

**Twenty-third session**

The Hague, 2-7 December 2024

Report of the Court on Human Resources Management***I. Introduction**

1. This report contains information on the human resources (“HR”) activities of the International Criminal Court (“the Court”) undertaken in 2023 in accordance with the Court’s strategic objectives as set out in the Court-wide and Registry strategic plans for 2023-2025. This report also contains responses to specific queries and recommendations made by the Committee on Budget and Finance (“the Committee”), the Assembly of States Parties (“the Assembly”), the Independent Expert Review (“IER”) and the External Auditor. The report concludes by outlining the priorities for 2024 and how these priorities will support the Court’s strategic objectives as set forth in the Registry strategic plan for 2023-2025.

2. In terms of HR management, 2023 was another demanding year for the Court as it faced operational challenges connected to the sudden increase in workload and new judicial developments requiring the urgent recruitment and training of highly-skilled staff, while also focusing on developing its workplace culture so as to continuously improve as a leading workplace environment for all.¹ In addition to an unprecedented workload and complex, high-risk operations, the Court was confronted with a cybersecurity incident in September which further strained its operational capacity. Many staff members once again faced having to work from home or were unable to complete tasks due to the unavailability of access to certain Court systems. However, key HR operations, such as payroll, were run successfully and in a timely manner. Once the Court went back online mid-November, there was a concerted effort to complete outstanding tasks before the end of the year.

3. As outlined in the IER, the Court recognizes the importance of transferring general responsibility for human resources to the Registry. Accordingly, in 2023, the Court has worked to strengthen the Human Resources Section (“HRS”) with additional staffing resources to enable it to assume this responsibility.² Thus far, such resources have been added only in the short-term appointment category, but HRS is endeavouring to review its own human resources needs in the run-up to its 2024 budget submission.

4. Despite the many challenges, HRS again demonstrated great organizational flexibility and resilience, showcasing the adaptability of HRS staff.³ Significant progress was made in strategic areas such as the incorporation of continuous improvement as an operational principle, drawing attention to staff mobility, and improving workplace culture, and Geographical Representation and Gender Balance (“GRGB”), as outlined in more detail in this report.⁴

* Previously issued as CBF/44/9.

¹ International Criminal Court Strategic Plan 2023-2025 (“ICC Strategic Plan 2023-2025”), section III, para. 14.

² *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 49, Recommendation 89.

³ ICC Strategic Plan 2023-2025, paras. 12 and 19.

⁴ ICC Strategic Plan 2023-2025, Strategic Goal 8.

II. Leadership

The Court's Core Values Project

5. The Court's Core Values Project is instrumental in fostering a stronger organizational culture and providing a unified basis for collective leadership.⁵ An inclusive approach to defining the Court's Core Values was chosen to ensure credibility and ownership by the workforce. The first phase was launched in the second quarter of 2022 and ran throughout 2023. Overall, more than 500 staff members of the Court participated in this initiative, and about 35 team workshops were facilitated by HRS.

6. The high level of participation from all organs across the Court demonstrated a strong interest in contributing to the changes in workplace culture. The work carried out by HRS in 2023 included strategy proposals, methodology design, inter-organ workshops, campaigns and efforts to build facilitation capacity.

7. At the end of 2023, the choices for the Court's Core Values were narrowed to seven, for consideration by the Court's principals. The final decision on the selection of values was taken in January 2024 and is expected to be announced in the first quarter of 2024.

8. Upon announcement of the Court's Core Values in the first quarter of 2024, the Court is expected to move on to the second phase – implementation – with the aim of anchoring the new Core Values at all three levels of the organization: (1) the individual level, (2) the team level and (3) organization-wide. In line with ICC Strategic Goal 6, which reaffirms the priority of fostering an environment where staff can demonstrate pride in their work and commitment to the Core Values, this work will entail embedding the Core Values in key processes⁶ such as recruitment, onboarding, learning and development and performance management so as to further align day-to-day operations with the Core Values⁷. The goal is to create an environment where staff can embrace the Core Values not just as statements of principle, but as practices to be implemented in their day-to-day work.

Organizational development initiatives for senior management and their teams at the Court

9. HRS continued to provide senior management and their teams with support in building and developing team cultures, improving communication and enhancing team and individual leadership across the Court.

10. In 2023, HRS facilitated a total of 13 team retreats across the Court. These events helped participants to kick-start and enhance dialogue within their teams and offered them a unique opportunity to be informed about and reflect on the results of the Staff Pulse Engagement Survey. During the retreats, teams engaged in open dialogue to identify and discuss challenges within their offices or sections and co-create solutions. The Court recognizes these as important steps towards creating a stronger team culture.

11. Examples of HRS's support to the Court in this regard in 2023 include the Registry's Division of Management Services ("DMS") retreat, the DMS All Staff Town Hall Meeting, the Office of the Prosecutor's ("OTP") Pillar A Leadership Team Retreat, continued support to OTP teams (such as the Unified Teams for Ukraine, Venezuela and Afghanistan), and support to the Presidency and Chambers. Towards the end of 2023, HRS supported the organization of Pre-Trial Division and the Secretariat of the Trust Fund for Victims team-building events.

12. This successful series of HRS-backed retreats and events represents a new method of organizational development support. Its continuation in the future will be further assessed in the light of relevant factors including HRS's resources and priority agenda in 2024.

Leadership development

13. In 2023, HRS continued the implementation of the Court's Leadership Framework (established in 2019), by implementing two key leadership development programmes, namely: (1) the United Nations ("UN") System Executive Development Programme for Senior Leaders; and (2) the UN eCertificate in Leadership

⁵ ICC Strategic Plan 2023-2025, Strategic Goal 6.

⁶ *Ibid.*

⁷ *Ibid.*

and Management. Both programmes were administered by the United Nations System Staff College (“UNSSC”) on the basis of a UN cooperation agreement. The training ran for a first three-year cycle from 2020 to 2022, with an extension until the end of 2023 to capitalize on available seats which had not been utilized by the initial end date of the agreement.

14. *The UN System Executive Development Programme for Senior Leaders*: Overall, 31 staff members have participated in the UN System Executive Development Programme for Senior Leaders since the launch of the programme. Thanks to active communication on the learning progress between HRS and UNSSC, the programme was managed effectively and the final evaluation is expected to demonstrate its impact on learners and their leadership competencies.

15. *eCertificate in Leadership and Management (“ECLM”)*: In 2022, the ECLM programme continued into its third year, hosting a group of nine staff members at P-4 level. The ECLM was extended to also cater for the development needs of mid-level leaders, enabling an additional 30 staff members at P-3 level to participate. The ECLM was envisaged to be completed in 2023 but had to be extended into the first quarter of 2024 due to the accessibility challenges arising from the cybersecurity incident in September 2023. HRS plans to facilitate a review of the ECLM by examining demographic data and the effectiveness of the course in 2024.

16. The initial timeline for evaluating the results of these two programmes and convening an alumni event to gather feedback on their effectiveness has been shifted to the first half of 2024 due to the cybersecurity incident. The adjusted timeline will allow the remaining participants to complete the programme in early 2024. The results of the evaluation will form the basis for setting the strategic direction for the next leadership development programmes, intended to start in the latter half of 2024.

*Embedding the Court’s Leadership Framework into HR processes*⁸

17. Continuous efforts have been made to embed the Court’s Leadership Framework and learning components into HR processes, with the aim of creating an environment where leadership skills are not seen in isolation but are exercised naturally through day-to-day interactions and activities at all levels of the Court. To achieve this, conscious efforts need to be made to tie relevant learning initiatives to the Court’s Leadership Framework, the primary foundation of the organizational leadership scheme. A good example was the linking of the Court’s Mentoring Programme (expanded upon below) to the Leadership Framework. Managers were invited to take on the role of mentor and were able to put the Leadership Framework into action. The demographic data show that 79 per cent of mentors in the Court’s Mentoring programme have managerial responsibilities. In addition, the programme provides participating managers with an opportunity to practise their mentoring and coaching skills through their interactions with their mentees, with the support and guidance of HRS.

18. Similarly, a revamp of the onboarding programme is planned for 2024 to tie it more visibly into the Leadership Framework and gender insights. HRS continues to explore ways to champion the Leadership Framework throughout the Court in 2024 alongside the launch of the new Core Values.

360-degree feedback for people managers

19. In 2023, the Court continued its support to people managers through the further roll-out of the Developmental 360 feedback tool based on the Court’s Leadership Framework. The Developmental 360 tool provides critical learning and development opportunities for supervisors and helps them recognize their strengths and potential areas for development through clear, evidence-based and actionable feedback.⁹ All participants received individual, in-depth feedback through trained experts. To further support people managers with follow-up actions after receipt of the feedback, a new “Talent Accelerator” tool was launched in 2023. With this tool, participants can record and track their development objectives with the support of their feedback providers.

⁸ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 20, Recommendation 16.

⁹ *Ibid.*

20. 37 staff members took advantage of this leadership development offering in 2023. To date, almost 50 per cent of staff members who have supervisory responsibilities have gone through the Developmental 360 process, and 28 per cent are currently undergoing it (with some delay due to lack of Internet access at the Court’s Headquarters and country offices as a result of the cybersecurity incident). The Court is confident that these staff members are on track and will finish the process in 2024. The goal is to achieve at least 75 per cent compliance by the end of 2024.

III. Learning and development

Language learning

21. The Court’s French Language Programme was continuously available to staff members throughout 2023. A group of 27 learners participated in the programme in 2022-2023 and 38 participants were enrolled in the programme in 2023-2024. The benefits of the programme are contributing directly to raising awareness of the importance of bilingualism at the Court, increasing French language proficiency among the workforce and enabling better collaboration between Headquarters and francophone country offices.

22. After successful completion of the pilot *Legal and Diplomatic French* module, created by the *Organisation Internationale de la Francophonie* (“OIF”), the module started its first term in 2022-2023.¹⁰ In 2023, the *Legal French* course was taken by seven participants, and the second term is continuing in 2024 with six learners.

23. Following its annual scheme, the UN Language Proficiency Examination was facilitated in 2023, and 15 applicants are now awaiting results from the UN.

