

# Annual Report 2017



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**"An association's members are its heart and soul. Each individual member counts. Following this principle enables swissstaffing to represent the sector's interests."**

Andreas Eichenberger (left in image),  
CEO, Induserv Group

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# President's Foreword

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In 2017, swissstaffing was faced with implementing the Initiative Against Mass Immigration (MEI). The committee, the board and the secretariat have all been heavily involved in this process. In the round tables of the boards and committees of the umbrella organizations, at bodies of the political parties and the cantons, and at various internal events at regional level, swissstaffing has participated with the aim of finding solutions. We are convinced that the sector will be able to live with the result.

2017 was the year in which the upcoming paradigm shift in labor market 4.0 became reality: Driven by robotics and smart, self-learning computers, employees, entrepreneurs and recruitment agencies are having to reinvent themselves. As an association, we have laid the groundwork for coming to terms with big data, blockchain, the demographic realities, the needs and the possibilities of the post-baby-boomer generation, as well as the continuing education of our employees. It's imperative that we meet this challenge, grasp the opportunities presented, and change ourselves. You, as committed entrepreneurs, the renewed association bodies and the well-functioning secretariat, have created new structures in 2017. In our view, this leaves us optimally equipped to successfully integrate labor market 4.0 into the "flexible working" business model. Our social partners and the political establishment will recognize that "satisfying work on a living wage for as many people as possible – with security for all" can only be achieved with what our sector has to offer. After all, the economic competitiveness of companies must be guaranteed!



**Georg Staub**  
President  
swissstaffing

The social partnership of the CBA on Staff Leasing began to re-form in 2017. Our completely re-formed negotiating delegation is motivated to turn this instrument into a sustainable cornerstone of the "flexible working" model: the fast and flexible deployment of our staff, with bureaucracy at a minimum; non-discriminatory earnings structures that permit a living wage; physical and social security; nurturing opportunities for continuing education, and the ancient Roman principle "harm no one." These cornerstones are designed to form the basis of the new contract.

Preparations for our 50-year anniversary have begun. Apart from celebrating what has been achieved, we will primarily use the opportunity to showcase the momentum of our sector as a chance to successfully shape tomorrow's labor market – for our employees, customers, partners, the economy and politics.

And please allow me to close with a personal statement: I have been privileged to serve the association for 24 years as its Chief Executive and for four years as its President. It has always been both an honor and an obligation. I have always enjoyed everyone's full support. My successors also merit your support – for which I thank you!

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 new Board of swisstaffing comprises 15 members. Leif Agnéus, Nicole Burth Tschudi, Taco de Vries, Jean-Luc Giongo, Robin Gordon and Paul Fritz were elected onto the Board at the 2017 Annual General Meeting. The Board members are the representatives of recruitment agencies of all sizes across the various Swiss regions. French-speaking Switzerland (Romandie) has a stronger representation on the Board than before. swisstaffing would like to thank the Board for its hard work.



**Georg Staub**  
President of  
swisstaffing



**Leif Agnéus**  
Manpower  
(Schweiz) AG  
Board Member



**Michael Agoras**  
Coople (Schweiz) AG  
Vice President



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



**Nicole Burth Tschudi**  
Adecco Human  
Resources AG  
Board Member and  
Exec. Committee



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



**Jean-Luc Giongo**  
Multi Personnel  
Services SA  
Board Member



**Robin Gordon**  
Interiman Group  
Holding SA  
Board Member



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



**Susanne Kuntner**  
mein job  
zürich gmbh  
Board Member



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



**Kerstin Wenger**  
Walmonag  
Board Member

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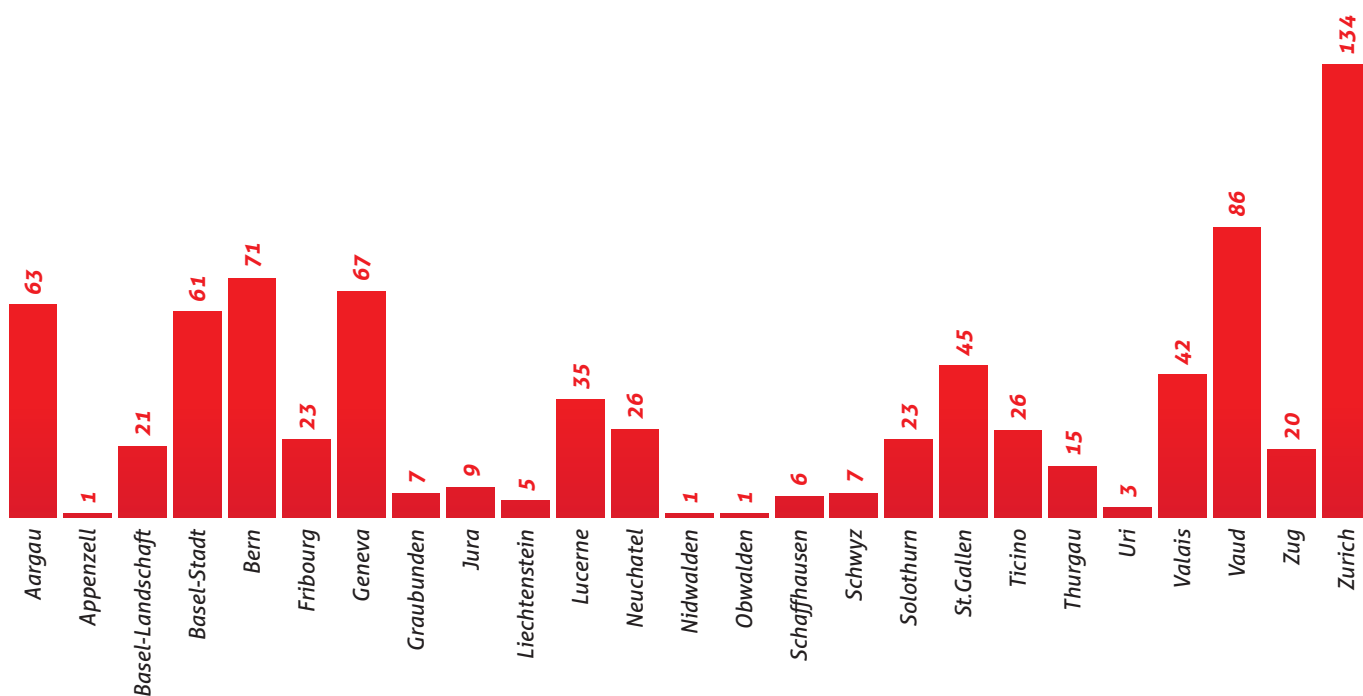
## The Association Members

swissstaffing was pleased to welcome 21 new members to the association. 11 companies left as of December 31, 2017; two of these due to cessation of their business activities. As of end-2017, the association had a membership of 385 recruitment agencies. Hence, swissstaffing has enjoyed further growth.

