

Zeitschrift: Annual report / International Committee of the Red Cross
Herausgeber: International Committee of the Red Cross
Band: - (1991)

Rubrik: Human resources

Nutzungsbedingungen

Die ETH-Bibliothek ist die Anbieterin der digitalisierten Zeitschriften auf E-Periodica. Sie besitzt keine Urheberrechte an den Zeitschriften und ist nicht verantwortlich für deren Inhalte. Die Rechte liegen in der Regel bei den Herausgebern beziehungsweise den externen Rechteinhabern. Das Veröffentlichen von Bildern in Print- und Online-Publikationen sowie auf Social Media-Kanälen oder Webseiten ist nur mit vorheriger Genehmigung der Rechteinhaber erlaubt. [Mehr erfahren](#)

Conditions d'utilisation

L'ETH Library est le fournisseur des revues numérisées. Elle ne détient aucun droit d'auteur sur les revues et n'est pas responsable de leur contenu. En règle générale, les droits sont détenus par les éditeurs ou les détenteurs de droits externes. La reproduction d'images dans des publications imprimées ou en ligne ainsi que sur des canaux de médias sociaux ou des sites web n'est autorisée qu'avec l'accord préalable des détenteurs des droits. [En savoir plus](#)

Terms of use

The ETH Library is the provider of the digitised journals. It does not own any copyrights to the journals and is not responsible for their content. The rights usually lie with the publishers or the external rights holders. Publishing images in print and online publications, as well as on social media channels or websites, is only permitted with the prior consent of the rights holders. [Find out more](#)

Download PDF: 06.03.2026

ETH-Bibliothek Zürich, E-Periodica, <https://www.e-periodica.ch>

HUMAN RESOURCES

In 1991, the start of the Gulf war and the outbreak of the conflict in Yugoslavia had the ICRC meeting an unprecedented demand for personnel. ICRC activities in both areas required the presence in the field of many experienced staff members from headquarters, who worked alongside former delegates called back into service and technical personnel.

The Human Resources Department made a special effort as regards the recruitment, planning and management of staff assigned to both operations in addition to those working in more than 50 delegations. The monthly field staff averages were as follows:

- expatriate 725
- seconded by the National Societies 194
- recruited locally 4,767

These figures constitute an absolute record for expatriate staff and local employees, and are the highest since 1980 as regards National Society staff.

At headquarters, a monthly average of 663 staff (for 640 budgeted posts) provided direct support for operational activities, and ad-

ministrative, legal and communication services.

The Recruitment Division hired 364 new staff, including 276 for the field (99 delegates, 22 administrators, 54 interpreters, 30 doctors, 42 paramedical specialists and 29 technicians).

Despite the difficulties arising from the Gulf conflict and its direct consequences, the Training Division set up basic and advanced training courses for more than 1,250 personnel and senior staff assigned to the field or at headquarters.

In addition, the Human Resources Department was reorganized to give greater responsibility for staff management to unit heads; in particular, the unit in charge of planning and assigning field staff was attached to the Department of Operations, and the same tasks concerning administrators in the field were conferred on the Finance and Administration Department. This reorganization should also improve the institution's overall staff management.