Pilot Programme was successfully implemented and coaching services were offered to staff members at no additional cost to the Court, with the participation of internal volunteer coaches trained for the task. The pilot programme aimed to optimize the investment in learning activities for the benefit of a wider group by unleashing in-house coaching knowledge. The initiative was key during times of uncertainty and change and focused on supporting staff with advice and direction, when needed. Approximately **11 per cent** of all **staff members** attended the information sessions and a total of **133 accessed the dedicated intranet page** to learn about the programme. Twelve coaches were selected by fifteen **staff members for a one-to-one coaching session**. Coaching hours totalled **46**. There is room for improving the programme's visibility and growing applications for coaching sessions. The programme will be ongoing.

4 info sessions

112 participants

27 volunteer coaches

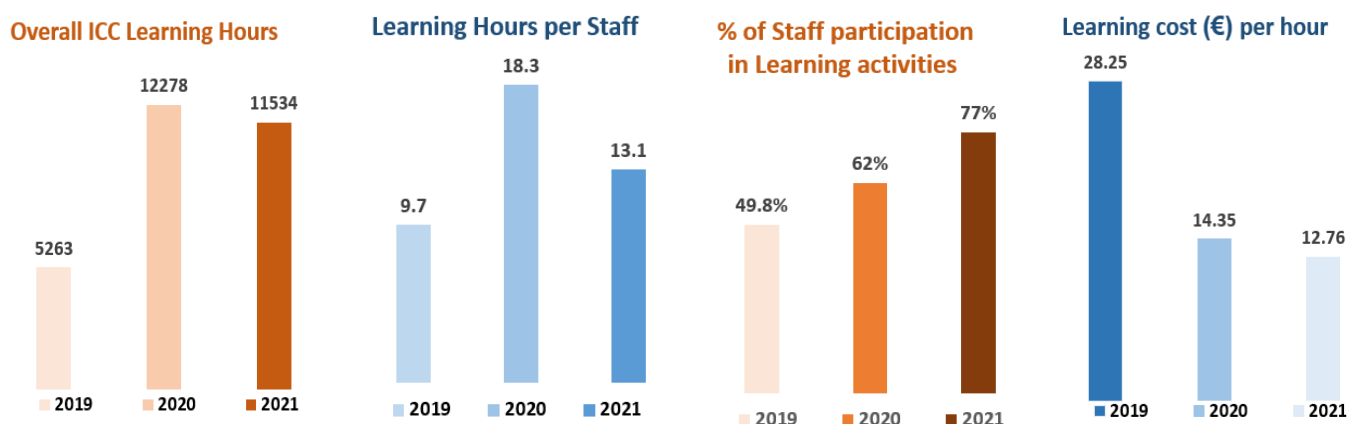
5. Learning and development

24. In 2021, the Court's learning management platform My Learning, registered **increased participation** and a **lower cost per hour**. On average, every staff member engaged in **7.5 hours** of e-learning and **13.1 hrs** of learning in total.

5,198 hours of e-learning courses

680 learners used the platform

On average, each learner engaged in **7.5 hrs** of e-learning and **13.1 hrs** of all learning activities



Item 3: Learning activities 2019-2021

25. A learning and development policy was drafted and is currently under consultation. Broadening the understanding of learning and introducing new learning modalities, the policy emphasizes the importance of activities not traditionally associated with "training", such as *social learning* (coaching, mentoring) and *experiential learning* (job shadowing, participation in projects, etc.), which are now widely recognized as extremely efficient, effective and helpful in improving knowledge management and a culture of continuous improvement.

26. The Court continued to offer the French Language Programme in the virtual environment. Participants rated their satisfaction at 4.5 out of 5. A learning needs analysis was conducted in collaboration with the *Organisation Internationale de la Francophonie* (OIF). As a result, a pilot module on *Legal and Diplomatic French* was created and was launched in October 2021. It is foreseen that more French learning opportunities tailored to the Court will be developed in collaboration with the OIF. The OIF offers a co-funding

modality and normally covers **50 per cent** of learning costs. The UN Language Proficiency Examination was also offered along the same lines and the results of the latest examinations are yet to be revealed by the UN.

27. The *Unconscious Bias* e-learning course was created in-house, at no additional cost, by the Learning and Development team, with the aim of reducing bias in recruitment processes, in line with the Court's strategic goal on geographical representation and gender balance and the Independent Expert Review recommendation. The course, available to all staff on My Learning, was well received and is now mandatory for all hiring managers and panel members. In total, **137** staff members have completed the course so far.

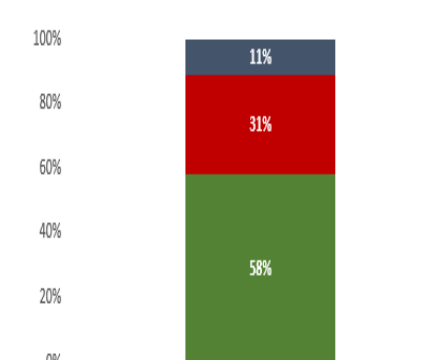
28. Onboarding sessions for new staff took place in 2021 and in total **107** staff members attended.

6. Workforce Planning and Geographical Representation and Gender Balance (GRGB)

29. It is well known that a diverse workforce increases productivity, but it is also a matter of organizational legitimacy to represent all its contributors. In 2019, HRS embarked on the process of developing an HR analytics function, through a strategic workforce planning project, with the aim of facilitating results-based conversations, strategic analysis and planning, and identifying patterns within the organization.

30. In 2021, HRS resources were assigned for the **Strategic Workforce Planning** function⁵ which supports the strategic plans of the Registry and of the Court beyond HR analytics. The function aims to use a holistic approach in using data to create insights that support different talent management strategies. Various continuous improvement methodologies and tools are being used to improve recruitment timelines, GRGB, staff engagement and other HR processes. The first results of the newly-established function were: (1) creation of the GRGB strategy, based entirely on data and past trends; (2) several dashboards, such as the GRGB and sick leave⁶ dashboards, which created efficiencies in communicating with various stakeholders; (3) seven sourcing pilot projects aimed at female candidates and under-represented States; and (4) various improvements in reporting and outreach. Sick leave analytical dashboards have been expanded with comparable data from one similar international organization in The Hague and the Dutch national system.

31. As flagged in the Court's report for 2020, and as part of efforts in relation to long-term workforce planning, the HR Section worked on new analytical metrics to support data-driven decision-making regarding geographical representation at the Court.



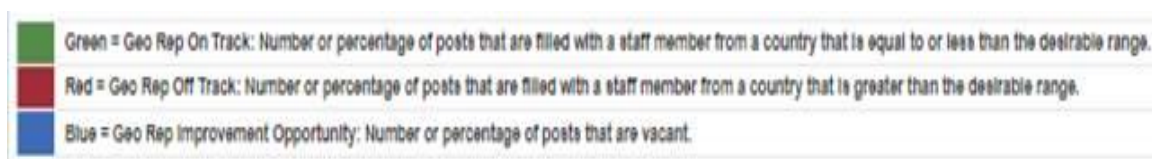
The “Geographical Representation – On Track v. Off Track” metric below provides an overview of posts filled by staff members from a country in the “equal to or less than the desirable geographical representation range” (on track) versus posts filled by staff members from a country in the “greater than desirable range” (off track) as of the end of December 2021. This metric, and the recommendations received from the Recruitment Review at the end of 2021, will be used to support target development and structured long-term strategic plan developed in 2022 to improve geographical and gender representation over time.

⁵ With internal resources as a result of efficiencies created by the HR automation process, and without budget impact.

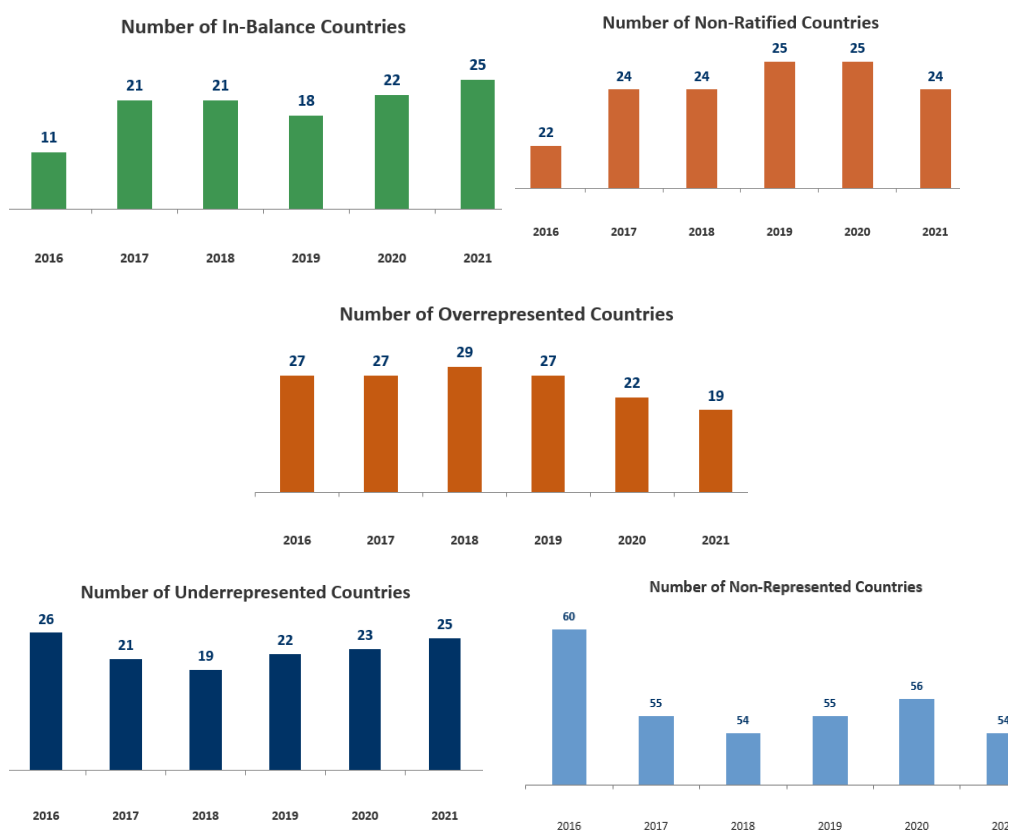
⁶ 1 HR Officer and 1 HR Assistant.

