

# Annual Report 2016

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### **Temporary workers on building sites: pulling their weight**

Switzerland relies on the construction industry. Modern buildings of a high construction standard, well-qualified employees, and fair wages – the Swiss construction industry sets a good example. In 2016, it generated sales of 60 billion francs. The 24 percent of temporary workers in Switzerland who work in the construction industry are important contributors to this success. After all, it's in the construction industry in particular that flexibility can be the match-winner. With the help of temporary workers, a high volume of orders can be managed in the short term; this offers small and medium-sized enterprises the opportunity to aspire to bigger orders. Construction will therefore remain attractive in Switzerland in the future.

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# President's Foreword

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Today, our industry is facing a paradigm shift, characterized by globalization, the significance of work as a production factor, automation and the robotization of the workplace. We are confronted by new generations and the uncertainty of a “lost generation” of young people in the labor market. Other thought-provoking questions are the conservative approach of the labor unions, growing inequality, and the disappearing credibility of authority in politics and the business world.

Recruitment services have not been left untouched by these changes. The fundamental idea of very personal one-to-one care of the customer has changed over the years. Today, we support HR departments with comprehensive services such as payroll, managed service provision, and process optimizers. In a close collaboration with companies and the regional labor exchanges, we help 314,000 people each year to find temporary work and 90,000 to find permanent work. We can be proud of this achievement! Our recruitment services and our association can soon look back on 50 years of history. After huge growth in the beginning, we have now entered a phase of consolidation. The next few years will show where our future lies. Today, many temporary workers already see us as a partner to market themselves. Perhaps entirely new forms of personnel services will emerge that are unknown to us today.

Change is characterized by uncertainty. Hence it's important that we guarantee the quality of our services: It matters that we raise the trust that workers and society have in us as a responsible employer. The two cornerstones of professionalism and humanity will be our guide. We were able to celebrate initial successes with the development our HR professional examination, which supports the further education of HR consultants and hence the industry as a whole in a sustainable way. Our member survey of last year confirmed our thoughts on many issues and encouraged us to continue our commitment – yes, to boost it even further – in politics, publicity work, and not least in the exchange with our own members. We are well equipped for this task with a motivated team and a committed board.

One of swissstaffing's tasks will be the creation of a reference point to enable our members to navigate through a period of accelerated change. No single person can achieve this! But only all of us together! So join us now!



**Georg Staub**  
President of  
swissstaffing

A handwritten signature in black ink, appearing to read 'Georg Staub', written in a cursive style.

Georg Staub  
President of swissstaffing

# The Association

## The Board

The Board is the steering committee of swisstaffing and consists of representatives from staff recruitment agencies of all sizes. This ensures that the interests of the entire industry and of all members are taken into account. Whereas the Board meets at least once per quarter, the Board Committee, currently comprising four persons, meets monthly to discuss and process important business for the attention of the Board. Patrick Maier relinquished his Board mandate as of September 2016 for professional reasons. swisstaffing would like to express its heartfelt thanks for his commitment and wishes him all the best for the future.



**Georg Staub**  
President of  
swisstaffing



**Michael Agoras**  
Board of Directors of  
Staff Finder AG  
Vice-president



**Charles Bélaz**  
Charles Bélaz AG  
Board Member and  
Exec. Committee



**Nicole Burth Tschudi**  
Adecco Human Re-  
sources AG Assessor,  
Board Member and  
Exec. Committee



**Taco de Vries**  
Randstad  
(Schweiz) AG  
Assessor,  
Board Member



**Adrian Diethelm**  
Express  
Personal AG  
Board Member



**Andreas Eichenberger**  
Induserv Industrial  
Services Ltd  
Board Member and  
Exec. Committee



**Paul Fritz**  
Home Instead  
(Schweiz) AG  
Assessor,  
Board Member



**Marcel Keller**  
Kelly Services  
(Schweiz) AG  
Board Member



**Susanne Kuntner**  
mein job Zürich  
GmbH  
Board Member



**Patrick Maier**  
Manpower  
(Schweiz) AG  
Board Member  
until Sept. 2016



**Urs Vögele-Freund**  
Hans Leutenegger AG  
Board Member



**Kerstin Wenger**  
walmonag  
Board Member

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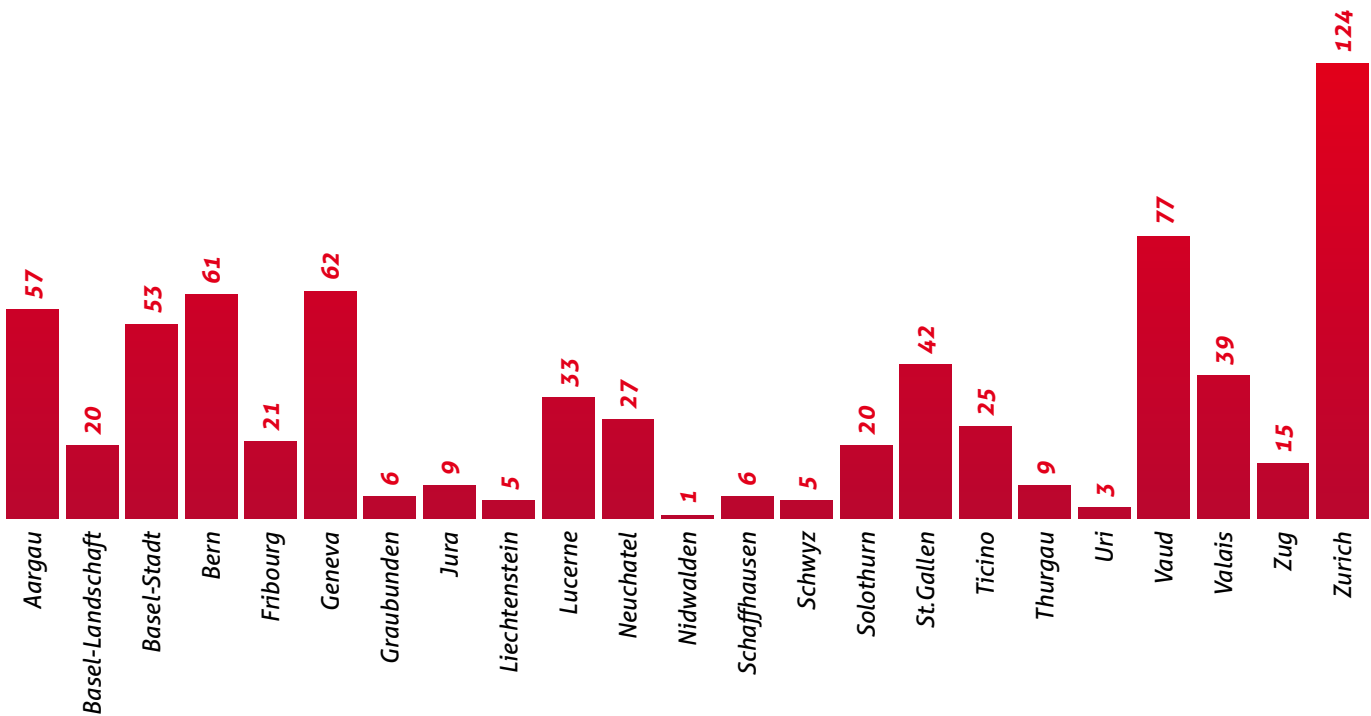
## The Association Members

In 2016, 35 new members joined the association, which is a pleasing development. At the end of the year, the number of swissstaffing members amounted to 375, which corresponds to a 5% increase versus the previous year. Nine members, including mainly small enterprises and agencies, left the association while six companies closed for business for economic reasons.

