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Human resources

To discharge its mandate and meet its objectives in assisting the victims of conflict, the ICRC had an average of 591 field staff in 1989, working at 48 delegations throughout the world. They were assisted by an average of 4,055 staff recruited locally.

The National Red Cross and Red Crescent Societies placed an average of 145 specialized medical, paramedical or technical staff at the ICRC's disposal to help carry out a large number of specific missions in the field.

The average number of staff at the institution's headquarters in Geneva was 631, most of whom performed work in direct support of ICRC operations in the field.

Recruitment and training

To keep pace with the ICRC's increasing activity, the Recruitment Division engaged 333 people — 259 of them for work in the field (119 delegates, 36 doctors, 38 paramedical experts, 17 administrators, 22 secretaries and 27 technical experts) and 74 for headquarters.

The Training Division organized a number of introduc-

tory and advanced courses in both general and specific subjects for the institution's staff, 851 of whom took part. At ICRC headquarters itself, courses were held for delegates and medical staff (315 participants), present and future executive staff (67), administrators (46), secretaries (61) and computer users (157). Outside courses were also organized for staff in the following areas: recruitment, personnel management, speed-reading, public speaking, finance (61 participants) and language training (144).

Personnel management

The ICRC simplified its rules and procedures for the administration of posts within the institution. Classification criteria were established in order better to define specific avenues of advancement for ICRC staff, according to job category.

Within its strict pay policy limits, the ICRC gradually had to increase staff salaries in the lower pay brackets to maintain an acceptable comparison with the Swiss (particularly Geneva) labour market in 1990.