SQS, swissstaffing's certification partner, carried out a total of 96 audits at new and existing members. The swissstaffing quality label is a nationally recognized seal of approval. It was specially developed for the sector and checks professionalism in recruitment services. The hiring companies again showed considerable interest in the quality label and in collaborating with certificated recruitment agencies. swissstaffing would like to congratulate all its members who passed the 2017 audit.

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## Location of Members (Branches) by Canton 2017



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# The Association

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## Events

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### The Annual General Meeting

The 49th Annual General Meeting of swissstaffing took place in the Kursaal Bern on June 20, 2017. Alongside the standard agenda, the election of the negotiating delegation, the President and the new Board members was scheduled. With 371 votes in attendance, the Annual General Meeting was quorate and well attended. The delegation for the new negotiations on the CBA on Staff Leasing was presented and elected unanimously. The members thanked the delegation for its commitment with a round of applause. 2017 was also an election year: A new President was due to be chosen. Leif Agnéus, proposed by the Board to become President, commenced his new position as CEO of Manpower Schweiz in the same year. To give him time to assume the responsibilities of his new post, Georg Staub declared himself willing to remain President of swissstaffing for another year. The meeting acknowledged this generous gesture and unanimously elected Georg Staub to be President for another year. The six new Board members introduced themselves to the Annual General Meeting; they were elected to serve for a full term of office.

### Regional Meetings

Regional meetings were held in March and November in each of the regions Basel, Bern/Lucerne, Geneva, Lausanne, Zurich and Lugano. These were particularly popular: A total 540 visitors attended. The regional meetings were visited not only by members but also by non-members and guests – for example, by delegations from the Regional Employment Offices (RAV).

The first regional meeting was primarily concerned with work safety and the CBA on Staff Leasing. swissstaffing was supported by representatives from the Swiss National Accident Insurance Fund (SUVA): Heidi Müller spoke in German-speaking Switzerland, Cédric Meyer in Romandie, and Claudio Borsario in Ticino. At the same time, the new tools from tempsafety were presented. The presidents of the regional joint commissions also presented their new guidelines for power enforcement. A report on the success of the temptraining savings measures concluded the meetings.

At the regional meeting in November, the focus was on the economic forecasts for the sector as well as the obligation to report job vacancies and its impact on the recruitment agencies. An initial look at the planned activities for swissstaffing's 50th anniversary was also included.

### CEO Meeting

In September swissstaffing organized a CEO meeting in both Zurich and Lausanne for the managers of the member organizations. Georg Staub described the status of the implementation of the Initiative Against Mass Immigration (MEI) and its impact. swissstaffing director Myra Fischer-Rosinger explained the catalog of demands from first-hand experience as well as the strategy for the negotiations on the CBA on Staff Leasing. The format of the CEO meeting has proven itself – feedback from the 85 visitors was very positive.



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## The Secretariat

In 2017, for you, we

**launched the Swiss Staffingindex**, a new and reliable benchmark for recruitment agencies and an economic indicator for the public;

**stabilized the finances of temptraining** and placed the vocational training fund for temporary workers on a sustainable footing;

**initiated negotiations for renewal of the CBA on Staff Leasing** so as to tailor it even more closely to the requirements of the subordinated staff and businesses;

**installed close media monitoring** so as always to be aware of what is being reported on temporary work and recruitment services;

**defended ourselves against measures that would limit temporary work** and fought for the economic freedom of recruitment agencies;

**campaigned for a pragmatic approach to the job registration requirement** so that the unemployed can re-enter the job market without the recruitment process being burdened with too much extra effort;

**congratulated 25 graduates of HR Expert with Specialization C**, and thereby laid the foundation stone for special professional examinations for our sector;

**congratulated four staff on their 5-year work anniversaries:** Julia Bryner, Arie Joehro, Sylvia Mersch and Isabel Staub have been working for swissstaffing since 2012.



**Myra Fischer-Rosinger**

Director  
swissstaffing

I would also like to thank our 385 members for their loyalty and their cooperation. A big compliment also goes to our team at the secretariat for its committed and professional work. Without our staff, swissstaffing's successes would be impossible. So let's continue to work together to ensure that our sector and our association prosper for the next 50 years.

# The Annual General Meeting 2017





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# Services

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## Pension Fund



swisstaffing's 2nd Pillar Foundation offered top conditions to its insured again in 2017: All retirement assets benefited from interest of 3 percent, which was once again 2 percent above the mandatory interest rate. The association's own pension fund was able to close the year with a coverage ratio of 143 percent and achieved an investment performance of 12 percent. The pension fund is therefore on a very healthy path to the future. At [swisstaffing-bvg.ch](http://swisstaffing-bvg.ch), the current conditions for permanent and temporary employees are published on an ongoing basis. The website has proven its worth as an information platform. The pension fund also has a new operating head: Aspasia Zuberbühler took over from Olivier Golay on August 1, 2017. swisstaffing would like to express its sincere thanks to Olivier Golay for his many years of commitment.

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## The Sector Solution for Daily Sickness Benefits

tempcare

The annual statement for the sector solution for daily sickness benefits for the 2016 financial year shows a rise in the number of group contracts for staff leasing companies of 7.4 percent to 466 (prior year: 434). The subsidized payroll total amounted to CHF 3.096 billion (+ 8.6 percent year-on-year). This meant that almost 70 percent of the payroll total relevant for the CBA on Staff Leasing was insured by the sector solution for daily sickness benefits.

CHF 12.383 million was paid out in premium subsidies, or an increase of 8.6 percent over last year. The insurers made payments amounting to CHF 49.057 million including CHF 2.672 million in surplus participations, corresponding to a benefit ratio of 88 percent (prior year: 79 percent).

The decline in the benefit ratio is connected with the ongoing attractiveness of the sector solution for daily sickness benefits: The average gross premium rate (incl. 0.4 percent subsidy) fell further to 2.31 percent of the insured payroll amount (prior year: 2.6 percent).

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## Compensation Fund / Family Compensation Fund



The majority of swisstaffing members insure their staff in the AHV compensation fund swisstempcomp and in the family compensation fund swisstempfamily. Both funds are managed by the Competence Center consimo. consimo is particularly concerned with issues about Pillar 1, the family allowances, and the collection of contributions for the CBA on Staff Leasing. The moderate administration expense ratio for the AHV compensation fund and the contribution rates for the family compensation fund also make the services financially attractive for swisstaffing members. In August 2017, consimo joined the new IT pool "iPension." This innovative IT solution is expected to go live at the end of 2019.

