

**Nineteenth session**

New York, 7-17 December 2020

Report of the Court on Human Resources Management**Executive Summary*

1. This report provides (1) an update on key human resources activities undertaken by the Court in 2019; (2) standard workforce statistics; and (3) responses to specific requests and/or recommendations made by the Committee on Budget and Finance.
2. In 2019, work took place within all three pillars of the Court's strategic human resources management approach: (1) people, (2) an enabling environment and (3) leadership, together with continuous improvements in process digitalization, systems implementation, reporting, and knowledge management. All activities performed have been prioritized to ensure alignment with relevant strategic objectives included in the newly promulgated strategic plans of the Court for the period 2019-2021. Among other objectives, the strategic plans outline the Court's firm commitment to organizational performance by strengthening professionalism, dedication and integrity in all of the Court's operations, managing resources in an effective, coherent, transparent, responsible and adaptable manner, and creating a safe and secure working environment in which staff wellbeing, engagement and continuous improvement are at the centre.
3. Against the objectives of the Court's strategic plans, and considering the results of the 2018 staff engagement survey, the Heads of Organs set the direction for the Court's human resources management priorities: (1) Promote **gender equality**; (2) Support and facilitate the improvement of **geographical representation**; (3) Review the Court's **staff selection and development** processes, including adopting a **mobility framework**; (4) **Occupational health and work-life balance**, including **secondary trauma prevention**; (5) **Ethics and Standards of Conduct**, with focus on **harassment** and **conflict resolution mechanisms**; and (6) Develop the Court's **leadership programme**.
4. The report summarizes on page 4 the progress made in various strategic areas in 2019 and planned activities for 2020. It is worth mentioning in this executive summary the following highlights.
5. Significant milestones were reached with regard to strengthening the Court's leadership culture. A new leadership framework was adopted for the organization, setting standards for leadership at all levels; a leadership development programme was endorsed by the Heads of Organs; and multiple workshops on coaching skills for managers were delivered to support a culture of higher engagement and increased performance.

* Previously issued as CBF/34/11.

6. Geographical representation and gender balance remained a priority, and activities were undertaken in support of this objective. Recognizing the importance of further progress, in 2019, the Registry started to develop its strategic plan for recruitment, along with the specific measures it plans to take to bring about the required change.

7. On 31 December 2019, the Court had overall gender balance with 47 per cent female staff, albeit with continued imbalance at the higher levels. The Heads of Organs have set gender equality as one of the top priorities, and activities have been carried out in support of this objective to ensure equal opportunities, employee experience and engagement. In 2019, all Heads of Organs joined the Gender Champion initiative and the Court launched its first mentoring programme, which in this pilot year focused on women, with the aim of supporting women's empowerment and building a solid network across the Court. The Office of the Prosecutor established a working group to institute a tailored gender awareness training for all staff of the Office, and made important progress on this initiative in 2019.

8. The Court aims to strengthen its ability to effectively respond to conflict at an early stage and address allegations of harassment. To ensure the Court benefits from all the necessary mechanisms for the Court, the Heads of Organs in 2019 commissioned an external expert consultant to carry out a review and provide recommendations. This work was carried out in late 2019 and a report was submitted in December.

9. It is a goal for the Court to enhance mobility, both to enable the Court to flexibly assign resources to meet operational needs and to support staff in their professional development and in building transferable skills, which again will further enhance the flexibility of the workforce. In 2019, the Court analysed various mobility options and decided on a roadmap for immediate measures to improve mobility pending the design and development of a more comprehensive staff mobility framework. In 2019, 85 staff members were given temporary development opportunities outside their normal job function.

I. Introduction

1. This report contains information on the human resources (HR) activities of the International Criminal Court ("the Court") undertaken in 2019 in accordance with the Court's strategic objectives, as well as responses to specific queries and recommendations made by the Committee on Budget and Finance ("the Committee") and the Assembly of States Parties ("the Assembly") (see Annex I), and the recommendations of the external auditors following their comprehensive audit of the Court's human resources management.¹ It concludes by outlining the priorities for 2020.

2. The Court is firmly committed to strengthening its work environment and contributing to creating an atmosphere of openness, support and development. As presented in earlier reports,² the Court's strategic HR activities are built on three pillars: (1) leadership; (2) people; and (3) enabling environment. Within these pillars are a range of HR products, all aimed at ensuring optimal management of and support to the Court's human resources and performance.

3. During 2019, a number of activities took place in support of the Court's strategic human resources management objectives and priorities outlined above. Management of human resources is a shared responsibility between managers, the HR Section (HRS or HR Section) and other stakeholders, and consolidated efforts and cross-Court working groups in 2019 resulted in significant progress to support the set HR management objectives, implement the Court's staff wellbeing and engagement framework, and act on the feedback provided by staff in the Court-wide staff engagement survey.

4. Organizational performance and individual performance are intrinsically linked for an organization that relies fully on its staff. When it comes to individual performance, numerous studies have shown the causal link between engagement and performance. The more engaged staff are, the better they perform. The Court has therefore placed its HR strategic approach within an "engagement and wellbeing framework". Ensuring an engaging work experience

¹ Final audit report on human Resources management (ICC-ASP-17-7).

² CBF30-9, Section 75 and CBF32-16, Section 6.

built on high performance and the engagement and wellbeing of its committed staff is one of the Court's highest priorities.

5. The Court further strengthened its strategic human resources approach with the official establishment of the Staff Wellbeing and Engagement Committee (SWEC) in 2019. The Committee is composed of representatives of the Judiciary, the Office of the Prosecutor (OTP), the Registry and the Staff Union and its purpose is to monitor and recommend initiatives at a strategic level.

6. Like many organizations, the Court is facing resource constraints and expectations to do more with less and has, for several years, been focused on generating efficiencies and synergies where possible, carefully assessing deliverables against capacity, reprioritizing and/or postponing activities. As a result of the upward adjustment of UN salary scales, and in order to absorb the resulting costs within the approved budget envelope, 2019 became a challenging year. The Human Resources Section was unable to fill some vacant positions, which affected the Court's ability to optimally engage in all the strategic objectives. Nevertheless, progress was made, albeit in some areas at a slower pace than desired.

II. Priorities in 2019

7. The Court strives for excellence in organizational performance. In 2019, the Organs of the Court aligned their strategic planning and published their strategic plans for the period 2019-2021. These strategic plans are setting the course for the Court's human resources management activities for the coming three years to ensure excellent organizational performance within an enabling and engaging workplace culture.

8. The Registry Strategic Plan 2019-2021 sets strategic priorities which are relevant for human resources management: continuous improvement; increasing staff engagement; and geographical representation and gender balance. The Office of the Prosecutor outlines its plan for supporting these objectives through an enabling workplace culture dedicated to the core values and an integrated approach, while striving for continuous improvement.

9. To achieve these objectives, and considering also the feedback from the Court's staff engagement survey in which 71 per cent of the staff provided valuable feedback on the various drivers of staff engagement and wellbeing, the Heads of Organs set the following five human resources management strategic priorities which form the Court's HR strategy and guided the Court's HR activities in 2019, and will continue to do so in the coming years:

- Promote **gender equality**;
- Support and facilitate the improvement of **geographical representation**;
- Review the Court's **staff selection and development policies and processes**, including adopting a **mobility framework**;
- Occupational **health and work-life balance**, including **secondary trauma prevention**;
- **Ethics and Standards of Conduct**, with focus on **harassment and conflict resolution mechanisms**;
- Develop the Court's **leadership programme**;

10. Throughout the year, the Court's senior management, managers, legal offices, occupational health team, staff union, staff and the HR Section worked together on delivering results in these important areas.

11. Despite resource constraints, in addition to supporting strategic objectives, HRS continued to improve its systems and digitalize work processes to gain efficiencies for managers and staff across the Court as well as the HRS itself.

12. This report outlines the activities which took place during 2019, what was achieved and what is still envisioned.

HUMAN RESOURCES MANAGEMENT 2019

HIGHLIGHTS, KEY ACTIVITIES & PLANNED STEPS 2020

(P) People
 (L) Leadership
 (E) Environment
 ● Implemented
 ▲ Under development
 ■ Delayed

STAFF WELLBEING & ENGAGEMENT		
2019	Top 5 Staff Wellbeing and Engagement priorities identified and communicated by Heads of Organs	●
	Staff survey results at Organ, Division and Section levels results shared and discussed	●
	Support provided for designing staff wellbeing Action Plans	●
	Action Plans created at Organ and Division level	▲
	Staff Wellbeing and Engagement Committee (SWEC) officially kicked-off	●
2020	Monitor implementation of action plans	
	Consolidate and continue the works of the Staff Wellbeing and Engagement Committee	
Prepare Staff Survey 2021		
(L) Leadership		
2019	Leadership Framework approved	●
	3-years Leadership Development Plan approved	●
2020	Leader-driven dissemination of the framework	
	Roll-out Year 1 of the Leadership Development Plan	
Embed leadership framework to HR processes		
(P) People		
Staff Selection and Mobility		
2019	Actively source female candidates and candidates from non- and under represented countries	▲
	Develop staff mobility framework	▲
2020	Improvements to selection process	
	Implement leadership competencies in selection process	
(P) People		
PERFORMANCE MANAGEMENT		
2019	New and revamped policy, process and system implemented	●
	The highest final compliance rate to date	●
	95% of all staff had at least one performance conversation, while 36% (1 out of 3) had more than one	●
	Workshops & training offered to all managers (new process & coaching skills for supervisors)	▲
2020	Finalise workshop coaching skills for supervision	
	Sustain high compliance rate	
	Improve the link between performance management and strategic plans	
Increase the link between performance management, learning/development and the approved leadership framework:		
Support/training on PM good practices (coaching, feedback, rewarding good performance and underperformance)		
(P) People		
LEARNING & DEVELOPMENT		
2019	5363 hours of training provided to 554 staff members across the Court (49,8%). Average hours of training: 9.7 hours	▲
	354 staff members (32%) accessed online learning opportunities at LinkedIn Learning (avg time per viewer: 5h22m)	●
	More than 1000 e-books downloaded from the ICC Bookboon e-Book Collection	●
	10 onboarding sessions facilitated for a total of 49 staff members (average satisfaction rate of 3,7 out of 5)	▲
	Approve and implement a Learning & Development Policy (Administrative Instruction)	
	Roll out Year 1 Leadership Development Plan	
	Start benchmarking for a competency mapping exercise	
2020	Revisit onboarding programme	
(P) People		
GEOGRAPHIC REPRESENTATION & GENDER BALANCE		
2019	Roll out Mentoring Programme for Women (a pilot programme) for approximately 50 participants	●
2020	Finalise Mentoring Programme for Women (a pilot programme), evaluate and propose next step	
	Implement a Gender Focal Point for the Court (Staff Wellbeing and Engagement Committee)	
(E) Environment		
Ethics and Standards on Conduct		
2019	Expert assessment and recommendations for informal conflict resolution	●
2020	Issue Ethics Charter	
	Implement Informal Conflict Resolution Framework	
(E) Environment		
Digitalisation, Systems and Knowledge Management (Continous Improvement)		
2019	Digitalisation of additional 11 HR operations processes	●
	Implementation of SAP Payroll Control Centre - internal controls	●
	Design and prepare content for the HR Knowledge Management platform	▲
	Develop data platform for HR Analytics and report automation	▲
2020	Develop and configure Learning Management System	▲
	Launch Learning Management System "My Learning" to all staff members and continuously roll out new courses	▲
	Release automated standard compliance reports	
	Release HR Analytics dashboards (sick leave utilisation, recruitment candidates (gender & geographical))	
	Go-Live HR Knowledge Management platform	
Develop HR Services solution		
Development digital personnel records solution		
(E) Environment		
Policies		
2019	Flexible Working Arrangements	●
	AI on Performance Appraisal System	●
2020	AI on After Service Health Insurance	
	AI on Inter-Organizational Exchange	
	AI on Short-Term Language	
	AI on Service Incurred - Appendix D	
	AI on Staff Selection and Recruitment	
	AI on Learning and Development	
	AI on Education Grant	
	AI on Special Post Allowance	
	AI on Short-Term Appointment (review)	
	AI on Consultants and Individual Contractors (review)	
(P) People		
JPO PROGRAM		
2019	Approval of Career Development Program for JPOs	●
	Approval of the 3rd year for JPOs on a cost-shared basis (50/50)	●
2020	Meetings with interested sponsors to increase capacity of the Program	▲
	Preparation of evaluation of the JPO Program and next steps to be presented to the CBF in 2021	
	Preparation of final guidelines of the program and final sample MoU to be presented to the CBF and ASP in 2021	
	Implementation of the 3rd year for JPOs on cost-shared basis (amendment of MoUs)	
	Negotiation and inter-organ consultation of MoUs with new donors (e.g. Germany, France and Finland)	
Implementation of the Career Development Program for JPOs		
(P) People		
INTERNSHIP AND VISITING PROFESSIONAL PROGRAM		
2019	Implementation of funding received by the Trust Fund for Development of Interns and Visiting Professionals	▲
	Communication campaign and administration of private donations to the Trust Fund for IVPs	●
	Participation in career events to increase awareness of the programme in under- and non-represented countries	●
	Implementation of the Legal Professional Program under the EC Grant for 2019-2020	●
	Approval of IVPP Journey - aiming at improving IVP's experience (alumni network, welcome packs, roundtables, etc)	▲
2020	Outreach of the Trust Fund for IVPs with potential sponsors to increase donations and number of funded placements	
	Implementation of the Legal Professional Program under the EC Grant for 2019-2020	
Implementation of the IVPP Journey		

III. Organizational development activities

A. Leadership

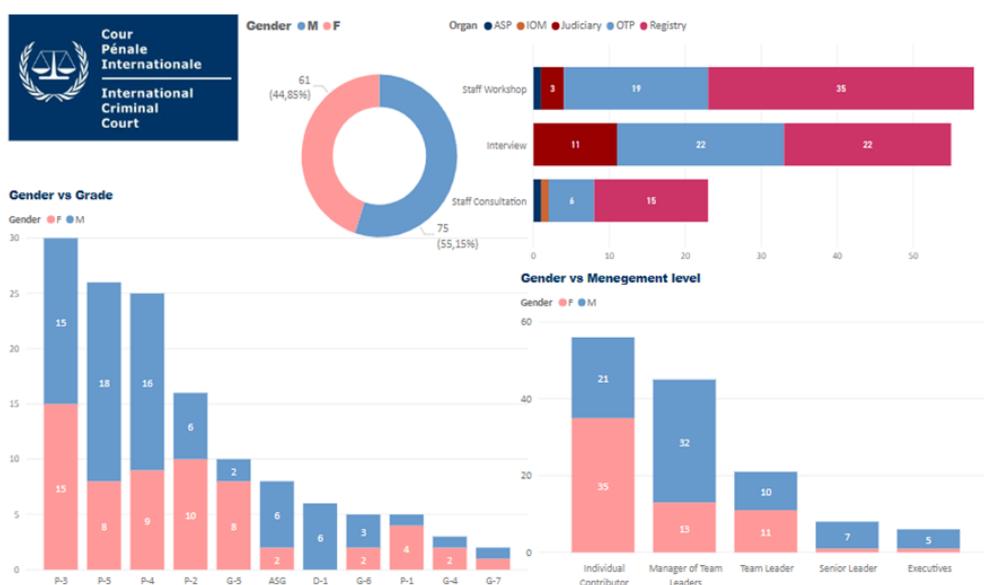
13. The Court recognizes the importance of leadership for long-term success. Leaders are role models and have a direct influence on staff engagement, motivation and, thus, individual and organizational performance. In the past, there have been several initiatives to develop leadership at the Court. Since 2010, the Court has provided leadership training programs. While these efforts provided short-term results, the scope has been limited by not reaching the full target audience and not being part of the Court’s long-term strategy.

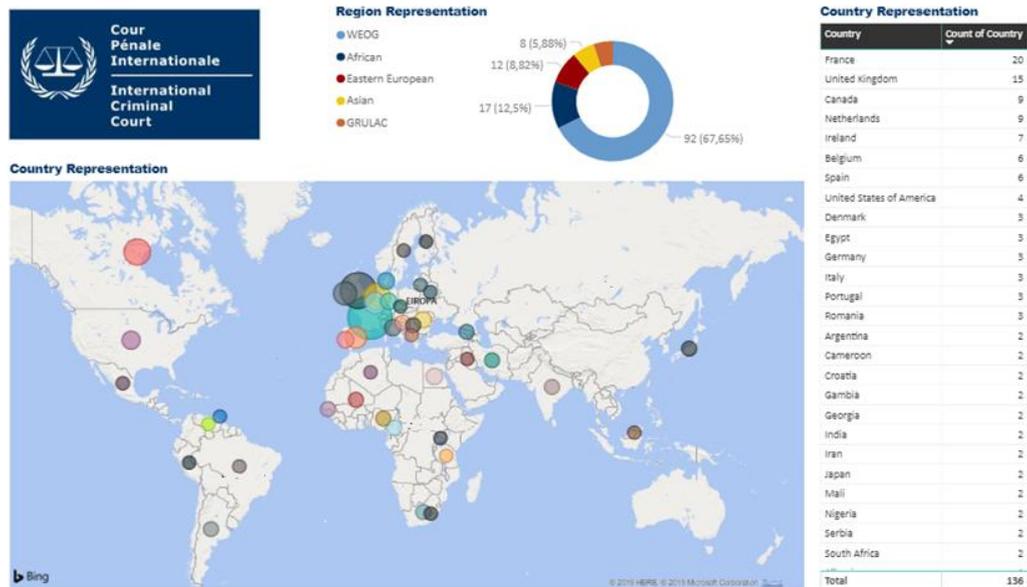
14. The Court has thus identified the need to build a common strategy that includes sustainable leadership development programs for leaders of all levels. A project team with internal resources, additional temporary capacity (STA) and an external consultant worked on the development of a Court-wide definition of leadership and creating the Court’s Leadership Framework.

