

The background of the entire page is a green-to-yellow gradient with a complex circuit board pattern. The pattern consists of various lines, dots, and geometric shapes representing electronic components and traces.

SOCIAL REPORT 2017

ANACOM

AUTORIDADE
NACIONAL
DE COMUNICAÇÕES



SOCIAL
REPORT
2017

ANACOM



AUTORIDADE
NACIONAL
DE COMUNICAÇÕES

Executive summary

The 2017 Social Report is a document that reports on a set of indicators in the areas of human and financial resources, fulfilling the requirements of article 52, paragraph 1, point c) of the Statutes of Autoridade Nacional de Comunicações (ANACOM), approved by Decree-Law no. 39/2015 of 16 March.

As on 31 December 2017, there were 399 staff employed at ANACOM, three of which were members of the Board of Directors. One member of staff has been a member of the Board of Directors of ANACOM since July 2015.

The 399 staff include seven staff working at FPC - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation). Six members of staff were working outside ANACOM, assigned by public interest to other organisations, and there was one member of staff on unpaid leave.

From 2013 to 2015 there were no significant variations in the total number of staff. In 2016, there was a slight increase, while in 2017 the number of employees remained unchanged.

The level of staff qualification has been increasing in recent years. At the end of 2017, 62% of ANACOM staff possessed higher education qualifications (university/polytechnic level).

Staff training and development is a priority for ANACOM, as a critical factor in achieving excellence in performance and alignment of performance towards results. In 2017, a new training and knowledge management model was implemented, to ensure continuous learning and the ongoing development of staff qualifications in all functional areas, responding to previously identified needs of the different functions and areas, both organisation-wide and specific, in line with ANACOM's values and strategy.

INDEX

1. CHARACTERISATION OF HUMAN RESOURCES	2
2. MOVEMENTS OF PERSONNEL	2
3. CHANGES IN PROFESSIONAL SITUATION	2
4. PROVISION OF WORK AND ABSENCES	2
5. HEALTH AND SAFETY AT WORK	2
6. PROFESSIONAL TRAINING	2
7. PERSONNEL AND TRAINING EXPENSES	10

