

The background features several thick, curved lines in shades of blue, green, red, and yellow, each ending in a solid circle of the same color. The lines are arranged in a way that suggests movement and interconnectedness.

Strategy PES 2030



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Supervisory Commission for the Unemployment
Insurance Compensation Fund**

1 Background and introduction

Some 25 years ago, Switzerland's Public Employment Services (PES) underwent a major reform when Regional Employment Centres (RAVs) were created. The aim of the reform was to place these services, which were at that time based at the 3,000 or so municipal employment offices, on a regional and more professional basis.

Since then, the environment in which the Public Employment Services operate has changed radically. The needs and expectations of employers and job seekers are no longer the same as a quarter of a century ago. The Public Employment Services are also directly affected by major trends such as the digital transformation, demographic change and human migration patterns. In addition, a major project is underway with the redesign of the information system for Public Employment Services, for which it should be clear in which direction the service will continue to develop.

Against this backdrop, the Supervisory Commission for the Unemployment Insurance Compensation Fund was keen to formulate a succinct, motivating and sufficiently concrete target vision to drive the Public Employment Services forward successfully. It therefore commissioned the unemployment insurance compensation office (SECO-TC), in close cooperation with the cantons and social partners, to devise a strategy for the service.

In a project involving more than 80 specialists from the cantons and the State Secretariat for Economic Affairs (SECO), assisted by a committee from the Supervisory Commission for the Unemployment Insurance Compensation Fund, the present "Strategy PES 2030" was developed in the first half of 2023.

2 Scope of application and validity of the strategy

In organisational terms, Switzerland's Public Employment Services consist of the national and cantonal employment offices. At the national level, SECO-TC is responsible for supervising and steering the Public Employment Services. SECO-TC itself is supervised by the Supervisory Commission for the Unemployment Insurance Compensation Fund. The cantons – i.e., the cantonal employment offices, the RAVs and the Logistics Offices for Labour Market Measures – are responsible for the performance of the Public Employment Services.

The two most important customer groups of Switzerland's Public Employment Services are employers and job seekers. Other stakeholders include the unemployment insurance funds, providers of labour market measures, the various InterInstitutional Cooperation partners, private recruitment agencies and other federal and cantonal authorities.

The "Strategy PES 2030" is the strategy of the Supervisory Commission for the Unemployment Insurance Compensation Fund, which in turn is a tripartite body made up of representatives drawn from employers' and employees' associations and the federal government, cantons and academic institutions. The strategy is therefore binding on the inner circle shown in Fig. 1. It covers a period of just over seven years up to 2030.