15. There is no one-size-fits-all leadership model. Organizations differ greatly in terms of their mandate, their size and complexity, and the nature of their activity. Considering the context of an organization, and gathering the views of key stakeholders, therefore, is of great importance. Accordingly, to ensure that diversity of opinions, cultures and backgrounds would be represented, the project team involved a broad range of people from all levels of the organization, including from country offices, and selected voices from State Parties.

16. The engagement process with stakeholders at all levels involved structured interviews and staff workshops on the topic of good leadership. Staff workshops were organized in cooperation with the Staff Union Council and approximately 10 per cent of staff members from different levels, genders and geographical regions, across all Organs, were involved, as presented in the table below. The first draft of the Leadership Framework was reviewed, benchmarked against leadership research and best practices (UN, public and judicial organizations). Finally, it was iteratively improved through a series of feedback workshops and consultation – including availability on the Court’s Intranet page, providing all staff members with the opportunity to share input, ideas and concerns – before being presented to the Heads of Organs for approval.

Number of Staff involved in development of the Leadership Framework.





17. The final product, the first Court-wide Leadership Framework, was presented, discussed and approved by the Court’s Coordination Committee (CoCo) in August 2019. The Leadership Framework provides a clearer understanding of expected behaviours and attitudes at all leadership levels.

1. Leadership Development

18. Together with the Leadership Framework, a Leadership Development plan for the next three years (2020-2022) was also presented and approved by the CoCo. The plan focuses on building leadership capabilities at all levels through online self-learning programmes, cooperation with the United Nations System Staff College (UNSSC), developmental 360° exercises and case-based (practical) leadership workshops. In addition, HR processes such as recruitment, performance management, on-boarding, and engagement will be adjusted to reflect the leadership expectations set in the framework. The detailed plan can be found in Annex IV.

19. In a context of budgetary constraints and the identification of savings, the Court believes that good and competent leadership is the most critical contributor towards individual and organizational performance. Investing in leadership development is absolutely essential to increase personal and interpersonal effectiveness, to motivate staff and to optimize performance and engagement. An organization which does not invest in leadership will have poorer performance and will require greater resources to achieve its objectives. The Court, therefore, counts on the continuous support of the Committee to recognize the value of its investments in the leadership programme in future budget discussions.

2. Performance Management and Coaching Skills training for Supervisors

20. Performance management workshops were offered to all of the Court’s supervisors during the year, with a specific focus on explaining the new performance management approach, the importance of good practices such as coaching and ongoing feedback, including upward feedback, and how to appraise without final ratings. A total of 11 awareness sessions were organized and 92 supervisors of all levels (approximately 40 per cent) attended the workshops. In addition, guidelines were created and made available to all supervisors on the recently remodelled HR intranet page. More sessions will be delivered in 2020 on a needs basis.

21. In addition to that, seven sessions of the “Coaching Skills for Supervisors” were organized. Coaching has been found to be one of the most effective people management approaches, aimed at supporting supervisors in facilitating meaningful and productive performance and development conversations. Sessions were fully booked and a total of 77

supervisors received training in 2019. The programme continues in 2020 with the goals of providing training to all 225 supervisors at the Court and of developing internal capabilities in the area through a “Train the Trainer” methodology, which will increase the cost-effectiveness of the programme and ensure that the new knowledge is retained internally at the Court.

B. People

22. The Court places its people first, and a number of activities were undertaken to ensure that staff competencies, commitment and contributions were in focus. Below is an outline of activities in 2019.

1. Staff Selection

23. Recruitment plays a key role in achieving the Registry’s three strategic priorities. The Registry provides recruitment services for all Organs and Major Programmes of the Court and as a result, the efficiency of recruitment is a significant driver of efficiency across the Court.

24. A thorough review of the staff selection and mobility system was envisioned in 2019. However, for reasons of capacity, it was decided that an incremental approach was required. The focus in 2019 was on the development of an Administrative Instruction (AI) for the selection process, which would include provisions aimed at improving geographical and gender considerations during the recruitment and selection process. In addition, roadmaps were developed for 2020 activities which could further improve the situation, such as managing talent pools (in particular aimed at junior staff positions, Junior Professional Officers and interns and visiting professional programmes), the creation of generic rosters, increased accountability for hiring divisions and mandatory training on unconscious bias.

25. The above measures, in the context of relatively low staff turnover, will help address the current geographical representation and gender balance issue at senior levels (P-4, P-5 and D-1).

26. The AI will undergo inter-organ consultation in 2020 and be ready for promulgation thereafter.

2. Mobility

27. It is the Court’s goal to have a responsive and flexible workforce, which can be assigned to cover changing operational needs. To create flexibility and ensure staff have versatile and transferrable skills, it is essential that they are supported in relevant development opportunities. For staff in hardship duty stations, mobility is not just desired, but required to support their health and wellbeing. Mobility is thus essential for the Court’s ability to effectively redirect resources and address short-term needs, as also requested by States Parties, and for having an engaged and well-trained workforce. The Heads of Organs therefore identified mobility as one of the Court’s priorities for 2019-2021.

28. The Court fosters an established cooperative exchange with organizations which are party to the United Nations Common System insofar as human resources matters are concerned. In this regard, the Court actively participates in the HR Network of the UN’s Chief Executive Board for Coordination (CEB), which brings together Directors of Human Resources departments from over thirty UN and related organizations at its biannual meetings.

29. Staff mobility is a focus, with the ambition to create a uniform framework facilitating flexibility and development. With this in mind, the *2012 Inter-Organization Mobility Agreement* was drafted to affect the Transfer, Secondment or Loan of staff as between organizations applying the United Nations Common System of salaries and allowances. The *2012 Agreement* creates a shared framework and facilitates movements, eliminating the need for developing bilateral memoranda of understanding.

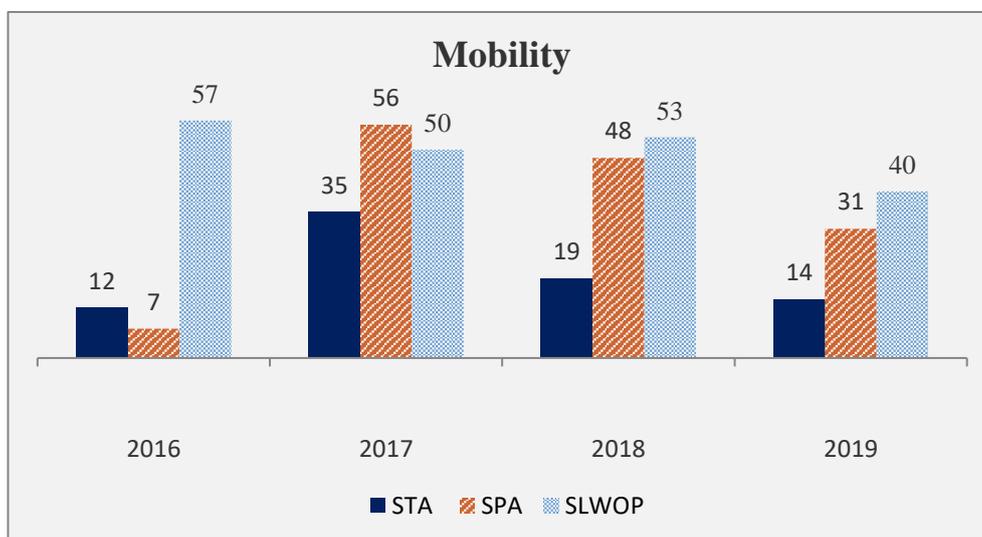
30. Due to the continued efforts of HRS and engagement with the CEB, the Court was able to join the *Inter-Organization Mobility Agreement* in July 2019. Inclusion in the *Agreement*

therefore also has a symbolic value and fosters the continued strengthening of the Court's relationships within the United Nations Common System family.

31. It is noted that the matter of inter-organizational mobility needs to be internally regulated by way of an AI to give effect to the Court's inclusion. An AI has been drafted by HRS and is in the final stages of inter-organ consultation, after which it will be promulgated.

32. Mobility is not a new concept for the Court, which has already exercised several modality options and supported staff in mobility within and outside the Court. In addition to the normal staff selection system which supports staff in career progression, staff are able to temporarily take up new functions within or outside the Court.

33. The table below shows staff mobility supported in recent years, namely where staff are taking up a different function, being temporarily assigned to a different function either through assignment following selection for a short-term assignment (STA) or by being called upon to assume higher-level functions (SPA) or, external to the Court, by being released on Special Leave Without Pay (SLWOP) for the duration of a temporary employment outside the Court. Eighty-five staff members availed themselves of temporary mobility options in 2019.



34. As outlined in the Court's previous report,³ the Court has carried out an initial review of additional mobility options with a view to designing the Court's comprehensive mobility scheme. Research and benchmarking with other international organizations took place to assess the optimal mobility framework for the Court.

35. The design of an optimal framework is a complex exercise, where an organization has to effectively balance numerous interests. Consideration is required with regard to, *inter alia*, mandate, length of service, field staff versus Headquarters staff, organizational and staffing structure, target rates for staff in learning positions, the ratio of internal movements versus external recruitments, and the ratio of lateral moves versus upwards advancements. In addition, the mobility arrangements would have to supplement the staff selection system, which is currently under review (see above).

36. During 2019, for reasons of capacity and taking into consideration the ongoing review of the Court, it was decided to take a gradual approach and prepare for the introduction of some smaller-scale mobility options on a trial basis, while laying the groundwork for a future mobility scheme. An AI on Learning and Development is currently under review by the Organs of the Court, providing for short-term mobility options for reasons of learning and development (such as job swap, project assignment and job shadowing). In parallel, the Court intends to initiate the grouping of jobs into job families, which would enable future flexible assignments of staff within the same job family, based on operational needs. This would also

³ CBF32-16, Sections 24-25.

allow for recruitment for generic rosters, which would generate efficiencies in time spent on recruitment.

37. An effective in-house mobility scheme would require the use of what would be equivalent to internal vacancy announcements (“Expressions of Interest”). Being mindful of the Court’s requirement that “all vacancies to be filled [...] shall be notified to all States Parties” and “posted on the website of the Court”,⁴ expressions of interest will be used for temporary assignments or movements of staff within the same job function. Vacant posts continue to be advertised internally and externally as always.

3. Performance management

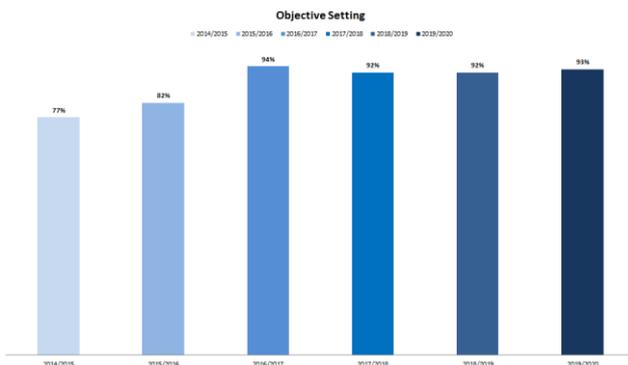
38. During the performance cycle 2019-2020, the Court continued its efforts to nurture and sustain an effective performance management culture which promotes continuous and meaningful performance conversations, recognizes staff performance and achievements, ensures a strong link between learning and individual development plans, supports identified areas of shortcomings and underperformance to ensure that the skills of staff members in these areas are strengthened, and instils accountability for performance and development with the aim of continuous improvement.

39. The following initiatives were successfully implemented in 2019:

- A new AI with an amended performance management process and enhanced governance structure was finalized and promulgated in February 2019. The new process encourages a more strategic approach to performance management, a culture of trust and ongoing performance conversations, and moves away from performance ratings;
- Workshops and guidelines were made available to all the Court’s managers on the new performance management approach, on what has changed, and good practices, such as coaching, ongoing feedback, upward feedback and how to appraise without final ratings;
- Improved real-time performance management analytics/dashboards were configured to monitor progress and support Directors, Section Chiefs and other focal points with a high-level overview of their teams compliance during the entire cycle;
- In the search for continuous improvement, the performance electronic tool was reconfigured to capture ongoing performance conversations and to reduce the time spent by supervisors and staff on recording the performance management formalities;
- Internal communication and awareness campaigns were implemented with the motto “#feedbackmatters”, to promote, nurture and sustain a culture of trust and ongoing conversations with the participation of staff and supervisors from different Organs. The campaigns were active in key moments of the performance management cycle, with content relevant to that specific moment;
- Dedicated support was provided on all aspects of performance management Court-wide;
- Extensive research, benchmarking and knowledge-sharing on best practices in both private and UN organizations continued;

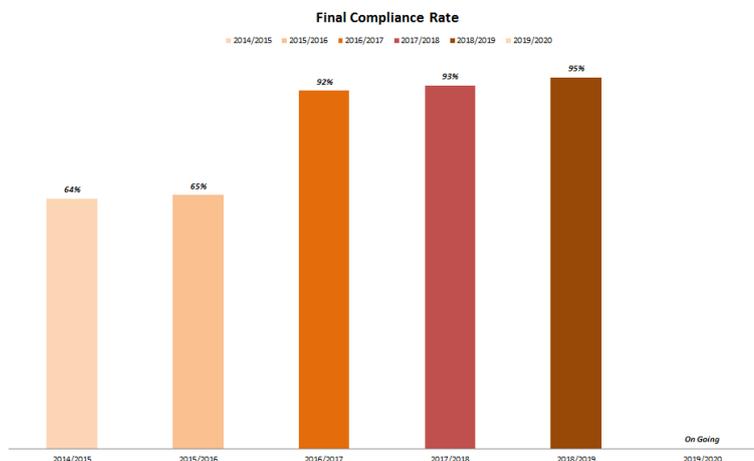
40. As displayed in graph 1 below, the number of staff members with performance objectives recorded in the system on time improved by 1 per cent compared to the last performance cycle in which 93 per cent was achieved. Over the last performance cycles, this number has stabilized above 90 per cent, which reflects organizational commitment to the process.

⁴ Annex to resolution ICC-ASP/1/Res.10, Section 3.



Graph 1: Overall Compliance rate (Objective Setting) year-on-year comparison

41. The same trend can be identified in graph 2 below, which represents the final compliance rate at the end of the process. The final compliance rate for the cycle 2018/2019 was 95 per cent, the highest recorded. For the cycle 2019/2020 (ending in February 2020), the final compliance rate will be measured and provided when the final numbers become available.



Graph 2: Final Compliance rate (Year-End Review) year-on-year comparison

42. To encourage a more strategic process with emphasis on continuous performance conversations, some major changes implemented in 2019 included limiting the number of objectives to a range from three to six; allowing for the recording of up to four performance conversations during the cycle (no more mid-term review); and abolishing final performance ratings.

43. For 2020, the Court will continue its efforts to develop its performance management culture. The main objectives will be to:

- a) Ensure individual objectives are linked and contributing to the strategic priorities of the team, the Organs and the Court;
- b) Enhance the link between performance management and learning and development;
- c) Provide continuous support to staff and managers with training on performance management good practices such as coaching, ongoing feedback, rewarding good performance and managing underperformance;
- d) Assess the impact of the new performance management approach implemented as of cycle 2019/2020;
- e) Workshop Coaching Skills for Supervisors;
- f) Managers remain the key factor in increasing staff engagement, which directly impacts performance. To create meaningful, ongoing conversations with a clear direction and purpose, the workshop will be continued in 2020, with managers offered the opportunity to be reskilled and retrained to learn coaching techniques for performance development conversations in practical scenarios and to give feedback as a coach. A “Train the Trainers” methodology will be used to develop internal

capacity and ensure the knowledge acquired is kept at the Court, which will increase the cost-efficiency and long-term impact of the training.

g) Continuous support on all aspects of performance management Court-wide;

4. Learning and development

44. Reflecting the Court's priority of providing staff with learning and development opportunities, HRS continued in 2019 to facilitate the implementation of corporate training activities as per the Court's requirements and in accordance with budget availability. Efforts were focused on ensuring continuation of existing programmes linked to key competencies and core values with emphasis on: language training (French) in support of bilingualism; cost-efficient learning catalogues available to all staff (Linkedin learning and BookBoon e-Library); the onboarding programme; and cultural awareness workshops. Training was also made available to support the introduction of the new performance management approach at the Court which encourages a culture of trust and ongoing performance conversations, and the risk management framework.

45. With the aim of continuously improving, HRS also researched good practices in the UN environment that could potentially support the goals of sustaining a learning culture at the Court and ensuring a flexible/agile workforce. A draft Learning and Development AI, which encourages a broader understanding of learning and development at the Court, was produced and is currently under consultation.

46. In this regard, the satisfaction rate with learning and development activities is expected to be a crucial factor contributing to higher staff engagement levels and, thus, higher performance.

47. While "classical" learning methods still remain valid for a number of learning topics and will continue to be used, there are new learning concepts and methods that can be actively explored and experimented with in order to keep up to date with the best talent management practices and theories.

48. The introduction of a new direction to learning and development, with new learning concepts and methods, aims at creating the basis of a modern talent management platform at the Court and will be developed during 2020.

49. In total in 2019, 6,037 training hours were provided to 807 staff members across the Court. On average each staff member engaged in 7.5 hours of training. A total of 69.9 per cent of all staff members engaged in at least one training activity during the year. More detailed information for each activity can be found below.

5. Occupational Health, work-life balance and secondary trauma prevention

50. In 2019, the activities of the Court's Occupational Health Unit (OHU) were very much driven by priorities derived from the objectives of the strategic plans, including support to the organization and its staff (Headquarters and country offices) with more focus on psycho-social issues. Activities included information sessions and training, a review of and proposals for the current sick leave policy, travel medical support for the Court's business travellers and medical risk assessments of the Court's country offices.

51. Throughout 2019, the OHU specifically continued to support the country offices in the Democratic Republic of the Congo (DRC) and Uganda by monitoring the ongoing Ebola epidemic and advising and training staff regarding mitigation procedures.