1. CHARACTERISATION OF HUMAN RESOURCES

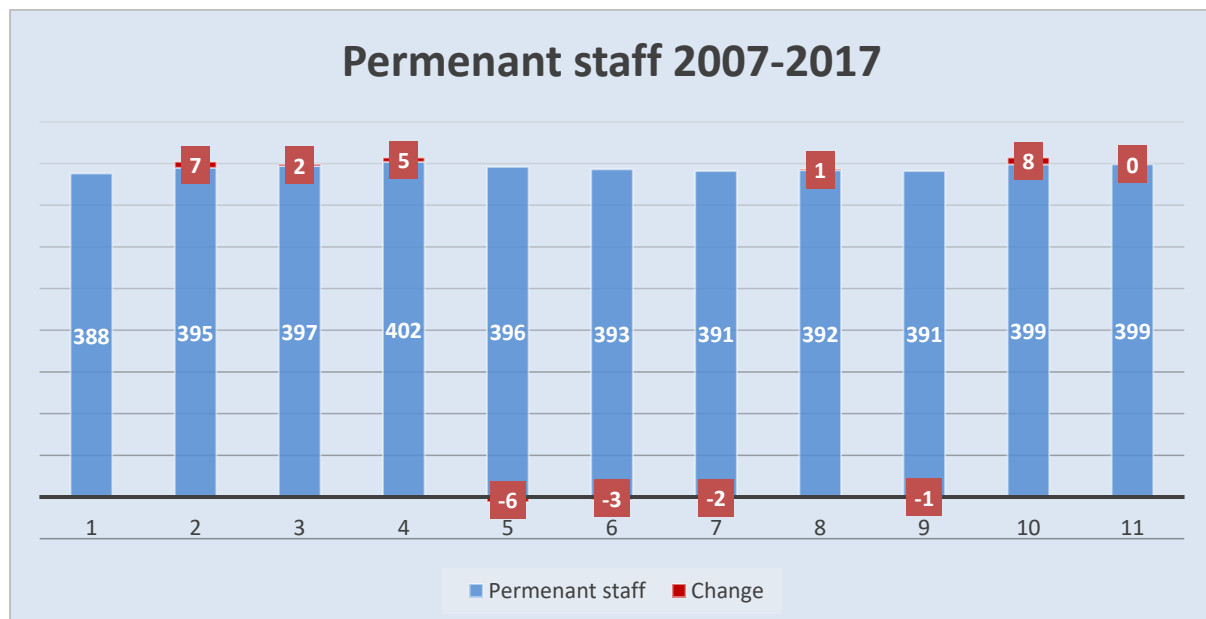
Staff plan

The 2017 staff plan made provision for a total of 418 employees¹, and as on 31 December 2017, there were 399 staff employed at ANACOM; this number includes three members of the Board of Directors, ten directors and 29 department heads. In addition, six staff members were assigned by public interest to different public organisations and one employee was on unpaid leave. One member of staff has been a member of the Board of Directors of ANACOM since July 2015.

The functional groups covered by the ARCT - Acordo de Regulamentação Coletiva de Trabalho (Collective Labour Agreement), or Acordo de Empresa (Company Agreement)², are as follows:

- **Senior management:** principal consultant functional group (CSP); consultant functional group (CST); senior technician 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).

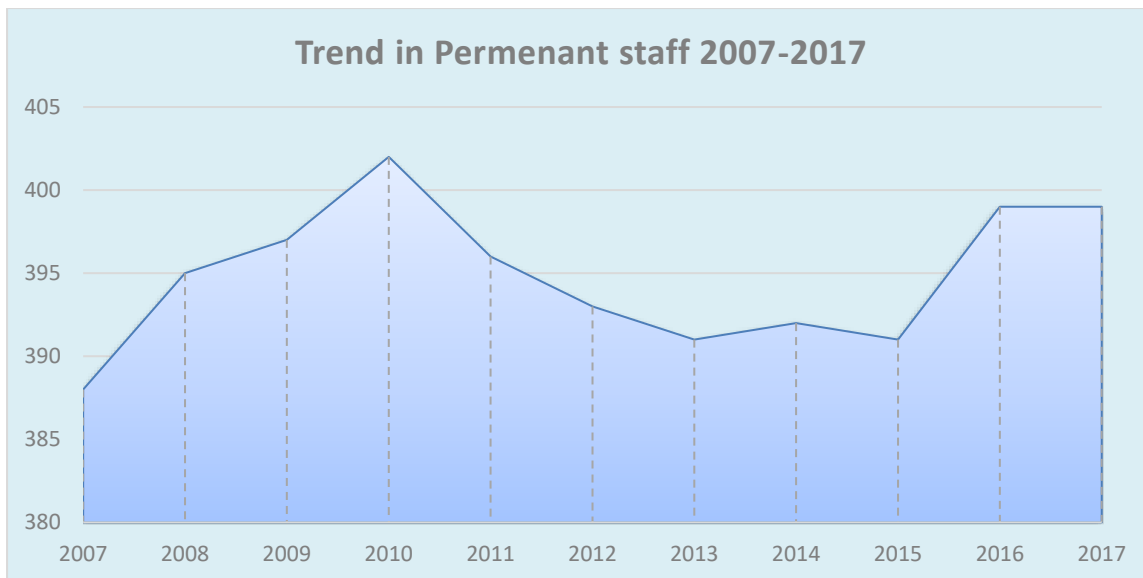
In the last decade (2007-2017), the total number of permanent staff remained stable, with slight fluctuations over the period:



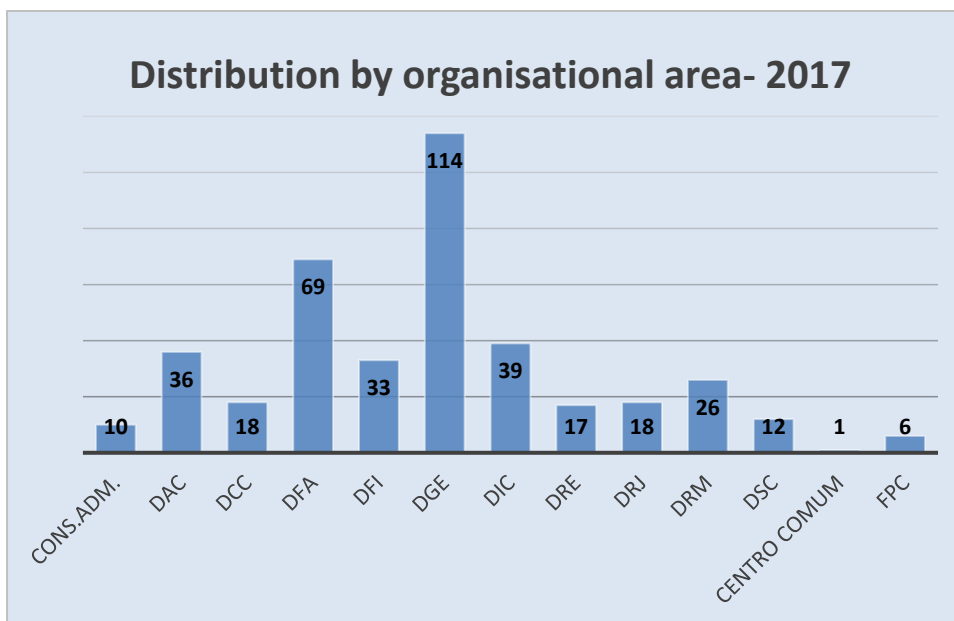
Source: ANACOM

¹As provided for in the 2017 Resources Operational Plan.

²Published in *Boletim do Trabalho e Emprego* (Labour and Employment Bulletin) no. 42 of 15 November 2009.



Source: ANACOM



Source: ANACOM

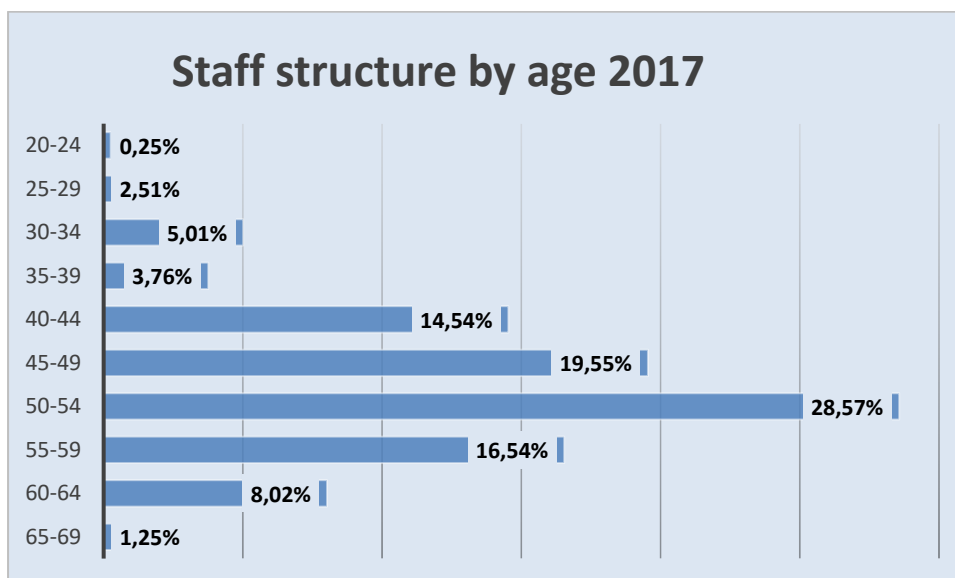
¹**CONS.ADM** - Board of Directors; **DAC** - Board Support Department; **DCC** - Department of Litigation and Offences; **DFA** - Finance and Administration Department; **DFI** - Supervision Department; **DGE** - Spectrum Management Department; **DIC** - Consumers and Information Department; **DRE** - External Affairs Department; **DRJ** - Regulatory and Legal Affairs Department; **DRM** - Markets Regulation Department; **DSC** - Communications Security Department; **FPC** - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation).

Staff distribution by gender

In terms of distribution of permanent staff by gender, 47% of staff are female (188) and 53% are male (211).