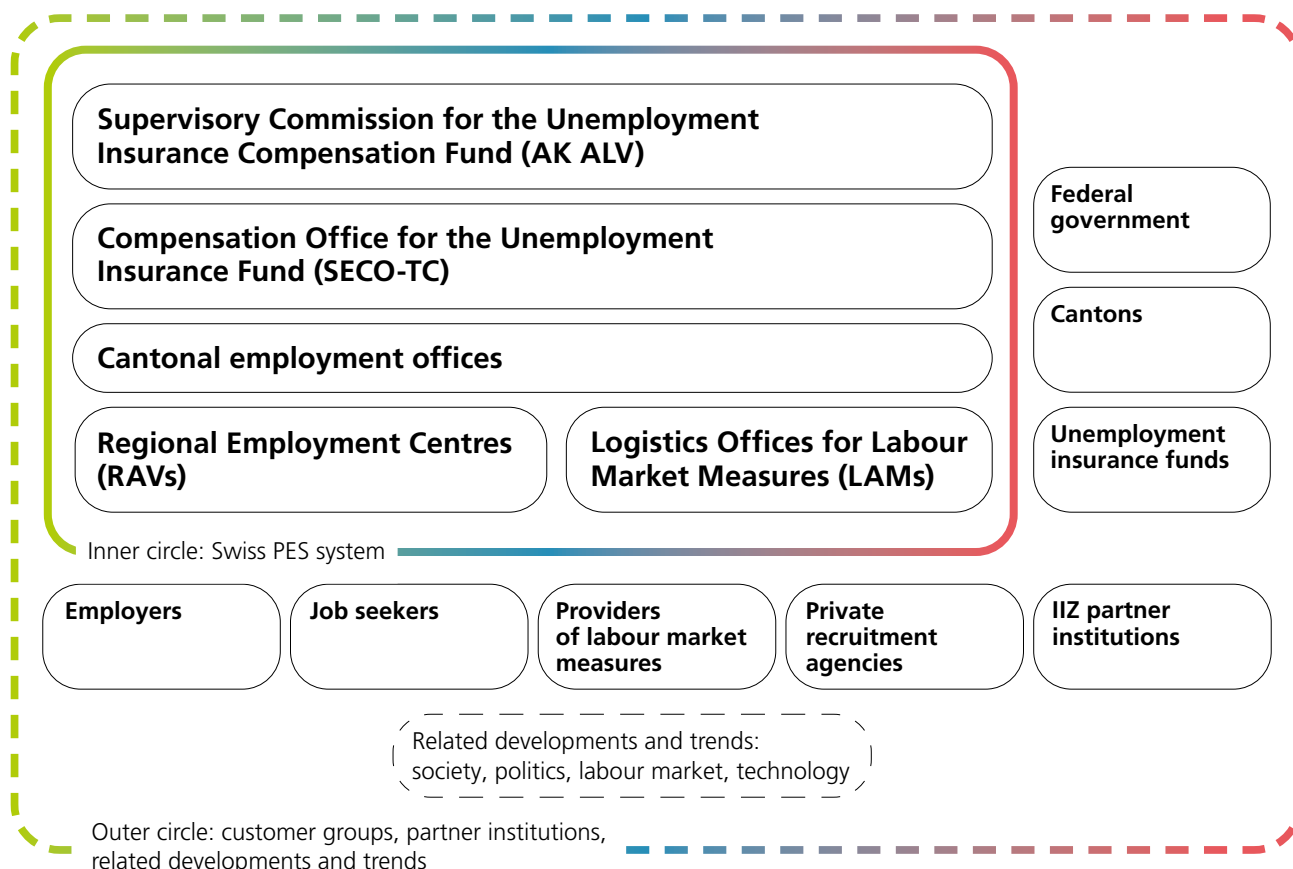


Fig. 1: Scope of application of the strategy

3 Mission

In accordance with their legal mandate, the Public Employment Services make a significant contribution to preventing and combating unemployment, and promote the rapid and durable reintegration of job seekers into the labour market.

They advise job seekers on reintegration into the labour market, introduce them to job vacancies and help employers fill open positions. They support job seekers with appropriate labour market measures and are commissioned by the Unemployment Insurance Fund to oversee compliance with eligibility requirements.

The Public Employment Services are the joint responsibility of the Confederation, the cantons and the social partners, work closely with private recruitment agencies and participate actively in Inter-Institutional Cooperation.

4 Vision 2030

The Public Employment Services are a key player in active labour market policy. As an organisation able to learn and develop, they are always geared towards the needs of the labour market. They offer their two key customer groups – job seekers and employers – effective and professional advisory and job placement services. Their attractive jobs platform makes a significant contribution to improving labour market transparency.

By providing needs-oriented individual advice, the Public Employment Services support the rapid, long-term reintegration of job seekers into the labour market and commit themselves to close Inter-Institutional Cooperation. They employ qualified specialists and offer them good professional development opportunities.

By providing personalised job placement and support via individually tailored labour market measures, they contribute to reducing long-term unemployment and recurring unemployment, and ensure that job seekers and employers can easily reach out to one another.

The Public Employment Services use consistently simple, lean and digitalised processes. This frees up resources that can then be systematically invested in making contact with individual customers.

5 Strategic objectives and spheres of activity

The “Strategy PES 2030” has twelve strategic objectives divided into the three impact areas A to C. Figure 2 illustrates the strategic objectives and their main allocations to the impact areas. The strategic objectives of a particular impact area are closely connected to each other in terms of content. Additionally, the coloured lines in the figure indicate strategic objectives from other impact areas with close links to the respective objective.