52. The three-year "Secondary Traumatic Stress Prevention Project" was approved and included in the priorities set by the Principals. It was further developed and scoped by the OHU in the course of 2019.

53. The project aims at determining the risk of being exposed to materials that could potentially lead to secondary traumatic stress, such as victim and witness statements and other evidence. The expected outcome will be a map of the Court's population, illustrating the

degrees of potential health risk across all functions in order for the OHU to subsequently present targeted mitigation tools for the risks illustrated in the survey.

54. The three-year project is planned as follow:

- 2019 was dedicated to developing a tailor-made survey incorporating issues such as secondary trauma and stress. The survey was scientifically designed based on four smaller pilot studies conducted by the OHU, Dutch academia, lessons learned from the 2016 UNHCR staff wellbeing and mental health survey, and external consultancy support. At the end of 2019, the survey was completed and ready for a pilot launch in February 2010 and a Court-wide launch on 9 March 2020.
- 2020 - survey to be rolled out and data collected and analysed.
- 2021 – major trends to be identified and serve as the basis for the OHU to present targeted mitigation tools for the risks illustrated in the survey.

6. Flexible working arrangements

55. Finding a suitable balance between work and daily living is a challenge that all workers face. The ability to successfully combine work, family commitments and personal life is important for the wellbeing, and thus the performance, of all staff members. Flexible Working Arrangements (FWAs) are an important step in developing a healthy work environment and promoting wellbeing among all staff members at the Court, as they are recognized as a tool to increase productivity and to better balance the professional and personal lives of the staff.

56. In February 2019, following a comprehensive consultation process, the Court promulgated its “Administrative Instruction on Flexible Working Arrangements” allowing for the following four types of flexible working: (1) flexible working hours; (2) remote working; (3) compressed work schedule and (4) scheduled breaks for learning. The Court’s AI thereby aligned, to the extent possible, with the United Nations’ framework on FWAs and took into account recent findings of the Joint Inspection Unit concerning these types of arrangements in the UN system organizations.

57. The Court encouraged its staff members and supervisors to include FWAs in their working routines with the aim of contributing to an engaging work experience based on high performance and wellbeing. In preparation for the launch of the AI, HRS organized a variety of information sessions for all Directors and Section Chiefs, presenting them with details on the flexible working arrangement options and specific implementation advice for supervisors. Moreover, to guide staff and supervisors, a comprehensive intranet page was launched along with the promulgation of the AI, providing FAQs, guidelines and other relevant information material. For easy access, an online portal was created in MyHR which allows staff and supervisors to request or approve FWAs, whether on a structural or on an ad hoc basis. This portal also allows HRS to collect relevant statistics on the use of FWAs at the Court. Those of 2019 can be summarized as follows: 111 staff had a compressed work schedule, 29 staff had flexible working hours and 136 worked remotely for some of their time.

7. Enabling environment

58. Within the strategic pillar “Enabling environment” and in conformity with strategic objectives, efforts have been made to create a working environment that is structured, inclusive of diversity and free from harassment and/or discrimination. Below are some of the measures commenced with the aim of ensuring that the Court is a good place to work.

8. Gender Equality

59. Gender equality is widely recognized as an intrinsic value for the Court’s working culture. As with other intergovernmental organizations in the UN environment, female staff members have (on average) a less engaging work experience compared to their male colleagues.

60. This finding led to the Principals setting gender equality as one of the five Court-wide staff wellbeing and engagement priorities, recognizing this as an important cross-cutting topic, which involves different categories/issues such as values/respect, recruitment/development and leadership. The Court recognized that a holistic approach was

needed in order to achieve better gender equality, and, as such, took many actions expected to serve as a solid foundation for the long-term, such as:

- (a) *International Gender Champions*: The three Heads of Organs personally joined the International Gender Champions initiative, a leadership network that brings together female and male decision-makers determined to break down gender barriers and make gender equality a working reality in their spheres of influence. The launch of the International Gender Champions initiative network's 'Den Haag hub' was hosted by the Court. The Commitments of the Principals are included in Annex II;
- (b) Inclusion of gender equality as part of *all strategic plans 2019-2021*, reinforcement, alignment and coordination regarding this topic: ICC strategic plan (goal 3), OTP strategic plan (goals 4 and 5); and Registry strategic plan (priority C);
- (c) Implementation of a *mentoring programme pilot*;
- (d) Submission of a proposal for creating a gender equality focal point, the implementation measures of which are currently being ironed out by the Staff Wellbeing and Engagement Committee;
- (e) Draft proposal of a new recruitment policy, currently under consultation, with provisions aimed at gender equality at all levels;
- (f) Creation of a gender awareness working group in the Office of the Prosecutor to establish a comprehensive and tailored gender awareness training programme for all staff of the Office; and
- (g) Improved data analysis and reporting regarding gender-related information.

9. Mentoring programme for Women (A pilot programme)

61. The mentoring programme for women was launched in March 2019 as a pilot. The programme aims to support the strategic objective to achieve equitable gender balance and narrow the engagement level gap between genders observed in the Staff Engagement Survey. To achieve these objectives, the programme was designed to be combined with other initiatives such as unconscious bias training which can raise awareness on this topic at different levels, such as during staff selection processes and development opportunities. The unconscious bias training component was carried over to 2020.

62. The programme focused on the mentees and encouraged them to take ownership of and self-navigate the programme, with support channels such as mentoring guidance (which gives the mentees practical navigation assistance and tips to identify their own development objectives, find a mentor and start mentoring conversations); training and coaching sessions provided by a professional career coach to help the mentees to fully optimize the benefits of mentoring; and a peer networking group with colleagues who share similar interests and/or development objectives.

63. The programme started with 57 participants from various offices and sections. Save for those who left the Court, all participants, a group of 50 mentees, continue to participate in the programme. Throughout the programme, many initiatives have been facilitated thanks to the mentees' active lead and involvement, such as presentations on practical themes (career and professional matters), newsletters, inter-agency initiatives, networking group coordinators' meetings, mentee lunches, creation of an intranet site and workshops run by external professional coaches.

Upon closure of the programme, a final survey will be conducted to collect feedback, including satisfaction rates and recommendations regarding the next steps.

10. Adoption of a Gender Awareness, Training and Mainstreaming initiative in the Office of the Prosecutor

64. At the initiative of the Prosecutor, on 13 March 2019, a working group on Gender Awareness, Training and Mainstreaming was established, chaired by the Deputy Prosecutor and involving a cross-section of staff from the Office with the purpose of establishing a comprehensive and tailored gender awareness training programme for all staff of the Office and to prepare recommendations to the Prosecutor and ExCom concerning Gender

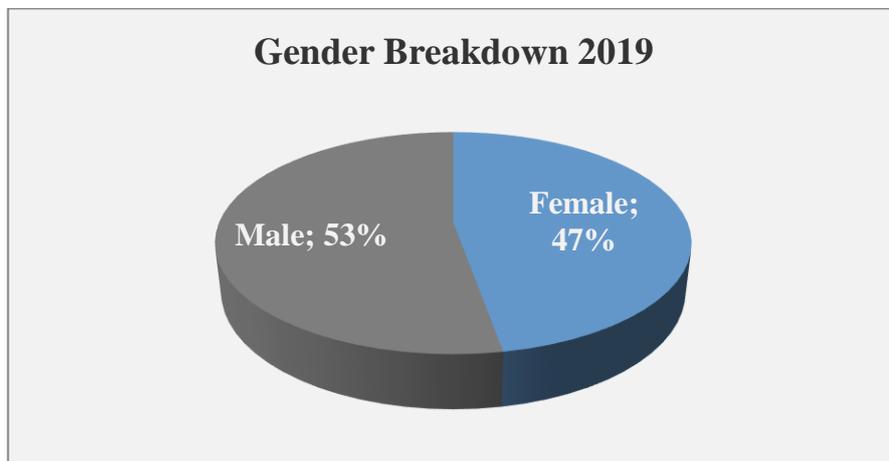
mainstreaming Office-wide. The working group was established in three groups of functions composed of: A Core Steering Group to guide the strategy and direction of the initiative; a number of key advisers across the Office to facilitate research and initiatives; and a group of staff members established as trainers and who have undergone a rigorous, UN designed training programme in Gender related activities. The Working Group would also seek input from, *inter alia*, Patricia Sellers, the Prosecutor’s Special Adviser on Gender Issues as part of this initiative.

65. A gender awareness survey was completed in Q1 of 2020 with the objective of producing a specific and targeted gender awareness training programme to be effected in the course of 2020 for all staff of the Office, COVID-19 restrictions permitting. This Office-wide initiative builds on the work completed at the divisional level by the Divisions in previous years, including a comprehensive expert review finalised in 2018 of the Prosecution Division and the efforts of the Investigation Division’s Gender Working Group.

66. In 2020, alongside Court-wide efforts to improve gender equality, HRS will continue to research, propose and implement HR-related initiatives supporting the same objectives, including: training and awareness campaigns for topics such as unconscious bias in decision making processes, anti-harassment and diversity and inclusion; finalizing consultation regarding the new recruitment policy; and leadership development initiatives.

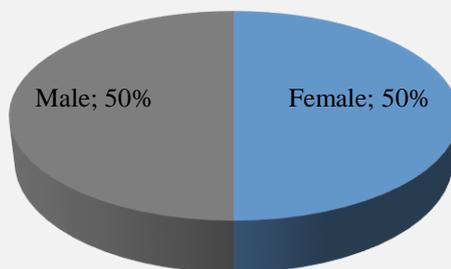
11. Gender balance

67. The overall ratio Court-wide and the overall ratio at the professional level continue to be within acceptable ranges, with the Court’s female staff comprising 47 per cent of the workforce. The Court recognizes, however, that greater gender imbalance exists at the higher levels (P-4, P-5 and D1) where only 37, 30 and 11 per cent, respectively, of the incumbents are women. In 2019, three recruitments for posts at these levels were completed and two women employed (66 per cent).⁵ The representation is as follows at the different levels:

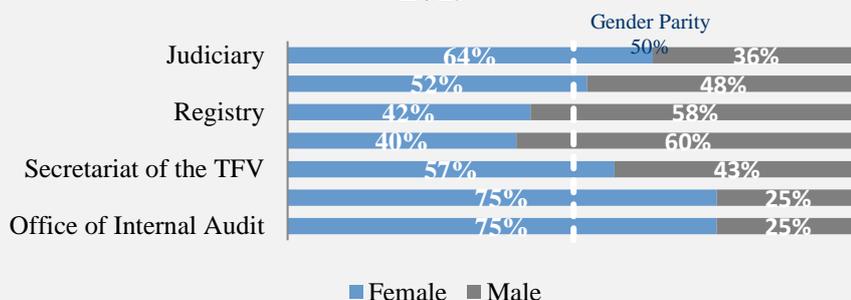


⁵ These posts are: Head of Independent Oversight Mechanism (P-5), Head of Forensic Science Section (P-5), Trial Lawyer (P-4).

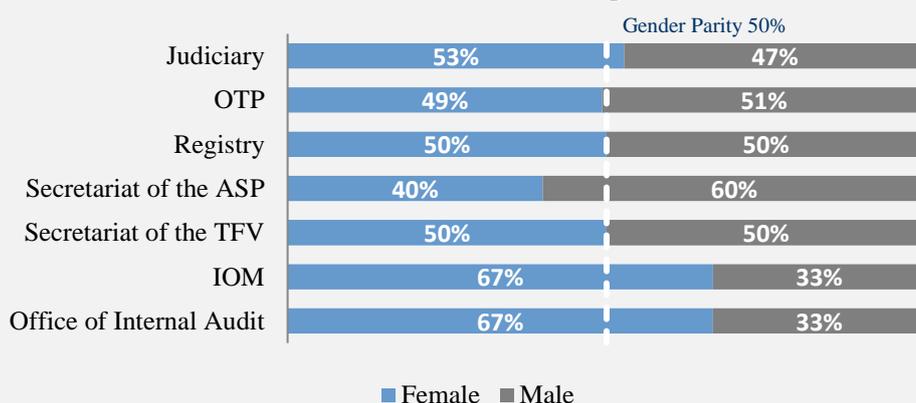
Gender Breakdown 2019 - Professional and Higher Staff

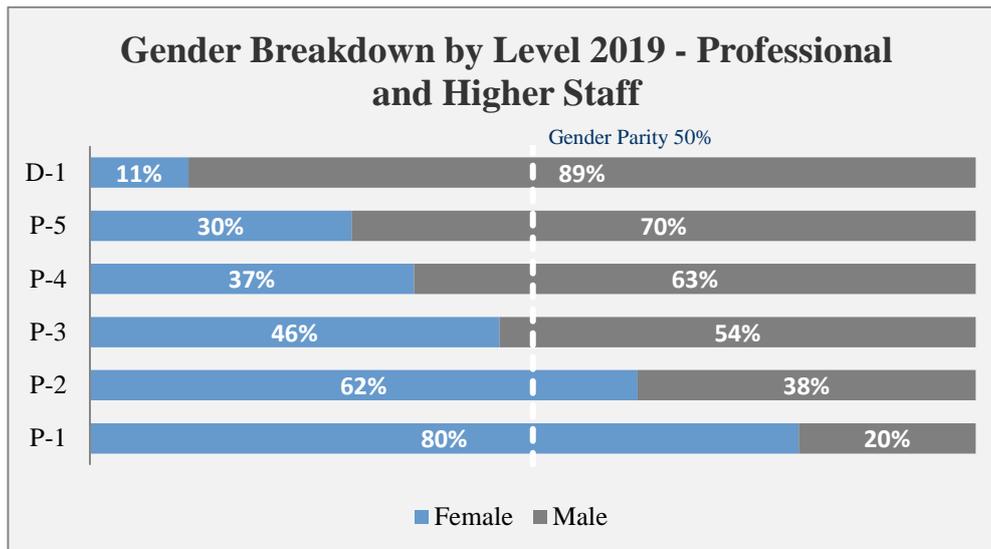


Gender Breakdown by Major Programme 2019



Gender Breakdown by Major Programme 2019 - Professional and Higher Staff





11. Geographical Representation

68. The Court has taken note of the Committee's recommendation that the Court continue its efforts to achieve a more equitable geographical distribution. The Court also noted the recommendation that special attention be given to hiring staff from non-represented States, considering that those States make up just under half the number of the Assembly. The Court has also been requested to report on geographical representation by differentiating between staff from States Parties and non-States Parties.⁶ The report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court was also duly considered, along with the recommendation contained within.

69. During 2019, the Court continued its activities specifically directed at non-represented and under-represented State Parties. These included:

- (a) Recognizing the importance of managing geographical representation of the Court's (future) talent pools - the Court is making efforts to address geographical representation challenges through the Internship and Visiting Professional Programs. The Trust Fund for development of interns and visiting professionals was successfully created and receives voluntary donations from States Parties, staff and elected officials. The Trust Fund aims enabling funded placements for persons from developing regions who are also nationals of States Parties and preferably non- or under-represented States Parties.
- (b) The Court continued to actively promote and support its Junior Professional Programme in which three under-represented States Parties participated and one more under-represented State Party is expected to join in 2020;
- (c) Attending career fairs and other suitable events in non- and under-represented States. The HR Section's budget for such activities is very limited, but through cost-sharing with the hosting States, HR staff attended career events in Germany, South Korea and Switzerland in 2019;
- (d) HR staff have cooperated with the Public Information and Outreach Section to present career opportunities to groups of legal professionals from under-represented and non-represented countries visiting the Court.

70. In 2019, the Court continued its efforts to improve geographical representation, namely:

- (a) Vacancies continued to be advertised on various social media and platforms for international job vacancies;
- (b) All vacancy announcements were distributed in both working languages of the Court;

⁶ ICC-ASP/18/5, Section F.3, para. 96.

- (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 diversity was ensured on all recruitment panels;
- (f) Updated information on geographical representation was disseminated to all recruitment panels;
- (g) Geographical representation was considered both at the shortlisting stage and when the decision on the final selection of suitable candidates was made;
- (h) Geographical representation was considered for all types of appointment;
- (i) HRS used social media to actively “source” qualified candidates with desirable profiles to improve the applicant pool;
- (j) During 2019, ImpactPool⁷ assisted in further increasing outreach efforts with a view to maximising geographically diverse applicant pools;
- (k) Key management personnel of the Court engaged in outreach activities alongside their regular travel and meetings. Geographical representation is considered an important agenda item in all travel and meetings with States and external stakeholders.

71. As a result of staff separations, the number of non-represented States Parties increased from 54 at the end of 2018 to 55 at the end of 2019; the number of under-represented States Parties also increased to 22 compared to 19 at the end of 2018; the number of over-represented States Parties decreased from 29 at the end of 2018 to 27 at the end of 2019. The percentage of the workforce⁸ coming from under-represented or in-balance countries increased (24 per cent at 31 December 2018 compared to 28 per cent at 31 December 2019). The Court is not satisfied with this result and will continue its efforts to increase the proportion of staff members from non- and under-represented States Parties in positions in the Professional and higher categories, while respecting both the requirements under the Rome Statute to recruit staff based on merit, as well as the rights of existing staff.