⁶ A further step on sick leave analysis will be to attempt to include other similar organizations in the UN environment, as per IER R18.

It provides an estimate of how many GRGB “opportunities” are available as a result of staff turnover, resignations, vacant posts and/or retirements:



32. Item 4 below shows previously reported statistics on the representation of countries at the Court.



Item 4: Geographical distribution at the Court 2016-2021

33. In an effort to improve geographical and gender balance, the Court has increased its presence on **social media**, which has resulted in increase in the number of followers on LinkedIn by **29 per cent**, vacancy announcement awareness by **47 per cent**, applications from female candidates by **32 per cent** and applications from candidates from under and non-represented countries by **30 per cent**. Applications for all vacancies increased by **19 per cent**.

The Court continued its efforts on various other fronts, namely:

- (a) All vacancy announcements were distributed in both working languages of the Court;
- (b) All participating panel members took the in-house designed mandatory training Unconscious bias in recruitment to counter any unconscious bias and increase the diversity of participating candidates;
- (c) HR staff participated ex officio in all recruitment processes and assisted the panels in ensuring consideration of diversity at all stages of the recruitment cycle;
- (d) The Selection Review Board oversaw all recruitment;
- (e) Geographical and gender diversity was ensured on all recruitment panels;

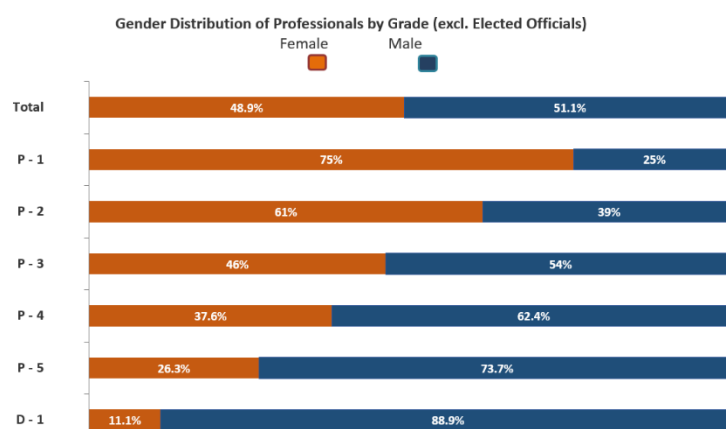
(f) Updated information on geographical representation was disseminated to all recruitment panels;

(g) Geographical and gender representation was considered both at the shortlisting stage and when the decision on the final selection of suitable candidates was made;

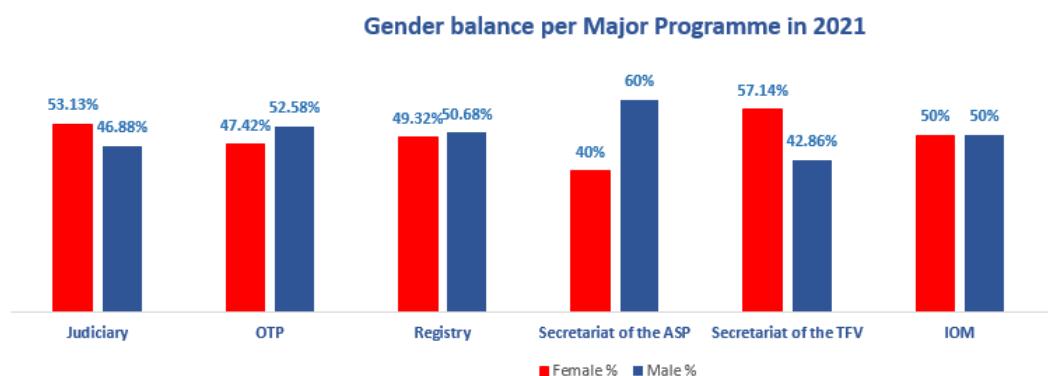
(h) Geographical and gender representation was considered for all types of appointment; and

(i) Embassies were informed of newly published vacancy announcements.

34. With regard to gender balance, the following graphs provide a snapshot of current statistics Court-wide and a breakdown per Major Programme and per grade. There have been slight improvements in gender parity in P-3 and higher grades (**1 per cent** increase at P-3 level, **1.6 per cent** at P-4 level, **2.3 per cent** at P-5 level). A more comprehensive narrative on efforts towards gender parity developed by the newly appointed Focal Point for Gender Equality can also be found below.



Item 5: Gender balance by grade (excluding elected officials) as at 31 December 2021



Item 6: Gender balance per Major Programme as at 31 December 2021

7. Gender equality – Focal Point

35. Gender equality is widely recognized as an intrinsic component of all intergovernmental organizations in the UN environment, and the Court is part of this global effort to address relevant matters and ensure that this value is fully absorbed in its working culture.

36. Since the position of **Focal Point for Gender Equality** was established in March 2021, the Focal Point has undertaken a number of activities to coordinate and maximize the

impact of ongoing initiatives of the Court, its organs and Divisions, as well as its staff, in the area of gender equality.

37. The Focal Point has sought to identify gaps, *inter alia* through an initial gender assessment, by consulting extensively with Court personnel in order to: (1) collect information on the current situation, the concerns and expectations of staff, as well as on ongoing or planned actions by the Court's administration and staff-led initiatives related to gender equality; and (2) use that information to conduct a gender analysis to identify the gaps, what is working well, what can be improved, and what specific actions are needed.

38. The Focal Point set up an **intranet page** for internal communication and information sharing purposes, and also developed a **Podcast series** on gender equality and workplace culture for staff of the Court, in collaboration with the President of the Staff Union Council (SUC). Virtual meetings at Headquarters and in the country offices were organized to share information on the mandate and learn from ongoing experiences, needs and efforts. This led to the ad hoc appointment of gender focal points in a number of country offices (Mali, Côte d'Ivoire and the Central African Republic). Workshops on formal and informal mechanisms of **conflict resolution** were initiated for sections across the Court with the participation and support of the SUC and the Independent Oversight Mechanism.

39. The Focal Point was involved in the development of different **gender-related training programmes** and initiatives including on gender awareness, anti-harassment and unconscious bias, and in HRS efforts related to the new mentoring programme for the Court, the Staff Engagement Survey for 2021, pilot projects on recruitment and sourcing, onboarding for new staff and interns and visiting professionals. The Focal Point and the Court are looking at the issue in a holistic and intersectional way, as gender balance and gender parity in the composition of the staff of the Court cannot be separated from geographical representation, and diversity and representation of all forms of identity (whether ethnic, religious, gender or related to sexual orientation) should also be taken into account.



40. In 2021, the Focal Point was involved in the review of key administrative instructions, policies and presidential directives relevant to gender equality, such as on harassment, disciplinary proceedings, recruitment, and flexible working arrangements, as well as in the Independent Expert Review recommendations assessment and

implementation process, including through substantial contributions to the work of the Review Mechanism regarding gender equality and work culture.

41. The Focal Point joined the gender focal points network of UN Women, thus benefiting from their compilation of good practices, their training and their expert advice. A network of the gender focal points in the other international organizations based in The Hague was also established, including the Residual Mechanism, the Special Tribunal for Lebanon, the Organisation for the Prohibition of Chemical Weapons, the Kosovo Specialist Chambers and Europol, to learn from and capitalize on their experience and practices. The Focal Point has also benefited from support and advice from several States Parties, including those having Gender Equality Ambassadors or feminist foreign policies, as well as from expert advice from many civil society organizations, such as the International Bar Association, Women's Initiative for Gender Justice, the Coalition for the International Criminal Court, Human Rights Watch, Open Society Justice Initiative, Women in International Law and others.

42. In order to further strategize and take advantage of the current impetus to lay down an ambitious and comprehensive blueprint for cultural and structural change at the Court, a High-Level Statement on Gender Equality, adopted by the Principals of the Court on 30 April 2021, set key goals and laid the groundwork for concrete actions to deliver on the Court's gender equality goals. Furthermore, the Court has also undertaken, as part of the Generation Equality Forum, to consult on, adopt and implement its first **Strategy on Gender Equality and Workplace Culture** by 2025. The zero draft version of the strategy was shared on 9 December 2021, and internal and external consultations will be ongoing until 9 March 2022, with a view to the Principals of the Court reviewing and adopting the Strategy in 2022. The zero draft strategy is articulated around three key pillars of action: (1) safe and inclusive workplace culture and processes; (2) work-life balance; and (3) gender parity and equal

opportunities. Lastly, the three Principals of the Court made two joint commitments as International Gender Champions for 2021 and 2022, which foresaw consultation on and adoption of the strategy in 2021 and 2022.

43. Going forward, the aim of the concerted actions of the Court in the area of gender equality, focusing on three key areas, will be:

(a) to further promote equal opportunities and gender balance at all levels of the workforce (noting the importance of complementing this with diversity and geographical representation);

(b) to further develop a gender sensitive organizational work culture – indeed, gender equality is not only about more representation of women, including in senior positions, but also and fundamentally, about structures and culture in the organization; and

(c) to further promote a better work-life balance – learning from the COVID experience as well as from progressive work arrangements put in place in other intergovernmental organizations, the private sector and as part of States’ feminist foreign policies.

