

ICC EOI 128565

Terms of Reference - Study on the ICC Recruitment Process

A. Background

The International Criminal Court (hereafter “ICC” or the “Court”) is a permanent international court. The ICC investigates and, where warranted, tries individuals charged with the gravest crimes of concern to the international community: genocide, war crimes and crimes against humanity.

The Court is participating in a global fight to end impunity, and through international criminal justice, the Court aims to hold those responsible accountable for their crimes and to help prevent these crimes from happening again. The Court cannot reach these goals alone. As a court of last resort, it seeks to complement, not replace, national Courts. Governed by an international treaty called the Rome Statute, the ICC is the world’s first permanent international criminal court.

The ICC is not part of the United Nations, but it maintains a cooperative relationship with the U.N. The ICC is composed of four organs. These are the Presidency, the Judicial Divisions, the Office of the Prosecutor (hereafter “OTP”) and the Registry. The ICC Head Quarter is based in The Hague, the Netherlands. The ICC operates the Country Offices in the Situation Countries (i.e. Central African Republic, Democratic Republic of Congo, Mali, Uganda, Côte d'Ivoire, Georgia). The ICC has annually circa 1,000 staff and recruits an average of 115 new employees (STAs and FTAs) every year, with some reasonable variability per year.

In 2019 the ICC, the Registry and the Office of the Prosecutor published the new strategic objectives for the period 2019-2021. Pursuant to establishment of the Registry Strategic Plan 2019-2021, all the services in the Registry will embrace a culture of continuous improvement. In addition, in view of the importance of effective recruitment to the overall efficiency of the Court, the recruitment process has been identified as a service that will benefit from a more focused approach to continuous improvement. Effective recruitment is key to ensure the proper functioning of any organization. Sourcing, screening, selecting, hiring and onboarding highly qualified candidates from a wide range of backgrounds, nationalities and cultures in a fair, transparent and timely manner is a complex activity. This process involves time and cost for the Court and should in itself be subject to continuous improvement activity to ensure it too becomes more efficient, timely and supports the strategic objectives of promoting the inclusion of under-represented/unrepresented States and better gender balance.

The current recruitment model for Country Offices involving locally recruited G staff and international P staff is expensive and denies the Court the ability to recruit suitably qualified national P staff. The current model also acts as a bar to the talented local G staff gaining promotion to professional grades.

The Office of the Director of Division of Management Services (“DMS”) has been asked to commission an expert to carry out an initial study of the current recruitment process to identify potential opportunities for improvement taking into consideration the below scope of work, taking into account the operational and cost implications and the suggestions put forward in the report.

The expert may be either an individual or an organization/company.

B. Scope of Assignment

1. The expert shall undertake a study to identify potential opportunities for improvement related to the recruitment process and propose a new approach on how to achieve those opportunities: The following shall be taken into consideration:
 - Map and assess the current ICC recruitment process against established benchmarks and practices including those of other organisations part of the United Nation common system or similar;
 - While taking into account the Court’s budget and resources availability, identify improvement opportunities in the areas of:

ICC EOI 128565
Terms of Reference - Study on the ICC Recruitment Process

- Setting up a process for data analysis, identifying a data set that provides improved and insightful performance data by setting targets to consistently measure progress. Data from the UN and other international organizations can be used as a benchmark;
 - Streamlining overall process in terms of time and efficiency;
 - Sourcing and outreach (in particular proposals to improve geographical representation of under-represented/unrepresented States and better gender balance);
 - Selection/assessment methodologies (e.g. longlisting, shortlisting, written/oral exams, synchronous and asynchronous interviews, psychometric tests, use of technology, unconscious biases, etc.);
 - Roles and responsibilities of HR experts, hiring managers and recruitment panels in the process;
 - Recruitment of individual posts vs recruitments with the use of job families/categories;
 - Transparency and communication with internal and external applicants;
 - HR capacity and prioritization methodologies;
 - Any other areas the expert considers relevant for improving the ICC recruitment process
- Review relevant UN and draft ICC policies and advice on provisions which would improve the Courts efficiency and ability to support Geographical Representation & Gender Balance;
 - Review the recruitment process and propose ways to further streamline it and make it less time consuming while ensuring recruitment of the best talent;
 - Present and discuss the findings of the mapping and assessment exercise with the Director DMS, Chief HRS and HRS management and provide support in the Section's presentations and proposals to selected stakeholders;
 - Prepare relevant training materials and conduct training sessions for the HR Section and selected stakeholders on state-of-the-art recruitment practices in other organisations;
 - Prepare and discuss an intermediate report with proposed recommendations and implementation approaches considering both short and long-term;
 - Prepare a final report with improvement recommendations and tangible implementation approaches considering both short and long-term.
2. The expert shall report to the Director DMS on the results and implementation of the new approach before the end of the project, which will have to be completed within 6 months from the appointment.
3. The expert shall always take into consideration the strategic objectives of promoting the inclusion of under-represented/unrepresented States and better gender balance while continuously improving the overall process efficiency while presenting recommendations.

C. Deliverables

Within the time frame specified and subject to any amendments made hereto by the Court with agreement from the expert, the expert shall submit the following to the Director DMS:

1. A proposal or business plan of the entire project along with timelines and expected milestones, to be submitted within three weeks from the date of signing the contract;
2. A preliminary report with the results of the benchmarking exercise and mapping/assessment of the current ICC recruitment processes against the established benchmarks;
3. Training material and 2 training sessions (between 2 and 4 hours each) on state-of-the-art recruitment practices in other organisations;
4. An intermediate report with proposed recommendations and implementation approaches considering both short and long-term;
5. A final report with overall recommendations and tangible implementation approaches considering both short and long-term.

ICC EOI 128565
Terms of Reference - Study on the ICC Recruitment Process

D. Reporting Line

The expert shall report to the Director of DMS.

The expert shall mainly work in close cooperation with the Chief of Human Resources (“HRS”), Head of ODU and Head of HR Operations Unit (“OPS”), the OTP HR Liaison Officer and other relevant stakeholders identified.

E. Expected Duration of Assignment

The task is expected to commence from the date of signing the contract and to have a duration of six months. The expert may be required to participate in meetings with Court officials after that time.

F. Place of Work

The expert shall not be required to be physically present at the Court’s premises, and may work in his or her own domicile with use of technology (for example video-conferencing) where necessary. Business trips to The Hague, or other duty stations shall be subject to approval by the Office of the Director of DMS.

G. Qualification/Experience

The expert shall meet the following minimum criteria:

- a. Key personnel should have a minimum of a Master’s Degree in a field related to business administration, human resource management or related fields;
- b. Experience in the area of recruitment and process analysis in the context of international and multicultural organisations;
- c. Ability to render consulting services in the most professional, effective and efficient manner;
- d. Key personnel should have excellent analytical skills, critical-thinking, and communication skills both in writing and presenting (all required reports shall be written in English and/or French); and
- e. Familiarity with the UN common system would be advantageous.

H. Expert’s Profile

The expert is required to provide the following as part of the offer:

- a. Curriculum Vitae highlighting the qualifications and experience of key personnel, as outlined above;
- b. Brief explanation of the methodology to be used (1 – 2 pages long); and
- c. Pro Bono or Professional fee (not including travel costs and daily subsistence allowances which will be based according to the rates established at the Court) including frequency of payment for the full range of services required, broken down into all major cost components associated with the service.

I. Payment Terms

The Pro Bono services are preferred. Pre-approved travel costs and daily subsistence allowances which will be based according to the rates established at the Court.

For Fees based services for the total price shall be in a fixed lump-sum amount, and milestone payments corresponding to outputs shall be indicated in the proposal. Payments under the contract will be output-based and will be made upon satisfactory completion of each milestone and finally upon the satisfactory completion of the assignment.

ICC EOI 128565
Terms of Reference - Study on the ICC Recruitment Process

The ICC general terms and conditions for consultants or procurement of services will be applied, based on the selected contract modality.