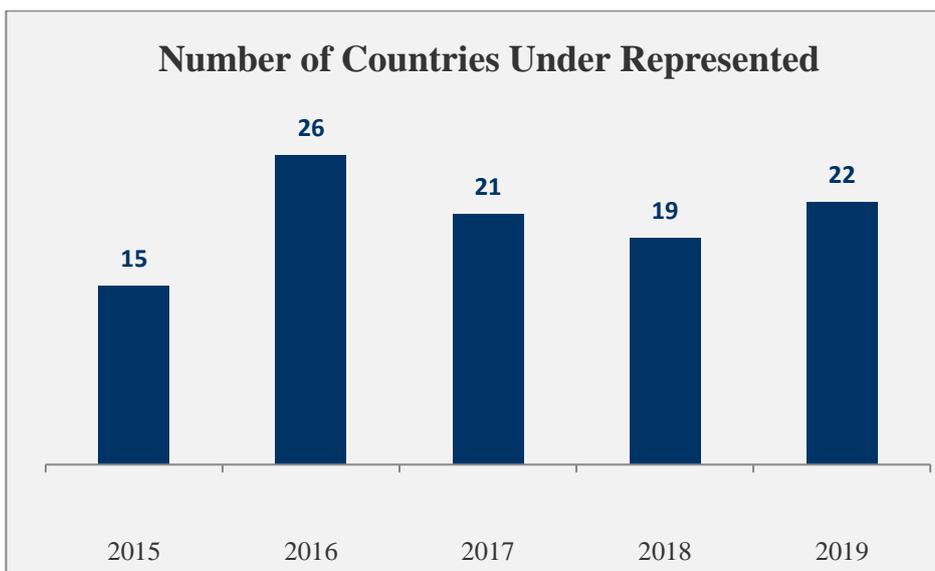
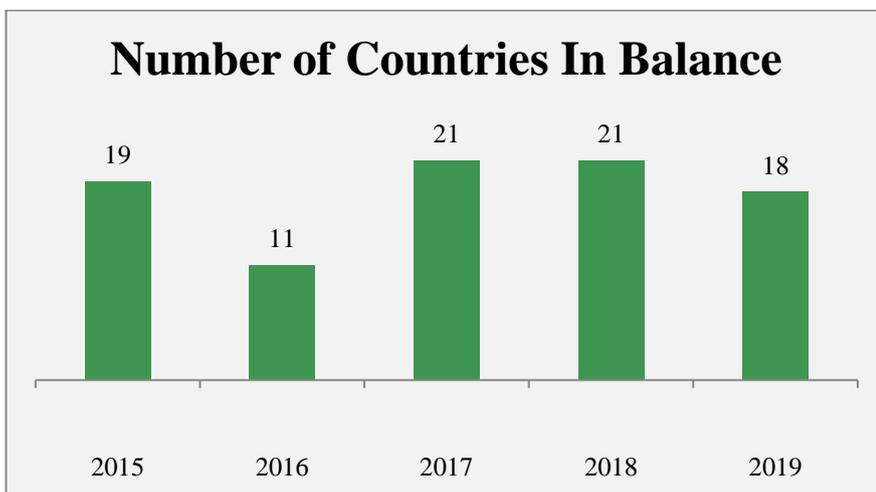
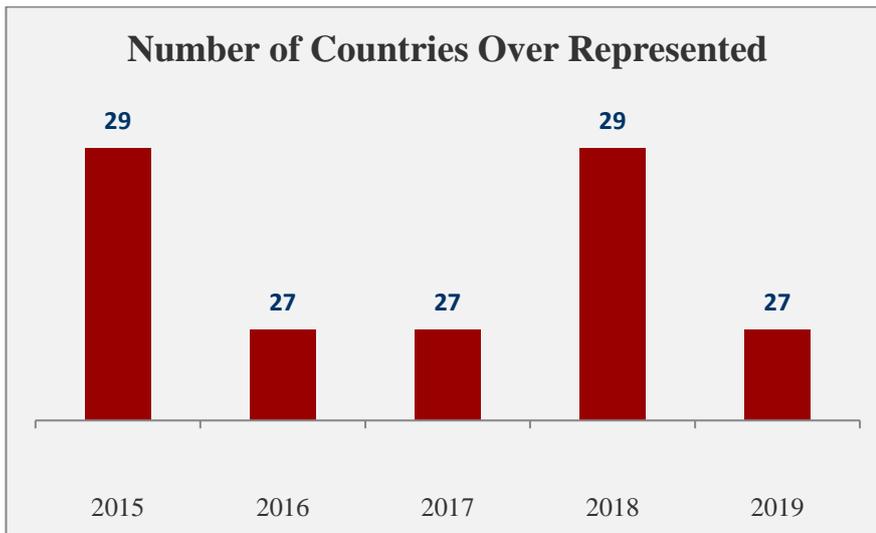
72. The Court has also taken note of the concerns raised by the Committee and the Assembly that a significant number of staff are nationals of States that are not States Parties to the Rome Statute, and that it was recommended that this issue be addressed within a reasonable time frame and the Committee and Assembly updated in the report on human resource management. The Court has diligently considered this issue when recruiting new staff and in 2019, there was a net reduction of three staff from non-States Parties due to staff separations.⁹

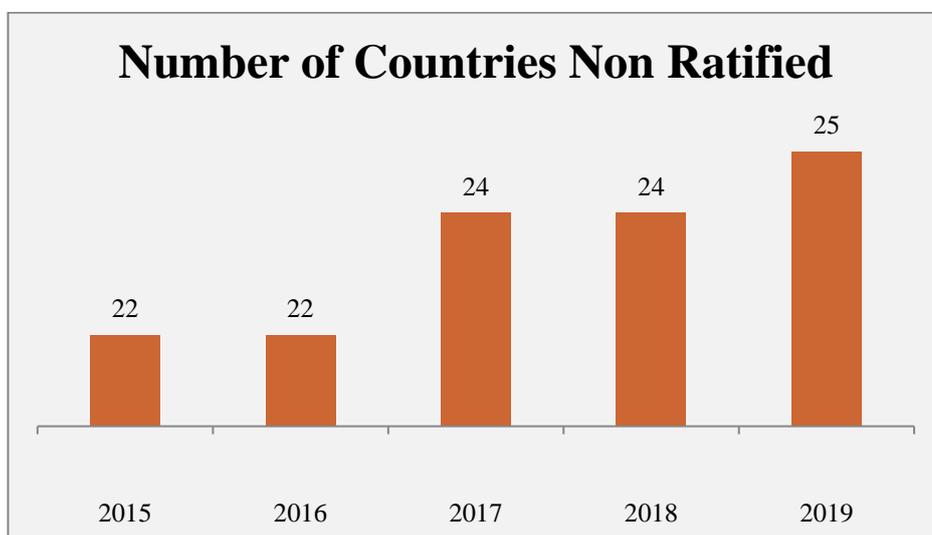
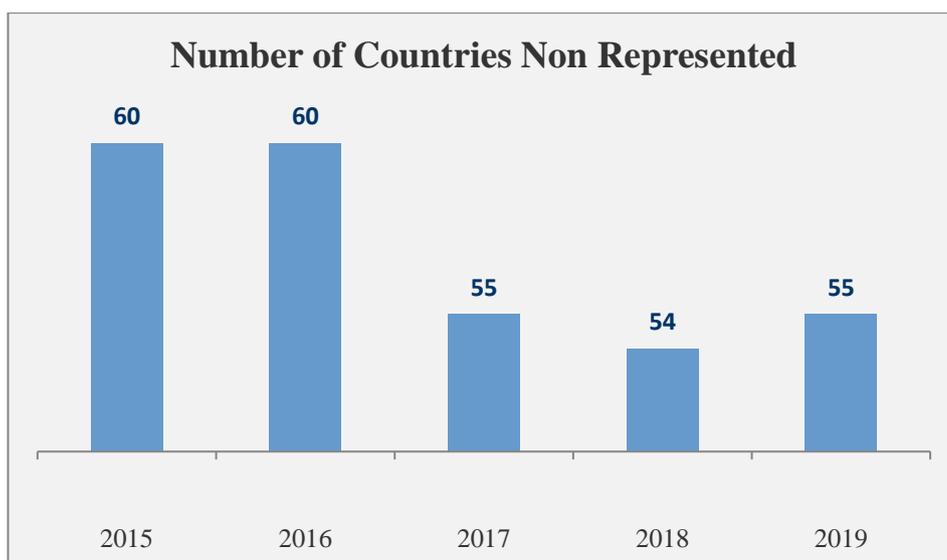
⁷ “Impactpool” is a leading career platform for talent and organizations, supporting people who want to pursue a career within mission-driven organizations.

⁸ Established posts at the Professional level.

⁹ One staff member joined and four separated.

73. The following tables show the development in geographical representation over the past five years.





12. Ethics, Standards of Conduct and conflict resolution

74. The Court considers ethics and upholding the highest standards of conduct as foundational bedrocks on which its mandate must be carried out. As previously reported, having undertaken a gap analysis of its values and ethics framework in 2017, the Court has in place a comprehensive regulatory framework governing the conduct of its sitting officials and staff. The Court has equally ensured that the framework is lived and practiced and has engaged in a sustained manner to see where further reinforcements and refinements can be had, and to ensure greater compliance and enforcement. These efforts have continued in 2019. The Court-wide staff engagement survey conducted in 2018, which contained questions on ethics, standards of conduct and Court values, was further reflected upon in 2019, and as a result, the Principals approved ethics/standards of conduct with a focus on (i) harassment and (ii) conflict resolution mechanisms, as one of the five Court-wide priorities for staff well-being. Progress is being made in both of these two areas amongst other initiatives and efforts.

75. Additionally, upon further deliberation, the Court has proposed to supplement the existing framework harmoniously through a high-level, organization-wide set of core values as a complement to its current Strategic Plan (2019-2021), which defines mission, vision and strategic priorities but does not define core values for the Court as a whole. The envisaged Court-wide core values would serve to advance the institution's culture of ethics, while respecting the existing ethical standards tailored to each of the elected officials, staff and counsel and their team members, as is inherent in any judicial institution. They would also

avoid duplication or conflict with those standards. In carrying out this exercise, the Court would take into account the Independent Expert Review of the Court in 2020.

76. Across the organs, when official complaints of unsatisfactory conduct are filed, they are duly processed as per the existing legal framework, and where warranted, disciplinary sanctions imposed. The Court has aimed to harmonize its existing procedures in order to refer complaints for initial review and investigation to the Independent Oversight Mechanism (IOM), and referring complaints to the IOM has become standard practice, including during the reporting period. The Court has continued its efforts to streamline and harmonize its existing procedures with the IOM on disciplinary related matters, and values the crucial work of the independent mechanism.

77. At the OTP, since assuming her mandate, the Prosecutor has taken a vigorous approach, as a matter of policy and practice, to ensure that there are no deviations from the applicable rules governing conduct by members of the Office in all spheres of activities, and remedial action is taken where warranted in strict conformity with the Court's legal framework governing staff conduct. As part of the Core Values project of the Office, to date, the OTP has offered training aimed at all its staff and by the last quarter of 2019, 323 of its staff had undergone these mandatory trainings.

78. All incoming staff of the Court undergo presentations on ethics and expected standards of conduct as part of the Court's on-boarding programme with the participation of specialised staff across the Court, and this practice has continued for recruitments in 2019.

79. While the Court ensures that the legal framework governing conduct is respected and enforced, it also recognises that staff conflicts and grievances are costly for any organization and the Heads of Organs set as one of the strategic priorities to strengthen its informal conflict resolution capabilities. By defusing conflicts at an early stage, the aim is to reduce staff litigation which is costly and in which there are mostly no winners.

80. As previously reported,¹⁰ in 2018 the Court assessed the possibility of introducing and organizing mediation services. In this context, the possibility of having an Ombudsperson function at the Court was considered. In the light of the existing mechanisms in place, such as the Independent Oversight Mechanism, and the importance of well-defined mandates, it was concluded that in order to decide on the most effective modality for the Court, an expert assessment and recommendation to the Heads of Organs would be required.

81. In 2019, the Court engaged an external expert and commissioned a report which would provide the Heads of Organs with recommendations on the most effective modality for the Court to address and resolve disputes early. The expert carried out her review during the second half of 2019 and in December submitted her final report, along with her recommendations, which is currently under review by the Heads of Organs.

82. To address the concerns of the Committee, further analysis of cases in recent years may also be useful. At the Court, the first stage for staff members to request a review of an administrative decision is to file a request with the Principal for his/her review. In the Registry, all requests for review are initially prepared by the legal team within the Human Resources Section. Eleven (11) such requests for review were closed in 2019: three related to the education grant; three to dependency benefits; two to the reclassification of posts; one to eligibility for development leave; one to administration of sick leave entitlement; and one to non-selection in a recruitment process. Staff cases at the appellate stage are handled by the Court's Legal Office. In the Office of the Prosecutor, staff litigation including responses to requests for review are prepared by the Legal Advisory Section, in consultation with the OTP-HR liaison and Coordination Officer and the Chef de Cabinet to the Prosecutor, and any other relevant colleagues in the OTP. In 2019, three (3) requests for review were closed: two (2) related to education grants, and one (1) related to dependency benefits.

83. In its administrative decisions, the Court is very mindful of staff rights, acquired rights and the right to due process and efforts are made to make correct decisions, resolve disputes and assist staff members wishing to challenge a decision affecting terms of employment. Pending the ongoing consideration of the Court's future approach to informal conflict resolution, the Court continues to support staff grievances within its current framework. The

¹⁰ CBF32-16, section 39.

HR staff is available to meet and address staff questions and the Staff Union has dedicated staff advisors assisting staff with their grievances against the organization. The mandate of the Independent Oversight Mechanism also encompasses the importance of effective reviews of staff grievances. A contract with an external mediation firm was put in place in 2019 to provide services when external assistance is deemed beneficial.

13. Classification and Reclassification of posts

84. The Court's work, and thus its workforce, is not stationary and there is a need to flexibly adjust and assign staff to operational needs while ensuring the most efficient approach. The Court has been enhancing its flexibility with regard to the workforce and staff are required to be responsive and continuously developing their skills. In line with other organizations, the Court may, from time to time, need to redesign the organizational structure of a work unit, and some post reclassifications may be required for optimal and efficient functioning.

85. The Court's Administrative Instruction on Classification and Reclassification of Posts outline the strict conditions under which reclassification may be considered, namely when the duties and responsibilities of a post have changed or will change substantially as a result of a restructuring within a Division, Section or Unit and/or a decision of the ASP; When the duties and responsibilities of a post have substantially changed or it is foreseen that they will substantially change since the previous classification was performed, to the extent that a reclassification upwards or downwards could be appropriate; or when required by a classification review or audit of a post or related posts, as determined by the Human Resources Section. Reclassifications thus remain an exceptional management tool to ensure the Court is able to optimally resource mandated activities.

86. The Court has taken note of the Committee's recommendations at its thirty-third session, as well as the Assembly's decision at its eighteenth session in December 2019 that no new requests for reclassification should be submitted by the Court until the new review of the AI [on Classification and Reclassification of Posts] is finalized.¹¹ While the Court continues to emphasize to managers their accountability for the proper distribution of work according to the approved functions and classified post levels, and the importance of carefully considering any changes to the functions of staff member, in accordance with Section 7 of the AI, the Court is committed to review it after three years based on the lessons learned. Meanwhile, there is a risk that managers may be bound by organizational structures not fully designed to meet current operational needs efficiently. In addition, the freeze may in itself create legal challenges as the organization is unable to adhere to the process outlined in its AI.

C. The HR Section, continuous process improvement, digitalization, systems and knowledge management

87. During 2019, due to budgetary constraints and staff turnover, capacity in the HR Section was reduced and the Section's new business partner approach outlined in the previous year's report had to be ceased. The HR Section's small strategic capacity returned to dedicated functional support. Nevertheless, the Section worked closely with managers and progress was made in promoting key strategic HR priorities while continuing to seek efficiencies through the further development of HR systems and analytics. These efficiencies have enabled the Section to administer and support a growing number of staff and non-staff and an increased portfolio of HR management activities to support strategic objectives and effective management of human resources.

88. In addition to leading or supporting the activities mentioned throughout the report, the following activities were undertaken by the Section in 2019.

1. Digitalization

89. Following the successful implementation of the SAP HR Renewal solution and the introduction of digitalized staff and management self-service in 2018, the HR Section,

¹¹ Resolution ICC-ASP/18/Res. 1, section M, para 3.

together with the Court's SAP team, digitalized a further 11 existing manual and paper-based processes during 2019.

2. HR report automation

90. In 2019, HRS embarked on the process to develop an HR Analytics function for the organization with the intention of facilitating results-based, strategic analysis and planning and identifying patterns within the organization. Using internal resources, the initial phase focused mostly on technical preparation in the areas of data collection and systems integration, with the aim of developing analytical dashboards and automated reporting. The automation of standard compliance reports, such as staff data reports for the calculation of the After Service Health Insurance (ASHI) and staff separation liabilities as reported in the financial statements, was delivered in 2019 and several standard reports to the Committee are in the final stages of acceptance testing. The first analytical dashboards (sick leave utilization) are expected to go live in early 2020.

3. Payroll internal controls

91. The Court expanded its SAP HR/Payroll module with the implementation of the SAP Payroll Control Centre functionality which replaced several manual internal control processes and strengthened internal control through access control and audit trail logs. The automation brought further efficiency to the monthly process.

4. Learning Management System

92. The development and configuration of a Learning Management System (LMS) was in progress during the course of 2019. The project launch was delayed for various reasons, including additional information security checks, changes in the project team and human resources availability for the configuration and testing stages. A unified LMS is expected to bring a number of benefits such as: the ability to manage learning and development activities in a central location, thus easing administration, documentation, tracking, reporting and delivery of training; facilitated social learning interactions, knowledge sharing and cross-learning opportunities; transparency; and functionalities available to managers and staff members, all available 24/7. The system itself will be ready for a phased launch in 2020, with the first step including eLeadership modules in March 2020. The first soft launch will be followed by additional rollouts with a number of training opportunities organized and offered by respective training focal point/Sections being integrated to the system. Full completion is envisaged mid-2020, including the training of various stakeholders/user groups.

5. Information and Knowledge Management

93. The HR Section started a comprehensive knowledge management project through the development and redesign of its internal intranet platform. This includes the design of an intuitive user interface and will include comprehensive information on all elements of the staff compensation scheme, recruitment, performance management support and all other HR supported functional areas. The new knowledge management platform is planned to go live in early 2020.