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## 100000jobs.ch

100000JOBS.CH

Last year, the 100000jobs.ch platform and the jobchannel network recorded strong visitor growth: Clicks on advertisements averaged a total of 2.4 million each month. In addition, new affiliated partners and specialist platforms could be added, thereby generating yet more clicks and views for the advertisements of swisstaffing members.

With the participation of AZ Medien AG, the platform operator jobchannel succeeded in gaining a strong partner. Thanks to its increased media presence in radio, print and online, 100000jobs.ch and the swisstaffing members benefited from even greater reach and higher-quality traffic for its advertisements.

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## Internal Services

The multifaceted tasks of Internal Services were professionally handled by the team of five. These include: reception and finance, recruitment consultant training by swisstaffing, various commitments to work safety, and the new HR expert examination.

As the initial point of contact for swisstaffing, Internal Services answered a total of 42,400 phone calls in 2017. Of these, 36,500 were for temp training and 5,900 for swisstaffing. The team also processed all payment transactions and checked as well as managed the accounts receivable and the accounts payable. Isabel Staub, responsible for finance, improved the accounting and financial controlling processes in 2017.

2017 also saw the introduction of the Loomion twelve Directors Portal for the Board and the various committees of swisstaffing. This offers easy meeting management and the encrypted exchange of information. This solution provides secure access from anywhere to meeting and other documents and dates for Board members, trustees and the employer delegations negotiating the CBA on Staff Leasing.



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



**Margrit Cwik**  
Administrator  
Internal Services



**Fadilia Dilli**  
Deputy Head of  
Internal Services



**Natacha Imhof**  
Administrator  
Internal Services



**Isabel Staub**  
Finance Officer

In 2017, the sector also benefited from an attractive swisstaffing training offer. A total of 110 persons took part in recruitment consultant training. Four courses took place in Romandie, and twelve in German-speaking Switzerland. The Legal Basics course was particularly popular and was held five times. The courses "Telephone Crash Course" and "Client Visits" were also well attended, each taking place on three occasions.

On November 17, 2017, the Swiss diploma "HR expert, Specialization C" was awarded for the first time. 25 persons took the first HR Expert examination, Specialization C, for private recruitment agencies and staff leasing companies. swisstaffing gave practical training to five persons, all of whom passed the professional examination. What was especially pleasing: The average mark for Specialization C was 4.52 – the best result of all the specializations tested.

tempsafety, the address for work safety of the CBA on Staff Leasing, was presented in 2017. At the regional meetings in March, we presented the new tools together with SUVA. The information module for staff leasing companies was well attended, and both the tempsafety safety cards and the summary sheets for the hiring companies attracted considerable interest: Some 16,200 safety cards were ordered.

# Services

## Communications

2017 commenced with the relaunch of the swissstaffing website – a fresh start, with dynamic usage, a user-focused design, and device independence. In the fall, an additional login area was launched for members. The number of visitors to the website is pleasing and on the rise – also, in the social media channels LinkedIn and Xing as well as the supported websites temptraining.ch and swissstaffing-bvg.ch.

The Swiss Staffingindex, a new sector barometer, was launched in May. Using this index, swissstaffing documents developments in temporary work and the overall economy every quarter for the media and interested parties. The index is distributed via the ots network as well as by presseportal.ch in the swissstaffing area and was accessed 14,900 times by the end of December – an impressive number. In other media releases, swissstaffing expressed its views in particular concerning attempts to restrict temporary work; especially in the cantons of Ticino and Geneva.

In 2017, swissstaffing stood at the disposal of numerous media for the supply of information and succeeded in placing several articles – for example in NZZ,



**Blandina Werren**  
Head of  
Communications



**Julia Bryner**  
Head of  
Marketing & Events



**Annika Groth**  
Communications  
Assistant

Le Temps, personalSCHWEIZ and Tages-Anzeiger. In addition, a radio interview on the implementation of the Initiative Against Mass Immigration (MEI) was broadcast on SRF1. Monthly reports also appeared in swissstaffing's official association mouthpiece, the HR Today magazine. These articles were also distributed in social networks. As well as sending monthly newsletters to all its members and numerous blogs, swissstaffing also distributed almost as many CEO newsletters dealing with the following: the job registration requirement, Pension Scheme Reform (AV2020), collective bargaining agreement in the watch industry, minimum wages in the cantons, and measures against restricting temporary work.

The regional meetings, held twice this year at six locations, attracted over 600 participants. There was also a CEO meeting in Zurich and Lausanne. In April, swissstaffing organized a podium at "Personal Swiss" in Zurich for the discussion "The Recruiter – an endangered species? A discussion among experts in the recruitment sector." And in October, swissstaffing participated for the first time in the Salon RH in Geneva, again with a podium discussing "Recruiting 3.0 & Trends and Regulations in International Recruiting."

The team offered specialist support to various areas – for example, in the re-design and production of the annual report for the swissstaffing pension fund, and for various communication measures for the vocational training fund temptraining, especially in connection with the results of savings measures. At the end of the year, it was a particular pleasure to be able to report on the diploma celebrations for the new HR Expert examination, Specialization C, staff placement and leasing.

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## Legal Services

Legal Services is the competence center of the temporary employment sector in questions relating to the laws on employment, job placement, social insurance, foreign staff and contracts. In 2017, advice was given to association members and non-members in 1,555 cases (2016: 1,400 cases). Legal Services also runs the secretariat of the Appeals Commission in the context of the execution of the CBA on Staff Leasing. In the reporting year, 109 appeals were concluded.

2017 saw Legal Services' particular involvement in two expert groups:

- In connection with the introduction of job registration requirement, Legal Services founded and led an expert group of association members. To prepare swissstaffing's position in the consultation process, it looked into the resulting practical and judicial challenges for recruitment agencies.
- Legal Services also led the expert group "Staff Leasing in Private Households" and examined legal questions concerning the private care of the elderly. The findings of the expert group concerning live-in models were incorporated into a questionnaire of the confederation on statutory regulation in this area.



**Arie Joehero**  
Vice director, Head of  
Legal Services



**Boris Eicher**  
Deputy Head of  
Legal Services



**Thérèse Gabriel**  
Legal Services  
employee



**Decimo Vincenzi**  
Legal Services  
employee,  
President of the  
Appeals Commission



**Daniela Volken**  
Legal Services  
employee, Vice  
President of the  
Appeals Commission



**Katharina Zerobin**  
Legal Services  
employee

Another focus of Legal Services was the restriction of temporary work resulting from collective bargaining agreements and state provisions. Other topics of concern were the limitation of social partnership due to cantonal decrees and the introduction of a minimum wage in the canton of Neuchâtel. The team made clarifications and implemented the required legal steps.