8. Change of leadership, restructuring, assessment of workplace culture and additional recruitment-related activities at the Office of the Prosecutor

44. The Office of the Prosecutor (OTP) transitioned from the mandate of the former Prosecutor, Ms Fatou Bensouda, to that of the current Prosecutor, Mr Karim A. A. Khan, QC, following his election for a nine-year term on 12 February 2021 and his swearing in on 16 June 2021. In line with the commitments made in his inaugural speech that priority would be given to staff well-being, effective and efficient organization and ensuring an Office free of any and all forms of harassment, the Prosecutor put in place an independent Workplace Culture⁷ panel charged with (1) reviewing the workplace culture; (2) assessing the findings and recommendations as presented in the Independent Expert Review of the International Criminal Court and (3) presenting recommendations to the Prosecutor for future improvements to the culture of the OTP. The panel conducted a thorough review of the culture of the OTP, conducting a number of interviews with staff and relevant stakeholders over the course of four months, and will present its findings in a report to the Prosecutor in the first quarter of 2022.

45. In addition, the Prosecutor took action to restructure the Office through the 2022 budget proposal process. The three divisions of the OTP were disbanded and a two-pillar structure of unified teams was established, led and directed by two Deputy Prosecutors. Each pillar will be responsible for specific situations, distributed on regional and linguistic bases, and will incorporate unified teams of lawyers, investigators, analysts and other staff tasked with delivering results at trial. In addition, the Prosecutor created a Division of Integrated Services to pool the shared forensic, technology, administrative, psychosocial, security and language services of the Office in one consolidated division.

46. The Prosecutor also established an Office of External Affairs and realigned some of the essential services that report directly to the Prosecutor. Following the expiration of the mandate of the Deputy Prosecutor, Mr James Stewart, the OTP, in coordination with the Secretariat of the Assembly of States Parties, conducted the recruitment and selection process for the Deputy Prosecutors, submitting recommendations for election to the Assembly in October 2021. On 10 December 2021, the Assembly elected Ms Nazhat Shameem Khan of the Republic of Fiji, and Mr Mame Mandiaye Niang of the Republic of Senegal, to be the next Deputy Prosecutors of the International Criminal Court and to assume office on 7 March 2022.

⁷ Work on continuously improving the workplace culture will also take place in other Major Programmes, as part of the staff engagement action plans and/or per request of Principals.

9. Continuous improvement - digitization

47. One aspect specifically highlighted by the COVID-19 crisis was the importance of digitized processes and remote data availability. The 2018 and 2019 HR digitization investment in HR processes (staff entitlements and payroll management) allowed the Court to seamlessly transition into remote working with little or no disruption to services. The planned procurement activities in 2020 for the digitization of two additional HR processes - digital personnel files and automated HR Service Requests - were largely implemented in 2021.

48. Digital personnel files that will replace the current hard copy of official staff files provide each staff member with direct access to their staff records and the ability to update outdated records are in the final stages of implementation.

49. The HR Service Request solution that provides the Court with an efficient digital process to submit requests to HRS as well as the possibility to set service level agreements and measure these service levels is in the final stage of implementation. Upon completion, the Court will have a solid digital platform for HR processes that will allow staff and the HRS to interact efficiently and effectively.

10. COVID-19 - Crisis Management Team - Productivity

50. The CMT Subcommittee for Productivity, established in 2020 to advise the CMT on concrete measures to optimize productivity and ensure business continuity in the light of a volatile, uncertain, complex and ambiguous environment, continued its operations, although at a lower capacity. Work focused on ensuring communication, support, guidance and facilitation for staff and managers during critical periods of the pandemic, more specifically on how to respond/adapt to the imposing and/or lifting of restrictions on working at the Court's premises.

51. Given changes in the world of work previously highlighted in the "White Paper - The Future of Work" (the "new normal"), the main one being a shift towards increasing flexible working patterns, the Subcommittee continued to recommend options for how the Court could keep advancing towards a more agile, flexible and responsive workforce, while being ever mindful of its core business and nature of work.

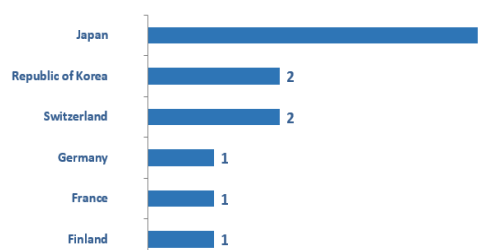
52. As mentioned in Section 3 – Flexible Workforce – the Court is looking forward to the positive assessment of the proposed changes to the Court's Financial Rules and Regulations to allow for controlled staff mobility between different organs of the Court, considering that it has a great bearing on the Court's ability to flexibly utilize its workforce and provide staff mobility.

53. Discussions on the "new normal" also triggered adjustments and developments regarding the Court's working methods moving forward, such as flexible working arrangements, the hybrid nature of work, and increased use of technology, among others.

11. The Court's Junior Professional Officer and Internship and Visiting Professional Programmes and the Trust Fund for the Development of IVPs

Junior Professional Officer (JPO) Programme

54. The Court's JPO Programme was established in 2017 and as of 2021 had 6 participant States Parties: Japan, the Republic of Korea, Switzerland, Germany, France and Finland. Since 2017, the Court has hosted a total of 12 JPOs sponsored by those States Parties.



55. An additional JPO from the Republic of Korea was recruited in 2021 and is expected to be onboarded in early 2022. New JPOs from France and Germany are also expected to be recruited in 2022.

56. Following the recommendations of the Committee⁸, the Court has intensified its outreach efforts to find new donors, with a focus on States Parties that are open to funding JPOs from developing countries. These outreach efforts included, *inter alia*, prospecting for donors and compiling a list of States Parties that were subsequently approached for introductory discussions. The Court has also participated in career events to increase the visibility of the JPO programme to potential candidates and has actively participated in meetings with the UN JPO network to keep abreast of best practices and trends.

57. In view of the significant impact that the JPO programme can have in terms of geographical representation, the Court's efforts were equally focused on States that are under-represented or non-represented. Discussion with these States Parties are currently ongoing and the Court will be able to report more at the next sessions.

58. At its thirty-seventh session, the Committee recommended establishing the JPO Programme on a permanent basis⁹. In December 2021, the Assembly endorsed the Committee's recommendation and decided to establish the JPO Programme on a permanent basis¹⁰.

59. **The Court would like to invite States Parties, particularly those willing to fund JPOs from developing countries, to consider joining the JPO Programme by reaching out to the Human Resources Section Programme Management team [JPOrecruitment@icc-cpi.int].**

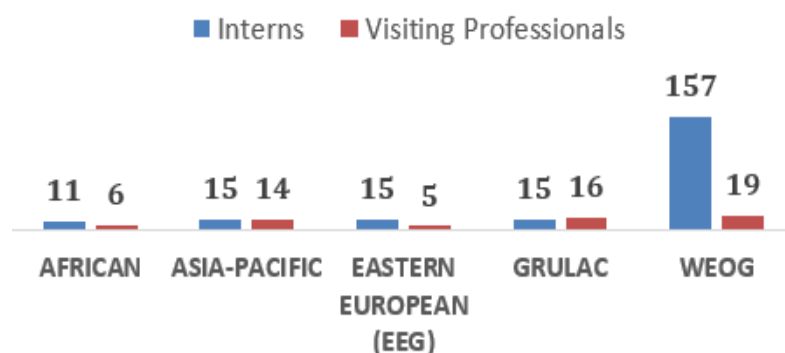
60. **The Court took note of the Committee's observation¹¹ regarding the feedback from States Parties missing in the Refined Report of the Court on the JPO Programme. The Court is currently gathering such feedback and will submit this information for the Committee's consideration at its thirty-ninth session.**

The Internship and Visiting Professional Programme (IVP Programme or Programme)

61. The Court's IVP Programme receives over 200 new participants every year.

62. The Court notes in this regard that there is currently no position responsible for the daily administration of the IVP Programme and that, so far, HRS has shouldered the full management of this large programme. The Court therefore considers that more human capacity is needed to ensure that the IVP Programme can continue to be supported properly and effectively.

63. Despite the ongoing COVID-19 pandemic, the Court recruited and onboarded a total of 273 IVPs in 2021 (213 interns and 60 visiting professionals).



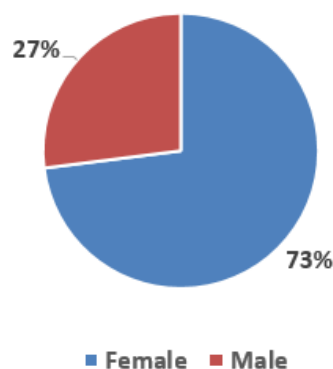
Item 7: Total IVPs (funded and unfunded) in 2021

⁸ ICC-ASP/20/15, para. 246.

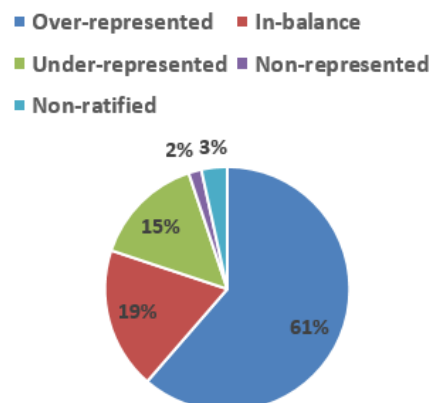
⁹ Ibid., para. 247.

¹⁰ Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Twentieth session, The Hague, 6-11 December 2021 (ICC-ASP/20), vol. I, part III, ICC-ASP/15/Res. 1, section M, para. 1.