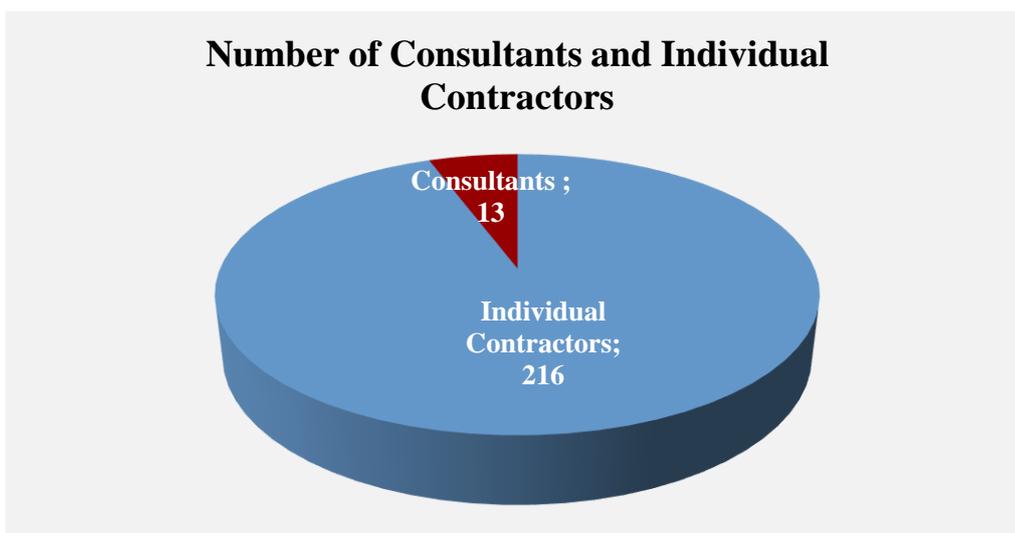
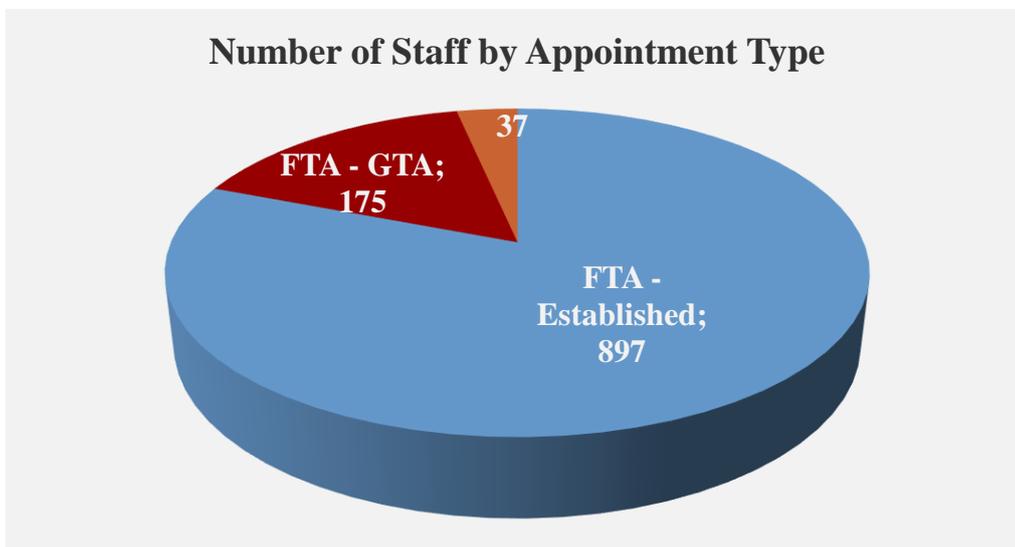
IV. Report on 2019 workforce and recruitment statistics and activities

A. 2019 Workforce Statistics

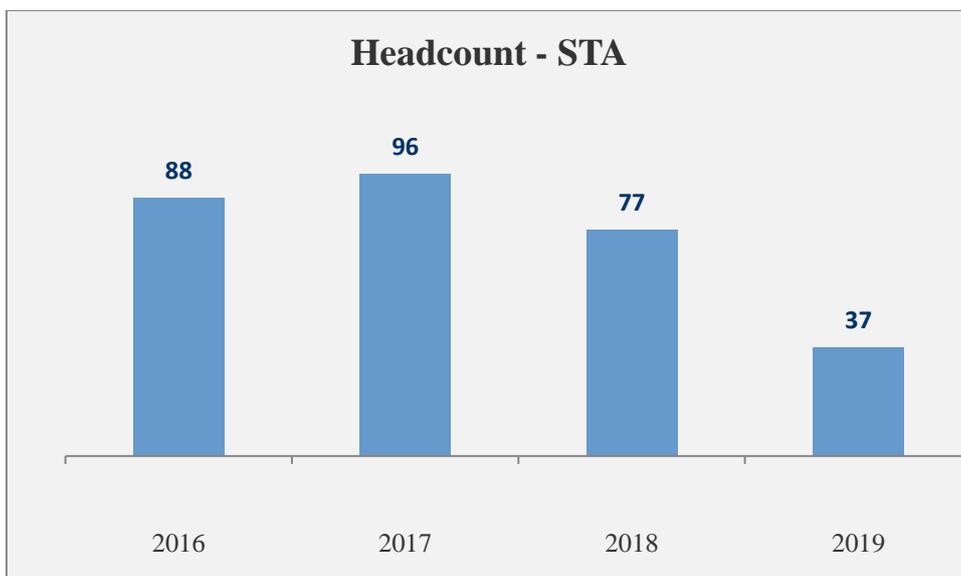
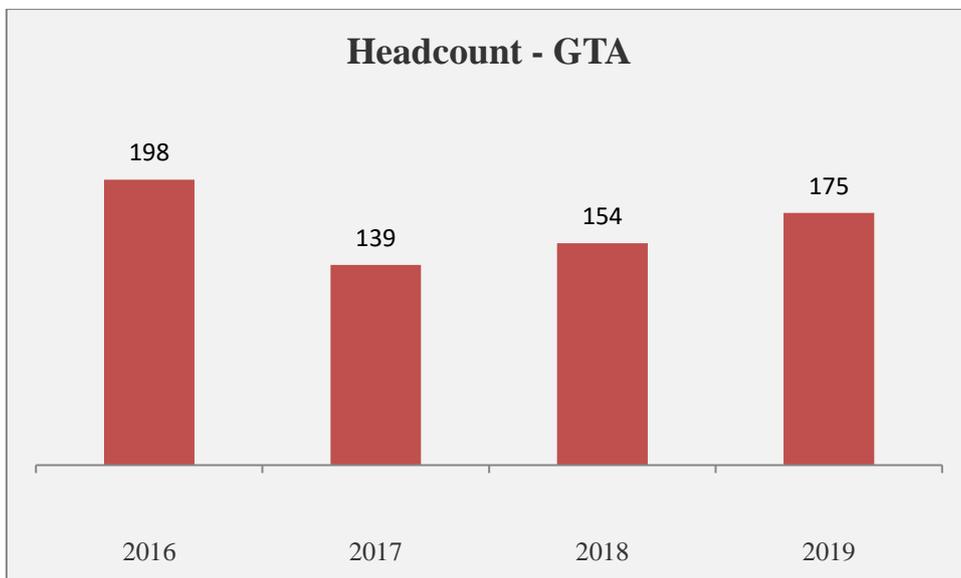
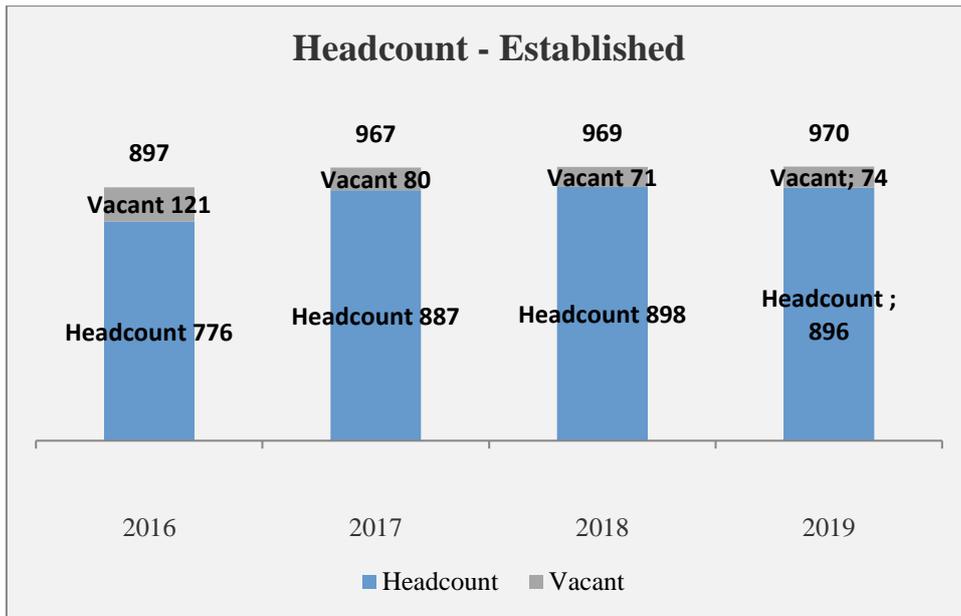
94. The Court's diverse workforce consists of staff on established posts as well as General Temporary Assistance (GTA) funded position to address the Court's core objectives. In addition, staff on short-term appointments support short-term needs of less than one year, typically backfilling for staff on leave of absence or for vacant posts pending finalization of the recruitment process.

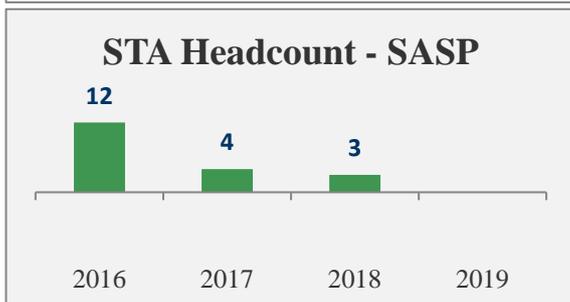
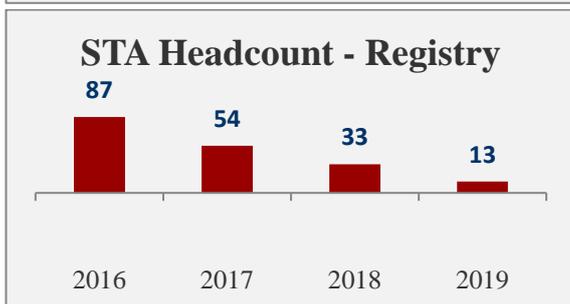
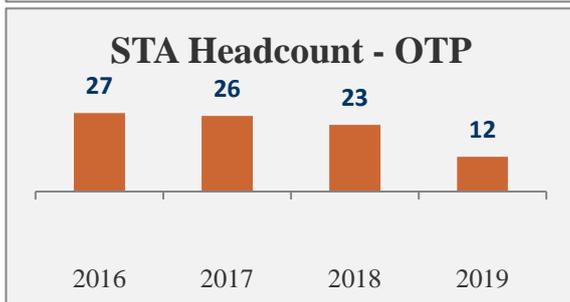
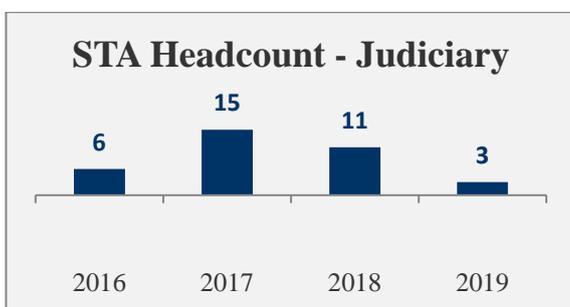
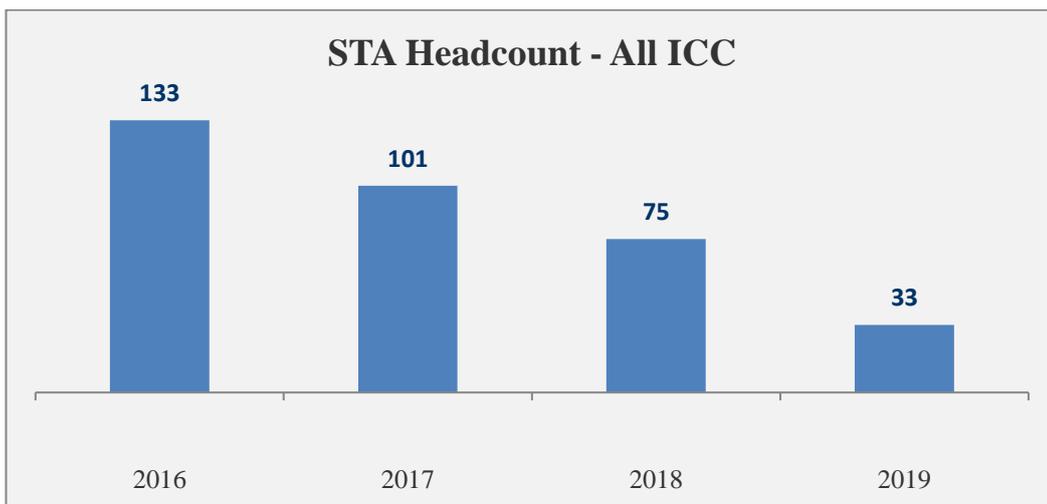
95. In addition to staff, consultants are engaged when the Court requires highly specialized experts to deliver services which cannot be performed by staff due to lack of specialized knowledge and expertise within the current staff resources. Consultants and individual contractors are engaged on a temporary 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

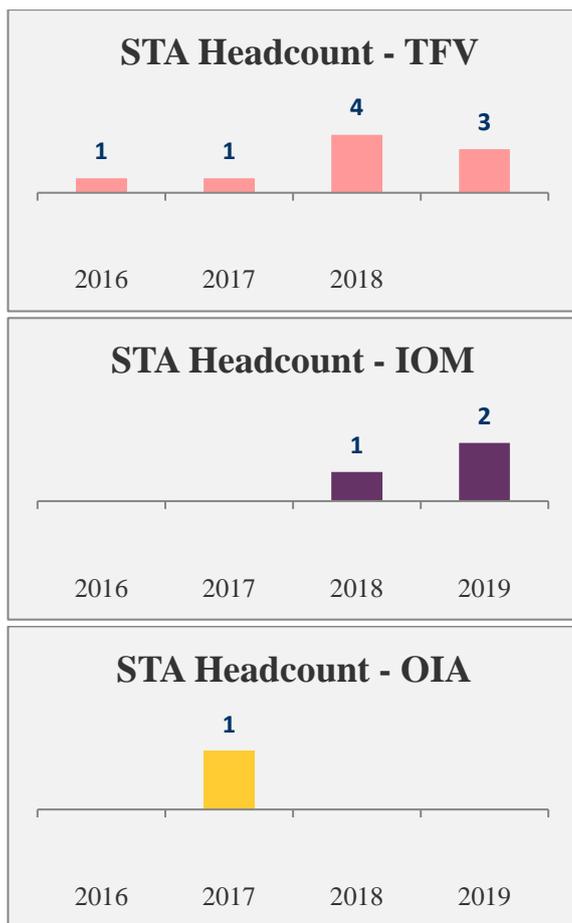
a specialist in a specific field engaged in an advisory or consultative capacity, whereas an individual contractor is engaged from time to time to provide expertise, skills or knowledge for the provision of support services in areas not performed by staff, such as witness assistance, psycho-social support or field interpretation. Below is an outline of the composition of the workforce¹² as at 31 December 2019.



¹² This relates to the workforce administered by the Court's Human Resources Section and does not include defence counsel, commercial contractors, etc.







B. Recruitment and staffing

96. In 2019, the Assembly, within the approved budget envelope, approved 973 established posts and 160¹³ GTA-funded positions to enable the Court to achieve its set objectives.

97. Recruiting diverse staff of the highest quality continues to be a priority for the Court. With regard to geographical representation, the percentage of the workforce¹⁴ from under-represented or in-balance countries increased from 25 per cent at 31 December 2018 to 28 per cent at 31 December 2019.

1. Recruitment performance for established posts

98. As at 31 December 2019, the Court had a total of 897 filled approved positions. As at 31 December 2019, the Court had 896¹⁵ staff members in fixed-term established posts and 175 staff members in fixed-term GTA-funded positions.

99. During 2019, 80 fixed-term positions were filled, namely: 42 established posts and 38 GTA-funded positions. Of the 42 filled established posts, 19 (45 per cent) were filled by external candidates, 13 (31 per cent) by staff in GTA-funded positions and 10 (24 per cent) by staff already in established posts (referred to in Table 2 as “internal appointments”). In the course of the year, the Court conducted 580 written tests and 481 interviews.

100. In addition to fixed-term positions, a number of short-term appointments 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.

