



SOCIAL  
REPORT  
2018

ANACOM

AUTORIDADE  
NACIONAL  
DE COMUNICAÇÕES

**INDEX**

**EXECUTIVE SUMMARY..... 3**

**1. CHARACTERISATION OF HUMAN RESOURCES..... 4**

**2. STAFF MOVEMENTS ..... 10**

**3. CHANGES IN THE PROFESSIONAL SITUATION..... 10**

**4. WORK AND ABSENTEEISM..... 12**

**5. HEALTH AND SAFETY AT WORK ..... 14**

**6. PROFESSIONAL TRAINING ..... 14**

**7. EXPENDITURE ON STAFF AND TRAINING..... 15**

## EXECUTIVE SUMMARY

The Social report of 2018 is an instrument that provides a set of indicators in the areas of human and financial resources, complying with the provisions of Article 52 paragraph 1 c) of the Statutes of the National Communications Authority (ANACOM), approved by Decree-Law no. 39/2015, of the 16th March.

On the 31st December 2018, there were 396 persons performing functions at ANACOM, five of which were members of the Board of Directors. Since July 2015, an employee has been a member of the Board of Directors of ANACOM.

The 396 workers mentioned include 6 seconded at the Portuguese Communications Foundation (FPC). Six employees were providing services outside ANACOM assigned by public interest to other entities.

In the years 2013 to 2015, the total number of employees did not change significantly, showing a slight increase in 2016 and remaining unchanged in 2017. In 2018, this number decreased by three employees compared to 2017.

The skill level of workers has been rising in recent years, of which, at the end of 2018, 62% of the total were people with higher education (university and polytechnic).

The policy of training and development of people is a priority for ANACOM, as it is a critical factor in the search for excellence in performance and results orientation. In 2018, there was continuity in the training model and knowledge management adopted, aiming at ensuring continuous learning and permanent development of the qualifications of employees of all functional groups, according to the transversal needs and the specific needs of previously identified functions and areas, in line with the values and strategy of this Authority.

## 1. CHARACTERISATION OF HUMAN RESOURCES

### Staff plan

In the staff plan for 2018, 423 employees were foreseen, reaching 396 on the 31st December, including 5 managers, 10 directors and 29 heads of division. In addition, six employees were assigned by public interest to various public entities. Since July 2015, an employee has been a member of the Board of Directors of ANACOM.

Functional groups provided for in the Collective Labour Agreement Regulation (ARCT), or Agreement of the Company<sup>1</sup>, are as follows:

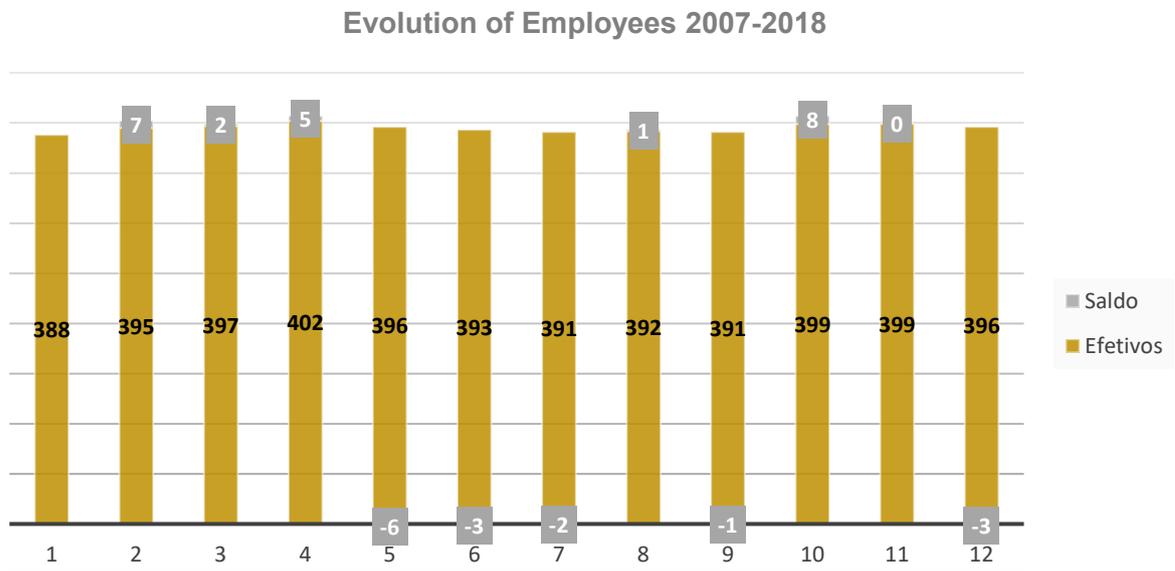
- **Senior managers:** main consultant functional group (CSP); functional advisory group (CST); technical superior functional group (TSP);
- **Middle management:** technical specialist functional group (TES);
- **Qualified professionals:** administrative assistant functional group (ASA);
- **Semi-skilled professionals:** administrative assistant functional group (AXA).