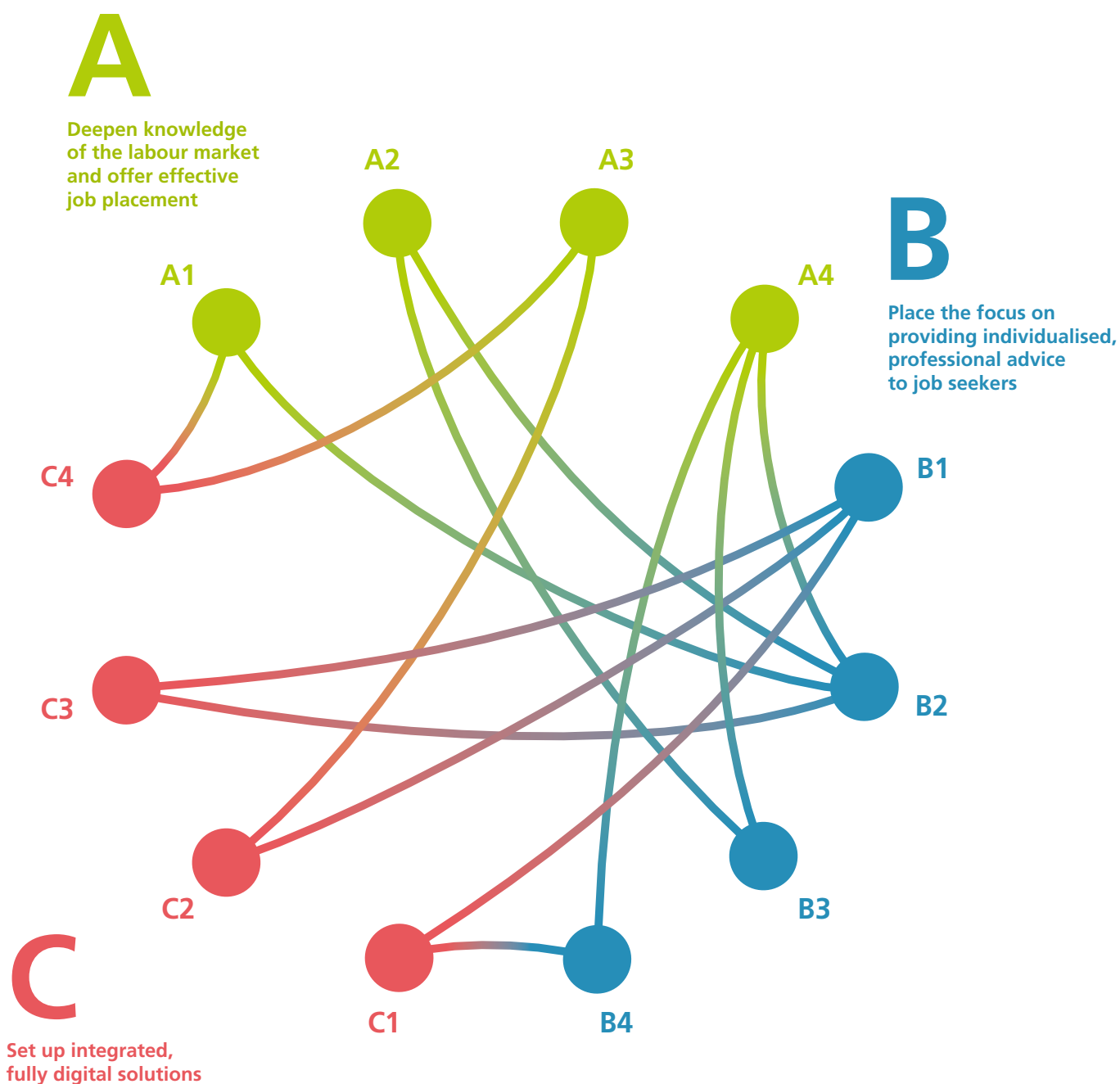


Fig. 2: Three impact areas, each with four strategic objectives

A

Deepen knowledge of the labour market and offer effective job placement

A1 →B2 →C4

Further develop job placement services and labour market measures that are targeted and relevant to the labour market

For successful job placement and the provision of effective labour market measures, it is of central importance that the activities of the Public Employment Services should be geared to the needs of the labour market.

→ The proximity of the Public Employment Services to the labour market is fostered by developing regional and individual contacts with employers. These contacts are used in a targeted way to help job seekers find jobs. Collaboration with employers and employer associations in order to develop effective labour market measures is being intensified. A pilot project for increased cooperation and permeability between the cantonally organised RAVs within labour market regions is bringing job placement services closer to the labour market.

A3 →C2 →C4

Set up a jobs platform that is widely and intensively used

An attractive jobs platform is crucial for successful job placement.

→ Enhanced functions and markedly improved user-friendliness ensure that the jobs platform will be used widely and intensively. The platform's target groups are all employers wishing to fill vacancies, all individuals looking for a job, and the InterInstitutional Cooperation partner institutions.

