

# Personnel

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# PERSONNEL

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After the Personnel Department had been placed in 1982 under the Director for Administrative Affairs, the ICRC undertook a study of personnel problems. On the basis of the conclusions reached at the beginning of 1983, it was decided, on the one hand, to set up separate divisions for personnel management, recruitment and training; and, on the other hand, to recruit the staff specialized in personnel matters that are needed by an institution which has to cope with large-scale obligations arising at short notice and consequently difficult to plan in advance.

## Recruiting

Staff is recruited for two different sectors: the personnel at ICRC headquarters, and those engaged for activities in the delegations abroad.

At the headquarters, 2,735 applications for employment were considered and 142 persons were taken on.

A more elaborate selection procedure was carried out for field employment. In 1983, out of 1,574 applicants, the ICRC short-listed 290 candidates for interview at headquarters. Of this number, 93 persons were sent to an introductory course lasting one week, with a view to their being offered a definite contract. They included 58 delegates, 31 doctors and 4 administrators, all of Swiss nationality.

## Training

Training was given mainly in two ways. One was for the ICRC to register certain members of its staff for individual courses organized by institutions specialized in providing further training: 107 persons took language courses, while 55 others followed courses in various subjects which included computer science, public relations, leadership and verbal communication. The other was for the ICRC itself to organize, with its own means, courses for groups of staff members. These included the following:

- a one-week course, attended by 20 heads of delegation and senior delegation personnel, on the general subject "How to direct a delegation"; this was the third of a series of five courses for this category of officials;
- a two-week course on co-operation with National Societies and the dissemination of knowledge of the essential rules of humanitarian law, attended by 22 head-

- quarters and field staff; in future, this will form part of the further training for delegates of several years' standing;
- five one-week courses for the preparation of candidates (delegates, doctors and administrators);
- two series, each lasting six weeks, of one four-hour course per week, to provide further training for senior staff at headquarters, attended by 44 persons;
- lastly, two one-day courses on candidate interviewing techniques were given by an expert invited by the ICRC from outside; 29 staff members involved in this activity benefited from this expert's advice and experience.

In all, 277 headquarters and field personnel received training of one kind or another in 1983.

This figure and the variety of the topics taught indicate how much importance is attached nowadays by the ICRC to staff training, which should be developed further.

## Personnel management

In 1983, the number of staff employed by the ICRC was:

- at headquarters, an average of 464 persons with a service contract, and 37 temporary personnel;
- in the field, an average of 354 delegates, doctors and other personnel needed to operate the ICRC delegations efficiently.

To this should be added the number of locally recruited personnel in the various delegations, amounting to an average of 946 persons, and also the number of people made available to the ICRC by the National Red Cross and Red Crescent Societies, amounting to an average of 47 persons. An average of 1,845 persons were employed by the ICRC in 1983 with at times considerable fluctuations from month to month. The lowest figure was 1,734 in January, and the highest 1,948 in December 1983.

## Social security

In addition to the normal benefits in the event of accidents and sickness, the ICRC's main social security concern was directed to the repercussions of the introduction in Switzerland, as from 1st January 1984, of a new law governing accidents occurring while in service and when not in service. The law's provisions are applicable to all salaried persons employed by a Swiss firm.