In a collaboration with SFW, a Continuing Education Forum, Legal Services held the conference "The Critical Points of Temporary Work." The conference was targeted at recruitment agencies, fiduciaries, producers of sector software and controllers. The event met with such a good response that it will be repeated in 2018. With this, as well as its collaboration on the "HR Expert examination, Specialization C," and its training courses in legal basics, Legal Services is committed to the development of sound legal expertise across the sector.

In September 2017, the CBA negotiations commenced with swissstaffing Legal Services as part of the negotiating delegation. The team also worked with the Joint Association for Staff Leasing (PVP) and assisted in the production of a joint legal review of the CBA on Staff Leasing.

Leasing and employment contracts must be in written form. Here, Legal Services implemented – in contact with members and the authorities – initial steps toward liberalization. And finally, Legal Services also examined digitization and its impact on the sector.

# Services

## temptraining

temptraining

During their initial phase, temptraining was generous concerning the eligibility criteria: Anyone who had completed 176 hours of temporary work received up to CHF 5,000 toward their continuing education. Since the introduction of the vocational training fund, the number of applications has increased from 800 in the first quarter of 2013 to over 3,500 in the first quarter of 2016 – an increase of over 400 percent (Chart 1). In mid-2016, the financial situation of the vocational training fund temptraining was extremely strained, with more money being paid out than was coming in. Substantial cost-saving measures were necessary in order not to endanger the solvency of temptraining and to be able to maintain financial support for temporary workers. The Swiss Joint Vocational Committee for Staff Leasing (SPKP) therefore decided to initiate savings measures; new eligibility criteria were introduced on August 1, 2016.

The agreed measures had an impact: In 2017 temptraining received about 9,600 applications, a good 2,900 less than in the previous year. The savings measures also had an impact on the approval of further training contributions: Approximately CHF 10.7 million was granted, representing a drop of CHF 8.3 million (Chart 2).



**Claudio Trenna**  
Head of temptraining



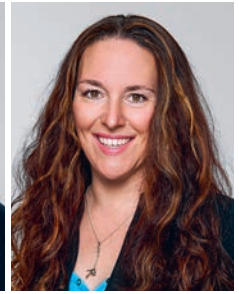
**Myriam Del Castillo**  
Administration



**Nathalie Fangueiro**  
Caseworker



**Nadine Fierz**  
Caseworker



**Eva Hotzenköcherle**  
Caseworker



**Brigitte Keller**  
Senior Caseworker



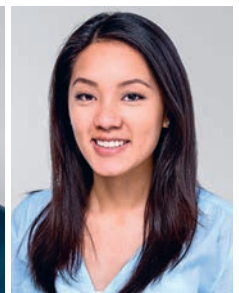
**Sylvia Mersch**  
Senior Caseworker



**Charles Miternique**  
Caseworker



**Fabio Streuli**  
Caseworker



**Lobsang Tadhey**  
Caseworker

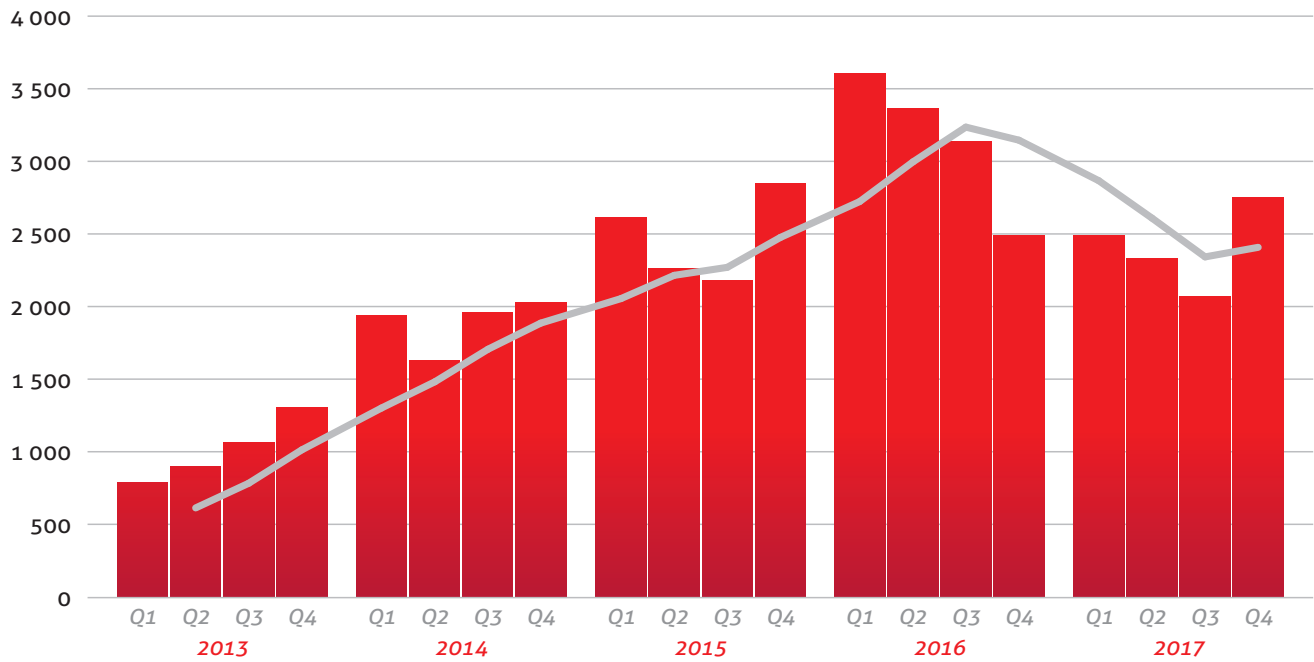
More than a year after the introduction of the new conditions, the outcome is positive. The changes are now known and generally accepted. And what matters most: The budget is again balanced and the vocational training fund continues to be used actively. Nonetheless, a long-term forecast is difficult. The financial situation therefore remains under close observation.

The evaluation of the digitization project was completed in 2017 and the implementation could be started. In the initial phase, the existing system is being replaced by the new solution, whereas in the second phase, additional, efficiency-enhancing measures will be introduced.