¹¹ ICC-ASP/20/15, para. 244



Item 8: Gender representation of IVPs in 2021



Item 9: IVPs from WEOG

64. In 2021, IVPs worked mainly remotely from the duty station, following the guidelines and recommendations of the CMT and the Host State. In order to ensure that IVPs had a good experience in the difficult circumstances imposed by the COVID-19 pandemic, the Court organized bi-monthly webinars with judges, principals and senior staff members on different topics related to their work at the Court. The feedback received from IVPs and guest speakers was overwhelmingly positive and the Court will continue to pursue cost-effective ways of ensuring that IVPs have a satisfying learning experience.

65. In 2021, the Court launched an alumni network of IVPs which is active on LinkedIn. The network aims to connect former IVPs and to be a space where people can keep abreast of the most recent updates regarding the work of the Court as well as career opportunities.

The Legal Professional Programme (LPP) funded by the European Commission (EC) Grant

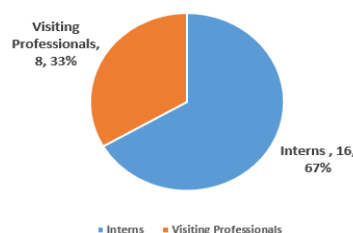
66. In 2021, HRS coordinated the implementation of the LPP funded by the EC Grant in collaboration with the Registry's External Relations and State Cooperation Unit.

67. In 2021, HRS provided operational support to the placement of six legal professionals, but no new candidates were recruited on account of negotiations between the Court and the EC regarding renewal of the Grant.

Trust Fund for the development of Interns and Visiting Professionals (Trust Fund)

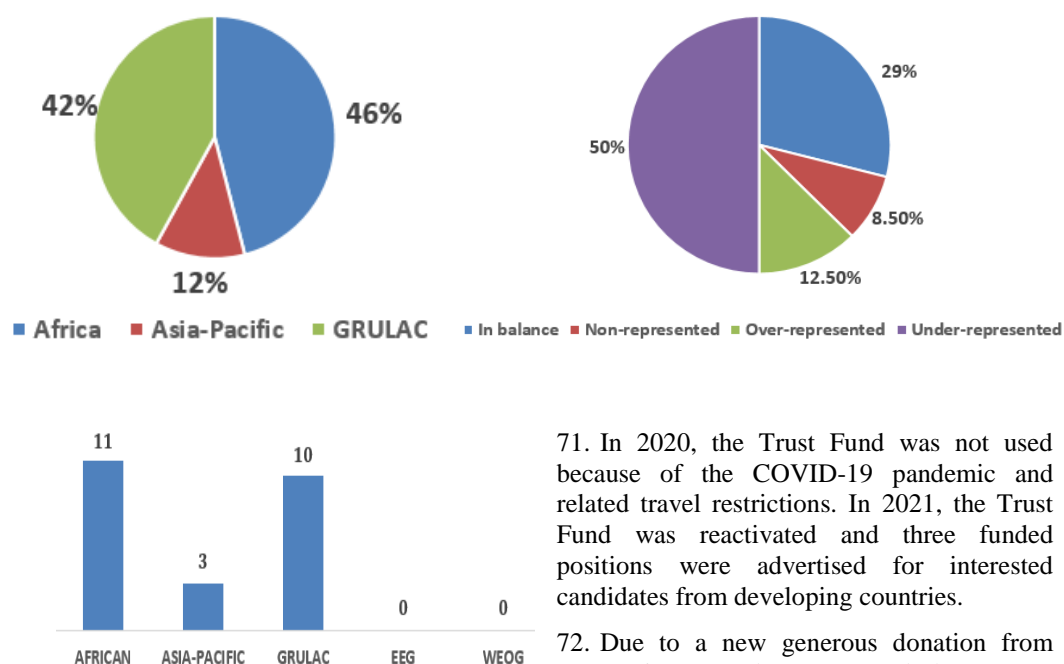
68. The IVP programme has in recent years been entirely unfunded with IVPs having to bear the costs of travelling and living in The Hague. Although the programme is open to candidates of all nationalities, statistics show an over-representation of IVPs from the WEOG region.

69. The Trust Fund was established in 2016 with the aim of bridging this gap and providing funded IVP placements to nationals of developing countries that are States Parties to the Rome Statute. The Trust Fund therefore contributes to the Court's efforts to increase geographical representation and to give fair opportunities to all individuals wishing to work at the Court.



70. Through generous donations received from States Parties (i.e. the Netherlands, the Republic of Korea and France) since 2016, the Court has been able to fund a total of 24 IVPs. Since 2019, staff and elected officials were also invited to contribute to the Trust Fund by making a single or a monthly donation, which is directly deducted from their salaries. As of 31 December 2021, 49 staff members and elected officials had contributed to the Trust Fund.

Statistics on IVPs funded by the Trust Fund (from 2016 to 2021)



71. In 2020, the Trust Fund was not used because of the COVID-19 pandemic and related travel restrictions. In 2021, the Trust Fund was reactivated and three funded positions were advertised for interested candidates from developing countries.

72. Due to a new generous donation from France in December 2021 and the support expressed by other States Parties willing to contribute to the Trust Fund in the future, the Court expects to fund more IVPs in 2022 and will report to the Committee at its fortieth session in 2023.

73. Following recommendation 96 of the Report of the Independent Expert Review (IER)¹², the Court will intensify its fundraising efforts with States to enable more IVPs from developing countries to be funded and to bring the Fund to the attention of interested States. The Court submits as an annex to this report (Annex V) a letter to be shared with States Parties inviting them to make a voluntary donation to the Trust Fund. The Court further shares an invitation for contributions, including the breakdown of the costs of an internship or a visiting professional placement (Annex VI). Should the relevant authorities of any State Party wish to make voluntary donations to the Trust Fund, or if they have any questions in this regard, they are invited to contact the HRS Programme Management team at Internship-VisitingprofessionalProgramme@icc-cpi.int.

74. The Court commends the interest expressed by some States Parties (i.e. Germany) in contributing to the Trust Fund as well as their support in increasing the visibility of the Trust Fund vis-à-vis other States, and is looking forward to strengthening its efforts to further enhance the visibility of the Trust Fund among interested States Parties.

75. The Court would like to encourage States Parties to consider providing funding to further develop and expand the Trust Fund. Any amount can make a difference and allow more candidates from developing countries to have the opportunity to work at the Court and to support the Court's mandate.

12. Priorities for 2022

76. All key initiatives mentioned are directly linked to the Strategic Plan 2019-2021, which is extended to 2022 while new strategic plans are being finalized, the Independent Expert Review, the recruitment services review and the commitments of Heads of organs regarding staff engagement and well-being. More detailed information for each initiative will be provided as and when the projects progress and roll-out is launched.

¹² Independent Expert Review of the International Criminal Court and the Rome Statute System Final Report, 30 September 2020.

Leadership

- Continue to implement the Leadership Development Plan per approval by the Coordination Committee (“CoCo”) (conference, Developmental 360, UN courses, practical group workshops)
- Embed the leadership framework into HR processes (recruitment, performance management and staff engagement), per CoCo approval;
- Propose and pilot a new onboarding process for managers, based on the Leadership Framework.

Performance management

- Sustain high compliance rate (96 per cent)
- Continuously support the increasing strategic relevance of the process (stronger link between organizational and individual objectives, recognition of good performance, addressing poor performance)
- Continuously support the efforts of managers and staff towards good practice on performance management
- Strengthen the link between performance management, learning/development and the approved leadership framework, which is now part of the performance process.

Learning and development

- Implement the new learning and development policy, introducing new learning modalities such as “social” and “experiential” learning
- Continue providing social learning opportunities, such as coaching as a free service to staff and mentoring
- Strengthen formal and informal knowledge-sharing practices.

Staff engagement

- Share the Court-wide 2021 survey results with all staff and act on the results
- Identify top engagement priorities and develop actions expected to positively impact staff well-being and engagement
- Prepare the roll-out of pulse surveys to capture consistent and actionable feedback on the main drivers of engagement and well-being
- Develop, implement, monitor and measure the effectiveness of action plans.

Geographical Representation and Gender Balance (GRGB)

- Communicate GRGB metrics and propose long-term GRGB targets, with the aim of improving gender parity at all levels and reducing the gap between the number of staff from overrepresented countries and those from under-represented countries
- Increase applications from non- and underrepresented States through active candidate sourcing and outreach.

Staff selection

- Start implementing recruitment services review recommendations
- Promulgate new administrative instruction (AI) on the selection process.

Staff mobility

- Provide learning mobility opportunities (on-the-job learning, participation in projects/missions, job shadowing, job swaps)
- Group all Court jobs into families and networks per UN standards - a foundational step for future increased mobility between staff in the same job family/network - with the support of OneHR
- Develop methodology for a competency mapping exercise with the aim of identifying synergies between different jobs.

13. Conclusion

77. The year 2021 was very challenging for all staff members of the Court, who showed immense resilience in adapting to the new remote working environment, the gradual return to the office and unprecedented challenges in terms of workload. The staff continued to deliver on the Court's mandate and make progress on the Court's strategic objectives. The COVID-19 crisis not only presented the Court and its staff with great challenges but also enabled staff to demonstrate great commitment to meeting the strategic objectives of the Court and provided opportunities to consider a new way of working in the future.

