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# Public Management in Switzerland Challenges and Solutions

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# Institute for Nonprofit- and Public Management of the FHNW - HSW

<p><b>Basic Education:</b> Bachelor- and Master Studies</p>	<p><b>Further Education:</b> CAS, DAS and MAS Studies</p>
<p><b>Research:</b></p> <ul style="list-style-type: none"> <li>- NPPM-Management</li> <li>- Cluster-Management</li> <li>- Ageing in Switzerland</li> </ul>	<p><b>Services for NPPM-Org.:</b></p> <ul style="list-style-type: none"> <li>- Projects</li> <li>- Coaching</li> <li>- Training</li> </ul>

**15 collaborators**  
held lectures

render services and conduct research



Nonprofit Organisations



Government

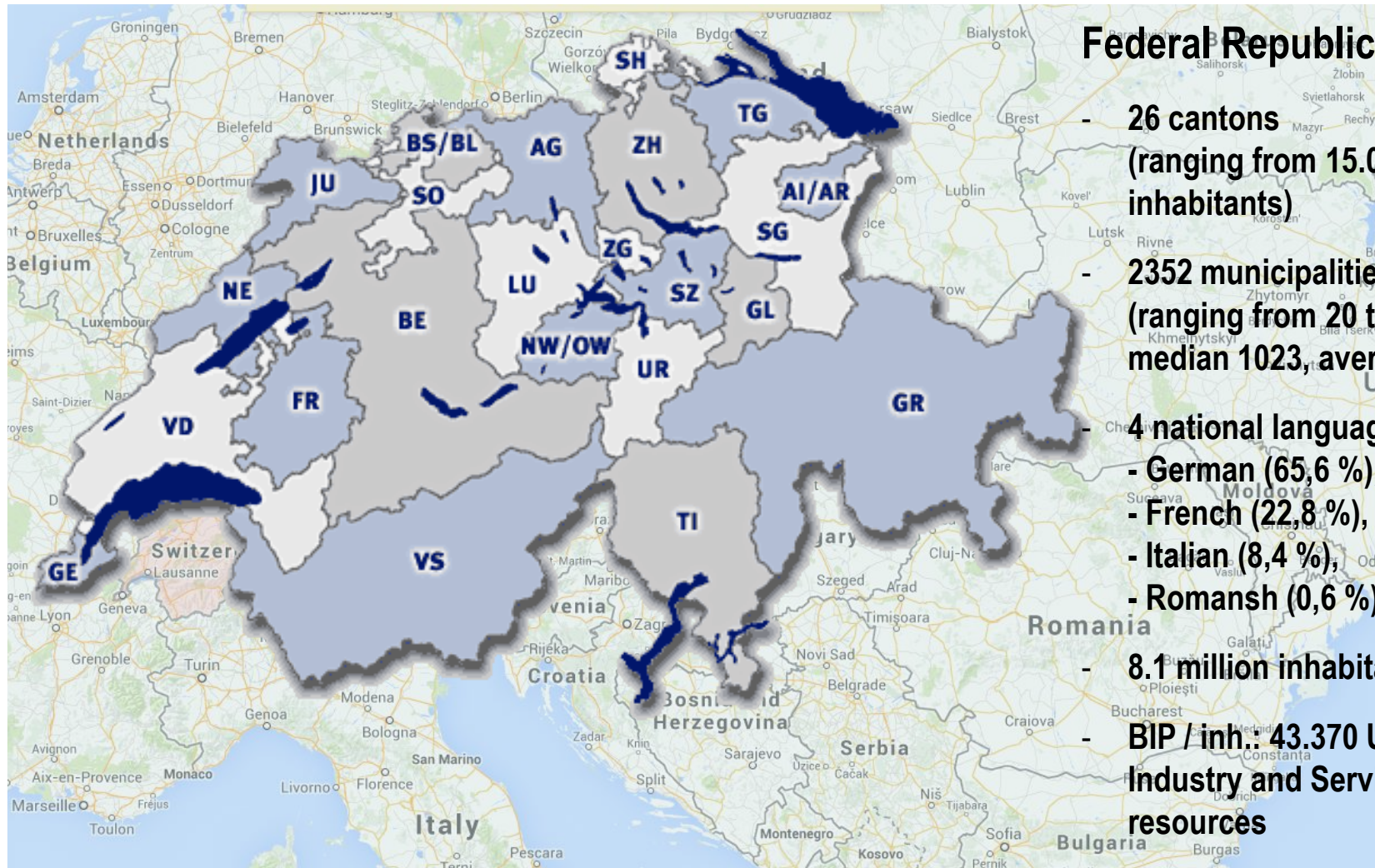
# **Public Management in Switzerland**

**The political system and administration of Switzerland**

**Particular challenges for the Swiss administration**

**Solutions**

# Switzerland



## Federal Republic with

- 26 cantons (ranging from 15.000 – 1.4 million inhabitants)
- 2352 municipalities, (ranging from 20 to 380.000 inhabitants, median 1023, average 2'806)
- 4 national languages
  - German (65,6 %),
  - French (22,8 %),
  - Italian (8,4 %),
  - Romansh (0,6 %)
- 8.1 million inhabitants; 24 % foreigners
- BIP / inh.: 43.370 USD
- Industry and Services; no mineral resources

# Each political level has its own structure

## The Federation (with its own constitution):

- Two-chamber parliament: members are not employed / have a main occupation
- 7 ministers: working fulltime / employed by the state
- 8 ministries, 90 departments, ca. 37.000 employees

## Cantons (26 different constitutions):

- Cantonal parliament: members are volunteers
- 5 - 7 governing councillors: full- or parttime
- 5 - 7 offices, 60 - 80 departments, ca. 235 - 32.000 employees

## Municipalities / Villages:

- Meetings of the citizens or a municipal parliament
- 5 municipal councillors: volunteers, part- or fulltime employed