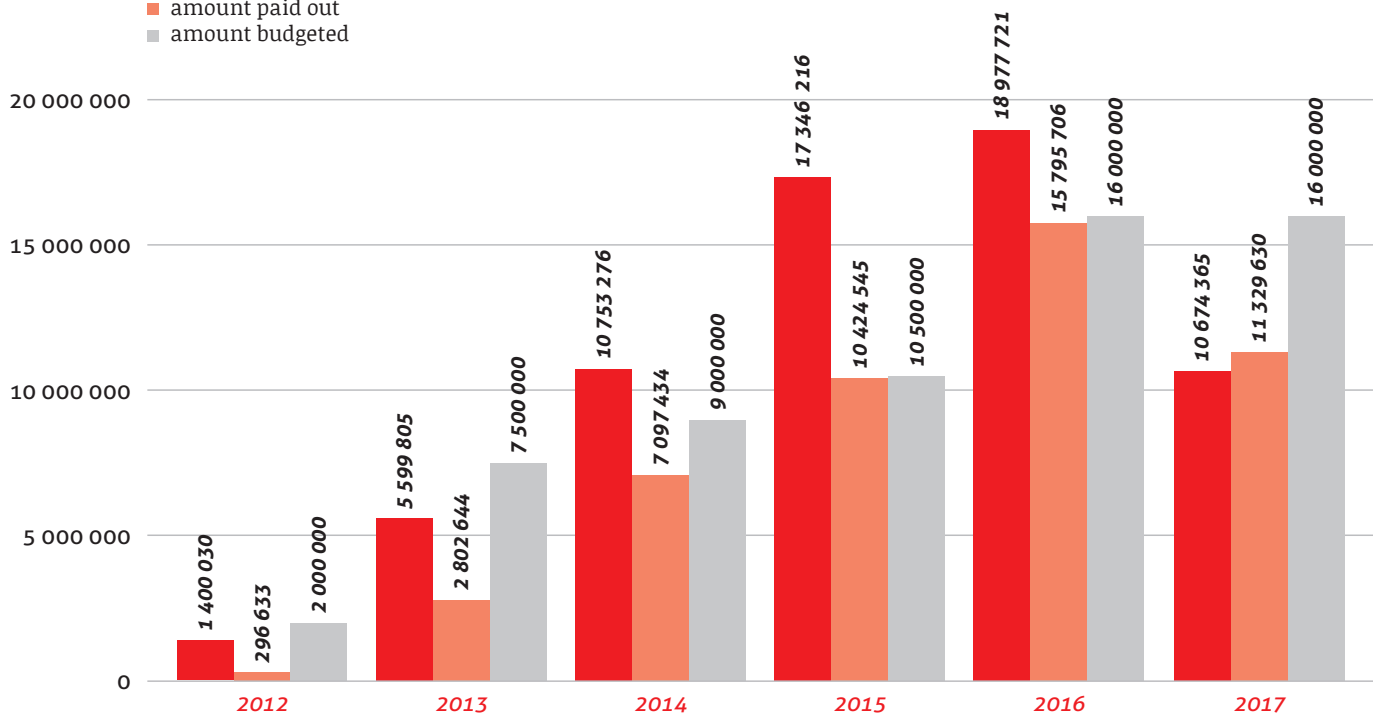
## Trend in number of applications per quarter

Number of applications



## Trend in contributions per year (CHF)

CHF ■ approved amount  
■ amount paid out  
■ amount budgeted



# HR Expert Examination

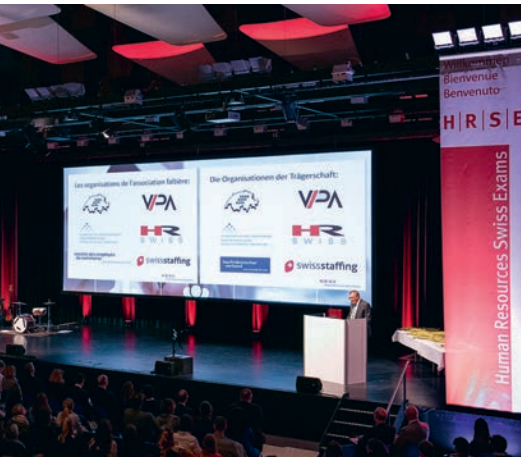
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## The pioneers of Specialization C

In 2017, for the first time ever, the new HR Expert examination was taken and the first students of the Specialization C graduated. For the private recruitment and staff leasing agents trained by swissstaffing, it was a complete success.

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**Superb results:** Training as an HR expert is concluded with the federal examination. 29 persons took the Specialist C examination across Switzerland. 25 students, or 87.5 percent of the students specializing in C, passed the federal examination. Of all the disciplines, this was the highest success rate. Moreover, their overall average mark of 4.52 in the HR examination was the best of all the disciplines.



**The aim of Specialization C:** The aim of the training is to produce professional recruitment consultants with sound knowledge about HR and labor law. They are self-confident individuals who know how to maintain a relationship network and how to lead and take care of staff. The classroom training is optimally supported by the online learning platform "Konvink."

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**HR Expert with Specialization C:** The private recruitment agencies and staff leasing companies now have their own recognized professional examination with Specialization C. The training is suited to all recruitment consultants who want to further develop their skills. swissstaffing and the KV Bildungsgruppe together offer the course "HR Expert with Specialization C." This is concluded with a recognized federal diploma. Full information on the training can be found here: [swissstaffing.ch/hr-berufspruefung](https://swissstaffing.ch/hr-berufspruefung)

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**"With swissstaffing, I am not talking about mere membership but rather a personal partnership between equals."**

Valery Lorenz (left in image),  
co-owner and recruitment consultant, mein job zürich gmbh

# The Sector



**Dr. Marius Osterfeld**  
Economist

In 2017, 175 million working hours were performed by 340,000 temporary workers in Switzerland. It would be hard to imagine today's economy functioning without flexible working: The spectrum ranges from service specialists in the hospitality industry, to skilled workers in the construction and metal industry, to experts in the chemical, pharmaceutical or banking sector. The reasons to work on a temporary basis are diverse: The re-entry into a profession after a longer working interruption, the better reconciliation of work, family and leisure time, or additional income alongside a period of training are just a few examples. For workers, temporary work is a true motor toward integration and employment. Temporary work is important to the Swiss economy in helping local companies to remain internationally competitive as well as to fill vacancies in times when there is shortage of skilled workers

## Development of the Sector

The business activities of the recruitment agencies in Switzerland developed very well in 2017: The number of hours worked increased by 5.8 percent. Price-sensitive customers and strong competitive pressure will continue to keep margins small. The low profits are pressurizing temporary recruitment agencies in their efforts to meet new regulatory requirements or to finance expensive digitization projects. Hence, the achievement of entrepreneurial success has not become any easier in spite of the good business trend in the sector.