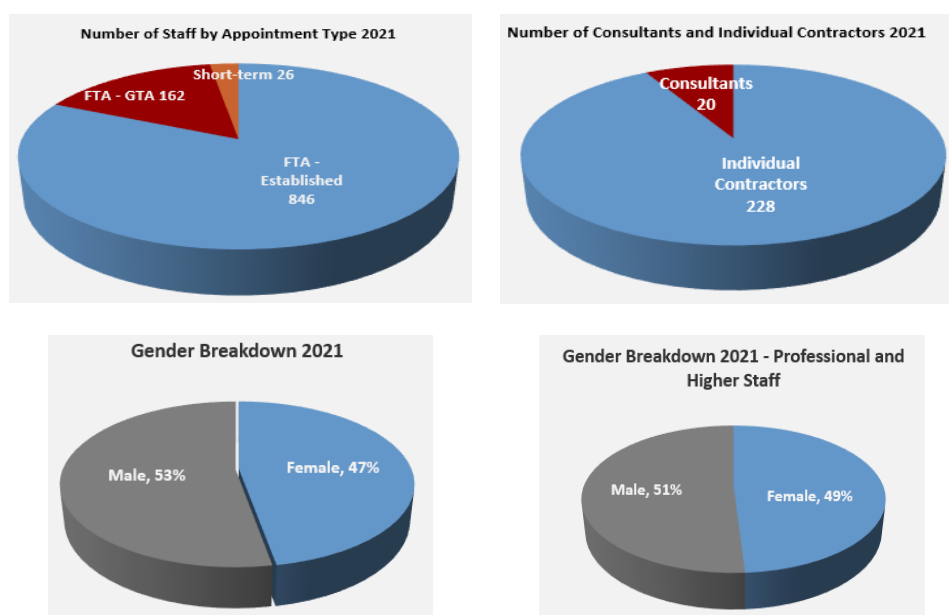
78. While some activities were initially delayed during the COVID-19 adaptation phase, progress nevertheless continued and some important milestones were reached. The Court is looking ahead to continuing to work on strategic HR management activities and supporting the Court's long-term organizational development objectives. The Court looks forward to reporting on the progress made in next year's report.

Annex I

Report on 2021 workforce and recruitment statistics

Headcount

1. The Court's diverse workforce consists of staff in established posts as well as General Temporary Assistance (GTA) funded positions to achieve the Court's core objectives. In addition, staff on short-term appointments provide support for short-term needs of less than one year, typically backfilling for staff on leave of absence or for vacant posts pending finalization of the recruitment process.
2. In addition to staff, consultants are engaged when the Court requires highly specialized experts to deliver services which cannot be performed by current staff resources for want of specialized knowledge and expertise. Consultants and individual contractors are engaged on a temporary and ad hoc basis to provide services which are not staff functions but relate to programmed or mandated activities of the Court. A consultant is a specialist in a specific field engaged in an advisory or consultative capacity, whereas an individual contractor is engaged from time to time to provide expertise, skills or knowledge for the provision of support services in areas not covered by staff, such as witness assistance, psychosocial support or field interpretation. Below is an outline of the composition of the workforce¹ as of 31 December 2021.



Item 1: Number of Staff by appointment type and gender balance at the Court in 2021

Recruitment and staffing levels

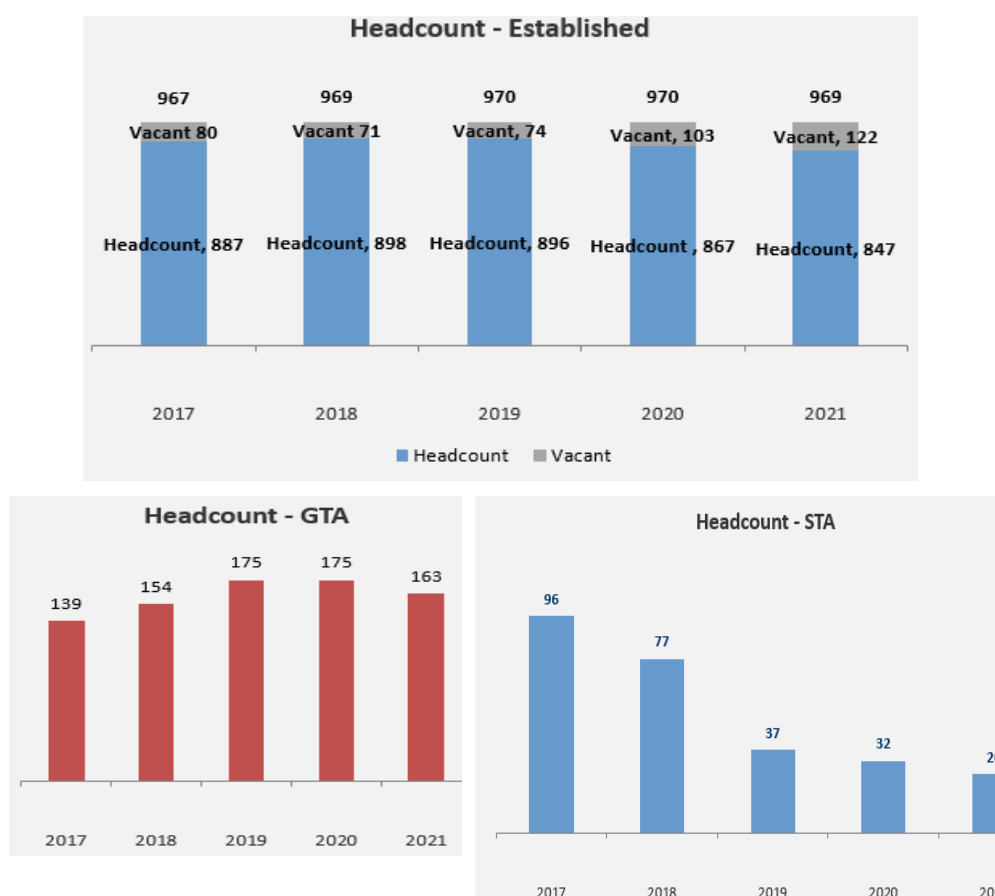
3. In 2021, the Assembly approved **969** established posts and **176²** GTA-funded positions, within the approved budget envelope, to enable the Court to achieve its set objectives.
4. Recruiting diverse staff of the highest quality continues to be a priority for the Court. With regard to geographical representation, the percentage of the workforce³ from

¹ Figures correspond to the workforce administered by the Court's Human Resources Section and do not include defence counsel, commercial contractors, etc.

² Only GTAs approved for 12 months (i.e. 1 FTE) are included in this figure.

³ Established posts at the Professional level.

underrepresented or in-balance countries increased from **32 per cent** at 31 December 2020 to **42 per cent** at 31 December 2021.



Item 2: Headcount per appointment type 2017-2021

Recruitment performance for established posts

5. As at 31 December 2021, the Court had a total of **847** filled approved positions. As at 31 December 2021, the Court had **846⁴** staff members in fixed-term established posts and **162** staff members in fixed-term GTA-funded positions.

6. In 2021, **72** fixed-term positions were filled: **49** established posts and **23** GTA-funded positions. Of the 49 filled established posts, 14 (28 per cent) were filled by external candidates, 20 (41 per cent) by staff in GTA-funded positions and 15 (31 per cent) by staff already in established posts. Over the course of the year, the Court conducted **214** written tests and **237** interviews⁵.

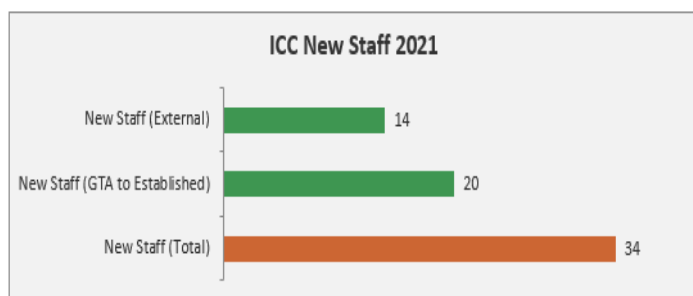
7. In addition to fixed-term positions, a number of short-term appointments (**26**) were made to replace staff on special leave without pay or on maternity leave, as well as to provide short-term cover pending recruitment for a given vacant post.

8. A total of **54** staff in established posts left the Court in 2021, including eight (8) staff members who had retired. This represents a turnover rate for the Court of approximately **6 per cent** for the year.

9. A summary is given below of the staffing situation and recruitment performance, appointments, internal placements and turnover for the Court's established posts as at 31 December 2021.

⁴ In MP III, one post funding a Staff Council President is counted as filled.

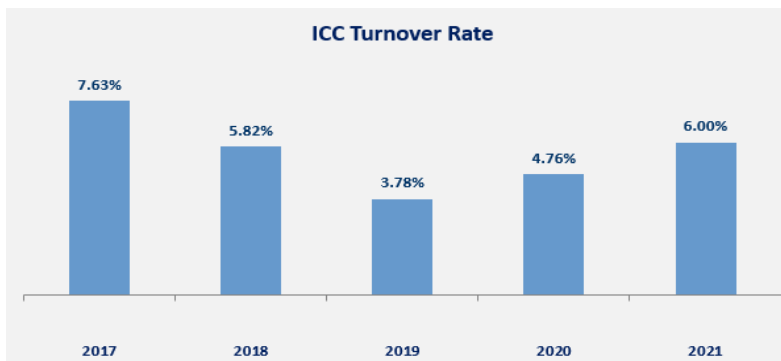
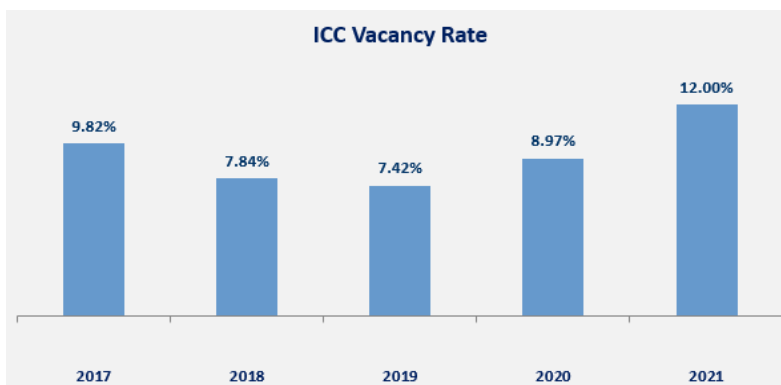
⁵ In 2021 interviews were mainly held via VTC due to Covid-19 restrictions. New process for assessments will be defined upon implementation of the Recruitment Review implementations.