The employment companies in particular showed considerable interest in the swissstaffing-SQS quality label. Every new member is subject to a quality audit within their first six months of membership, with existing members being re-examined every three years. In 2016, 17 initial certifications and 30 re-certifications were conducted. This is important, since quality and professionalism are the foundations of swissstaffing membership.

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## Location of members by canton 2016





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# The Association

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## The Annual General Meeting

The 48th Annual General Meeting of swissstaffing took place on May 24, 2016 in the Kursaal Bern; more than 300 votes were represented. Myra Fischer-Rosinger and Irène Righetti celebrated their 10th anniversaries with swissstaffing in 2016 and were thanked. Michael Agoras has left Adecco Schweiz after many years of activity and therefore vacated his position on the Board Committee. Georg Staub, President of swissstaffing, thanked him at the AGM for his committee work. The annual report and the budget were approved unanimously, membership contributions remained unchanged.

Dr. Maja Storch, owner and scientific head of the Institute for Self-management and Motivation Zurich (ISMZ), gave a presentation on the topic “The Mañana Skill – Power People Also Need a Break.” With clear examples, she demonstrated how the mañana skill can counter stress and how it can help us gain new energy – which led to lots of laughter and aha-experiences. Following lunch together with a lively exchange among the members, the event drew to a convivial close.

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## Regional Meetings

swissstaffing held four regional meetings in 2016 in each of Bern/Lucerne, Basel, Geneva, Lausanne, Lugano and Zurich, which were attended by a total of 800 persons. This represents an increase in attendance of 20% over last year. With its regional meetings, swissstaffing promotes exchange among recruitment agencies and informs them about industry-relevant topics. Various external experts from the fields of HR marketing and web analytics as well as heads of the various cantonal Offices of Economy and Labor (AWA) supported us in 2016.

### The Topics in Review

**Regional meeting, March:** Information about the new CBA on Staff Leasing and social insurance for cross-border commuters; presentation of the new jobs portal 100000jobs.ch; fresh ideas for successful personnel marketing.

**Regional meeting, June:** Insight into the collaboration of the various AWA; workshop on the topic “Big Data and Recruitment Agencies”; information on the planned cost-saving measures of the vocational training fund temptraining.

**Regional meeting, September:** The results of the member survey; analysis of the competitive pressure in the temporary employment industry; possibilities for web analysis and success measurement.

**Regional meeting, November:** Economic forecasts and a summary of industry statistics; the acceptance of the Initiative Against Mass Immigration (MEI) and its consequences for the industry; presentation of the new swissstaffing website and its benefits for members.

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## The Secretariat



**Myra Fischer-Rosinger**  
Director of  
swissstaffing

With a committed team in its Secretariat, swissstaffing developed solutions and celebrated successes on a variety of fronts in 2016.

In the political arena, swissstaffing flexed its muscles last year. The Board and the members see the political representation of our interests as a key task of swissstaffing. Accordingly, the Secretariat got involved both conceptionally – with a public affairs concept for swissstaffing – and actively in the political debate on labor-market-related topics.

Highly promising for our industry is the implementation of the Initiative Against Mass Immigration (MEI, page 26) in a business-friendly manner, and an amicable solution regarding the subjection of French cross-border commuters to social insurance legislation. The intense negotiations with the responsible parties in Switzerland and France were worthwhile (page 15).

Standing still effectively means going backwards. That's why swissstaffing is committed to the further development of recruitment services and the further education of recruitment service providers. It succeeded in the past year in its conception of the new HR professional examination with "Type C specialism" for private staff placement and leasing (page 24). The first group of students is already in training and will graduate in fall 2017.

Another topic concerning recruitment services is the discussion about digitization. At both regional and strategy meetings, swissstaffing and its members looked into the question of how recruitment agencies can not only meet this trend with their business models, but – with the association's support – also benefit from it.

The advancement of temporary workers matters to swissstaffing. We are especially pleased with the ongoing interest in the vocational training fund temptraining, which has become a model of success (page 18). However, the strong demand for further education also creates financial challenges: For example, last year the scope of services of the vocational training fund were scaled back in order to secure temptraining over the long term.

The exchange with the members is important to swissstaffing; this is nurtured at the events and in the expert- and workgroups. Last year the expert group "Staff Leasing in Private Households" was founded, which takes up the concerns of the corresponding new members and incorporates them into the activities of swissstaffing. It is very important to our members that swissstaffing is committed to the interests of the industry. This is revealed by the member survey we carried out in summer 2016 (page 29). The good overall rating is confirmation of swissstaffing's work, and offers encouragement to maintain its commitment to the industry into the future and to strive for optimal conditions.







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### **Hospitality on the serving tray: temporary work in hotels and restaurants**

Switzerland is a popular travel destination for domestic and foreign tourists: Swiss hoteliers recorded 38.3 million overnight stays in 2015. For local hotels and restaurants to be successful, they need good staff in adequate numbers. Recruitment agencies support the Swiss host in the recruitment and employment of qualified staff – including short-term, when the weather's fine, and when fresh snow is forecast and many guests are expected.

Temporary work is popular in the gastronomy and hotel business thanks to this flexibility: 8 percent of the 314,000 temporary workers in Switzerland are employed in this sector. Thanks to them, you'll continue to hear these words: Grüezi and welcome to Switzerland!

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# Services

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## Pension Fund



The 2nd Pillar Foundation swissstaffing, with a coverage ratio of over 136.09 percent and an investment performance of 4 percent, is in the best of health (status December 31, 2016). As the pension fund for recruitment agencies, it insures both temporary and permanent employees. The interest paid on retirement assets in 2016 amounted to 3.25 percent (the mandatory figure was 1.25 percent). In 2017, the foundation will be granting interest of 3 percent, which is three times higher than the mandatory BVG interest rate.

Since April 2016, the pension fund has had its own website: [www.swissstaffing-bvg.ch](http://www.swissstaffing-bvg.ch). The website is in four languages and is an interesting information platform for both employers and the insured.

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## The Industry Solution for Daily Sickness Benefits

The logo for tempcare, consisting of the word "tempcare" in a lowercase, sans-serif font, with "temp" in black and "care" in white, all contained within a yellow rounded rectangular background.