- 1,5 – 28.000 employees

# Different tasks on different levels

## **Federation:**

**International affairs, army, universities, national infrastructure (traffic, energy), pension funds (30 %) benefits for unemployment / invalidity and federal taxes**

## **Cantons:**

**Health, education, police und justice, regional development and planing, promotion of economic development, municipal tasks and cantonal taxes**

## **Municipalities:**

**Implementation of education, regional development and planing, welfare system and municipal taxes**

## **Private enterprises (partially nationalized):**

**Energy production, hospitals, the post, the Swiss federal railway, health insurance, pension funds (70%), airports**

## Typically Swiss: «Direct Democracy»

**Federation:** The parliament is elected by personal election in the two chambers. The federal president and vice president are elected, but defined in a yearly rotation.

**Cantons:** Parliament and governing councillors are elected by personal election. The head of the cantonal council as well as the vice head are elected, but defined in a yearly rotation.

**Municipalities:** If there is a council, the members are elected by personal election as well as the district councillors. The head of the municipal council is elected directly.

**Petition for a referendum:** The people can decide upon a specific amendment of the constitution or a specific act (e.g. contract with another country or investment).



Peter Bieri  
bisher



# Examples of the last referendums in CH

**Sicherheit**

Request to purchase Gripen fighter jets for the Swiss air-force

Yes: 46,6% No: 53,4%

gripen-ja.ch

Liberales Komitee «Nein zum Gripen»

**Lohndiktat**

Adoption of minimum wages in collective agreements

Yes: 23,7% No: 76,3%

SP Birsfelden

**Kinderschutz**

Lifelong ban on convicted paedophiles to work with children

Yes: 63,5 % No: 36,5%

18. Mai

**JA**

zur Initiative «Paedophile sollen nicht mehr mit Kindern arbeiten dürfen»