In the period 2007-2018, the total number of staff members remained stable, although with slight fluctuations

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<sup>1</sup> Published in *Boletim do Trabalho e Emprego* no. 42, of 15th November 2009.

Figure 1



Saldo = Balance / Efetivos = Employees

Figure 2

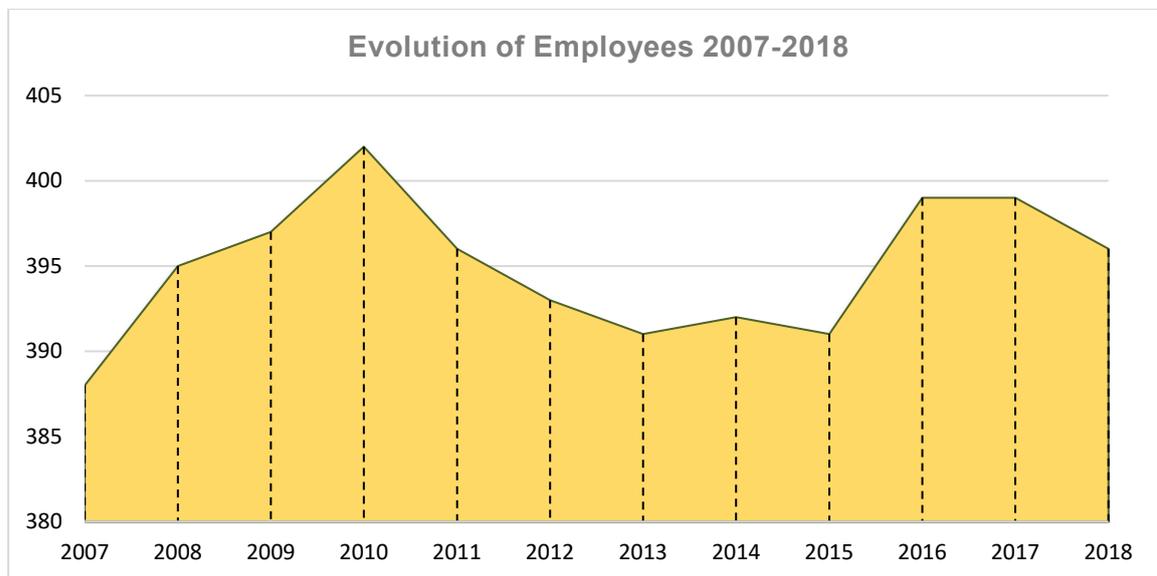
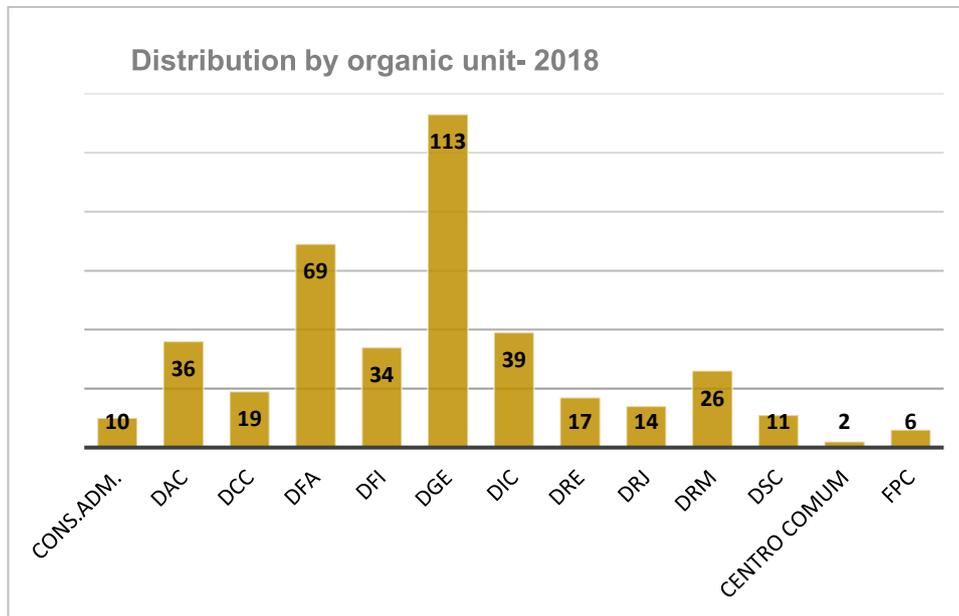