## The Key Figures for Recruitment Services in 2017 (estimate)

Temporary workers per annum	<b>340 000</b>
Full-time equivalents	<b>87 000</b>
Share of employment	<b>2.3 percent</b>
Number of hours worked	<b>175 million</b>
Payroll amount for temporary workers in CHF	<b>5.8 billion</b>
Turnover of temporary employment sector in CHF	<b>8.1 billion</b>
Permanent placements by private agents	<b>90 000</b>
Turnover in permanent placements in CHF	<b>650 million</b>

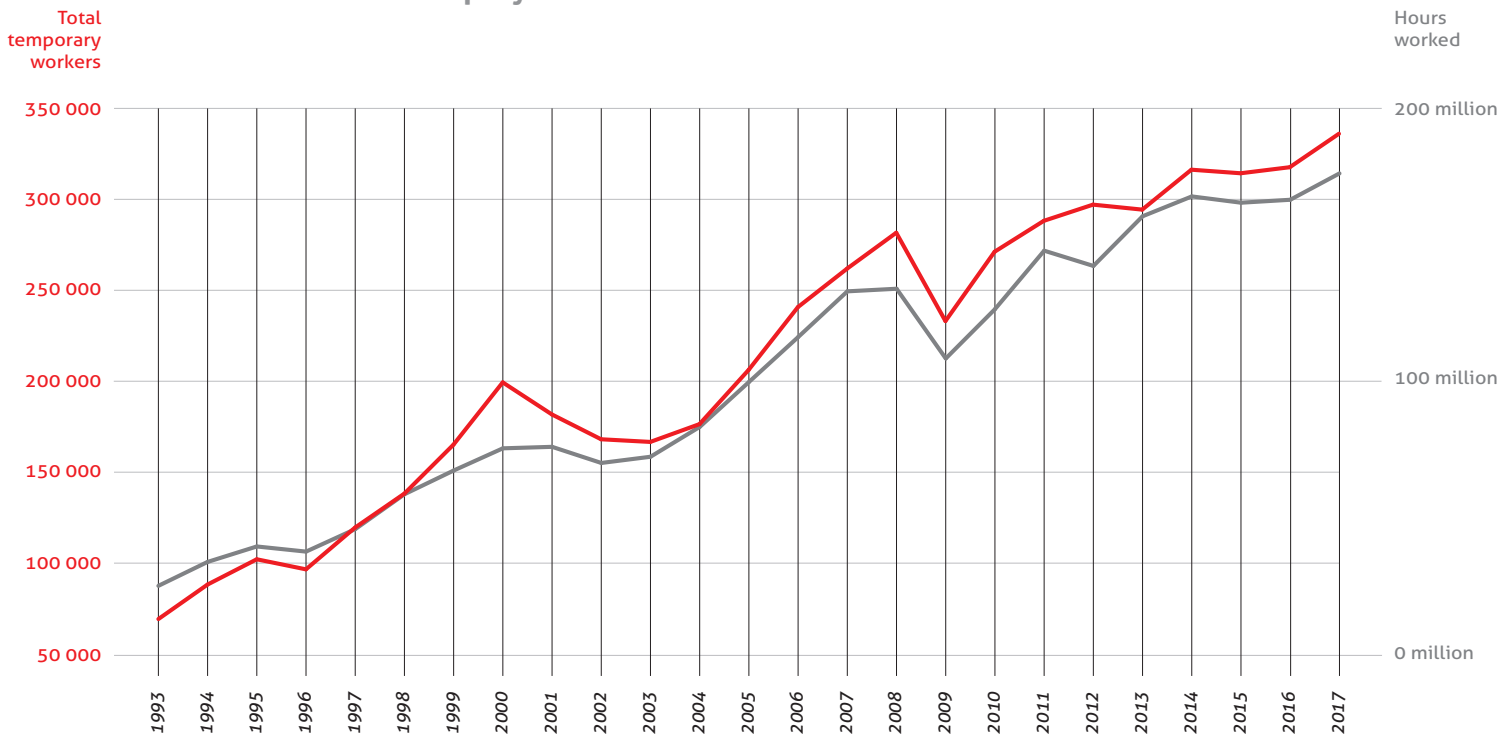
Source: SSUV, SECO, BFS

Note: The data are estimates based on the Swiss Staffingindex.

Looking at the overall economy, 2017 was a year of waiting for the long-anticipated upturn. Essentially, the signs were pointing to a pick-up in growth again following the surprise removal of the Swiss franc floor in 2015. Even though numerous challenges remained unresolved, the euro crisis and Brexit went quiet. The news was dominated by the new US President Donald Trump, the North Korean dictator Kim Jong-Un, and the many populist movements pushing for power across the globe. But fortunately, the sensational forays from the ranks of the populists failed to puncture the good mood. However, economic growth in Switzerland remained on hold. Growth rates were modest, and second-quarter growth was surprisingly poor.

Looking back at 2017 tells us one thing for 2018, our anniversary year: A good forecast is no guarantee of good growth. This applies to the economy as a whole and to the temporary employment sector in particular. Implementing the job registration requirement will have unpredictable consequences for the sector. From higher costs due to excessive bureaucracy at the hiring companies to a decline due to reduced recruitment opportunities, anything might happen. Limitation efforts by politicians and trade unions could hurt the sector and endanger temporary work integration. In order to secure Switzerland's position as a business location over the long term, rigid and arbitrary regulations should be avoided. On the other hand, it is worth pursuing a commitment for a prudent and sector-friendly shaping of the temporary employment sector with the help of the CBA on Staff Leasing.

### The annual trend in the number of temporary workers and their hours of deployment



Source: SECO, estimates by swissstaffing.

Note: The figures for 2017 are based on estimates by swissstaffing using the Swiss Staffingindex. SECO generally publishes the figures for the previous year in June of the following year.

## **Not only temporary recruitment agencies, but HR Service providers**

In the past two decades, the temporary employment sector has undergone enormous changes. Whereas in the past temporary recruitment agencies predominantly provided low-skilled workers, the shortage of skilled workers plus the growing needs of society and the economy for flexibility led to increasing qualification in the sector. Today, 67 percent of temporary workers are employed as specialists in the hiring companies.

With these new occupational groups, there has also been a change in the range of services offered by temporary recruitment agencies. As a provider of comprehensive HR Services today, they have become recruitment agencies that think and act holistically. A survey among swissstaffing members supplies evidence of this. While the members still offer the core services of temporary work (98 percent of members) and permanent job placement (88 percent), two new hybrid forms derived therefrom have become established in the market: With Try & Hire (83 percent), employers and employees can get to know one another for a period of three months in a temporary position before the position is made permanent. With Payrolling (82 percent), hiring companies outsource HR services for a part or the whole of the workforce to temporary recruitment agencies as external service providers.