A2 →B2 →B3

Significantly improve opportunities for basic and further training and vocational reorientation for job seekers requiring qualifications demanded by the labour market

Labour market measures offering basic and further training and retraining for job seekers requiring qualifications demanded by the labour market have played a subordinate role to date.

→ Against the backdrop of a shortage of skilled workers, the needs of employers, growing demand for lifelong learning and rapid changes in the labour market, training grants and further training/retraining as part of individual labour market measures will be significantly strengthened. The current scope for action is being utilised and pilot projects carried out. Deadweight loss effects are avoided by defining the access criteria and clearly specifying the target groups.

A4 →B2 →B3 →B4

Expand the Public Employment Services' contact with employers and enhance its knowledge of the labour market

It is increasingly difficult for employees of the Public Employment Services to maintain an overview of new and ongoing developments in the labour market and to identify which skills or occupations will be in demand on the labour market in the near future.

→ These employees' knowledge of the labour market is being systematically expanded. This is being achieved by strengthening contact with employers, establishing relevant modules in the basic and advanced training courses for employees, and setting up a knowledge management system that takes account of regional labour market data and job seekers' experiences.

Note for readers: The descriptions of the individual objectives are all structured in the same way: The first paragraph contains a central statement taken from the analysis of the strategy development project. This is followed by a summary of how the "Strategy PES 2030" actually changes the status quo.

B

Place the focus on providing individualised, professional advice to job seekers

B1 →C1 →C2 →C3

Greater emphasis on professional advice to job seekers

The Public Employment Services have limited time for advising job seekers, because much of their time is spent on monitoring compliance with the duty to mitigate damage and with administrative tasks.

→ The role of advisers is being strengthened so that they can fully use their scope for action and establish a new balance between advice and monitoring. They are assisted by a tool which analyses the labour market opportunities open to job seekers. In order to focus on advising job seekers, whether or not they are claiming daily allowances, the resources released thanks to digital solutions must be systematically redirected to this purpose. Advisory sessions generally take place in person and on site. The use of video conferencing will also be available at all implementing agencies in future.

B3 →A2 →A4

Promote personalisation and individual responsibility in the use of labour market measures

Lifelong learning is of growing importance to the entire working population. Switzerland offers a broad range of high-quality opportunities for basic and further training.

→ In future, the Public Employment Services will be introducing a greater number of individual labour market measures. They will also make increasing use of opportunities outside the Public Employment Services, and take account of suggestions made by job seekers themselves. The opportunities and range of labour market measures for job seekers not in receipt of unemployment benefits will be optimised.

B2 →A1 →A2 →A4 →C3

Tailor the extent and focus of advice more closely to job seekers' needs

The increasing pace of change in the labour market, the growing heterogeneity of job seekers and the increasingly important role of the Public Employment Services in Inter-Institutional Cooperation mean that the Public Employment Services need to be geared more closely to job seekers' individual circumstances.

→ Advisory services are being individually adapted to the needs of job seekers and are also explicitly available to job seekers not in receipt of unemployment benefits. These advisory services focus primarily on job seekers with below-average employability. For job seekers with poor labour market prospects, the key aim is to achieve long-term reintegration. For job seekers claiming daily allowances and not needing intensive advice and support, the role of the Public Employment Services is mainly restricted to monitoring compliance with the duty to mitigate damage.

B4 →A4 →C1

Make greater use of appropriate activity and skills profiles when recruiting employees and develop their skills by means of basic and further training courses used nationwide

The employees of the Public Employment Services are a key success factor for the rapid, long-term reintegration of job seekers into the labour market. In view of changing framework conditions, there is currently a discrepancy between the profiles of employees of the Public Employment Services and the future demands that will be placed upon them.

→ Targeted staff recruitment is being supported. Activity and skills profiles that correspond to current requirements are being developed for this purpose. In addition, basic and advanced training courses that are standard throughout Switzerland are being prepared. These are modular and are constantly being adjusted to market conditions.



Set up integrated, fully digital solutions

C1 →B1 →B4

Set up harmonised, cross-system processes to reduce the case management workload

The potential benefits of the digital transformation have not yet been fully exploited in the Public Employment Services.

→ Establishing harmonised, cross-system processes will allow case management to be supported more efficiently and effectively in future using central IT tools. This will reduce the overall administrative workload for case management and allow better use to be made of the resources available for advisory services.