Item 3: Staffing movements in 2021 - *Turnover (Other) = disability, retirement, death, restructuring

Vacancy rate

10. The Court's monthly vacancy rate increased from 9 per cent at the end of December 2020 to an average vacancy rate of 12 per cent for 2021. Ideally, the Court would operate at a healthy equilibrium between the number of vacant established posts which would naturally be in place owing to staff resignations and separations, and the arrival of new hires.



Item 4: Vacancy and Turnover rate 2017-2021p

Annex II

Leadership Development Plan

LEADERSHIP DEVELOPMENT INITIATIVES, TARGET GROUPS AND TIMELINES		
<h1>Leadership Development</h1> <p>DEVELOPING CURRENT AND FUTURE LEADERS AT THE ICC</p>		
	ICC E-LEADERSHIP FOUNDATIONAL MODULES Online catalogues with managerial/leadership good practices, organized by topics and levels, available 24/7 to all staff members.	Target Group: All Staff (always available)
DEVELOPMENTAL 360 Opportunity for self-reflection, gathering feedback from team managers, peers, and coaching session(s) that will substantially increase awareness of one's Leadership style, preferences, strengths and areas for development.		Target Group: All Managers (Optional) 2020: Up to 100 2021: Up to 100
	WALK THE TALK CONFERENCE AND WORKSHOPS "Case-based" 1/2 day workshops where leaders will be invited to prepare, discuss in focus groups and present solutions for real-life issues in a plenary. Interactive preparation and follow-up through the new Learning Management System, encouraging knowledge sharing, awareness of ICC policies/practices and networking.	Target Group Conference: P-5s and above (1x Year) Target Group Workshops: All managers (split in 2 groups. Jr/Sr.) 1 workshop per Competency (Purpose, Collaboration, People, Results) per group, per quarter
INDIVIDUAL DEVELOPMENT PROGRAMME PORTFOLIO United Nations Certification Programmes with access to Management Networks (alumni) and good practices at the UN environment + Executive Coaching for Heads of Organs <ul style="list-style-type: none"> Executive Coaching: Heads of Organs UN System Executive Management Programme (P-5, D-1) UN E-Management Certificate Programme (P-4) 		Target Group: Limited seats for P4s and above: 2020: P4 (10), P5 (15), D1 (3), Heads (3) 2021: P4 (10), P5 (08), D1 (3), Heads (3) 2022: P4 (10), P5 (08), D1 (3), Heads (3)
	MY LEADERSHIP DISCUSSION E-FORUM In-house leadership E-forum, constantly updated with relevant content (e.g. management/leadership weekly tips, new ICC tools, case studies, relevant concepts from previous trainings) and encouraged discussions around relevant topics.	Target Group: Access granted to all managers who complete the mandatory foundational courses offered (tbd)
COACHING ICC FUTURE LEADERS All new staff with managerial responsibilities will be assigned to an internal and more experienced coach/leader, who will act as a focal point for navigating the ICC managerial/leadership environment and getting up-to-speed with leadership practices, tools, etc. An onboarding day for managers will be developed.		Target Group: All new managers (potentially extendable to current managers in case there is demand)
INVESTMENT AND RESOURCES* 2019: EUR 8,000 + Leadership Focal Point (STA/GTA) 2020: EUR 155,980 + Leadership Focal Point (STA/GTA, handover project to HR Learning Officer) 2021: EUR 129,900 2022: EUR 128,780 *Detailed information can be found at the Leadership Development Resource Estimation Sheet, created based on benchmarking with other organisations, interaction with potential providers and detailed workload estimation.		

Annex III

Proposed amendments to the Financial Regulations and Rules aimed to ensure staff mobility between Major Programmes (i.e. appropriation sections)

1. With reference to the request of the Assembly of States Parties for the Court (“Assembly”) to employ maximum flexibility in the management of its human resources in reacting to unexpected situations, and to the extent possible redeploy resources based on actual workload requirements¹; the Court proposes to amend its Financial Regulations and Rules (“FRR”) in order to ensure staff mobility between Major Programmes.
2. Staff Rule 101.3 (e) states that “[e]ach staff member shall be required to perform the duties related to his or her position as set forth in the letter of appointment. A staff member, however, **may be entrusted temporarily with the execution of any other duties in line with his or her competencies if required by the operational needs of the Court**. This may include the temporary replacement of an absent staff member with a higher or lower grade or in a different category”. [Emphasis added].
3. Financial Regulation 4.8 establishes that “[n]o transfer between appropriation sections may be made without authorization by the Assembly of States Parties, unless such a transfer is made necessary by exceptional circumstances, and in accordance with criteria to be agreed upon by the Assembly of States Parties.”
4. Appropriation sections referred to in the FRR mean the different Major Programmes, in relation to which the Assembly approves specific appropriations every year. These appropriations constitute “an authorization [...] to incur obligations and make payments for the purposes of which the appropriations were adopted and up to the amounts adopted”, according to Financial Regulation 4.1.
5. The appropriations approved for each Major Programme include *inter alia* their staff resources and the related staff costs.
6. In light of that, it could be argued that the temporary assignment of a staff member from one Major Programme to another while he/she continues to be paid under the budget of the releasing Major Programme would require the prior approval of the Assembly, pursuant to Financial Regulation 4.8, as funds allotted to that position are not being used for the approved purpose.
7. As a result, the Court would recommend the following amendments to the FRR:
 - 7.1. Financial Regulation 4.8 to be amended as follows (amendments in red):

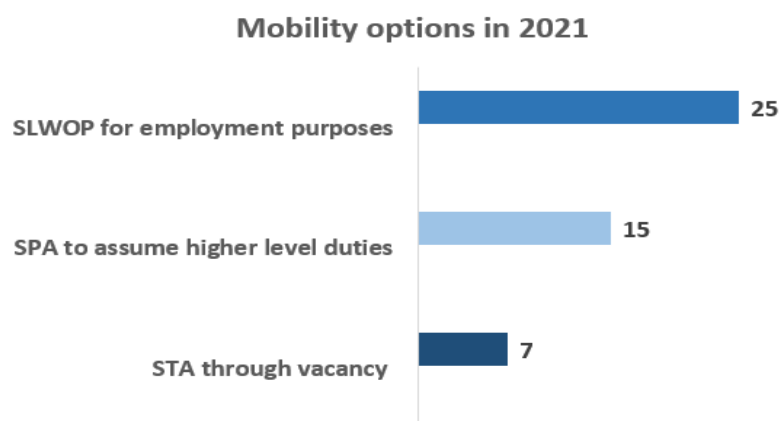
“**Without prejudice to regulation 4.8 bis, no** transfer between appropriation sections may be made without authorization by the Assembly of States Parties, unless such a transfer is made necessary by exceptional circumstances, and is in accordance with the criteria to be agreed upon by the Assembly of States Parties.”
 - 7.2. A new provision be added (Financial Regulation 4.8 *bis*):

“**The Registrar or the Prosecutor, as appropriate, may authorize temporary assignments of staff members between appropriation sections while the costs related to the salaries, entitlements and allowances of the concerned staff member remain under the budgetary administration and responsibility of the releasing appropriation section.**”

¹ Official Records ... Nineteenth session ... 2020 (ICC-ASP/19/20), vol. I, part III, ICC-ASP/19/Res.1, section L, para.10(c).

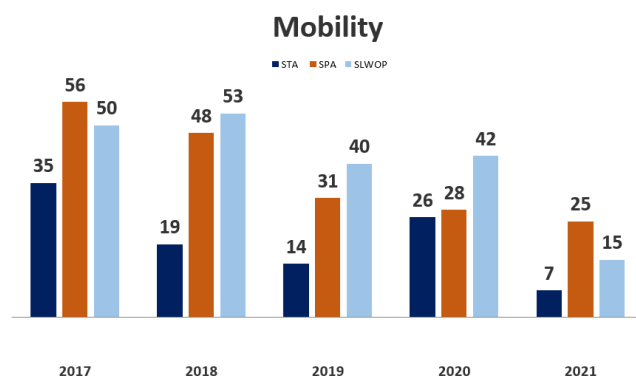
Annex IV

Report on 2021 Mobility statistics

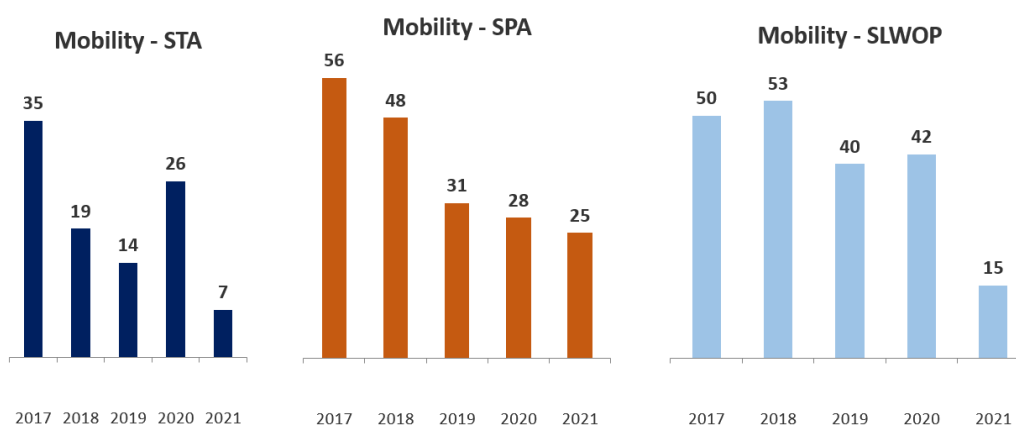


Item 6: Number of staff members who availed themselves of temporary mobility options in 2021

The table below shows staff mobility supported in recent years, namely where staff temporarily took up a different function after being selected for a short-term assignment (STA) or being called upon to assume higher-level functions (SPA), or otherwise, by being released on Special Leave Without Pay (SLWOP) for temporary employment outside the Court. Forty-seven staff members availed themselves of temporary mobility options in 2021.



