

Public Management in Switzerland Challenges and Solutions

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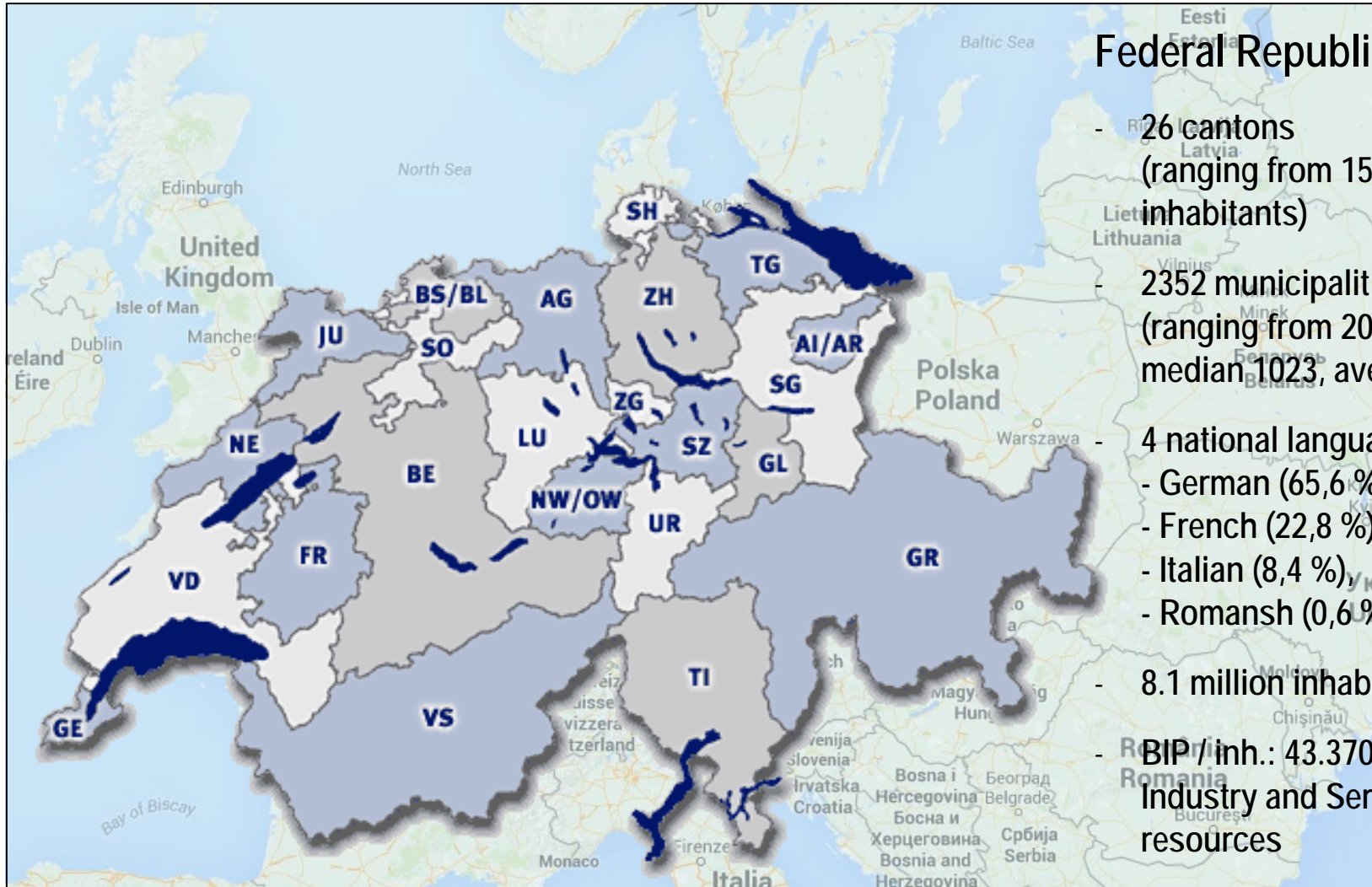
Public Management in Switzerland

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. Ministers by the two chambers. The federal president and vice president are not 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 his deputy are not 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 part of the constitution or a specific act (e.g. contract with another country/ investment).