With the new CBA on Staff Leasing, the master agreement for the industry solution for daily sickness benefits entered into force on May 1, 2016. The number of group contracts of employment agencies rose by 6 percent to 434 (2015: 410). 68 percent of the relevant payroll for the CBA on Staff Leasing was thereby covered in 2016 by the industry solution for daily sickness benefits (2015: 62 percent). In addition, 11.388 million francs in premium subsidies were paid out for mandatory daily sickness benefits insurance through the CBA on Staff Leasing; that's a rise of 2.55 percent over 2015 (11.105 million francs).

The insurers paid out benefits in the amount of CHF 37.109 million francs (2015: CHF 39.835 million francs). This good result corresponds to a moderate benefit ratio of 67 percent (2015: 72 percent), based on the risk premiums.

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## AHV/Family Compensation Fund



Comprehensive, cost-optimized, and with industry knowledge – these are the benefits of the compensation fund with the associated family compensation fund of swissstaffing. The insured total payroll remained stable in 2016 at around 2.1 billion francs. Both funds have always been managed by the Competence Center consimo. In 2016, with the “consimo 2025” strategy, the company developed its vision and mission as well as its strategic goals for the coming years. Well equipped for the future and for the continuous growth of tasks in the area of social insurance, the Competence Center remains an attractive partner for swissstaffing.

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## 100000jobs.ch

The logo for 100000JOBS.CH, with "100000" in a large, bold, black font, "JOBS" in a smaller, bold, black font, and ".CH" in a smaller, regular, black font.

The jobs portal 100000jobs.ch, launched at the end of 2015 by swissstaffing and jobchannel AG, is a success story: In peak months, the websites of the 100000jobs network were visited around 1.26 million times by over 700,000 people. In addition, the jobs portal links up with affiliate partners that publicize the jobs on 100000jobs.ch on their own websites. However, the job advertisements are also carried on specialized proprietary websites such as [kv-stelle.ch](http://kv-stelle.ch), [pflege-berufe.ch](http://pflege-berufe.ch), [jobs-im-gastro.ch](http://jobs-im-gastro.ch), and [kundenberater-jobs.ch](http://kundenberater-jobs.ch)

For companies and recruitment agencies, the simple administration and tariff structure, and the wide reach of the jobs portal are particularly attractive. In the last quarter, more than 37,000 member ads were placed (in the first quarter it was just 24,400).

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## Communications

2016 began for the Communications team with the implementation of a new website for the pension fund and ended with the lively web relaunch of swissstaffing. Even before the website was relaunched, the swissstaffing website enjoyed visitor growth of more than 17 percent, exceeding the visitor count of 100,000. The regional meetings were also a success. These took place four times each at six locations and were attended by almost 800 participants (page 8).

swissstaffing answered questions from various media and thereby benefited from the publication of several articles – such as in the NZZ, the Volkswirtschaft, in Context and in the Schweizerische Gewerbezeitung (now accessible in the media corner of the website). It issued its own communications on the updated CBA on Staff Leasing, on the annual balance sheet of the temporary employment industry, and on the occupational group model in connection with the Initiative Against Mass Immigration (MEI).



**Blandina Werren**  
Head of  
Communications



**Julia Bryner**  
Head of  
Marketing & Events



**Annika Groth**  
Communications  
Assistant

In HR Today, the official association organ of swissstaffing, interesting articles for HR specialists were published each month. These articles were subsequently distributed more widely via social media. Alongside the monthly newsletter for members, swissstaffing published as many as 53 blog contributions on relevant topics such as digitization, recruitment, specialists over 50, external workforce, immigration, Brexit, and the popular industry monitor swisstemp-trend.

The team offered expert support in the form of a well thought-out communication concept for the successful launch of the new further training for the HR professional examination “Type C specialism” (page 24). Other work was carried out for the vocational training fund temptraining, in particular information management in connection with the cost-saving measures. At “Personal Swiss” (Swiss Personnel trade fair) in Zurich, swissstaffing acted as official partner and took part in an exciting panel discussion entitled “The well-rested and alert are now relying on job search engines.” And in the context of the federal government initiative pertaining to qualified staff, [www.fachkraefte-schweiz.ch](http://www.fachkraefte-schweiz.ch), swissstaffing got involved with projects in the areas of employees over 50 and qualifications.

Key events in 2016 from a communication point of view were the entry into force of the updated CBA on Staff Leasing 2016-2018, the parliamentary debates on the Initiative Against Mass Immigration (MEI) – a true cliffhanger until mid-December – and the referendum on the AHVplus Initiative (page 26). Here, the Communications department was productive, informative, and supportive; both online and offline in a variety of areas.

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# Services

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## Internal Services

As swissstaffing's first contact and coordination point, Internal Services assumes a key function. Three new employees joined in 2016. Natacha Imhof and Fadilia Dilli, who take care of the telephone switchboard in a job share, answered 6,500 calls for swissstaffing and 22,400 calls for temptraining last year. The team is also responsible for the reception and care of visitors and the office management.

In 2016, Margrit Cwik took over the organization of the popular recruitment consultant training. Around 100 participants attended the intensive courses with coach Johann Eberle in German-speaking Switzerland last year and rated the training positively. The Legal Basics course offered by swissstaffing Legal Services also proved to be popular, attracting 123 participants. In French-speaking Switzerland, Gabriella Agnéus ran the course modules 1-3, developed in line with the HR professional examination and dealing with the sales cycle of recruitment consultants. These course modules were attended by 58 participants.



**Irène Righetti**  
Head of  
Internal Services,  
staff representative



**Margrit Cwik**  
Administrator  
Internal Services



**Fadilia Dilli**  
Administrator  
Internal Services



**Natacha Imhof**  
Administrator  
Internal Services



**Isabel Staub**  
Finance Officer

The team was responsible for shaping the new “Type C specialism” and the federal examination of the vocational training for HR specialists. The course concept needed developing and qualified examination experts and course leaders had to be recruited (page 24).

Alongside the many free services that swissstaffing offers its members, there are also fee-based services. Isabel Staub is in charge of accounts payable and takes care of the invoicing for legal advice, training, membership fees and regional meetings.

Together with Suva and the social partners of the CBA on Staff Leasing, swissstaffing is committed to work safety and the protection of health in the industry. In 2016, in a collaboration with the social partners, three new tools were developed. Findings from earlier workshops with employment agencies flowed into this development work, in which existing tools were analyzed and tested for their practicability. The new tools serve temporary workers, employment agencies and client companies. They explain the rights and duties concerning work safety in an entertaining, but informative way. The tools were presented at the first regional meeting in 2017.



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## Legal Services

Requests for legal advice were extremely popular with the members in 2016: The swissstaffing Legal Services team offered their advice over 1,400 times in the course of the year. Compared with the year before (almost 1,000 consultations), this represents a major increase. It makes it only too clear that Legal Services is the competence center of the temporary employment industry in questions relating to the laws on employment, job placement, social insurance, foreign staff and contracts.

Legal Services also runs the secretariat of the Appeals Commission in the context of the execution of the CBA on Staff Leasing. This was also much busier in 2016: 118 appeals were processed and concluded.