Figure 3

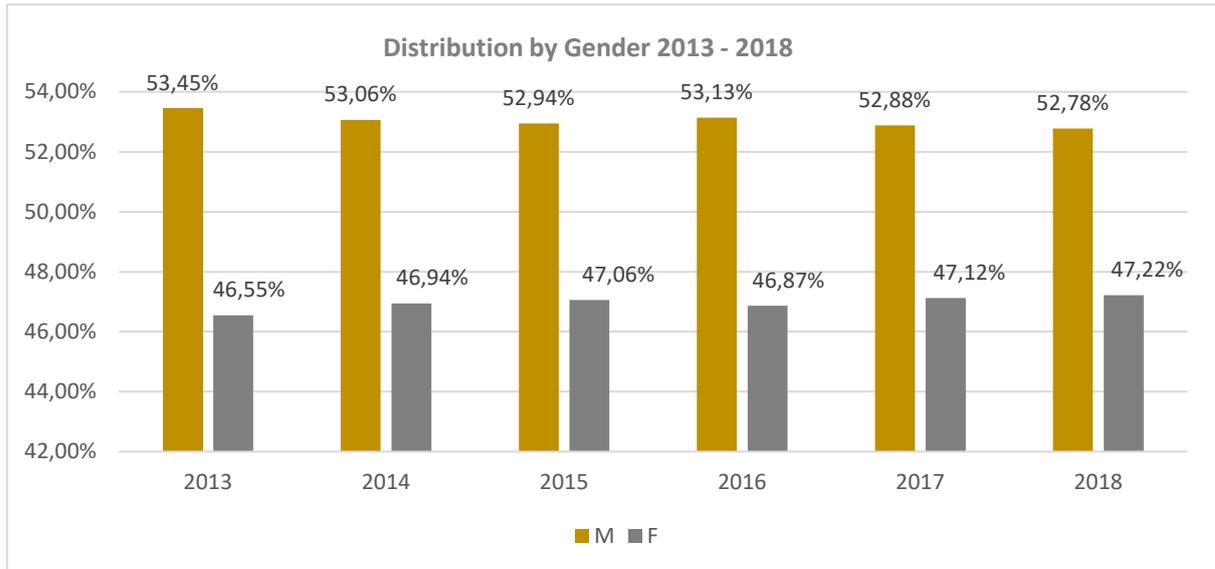


**CONS.ADM.** – Board of Directors; **DAC** – Steering Committee; **DCC** – Litigation and Dispute Resolution Management; **DFA** – Financial and Administrative Management; **DFI** – Supervisory Management; **DGE** – Spectrum Management; **DIC** – Management of Information and Consumers; **DRE** – Management of External Relations; **DRJ** – Management of Regulatory and Legal Affairs; **DRM** – Market Regulation Management; **DSC** – Communications Security Management; and **FPC** – Portuguese Communications Foundation.

### Distribution by gender

With regard to gender distribution, it can be seen that at the 31st December 2018, 47% were female (187) and 52% male (209) - Fig. 4. The distribution by gender has been stable for the last 6 years.