**JA**

Constitutional amendment to boost the status of family doctors

Yes: 88 % No: 12%

ZUGR am 1

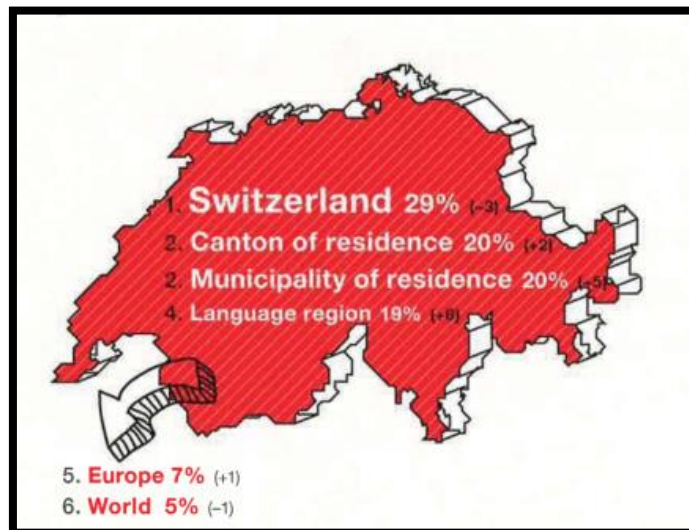
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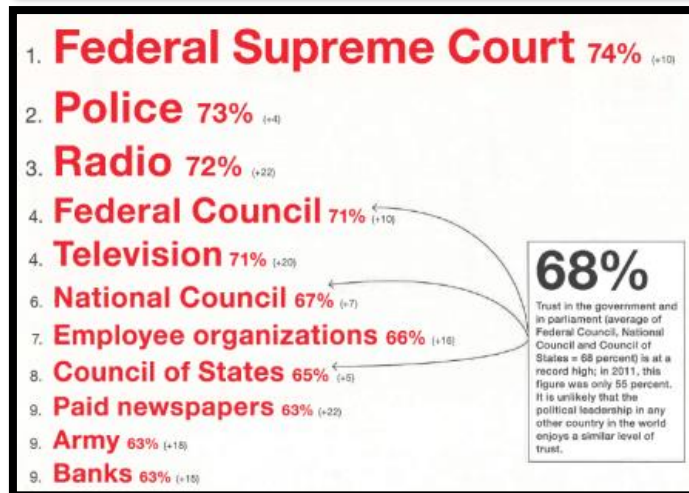
# Political Stearing of the Administration



