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In 1986 an average of 580 staff members were working at the institution's headquarters. Most of them were in posts directly related to ICRC work in the field, providing support in a wide range of spheres: operational, logistic, legal, administrative and financial (delegates-general, doctors, specialists in relief work, etc.).

At the same time about 500 expatriate staff were in the field, helping to organize and develop protection and assistance operations throughout the world. Furthermore, an average of 62 specialist staff seconded to the ICRC by various National Red Cross and Red Crescent Societies took part in certain specific activities, especially in the medical, paramedical and technical domains.

An appreciable contribution was also made by the 2,400 local employees who helped ensure that the ICRC's many delegations ran smoothly.

Recruitment, training

During the year, the ICRC recruited 128 new staff to work in the field; each new staff member took part in one of five specially arranged induction and training courses. The 63 staff newly recruited for headquarters each participated in one of the one-day introductory programmes that are organized four times a year.

In addition to continued efforts to provide training for all staff members in matters such as specific areas of assistance, the

Central Tracing Agency, detention, dissemination, the secretariat, administration and the running of a delegation, importance was attached to training in data processing, human relations and staff conduct.

At the same time, with the help of various professional associations, salaries were compared with those prevalent in Geneva and the rest of Switzerland.

Thus approximately 800 staff members (at headquarters and in the field) received further training to help them in their activities and to develop their potential.

Management of human resources

The ICRC continued with its review of the job classification and salary system in 1986. A corporate effort was made to draw up a post description for and by each staff member; then all the posts were assessed by committees composed of representatives of each administrative level, using a method applied in many international organizations and companies with staff working abroad. Each post was assessed for the amount of responsibility involved and a new classification system was established.

A new standardized salary policy for all field and headquarters staff was worked out to ensure equity within the institution and a competitive position in the employment market, while continuing to recognize the importance of the humanitarian role of the ICRC for the motivation of its staff.