



Human resources development.

Human resources will be the decisive factor for Telefónica in meeting the challenge of increased competition and the commitment to quality in the next few years. We continued our efforts to improve professional qualifications and promote business practices in keeping with the new competitive atmosphere, and embarked on an ambitious programme of training and development at management level.

By December 1991, Telefónica had a total workforce of 75,499 employees, an increase of 0.02% over 1990. During the year 3,938 permanent employees joined the workforce, while the number of temporary workers fell by 3,789.

The 1991-1992 Wage Agreement was signed at the end of July, and included important agreements on working hours and shifts in services which involve direct dealing with the public, a vital issue in the new competitive environment. Also significant were the undertaking to make 2,000 temporary posts permanent during the lifetime of the Agreement and measures to improve professional mobility.

In view of the importance of staff training for service quality, we made a major effort in this area, with over three million hours of training given, an average of 40 hours per employee.



Public telephone booth at the world EXPO in Sevilla.