Staff age structure

Between 2012 and 2017, the age structure of ANACOM's staff evolved as shown in the following table, reflecting an increase in age (+4.4 years) over five years and a consequent need for rejuvenation of ANACOM staff.



Source: ANACOM

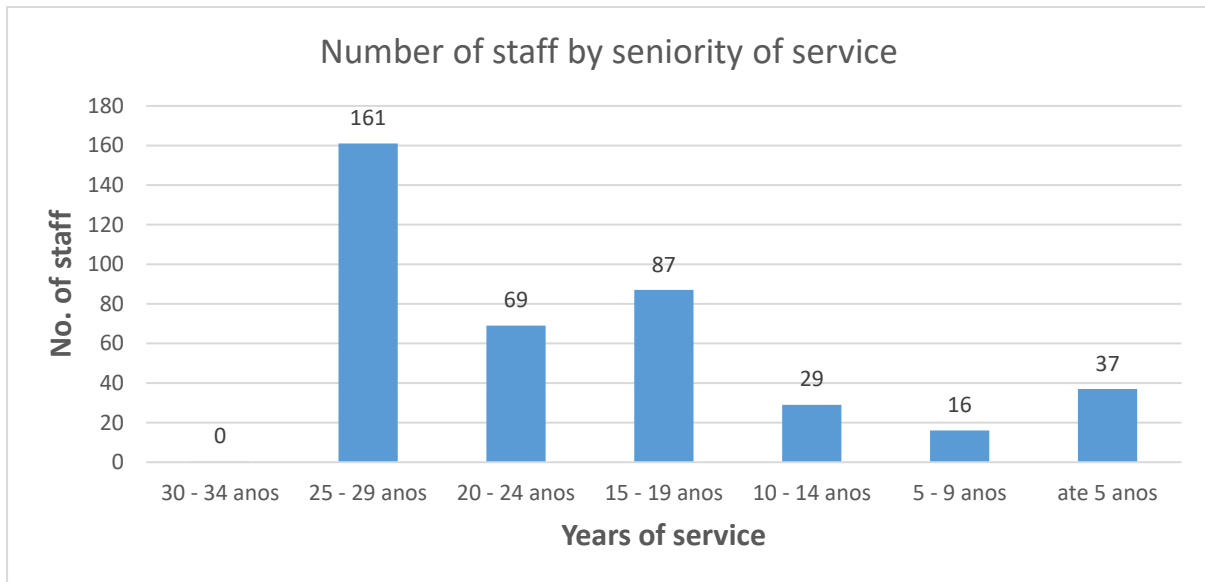
Trend in average age of staff between 2012 and 2017

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

Source: ANACOM

Structure by seniority of service

Over 57.6% of ANACOM’s staff have over 20 years of seniority, with the largest number having between 25 and 29 years of service, according to the following table:

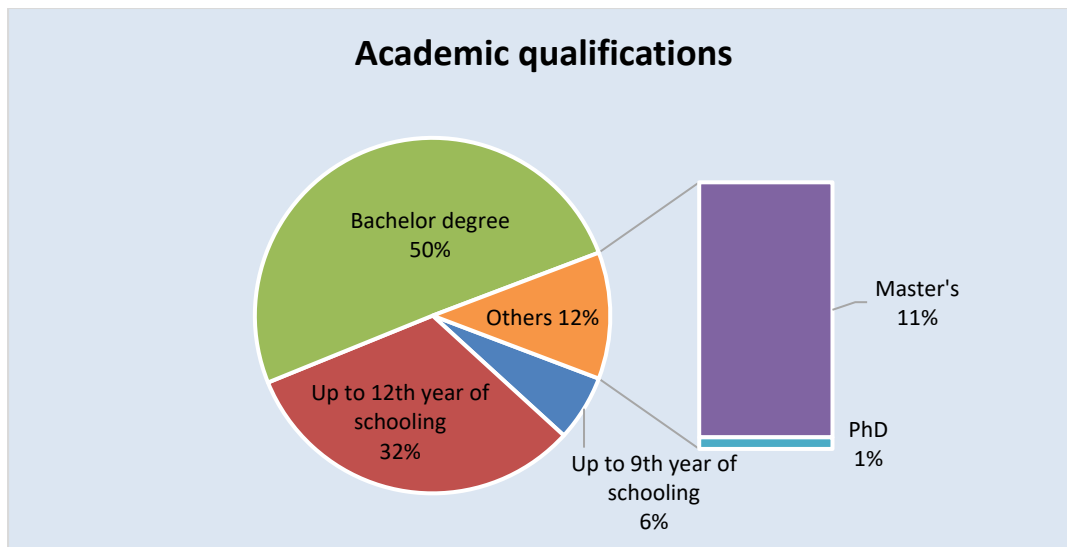


Source: ANACOM

Qualification structure

According to level of qualification, ANACOM’s staff are distributed as follows:

- 247 employees (62%) with higher education qualifications, of which 39 have a master's degree and two PhDs;
- 128 employees (32%) with 11th or 12th year of schooling;
- 24 employees (6%) with education up to and including the 9th year of schooling.



Source: ANACOM

2. MOVEMENTS OF PERSONNEL

Admission/Cessation of duties

In 2017 there were thirteen staff admissions, nine terminations of staff contracts and one transfer to a situation of unpaid leave. Of the terminations, six were upon the staff member's own initiative, two by mutual agreement and one on the initiative of ANACOM during a trial employment period, resulting in a replacement rate of 130%.

3. CHANGES IN PROFESSIONAL SITUATION

Selection and recruitment

In 2017, 11 staff were admitted to ANACOM following recruitment processes approved in 2016, based on the needs identified and under the rules set out in Law no. 42/2016 of 28 December (LOE 2017). The recruitment plan was restricted to priority and strategic areas, in line with needs arising as a result of contract terminations.

There were also eight internal mobility processes conducted, which provided the employees involved with new professional opportunities.

Changes in remuneration/payment of performance bonuses

Eight performance bonuses were awarded under the provisions of article 18 of the LOE, whereas the other situations remained unchanged within the scope of the determinations of the LOE regarding remuneration valuations.

4. PROVISION OF WORK AND ABSENCES

Working schedules

In 2017 the following work schedule models were used:

- 241 employees - flexible working timetable;
- 66 employees - timetable exemption;
- 18 employees - shift timetables;
- 61 staff - irregular shifts;
- 10 employees - fixed working hours;
- 3 employees - reduced working hours.

Supplementary work

During the year being reported, 4,942 supplementary hours were worked, an increase of 42% over 2016, distributed as follows:

- Daytime supplementary hours on working days - 967 hours;
- Supplementary work hours on non-working days (compulsory and complementary) - 3,333 hours;
- Supplemental night work - 435 hours;
- Work on public holidays - 207 hours.

Absenteeism

During 2017, there were 4,489 days of staff absences at ANACOM (18% less than in 2016).

Absences due to illness

Absences due to illness are classified as follows:

- 2,883 days (64.2%) - staff illness or staff family illness, representing a decrease compared to 2016 (2,926 days of absence);

- 297 days (6.6%) - parenting protection, representing a decrease compared to 2016 (540 days of absence);
- 1,309 days (29.2%) - other reasons, representing a decrease compared to 2016 (1,840 days of absence).

5. HEALTH AND SAFETY AT WORK

Accidents at work

During 2017, ten work accidents were recorded at ANACOM, two more than in 2016; five of these occurred in the workplace and five in transit. The incidence rate of occupational accidents is 2.5%, an increase of 0.5% in relation to 2016

6. PROFESSIONAL TRAINING

1.1. Training and development

ANACOM considers training as an investment in its staff and also as a means of recognising their commitment.

In 2017, ANACOM's training and knowledge management model was executed through the organisation of training programmes aligned along three main axes:

- Transversal axis - training programmes focusing on the development and strengthening of transversal competences of a behavioural nature, knowledge of the activity and the organisation and transversal tools, especially "Active Management of Aging (Management)" (2 hours), which had 36 participants, giving a total of 72 hours of training, "Ergonomics and risk factors of computerised work" (2 hours), with 176 participants, making a total of 238 hours of training, and a seminar on "Organisational Ethics" (3.5 hours), with 17 participants giving a total of 59.5 hours of training, as well as integration training as part of the *Bem Vindo* programme (aimed at new employees), with 12 participants and a total of 184 hours of training. In total, 6,290.5 hours of training were recorded, involving 735 participations.