Item 7: Mobility per modality 2017-2021



Annex V

Letter to States Parties with information about the Trust Fund for the Development of Interns and Visiting Professionals

Your Excellencies,

The Registry of the International Criminal Court presents its compliments to all States Parties to the Rome Statute and has the honour to cordially invite them to contribute to the Court's Trust Fund for the Development of Interns and Visiting Professionals (IVPs).

The Trust Fund for the Development of IVPs (Trust Fund) is a voluntary programme under which States Parties and internal donors fund individuals to undertake a placement as an IVP at the Court. IVPs are assigned substantive work while serving at the Court in addition to receiving on-the-job training and familiarization.

In order to bolster the Court's commitment to fair geographical representation, and to create opportunities for individuals from developing countries who are disadvantaged due to limited financial means, the IVPs who benefit from the Trust Fund are nationals of developing countries which are States Parties to the Rome Statute, with preference for candidates from under-represented and non-represented States.

In line with recommendation 96 of the Independent Expert Review Report that: "The fund for paid internships and visiting scholars positions should be enlarged, to enable candidates from developing nations to take up such positions in the Court", we hereby invite all States Parties to contribute to this project and support the Court in its efforts to improve geographical representation and provide equal opportunities to all individuals wishing to work for the Court.

Should the relevant authorities of a State Party wish to make a voluntary donation to the Trust Fund, or have any questions in this regard, they are invited to contact the Court's Human Resources Section Programme Management team at Internship-VisitingprofessionalProgramme@icc-cpi.int.

The Registry of the International Criminal Court avails itself of this opportunity to renew to all States Parties to the Rome Statute the assurances of its highest consideration.

The Hague, xx xx xxxx

Annex VI

Proposal for contributions to the Trust Fund for the Development of Interns and Visiting Professionals

Background

The International Criminal Court (“the Court”) is proud of its internship and visiting professional programme (IVP Programme) which welcomes more than 200 new candidates every year. Working at the Court provides young candidates with valuable experience in an international organization and in a multicultural environment, enabling participants to become familiar with the operational procedures of decision-making at the international level.

Internship and Visiting Professional (IVP) opportunities are open to nationals of all countries.

The Trust Fund

The Trust Fund for the Development of Interns and Visiting Professionals (“Trust Fund”) was created in 2016, and its aim is to develop judicial and administrative expertise and foster international cooperation for the Court.

The Trust Fund is also designed to contribute to the Court’s efforts to increase geographical diversity and provide fair opportunities to all individuals wishing to work at the Court.

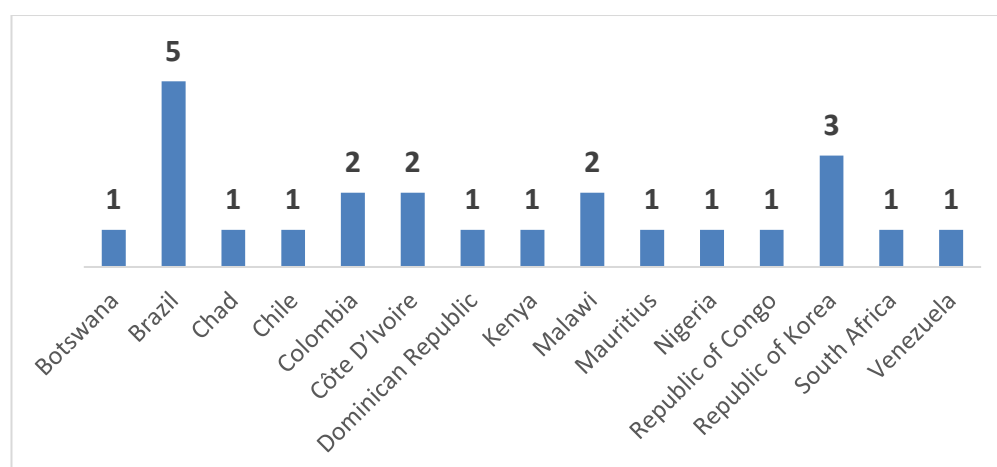
Objectives:

To provide funded IVP opportunities to nationals of countries that appear on the United Nations Statistics Division’s list of developing regions¹ that are a State Party to the Rome Statute. Consideration shall also be given to individuals from States Parties that are under-represented or non-represented in the Court’s official geographical distribution.

To provide an opportunity for intellectual growth, development of knowledge and skills specific to a career or career setting; exploration of career options and understanding of career pathways; acquisition of transferable professional skills.

Current status

From its implementation in December 2016 until December 2021, the Trust Fund has funded 24 IVPs of 15 different nationalities:



¹ <http://unstats.un.org/unsd/methods/m49/m49regin.htm>

Recommendation of the Assembly of States Parties (“the Assembly”) and envisaged impact

The Court encourages States to contribute to the Trust Fund and to comply with the Assembly recommendation to fund IVPs from developing countries as part of the strategy to improve geographical balance.

States Parties should consider providing funding to cover stipends for participants from non- and under-represented regions in the internship and visiting professional programmes.²

The envisaged impact includes the diversification of the pool of candidates for an IVP placement. Previous practice has demonstrated that, when unfunded, such programmes tend to receive candidates mostly from the Western European and Other States Group (WEOG). The Trust Fund envisages providing more placements to candidates from developing regions, contributing to minimizing any financial hardship.

Costs:**Estimated cost of an Intern for 6 months:**

Monthly Stipend	1,125 EUR
Travel expenses	2,000 EUR
Subtotal	8,750 EUR
Programme Support Cost (13%)	1,137 EUR
Total	9,887 EUR

Estimated Cost of a Visiting Professional for 6 months:

Monthly Stipend	1,500 EUR
Travel expenses	2,000 EUR
Subtotal	11,000 EUR
Programme Support Cost (13%)	1,430 EUR
Total	12,430 EUR

Proposal of donations:

<i>Proposed Donation</i>	<i>Estimation of funded candidates</i>
10,000 EUR	1 Intern
20,000 EUR	2 Interns or 1 Visiting Professional
50,000 EUR	5 Interns or 4 Visiting Professionals
100,000 EUR	10 Interns or 8 Visiting Professionals

² Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court, ICC-ASP/17/36.

Annex VII

Overview of HR-related recommendations and requests by the Assembly of States Parties and the Committee on Budget and Finance

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>
Resolution ICC-ASP/20/Res. 1, M. Human Resources, para. 6	Invites the Court to expand its training for staff sitting on recruitment panels to avoid any undue disadvantage or unconscious bias against applicants interviewed in a language other than their mother tongue, requests the Court to develop its language training policies to promote continuous improvement of the proficiency of staff in the official and working languages of the Court and other languages, as appropriate, including training for newly recruited staff proficient in only one of the working languages, and to consider ways to ensure adequate funding for this purpose.	Section 5
Resolution ICC-ASP/20/Res. 5, P. Recruitment of staff, paras. 122, 123, 127 and 128.	<p>122. Takes note of the Court's report on Human Resources Management, and requests the Court to further strengthen its efforts, in the recruitment of staff, to seek equitable geographical representation with a particular focus on candidates from non-represented and underrepresented States Parties, gender balance and the highest standards of efficiency, competency and integrity, as well as to seek expertise on specific issues, including, but not limited to, trauma-related psycho-social needs and violence against women or children, and encourages further progress in this regard;</p> <p>123. Calls upon the Court to report the outcome of its efforts to seek equitable geographical representation with a particular focus on candidates from non-represented and underrepresented States Parties and gender balance to the Assembly at its twenty-first session, including, but not limited to, improvements in the recruitment process and annual recruitment data;</p> <p>127. Requests the Court to further devise mechanisms that can ensure in a more sustainable and systematic manner the funding of placements of interns and visiting professionals from developing regions, and further requests the Court to explore and propose modalities for implementing Junior Professional Officer (JPO) programmes for candidates from non- and under-represented States Parties, particularly from developing regions, to be funded through voluntary contributions.</p> <p>128. Requests the Court to continue looking into measures to introduce a rotation policy at the ICC and further requests the Court to report the outcome to the Assembly.</p>	Section 6 Section 11

Annex VIII

Overview of HR-related recommendations and requests by the Committee on Budget and Finance

