

**Zeitschrift:** Annual report / International Committee of the Red Cross  
**Herausgeber:** International Committee of the Red Cross  
**Band:** - (1984)  
  
**Rubrik:** Personnel

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In 1984, the average number of *staff at ICRC headquarters* was 498. It is estimated that about half this number of employees had a function connected in one way or another with activities in the field, such as tasks relating to the Central Tracing Agency, or the dissemination of international humanitarian law, or co-operation with National Red Cross and Red Crescent Societies, or information linked to operations.

The *personnel in the field* (delegates, doctors, nurses, technical staff from Geneva) averaged 411 persons per month. This figure included personnel made available to the ICRC by National Red Cross and Red Crescent Societies for its operations (on average 59 persons).

The total number of staff employed *at headquarters and in the field* varied from 894 (in January) to 943 (in December),—the monthly average was 909 persons.

In addition, the delegations had on their staff a number of *local employees*, who averaged 1,140 persons a month.

## Recruiting

The ICRC focussed its recruiting efforts on seeking delegates and administrators for its activities in the field; information campaigns were conducted to that end in universities and institutes of higher education throughout Switzerland.

Of the 1,842 applications received in 1984, the ICRC invited 309 candidates for interviews and selected 98 of these for a series of six basic training courses at Cartigny (near Geneva): 77 delegates, 13 doctors, 7 administrators and 1 air transport co-ordinator. In addition, 36 persons were recruited to fill administrative and technical posts in the field.

## Training

The ICRC continued its training programme; staff members were encouraged to attend courses providing further training in various subjects closely related to their activities. In 1984, complementary training was given to 376 staff members at headquarters and in the field, who took part in the following courses:

- two one-week courses on the principles of the ICRC and of the Red Cross and international humanitarian law, part of a series of courses for heads of delegations and of sections at headquarters (36 persons);
- two series, each lasting six weeks, of one four-hour course a week, on general knowledge of the ICRC, for senior staff at headquarters (26 persons);
- three two-day courses on knowledge of the ICRC, for secretariat personnel (55 persons);
- six three-day courses on an introduction to computer science, given at the Institute for Higher Studies in Public Administration in Lausanne (70 persons);
- five six-hour courses in oral expression (14 persons);
- two one-week courses on personnel leadership (24 persons) and one three-day course on how to master the information they receive (11 persons); these courses were organized with the co-operation of the *Centre Romand de Promotion du Management*.

In addition, 103 ICRC staff members took language courses, with the aim of acquiring or improving the linguistic knowledge required for their mission in the field or for their work at headquarters, while 37 others followed various further training courses outside the ICRC.