This corresponds to a rise of around 20 percent compared to the previous year. In the unwieldy process of implementing the Initiative Against Mass Immigration (MEI) in a business-friendly manner, Legal Services assumed an advisory role. It succeeded in positioning swissstaffing and the members' interests in the active political arena and in constructing a strong negotiating stance.



**Arie Joehro**  
Vice director  
Head of Legal Services



**Boris Eicher**  
Deputy Head of  
Legal Services



**Decimo Vincenzi**  
Legal Services employ-  
ee, President of Appeals  
Commission PVP



**Daniela Volken**  
Legal Services  
employee



**Katharina Zerobin**  
Legal Services  
employee

Further, Legal Services ran the expert group "Staff Leasing in Private Households." Its task was to discuss and develop possible solutions for the aspects of the private care of the elderly – the 24-hour care of elderly people – that were not specified by law. The results formed the basis for further negotiations in various external committees.

For the new HR professional examination, Legal Services co-developed the theoretical part and some individual training modules. Following the start of the training, its commitment continues. Legal Services ensures that solid legal knowledge is available in the industry – including with the internal association training. Legal Services is also examining the advance of digitization and its consequences on the temporary employment industry: What are the challenges ahead and what legal aspects must be taken into account?

Legal Services has also been looking into the matter of when temporary workers from neighboring countries are subject to social insurance law in an EU country and when they are subject to Swiss law. swissstaffing heads an expert group of association members and has followed up 20 concrete cases of members. With the support of the Swiss Employers' Association and the Federal Social Insurance Office FSIO, swissstaffing has since succeeded in developing a practical solution with the responsible authorities both at home and abroad.





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**Our recipe for a healthy chemical and pharmaceuticals industry:  
committed temporary workers**

Swiss chemicals and pharmaceuticals companies face stiff global competition. So it's especially pleasing that their 2016 exports amounted to 94.3 billion francs. They are innovative, regularly bringing new products to market, which is a key factor explaining their success. But the flexibility of employment relationships is also important – particularly in a high-wage country like Switzerland. Some 6 percent of the 314,000 Swiss temporary workers work in the chemical and pharmaceuticals industry. The temporary employment model secures Swiss jobs and supports, now and in the future, the success of the Swiss chemical and pharmaceuticals industry.



# Services

## temptraining

temptraining

temptraining dates back to 2012. After just 4 years, the vocational training fund is so successful that the number of applications outstrips its income. As a result, reserves have been tapped gradually since 2015. In the first half of 2016, there was a large jump in the number of applications. In order to maintain the stability of the financial situation at temptraining, the members of the Schweizerische Paritätische Berufskommission Personalverleih (SPKP) decided to take initial cost-saving measures from August 1, 2016. The aim was to ensure that the temporary employment industry could also benefit from the popular vocational training fund in the future.

In 2016 temptraining received over 12,500 applications, an increase of 2,600 over the previous year. In monetary terms, this amounts to almost 19 million francs. That's about 2 million more than in 2015, and 3 million more than in the budget for 2016. After a sharp increase in applications in July, which was before we changed the conditions, applications fell significantly from August. 2017 will show whether the measures taken will stabilize the financial situation over the long term. A digitization project, including the evaluation of new software, has been running since October 2016. It is aiming to process the numerous applications more efficiently in the future and to reduce the costs of administration.



**Claudio Tenna**  
Head of temptraining



**Myriam Del Castillo**  
Administration



**Nathalie Fangueiro**  
Caseworker



**Nadine Fierz**  
Caseworker



**Eva Hotzenköcherle**  
Caseworker



**Brigitte Keller**  
Senior caseworker



**Sylvia Mersch**  
Senior caseworker



**Charles Miternique**  
Caseworker



**Fabio Streuli**  
Caseworker



**Lobsang Tadhey**  
Caseworker

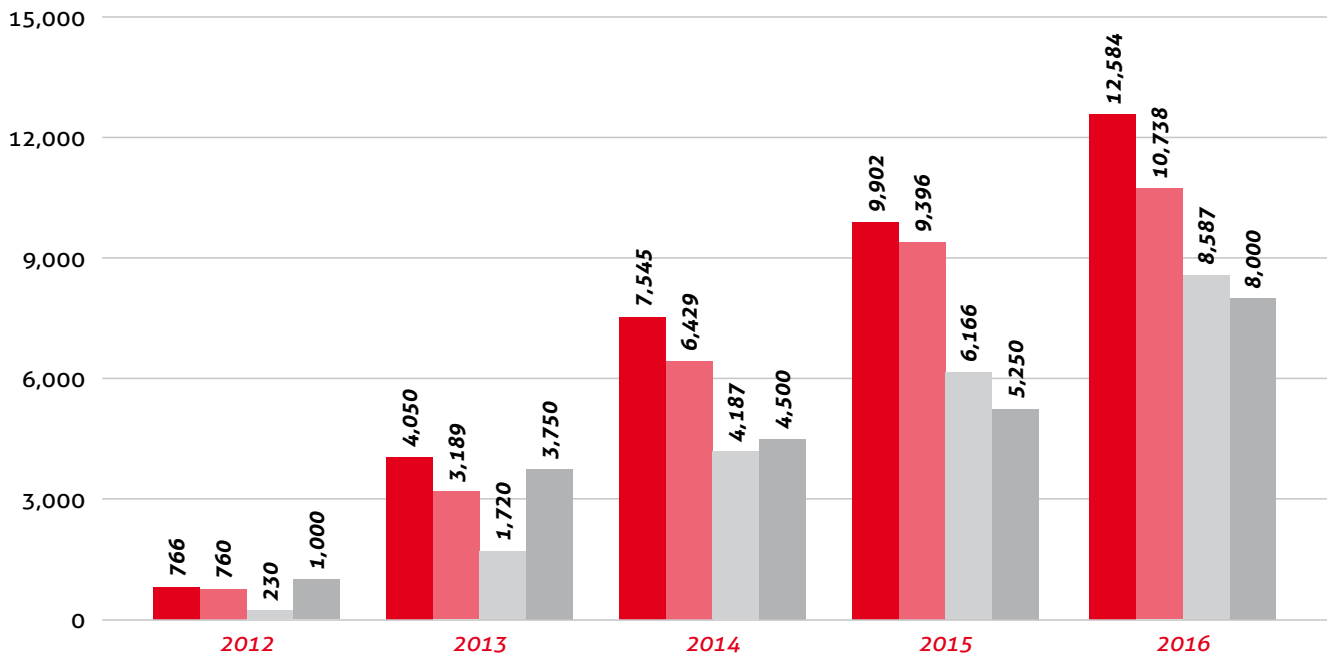
A three-minute video in the three Swiss national languages has also been available on [www.temptraining.ch](http://www.temptraining.ch) since the start of 2016; it had been watched 7,000 times by year-end. Viewers interested in vocational training learn in an entertaining way how to submit their application so as to be reimbursed for the costs of their vocational training.

The staffing of the temptraining team was strengthened with the addition of Lobsang Tadhey and Nathalie Fangueiro; Myriam Del Castillo became newly responsible for administration in October 2016.