Typically Swiss: «Direct Democracy»

Federally, the Swiss are elected by the people. In the cantons, the election system varies. In some cantons, the council is elected directly, but in others, it is elected by a jury.



Peter Bieri
bisher CVP

**Für Zug
in den
Ständerat**



Joachim Eder
neu FDP
Für Liberales Zug



Municipalities: If there is a council, the members are elected by personal election as well as the district council. In some municipalities, the municipal council is elected directly.

Petition for a referendum: The people can demand a referendum on the constitution or a specific act (e.g. contract with another country/ investment).

Examples of the typical referendums in CH



Examples of the typical 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»

Lohn diktiert

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»

ZUGANG

Constitutional amendment to boost the status of family doctors

Yes: 88 % No: 12%

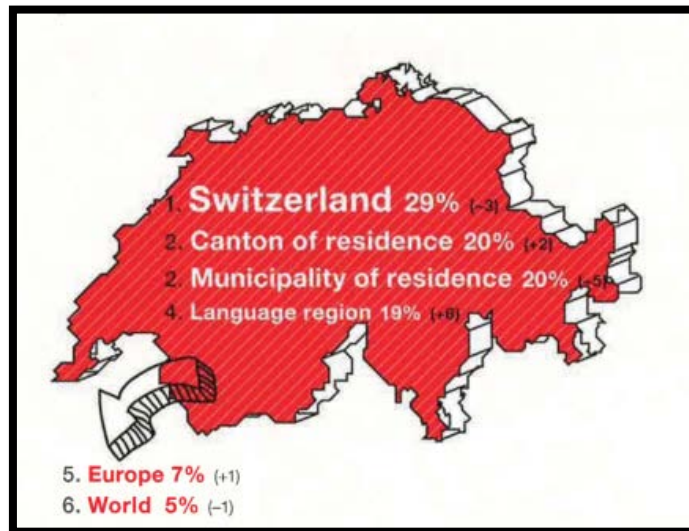
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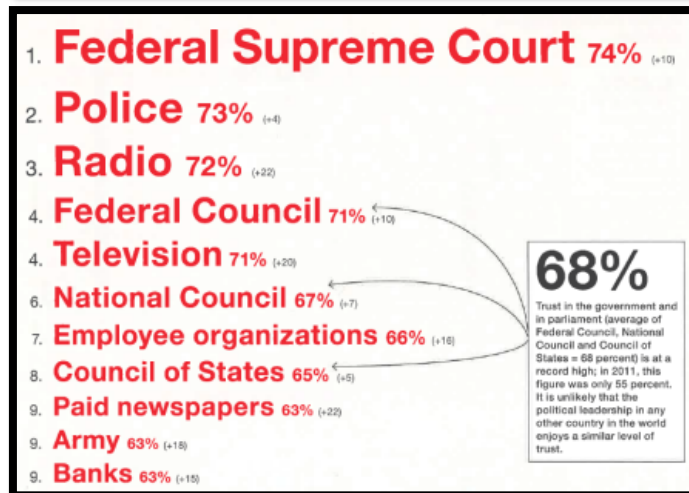
Political Steering of the Administration