The temporary employment sector is developing continuously. Sophisticated HR services such as headhunting, the comprehensive support of dismissed workers seeking a new job (outplacement), and the support of hiring companies in their recruitment via RPO<sup>1</sup> and MSP<sup>2</sup> are all now being managed from a single source. And even the gig economy and crowdsourcing are making their mark: 16 percent of swissstaffing members operate their own online platform for the short-term placement of workers.

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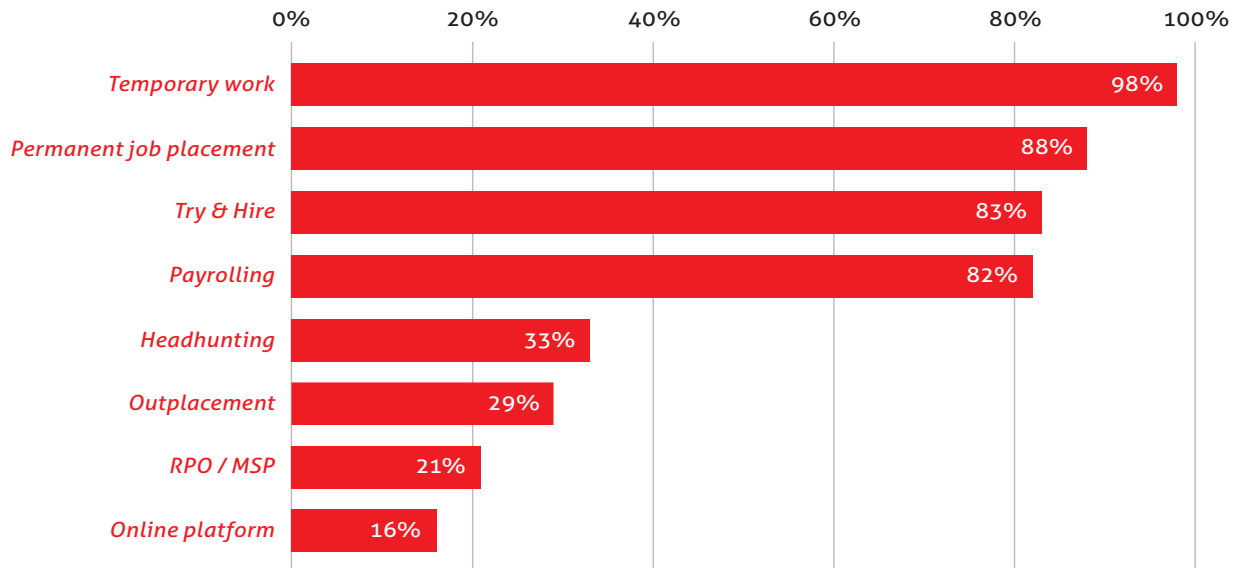
<sup>1</sup> Recruitment Process Outsourcing, whereby parts of the recruitment process, such as inspection of the dossiers, are outsourced to recruitment agencies

<sup>2</sup> Managed Service Providers, whereby the temporary recruitment agency assumes all HR tasks in respect of the flexible workers in a company, including the recruitment of (other) temporary recruitment agencies

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## Member companies of swisstaffing with their service offering

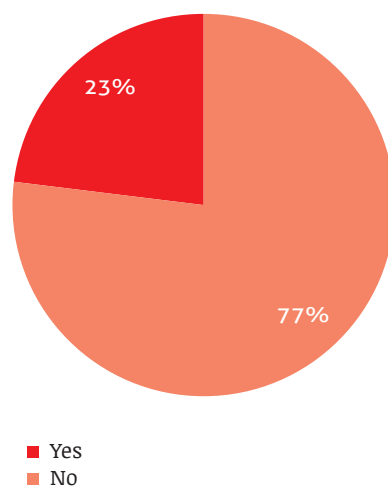
Number of observations: 129 (double answers possible)  
Source: swisstaffing, gfs-Zürich



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## Member companies of swisstaffing with supplier function to RPO / MSP

Number of observations: 129  
Source: swisstaffing, gfs-Zürich



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# Involvement in Associations

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swisstaffing maintains a regular exchange with other associations – both nationally and internationally. This network is important in order to gain weight politically and to achieve common goals. We can see that this is successful from the implementation of the Initiative Against Mass Immigration (MEI). Here, swisstaffing – together with its network – was specially committed to implementing a sector-friendly solution. And they succeeded.

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## The most important partners of swisstaffing

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### The international umbrella organization:

- **World Employment Confederation**  
member



swisstaffing

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### National umbrella organizations:

- **Economie Suisse**  
member
- **Swiss Employers' Association**  
member
- **Swiss Trade Association**  
member

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### Sector associations:

- **ASPS Association Spitex privée Suisse**
- **Centre Patronal**
- **Chambre vaudoise du commerce et de l'industrie**  
member
- **GastroSuisse**
- **hotelleriesuisse**
- **Schweizerischer Baumeisterverband**  
member
- **Swissmem**



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# Political Activity

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2017 was a turbulent year on the political front – at both national and cantonal level. A focal point was the parliamentary debate around the implementation of the Initiative Against Mass Immigration with its ordinances. swissstaffing became involved at various levels in pursuit of its goal of a sector-friendly solution. Shortly before year-end, the future parameters had taken shape, allowing swissstaffing to inform its members. The association also gave recommendations to the recruitment agencies on how to prepare themselves for the new circumstances. swissstaffing proposed effective measures involving digital systems in the political process. In its dialogue with the State Secretariat for Economic Affairs SECO and with parliamentarians, swissstaffing emphasized the willingness of the recruitment agencies to support the Regional Employment Offices (RAV).

Two additional political matters, on which swissstaffing was questioned publicly, were the votes on Corporate Tax Reform Act III (USR III) as well as Pension Scheme Reform (AV2020). swissstaffing regrets the no to USR III. Was it the complexity of the proposal that led the electorate to vote no? The Federal Department of Finance FDF has evidently drawn up the framework for a new proposal, USR-IV. The Pension Scheme Reform (AV2020) – an equally complex proposal – was also rejected. Its acceptance would have had a significant impact on the temporary employment sector. swissstaffing will now be watching further political developments very closely.