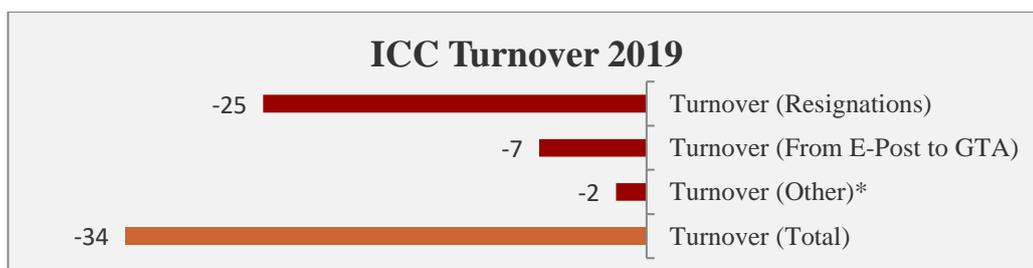
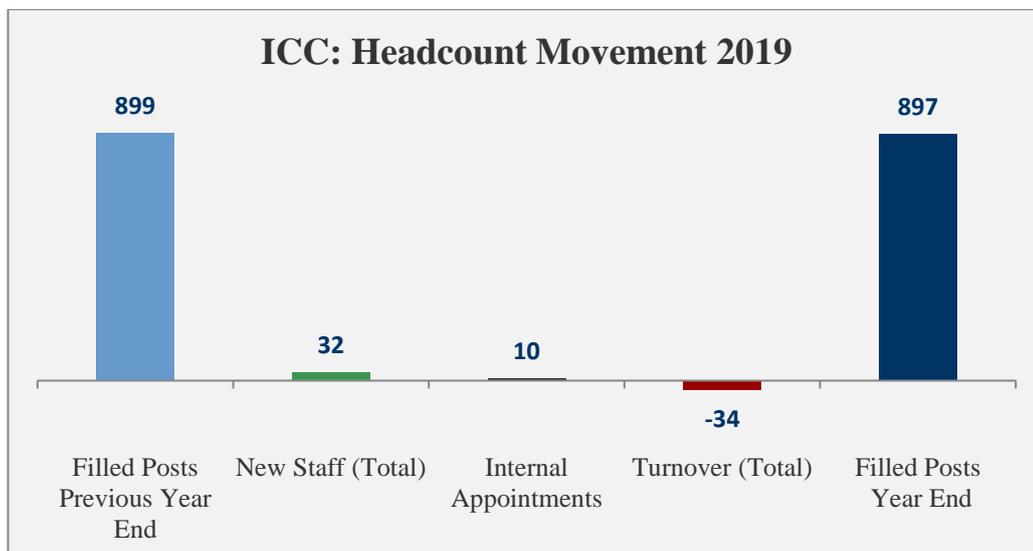
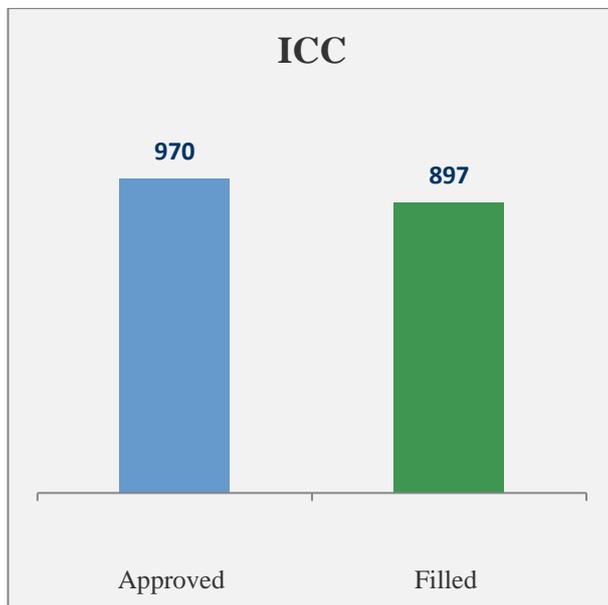
¹³ For the purpose of reporting this number, only GTAs approved for 12 months (i.e. 1 FTE) are included.

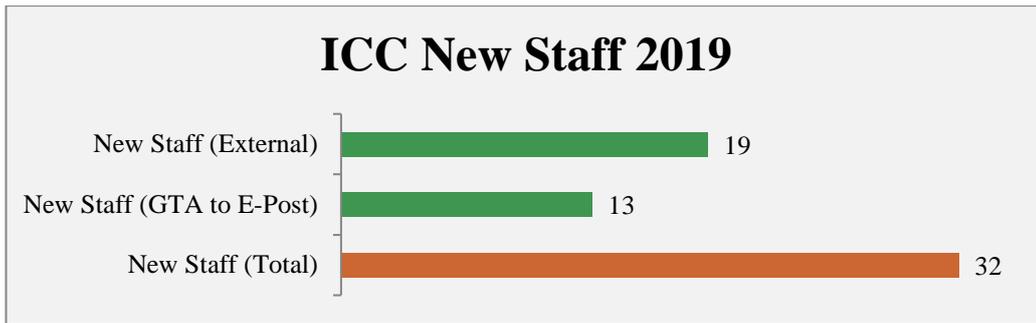
¹⁴ Established posts at the Professional level.

¹⁵ In MP-III, one post funding a Staff Council President is counted as filled.

101. A total of 34 staff in established posts left the Court in 2019, including two staff members who had retired. This represents a turnover rate for the Court of approximately 4 per cent for the year (3.78 percent all Court).

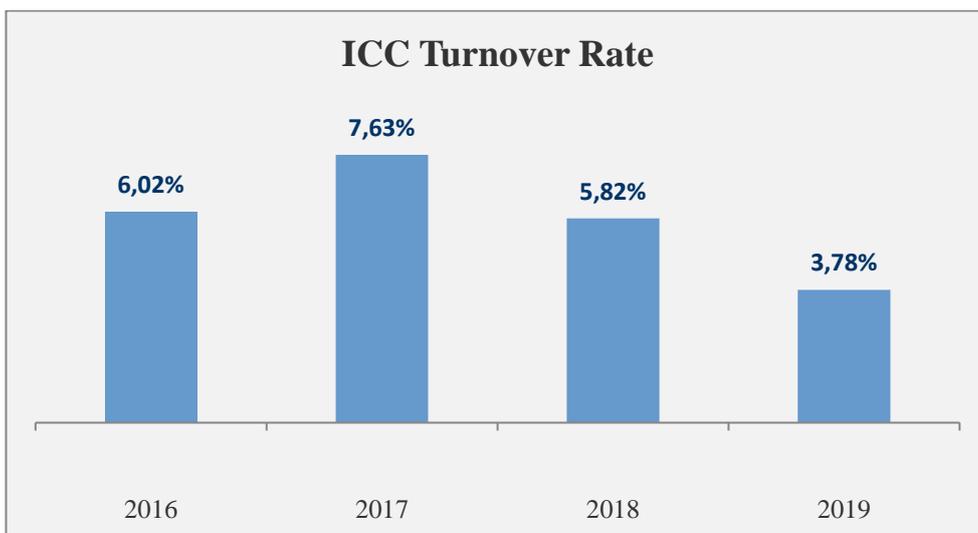
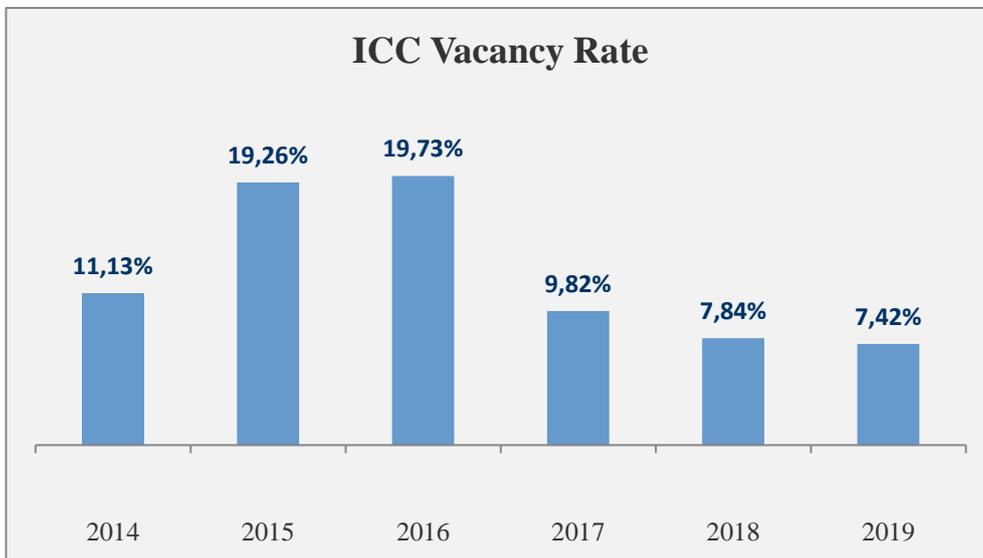
102. A summary is given below of the staffing situation and recruitment performance, appointments, internal placements and turnover for the Court’s established posts as at 31 December 2019. The same tables per Major Programme are included in Annex III.





2. Vacancy rate

103. The Court’s monthly vacancy rate decreased in 2019 from 8 per cent at the end of December 2018 reaching an average vacancy rate of 7 per cent for 2019. This brings the vacancy rate closer to the Court’s turnover rate of around 4 per cent. 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 new hires arriving.



C. Staff Contracts and Conditions of Service

1. Compensation package review

104. The implementation of the changes to the United Nations (UN) compensation package, effective as of 1 January 2017, required the Court to undertake a number of policy-related activities to ensure appropriate transition to the new system. To that effect, on 30 December 2016 the Court promulgated provisional amended Staff Rules and AIs on transitional measures relating to the salary scale, step increments, dependency benefits, hardship allowances, mobility allowance, repatriation grant and relocation elements. The amended Staff Rules were submitted to the Assembly at its sixteenth session, in November 2017. As the UN Secretariat had not yet promulgated its amended AI on the new rules on the Education Grant and Special Education Grant, the Court's amended rules on these topics would be submitted to the Assembly at its next session.

105. Further to the promulgation of the UN AIs on the education grant, special education grant and related benefits in January 2018, the Court also amended its Staff Rules on this topic. In accordance with Staff Regulation 12.2, the Amended Staff Rules on the education grant, special education grant and related benefits were submitted to the Assembly at its eighteenth session in December 2019. The Assembly “[took] note of the text of the amended provisional Staff Rules relating to the United Nations education grant, special education grant and related benefits, and [noted] that the Court intends to promulgate the amended Staff Rules in early 2020.”

106. The Court is planning to promulgate the consolidated text of the amended Staff Rules relating to the UN compensation package in the course of this year, through a Presidential Directive pursuant to Section 2.1 of ICC/PRES/D/G/2003/001 on “Procedures for the Promulgation of Administrative Issuances”.

2. Staff salary developments in 2019

107. The Court aligns with the UN common system with regard to salaries and entitlements, which enables the Court to align with salary scales, post adjustment, duty station hardship classifications, daily subsistence allowances and numerous other allowances without having to undertake its own work on developing salary scales and assessing such things as cost of living, exchange rates and inflation.

108. While alignment with the UN common system has many advantages for the Court, it also means that when salary levels increase, the Court has to implement accordingly. During 2019, several salary developments occurred simultaneously, posing significant challenges to the 2019 staff cost budget with recruitment freezes, reprioritizations and delays in activities as a result.

109. A review of the post adjustment classification for New York was conducted by the United Nations International Civil Service Commission (UN ICSC) pursuant to the UN General Assembly resolution A/RES/71/264. Consequently, the post adjustment multiplier for New York increased from 65.5 to 70.3. In order to maintain purchasing power parity of salaries with New York, the base of the post adjustment system, post adjustment indices of all other duty stations have been proportionately scaled up by the same extent as that of New York, that is, by 1.25 per cent.

110. In accordance with the 0.5 per cent rule and the application of the twelve-month review, pursuant to the UN General Assembly resolution A/RES/69/251, the post adjustment classification of all headquarters and other group I duty stations, including the Netherlands, have been reviewed on the anniversary date of the post adjustment classification review for New York. As a result, the post adjustment multiplier for the Netherlands increased from 38.8 to 39.9, effective 1 February 2020.

111. A new Pensionable Remuneration scale was also promulgated as of 1 February 2019

V. The Court's Programmes

A. Junior Professional Officer Programme

112. Following the signing of the first Memorandum of Understanding with the Governments of Japan in 2016 and the Republic of Korea and Switzerland in 2017, the Junior Professional Programme (JPO) has been successfully implemented. In 2019, the Court had JPOs sponsored by the following States Parties:

State Party	# JPO 2018
Japan	5
Republic of Korea	1
Switzerland	1

113. To ensure a meaningful work experience, it is of the utmost importance that JPOs receive quality supervision and performance feedback. The Court will continue to strengthen its JPO Programme to ensure that participants are provided with valuable experience and familiarization of the Court, in the hope that it will raise awareness of the Court as a prospective career choice for junior professionals in national systems. In this context, the HRS established a "Career Development Programme for JPOs" in order to support the JPOs throughout their assignments. The programme consists of special induction, regular meetings with HRS and supervisors, round-table training sessions, network events and HRS support regarding career transition options. The Programme is not expected to have any financial costs for the Court.

114. The Court is currently working with State representatives of Japan, the Republic of Korea and Switzerland with a view to ensure the ongoing support of the Programme as well as preparing for new JPOs. In 2019, Switzerland and the Republic of Korea confirmed that they will sponsor new JPOs in 2020. The recruitment of a new JPO from Switzerland started in late 2019 and is expected to be completed by early 2020.

115. The Court continued its efforts to raise the awareness of States Parties of the JPO Programme and to increase the number of participants and variety of job profiles available to them. The Court has invited States Parties to sponsor not only their own nationals, but also JPOs from non-represented and under-represented countries from developing regions. In 2019, HRS staff held meetings with potential donors. As a result, three additional countries have shown an interest in joining the programme in 2020-2021: Germany, Finland and France.

116. As originally approved by the Assembly,¹⁶ JPOs are assigned to a maximum two-year placement; however donor countries have requested the possibility of extending the programme for a third year on a cost-sharing basis (50/50). In 2019, the Committee recommended that the Court provisionally extend the JPO programme for a third year by absorbing the costs related to the extension of the programme within the approved budget.

B. The funded Internship and Visiting Professional Programmes

117. In recent years, the Court has received funding from some States Parties in support of the Internship and Visiting Professional Programme (IVPP). With the funding received, a limited number of interns and visiting professionals from developing regions were supported

¹⁶ ICC-ASP/18/15.

in the form of travel costs and a monthly stipend. Preference was given to candidates from developing regions, from non-represented or under-represented States Parties.

118. Since 2019, staff and elected officials have also been invited to contribute to the Trust Fund by making a single or a monthly donation deducted from their salaries. As of 31 December 2019, 21 staff and elected officials had contributed to the Trust Fund.

119. In 2019, the Trust Fund was fully implemented for the support and funding of placements. The following table summarizes the activity of funded placements using the Trust Fund between 2016 and 2019:

	Nationality	IVPs funded by the Trust Fund
1	Brazil	5
2	Republic of Korea	3
3	Malawi	2
4	Republic of Côte d'Ivoire	2
5	Kenya	1
6	Colombia	1
7	Dominican Republic	1
8	Venezuela	1
9	Nigeria	1
10	Chad	1
11	South Africa	1
12	Mauritius	1
13	Democratic Republic of the Congo	1
14	Botswana	1
15	Chile	1
	TOTAL	23

120. This funding provides placements to people who would otherwise have been unable to fund a placement with the Court. The Court and the HR Section are hopeful that more States will be able to offer financial assistance for this programme.

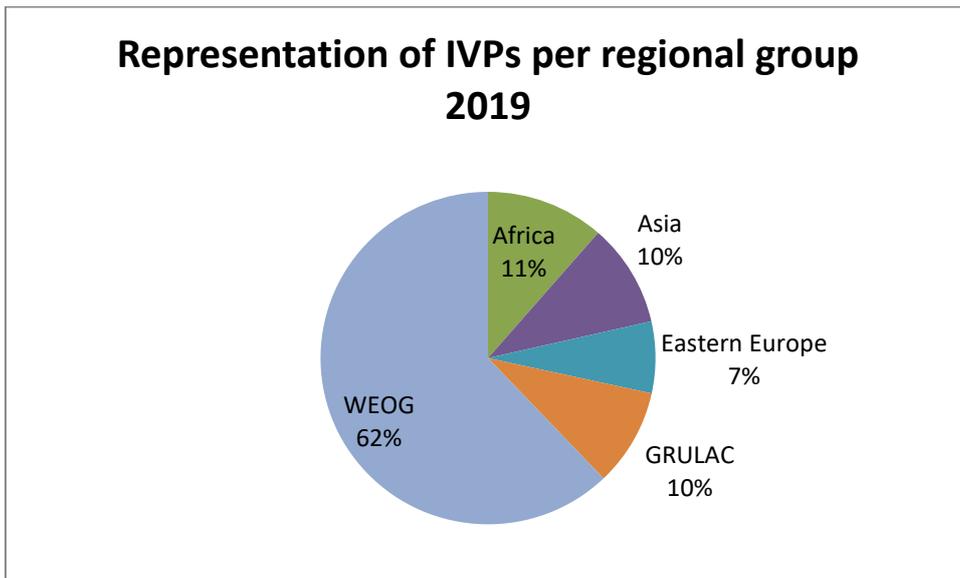
121. In addition, the Court again coordinated the implementation of the Legal Professional Programme (LPP) through the External Relations and State Cooperation Unit of the Registry. Placements for eight participants were offered: six from States Parties which are included in the United Nation's Statistics Division's list of developing regions, including three nationals of non-represented States Parties. The LPP provided funded placements under the European Commission Grant for Legal Professionals from the Court's situation countries, countries under preliminary investigation and States Parties in developing regions, with a preference for placements of female candidates from non-represented or under-represented States Parties. The funding included travel costs and a monthly stipend for a period of three to six months. Participants were placed in the three Organs of the Court.

122. While the statistics for the IVPP and LPP do not count for the purpose of geographical representation, the Court believes that managing talent pools in other modalities contributes to better overall geographical diversity at the Court, and should contribute to overall future geographical distribution in the Court's staffing quota.