The State and Public Institutions enjoy a high Acceptance



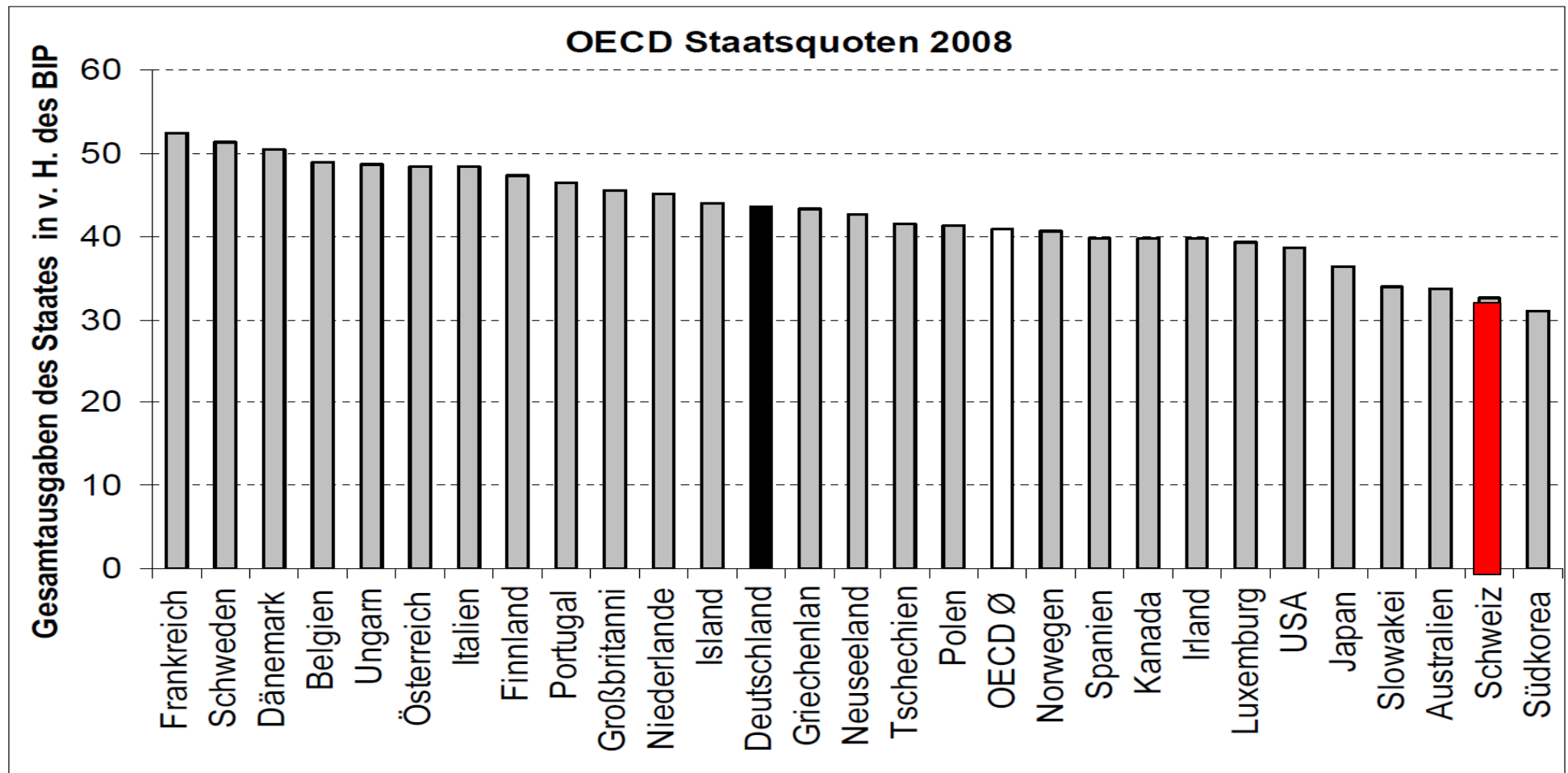
Strong emotions for Switzerland and the own canton.



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%).