Unconscious bias training

24. The *Unconscious bias in recruitment* e-learning course was used as a mandatory pre-requisite for staff participating in recruitment panels. In total, 58 staff new to the role of selection panel member completed the course before participating in their panels. This simple online course provided an informative guide which helped to raise awareness of unconscious bias.¹¹

Anti-harassment training

25. In conjunction with the promulgation in 2023 of the Administrative Instruction (“AI”) on Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority (ICC/AI/2022/003), the Court held two information sessions to inform staff of their rights and obligations under the new AI. The information sessions were well attended and were facilitated by the support of, among others, HRS, the Registry Legal Office, the Staff Union Council, the Ombudsperson, the Staff Counsellor of the Occupational Health Unit, the Independent Oversight Mechanism and the Gender Equality Focal Point.

26. As a next step, the Court is endeavouring to create two new mandatory training courses on anti-harassment and gender, respectively. Both courses are essential to raising awareness about harassment issues and promoting sensitivity to gender matters in order to foster inclusivity in the workplace. They are also intended to educate employees about the ethical and legal implications of harassment at the Court, thereby promoting compliance with regulations. Last but not least, they will empower survivors of abuse and harassment as well as bystanders to speak up and act.

27. HRS and the Gender Equality Focal Point have progressed this work in 2023, and the training courses are planned for dissemination in 2024.

28. These courses are among the many steps being taken at the Court to help build a positive workplace culture, with ripple effects on employee morale and retention.

¹⁰ OIF provides financial support at 50 per cent of the cost of the module.

¹¹ Resolution ICC-ASP/22/Res4, Advance version, section M, para. 3.

Onboarding programme

29. In 2023, the Court's onboarding programme afforded 106 new staff members the opportunity to become acquainted with the Court as an organization, its working standards and its culture. The goal of the programme remained the same, namely to help new staff settle into their working environment, build networks with other newcomers and become effective in a shorter period of time. The programme is a product of Court-wide collaboration, as participants are inducted by staff from all over the Court covering a broad range of thematic areas.

30. In 2023, a gender-focused element was incorporated into the onboarding process through presentations and participation by the Gender Equality Focal Point. These steps ensure that all new personnel, from interns and visiting professionals to staff members, receive a comprehensive briefing on gender dynamics right from the start of their tenure, laying the foundation for an informed and sensitive workplace culture.

Learning and Development Fairs

31. Building on the successful roll-out of the 2022 Learning and Development Fair, HRS facilitated three new Learning and Development Fairs in 2023: a Court-wide event with the participation of around 50 colleagues, and two *ad hoc* events for groups of 11 Presidency staff and 25 Court Management Section staff. These events provided an opportunity for staff to focus on the importance of continuous capacity development and reminded them of the learning and development strategy and additional learning components that HRS has made available to support them in that journey. It also served to emphasize the benefits of learning and development by highlighting practical applications in both the professional and personal spheres. One strategy that is under consideration to enhance the effectiveness of this approach is to disseminate the learning and development calendar to a wider group of staff in 2024.

Career transition support upon downsizing of a country office

32. In response to the decision to downsize the country office in Mali, HRS provided affected staff with access to LinkedIn Learning paths featuring content tailored to their profiles so as to support them with the knowledge and skills needed for a successful transition to new opportunities.

The Mentoring Programme

33. The newly reshaped Mentoring Programme, with a strong focus on gender equality, was launched in 2022 and ran throughout 2023. The Mentoring Programme's new features are based on the lessons learned from the pilot programme in 2019-2020, linking the programme to the Court's Leadership Framework mentioned above. Training was given to both mentors and mentees to provide them with guidance on their roles and how best to take advantage of opportunities for individual development.

34. The programme hosted 36 mentor-mentee pairs, including both internal and external mentors. It was initially planned to run until the end of 2023 but was extended for three months into 2024 due to the cybersecurity incident. A full programme evaluation and feedback will be available upon completion of the programme, which is expected to take place at the end of the first quarter of 2024.

35. In addition, the 2024 Mentoring Programme kicked off at the end of 2023. It will include a focus on diversity and inclusivity, with the objective of creating a more welcoming and comfortable workplace for employees of all genders and addressing gender-specific challenges, including gender bias.

36. In 2024, the Learning and Development team will continue to evaluate and adapt the aforementioned courses to further support the professional development of Court staff.¹²

37. Furthermore, the External Auditor's recommendation to enhance the Court's training and development capacities remains a priority.¹³ However, the Court's budget for learning and development has not been expanded accordingly, and implementation of a number of projects remains a challenge. A new learning and development policy will be drafted and reviewed through inter-organ

¹² *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 53, Recommendation 99.

¹³ Final audit report on Human Resources Management, ICC-ASP/17/7, Recommendation 1.

consultation.¹⁴ HRS aims to give priority to developing and promulgating the AI on learning and development in 2024 to systematically evaluate the requirements as well as the expected output associated with learning and development to meet future demand.

IV. Performance management

38. Rates of compliance with the performance appraisal system remained at their highest levels, reflecting the year-on-year organizational efforts made to raise awareness of the importance of the performance management process. The rate for the objective setting stage reached 95 per cent for the period 2023-2024 (similar to 2022-2023, 2021-2022 and 2020-2021) and the final compliance rate for 2022-2023, which will be finalized in March 2024, is expected to reach 97 per cent, as achieved in the previous years.

39. Performance management remains a topic of great relevance within the Court. Numerous *ad hoc* sessions have taken place for supervisors and staff members to discuss particularities of the process and/or specific issues like managing underperformance and launching performance improvement plans. Performance management topics were also discussed during the numerous Organizational Development Interventions (retreats) that took place in 2023.

40. HRS efforts to support business needs more closely as of 2022 were embraced by the Court. In this regard, for example, HRS continued to deliver dedicated performance management workshops for the OTP's Heads of Unified Teams in 2023 in order to continue supporting senior managers at the Court in providing meaningful feedback conversations and identifying high and under-performers.

41. Finally, in 2023, HRS joined a UN Community of Practice ("CoP") on Performance Management with colleagues from different UN agencies with the intention of learning from best practices, defining benchmarks and working on specific common issues such as underperformance and recognition of high performance. The work of the CoP started in the second half of the year and will continue throughout 2024, leading to concrete actions and recommendations that participating organizations, such as the Court, can implement.

42. Sustaining a high level of compliance with the performance management process (96 per cent objective setting and 97 per cent final compliance rate) continues to be a priority for 2024.

43. In addition, in 2024, with the communication and implementation of the Core Values, HRS will analyse how to embed the new values into the Court's performance management process.

44. Furthermore, the Court will continue to support managers and staff working towards a culture of trust and ongoing feedback, using practical tools such as workshops, sessions for managers and new online material.

V. Staff engagement and well-being

45. Staff engagement and well-being remain strategic priorities for the Court. In November 2022, the first Staff Pulse Engagement Survey was conducted at the Court with the intention of monitoring the progress achieved on the top five Court-wide priorities defined after the 2021 Engagement Survey, namely:

- a) Ethics and standards of conduct;
- b) Leadership, with emphasis on values, engagement and internal communication;
- c) Well-being, including stress;
- d) Staff selection and career development; and,
- e) Promoting gender equality by addressing gender gaps, including in the previous four priority topics, as well as other relevant key topics.

¹⁴ In line with priority objective 2.2 of the Registry Strategic Plan 2023-2025.

46. The results of the 2022 Staff Pulse Engagement Survey became available in the first quarter of 2023. A significant effort followed to discuss the results with the principals, senior management of the Court and all staff. For instance, the principals held a dedicated Court-wide town hall meeting in March 2023 during which the results and actions taken were discussed openly with staff. Throughout the year, engagement has been a central topic of many of the Organizational Development Interventions (retreats) held in the different organs of the Court.

47. In keeping with the commitment given by the heads of organ to further improve the Court's working environment and contribute to creating an atmosphere of openness, support and development, the second Staff Pulse Engagement Survey was conducted in November 2023, garnering a significant response rate of 68 per cent (versus 54 per cent to the 2022 Staff Pulse Engagement Survey). The results of the 2023 Staff Pulse Engagement Survey were made available in February 2024.

48. Now that the results of the 2023 Staff Pulse Engagement Survey have become available, they will be analysed by the principals and the Staff Wellbeing and Engagement Committee ("SWEC") to derive follow-up actions for 2024. A set of recommendations will be prepared by HRS to address the key points raised by the workforce and build staff engagement.

49. Additionally, HRS will continue to advise division directors and section chiefs on implementing and monitoring staff engagement action plans. At the midyear point, preparations will start for the launch of the full Engagement Survey, scheduled for the last quarter of 2024.

VI. Workforce planning

50. In 2023, workforce planning at the Court continued in line with the strategic objectives of the Registry and the Court, specifically regarding (1) internal mobility (the Job Families Project) and (2) continuous improvement of existing HR processes and automation of reporting through dashboards and reporting tools. The above-mentioned initiatives have a direct impact on the Court's efforts to improve GRGB over time, in addition to fostering efficiencies and the standardization not only of HR processes but also of other processes outside of HRS that are part of, for example, the onboarding and offboarding of its personnel.

Internal mobility (the Job Families Project)

51. With regard to the Job Families Project, HRS continued to work with the UN Global Centre for Human Resources Services ("OneHR") in successfully completing the mapping of all received job profiles into job networks and job families.¹⁵ Work also continued in-house on creating a job profile database and a common repository to provide the necessary structure and a foundation for the next stages of the project which will continue over the next 2 years. In the summer of 2023, a vacancy announcement was advertised to recruit a consultant to continue developing the methodologies for the internal mobility project, with a view to identifying synergies between different jobs that will lead to the creation of generic job descriptions. The recruitment to the aforementioned position was put on hold until the arrival of the new Head of the Organizational Development Unit and will resume in early 2024.

52. The Court recognizes the importance of increasing internal mobility, as emphasized in the IER recommendations.¹⁶ Accordingly, in 2024, HRS will continue to look into ways to enable greater internal mobility for the Court's staff so as to support a transition towards a more agile workforce, allowing the organization to adapt more quickly to changing priorities while supporting staff development.

¹⁵ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 51, Recommendation 92.

¹⁶ *Ibid.*, p. 45, Recommendation 85.

Continuous improvement initiatives in 2023

HR Reporting Overview

53. In 2022, the first HR Reporting Overview was produced to bring visibility to standard HRS reporting activities. On that basis, in 2023, an analysis was produced to pinpoint potential reporting efficiencies. The analysis resulted in recommendations to (a) automate a number of quarterly reports; (b) identify the most commonly used data points in existing online reporting tools; (c) create an online HR Data Portal to provide accurate and reliable real-time data for producing 14 different reports; and (d) include automation of five different talent acquisition reports in the Talent Acquisition Intelligence Dashboard project. The aim of the dashboard is to provide real-time data on the recruitment plan, rosters, workload, status of ongoing recruitments and recruitment-related metrics.