# The State and Public Institutions enjoy a high Acceptance



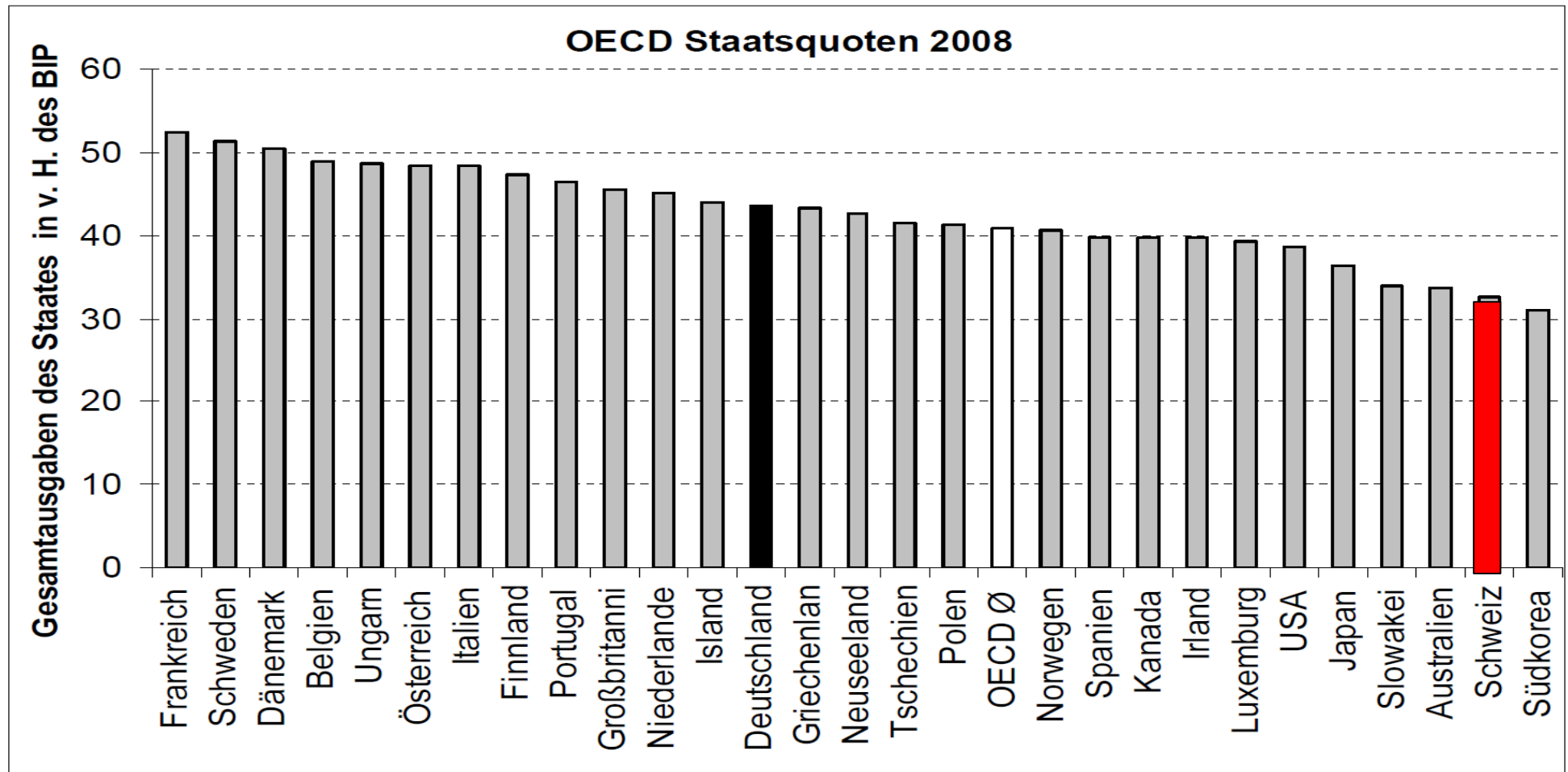
Strong emotions for Switzerland and the own canton.



High confidence into public institutions. 63 % of the population, who have been questioned, believe that the politics hardly ever makes wrong decisions (in 2005 it was 38%).

