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Promotion of plurilingualism

Evaluation report to the Federal Council and recommendations on plurilingualism policy (Art. 8d para. 4 of the LangO)

**Developments between 2008 and 2014
Outlook for the period from 2015 to 2019**

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Appendix 1

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Development of the situation between 2008 and 2014

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Development of the situation between 2012 and 2014

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Federal Chancellery and departmental outlook

Summary

In accordance with Article 8d paragraph 4 of the Ordinance of 4 June 2010 on the National Languages and Understanding between the Linguistic Communities (LangO), the federal delegate for plurilingualism draws up an evaluation report every four years for the attention of the Federal Council on the basis of reports from the departments and the Federal Chancellery.

This report covers the period from 2008 to 2014. The selection of this period is based in part on the decision adopted by the Federal Council on 30 April 2014 in response to the presidents of the Federal Assembly.

The data relating to the mother tongue of employees shows that the objectives on the representation of the linguistic communities (compliance with the target values, Art. 7 of the LangO) have been achieved overall in the Federal Administration. Progress in the representation of French speakers since 2013 has enabled the lower limit of the target values to be reached.

It should be noted that this result has been achieved thanks to the efforts of the Federal Chancellery and some of the departments and their administrative units. In fact, the efforts of some have compensated for the delays and shortcomings of others. The list of measures taken allows the differences to be understood in detail.

In general, excluding the figures for the Federal Chancellery and the Federal Department of Finance (FDF), the Italian- and Romansh-speaking communities are particularly under-represented.

The data presented by administrative unit allows the following assessment to be made. The administrative units with the lowest proportion of Italian speakers are:

- the Federal Data Protection and Information Commissioner (0%), the Federal Office for Spatial Development (ARE; 2.5%), Agroscope (2.9%), the Federal Office of Public Health (FOPH; 3.3%), the Federal Food Safety and Veterinary Office (FSVO; 3.5%) and the Federal Statistical Office (FSO; 4.2%).

The French-speaking community is particularly under-represented in the following units:

- the Federal Office for Buildings and Logistics (FOBL; 4.9%), the Federal Office of Personnel (FOPER; 7.8%), several sectors in the Federal Department of Defence, Civil Protection and Sport (DDPS; < 10%), the Federal Office for National Economic Supply (FONES; 8.2%), the Swiss Federal Office of Energy (SFOE; 12.7%), the Federal Office of Civil Aviation (FOCA; 13.2%) and the Swiss Federal Archives (11.3%).

The breakdown of the linguistic communities by salary class is also an interesting variable.

The data shows that in the upper salary classes (34 to 38), the representation of the linguistic communities is not balanced. In the Federal Administration as a whole, the French-speaking community was slightly above the lower limit (21.9%) in 2014, whereas the German speakers were over-represented (72.5%) at the expense of the Italian speakers, who were under-represented (4.8%).

These figures differ substantially viewed in the context of the realities of the Federal Chancellery and each department.

The departments with the highest proportion of German speakers in the 34 to 38 salary classes are the Federal Department of Justice and Police (FDJP; 92.9%), the Federal Department of the Environment, Transport, Energy and Communications (DETEC; 80%), the

DDPS (78.9%), the Federal Department of Home Affairs (FDHA; 77.8%) and the FDF (74.2%).

In the same salary classes (i.e. 34 to 38), the Federal Chancellery, the FDHA, the FDJP and the DDPS do not have any employees representing the Italian- or Romansh-speaking communities.

1 Context and preliminary steps

In accordance with Article 8d paragraph 4 of the Ordinance of 4 June 2010 on the National Languages and Understanding between the Linguistic Communities (LangO), the federal delegate for plurilingualism draws up an evaluation report every four years for the attention of the Federal Council on the basis of reports from the departments and the Federal Chancellery.

This report covers the period from 2008 to 2014.

The selection of this period is based on the decision adopted by the Federal Council on 30 April 2014 in response to the presidents of the Federal Assembly¹.