C3 →B1 →B2

Introduce risk-based, automated controls to reduce the administrative burden

The staff of the Public Employment Services need more time for their core tasks.

→ So that the Public Employment Services can spend more time on needs-oriented advice, solutions are being sought to reduce the time spent on monitoring activities. The use of modern IT tools for risk-based, automated monitoring is being explored. Taking account of the ethical aspects is of key importance when implementing these.

C2 →A3 →B1

Establish a user-friendly customer portal as the central access point to the Public Employment Services

The seamless exchange of information is a key requirement for efficient Public Employment Services.

→ Establishing a nationwide customer portal as the central contact point will make services more straight-forward for all stakeholders and will make the Public Employment Services' processes more efficient. As well as job seekers and the staff of the Public Employment Services, this portal is also used by employers, private recruitment agencies and providers of labour market measures.

C4 →A1 →A3

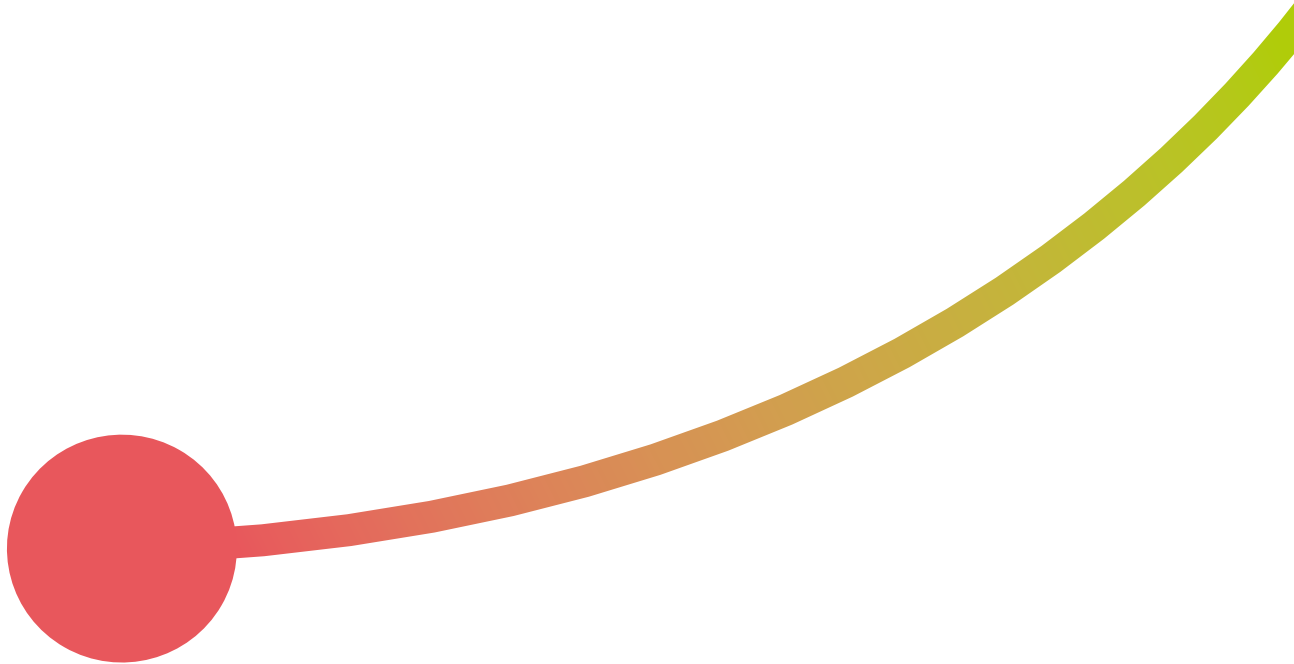
Make automated job matching available

For successful job placement, it is necessary to process the many and varied types of labour market information efficiently so that it can be utilised.

→ The Public Employment Services are developing an automated job matching system to support individual searches for jobs and candidates. This will necessitate constant efforts to improve data quality. The matching service takes just as much account of the needs and interests of job seekers as it does of those of companies. The algorithms required for this purpose are continually being checked for fairness and explainability.

6 Outlook

A number of measures and projects, both ongoing and new, will ensure that the strategic objectives are implemented. The progress of the implementation measures and projects, and the extent to which the objectives have been achieved, will be reviewed at the halfway stage in 2026/2027.



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