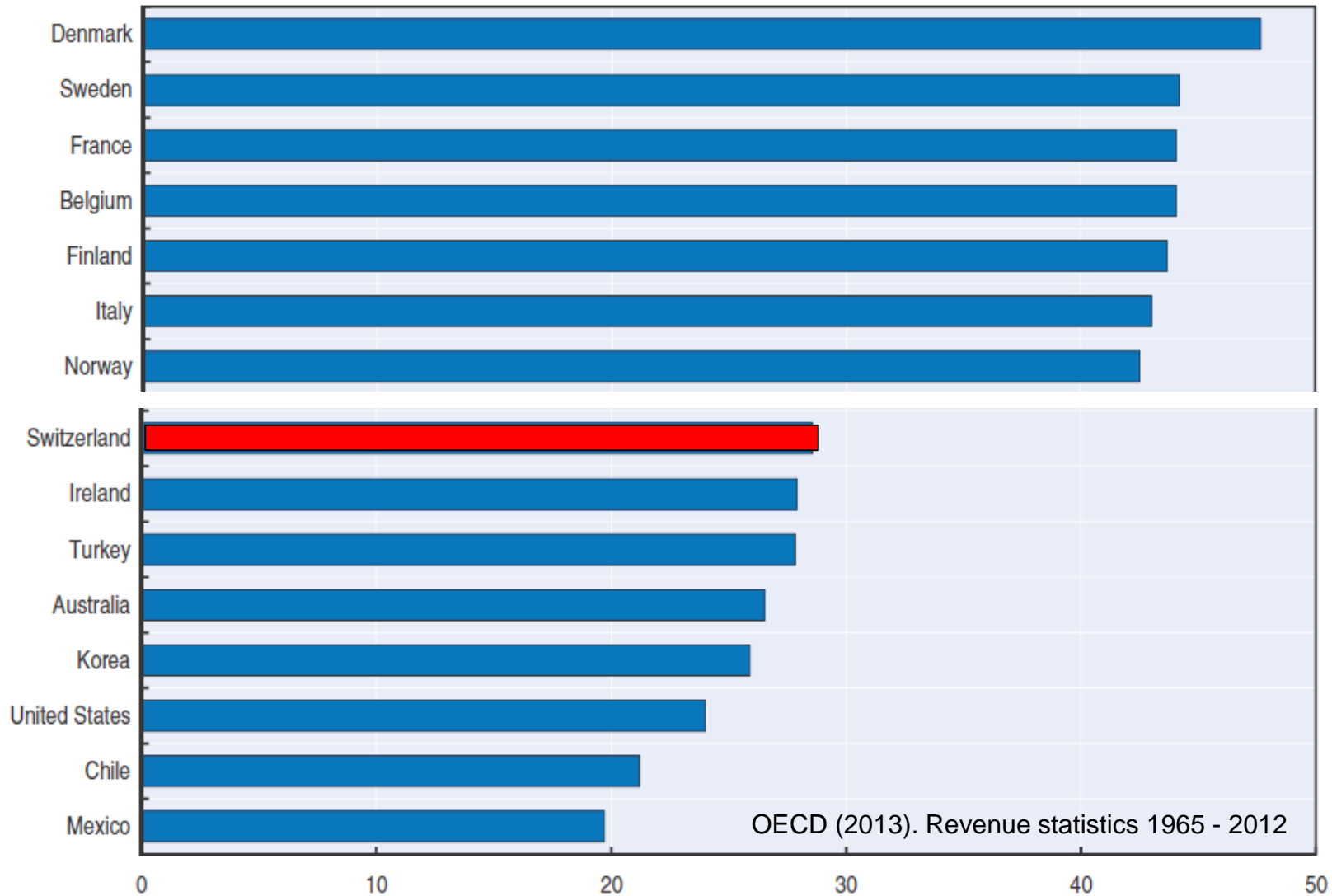
Source: Swiss Worry Barometer, CS (2013)

# Total Expenditures of the State in % of the GDP



Quelle: OECD, Economic Outlook 84, Paris 2008.

# Percentages of the Taxes of the GDP



# Challenges for the Administration



IT DRIVES ME CRAZY WHEN PEOPLE COMPLAIN ABOUT NEEDLESS FORM FILLING...I MEAN IF STAFF DON'T FILL OUT THE APPROPRIATE PAPERWORK THEN HOW CAN WE POSSIBLY KNOW HOW MUCH PAPERWORK HAS BEEN COMPLETED?

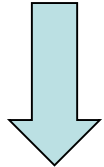
## **Four Groups of Challenges:**

- Democracy:** People have to vote upon topics they hardly understand, volunteer politicians, municipale administration that is too small to work efficiently, too many political parties are involved, raise of state activities, discussions about the public service.
- Efficiency:** More professionalism (social aspects, environmental matters), modern structures and methods (management models)
- Innovation:** People expect from the state a good service, but the administrative work is based on the law
- Sustainability:** The changes need to be well elaborated and tested: The state can not implement changes today and change them again tomorrow.

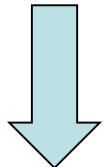
# Challenge of the Principle of Subsidiarity

State → state-owned enterpr. → NGO → private enterpr.