Meanwhile regular internal sessions were held to share information on ANACOM's activity. These were prepared and presided over by staff, with a view to developing transversal knowledge throughout the organisation. This initiative - *Momentos ANACOM* - comprised five sessions, involving 370.5 hours of training and a total of 179 participants.

- Technical-functional axis - involved training programmes in areas of knowledge critical to the regulator's activity, especially: "Regulations and regulatory drafting" (18 hours) with 23 participants, corresponding to 273.6 hours of training; "Preparing the future II" (14 hours) with

43 participants and a total of 602 hours of training; "Market economic analysis" (18 hours) with 11 participants and 177 hours of training, and "Positive Communication" (14 hours), in the context of developing communication skills, with 23 participants and a total of 322 hours of training. In total, there were 661 participations and 5,252.6 hours of training.

ANACOM also completed internal training programmes focusing on spectrum management, with 1,136 hours of training and 136 participants, and on the new work-schedule regulation with 422 hours of training and a total of 211 participants. Meanwhile, the seminars of *Saber+*, an initiative exclusively for employees on current issues relevant to the regulation of the communications sector, involved presentations by entities operating in the market, with 374 hours of training and a total of 187 participants.

- Management and leadership axis - included a programme on "Project management - advanced" (49 hours), with a total of 21 participants, corresponding to 1,013 hours of training, "International Negotiation" (15 hours) with 31 participants and a total of 447 hours of training, and the General Management Programme, each session corresponding to 115.5 hours (the second session was completed in 2017, with 24 employees, and the third and last session began, with the participation of 23 employees, giving a total of 2,674 hours of training).

The academic development of employees has remained a commitment of ANACOM, through the funding of specialisation courses (postgraduate) and courses that confer bachelor and master's degrees. In 2017, these initiatives involved 5 members of staff, with 669 hours of training. Meanwhile, staff took part in workshops, seminars and conferences, which provided opportunity for the sharing of experience and debate on technical issues, and for a more up-to-date understanding of sector developments at a national and international level. There were 157 participations involved in programmes of this nature, representing 1241 hours of training.

TRAINING			
	2017	2016	2015
Number of programmes	217	241	210
Number of participations	1916	2447	1518
Number of training hours	18 185.1	23 699.5	16 675
Number of training hours /Average number of staff	47	61	44
Training expenditure (thousands of euros)	257	305	210
Training expenditure / Personnel costs	1.1%	1.4%	1%
Training expenditure /Average number of staff (euros)	668	784	556

Source: ANACOM

Note: In 2017, for calculation purposes, the average number of staff was counted as 384

Execution of the training plan involved an expenditure of 256 thousand euros in 2017, resulting in the completion of 217 training programmes, a total of 1,916 participations and 18,185.1 hours of training.

Considering the average size of ANACOM's staff in 2017 (384 employees), an average of 47 training hours were registered per employee, equivalent to an investment of 668 euros per employee.

7. PERSONNEL AND TRAINING EXPENSES

Personnel expenses

Personnel expenses totalled 22,897,334 euros, an increase of 4.0% over 2016.

Training expenses

Training expenses totalled 256,588 euros (-19% compared to 2016).

ANACOM 

Lisboa (Sede)

Av. José Malhoa, 12
1099 - 017 Lisboa
Portugal
Tel: (+351) 217211000
Fax: (+351) 217211001

Açores

Rua dos Valados, 18 - Relva
9500 - 652 Ponta Delgada
Portugal
Tel: (+351) 296302040
Fax: (+351) 296302041

Madeira

Rua Vale das Neves, 19
9060 - 325 S. Gonçalo - Funchal
Portugal
Tel: (+351) 291790200
Fax: (+351) 291790201

Atendimento ao Público

800206665
info@anacom.pt

www.anacom.pt