Sick leave

54. Following the analysis of the recording of pending Provisional Sick Leave days in the system and the feedback received from managers and timekeepers, HRS and the SAP Team experts worked on the automation of sick leave notifications. The aim is to remind staff members of their obligation to justify their absence due to illness, injury or public health requirements. The notifications were launched towards the end of 2023.

New automated reports and tools

55. Work continued on developing new automated reports such as the HRS input to the Coordination Council Report and the Workforce Overview Reporting Tool, which is crucial for workforce planning in general and for reporting on HR data and the daily work of HRS.

56. Important additions were made to the existing Turnover Reporting Tool and the GRGB Reporting Tool.

Use of data and visibility

57. By enabling stakeholders from outside HRS to use tools such as the State Party Report and the GRGB Reporting Tool, with their convenient access to real-time data, a great deal of visibility has been gained into the current GRGB situation at the Court. Several information sessions were held to introduce these tools to stakeholders, advise on their optimal use for best results and encourage data-based conversations throughout the Court.

58. In this regard, in 2024, HRS will explore whether these tools can be made available to recruitment panels with a view to supporting sound judgement and decision-making in terms of GRGB.

59. In 2023, HRS staff working on the above-mentioned newly introduced reporting tools and efficiencies also started to engage with experts in the field to ensure proper benchmarking and knowledge building at the Court. The Court *inter alia* (a) participated in the UN Community of Practice on Analytics, where analytics-related insights from UN organizations were communicated and applied, to the extent possible, at the Court; (b) joined the UN Community of Practice for Strategic Workforce Planning, which grants access to a wide range of resources, best practices and benchmarks to further enhance the Court's efforts in that area; and (c) participated in an external SAP SuccessFactors event concerning newest developments in the use of technology in talent management and workforce planning. Participation in such forums allows the Court to align its metrics standards with those of the UN and confirms that the Court is on the right trajectory in terms of workforce planning. The fact nevertheless remains that the Court is lagging behind in the application of new technologies and systems.

60. In 2024, an in-depth analysis of internal mobility at the Court will be conducted to develop targeted measures to consolidate its efforts in this area. The Job Families Project will serve as a springboard for future measures. New dashboards and reporting tools will be developed to facilitate reporting and improve GRGB and resourcing efforts. Greater visibility into the data and workload will be offered to stakeholders directly involved in these efforts. Collaboration on projects to improve onboarding and offboarding Court-wide with stakeholders from outside HRS will also continue in 2024.

VII. Recruitment and staff selection

61. Recruiting the most qualified and diverse staff continues to be a priority for the Court. A significant number of recruitments took place in 2023. A total of 63 vacant established posts were filled, representing a 6.35 per cent decrease from 2022 in the number of vacant posts filled. In 2023, 192 recruitment processes were initiated, about 7.26 per cent more than in the previous year. This included 23 established post recruitments; 23 General Temporary Assistance (“GTA”) recruitments; 36 recruitments of individual contractors, including freelance language positions and other external roles; 16 roster recruitments and 94 STA recruitments. These figures reflect a significant increase in staffing needs owing to the continuation of investigative activities in Ukraine, the establishment of a duty station there and other new investigations undertaken by the Court.

62. In 2023, HRS worked on several priorities to ensure that the Court can effectively meet its needs in terms of recruitment and staff selection.

63. At the beginning of 2023, a Court-wide recruitment plan was established, supported, and approved by senior management to enable a strategic, priority-based approach to talent acquisition. All recruitments were classified in the following categories:

- *Priority* (filling the post is essential to the programme/division/management);
- *Judicial support or prosecutorial activities* (filling the post is essential to ensure support for the core mandate of the Court); and
- *Regular recruitment* (filling the post is required to maintain normal business continuity).

64. The capacity of the recruitment team was expanded by way of additional short-term resources to enable HRS to deliver according to the set priorities and recruitment plan.¹⁷

65. In the last staff engagement survey in 2021, staff selection and development were the lowest-rated categories across the organization, which indicates a need for significant change. To build trust across the organization that recruitment and selection processes at the Court are being implemented objectively and to high ethical standards and that current recruitment practices ensure that the best candidates are recruited, several webinars and face-to-face presentations for internal stakeholders have been held: (a) an online webinar for the Division of Judicial Services, with a target audience of middle and senior management; and (b) a face-to-face presentation for Selection Review Board members.

66. In 2023, HRS also provided support throughout the selection process for the recruitment and appointment of high-level officials such as the Registrar, who entered on duty in April 2023, and the Executive Director of the Trust Fund for Victims (D-1). Thanks to sourcing through the ICC LinkedIn page, the latter recruitment resulted in a highly positive outcome, with the appointment of a female candidate from an under-represented GRULAC country.

67. In 2024, focus on staff recruitment will remain a priority for the Court. The Court will report to the Committee on its progress as part of next year’s Report on Human Resources Management.

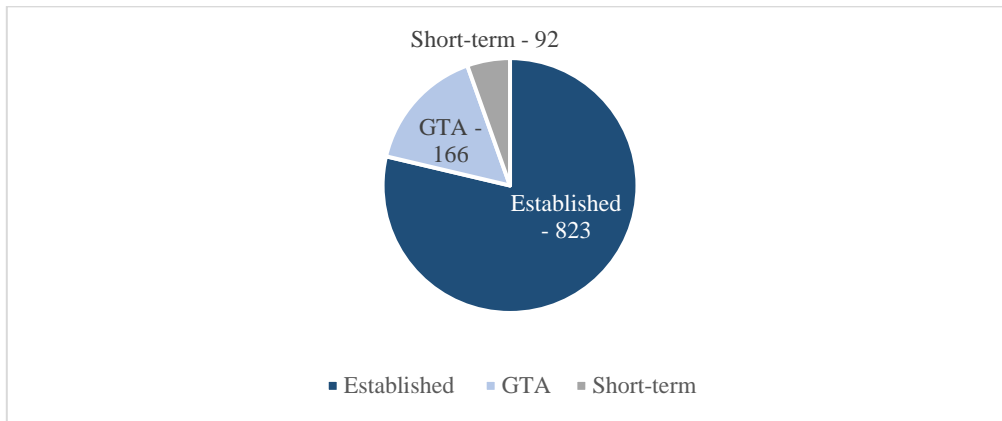
VIII. Workforce of the Court and recruitment statistics

Headcount

68. The Court’s workforce consists of staff in established posts as well as GTA-funded positions to achieve the Court’s core objectives. In addition, staff on short-term appointments (“STA”) provide support for short-term needs of less than one year, typically filling in for staff on leave of absence or vacant posts pending finalization of the recruitment process.

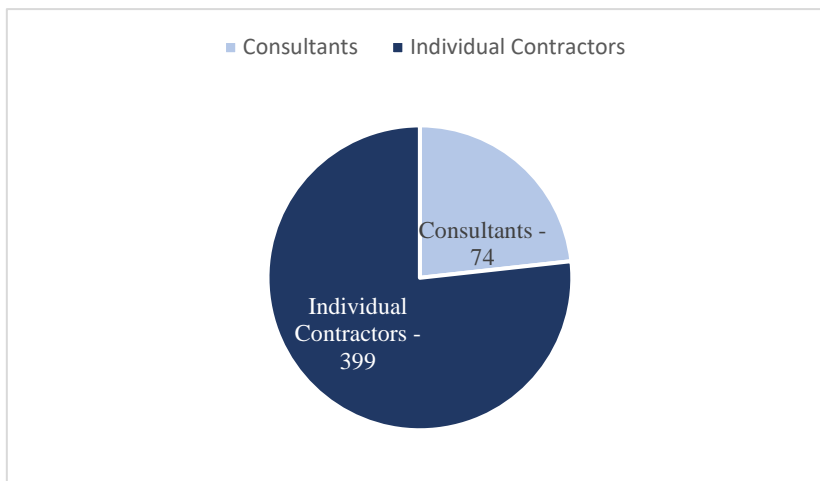
¹⁷ *Ibid.*, p. 49, Recommendation 89, and p. 51, Recommendation 94.

Figure 1: Number of staff per type of contract in 2023



69. In addition to staff, consultants are engaged when the Court requires highly specialized experts to deliver services that cannot be performed by current staff for want of specialized knowledge and expertise. Consultants and individual contractors are engaged on a temporary and ad hoc basis to provide services that are not staff functions but relate to programmed or mandated activities of the Court. The Court has heard the call from States Parties to explore flexible human resources options and has, alongside STAs, expanded its use of consultants, individual contractors and seconded personnel.

Figure 2: Breakdown of consultants and individual contractors as at 31 December 2023¹⁸



Recruitment and staffing levels

70. In 2023, the Assembly approved 965 established posts and 212¹⁹ GTA-funded positions within the approved budget to enable the Court to achieve its set objectives.

¹⁸ These figures correspond to the workforce administered by HRS and do not include defence counsel, commercial contractors, etc.

¹⁹ Only GTAs approved for 12 months are included in this figure.