In their letter of 19 March 2014, the presidents express their concern about the representation of linguistic minorities in the Federal Administration and ask to be informed in more detail about the measures taken by the departments and the Federal Chancellery to improve the representation of linguistic minorities amongst their managers. Likewise, they ask to be informed about the breakdown of languages by department and salary class at the end of each year.

In its comments of 30 April 2014, the Federal Council confirms the importance of this dossier for national unity and specifies the steps envisaged to satisfy the demands made by Parliament, i.e.:

- update of the 2008-2011 evaluation report concerning plurilingualism in the Federal Administration and the corresponding measures²;
- adaptation of the annual report on personnel management for the attention of the parliamentary supervisory committees to the new requirements set out by Parliament.

On the basis of this, the federal delegate for plurilingualism informed the departments and the Federal Chancellery by letter dated 7 May 2014 of the conditions and purpose of the report update so as to guarantee a consistent and comparable approach, followed by discussion within the scope of the General Secretaries Conference of 27 June 2014. At the request of the latter, the structure of the report was discussed in the Conference of Human Resources on 28 August 2014, and the way forward and deadlines were defined in accordance with the new provisions of the LangO (Art. 8d para. 1 to 4)³:

- on 31 October 2014, the FOPER made detailed statistics on the representation of linguistic communities available to the federal delegate for plurilingualism (as at 30 June 2014; Art. 8d para. 2 of the LangO);
- on 30 November 2014, the departments and the Federal Chancellery submitted their reports to the delegate, which contained quantitative and qualitative information on

¹ Letter of 19 March 2014. "Representation of linguistic minorities in management in the Federal Administration; comments of the Federal Council of 13 December 2013."

Letter of 25 October 2013. "Representation of linguistic minorities in management in the Federal Administration. Letter from the Presiding Colleges of the Federal Assembly of 6 June 2013 and the response from the head of the FDF of 9 July 2013." Letter of 6 June 2013. "Representation of linguistic minorities in the management of the Federal Administration."

² "Promotion of plurilingualism in the Federal Administration from 2008 to 2011. Evaluation report to the Federal Council" of 30 November 2012 (<http://www.epa.admin.ch/dokumentation/zahlen/00273/index.html?lang=fr>)

³ Adopted on 27 August 2014; in force since 1 October 2014 (AS 2014 2987).

the state of plurilingualism and on the implementation of Articles 6 to 8 of the LangO in their administrative units (Art. 8d para. 3 of the LangO);

- on 12 January 2015, the federal delegate for plurilingualism submitted the evaluation report to the offices for consultation; in this report, the delegate also made recommendations on the thrust to be given to plurilingualism policy (Art. 8d para. 4 of the LangO);
- on 13 March 2015, the evaluation report will be presented to the Federal Council at the same time as the 2014 report on personnel management (Art. 8d para. 1 of the LangO), in accordance with the wishes of Parliament.

For the aforementioned reasons, this report is an update of the report of 30 November 2012 "Promotion of plurilingualism in the Federal Administration from 2008 to 2011. Evaluation report to the Federal Council" and covers the period from 2008 to 2014.

The statistical data (Appendix 1) covers the same period which enables developments before and after the entry into force on 1 January 2010 of the Federal Act of 5 October 2007 on the National Languages and Understanding between the Linguistic Communities (LangA; SR 441.1) to be followed closely.

The measures of the Federal Chancellery and the departments as well as their viewpoints (Appendices 2 and 3), however, show the development of the situation between 2012 and 2014 and provide information on the measures being implemented, outlining the priorities for the future (2015 to 2019).

The activities to promote plurilingualism are mainly based on the Languages Act and the Languages Ordinance (LangO; SR 441.11), on the Federal Act of 24 March 2000 on the Personnel of the Swiss Confederation (FPA; SR 172.220.1; Art. 4 para. 2 let. e and e^{bis}), on the new instructions from the Federal Council on plurilingualism⁴ and on the personnel strategy adopted on 10 December 2010 by the Federal Council (section 3.7).

