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# HUMAN RESOURCES

The Human Resources Department must find qualified personnel for every area of ICRC activity, from lawyers to relief coordinators and from drivers to experts in water and sanitation. The Department looks for people who wish to promote Red Cross/Red Crescent principles and are not averse to working under difficult circumstances. Staff are selected after a rigorous recruitment procedure which is followed up by the appropriate training in matters as diverse as field work, security, administration and personnel management essential for the smooth running of a delegation, relations with the press and foreign languages.

The Department is responsible for managing the ICRC's human resources, which in 1993 comprised an average of 664 people working at headquarters and over 5,600 expatriates and local employees in the field.

In terms of staff policy, a major effort was made to find solutions to the problems peculiar to the institution, such as staff turnover, the reluctance or inability of some staff to accept further field assignments, reintegration in the labour market of staff leaving the ICRC after several years' service, etc.

This in-depth study gave rise to new individualized management concepts and techniques and led to the introduction of regular staff assessments. Their aim is:

- ☐ to ensure that staff members with sufficient skills, potential, versatility, motivation and mobility can advance in their careers, thereby meeting both the staff members' own wishes and the institution's requirements;
- ☐ to offer, should the case arise, staff members alternative employment within the ICRC, or help them find work on the private market or in the public sector; provision is made for those approaching the end of their careers to take early retirement.

A large part of the costs arising from this new policy will be financed by discontinuing the special allowances for staff abroad.

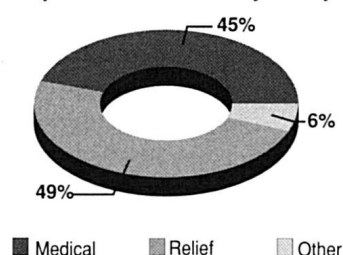
More than ever before ICRC delegates find themselves working in dangerous, demanding and sensitive situations. In an effort to improve the security of staff in conflict areas, the Human Resources Department set up a practical training course during which new delegates are confronted with the kinds of difficulties they may encounter in the field. The course includes practical skills such as reading an unfamiliar map so as to be able to avoid unsafe routes, communication procedures in areas where radio transmission is unintelligible, conducting relief or medical surveys in combat zones and passing hazardous checkpoints.

In all, 170 newly hired staff attended the full preparatory course, prior to working in the field. A shorter course was followed by 135 people, including, for instance, chauffeurs and mechanics hired to drive relief convoys in the former Yugoslavia and other difficult situations. Over 200 people working in the field

## IN 1993, ON AVERAGE, THE ICRC HAD :

- 862 expatriates;
- 4,800 local employees under ICRC contract;
- 175 National Society personnel working in the field;
- 664 people working at headquarters.

**National Society staff seconded to ICRC operations: breakdown by activity**



came to headquarters to attend workshops and courses in relief management, administration, dissemination and tracing techniques. At headquarters courses ranging from management to word-processing were attended by more than 800 participants and 120 members of ICRC staff took part in intensive language courses.

The ICRC hired 285 new staff, including 274 for the field (94 delegates, 22 administrators, 21 secretaries, 13 interpreters, 18 doctors, 39 paramedical specialists and 67 technicians).

As part of their contribution to ICRC operations, National Red Cross and Red Crescent Societies offer the services of specialized staff for medical and administrative activities, sanitation projects, logistics, information work and dissemination. In 1993, 540 people were seconded by 24 National Societies. While most of them worked on a fixed-term contract, others were sent out on *ad hoc* missions to meet unforeseen emergency needs.

#### NATIONAL SOCIETY STAFF SECONDED TO ICRC OPERATIONS BY COUNTRY

Australia.....	40	Malawi .....	1
Belgium.....	13	Netherlands.....	37
Canada .....	35	New Zealand .....	8
Czech Republic.....	2	Norway .....	29
Denmark.....	42	Poland .....	1
Finland .....	36	Singapore .....	1
France.....	16	Sweden .....	29
Germany .....	83	Switzerland .....	10
Iceland .....	20	Thailand .....	3
Ireland .....	27	U.K. ....	87
Italy .....	1	U.S.A. ....	8
Japan .....	10	Swiss Disaster Relief Corps .....	3
Luxembourg .....	1		

**TOTAL 543**