Figure 3: Headcount and vacant posts in 2022 and 2023

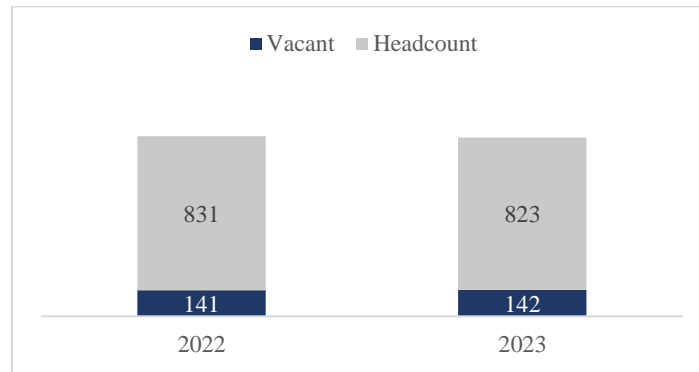


Figure 4: GTA headcount

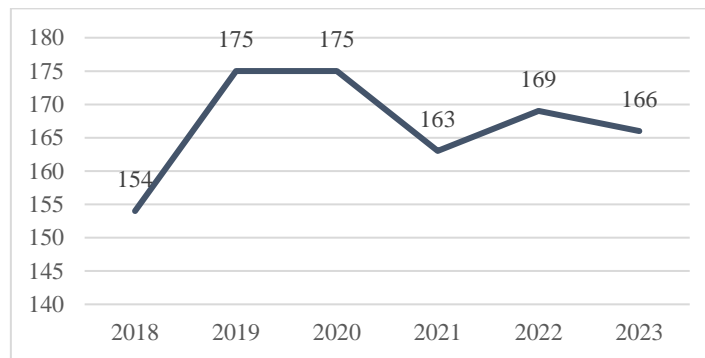
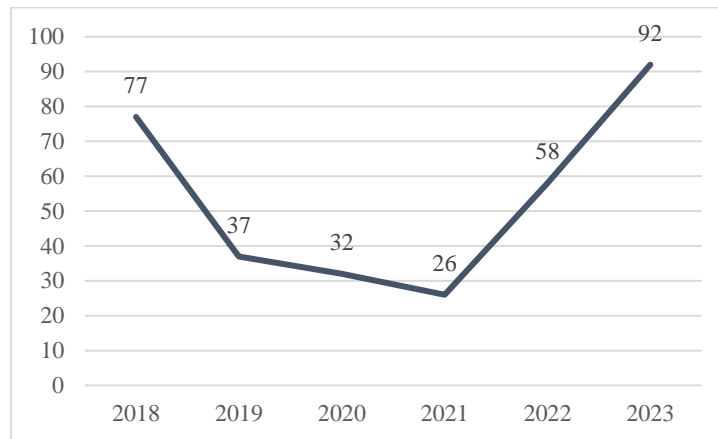


Figure 5: STA headcount



Recruitment performance for established posts and GTA positions

71. As at 31 December 2023, the Court had a total of 989 filled approved positions: 823²⁰ staff members on fixed-term established posts and 166 staff members on fixed-term GTA-funded positions.

72. In 2023, 97 fixed-term positions were filled, consisting of 63 established posts and 34 GTA-funded positions. Of the 63 established posts filled, 24 (38 per cent) were filled by external candidates, 26 (41 per cent) by staff in GTA-funded positions, and 13 (21 per cent) by staff already in established posts. Over the course of the year, the Court conducted 379 written tests and 417 interviews.²¹

²⁰ In Major Programme III (Registry), one post funding a Staff Union Council President is counted as filled.

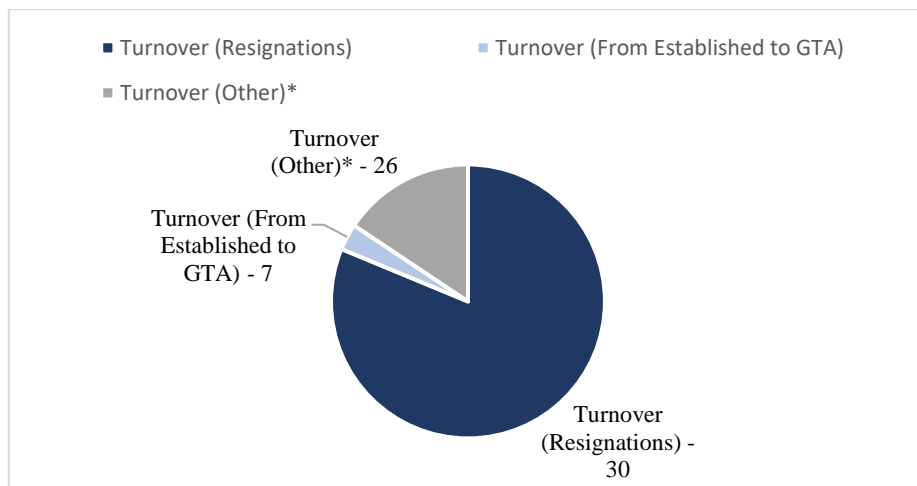
²¹ In 2023, most interviews were held via videoconference due to the now commonly accepted hybrid working environment.

73. In addition to fixed-term appointments, a number of short-term appointments (15) were made to replace staff on special leave without pay or maternity leave, and to provide short-term cover pending recruitment to vacant posts.

74. A total of 63 staff in established posts left the Court in 2023, including 10 staff members who retired. This represents a turnover rate for the Court of approximately 7.7 per cent for the year.

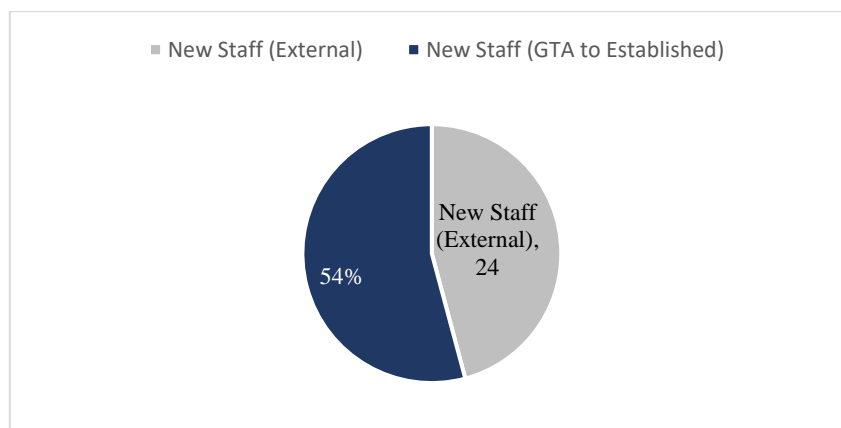
75. A summary is given below of the staffing situation and recruitment performance, appointments, internal placements and turnover for the Court’s established posts as at 31 December 2023.

Figure 6: The Court’s turnover in 2023



*Turnover (Other) = due to disability, retirement, death or restructuring.

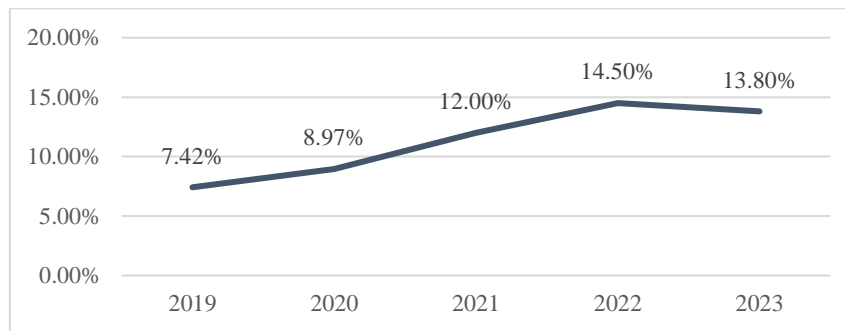
Figure 7: The Court’s new staff in 2023



Vacancy rate

76. The Court’s monthly vacancy rate decreased from 14.5 per cent at the end of December 2022 to an average of 13.8 per cent at the end of December 2023. Ideally the Court seeks to operate at a healthy equilibrium between, on the one hand, the number of vacancies arising from staff resignations and separations and, on the other hand, the arrival of new hires.

Figure 8: The Court's vacancy rate



77. **In line with the Committee's recommendation²² and that of the External Auditor, HRS continued to discourage the use of unapproved GTAs and recommended the use of STAs. Some progress has been achieved in this regard by comparison with the preceding year.**

78. **The Court will continue to monitor the use of unapproved GTAs and report to the Committee as part of next year's Report on Human Resources Management.**

79. **The Court is working on implementing the recommendations of the External Auditor as per the Action plan concerning the recommendations arising from the external performance audit of temporary personnel ("Action Plan on External Audit Recommendations").²³ Some of the actions that have been implemented are discussed in this report and are also being reported to the Committee under separate cover through the Report of the Court.**

Secondments at the OTP

80. Since the summer of 2022, the OTP has continued to engage with States Parties on the provision of support through the release of National Experts on secondment. Throughout 2022 and 2023, the OTP engaged professionals from more than 25 States Parties, resulting in the inflow of more than 70 seconded National Experts providing support over the course of 2023.

81. Such experts were engaged for specialist functions relating to the full range of capabilities the OTP requires and across the various situations and cases it is involved in to provide much needed additional resources and expertise.

82. In the latter half of 2023, the OTP established a trust fund for geographical diversity to broaden access to the secondment programme for experts from States Parties with economies in transition or developing economies.

83. Further to IER recommendation 298,²⁴ the OTP has continued consultations with staff in relation to possible long-term deployment to the field. In this regard, in 2023, the OTP organized town halls with the aim of keeping communication channels with staff open.

84. In addition, the OTP continued working with HRS on staff mobility, including exploring contract terms for flexible duty stations. In 2024, the Court will continue discussions on staff mobility and will report to the Committee as part of next year's Report on Human Resources Management.

85. **The OTP trust fund for geographical diversity will be implemented through 2024 and is expected to bring greater diversity to the secondment programme at the OTP. The OTP, in collaboration with the Registry, will continue to drive the development, review and promulgation of revised guidelines on gratis personnel to ensure a fit-for-purpose policy framework is in place moving forward.²⁵**

²² CBF/41/5/Advance version, para. 90.

²³ CBF/41/9.

²⁴ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 168, Recommendation 298.

²⁵ *Ibid.*, p. 55, Recommendation 103.

IX. Continuous improvement – automation

86. The HR Service Delivery solution provides Court staff with an efficient digital process for submitting requests to HRS as well as the possibility to set service-level agreements with KPIs to measure performance. Upon completion of this project, the Court will have a solid digital platform for HR processes that will allow staff members and HRS to interact efficiently and effectively. In 2023, the Court continued discussions on the implementation of such a solution.

87. In addition, digital personnel files will replace the hard copies of official staff files and provide each staff member with direct access to their staff records and the ability to update outdated records. The digitalization of personnel files continued in 2023. It is expected that all personnel files will have been digitalized in the course of 2024.

88. At the end of 2023, the Court acquired resources to start executing the final phase of this project. Two staff members have been assigned to implement the service delivery platform and perform the organizational change.

89. The achievement of the following milestones has been planned for this year: (a) migration of the knowledge base currently in SharePoint to the digital platform in quarter one; (b) launch of the digital platform with HR Service Delivery being operational for the Contract Management team in the second quarter; and (c) preparations for other HRS teams to be included in the service delivery platform during the second half of 2024.

X. Legal and policy matters

Tenure

90. Further to IER recommendations 84 and 105, on 14 February 2023, the Registrar presented to the Bureau the Court's detailed proposal for a tenure policy and welcomed the Registrar's presentation to the Hague Working Group and the New York Working Group of the detailed proposal at their respective meetings on 22 February 2023 and 24 February 2023.