In several cantons, swissstaffing put up a defense against attempts to restrict or discredit temporary work. The canton of Geneva intended to introduce a quota for temporary workers for public construction contracts. swissstaffing appealed against this decision since it harms the economic freedom of the sector. In Ticino, similar efforts are underway – swissstaffing will also lodge an appeal here if a corresponding decree is adopted. swissstaffing has commissioned a Ticino PR agency to counter the generally poor sentiment against temporary work in the canton and to maintain contact with local decision-makers. In addition, various meetings were held in Ticino, including with the Government Council of the Department of Finance and Economic Affairs and the Cantonal Office for Economic Affairs. Also present were representatives of the Joint Commission (JC), of LIA and LEPICOSC as well as the JC of the construction industry and sector representatives from the JC of the CBA on Staff Leasing.

swissstaffing is convinced: Temporary work prevents black labor, wage dumping and precarious working conditions. The reason: Temporary work makes it possible to combine flexibility, social security and regulation – also with the help of the CBA on Staff Leasing. The sector makes a valuable contribution toward the enforcement of Swiss law in the labor market.

Keeping its members informed at all times about the constantly changing political situation and its impact on temporary work is seen by swissstaffing as a goal and key task.

# The Boards' Blog

The swissstaffing Board blogs every month at [blog.swissstaffing.ch](http://blog.swissstaffing.ch) and [blog.hrtoday.ch](http://blog.hrtoday.ch). You'll find an overview of all the blog contributions in 2017 here.

## Changing staff management



**Nicole Burth Tschudi**  
Adecco Human Resources AG

January and February

"The job of staff management has undergone enormous change in recent years. Whereas HR used to spend most of its time on administrative activities and recruitment in the past, its role in today's companies is considerably more strategic and wide-ranging."

## Carer of the elderly in training



**Paul Fritz**  
Home Instead (Schweiz) AG

March

"Caring for the elderly is a job with a future. Topics such as the demographic trend and Alzheimer's are important social issues that accompany us daily. It's a fact that our society is growing older and older and that we are increasingly dependent on support as we age."

## Succession planning for the baby boomer generation



**Susanne Kuntner**  
mein job zürich gmbh

April

"Independent baby boomers are facing what may be the biggest challenge of their lives: In the next few years, they will be transferring their companies to a new generation that is completely different and sees entrepreneurship from an entirely new angle. A generation that not only asks about profitability but also sets new standards."

## Cultural Fit



**Kerstin Wenger**  
Walmonag

May

"Interpersonal skills are an essential factor for successful and harmonious collaboration, and not just specific professional training. Such skills are an ideal fit for living the corporate culture. Here we're talking about the effectiveness of the cultural fit."

## Probation period & co.: a relic from the past



**Michael Agoras**  
Coople (Schweiz) AG

June

"It's like at the winegrower's: Instead of choosing the best grapes to improve the quality of the wine, he picks nearly all of the grapes as he's interested in volume. We have the same problem in recruiting and in employment services. Basic assignments are frequently carried out far too superficially. Companies may be extremely critical, which is a good thing, but most of the time, talents are not regarded in this way."

## We generate added value



**Adrian Diethelm**  
Express  
Personal AG

July and August

"Today, no company can afford to spend six months recruiting staff. Companies don't tend to contact us until it becomes really critical. And that's what we're here for. As a recruitment agency, we satisfy a genuine need and generate added value for both parties: the companies and the job seekers."

## The CBA on Staff Leasing is a top prize



**Charles Bélaz**  
Charles Bélaz AG

September

"On the political front, we benefited from increased awareness through our greater involvement. In the sector, the CBA generally led to better organization. Today, the CBA on Staff Leasing is as well accepted by our customers as by the sector itself."

## The greatest benefit: flexibility



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

October

"Flexibility in the workplace is the greatest benefit of all for many talents: To be able to decide how long we work, how often and to which project we commit ourselves. Temporary work is no longer a trend, but a fixed part of our society and hence of our economy."

## A highly efficient basket of goods



**Andreas Eichenberger**  
Induserv Industrial  
Services Ltd

November

"Digitization is playing a key role. Without it, we would be unable to adequately satisfy the market requirement for speed and flexibility. Vertical job platforms, electronic matching tools and targeted direct marketing – using personalized apps – are just some of the developments shaping our daily work in the job placement, leasing and recruitment processes."

## Investing more in onboarding



**Leif Agnéus**  
Manpower  
(Schweiz) AG

December

"For me, the integration of new staff is an integral part of the recruiting process. I'd even go as far as to say: More money should be spent on the integration of staff into their new work environment than in the search for the right person."

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# Personal Swiss / Salon RH (HR Recruiter Trade Fairs)

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In 2017, swissstaffing was official partner of both Personal Swiss and Salon RH. Members could attend the trade fairs free of charge and swissstaffing organized a podium discussion with high-ranking guests in both Zurich and Geneva.

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**Personal Swiss, Zurich, April 4, 2017**

## **"The Recruiter – an endangered species? A discussion among experts in the recruitment sector"**

Gianni Raffi, Global Talent Acquisition Manager, Sonova  
Viktor Calabrò, Chairman of the Board, Coople, formerly Staff Finder  
Stephan Zirngibl, Head of HR, Induserv Group  
Moderated by Julia Bryner, Head of Marketing & Events, swissstaffing



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**Salon RH, Geneva, October 4, 2017**

## **"Recruiting 3.0 & trends and rules in international recruiting"**

Leif Agnéus, CEO, Manpower (Schweiz) AG  
Gérald Brandt, Director Human Resources, Kelly Services (Schweiz) AG  
Robin Gordon, CEO, Interiman Group Holding SA  
Serge Shine, Global Practice Leader, The Adecco Group  
Moderated by Irène Righetti, Head of Internal Services, swissstaffing

The project work for the anniversary year 2018 began for the Communications team back in spring 2017. The concretization of ideas and measures developed in the course of the year to a full-blown campaign. swisstaffing saw the opportunity to take advantage of the Anniversary Year in a variety of ways: in order to say thank you, but, in particular, to spotlight the opportunities offered by temporary work and the recruitment agencies with their wide-ranging offers. This prompted swisstaffing to offer the sector an image campaign. And everyone can now look forward to:

- a new multilingual website [temporary-work.ch](http://temporary-work.ch) with contributions about the temporary employment sector, its origins and the future of work generally;
- the image brochure "Temporary Work" in four languages;



**Temporary work. Find and be found.** Recruitment agencies are the quickest and simplest option: they are in touch with a wide range of companies, have a huge database of vacancies and will help secure the best terms for you.

[temporary-work.ch](http://temporary-work.ch)

Temporary work powered by  **swisstaffing**  
50 years Swiss Association  
of Recruitment Agencies

- a media campaign in print, public transportation, online and social media;
- and as the climax, a glittering event to celebrate the association's 50-year anniversary.



**"For us, swissstaffing is a strong partner  
that promotes the interests of our sector."**

Robin Gordon,  
CEO, Interiman Group Holding SA

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Markus Senn, passion for pictures photography & communication

The 2017 Annual Report is available at  
[swissstaffing.ch](http://swissstaffing.ch)



**swisstaffing.ch**

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