

Human resources development

The integration and expertise of our human resources team are of vital importance to the company's competitive performance in the marketplace. For this reason, Telefónica's staffing policy is a combination of training in the latest technologies together with incentive and promotion schemes, which are essential in order to equip the Company with a dynamic human resources base.

By 1988 year-end Telefónica had 66,062 employees, which was 4.3% more than the previous year.

This increase in the workforce during 1988 consisted of 895 permanent staff and 1,856 temporary staff (1.4% and 2.9% increases respectively), which makes Telefónica one of the country's major job creating firms.

Significant progress was made in the Company's policy of attracting highly-qualified staff. 714 graduates were employed and 1,697 other technical posts were filled. 6,124 employees took part in initial training and promotion courses and 39,253 in refresher courses. In all, Telefónica's training programmes accounted for 1.7% of total personnel costs. 1988 also saw the continuation of positive trends in productivity ratios, which helped to enhance profit levels. There was a notable rise in productivity per employee (8.6% up on 1987), an increase in the ratio of lines in service per employee and a 0.8% fall in the ratio of personnel costs to revenue from services.