91. On 10 March 2023, the Bureau made the decision that the Court should "immediately begin the internal work needed in order to implement the tenure policy. The Court should also brief the Bureau and States on its progress, as appropriate."²⁶

92. Considerable work was undertaken by the Court to implement its proposal, notably with respect to the amendments to the Staff Regulations and Rules and development of a new AI on tenure policy to be read in conjunction with all relevant AIs, including without limitation the AIs on the Performance Appraisal System (ICC/AI/2019/003), Classification and Reclassification of Posts (ICC/AI/2018/002), Rest and Recuperation (ICC/AI/2017/002), Dependency Status and Allowances (ICC/AI/2016/006 Rev.1), Special Entitlements for Staff Members Serving at Designated Duty Stations (ICC/AI/2016/005), the Mobility and Hardship Scheme (ICC/AI/2016/004), Short-Term Appointments (ICC/AI/2016/001), Duration and Extension of Fixed-Term Appointments Against Established Posts (ICC/AI/2013/005), Probationary Period and Performance Appraisal (ICC/AI/2013/004) and Part-Time Employment of Staff Members (ICC/AI/2008/006). In December 2023, the Assembly decided to implement a tenure policy as of 1 January 2025.²⁷

93. Further to the Assembly's decision to implement a tenure policy as of 1 January 2025, the Court will continue its efforts in 2024 to finalize the revision of the affected Staff Regulations and Rules and related policies in order to anchor the tenure policy in its legal framework.

²⁶ Bureau of the Assembly of States Parties, Third meeting, [Agenda and decisions](#), 10 March 2023.

²⁷ *Resolution of the Assembly of States Parties regarding the implementation of the tenure policy*, 14 December 2023, ICC-ASP/22/Res.7/Advance version.

International Civil Service Commission

94. The current framework for salary scales and pensions for staff members in the General Service and Professional categories of the Court follows the UN common system. This structure is based on recommendations made by the Preparatory Commission for the Court and decisions adopted by the Assembly at its first and second sessions. The UN common system represents the application of common standards, methods and arrangements to salaries, allowances and benefits for the staff of the wider UN family. This system avoids serious discrepancies in the terms and conditions of employment among international organizations and competition in recruitment of personnel, as well as facilitating the interchange of personnel among such organizations.

95. The conditions of service of staff in the UN common system are regulated and coordinated by the International Civil Service Commission (“ICSC”). The ICSC is an independent expert body established by the UN General Assembly. Its mandate is to regulate and coordinate the conditions of service of staff in the UN common system while promoting and maintaining high standards in the international civil service.

96. As per Staff Regulation 3.1 of the Court, salaries and allowances of staff members are set in conformity with UN common system standards. While this principle has been applied from day one, and the Court has kept abreast of ongoing developments within the ICSC and the common system as a whole, the Court has thus far not been an actual member of the ICSC and has acted in an observer capacity only.

97. To allow the Court to play a more active role, it is recommended that consideration be given to whether the Court should join the ICSC as a member rather than remaining in its current, more passive, observer status. Membership would afford the Court a voice in all ICSC sessions and ensure timely information sharing. The Court would also be invited to join relevant ICSC committees and working groups on reforms and thereby be able to exert some influence. Moreover, with regard to cost-of-living surveys undertaken for the Hague duty station, the Court would be able to play a more active role, as it is the largest organization in The Hague which applies the common system standards to its compensation package. Overall it is argued that membership would give the Court the status it needs to actively engage with the ICSC and place itself closer to the UN common system as a whole, ensuring unity and clarity for its staff as well as States Parties.

98. In 2023, the Committee recommended that the Assembly approve the Court’s joining the ICSC as a full member, and that the Court absorb the related membership costs.

99. In this connection, the additional efforts of HRS with respect to a more active role in the Local Salary Survey Committee (“LSSC”) deserve mention. By building a closer working relationship with relevant counterparts in the UN and the ICSC, and pending approval of full ICSC membership by the ASP, HRS achieved an ex officio role for the Court which allows it full participation in the LSSC’s discussions, albeit without the ability to vote. A Staff Union representative and an HR management representative will participate in the LSSC and will be trained accordingly. This HRS achievement will ensure greater clarity and engagement for the Court as a whole during the anticipated local salary survey in 2024 and has been warmly welcomed by the Court’s General Service staff.

100. The Assembly noted the recommendation of the Committee and requested the Court to engage in negotiations with the ICSC on the applicable agreement, with the aim of presenting a proposal to the Assembly for consideration and adoption at its twenty-third session. The Court will update the Committee on this matter at the upcoming session.

Parental leave

101. In 2023, the Court started applying the new parental leave scheme introduced by the UN, effective as of 1 January 2023, having regard to its obligation under Staff Regulation 6.2 to establish a scheme of social security, including provision for maternity leave, in conformity with UN common system standards. At the same time, the Court began to revise its Staff Rules and any relevant policies to reflect the changes introduced

by the new parental leave policy.²⁸ The revision of the Staff Rules and related policies was put on hold as a result of other pressing priorities but is planned to resume in 2024.

102. In 2024, the Court will continue revising its Staff Rules and related policies to reflect the new parental leave policy which entered into effect on 1 January 2023, in alignment with the UN.

National Professional Officer (“NPO”) category²⁹

103. At its thirty-eighth resumed session, the Committee recommended that the Court develop guidelines in relation to the introduction of the NPO category.³⁰ The Committee requested to be kept informed of the guidelines developed and their implementation at its forty-first session in spring 2023.³¹ At the Committee’s forty-first session, the Court reported that the guidelines on the NPO category were being developed and that it would need to continue working on them throughout 2023 and probably beyond.³²

104. In September 2023, the Court presented its report on the guidelines for the implementation of the NPO category at the Committee’s forty-second session.

105. The Court notes that the guidelines should be regarded as a living document that will require adjustment over time and will be updated regularly by HRS on the basis of best practices and experience built up by the Court following the implementation of the NPO category.

United Nations Volunteers (“UNV”) programme³³

106. In 2023, the Court continued its assessment of the UNV programme with a view to determining whether this category of personnel could provide benefits to the Court in terms of capacity support. Benchmarking with other international organizations that use the programme has provided additional clarification regarding the status of UN volunteers in the host State.

107. In 2024, the Court will continue to engage in discussions on the UNV programme, since it remains unclear whether and how the Court’s operations could benefit from this category of personnel. Should the Court consider that the engagement of UN volunteers represents a viable and beneficial opportunity, a proposal will be put to the Committee in the form of a refined report.

Policies promulgated in 2023

108. In March 2023, the Court promulgated the AI on Prevention of Sexual Exploitation and Sexual Abuse.³⁴

109. The purpose of this AI is to prevent and respond appropriately to sexual exploitation and sexual abuse. In doing so, the Court will ensure that the rights and dignity of the victims of sexual exploitation and sexual abuse are central considerations. The Court will not remain silent or passive in the face of reported incidents, regardless of the offender. The Court will work actively to protect and support victims and ensure appropriate accountability for sexual exploitation and sexual abuse.

110. In July 2023, the Court promulgated the Terms of Reference for the Procurement Review Committee,³⁵ whose purpose is to review and amend the terms of reference of the Procurement Review Committee that were originally established by the Registrar, pursuant to section 1 of AI ICC/AI/2004/004, and subsequently reviewed and amended by AI ICC/AI/2017/006.

111. In November 2023, the Court promulgated the AI on Regulations of the Special Fund for Relocations and Terms of Reference of the Advisory Committee on the Special Fund for Relocations and its Composition.³⁶ This AI amends (a) the Regulations of the Special Fund for Relocations that were promulgated

²⁸ ST/SGB/2023/1, section I, para. 1.8, referring to provisional rule 6.3.

²⁹ CBF/41/5/Advance version, para. 72.

³⁰ *Report of the Committee on Budget and Finance on the work of its thirty-eighth resumed session*, ICC-ASP/21/5/Add.1, para. 87.

³¹ *Ibid.*, para. 88.

³² *Report of the Court on Human Resources Management*, CBF/41/15, para. 75.

³³ CBF/41/5/Advance version, para. 72.

³⁴ ICC/AI/2023/001.

³⁵ ICC/AI/2023/002.

³⁶ ICC/AI/2023/003.

by Information Circular ICC/INF/2015/013; and (b) the Terms of Reference of the Advisory Committee for the Special Fund for Relocations that were adopted by the Registrar on 21 January 2011 and subsequently published in the annex to Information Circular ICC/INF/2013/006.

Policies under development

112. A draft policy on staff selection is currently being developed, and consideration is being given to special measures in recruitment and selection procedures with the aim of introducing measures to improve GRGB. Inter-organ consultation on the draft policy is planned for 2024.³⁷

113. The Court is currently working on an AI on delegation of authority, with the aims of decentralizing decision-making, aligning authority with responsibilities, strengthening accountability and delegating to managers the necessary managerial authority over human, financial and physical resources to allow for effective mandate delivery. Promulgation of the AI is planned for 2024.

114. As mentioned in last year's Report on Human Resources Management,³⁸ the Court joined the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the UN Common System of Salaries and Allowances ("Inter-Organization Mobility Agreement"). The Court has since applied the Inter-Organization Mobility Agreement by way of memorandums of understanding effectuating external mobility to and from the Court. Consultations concerning an AI on the subject were held in 2022. The remaining inter-organ consultations are slated to close in 2024.³⁹

115. The introduction of an AI on tenure policy, as outlined in the section on tenure above, and the promulgation of AIs on staff selection, delegation of authority and parental leave are set as policy priorities for 2024. In addition, the Court will continue its work on the promulgation of an AI on transfer, secondment or loan of staff among the organizations applying the UN common system of salaries and allowances.

XI. Geographical Representation and Gender Balance

116. In 2023, the Court continued its efforts to redress GRGB⁴⁰ and pursue a more diverse and inclusive approach to recruitment and selection of its staff. The following were among the Court's efforts in this regard:

- (a) All vacancy announcements ("VAs") for international positions were advertised on various social media and related platforms (e.g. LinkedIn, Impactpool, Facebook and Twitter). The Court's VAs were also shared via international networks such as embassies, UN networks, UNjobnet, UNjobs and the Secretariat of the Committee.
- (b) All VAs were distributed in both working languages of the Court, namely English and French.
- (c) HRS used social media to actively source qualified candidates with desirable profiles to increase the pool of applicants, using targeted and tailored outreach materials.
- (d) HRS staff participated *ex officio* in all recruitment processes and reminded the recruitment panels and hiring managers that diversity should be considered at all stages of the recruitment cycle.
- (e) The Selection Review Board oversaw all recruitment.
- (f) Geographical and gender diversity were ensured on recruitment panels. This diversity brings varied perspectives to the table and aids in mitigating unconscious biases that might influence the selection process.⁴¹

³⁷ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 51, Recommendation 95.

