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## *Human resources*

There was an average number of 546 staff members on mission during 1988. Their work was directly related to protection and assistance, and co-operation with the National Red Cross and Red Crescent Societies, which in turn placed an average of 95 specialized medical, paramedical or technical staff at the ICRC's disposal. The various delegations were backed in their work by an average of 3,040 staff recruited locally.

The average number of staff at headquarters was 658, most of whom performed work in direct support of ICRC operations throughout the world.

### **Recruitment and training**

To meet constant needs in the field, the Human Resources Department recruited 138 people — 75 delegates, 22 doctors, 16 paramedical experts, 18 administrators and 7 secretaries. To prepare for their respective missions, they each took part in one of the five induction courses organized in 1988.

The ICRC provided advanced training for over 800 people through various courses both inside and outside the institution. These included courses in management skills (68 participants), specific training in the areas of law, detention and tracing (159 participants), training in negotiation techniques, public speaking, relations with the media and speed reading (107 participants), introductory or advanced training in computers (328 participants) and language courses (165 participants).

### **Human resources management**

As part of its efforts to develop a management system to encompass all ICRC staff, the Human Resources Department simplified its job description process, continued to train senior staff in job assessment and introduced a single system for evaluating individual performance and qualifications at headquarters and in the field.

Within the limits of its pay policy, the ICRC endeavoured to take personal performance into account in fixing individual salaries for 1989.