## Trend in number of applications per year

Number of applications

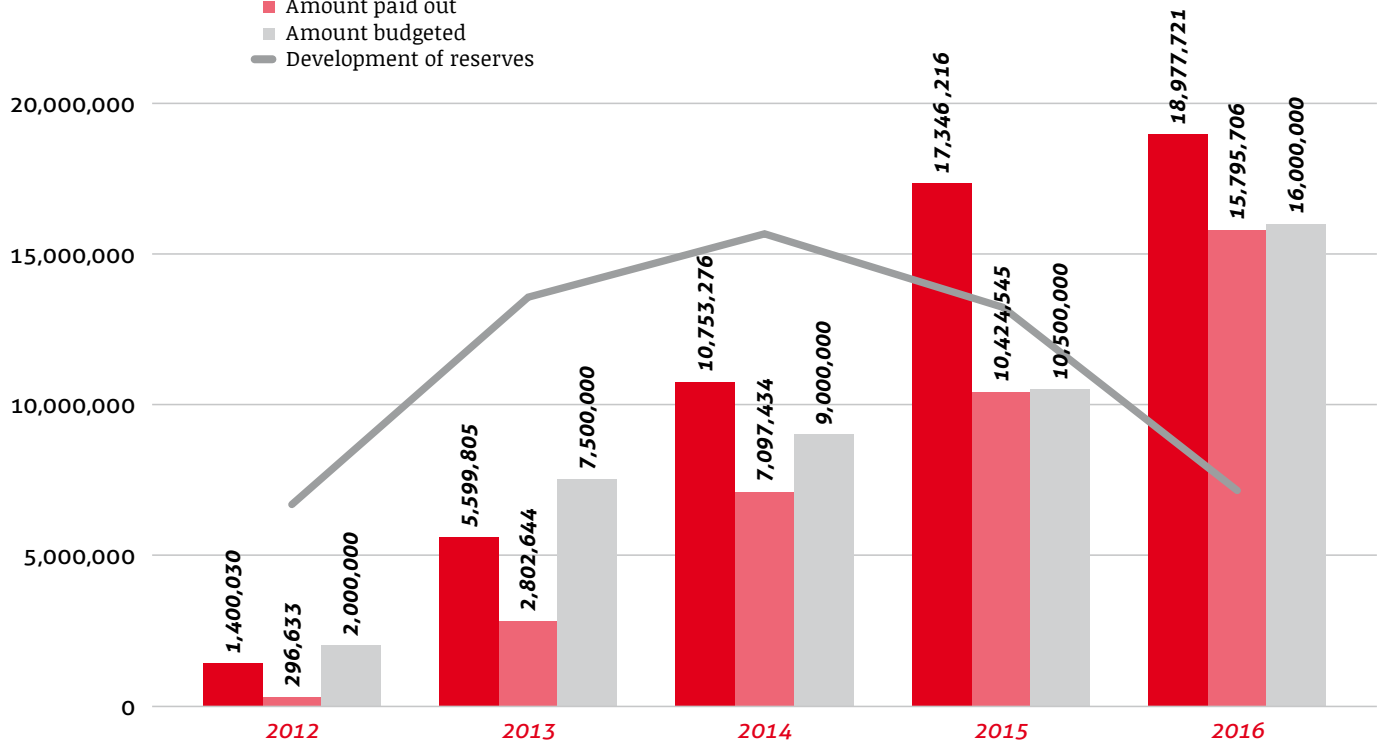
- Number of applications received
- Number of applications approved
- Number of applications paid out
- Budgeted number of applications paid out



## Trend in contributions per year (in CHF)

CHF

- Amount approved
- Amount paid out
- Amount budgeted
- Development of reserves



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# Information on the Industry

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**Dr. Marius Osterfeld**  
Economist

In 2016, 314,000 people were employed temporarily in Switzerland. Together, they were deployed for over 165 million hours – which corresponds to 2.1 percent of the hours worked in Switzerland. Temporary employment strengthens both companies' competitiveness and Switzerland as a work location. It gives companies the flexibility they need to survive the strong competition and offers a springboard into the world of work for many people. The recruitment agencies were also able to find permanent jobs for many workers: Permanent placements of 90,000 staff were three times higher than the total placements made by all the state Regional Employment Offices (RAV).

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## Development of the Industry

The temporary employment industry looks back on 2016 with mixed feelings. After a weak first half, there was a slight pick-up in the second half. According to swisstemptrend, the losses at the start of the year could not be fully offset. The industry finished 2016 on -0.3 percent, or a red zero.

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## Key Figures for Recruitment Services in 2016 (estimate)

Temporary workers per annum	<b>314,000</b>
Full-time equivalents	<b>82,000</b>
Share of employment	<b>2.1 %</b>
Number of hours worked	<b>165 million</b>
Payroll amount for temporary workers in CHF	<b>5.2 billion</b>
Turnover of temporary employment industry in CHF	<b>7.2 billion</b>
Permanent placements by private agents	<b>90,000</b>
Turnover in permanent placements in CHF	<b>680 million</b>

Source: SSUV, SECO, BFS

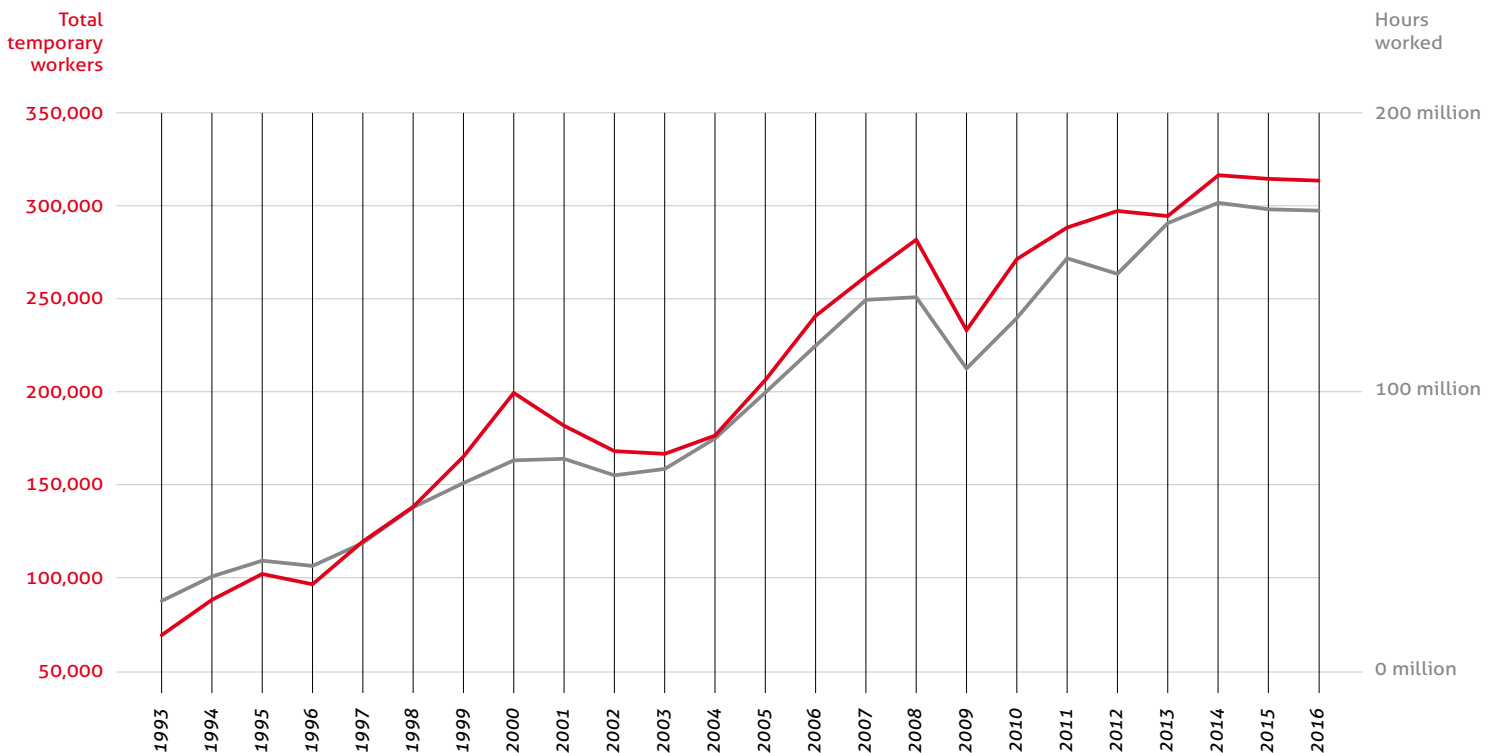
Note: The data are estimates based on swisstemptrend.