³⁸ ICC-ASP/22/18.

³⁹ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 55, Recommendation 102.

⁴⁰ CBF/41/5/Advance version, para. 84.

⁴¹ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 51, Recommendation 91.

- (g) All panel members were required to undertake mandatory training on unconscious bias before joining a recruitment panel, with a focus on awareness and mitigation of personal biases, particularly those that might inadvertently affect judgement during the selection process. The aim of the training is to equip panel members with the tools and knowledge necessary to conduct fair and unbiased evaluations of candidates.
- (h) Updated information on geographical representation was disseminated to all recruitment panels.
- (i) Geographical representation was considered both at the shortlisting stage and when the decision on the final selection of suitable candidates was made.
- (j) HRS staff participated in career events (for example in Lucerne in March 2023 and in Seoul in July 2023) to raise awareness and promote the Court’s career opportunities among under- and non-represented States Parties.
- (k) HRS staff participated in the annual Asia-Pacific Forum, an event dedicated to facilitating dialogue for the Asia-Pacific region and encouraging students and young professionals from the region to consider a career at the Court.

117. As part of the Court’s Gender and Workplace Culture Strategy and its continuous drive towards more inclusive recruitment practices, it is noteworthy that in 2023, the Language Services Section of the Court crafted a preliminary proposal for guidelines aimed at fostering more inclusive language within the Court. This initiative is poised to generate widespread positive impacts on the Court’s work environment, promoting a culture of equality, which is also expected to be reflected in more inclusive vacancy announcements.⁴²

118. At the end of 2023, the Registrar convened a Court-wide Workshop on GRGB (“GRGB Workshop”) with the objective of assessing the current situation and identifying strategies and concrete measures to significantly enhance GRGB. The findings of the GRGB Workshop (annexed) are expected to lead, after internal and external consultations, to the adoption and implementation of a new legal and policy framework for GRGB at the Court, with the final goal of ensuring an effective and lasting impact.⁴³ Representatives of all organs of the Court participated, as well as representatives of the Secretariat of the Trust Fund for Victims, Office of Internal Audit, Secretariat of the Assembly of States Parties, and the Staff Union Council. HRS and the Gender Equality Focal Point also participated in the GRGB Workshop and provided an overview of currently available data on GRGB as well as initiatives and ongoing efforts. HRS and Registry Legal Office also actively participated in discussions, since many of the focused sessions were HR-related and/or contained legal aspects. There was also an opportunity to hear the views of States Parties by engaging with the GRGB Facilitator. The Registrar highlighted throughout the Workshop that improving GRGB is a responsibility shared between the Court (senior management, managers, HRS and others) and the Assembly, and that it is a question of legitimacy for the Court.⁴⁴

119. Further to the External Auditor’s recommendation,⁴⁵ as part of the GRGB Workshop discussions, the Court gave a preliminarily positive assessment as to the prospect of including professional staff in approved GTA positions when analysing data and setting objectives for GRGB in the future. In 2024, the Court will look into options and solutions regarding this proposal and report on its feasibility in next year’s Report on Human Resources Management.

120. The findings of the GRGB Workshop⁴⁶ were also shared with States Parties prior to the December 2023 session of the Assembly. A side event on GRGB was organized by the Registrar during the Assembly session in New York in December. The event also included participation of the Director of Global Strategy and Policy Division, Office of Human Resources, UN Secretariat, and the GRGB Facilitator, and provided an

⁴² *Ibid.*, Recommendation 92.

⁴³ *Summary of discussions and findings, Workshop on Geographical Representation and Gender Balance*, 31 October – 1 November 2023.

⁴⁴ *Ibid.*

⁴⁵ CBF/41/9, Recommendation 8.

⁴⁶ *Summary of discussions and findings, Workshop on Geographical Representation and Gender Balance*, 31 October – 1 November 2023.

opportunity to hear from States Parties regarding the findings stemming from the GRGB Workshop and on the topic of GRGB in general.

121. To explore further these findings and recommendations from the GRGB Workshop, and to translate these into concrete actions, within a coherent and comprehensive strategy, as well as to monitor progress on the identified action points, an intra-Registry GRGB working group was established in 2024, consisting of HRS, RLO and IOR representatives. The IOR will consult with and coordinate Registry efforts with the other organs of the Court in order to ensure a Court-wide approach to GRGB issues. The Court will report on the progress made as part of next year’s Report on Human Resources Management.

122. In the same vein, as per the Action Plan on External Audit Recommendations,⁴⁷ the Court is aware of certain initiatives by other international organizations to further GRGB efforts, e.g. the Organization for the Prohibition of Chemical Weapons (“OPCW”) has created an Action Plan on Geographical Representation listing possible actions to be taken towards a more equitable and diverse geographical distribution.⁴⁸ In 2024, the Court will also use OPCW’s plan to explore further GRGB solutions.

Statistics and figures on GRGB

Figure 9: Number of in-balance countries

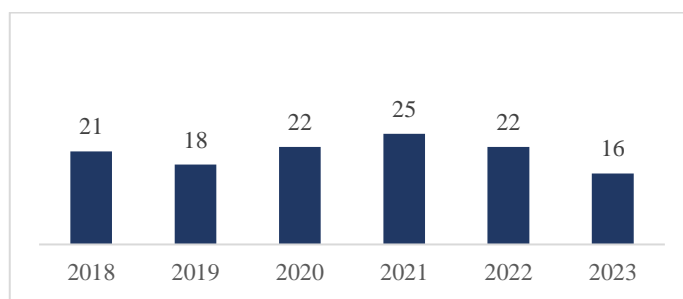


Figure 10: Number of non-ratified countries

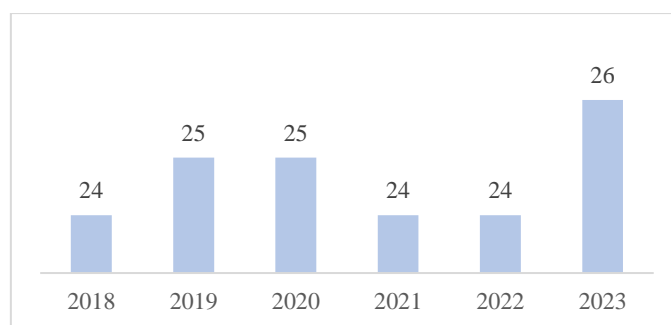
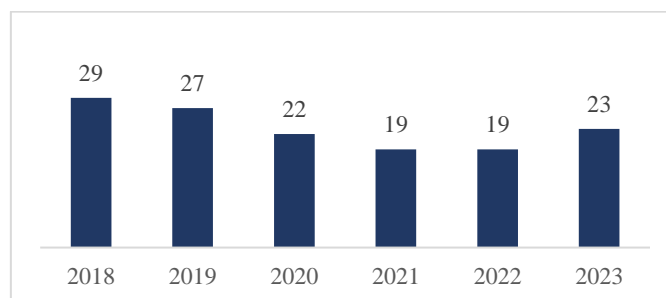


Figure 11: Number of over-represented countries



⁴⁷ CBF/41/9, R8 and 9.

⁴⁸ OPCW Conference of the States Parties Twenty-Eighth Session, 27 November – 1 December 2023, C-28/DEC.11, 30 November 2023 (<https://www.opcw.org/sites/default/files/documents/2023/12/Action%20Plan%20on%20Geographical%20Representation.pdf>).

Figure 12: Number of under-represented countries

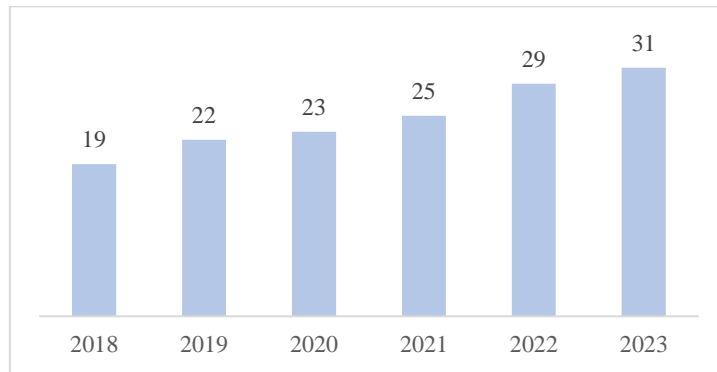
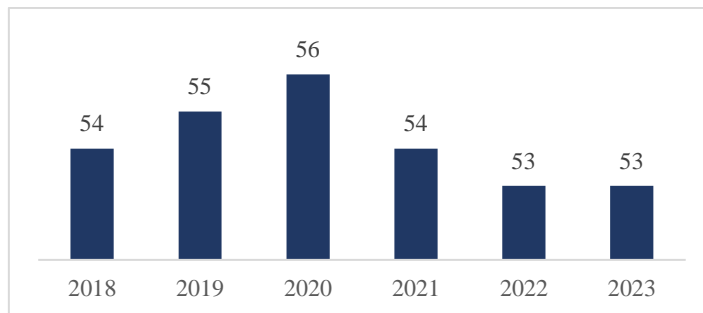


Figure 13: Number of non-represented countries



123. With regard to gender balance, the following graphs provide a glimpse of current statistics Court-wide and a breakdown per Major Programme and per grade. In 2023, there were significant improvements in gender parity at the P-5 and higher levels.