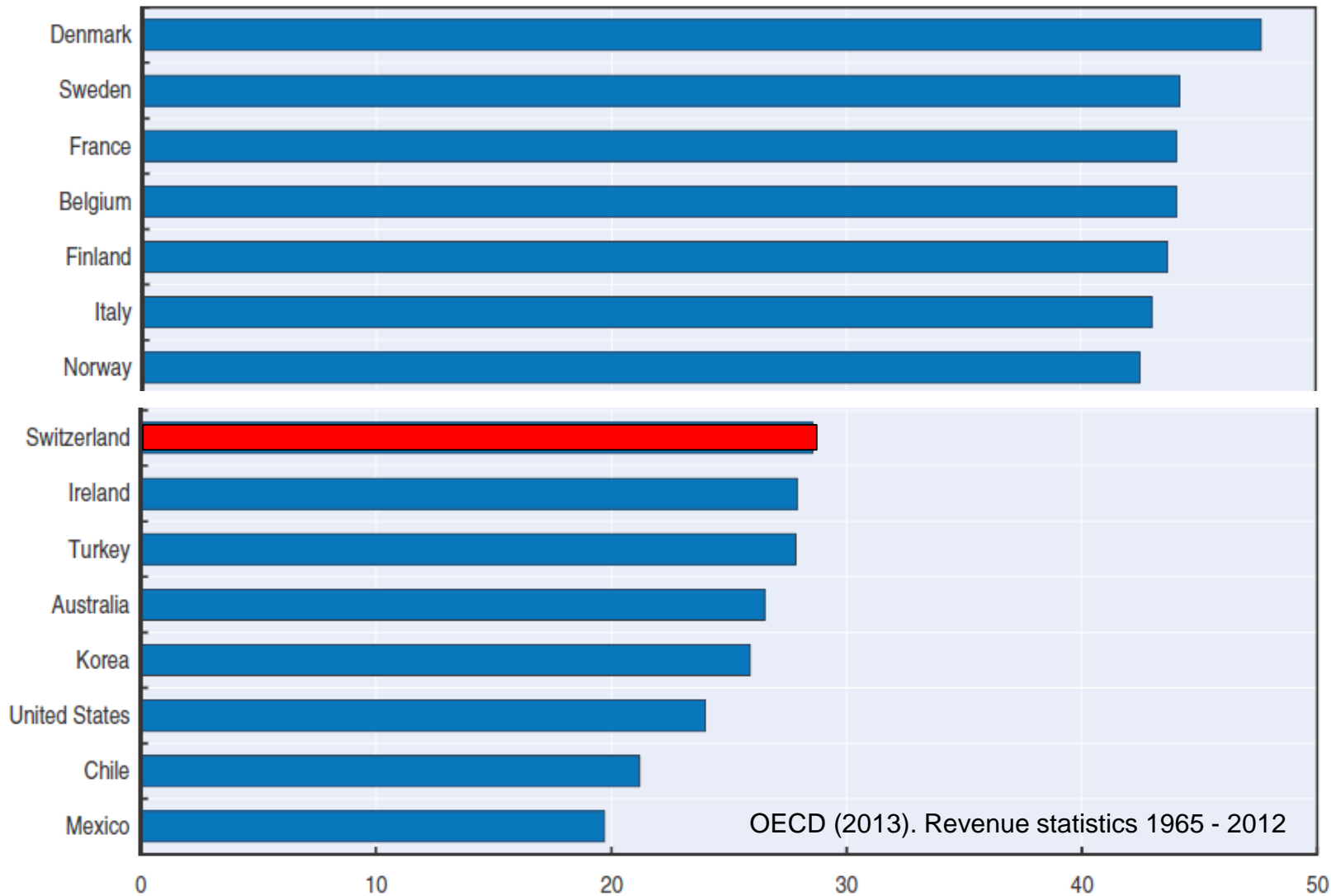
Source: Swiss Worry Barometer, CS (2013)

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?

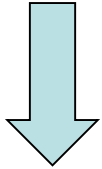
Four Groups of Challenges:

- 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.

