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In 1987, an average of 596 staff members were working at headquarters in Geneva. Most of them had posts directly related to ICRC protection and assistance activities throughout the world, and about a third divided their time between headquarters and the delegations.

Field staff averaged 492 Swiss members, 61 members seconded by the National Red Cross and Red Crescent Societies to participate in specific operations (especially medical, paramedical and technical) and 2,470 local staff members hired by ICRC delegations.

### Recruitment and training

To provide the steady supply of personnel necessary to maintain and develop its activities, the ICRC recruited and hired 120 staff members to work in the field, namely 72 delegates, 11 administrative officers and 37 medical, paramedical and technical experts. Each took part in one of five induction courses specially organized for them before departure on mission.

Seventy of the 104 newly recruited headquarters staff followed one of the four one-day introductory programmes to help integrate them in the institution.

A total of 1,055 training courses were held for staff

members. The subjects taught included management of a delegation (13 participants); personnel management skills for senior field and headquarters staff (45 participants); recruitment techniques, self-awareness, public speaking, relations with the press (78 participants); beginner and advanced use of computers (333 participants), and additional languages for professional purposes (no less than 125 participants).

### Management of human resources

Following the standardization of its salary system and a corporate effort to define, assess and classify all headquarters and field posts, the ICRC has continued to carry out its global human resources management plan.

As part of this plan, a new system has been developed and introduced to evaluate each staff member's performance on the basis of his individual job description and responsibilities, the outcome of his activities or mission, and a discussion between himself and his direct supervisor.

This system, which complements the individual assessment already carried out in the field and planned for introduction at headquarters, is an integral part of each staff member's evaluation and helps determine the most suitable career path for him within the institution.