Figure 14: Gender distribution in the Professional and higher categories as at 31 December 2022

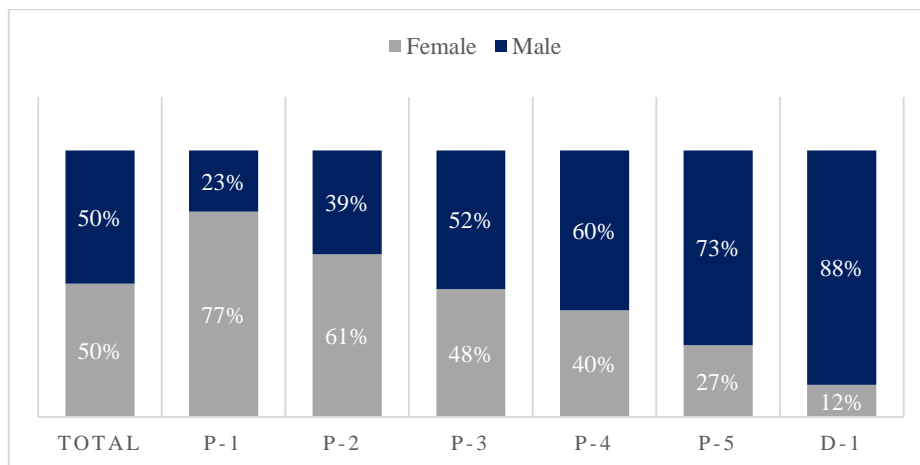


Figure 15: Gender distribution in the Professional and higher categories as at 31 December 2023

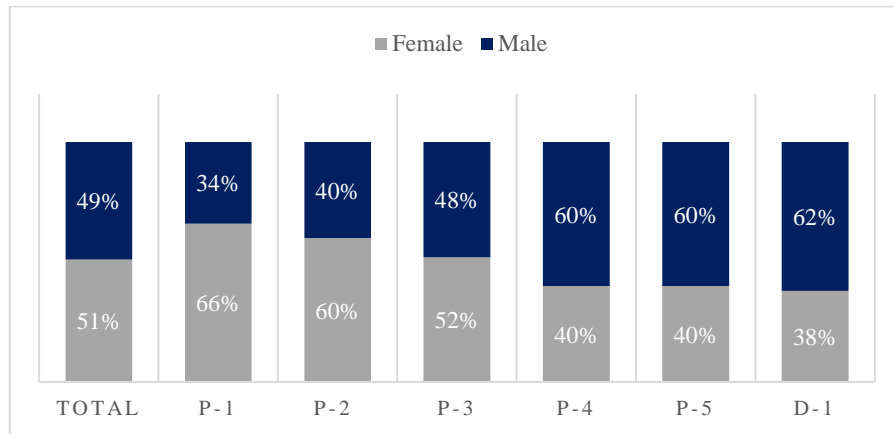


Figure 16: Gender balance per Major Programme as at 31 December 2023

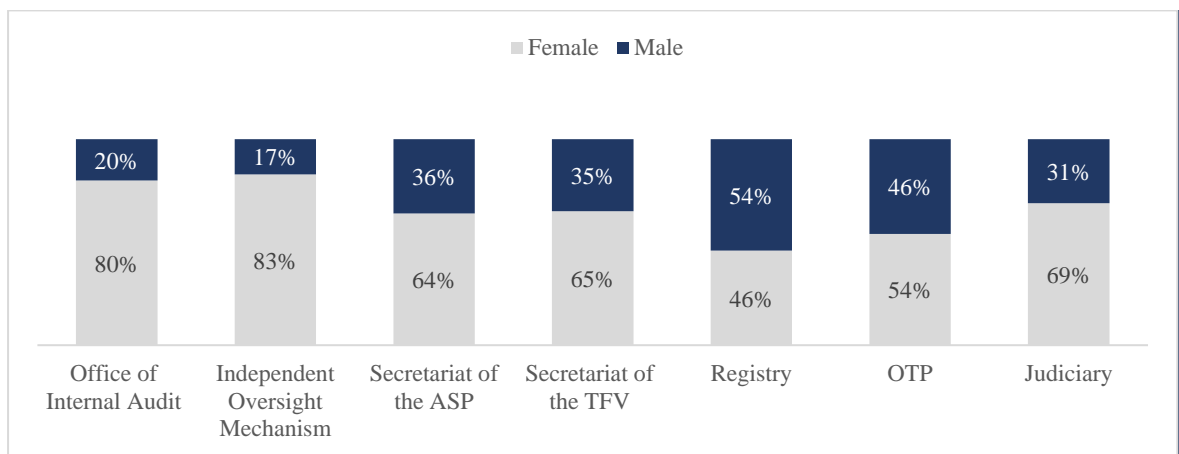


Figure 17: Gender breakdown for all staff

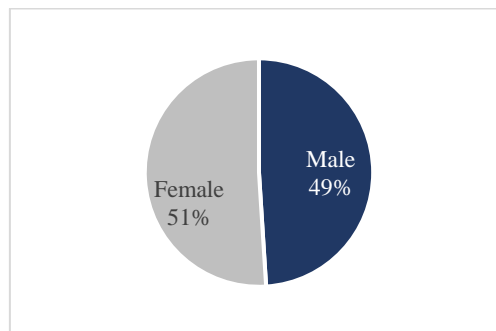
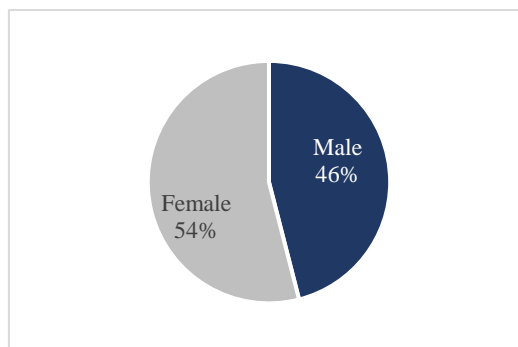


Figure 18: Gender breakdown in the Professional and higher categories



124. **The Court will continue its efforts to achieve better geographical representation and gender balance and will report on the progress made thereon as part of next year’s Report on Human Resources Management as well as to the Assembly at its twenty-third session.⁴⁹**

XII. Gender Equality Focal Point

125. The Court’s first Strategy on Gender Equality and Workplace Culture (“GEWC Strategy”), introduced at the end of 2022, was consistently implemented throughout 2023. Stakeholders were regularly informed about the mission and activities of the Gender Equality Focal Point (“GEFP” or “Focal Point”), including through the New York Working Group facilitation on GRGB. The two Focal Points who served in turn in 2023 participated in various internal and external initiatives in accordance with the mandate and terms of reference for the post.

126. The recruitment of the first externally hired GEFP was finalized, and the new GEFP entered on duty at the end of the month of July 2023.

127. The Focal Point has consistently emphasized the importance of promoting a diverse workforce and supporting the creation of a working environment with zero tolerance for harassment and discrimination while fostering feelings of trust and belonging and remaining mindful of the need to provide access to equal opportunities for all.

128. Since her appointment in July 2023, the new Focal Point has stressed that mainstreaming gender equality and inclusion within the Court’s work and policies is not a tick-the-box exercise. Instead, it represents an enduring cultural shift that requires across-the-board commitment and ownership, especially from senior managers who are in a position to “set the tone at the top”, act as change makers and provide positive reinforcement of the goals that the Court as a whole is looking to achieve within in the framework of the One Court principle.

129. To those ends, rather than pursuing “sequential inclusion” (that is, addressing barriers in a siloed and stepwise way), the Focal Point has adopted a “systemic inclusion” approach, ensuring that intersectionality considerations are embedded in decision-making mechanisms, work processes and knowledge management efforts as well as in the creation of outreach activities and knowledge products, all of which, as a result becoming more inclusive by design.

130. The GEFP has been vigilantly gauging the gender and equality climate at the Court through regularly scheduled and as-needed consultative meetings. By disseminating updates and gathering feedback, the Focal Point has maintained an active dialogue with the offices of the three principals while coordinating with HRS and engaging with the Staff Union Council (“SUC”) and various other stakeholder groups. This ongoing engagement ensures that the perspectives of diverse interest groups are considered and addressed in a timely manner.

131. The GEFP conducted two plenary information sessions for all personnel in the latter half of 2023, aimed at enhancing awareness of the role and responsibilities of the GEFP. These sessions served to deepen staff members’ understanding of both the GEWC Strategy and the specific duties and objectives of the Focal Point, thereby reinforcing the organization’s commitment to these principles.

132. The Focal Point’s work has revolved around implementation of the GEWC Strategy. She has promoted open exchanges on best practices (including publicizing the Court’s efforts to mainstream gender and inclusivity) and meetings with external organizations, gender practitioners, embassies, the academic community and international bodies.⁵⁰ The Focal Point has pursued knowledge exchanges with gender practitioners and within international gender forums. She has continued to benefit from membership of the UN Women-led UN Gender Focal Point Network, while exchanging best practices and gaining valuable insight from the support and resources of UN Women.

⁴⁹ ICC-ASP/22/Res.3/Advance version, para. 122.

⁵⁰ CBF/41/5/Advance version, para. 86.

133. A Court-wide event on “Women in International Justice” was held on 9 March, International Women’s Day. The discussions focused on pioneers in international justice and the future of international criminal justice.

134. Following the successful implementation of the I Say No to Sexism campaign at the end of 2023, the Focal Point launched an awareness-raising campaign entitled “Embrace Diversity, Ignite Equality” in conjunction with the UN’s 16 Days of Activism against Gender-Based Violence. The aim was to educate staff on gender equality matters and normalize conversations among staff about a number of diversity, inclusion and gender equality-related topics. The campaign’s messages reached all Court personnel and provided an opportunity to engage in dialogue, challenge harmful behaviours and stereotypes and actively contribute to positive change in the workplace.⁵¹

135. In coordination with HRS, and with a view to mainstreaming gender-sensitive considerations into recruitment practices, the Focal Point participated in three recruitment processes in 2023, thereby contributing to the continuous efforts to improve gender balance at the Court, especially in senior management posts. Such efforts will also be a priority focus in 2024.

136. Working with SUC and HRS, the Focal Point focused on the effective implementation of work-life balance policies, emphasizing the importance of mainstreaming gender considerations into all aspects of work.

137. In the context of that initiative, the Focal Point worked with HRS and SUC to spearhead the creation of guidelines on Flexible Working Arrangements (“FWAs”) specifically tailored to managers at the Court and aimed at facilitating the effective and inclusive application of FWAs in line with the relevant AI. The implementation of FWAs should be gender-sensitive to ensure that they accommodate the unique needs and circumstances of all genders. The guidelines recognize the diverse challenges faced by different employees. A gender-sensitive framework will help to create a more equitable workplace by ensuring that FWAs not only provide flexibility but also support gender equality and inclusiveness.

138. As a member of the Working Group on Core Values, the Focal Point actively participated in and enriched the consultative process with gender-related considerations.