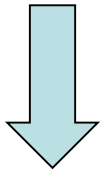
Challenge of the Principle of Subsidiarity

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

Confederation

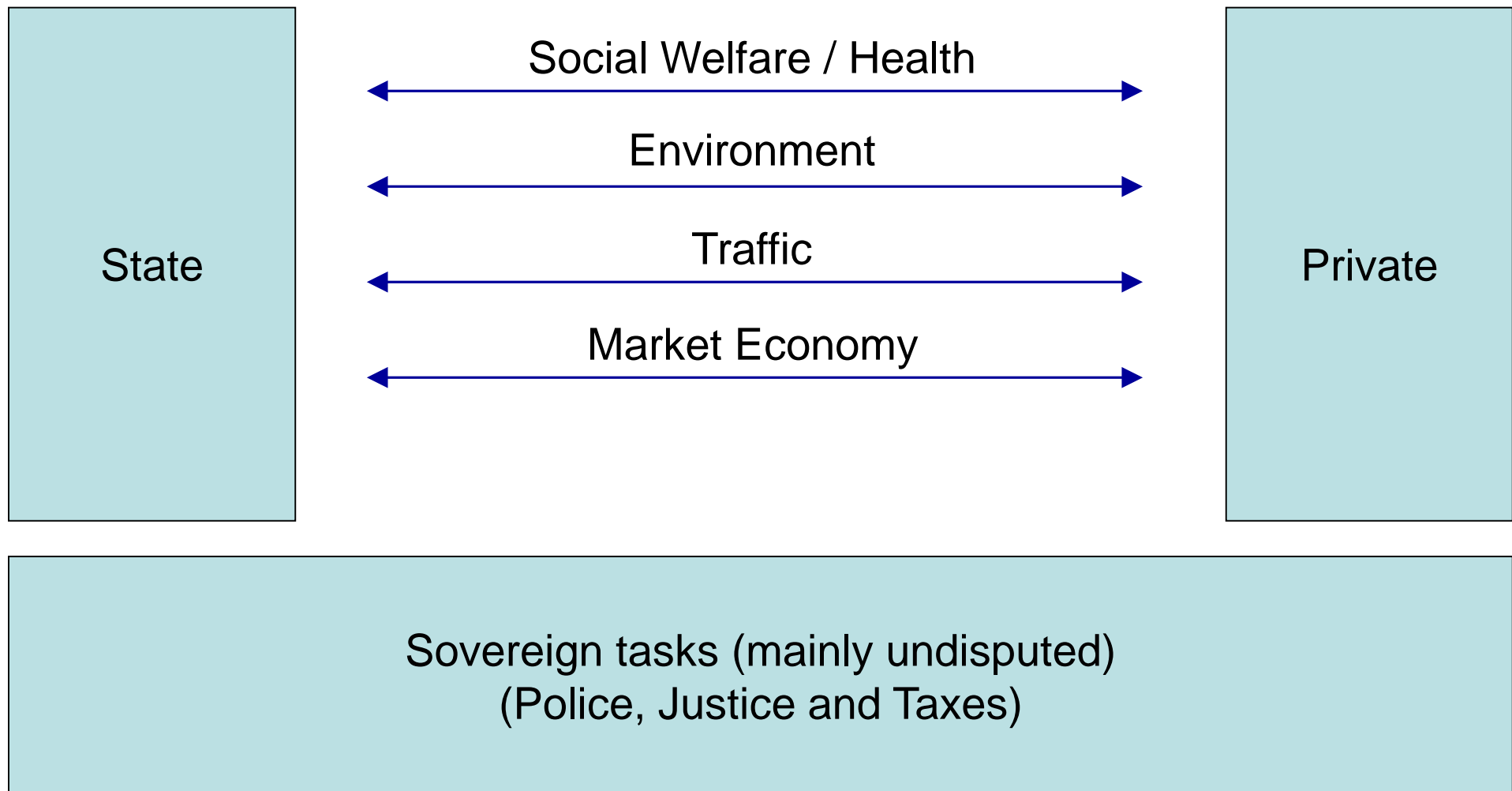


Canton



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.

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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