Switzerland – Competencies for civil servants in Switzerland

Context

The competency model of the Swiss federal administration is made up of up to 10 competencies grouped under management, personal and social competencies as follows: Management competencies: leadership, people management, effective action in the political context, strategic thinking and action, change management, entrepreneurial thinking and action. Personal competencies: personal responsibility, loyalty, focus on objectives and results, ability to cope with stress, self-reflection, capacity for learning and changing, analytical and conceptual thinking, networked thinking. Social competencies: ability to communicate, ability to deal with criticism and conflict, ability to work in a team, service orientation, diversity management.

Good practice

Each competency is printed on a card that includes a definition of the competency, various dimensions which give the competency tangible relevance, and a statement of the kinds of behaviours that demonstrate this competency. For example:

Effective action in the political context refers to the ability of individuals to analyse the political context in its full complexity, to recognise opportunities for taking action, and to consider and take advantage of the dynamics of political processes to achieve the goals that lie within the scope of their own responsibility

• Dimensions: Political sense, ability to act in the political process, ability to forge consensus and compromise, focus on stakeholders, public appearance skills.

• Behaviors: Analyses the political context and takes advantage of opportunities to act. Considers political processes in order to achieve objectives within scope of own responsibility.

• Keeps up with political developments and deepens own understanding of events.

• Takes the political process into account in the performance of own tasks.

• Puts forward own suggestions to help reach a consensus or compromise.

• Knows the needs and expectations of political stakeholders, networks effectively with the political environment.

• Represents own administrative division plausibly in wider political and media circles.

Find out more