⁴ Federal Council instructions of 27 August 2014 concerning the promotion of plurilingualism in the Federal Administration (Instructions concerning plurilingualism), (BBl 2014 6407).

2 Plurilingualism policy

During the period under review, discussions and activities concerning the promotion of plurilingualism were particularly intense.

- The entry into force of the Languages Act (1 January 2010), then of the Languages Ordinance (1 July 2010) marked a turning point and determined a large number of initiatives and measures. The post of federal delegate for plurilingualism affiliated to the Federal Office of Personnel was created (started work on 1 July 2010). The staff numbers for Italian and German translators were increased. The Federal Administration's personnel strategy for 2011 to 2015, adopted by the Federal Council on 10 December 2010, subsequently specified the commitment to strengthening the language skills of employees and managers, and thereby plurilingualism in the Federal Administration (section 3.7).
- Between 2011 and 2012, at the request of the Head of the FDF, FOPER and the federal delegate for plurilingualism conducted several information and awareness campaigns, set up a new language training programme for Federal Administration personnel, introduced a new language assessment tool for personnel, proposed recommendations relating to the recruitment process from a plurilingualism viewpoint and, in collaboration with the departments, defined quantitative and qualitative measures⁵. Thanks to this coordination, all of the departments and the Federal Chancellery adopted a new list of measures which met their needs. The implementation of measures was pursued from 2012; the first assessment is now available and is very promising. It bears witness to a genuine awareness of the challenges of plurilingualism.
- The entry into force of the Languages Act also raised a lot of expectations and an upsurge in public and parliamentary interest. Some of the provisions of the LangO were considered to be inadequate, progress seemed to be too slow, the status and the autonomy of the federal delegate for plurilingualism were too weak and the assessment tools were incomplete. As a result of these discussions, the ordinance was amended and the Federal Council's instructions concerning plurilingualism were completely revised; the new texts took effect on 1 October 2014. A new stage has begun, in a more stringent environment with more ambitious goals.

2.1 Parliamentary procedural requests

In recent years, many parliamentary procedural requests have marked current political developments in the area with which we are concerned.

On the one hand, these procedural requests aim in particular for improvements in the representation of the linguistic communities, especially at managerial level, improvements in staff language skills and the adoption of more measurable and binding objectives for the implementation of a plurilingualism policy.

Specifically, Parliament adopted two motions in 2012 with the aim of strengthening plurilingualism in the Federal Administration: motion 12.3009 "Promoting plurilingualism" from the Council of States Political Institutions Committee and the motion Maire 12.3828 "Reporting line of the federal delegate for plurilingualism". Motion 12.3009 requests the Federal Council to revise the Federal Ordinance of 3 July 2001 on the Personnel of the

⁵ On all of these activities, cf. "Promotion of plurilingualism in the Federal Administration from 2008 to 2011. Evaluation report to the Federal Council" of 30 November 2012, section 4.5.
Link : <http://www.epa.admin.ch/dokumentation/zahlen/00273/index.html?lang=fr>

Swiss Confederation (FPersO; SR 172.220.111.3) in order to strengthen the promotion of plurilingualism by defining strategic objectives, as well as follow-up and control measures for the implementation of these objectives, and to ensure equitable representation of the linguistic communities. Motion 12.3828 requests the Federal Council to affiliate the post of federal delegate for plurilingualism "to the Chancellery of the Confederation or to the Staff of the Federal Department of Finance".

The gist of these requests was analysed between 2013 and 2014 and was followed up within the scope of the revisions of the LangO and the instructions adopted by the Federal Council on 27 August 2014.

