

Personnel strategy of the Federal Administration 2020–2023



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Introduction

In today's world, digitalisation is increasingly shaping how we work and is posing new challenges for the Federal Administration. Expectations are changing and there is a demand for agile, interdisciplinary approaches. As areas of responsibility and professional profiles are changing, new demands are being placed on employees. This is why the Federal Administration's personnel strategy for 2020 to 2023 focuses on the topic of digitalisation.

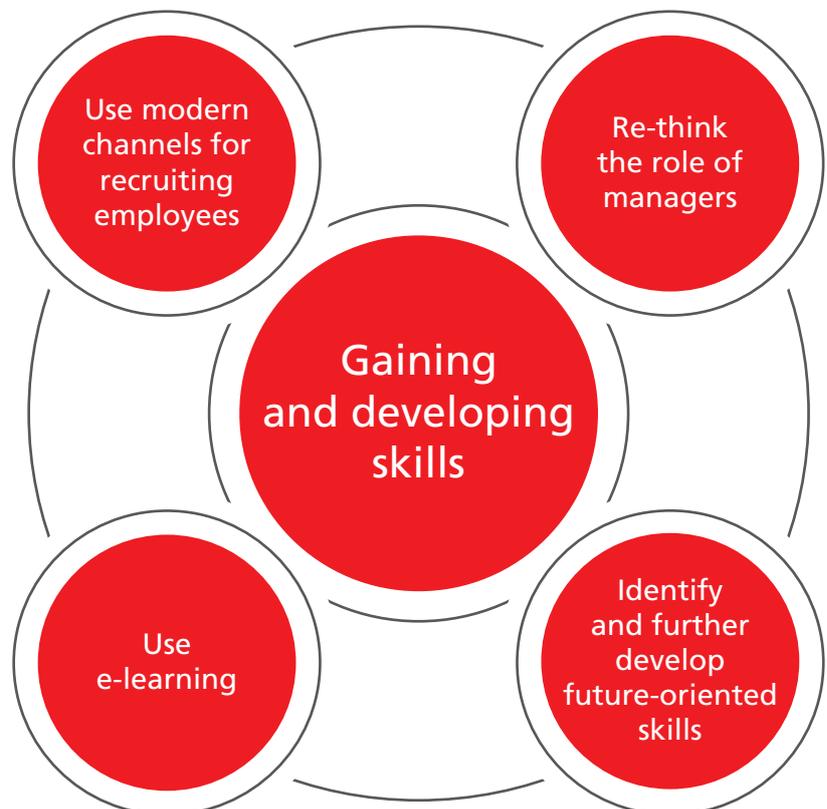
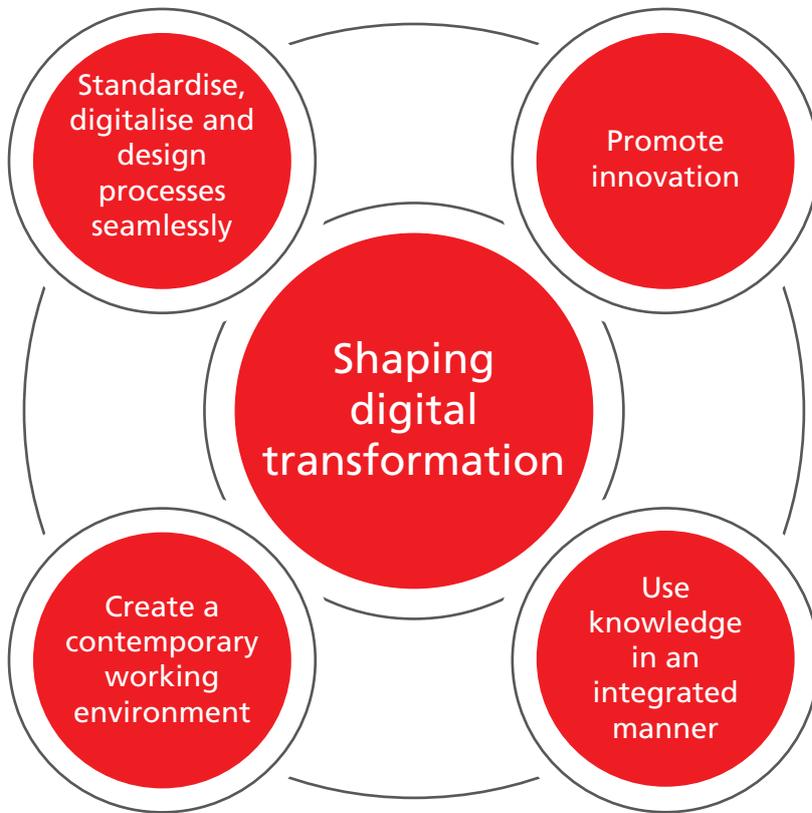
The two focal points «shaping digital transformation» and «gaining and developing skills» are intended to prepare employees for the profound changes brought about by digitalisation.