**Confederation**

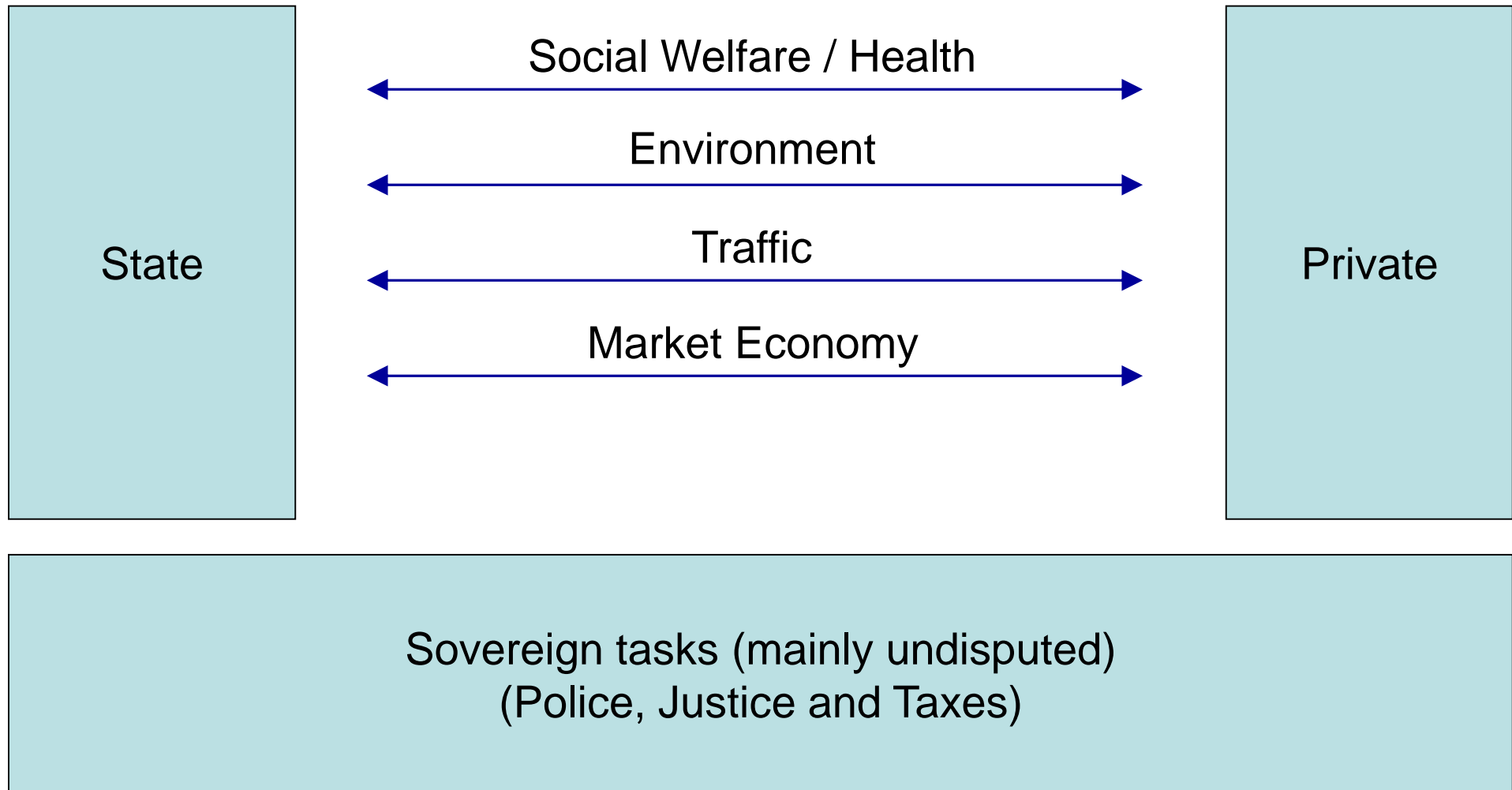


**Canton**



**Municipality**

# Which Tasks are for the State – which are private Responsibility?





## **A lot of Reforms are being implemented:**

**Canton Lucerne: From 107 municipalities in 1997, down to less than 60 today (due to mergers)**

**About 470 reform-projects in the administration of the 26 cantons from 1990 – 1999: Each canton develops its own solution.**

**About 40.000 reform projects in the administrations of the 2352 municipalities from 1995 – 2005.**

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## **Aims of the Reforms:**

- **more working toward targets**
  - **decision upon practical questions by the practical responsible**
  - **bigger administrations**
  - **definition of clear and unique processes to be able to compare public administrations**
  - **clear definition of the tasks: who works strategic, who works practical, who controls**
  
  - **Improving Innovation and Efficiency**
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