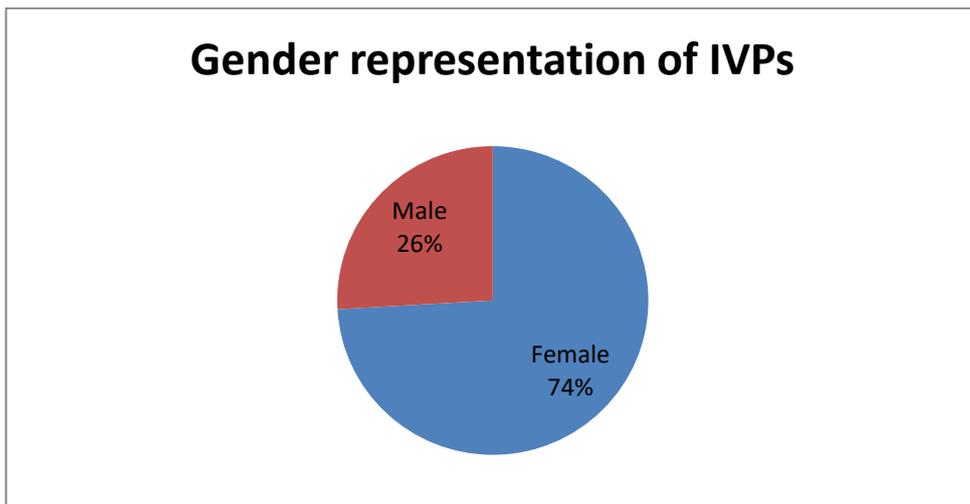
123. HRS intends to continue efforts in 2020 with targeted outreach campaigns and support to increase the number of placements from non-represented and under-represented States.

124. The Court acknowledges that large numbers of placements continue to be filled from WEOG regions, as a result of the limited funding available. The Court would like to seek support from states to provide funding to Trust Fund development of interns and visiting

professionals. By joining efforts, we hope to address geographical imbalance, affording more placements for candidates from developing regions.



125. In terms of gender balance, 74 per cent of IVP placements were offered to female candidates in 2019.



VI. Staff-Management Relations

126. The Court considers its Staff Union to be an important partner in staff-related initiatives and during 2019, activities have benefitted from the voice of the Staff Union to ensure a balanced approach which safeguards the interests of the organization and of its staff.

127. In addition to regular meetings where representatives of the Staff Union and HRS discuss activities and initiatives and address queries, the Staff Union during 2019 was an active participant in projects such as the Court’s new Leadership Framework, where they and HRS jointly arranged staff focus groups. The Staff Union is engaged in the Court’s health insurance coverage and provides the administration with valuable staff feedback. The Staff Union is also represented on newly established Committees, such as the Staff Wellbeing and

Engagement Committee, the Classification Advisory Board, the Health Insurance sub-Committee and the Advisory Board on Compensation and Claims.

128. During the year, work on a formal Recognition Agreement between the Court and the Staff Union continued and the agreement is ready to be signed in 2020.

129. During 2019, the Staff Union undertook important initiatives and awareness raising campaigns related to anti-harassment and bullying, including the promotion of the active bystander model, mental health issues and gender equality. The work done on raising awareness of these issues has been important and valuable to staff and the Court and while the Staff Union provides a separate report on its activities, it deserves special recognition in this report.

VII. Priorities for 2020

130. Following the Strategic Plans' cycle (2019-21), the Court's strategic objectives and priorities set by senior management of the Court, also taking into consideration feedback from the staff engagement survey, the recommendations of the Committee and request of the Assembly, remain the priorities for the Court's human resources management activities in 2020:

- Promote **gender equality**;
- Support and facilitate the improvement of **geographical representation**;
- Review the Court's **staff selection and development**, including adopting a **mobility framework**;
- **Occupational health and work-life balance**, including **secondary trauma prevention**;
- **Ethics and Standards of Conduct**, with focus on harassment and conflict resolution mechanisms;
- Institutionalize the Court's **leadership programme**;

131. The Court's senior management, managers, legal offices, occupational health team and HRS will work together on delivering results in these important areas.

VIII. Conclusion

132. In 2019, the Heads of Organs set the court-wide strategic human resources objectives, the Court's first leadership framework was approved and launched, a mentoring for women pilot project was launched, an expert report on informal conflict resolution was commissioned, the Staff Engagement and Wellbeing Committee commenced its work, the first Court-wide mentoring programme was launched, policies were launched on flexible working arrangements, the Court's new approach to performance management was promulgated and improvements were made in the automation of HR processes and reports.

133. While some setbacks were experienced in 2019 due to financial challenges resulting from staff costs increases¹⁷ and related resource constraints experienced in many areas of the Court, 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.

¹⁷ The increases in staff costs result from the United Nation common system amendments of GS salary scales as well as changes to the post-adjustment for professional level posts to cater for the increased cost of living for the duty station.

Annex I

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

Reference	Request or recommendation	Referred to in the present report
<p>Resolution ICC-ASP/18/Res. 1, section M, paras. 1-5.</p> <p>M. Human resources</p>	<p>1. Welcomes the work undertaken by the Court to implement the changes with respect to the new compensation package for staff members in the Professional and higher categories in conformity with the United Nations common system standards;</p> <p>2. Takes note of the text of the amended provisional Staff Rules relating to the United Nations education grant, special education grant and related benefits, and notes that the Court intends to promulgate the amended Staff Rules in early 2020;</p> <p>3. Notes the Administrative Instruction on the Classification and Reclassification of Posts promulgated by the Registrar, requests the Committee to continue monitoring the implementation of the Administrative Instruction at its thirty-fourth and thirty-fifth sessions and to report to the Assembly, decides to approve the reclassifications recommended by the Committee for 2020, also decides that no new requests for reclassifications should be submitted by the Court until the new review of the Administrative Instruction is finalized, stresses that reclassifications of posts cannot be used as a promotion tool or as a consequence of increased workloads and recalls the importance of fairness and transparency in all Human Resources decision-making;</p> <p>4. Notes the External Auditor’s recommendations that the Court strive to apply a unified set of Human Resources management policies and develop and publish an ethics charter, and encourages the Court to update States Parties on the implementation of those recommendations; and</p> <p>5. Encourages prudent management of the Court’s human resources to ensure full budget discipline, and notes that all new staff of any category, including temporary, must be properly justified.</p>	<p><i>Sections 84-86</i></p> <p><i>Sections 74-83</i></p>
<p>Resolution ICC-ASP/18/Res. 6, section P, paras. 118-125</p> <p>P. Recruitment of staff</p>	<p>118. Takes note of the Court’s report on Human Resources Management, and requests the Court to 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>119. 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 nineteenth session, including, but not limited to, improvements in the recruitment process and annual recruitment data;</p> <p>120. Takes note of the continued dialogue between the Court and the Bureau with regard to ensuring equitable geographical representation and gender balance in the recruitment of staff members, and welcomes the report of the Bureau and its recommendations;</p> <p>121. Urges States Parties to undertake efforts to identify and enlarge pools of potential applicants to the Court’s professional positions from States Parties from non- and underrepresented regions and countries, including through the financing by the Assembly of the Court’s internship and visiting professional programmes, and by States Parties of Junior Professional Officer (“JPO”) programmes, through targeted outreach initiatives and through the dissemination among relevant national institutions and organizations of the Court’s vacancies;</p>	<p><i>Sections 68-73</i></p> <p><i>Sections 59-67</i></p> <p><i>Sections 112-116</i></p> <p><i>Sections 117-122</i></p>

	<p>122. Welcomes the establishment by the Court of a programme to fund, through voluntary contributions, the placement of interns and visiting professionals from developing regions with a particular focus on candidates from non-represented and under-represented States Parties, welcomes the voluntary contributions received thus far and calls upon States Parties to contribute to this programme;</p> <p>123. 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 JPO programmes for candidates from non- and under-represented States Parties, particularly from developing regions, to be funded through voluntary contributions;</p> <p>124. Invites the Court to consider whether to introduce a rotation policy at the International Criminal Court and further invites the Court to share any outcome with States Parties;</p> <p>125. Welcomes the Registry Strategic Plan for 2019-2021 and its three-year programme of action to improve the geographical representation and gender balance as one of the Registry's priorities;</p>	
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Overview of HR-related recommendations and requests by the Committee on Budget and Finance

Reference	Request or recommendation	Referred to in the present report
Report of the Committee on Budget and Finance on the work of its thirty-second session, ICC-ASP/18/5, paras. 89 and 90.	<p>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.</p> <p>90. While recognizing the Court's need for flexibility in human resources management, the Committee realised that reclassifications are always linked to posts and not to Incumbents and recommended that reclassification requests should be put forward only under exceptional circumstances.</p>	<i>Sections 84-86</i>
<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.	<i>Section 72</i>
<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. [...]	<i>Sections 27-37</i>
Report of the Committee on Budget and Finance on the work of its thirty-third session, ICC-ASP/18/15, para. 37.	37. [...] The Committee stressed the need for proper justification and approval of all human resources and strongly recommended that the Court in the future refrain from using unapproved GTAs and prudently manage human resources ensuring the required budgetary discipline. The Committee decided to monitor the use of unapproved GTAs in 2019 and further decided to come back to the matter at its thirty-fourth session in May 2020.	
<i>Ibid.</i> , paras. 42 and 43.	42. After additional consideration of the promulgated AI and analysing each request on its own merits, the Committee was of the view that the reclassification of nine out of 12 requested posts, namely eight (P-1) Assistant	<i>Sections 84-86</i>

	<p>Trial Lawyers to (P-2) Associate Trial Lawyers in OTP and one (P-3) Administration Officer to (P-4) Administration Officer and Risk Management Coordinator in Registry (as specified in paragraphs 62-64 and 81 of this report) were justified and recommended their approval by the Assembly.</p> <p>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.</p>	
<i>Ibid.</i> , para. 203.	<p>203. Observing 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 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.</p>	<i>Sections 27-37</i>
<i>Ibid.</i> , paras. 220 and 223.	<p>220. The Court reported the total number of professional staff (excluding elected officials and 42 language staff) was 470, of which 60 (or 12.8 per cent) came from non-State parties. The Committee recommended the Court look into the possibility of freezing hiring from this category.</p> <p>223. The Committee observed that the top grade posts in the professional staff were dominated by men.[...][and] recommended that the Court try to set a different and pro-active approach to tackle the issue of gender balance, and to set a date from achievement.</p>	<i>Sections 68-73</i>
<i>Ibid.</i> , para. 204.	<p>224. [...] the Committee expressed its concern regarding the high cost due to sick leave and requested the Court to present a report during its thirty-fourth session by presenting information for the last five years on the following issues:</p> <ul style="list-style-type: none"> (i) the volume and average duration of sick leave; (ii) the financial implications of sick leave; (iii) the criteria and procedure for certification and administration of sick leave, including relevant roles and responsibilities; and (iv) staff and managerial responsibilities to the Court during sick leave. 	<i>(Section 90)</i>
<i>Ibid.</i> , para. 230.	<p>230. [...] Therefore, the Committee recommended that the Court provisionally extend the Programme for a third year by absorbing the costs related to the extension of the programme within the approved budget, and report to the Committee the results of its evaluation at its thirty-sixth session in 2021.</p>	<i>Section 116</i>

Annex II

GENDER CHAMPIONS - COMMITMENTS OF ICC PRINCIPALS

A. The President's Commitments

1. Together with the ICC Prosecutor and Registrar, establish an ICC Focal Point for Women Mechanism
2. Promoting access to professional development training targeted towards enabling female judiciary staff members to develop career-enhancing leadership and management skills

"The International Criminal Court needs to reflect in all its relevant policies the goal of equal representation of women and men – from all regions – in its workforce."

B. The Prosecutor's Commitments

1. Together with the ICC President and Registrar, establish an ICC Focal Point for Women Mechanism
2. Organize "Gender awareness trainings" for staff of my Office

"Equality for women is progress for all. Until women and men can stand as full equals the world over, our work is not done. Increasing the representation of women at the negotiating table, an important force in humanity's pursuit of justice and equality, is a key aspect of women's empowerment and, in my view, will greatly enhance the prospects of achieving these objectives. We have a collective responsibility to continuously raise gender awareness and advance gender parity. I'm delighted to join the International Gender Champion leadership network to contribute to our shared goals of breaking gender barriers"

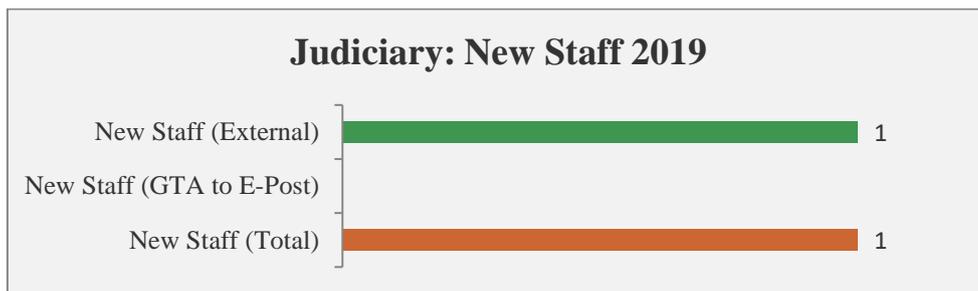
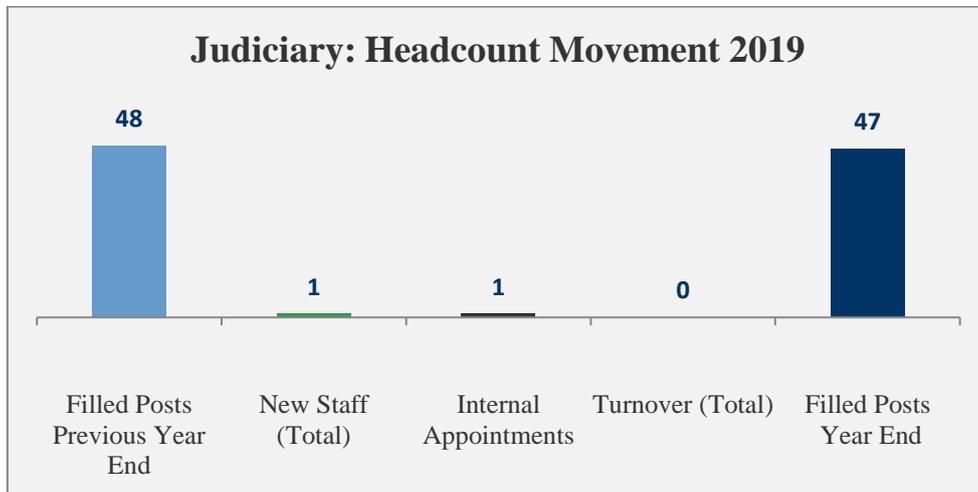
C. The Registrar's Commitments

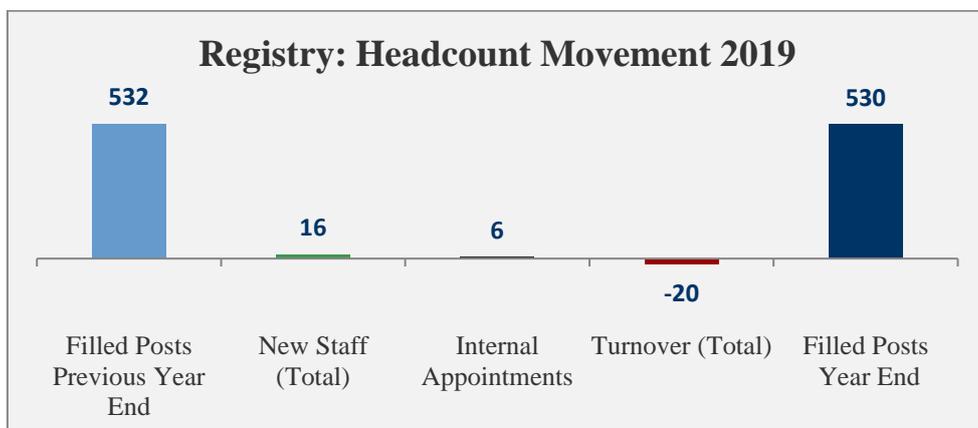
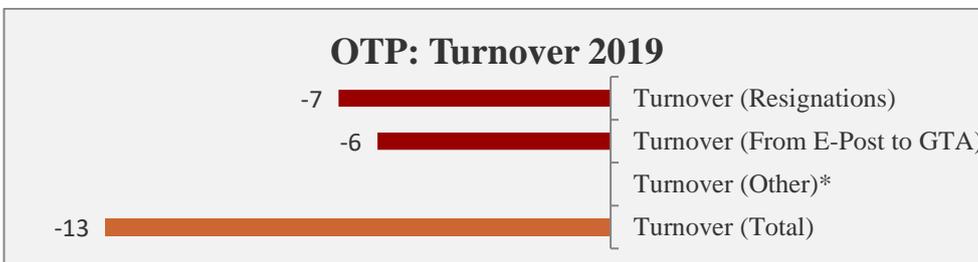
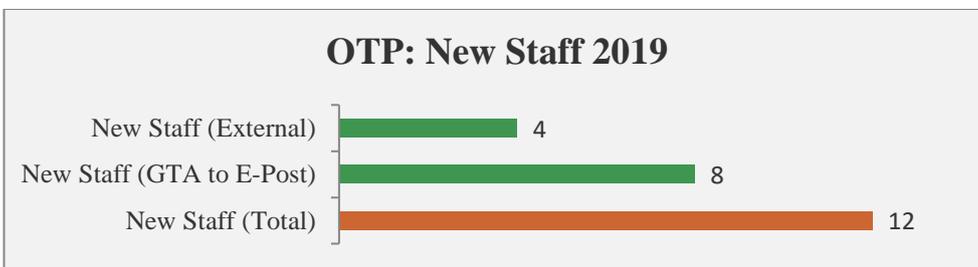
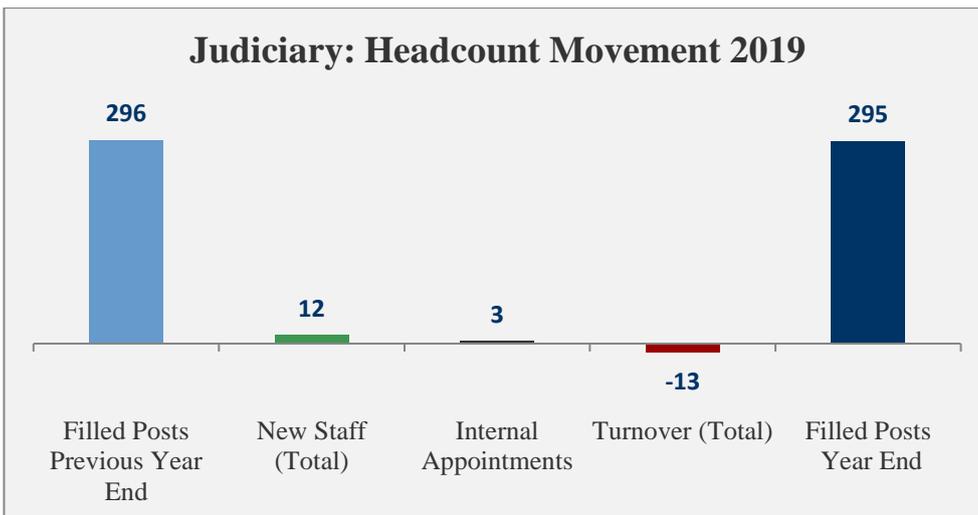
1. Together with the ICC President and Prosecutor, establish an ICC Focal Point for Women Mechanism
2. Introduce a mentorship programme tailored for female staff working at the Court in order to assist those who wish to benefit from the programme with their career advancement