Compared to the overall economy, the industry suffered a turbulent year. Following stock exchange turbulence in China, the financial markets made a shaky start to the new year. Fortunately, the markets stabilized as fast as they had collapsed, without negatively impacting the real economy. A series of events that can be expected to have a negative influence on the Swiss economy over the medium term put their stamp on the year: Brexit, the election of Donald Trump, and the failure to reform the Italian constitution. To date, these events have had little impact on Switzerland. Why? Unfavorable milestones were set, but as yet, nothing concrete has changed.

As shown by the example of Switzerland last year, the tide can turn due to important, negative political decisions. Three years ago, the success of the referendum on the Initiative Against Mass Immigration (MEI) led to expectations of a burden on the local economy. There was a threat of the loss of good export opportunities into the EU. In a spurt at year-end, the National Council and the Council of States presented business-friendly draft legislation. But anyone who thinks that the matter is over is mistaken. After the law, actual implementation at ordinance level now follows. There are obstacles here that we would do well to avoid in 2017.

### Number of temporary workers per year in comparison with their annual hours of deployment (millions)



Source: SECO, estimates by swissstaffing

Note: The figures for 2016 are estimates by swissstaffing based on data from swisstemprend. SECO generally publishes the figures for the previous year in June of the following year.

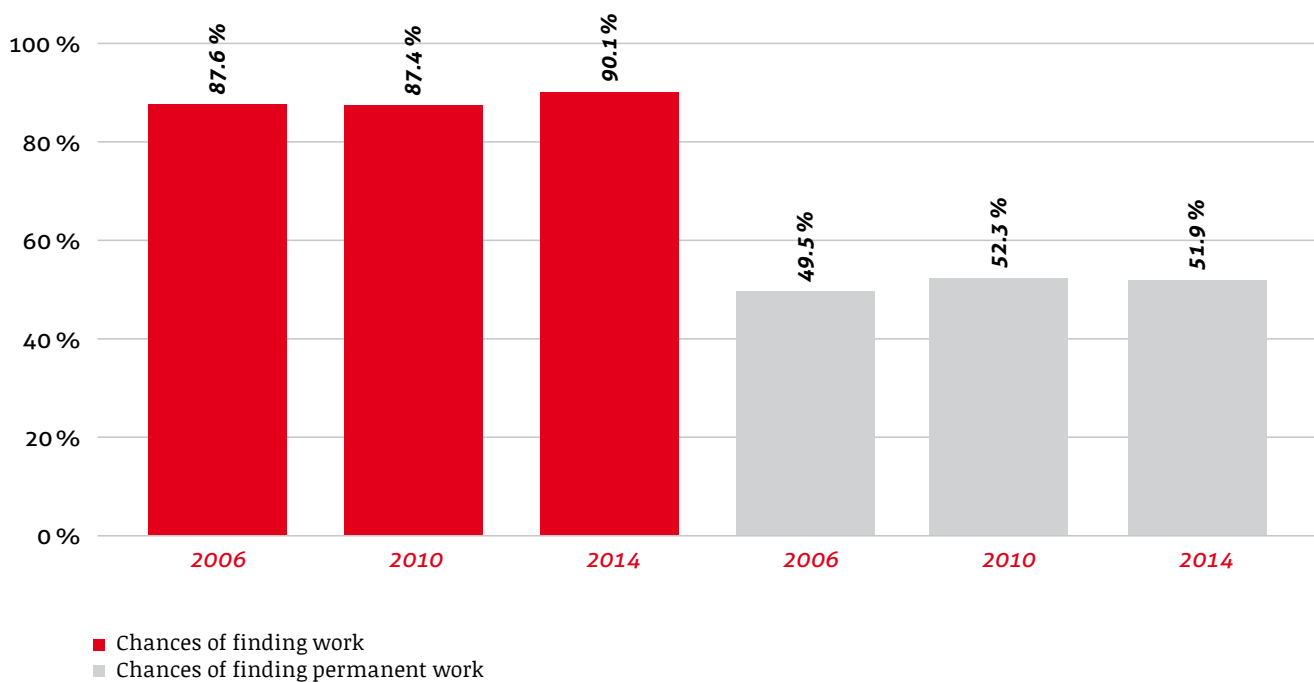


## The chances of temporary workers finding permanent jobs

The Temporary Employment Market Study, 2014 Update, states: 42 percent of temporary workers who are looking for a permanent job have found the job they want within about a year after their temporary deployment. If we include flexible forms of working such as temporary work, short-term contracts, and self-employment, as many as 78 percent of all those questioned are working. Is that the whole truth? No. As ever, the devil lies in the detail, and in this case in the wording “within about a year after their temporary deployment.”

In the Temporary Employment Market Study, 2014 Update, people were questioned who had done temporary work in the previous year. Some of them had ended their temporary work in January of the previous year, while others had only started in December. The Temporary Employment Market Study fails to account for these differences and, to a certain extent, is not comparing like with like. Fortunately, the statistical techniques of modern-day economics allow us to compare like with like. When calculated correctly, the integrational bridge of temporary work to the working world is even more impressive: More than every second temporary worker has found a permanent job within 12 months of their temporary deployment. More than 90 percent become integrated into working life. In 2016 these corrected figures became accessible to the wider public through publication in the NZZ and the renowned magazine “Die Volkswirtschaft.”