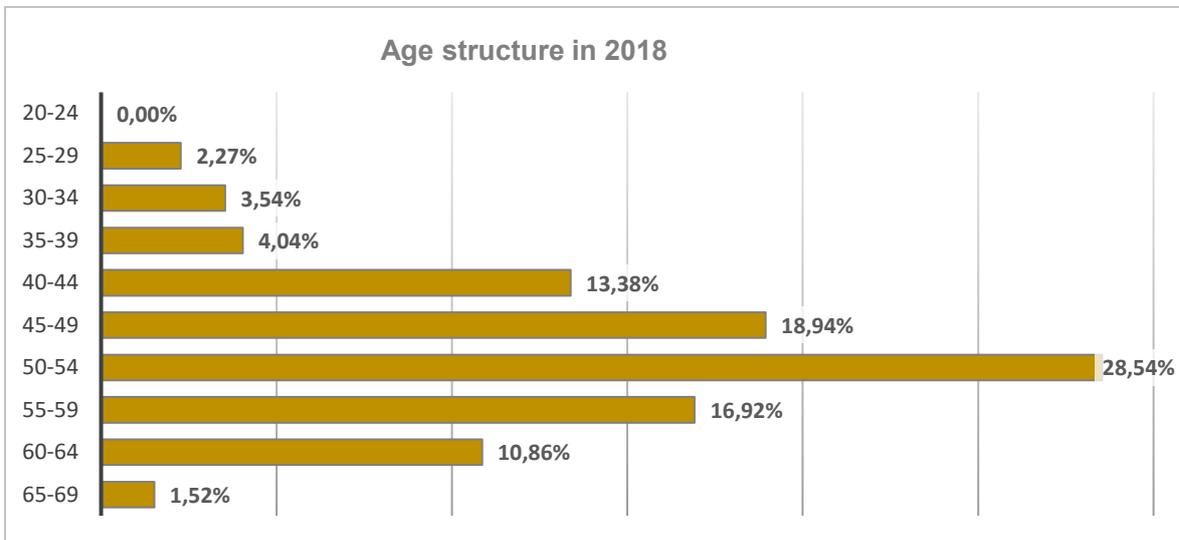
Figure 4



### Age structure

Between 2012 and 2018, ANACOM's age structure evolved as shown in the following table, showing an aging of this structure (+5.95 years), comprising 64.40% of the workers between the ages of 45 and 59 of age - Fig. 5.

**Figure 5**



**Figure 6**

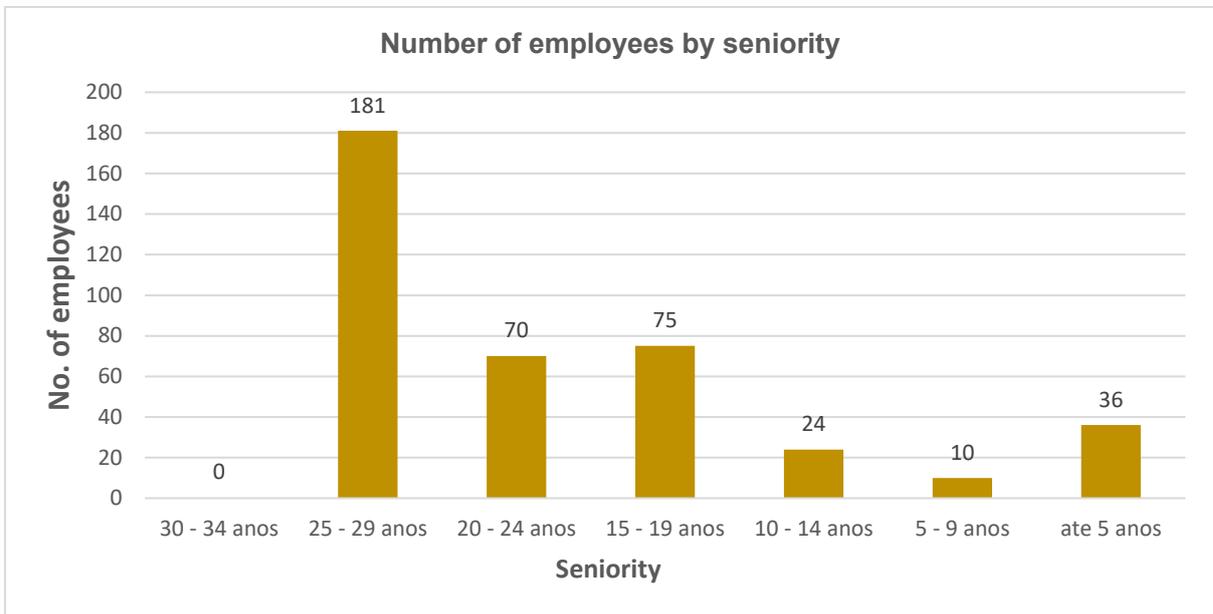
**Evolution of average age between 2012 and 2018**