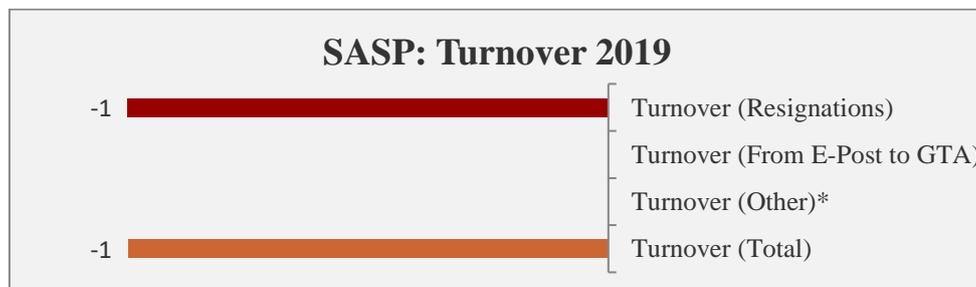
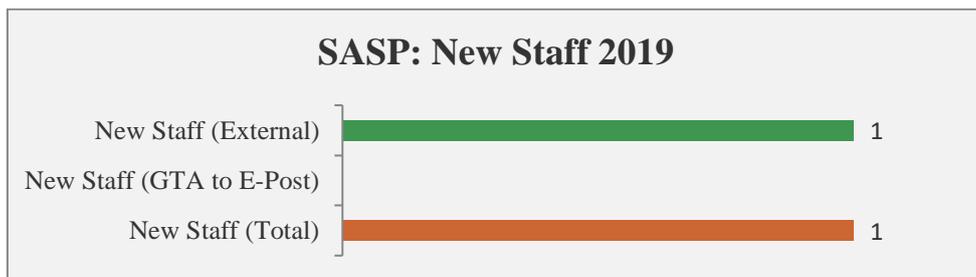
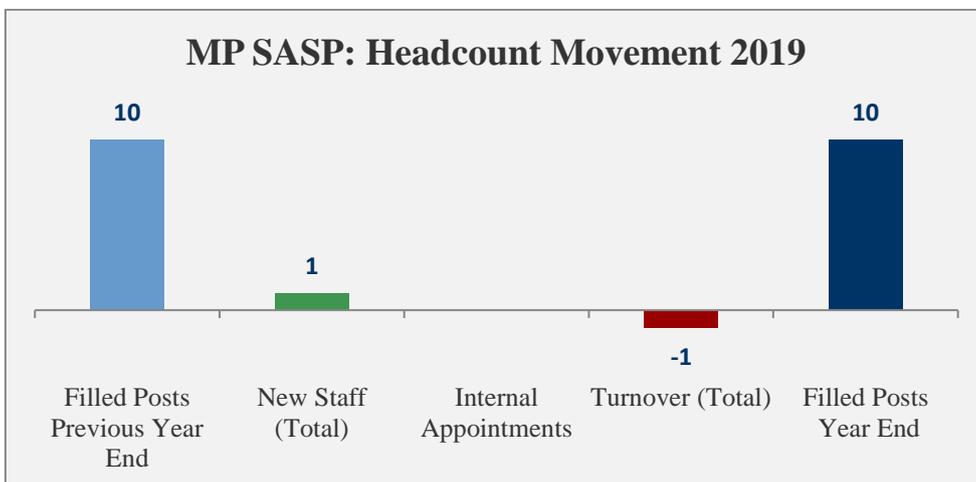
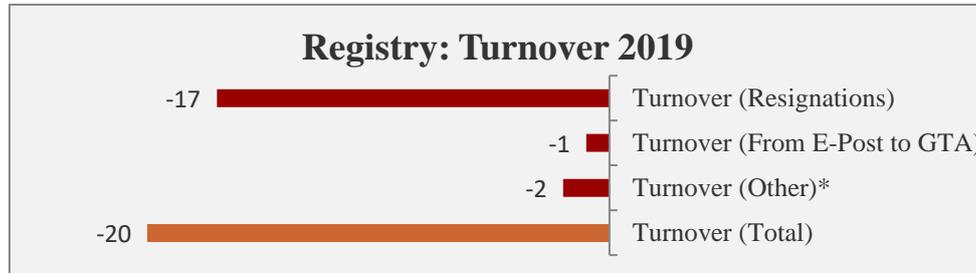
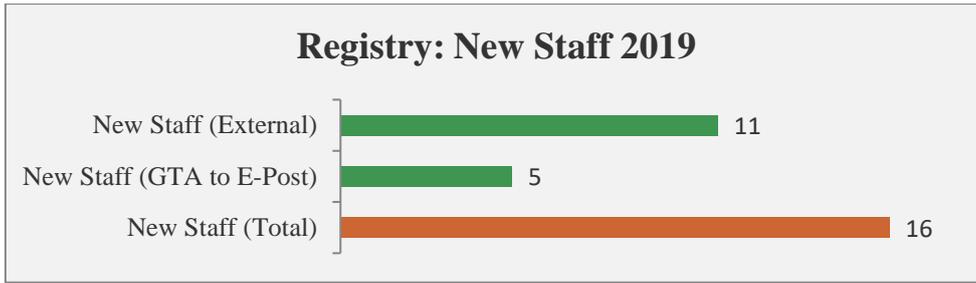
"Championing the cause of gender equality is a privilege that I am very happy to embrace. Everyone has the right to a workplace that allows them to give of their best and advance in accordance with their full potential. Sadly women have not always enjoyed this fundamental right. I intend to focus on initiatives that will remove barriers and create a level playing field so that all staff will have an equal opportunity to thrive and prosper at work"

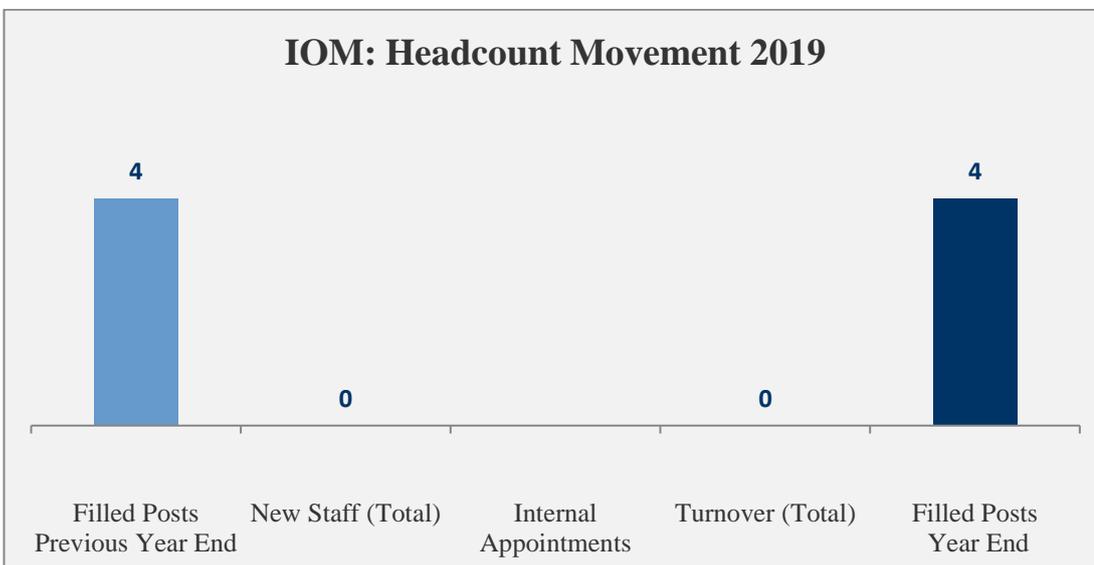
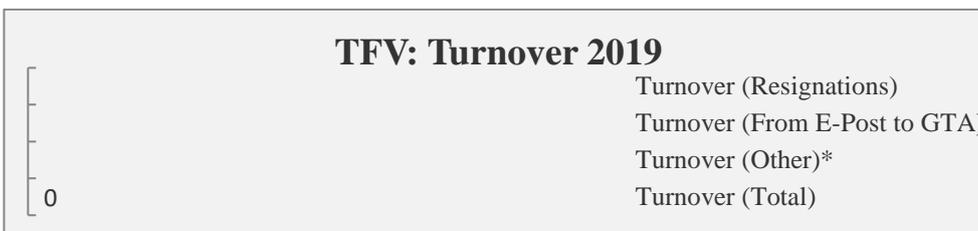
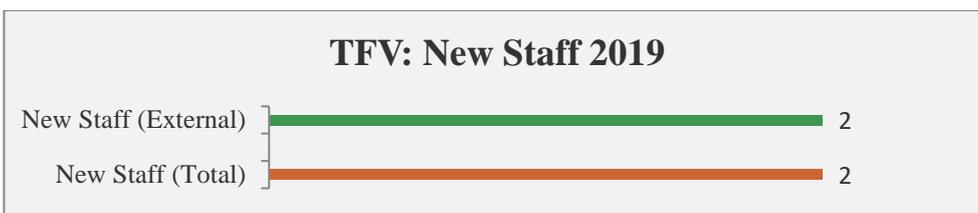
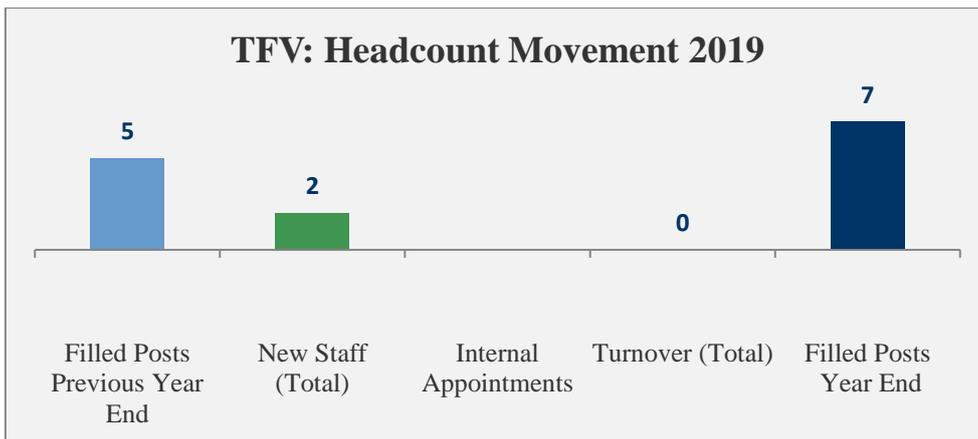
Annex III

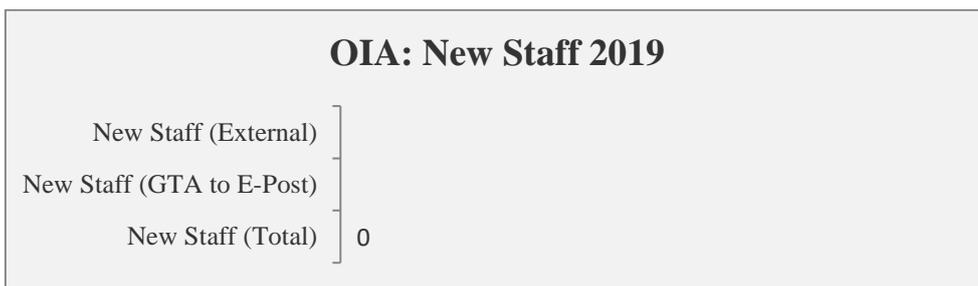
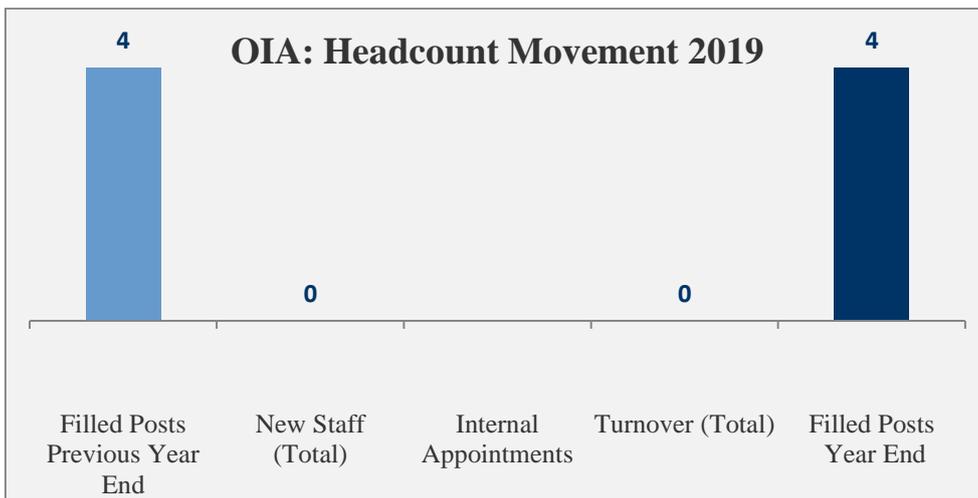
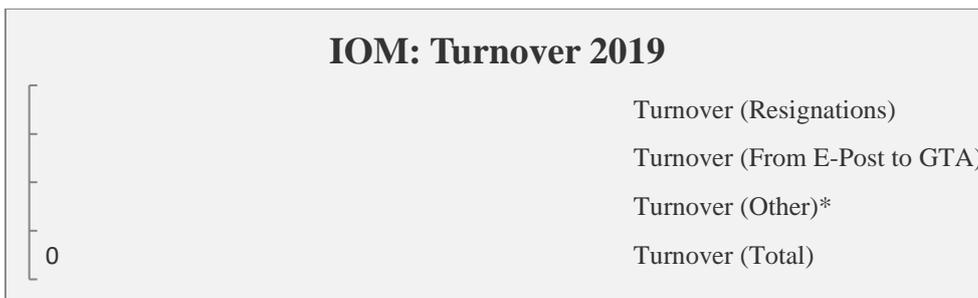
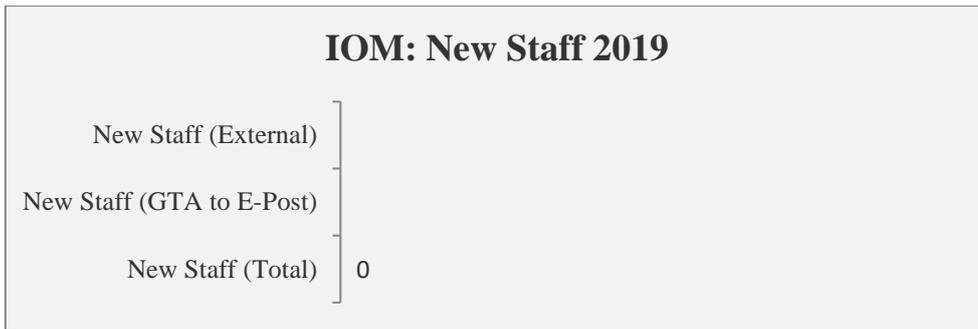
Overview of Headcount Movements in 2019 per Major Programme











Annex IV

LEADERSHIP FRAMEWORK AND OTHER HR PROCESSES

Adjusting HR Processes

Over the next 3 years existing HR processes will be adjusted to resonate with the leadership expectations set out in the framework. All adjustments will be sustained after initial implementation.



RECRUITMENT

Hiring decisions consider the assessment of leadership capabilities

2019: Awareness training for HR staff. Leadership Framework included as "Core Competencies", replacing current "managerial" competencies.

2020: Training for HR, Hiring Managers and Panel Members on using the Leadership Framework during recruitments. Framework included to relevant vacancy announcements and used during competency-based interviews.

2021: Objective assessment tools also capture Leadership Competencies



ONBOARDING AND DAY-TO-DAY PRACTICE

The Leadership Framework is introduced as an integral part of "the way we work around here"

2019: Communication and awareness campaign rolled-out (active participation of senior leaders in the process).

2020: Onboarding day for new staff with managerial responsibilities designed and implemented. "Coaching ICC future leaders" programme designed and implemented.



PERFORMANCE MANAGEMENT

Individual performance is measured against framework (Competencies)

2020: Leadership Framework included as "Core Competencies", replacing current "managerial" competencies. Performance appraisal system adjusted to include leadership competencies, replacing current "managerial" competencies.

2021: Roll-out updated performance appraisal system.



STAFF ENGAGEMENT SURVEY

Staff Engagement survey is adjusted to measure and reflect progress on Leadership capabilities

2020: Staff engagement survey updated to capture core leadership competencies.

2021: Survey results and HR analytics reports used as source of information for leadership development and action plans.

LEADERSHIP DEVELOPMENT INITIATIVES, TARGET GROUPS AND TIMELINES

Leadership Development

DEVELOPING CURRENT AND FUTURE LEADERS AT THE ICC



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

- 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.