### The chances of temporary workers finding permanent jobs 12 months after temporary deployment



Source: swissstaffing, gfs-Zürich

Note: The figures are based on a probit model with work activity / chances of finding permanent work as dependent variable (full specification). The percentage values shown are average partial effects, each with activated year dummy and permanent job search dummy.

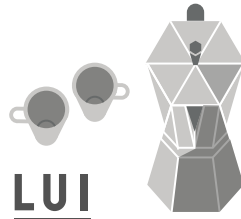


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### **Temporary workers in the machinery, electrical and metal industries**

The buzzword “Industry 4.0” is on everyone’s lips. What’s meant is the fourth industrial revolution. The Swiss machinery, electrical and metal industries, with exported products worth 31 billion francs in 2016, are also driving it forward. Temporary workers in production and development make an important contribution to this success. 16 percent of Swiss temporary workers are active in the machinery, electrical and metal industries, thereby helping the sector stay agile and competitive.

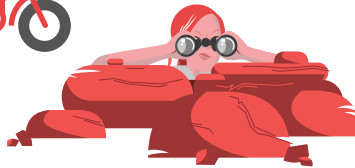
# HR Specialist with "Type C Specialism"



**LUI**

(26 years)

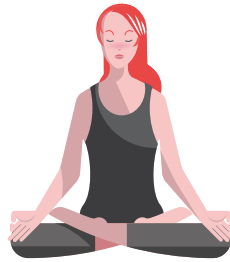
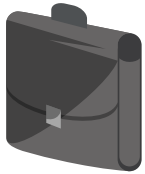
Recruitment consultant with a commercial apprenticeship and a business school graduate.



**MELANIE**

(31 years)

Self-employed recruiter with own agency. Business school graduate and full of entrepreneurial spirit.



## The new HR professional examination

The world of HR is on the move. In order to move with the times, the sponsoring association for Human Resources Swiss Exams (HRSE) has reworked the professional examination, the federal certificate for HR specialists. A key milestone in 2015 was the acceptance of the new examination regulations. The syllabus consists of a general part and three possible specialisms (new). There are basics that every HR specialist must know, but there are also skills that differ considerably depending on the employer. These can be now be studied in depth as specialism A (general HR), B (Regional Employment Offices - RAV) and C (private staff placement and leasing). In fall 2017, the first examinations under the new regulations will take place.

## Type C Specialism (Private Staff Placement and Leasing)

The type C specialism comprises four modules: The placement of job seekers, cooperation with employers, acting as a manager with focus on supporting employees, and controlling company units. The following are only covered in the "C" syllabus: how to maintain a network of contacts, how to care for customers and manage employees, thereby ensuring long-term company success. These are skills that distinguish a professional recruitment consultant and are in demand in the working world. The two experienced lecturers Johann Eberle and Jürg Stucki will ensure that all the students are equipped for the federal examinations.



# MARCEL

(35 years)  
Recruitment consultant focusing on placement. Many years of experience and routine.

# YASMINE

(28 years)  
Recruitment consultant in a large company. Ambitious and determined.

Know-how and career progress.

**HR PROFESSIONAL EXAMINATION, C SPECIALISM**

swisstaffing.ch



### Focused on skills and digitization

Specialism C of the new HR specialist syllabus uses modern learning methods and focuses on practical skills. The students studying private staff placement and leasing can expect active classroom teaching and a networked learning platform. This platform is supplied to the students by swisstaffing together with its innovative partner Konvink and is no static portal – it is networked, interactive, and meets all the requirements that are needed in HR today. In Konvink’s words: It is an online world full of skill-building knowledge. A world of learning is available to the students of Specialism C – from knowledge basics to learning tools to training units.

Information on the course and registration  
[www.swisstaffing.ch](http://www.swisstaffing.ch) (Section: Services > Continuing education)

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# Political Activity

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The political year 2016 would be hard to beat for turbulence – protracted debates about the implementation of the Initiative Against Mass Immigration (MEI), the AHVplus Initiative and other topics such as Brexit and the status of cross-border commuters (France – Switzerland) in social insurance law occupied swissstaffing and the temporary employment industry. It was swissstaffing's aim to actively canvass on the industry's behalf and to represent the interests of recruitment agencies. It was also important to keep the members informed about the situation and the consequences – whether via the CEO Newsletter, the blog, editorial contributions, or the regional meetings.

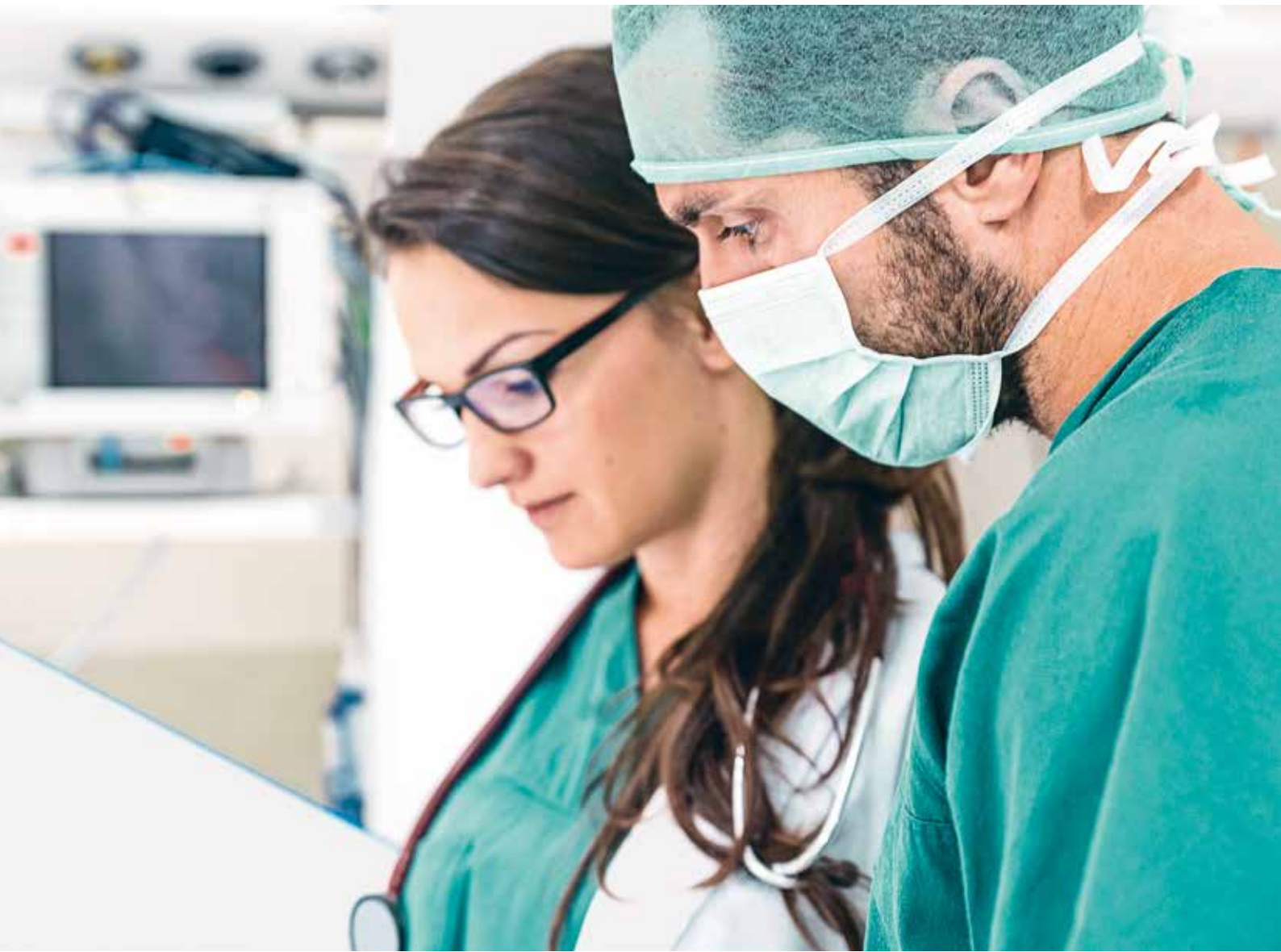
swissstaffing was particularly active last year with regard to the Initiative Against Mass Immigration in support of a business-friendly implementation. This was carried out on the one hand through personal meetings with those responsible for the dossier in the advisory committees of federal councilors and the newly appointed president of the center-right parties, and on the other hand in an exchange and in joint statements of opinion with other industry representatives as well as the employer and labor union associations. In addition, swissstaffing participated in a work group of SECO, which was examining the option “Inländervorrang light” (“job priority given to locals”) along with parliament. What happens now depends on the details to be stipulated in the ordinance. swissstaffing will press on with its political activity and will bring its influence to bear in the development of the corresponding ordinance.