The strategy will be implemented by means of measures throughout the Federal Administration. In view of the rapidly changing environment, all of the measures have not yet been defined for the entire strategy period; instead, they will be developed and implemented as required.

The main features of the personnel policy of the Federal Administration as an employer are defined in federal personnel law. It continues to form a sound foundation and has been refined in many areas based on the last two personnel strategies. The classical personnel policy topics of attractive working conditions, personnel development, diversity, work-life balance, health and basic vocational training, for example, will continue to be pursued.

The Federal Council will set new benchmarks for the Federal Administration's personnel management, and the degree to which they are achieved will continue to be reported annually to the Federal Council and Parliament.

Focal points



1 Shaping digital transformation

Digitalisation is transforming the working environment in a sustainable manner.

Together with employees, managers are shaping the digital transformation of the Federal Administration.

1.1 Promote innovation

That means the following for our target groups:

Employees	Managers	HR specialists
Search for creative and innovative solutions to cope with challenges.	Create framework conditions and leeway for creative processes, innovation and interdisciplinary work in teams.	Advise and accompany managers and employees in creating a modern working environment that encourages innovation.
Work across teams and make use of their own skills and those of other employees.	Show courage and dare to try out new things. Also, accompany and coach their employees.	

1.2 Use knowledge in an integrated manner

That means the following for our target groups:

Employees	Managers	HR specialists
Exchange their knowledge with others and use modern forms of communication.	Call for and encourage networking and the exchange of knowledge among employees and managers.	The FOPER creates platforms for networking and exchanges among employees and managers.
Help to exploit synergies and find comprehensive solutions.	Take advantage of the diversity of employees and the opportunities offered by digitalisation.	

1.3 Create a contemporary working environment

That means the following for our target groups:

Employees	Managers	HR specialists
Exploit the potential of a modern, digital working environment to foster cooperation.	Reflect on their management role and adapt it to the new working environment, thereby helping to retain employees at the Federal Administration.	Support managers with targeted measures to prepare them for their new management role and the new work culture in the digital environment.
Use appropriate forms of work to achieve their objectives and accomplish their tasks.	Facilitate mobile working for their employees, insofar as this is operationally possible.	The FOPER develops tools, models and frameworks for mobile forms of work.
Act responsibly and pay attention to a work-life balance.	Promote new, flexible forms of work while paying attention to the health and work-life balance of employees.	Advise managers and employees on work-life balance issues.

1.4 Standardise, digitalise and design processes seamlessly

That means the following for our target groups:

Employees	Managers	HR specialists
Use standardised processes to manage their tasks and promote teamwork.	Use standardised processes as part of their managerial work and provide insights into how they should be further developed.	The FOPER defines standardised processes involving stakeholders.
Provide feedback on the design and application of HR processes.	Support employees in applying new processes.	The FOPER designs HR processes efficiently, digitally, accessibly and seamlessly. It simplifies and thus reduces administrative work.

2 Gaining and developing skills

The Federal Administration has qualified employees and managers. It recognises and promotes their potential.

2.1 Re-think the role of managers

That means the following for our target groups:

Employees	Managers	HR specialists
Provide feedback on the managerial behaviour of their superiors.	Reflect on their management role in the context of agility, flexibility and mobility. Adapt their managerial behaviour accordingly and act in an exemplary manner.	Advise and accompany managers regarding their development in the areas of agility, flexibility and mobility.

2.2 Identify and further develop future-oriented skills

That means the following for our target groups:

Employees	Managers	HR specialists
Reflect on their skills independently.	Identify the skill requirements of their employees in light of the organisation's tasks.	The FOPER provides standardised principles and tools for identifying requirements.
Take stock of the situation together with their superiors on a regular basis.	Take stock of the situation together with their employees on a regular basis. Identify and encourage talents.	Advise and accompany managers and employees with regard to their professional development.
Continue their training regarding the necessary skills.	Continue their training regarding the necessary skills.	Continue their training for their advisory role and for accompanying change.
Are responsible for their further development and are prepared for changes.	Recognise the need for changed professional profiles in the organisation and consistently align their employees accordingly.	Advise and support managers in defining changed professional profiles.

2.3 Use e-learning

That means the following for our target groups:

Employees	Managers	HR specialists
Independently take advantage of the possibilities offered by e-learning and e-learning methods.	Encourage the use of e-learning in the basic and advanced training of their employees.	Inform and advise managers and employees about the possibilities offered by e-learning. Promote the use of e-learning.

2.4 Use modern channels for recruiting employees

That means the following for our target groups:

Employees	Managers	HR specialists
Use their digital networks as multipliers, thereby strengthening the reputation of the Federal Administration.	Are familiar with digital channels and use them in a targeted manner to recruit employees.	Explore new ways of recruiting employees and managers, using digital channels to do so.

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