Average Age	Year						
	2012	2013	2014	2015	2016	2017	2018
	44.04	44.81	45.52	46.47	48.40	48.98	49.99

### Seniority structure

In terms of seniority structure, more than 63.3% of employees had, by the end of 2018, more than 20 years of seniority, with the greatest number ranging from 25 to 29 years of age, as shown in Fig. 7.

Figure 7



30-34 years / 25-29 years / 20-24 years / 15-19 years / 10-14 years / 5-9 years / up to 5 years

### Qualification structure

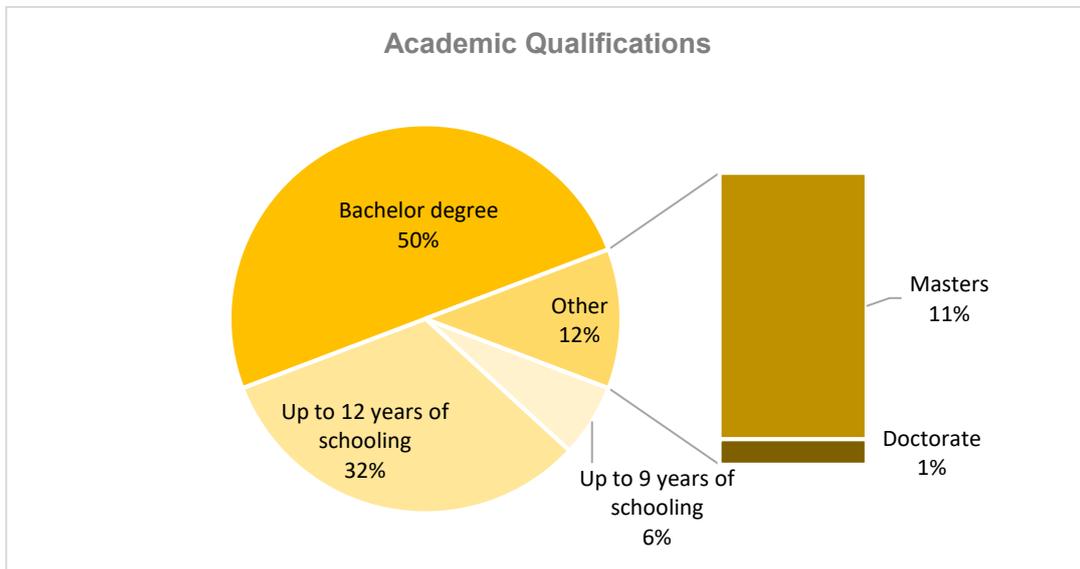
In terms of academic qualifications, at the end of 2018 employees were distributed as follows: Fig. 8:

244 employees (62%) with higher education, of which 42 with a master's degree and 4 with a Ph.D.;

128 employees (32%) holding the 11th or 12th year of schooling;

24 employees (6%) with education up to the 9th year inclusive.

Figure 8



## 2. STAFF MOVEMENTS

### Admission/Termination of service

In 2018 there were five admissions to staff, a return of assignment and eight terminations of employment contracts on their own initiative, two retirements and an assignment by public interest, translating into a 75% replacement rate.

## 3. CHANGES IN THE PROFESSIONAL SITUATION

### Selection and recruitment

Following the recruitment processes approved in 2017, three senior managers with critical competences necessary to achieve ANACOM's objectives were admitted in the first quarter of 2018, contributing also to the rejuvenation of its employees. Under the Programme for the Extraordinary Regularisation of Precarious Relationships in Public Administration (PREVPAP), in the second quarter of 2018, there were two admissions of intermediate level technicians.

There were also 4 cases of internal mobility.