Further, swissstaffing campaigned for the rejection of the expensive AHVplus Initiative, as this would have resulted in higher incidental wage costs and hence a more expensive Switzerland as a work location. The initiative was rejected by almost 60 percent of those who voted.

In order to sharpen the focus of our political radar and be able to react proactively, last year swissstaffing developed a public affairs concept and set up the monitoring of political issues. The aim is early recognition and active participation in national and cantonal issues that can impact the temporary employment industry.

And finally, we are pleased that swissstaffing has been represented by Georg Staub since 2016 on the board of the Swiss Trade Association (SGV).





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### **Well cared for at home or in hospital – thanks to temporary workers**

In the last 10 years, 100,000 new jobs have been created in the nursing care sector. Not surprisingly, there is an acute shortage of specialists. Hospitals, health practices and residential homes use recruitment agencies when recruiting. 5 percent of all temporary workers are active in the healthcare industry. The non-medical care of people at home is also a new area for staff leasing. The demographic change in society is therefore an additional challenge for staff leasing.



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# Recruitment Services

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Every year, over 300,000 people work temporarily in companies via recruitment agencies. Recruitment agencies offer comprehensive support to Swiss employers and are competent in all areas of HR:

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## Temporary work



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Your order books are full and the permanent staff are working to full capacity? A call to your recruitment agency is all it takes and they'll find you a qualified worker at short notice. And what's more: The recruitment agency carries out all the formalities on the client company's behalf – from registration for social insurance to payment of salary.

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## Try & Hire



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You'd like to put temporary workers through their paces before deciding on a permanent role – and save on the placement fee at the same time? Try & Hire makes it possible! Companies can employ staff on a trial basis and decide if they are fit for the task and suitable for a permanent position.

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## Permanent job placement



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Are you finding it hard to fill a certain role? Recruitment agencies can access a pool of specialists they have built up over the years and carry out the search for suitable candidates.

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## Payroll



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Trouble again with the bank or social insurance concerning salary payments? Bureaucratic problems like this are easily avoided: Recruitment agencies will carry out payroll bookkeeping for the company's entire permanent staff.

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## Project organization



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A customer wants to place a major order for fast execution. But your order books are full. Will you have to decline the order? No. Recruitment agencies organize entire project teams so that an order can be carried out quickly and reliably.

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## Pre-selection processes



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Shortly after advertising a job vacancy, are you overwhelmed by hundreds of applications? Leave it to the professionals! A recruitment agency will select the best candidates for interview from the many dossiers.

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## EU service



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Your need for specialists is high, but the Swiss jobs market is exhausted? Recruitment agencies have access to major specialist potential across the EU and carry out everything for you from A to Z: from recruitment and registration with the Swiss authorities to finding accommodation in Switzerland.

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### Find a recruitment agency

All members of swissstaffing are certified according to swissstaffing SQS quality standards. The membership directory can be accessed online: [www.swissstaffing.ch](http://www.swissstaffing.ch) (Section: Association & Members)

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# Member Survey

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swissstaffing is the competence and service center for the Swiss recruitment industry. As employer association, swissstaffing represents the concerns of its members in the political, economic and social arenas. swissstaffing is committed to the sustainable development of the temporary employment industry and carries out various services for recruitment agencies – in accordance with its mission.

But what can the members of swissstaffing expect? What services of the association are particularly useful for the industry? swissstaffing wanted to know the answer and therefore carried out a member satisfaction survey in July 2016 together with the Institute for Research on Management of Associations, Foundations and Co-operatives (VMI) of the University of Fribourg. The results left us in no doubt: swissstaffing's members appreciate the association very much. 269 people took the time to complete our survey, including 177 CEOs – swissstaffing would like to say a big thank you to them all. swissstaffing is pleased with the high level of satisfaction among its members. Measured by the number of respondents who would recommend us to others, over 70 percent were satisfied or very satisfied with the work of the association.

The survey gave us not only an insight into overall satisfaction, but also showed us which services the members particularly value. The vocational training fund temptraining, our Legal Services, and the CBA on Staff Leasing are the three most important services provided by swissstaffing. The members are very satisfied with all three of these services.

When asked why they are a swissstaffing member, the majority of respondents said this was due to their desire for a clearly regulated, fair market for temporary work. Economic advantages and the exchange with other recruitment agencies were considered less important. And yet: Members who want to become more involved in the association would like more exchange and influence.

Another pleasing survey result is that the level of satisfaction does not depend on the language region or the company size. The results show clearly: swissstaffing is an association for all of Switzerland and for the entire industry – a result that cannot be taken for granted and that swissstaffing can be proud of.

The member survey confirms the work of the association in many respects. But swissstaffing won't be resting on its laurels. The survey results act as both an incentive and a challenge to improve further based on the feedback received.



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### **Temporary workers are cleaning up**

Cleaners are the good souls of our times. Thanks to them, our homes are clean when we arrive home in the evening, and our offices are clean when we arrive at the office in the morning. With low formal qualifications, the cleaning industry suffers from a different type of specialist shortage. Good, flexible and reliable cleaners are hard to find. Recruitment agencies support cleaning companies in the hunt for temporary workers. Today, 2 percent of all temporary workers are employed in the cleaning industry. We call that a clean performance!

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The 2016 Annual Report is available at  
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