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>
Report of the Committee on Budget and Finance on the work of its thirty-second session, ICC-ASP/18/5, paras. 89 and 90.	89. [...] The Committee therefore recommended that the Court ensure that all processes and financial risks are appropriately mitigated and reconsider the wording of the Administrative Instruction to clearly distinguish between decisions on the classification of posts and administrative decisions related to the performance of staff. 90. While recognizing the Court's need for flexibility in human resources management, the Committee recalled that reclassifications are always linked to posts and not to incumbents and recommended that reclassification requests should be put forward only under exceptional circumstances.	
<i>Ibid.</i> para. 95.	95. Considering the fact that the non-represented States make up just under half the number of the Assembly, the Committee recommended that the Court give special attention to the hiring of staff from those States.	Section 6
<i>Ibid.</i> para. 106.	106. The Committee welcomed these initiatives and recommended that the Court work on these matters with all interested parties, as well as on proposals in compliance with a zero tolerance policy on harassment and report to the Committee at its thirty-fourth session.	
<i>Ibid.</i> para. 109.	109. The Committee looked forward to receiving the Mobility Framework proposal for consideration at its thirty-fourth session. It also reiterated its recommendation that, in future, requests for new posts in the proposed programme budgets should be backed up by a more explicit justification of why recourse to existing resources may not be practicable.	Section 3
Report of the Committee on Budget and Finance on the work of its thirty-third session, ICC-ASP/18/15, para. 43.	43. However, the Committee recommended that no new requests for reclassification should be submitted by the Court until the new review of the AI is finalized.	
<i>Ibid.</i> para. 203.	203. Observing that the Court will continue to face unforeseen developments in existing situations, the Committee noted that the Registry made an effort to manage its human resources in a flexible manner and the Committee recommended the different organs of the Court to make all efforts to manage its human resources in the future allowing the Court to react to unexpected situations to the extent possible and redeploy resources based on actual workload requirements.	
<i>Ibid.</i> paras. 220 and 223.	220. The Court reported that the total number of its professional staff (excluding elected officials and 42 language staff) was 470, of which 60 (or 12.8 per cent) came from non-States Parties. The Committee recommended that the Court look into the possibility of freezing the hiring from this category. 223. The Committee observed that the top grade posts in the professional staff were dominated by men. [...] The Committee recommended that the Court try a different and pro-active approach to tackle the issue of gender balance, and to set a target date for achievement.	Section 6

Annex IX

Overview of HR-related recommendations and requests by the Independent Expert Review¹

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>
IER	R89 Measures should be taken to transfer general responsibility for human resources in the Court to the Registry. The Human Resources Section should be appropriately strengthened through additional staffing resources, to be able to assume this responsibility.	
IER	R16. Recruitment processes for managers should place more emphasis on the required managerial and leadership skills. Capacity-building should also be employed as needed to support the further strengthening of Court managers' leadership skills.	Section 1
IER	R88. The Court should work assiduously, through its recruitment, promotion and training programs, to bring more women into senior managerial positions, in part to bring about a change in the prevailing practices that have tolerated unacceptably predatory behaviour in the past.	Section 6
IER	R17. The Leadership Framework project, as well as the Wellbeing Survey should be effectively supported by the Court and its Principals.	(Recommendation considered closed as per submitted ad hoc report in May 2022).
IER	R18. Sick leave rates should be compared with data from other international courts and international organisations to clarify whether the situation at the Court is similar to, or better or worse than at other similar institutions.	Section 6
IER	R19. Regularly carrying out the Staff Engagement Survey, Wellbeing Survey, and comparing sick leave rates through a consistent methodology would also enable monitoring the evolution of results. Such comparisons in time would offer an indication of progress and should guide relevant actors' decisions.	Section 6
IER	R20. The Staff Union Council can and should play an important role in supporting the process of strengthening trust within the Court and re-shaping its culture, by advocating for and practising a collaborative and cooperative approach.	(Recommendation considered closed as per submitted ad hoc report in May 2022).
IER	R96. The fund for paid internships and visiting scholar positions should be enlarged, to enable candidates from developing nations to take up such positions in the Court.	Section 11
IER	R65. A compulsory, Court-wide induction training on the core documents and principles of the Court should be considered.	
IER	R70. In order to address the training needs within the available budget of the OTP, consideration should be given to delegating certain training-related responsibilities to the Registry.	
IER	R86. Staff from field offices should have access to similar institutionally-offered opportunities in terms of professional and personal development as those in The Hague. This refers, for example, to trainings, possibility to be considered for positions at headquarters, and option to benefit from psychological support (welfare officers). The Human Resources Section (HRS) and OHU should aim to ensure that such services and opportunities are made available to field office staff, preferably via video conferencing (VTC).	Section 5
IER	R100. Sustained effort should be directed at improving the French language capabilities at the Court, through targeted recruitment, French language classes and incentives for staff to improve their French.	Section 5
IER	R69. In cooperation with Registry's Human Resources Section, transparency should be increased regarding developmental leave and special leave without pay by defining the rules and regulations surrounding such requests. Leave-related human resources functions	

¹ This annex serves as reference for identifying actions being taken or planned to address most of the Independent Expert Review recommendations. Ad hoc reports with detailed information on and the status of all recommendations will be further developed and shared with the Committee and the Assembly.

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>
	are an example of responsibilities that could be delegated to the Registry's Human Resources Section.	
IER	R99. The Experts recommend that the ASP, the CBF and the leadership of the Court give serious consideration to strengthening the training and development function of the Court, which again should be centralised in the Registry.	Section 5
IER	R104. The Court should develop a comprehensive strategy on knowledge management, to ensure that critical information and experience is not lost every time a member of staff moves out of the work unit on transfer, secondment, retirement or resignation, and to inform the training program across the Court, including the induction training for new recruits.	
IER	R97. Managers in the Court, including the Principals, need to commit to the system of performance appraisal adopted by the Court, in particular by offering honest and constructive regular feedback to staff so that the annual performance review is not a shock to the individual. Conducting proper performance appraisal and counselling of their staff should itself be a significant performance indicator for supervisors and managers.	Section 4
IER	R98. A system of 360-degree assessment of managers should be introduced across all Organs of the Court, which, given the hierarchical nature of the workplace there, would probably have to be via anonymous written comments to management by staff or through an annual facilitated discussion amongst the work unit staff without the manager being present.	Section 1
IER	R88. The Court should work assiduously, through its recruitment, promotion and training programs, to bring more women into senior managerial positions, in part to bring about a change in the prevailing practices that have tolerated unacceptably predatory behaviour in the past.	Section 6
IER	R91. Where this is currently not the case, all recruitment panels in future should have at least one woman, a representative of an under-represented geographical region and ex officio, a representative of the Registry HRS. All panels should include speakers of both working languages of the Court.	Section 6
IER	R92. A major effort is needed to re-classify all positions in the Court in terms of their core responsibilities and generic skills, with the aim of allowing officers from different Organs to apply for positions anywhere in the Court that they have the skills and experience to occupy. Care should be taken when advertising positions to ensure that the full range of skills needed is accurately reflected in the Job Description and Selection Criteria for that position to ensure that panels make appropriate recruitment decisions.	Section 3
IER	R93. Recognising the difficulty of interviewing candidates from different geographical regions with different educational and professional backgrounds via VTC, greater effort needs to be made by recruitment panels to follow-up with referees or even shortlist candidates for more senior positions and bring them to The Hague for a more intensive round of interviews and tests.	Annex I
IER	R94. The Court's ability to recruit staff on a limited- or short- term basis should be further strengthened, and so have the ability to recruit local staff on a timely basis. Relevant human resources policies ought to be reviewed in this regard, if necessary.	Section 3
IER	R95. The ASP and/or the Court should consider having agreements/policy/structural documents in place to allow for different staffing models, such as short-term contracts, secondments, local recruitment.	Section 3
IER	R100. [...] More generally, when recruiting persons who will be working on a situation country or region, whether in the field or in headquarters, where communication will be predominantly in a particular language, it should be ensured that the individual selected is sufficiently capable in that language to do the job effectively.	Section 3
IER	R80. Field offices need to be adapted to the reality of judicial activity, modulated based on capacity and workload. More local staff could be recruited, for increased flexibility in the opening and closing of field offices. Similarly, more flexibility is desirable for Heads of offices in terms of recruitment and procurement.	Section 3
IER	R83. In the interest of ensuring field staff's ability to engage with local stakeholders, they should be familiar with the language and culture of the respective country. Recruitment of	Section 3

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>
	local staff would guarantee both knowledge of the local language and culture, and reduce costs otherwise needed for language or training.	
IER	R84. The Registry is recommended to consider tenure for field office positions, following the example of embassies and UN offices in the field. The conditions of such tenure would depend on whether the duty station is a non-family or hardship one, and whether the staff is international or nationally recruited. The Heads of field offices and Occupational Health Unit (OHU) surveys on field office welfare should be consulted on the matter.	
IER	R85. Increased internal mobility between field office staff and the headquarters, as recommended by the Experts in the Human Resources Section, would also contribute to increased awareness by staff in The Hague of the challenges faced in the field, and vice versa - enable field staff to establish a network at the Court's permanent premises that would enhance the connectivity between Court staff, regardless where they are based.	Section 3
IER	R101. The leadership of each Organ of the Court should embrace the concept of movement between work units in the organ to deal with the changing work pressures. Additionally, they should encourage and facilitate the movement of staff across Organs, either short-term or long-term, by allowing staff with relevant skills and experience to apply for positions in Organs other than the one they are currently working in, subject to potential conflicts of interest. Such transfers should include movements into the field, even on a temporary or short-term basis.	Section 3
IER	R102. The Principals should support and encourage exchanges and secondments between the Court and other relevant international courts and organisations, inter alia through application of the UN Inter-Agency Mobility Agreement. Such exchanges could be contemplated with other external institutions, including NGOs and universities.	Section 3
IER	R103. The Court could contemplate secondments from national governments on the basis of its needs, rather than the wishes of the government concerned. Such secondments should concern only positions of a non-managerial, technical or specialist nature. Guidelines on Selection and Engagement of Gratis Personnel should be drafted/updated according to the above considerations.	Section 3
IER	R105. In order to encourage fresh thinking and bring more dynamism to the Court, a system of tenure should be adopted by the Court, applicable to all positions of P-5 and above. The system should stipulate a maximum tenure in positions of these levels of somewhere between five and nine years, and should admit few, if any exceptions. For reasons of procedural fairness, the limitations should not be applied to those occupying these positions currently and would only apply to those newly appointed to the positions. Nonetheless, long serving officers of P-5 or Director level might be encouraged to retire early to allow the new system to be established as quickly as possible.	(HRS is working on a research paper on tenure application in other international organizations)
IER	R298. The OTP should continue its ongoing consultations with staff in relation to possible long-term deployment to the field. They should also consult with the Court's Human Resources Section regarding development of contracts with flexible duty stations.	