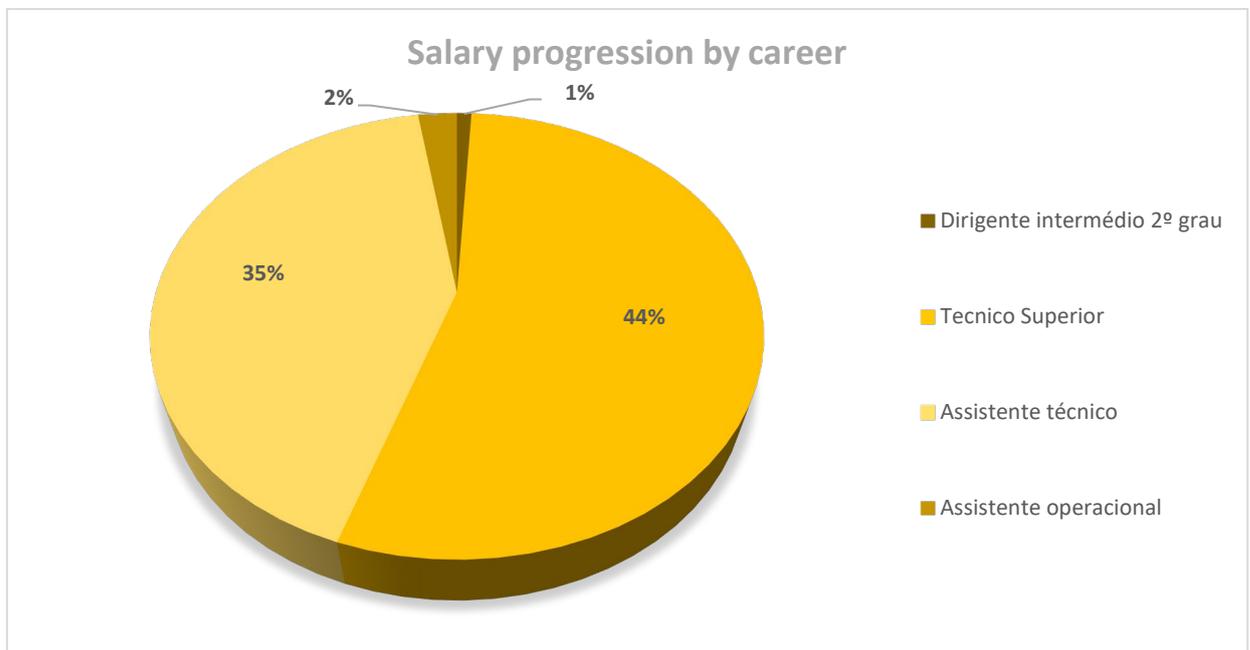
### **Changes in salary position/payment of performance awards**

In 2018, ANACOM resumed its career evolution system under Law no.114/2017, of 29th December (LOE 2018) and of Decree-Law no. 33/2018, of 15th May (implementing provisions of 2018 State Budget), which provides in Article 136 the rules for the remuneration of employees of independent regulatory entities.

In this sense, in July 2018, and with effect from January of that year, all mandatory changes of remuneration positioning, progressions and changes of level or tier were applied, resulting from the application of the norms of career progression provided for in clause 5 of the Career Regulation annexed to ANACOM's ARCT.

This reinstatement of career progressions has brought an end, albeit progressively, to the period of remuneration and benefits restrictions applied to ANACOM employees between the 1st January 2011 and 31st December 2017. In the year 2018, there were 324 compulsory salary progressions, with a higher incidence in Senior Staff - 176 (44%) and Technical Assistants - 137 (35%) - Fig. 9. These groups corresponded to the vast majority of the staff in this entity.

Figure 9



2nd degree Intermediate Manager / Senior Technician / Technical assistant / Operational assistant

#### 4. WORK AND ABSENTEEISM

##### Modalities of working hours

In 2018 the following working hours were used:

- 239 employees – flexible timetable;
- 65 employees - exemption from fixed timetable;
- 18 employees – timetable by shift;
- 61 employees – irregular shifts;
- 10 employees – fixed timetable;
- 3 employees - part time and telecommuting.