139. The Focal Point provided inputs to policies upon request and as needs arose, including to the drafting of the Presidential Directive on Protection Against Retaliation.⁵²

140. The Focal Point, upon request, conducted individual sessions offering a confidential environment for staff members to discuss a variety of concerns, including workplace relationships, parental leave, harassment, work etiquette and inclusion and diversity, while also guiding them towards appropriate support mechanisms within the Court.

141. It is encouraging to observe the noteworthy positive outcome recorded in the 2023 Staff Engagement Pulse Survey. Specifically, the statement “The ICC is currently putting efforts to mainstream gender awareness and gender equality across the organization, its strategies, policies, and working methods” garnered a 75 per cent positive response rate from survey participants. This indicates a substantial level of approval and recognition from staff regarding the Court’s efforts to promote gender awareness and equality within the organization.

142. Through the course of the year the implementation of the GEWC Strategy reflected a concerted response to the needs identified through extensive surveys and strategic planning. It also signified the Court’s ongoing commitment to creating a balanced and equitable workplace. Under the coordination of the GEFP, the strategy will continue to be implemented as planned, while incorporating inputs from the 2023 survey results.

⁵¹ *Independent Expert Review of the International Criminal Court and the Rome Statute System – Final Report*, 30 September 2020, ICC-ASP/19/16, section II, p. 48, Recommendation 88.

⁵² ICC/PRES/D/G/2024/001.

XIII. Junior Professional Officer (“JPO”) Programme

143. As at December 2023, seven States Parties were participants in the Court’s JPO Programme: Japan, the Republic of Korea, Switzerland, Germany, France, Finland and Australia. The Court will welcome a new participant, Spain, in early 2024. Since 2017, when the JPO Programme was established, the Court has received a total of 18 JPOs.

144. As at December 2023, the Court had nine JPOs from five different States Parties, as reflected in the following table:

State Party	Number of JPOs
Republic of Korea	2
Switzerland	1
Germany	2
France	3
Finland	1
Total	9

145. In 2024, the Court is expected to onboard seven new JPOs from the following States Parties:

State Party	Number of JPOs
Japan	1
Republic of Korea	1
Australia	2
Spain	3

146. Increased interest and support from States Parties enabled further development and scaling-up of the JPO Programme in 2023. Two new agreements were negotiated with Australia and Spain, and four new JPOs from Switzerland, the Republic of Korea, Germany and France were onboarded. The JPO Programme in 2023 provided valuable assistance to the Court in terms of human resources capacity, including HRS’s own capacity, with France funding a position of Associate Human Resources Officer. The Court is grateful to all donor States Parties for their continued support.

147. Following the recommendations of the Committee, the Court has continued its outreach efforts to find new donors, with a focus on States Parties that are open to funding JPOs from developing countries. In this regard, the Court would like to commend the States Parties that have approached HRS to express an interest in funding JPOs from developing countries. Discussions are still ongoing, and the Court will report to the Committee on any developments in this regard as part of next year’s Report on Human Resources Management.

148. In the same vein, the Court takes note of the Assembly’s request⁵³ that the Court explore and propose modalities for implementing the JPO Programme for candidates from non- and under-represented States Parties, particularly from developing regions, to be funded through voluntary contributions. In that regard, the Court is looking closely at the UN’s initiative to establish a trust fund for JPOs from developing countries. The Developing Countries Candidates (“DCC”) Trust Fund was established by the UN in 2015 as an inter-agency initiative “to achieve a more equitable distribution of JPOs between North and South by providing entry level employment and training opportunities to young graduates from developing countries, including those who do not have access to this opportunity through a JPO Programme sponsored by their own country of nationality”.⁵⁴

149. In 2023, the DCC Trust Fund received sufficient funds from States to sponsor two JPO positions. Subsequently, a call for expressions of interest was disseminated to UN agencies and related organizations. The Court expressed interest and sent two sets of terms of reference for the DCC Steering Committee’s

⁵³ ICC-ASP/21/Res.2, para.130.

⁵⁴ United Nations, Department of Economic and Social Affairs, Junior Professional Officer Programme, DCC Trust Fund.

consideration. As at December 2023, a decision on the call for expressions of interest had not been communicated to the Court. The Court will report on further developments in this regard as part of next year’s Report on Human Resources Management.

150. The Court will continue to explore avenues for funding JPOs from developing countries and will report to the Committee.

151. The Court would like to commend the States Parties that expressed interest in funding a JPO from a developing country and would like to invite other States Parties, particularly those willing to fund JPOs from developing countries, to consider joining the JPO Programme. For further information, States Parties should reach out to the HRS Programme Management Team [JPOrecruitment@icc-cpi.int].

XIV. The Internship and Visiting Professionals Programme (“IVP Programme”)

152. In 2023, the Court received a total of 194 new interns and visiting professionals (“IVPs”), specifically 134 interns and 60 visiting professionals.

153. Of the 194 IVPs who undertook a placement with the Court in 2023, 65 per cent came from WEOG countries, 11 per cent from GRULAC countries, 5 per cent from Eastern Europe, 7 per cent from Asia-Pacific region and 12 per cent from Africa.

154. In terms of gender distribution, 76 per cent were female and 24 per cent were male.

155. In 2023, HRS continued to organize events for IVPs to broaden their knowledge about the Court and other international organizations in The Hague, thereby contributing to a meaningful and enriching learning experience.

The Legal Professionals Programme (“LPP”) funded by the European Commission (“EC”) Grant

156. In 2023, HRS coordinated the implementation of the LPP in collaboration with the External Relations and State Cooperation Unit of the Registry.

157. In 2023, nine new Legal Professionals (“LPs”) were recruited under the LPP. Their nationalities and gender are shown in the following table:

	Nationality	Gender
LP1	Uruguay	Male
LP2	Chile	Female
LP3	Paraguay	Female
LP4	Brazil	Female
LP5	Brazil	Female
LP6	Philippines	Female
LP7	Bangladesh	Female
LP8	Tunisia	Male
LP9	Argentina	Female

The Trust Fund for the Development of Interns and Visiting Professionals (“Trust Fund for IVPs”)

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

159. Through generous donations received from States Parties, the Court has been able, since 2016, to fund a total of 49 IVPs. Staff and elected officials may also contribute to the Trust Fund for IVPs by making a one-off or monthly donations which are directly deducted from their salaries. Since 2016, more than 50 elected officials and staff members have given to the Trust Fund, contributing a total of EUR 60,515.51 in donations.

160. In 2023, following the generous donations received from Ireland, France, Germany, elected officials and staff members, the Court funded 16 new IVPs. Their nationalities and gender are shown in the following table:

	Intern or VP	Nationality	Gender
#1	Intern	Brazil	Female
#2	Intern	Brazil	Female
#3	Intern	Central African Republic	Male
#4	Intern	Colombia	Female
#5	Intern	Costa Rica	Male
#6	Intern	Georgia	Female
#7	Intern	Georgia	Male
#8	Intern	Ghana	Male
#9	Intern	Jordan	Female
#10	Intern	Kenya	Female
#11	Intern	Kenya	Female
#12	Intern	Lesotho	Male
#13	VP	Mexico	Female
#14	VP	Nigeria	Male
#15	VP	South Africa	Male
#16	Intern	Tunisia	Female

161. The Court commends the generous donations that France, elected officials and staff members made to the Trust Fund for IVPs in 2023. These donations will enable the Court to fund new IVPs in 2024.

162. In 2024, the Court will implement the donations received from States Parties, elected officials and staff members in 2023. The Court will also continue its efforts to promote the Trust Fund for IVPs with the aim of securing more funded placements for IVPs in the future.

163. The Court would like to encourage States Parties to consider providing funding to further develop and expand the Trust Fund for IVPs. For further information, States Parties should reach out to the HRS Programme Management Team [Internship-VisitingprofessionalProgramme@icc-cpi.int].

XV. HRS main priorities for 2024

164. Considering the strategic objectives and priorities set under the Court’s strategic plans for 2023-2025, and the priorities recognized by the Committee and the Assembly based on the recommendations of the IER, the following priorities have been identified for the Court’s HR management in 2024:

- (a) **Leadership**⁵⁵ – Place the Court’s Leadership Framework at the fore to build a dynamic leadership culture. The aim is to create an environment where leaders thrive and receive the support needed to create an inclusive and productive workplace, where employees feel safe and encouraged to perform at their best, and where the Court can excel at achieving its mission. A number of cross-cutting initiatives will contribute to this goal, such as the work on engagement, 360 feedback, leadership programmes, mentoring, staff selection, legal frameworks, tenure and GRGB considerations in recruitment processes.
- (b) **Agile Workforce**⁵⁶ – Support a transition towards an agile workforce that supports the organization in adapting more quickly to changing priorities and supports staff development. This goal will be achieved through the continued work on the Job Families Project, with the goal of enabling staff to transition between roles more seamlessly. Targeted support through strategic workforce planning, coupled with relevant learning and development support and underpinned by clear legal frameworks, will be the

⁵⁵ Registry Strategic Plan 2023-2025, Goal 2.

⁵⁶ *Ibid.*

focus. Further developing alternative workforce solutions such as IVPs and JPOs, alongside the required GRGB outreach, will contribute significantly to the achievement of this objective.

- (c) **Efficiencies/continuous improvement**⁵⁷ – By prioritizing efficiency and continuous improvements in HR processes, HRS aims to optimize resource utilization, enhance employee experience and support organizational agility. The cornerstone of these efforts will be a new staff service system, which will provide staff with a user-friendly tool and resources to enable seamless interaction with HR processes and services, enhancing overall satisfaction and engagement. Efforts will also be made to increase automation in a number of processes, such as onboarding and offboarding of personnel. This will enable HRS to increase its responsiveness and meet organizational demands more effectively. Moreover, HRS aims to create efficiencies in its recruitment processes as a whole by implementing some of the recommendations listed in the *Study of ICC Recruitment Processes* in 2024.

XVI. Conclusion

165. As outlined in this report, despite some setbacks due to the challenges experienced by the Court in 2023, many milestones were achieved in terms of HR management, including significant progress on the Core Values Project and on GRGB.

166. The priorities set for 2024 are expected to strengthen HRS as a service provider that aims for efficiency and continuous improvement, in line with the Registry's strategic goals and priority objectives.

167. HRS is looking ahead to continuing to support the Court in discharging its crucial mandate in the most efficient and coherent way in accordance with the Court's HR policies and governance principles. The Court looks forward to reporting on the progress made in next year's report.

⁵⁷ *Ibid.*