## **Telecommuting**

At the end of 2018, ANACOM's telecommuting policy was defined for implementation in 2019, inserted in the reinforcement of measures that promote the balance between professional, family and personal lives of employees.

## **Supplementary work**

In the year in question, 2,930 additional work hours were provided, representing a decrease of 59% compared to 2017, distributed as follows:

- Daytime supplementary work on week days - 876 hours;
- Supplementary work on weekly rest days (compulsory and complementary) - 1,490 hours;
- Supplementary work at night - 484 hours;
- Working on holidays - 80 hours.

## **Absenteeism**

During 2018, the total number of absences of ANACOM employees was 5,509 days, 23% more than in 2017.

### **Absences due to illness**

Absences due to illness were characterised as follows:

- 3,356 days (61%) - sickness of the employee or relatives, representing an increase compared to 2017, where there were 2,883 days of absence for the same reason;
- 528 days (9.5%) - protection for parental reasons, representing an increase compared to 2017, where there were 297 days of absence on this basis;
- 1,625 days (29.5%) - other reasons, representing a rise over 2017 in which there were 1,309 days of absence for the same set of reasons.

## 5. HEALTH AND SAFETY AT WORK

### Accidents at work

In the course of 2018, 6 accidents at work were recorded in ANACOM, less four than in 2017, 4 in the workplace and 2 *in itinere*. The incidence rate of accidents at work is 1.5%, which represents a decrease of 1% compared to 2017.

## 6. PROFESSIONAL TRAINING

In 2018, the training and knowledge management model was streamlined through the organisation of training actions aligned according to three main axes:

- Transversal axis - which integrates training actions aimed at the development and strengthening of transversal competences of behavioural nature and knowledge of the activity and organisation, as well as associated with the use of tools that support a more efficient functioning of the organisation.

In this axis, there were 178 participations and a total of 4963 hours of training. Of note was the training in English, which included 92 employees for a total of 3737 training hours.

Also included in this axis is the integration training which, through the Bem-Vindo programme, included the 13 newest recruits. Also noteworthy is the training action on "Communicating in Clear Portuguese" and the internal training programme on "Radio communications and Spectrum Management", with a duration of 14 and 18 hours, respectively.

- Technical-functional axis - which involves training actions in areas of knowledge critical to the regulator's performance.

The "Code for Public Contracts" action, with a total of 83 participants, "Preparing the future II", with 23 participants, "IP Networks", with 12 participants, and "Critical analysis and graphic construction", with 28 participants, must be highlighted. In total, 272 participations were registered.

Also worthy of note are the "Saber +" seminars, an initiative exclusively addressed to employees on current issues relevant to the regulation of the communications sector, involving presentations by entities operating in the market, with a total of 238 participants.

- Management and leadership axis - the "General Management Programme" (completion of the third and last edition), which was aimed at complementing the training of senior management, with the participation of 24 employees.

The academic development of employees has continued to be a commitment of ANACOM, through the funding of specialisation courses (postgraduate courses) and courses that confer a bachelors and master's degree. In 2018, 4 employees were covered. It should also be noted that participation in workshops, seminars and conferences, which not only provide the sharing of experience and debate on technical issues, but also opportunities for more up-to-date developments in the sector at national and international levels. There were 202 participations in actions of this nature.

Main training indicators	2018	2017	2016
Number of actions	146	217	241
Number of participations	999	1916	447
Number of training hours	11,536	18,185	23,700
Number of training hours/Average no. of employees	30	47	61
Expenditure with training (thousands of euros)	144	257	305
Expenditure with training/Expenditure with staff	0.5%	1.1%	1.4%
Expenditure with training/Average no. of employees (€)	369	668	784

Note: In 2018, for the purpose of calculation, the average number of workers was 391

The implementation of the training plan in 2018 amounted to a total of around 144 thousand euros, translating into the implementation of 146 training actions, with 999 participations and 11,536 training hours, corresponding to an average of 30 hours and an investment of 369 euros of training per employee.

## 7. EXPENDITURE ON STAFF AND TRAINING

### Expenditure with staff

Staff expenses amounted to € 22,719 thousand euros, a slight decrease compared to 2017 (-0.1%).

**Expenditure with training**

Training fees amounted to € 144,425 (-56.2% compared to 2017).

ANACOM 

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