In line with motion 12.3009, Parliament adopted the Cassis postulate 12.4265 "Plurilingualism in the Federal Administration. Detailed requirements analysis" in 2014, as well as the Romano postulate 12.4050 "Plurilingualism at the highest levels of the Federal Administration". As a result of these decisions, the Federal Council is responsible for presenting a report on plurilingualism in the Federal Administration (linguistic affiliation of management) and a report on the priority requirements of plurilingualism in the Federal Administration (reliable and comprehensive overview of language skills required for key posts). Appendix 1 of this report is, to this end, a starting point for the preparation of these two reports.

On the other hand, the development of the debate has highlighted other aspects of the problem of languages and linguistic minorities which are inseparable from national cohesion. Two topics appear to us to be particularly manifest in the parliamentary discussions: the choice of languages in public procurement procedures and the teaching of national languages, particularly in primary education.

With regard to public procurement and "language barriers", the Federal Council has dealt with or approved several parliamentary procedural requests concerning the Confederation's invitations to tender, equity between the language regions in the awarding of contracts and consistent use of official languages in invitations to tender⁶.

Following an initial decision by the Federal Council (30 April 2014), the Federal Procurement Conference published the brochure "Promotion of plurilingualism in public procurement" on 24 November 2014. These recommendations were forwarded to all of the Confederation's procurement services. Currently, the debate is focussed on the Buman motion (12.3914) "Invitations to tender in the three official languages of the Confederation" and the provisions required to ensure the Confederation uses and systematically recognises the three official languages of the country as languages for publishing and processing invitations to tender.

Concerning the debate on the teaching and learning of national languages in Switzerland and the subsidiary role that the Confederation could play to avoid arbitrary cantonal solutions, the Federal Council discussed or approved requests concerning the harmonisation of language teaching, the protection of minorities, bilingual teaching and language exchanges⁷, in addition to two initiatives from the Science, Education and Culture Committee submitted on 1 December 2014: 14.459 "Learning a second national language in primary

⁶ Hodgers motion (12.3739) of 19 September 2012. Confederation invitations to tender. Equity between the language regions; Darbellay postulate (12.3910) of 28 September 2012. Public Procurement Act. Stop the malfunctions; Buman motion (12.3914) of 28 September 2012. Invitations to tender in the three official languages of the Confederation; Fehr interpellation (13.3041) of 3 March 2013. Federal procurement. To benefit the cantons more consistently; Semadeni interpellation (14.3870) of 25 September 2014. Systematic use of the official language of the location for invitations to tender which deal with construction; Regazzi motion (14.3872) of 25 September 2014. For proper usage of official languages in invitations to tender by federal enterprises.

⁷ Schwallier interpellation (14.4151) of 11 December 2014. Learning the national languages in the context of compulsory education; Semadeni motion (14.3143) of 19 March 2014. Strategy for promoting schools that provide education in two national languages; Semadeni interpellation (13.4076) of 5 December 2013. Bilingual schools to promote Italian; Semadeni interpellation (12.3516) of 13 June 2012. Promotion of national linguistic minorities; Postulate of the Science, Education and Culture Committee (14.3670) of 28 August 2014. Concept for a language exchange programme.

school" (NC) and 14.460 "The first foreign language taught is a second national language" (CS).

The dispatch of 28 November 2014 concerning the promotion of culture for the period from 2016 to 2020 (culture dispatch; BBl 2015 461), referred to Parliament, also deals with this question and presents a number of measures to promote national languages and understanding between the linguistic communities. The two parliamentary initiatives are pending.

2.2 Measures undertaken by the departments and the Federal Chancellery

2.2.1 Organisation and coordination

During the first part of the period under review, the Federal Chancellery and the departments had to compile a list of measures, in line with their requirements and for a period of four years, and monitor their implementation. The coordination of the projects and promotional measures was undertaken by the Federal Administration's Conference of Human Resources (2003 instructions, no. 41, 42 and 104).

This procedure is now governed in part by the LangO. According to Article 8c of the LangO, it is up to the departments and the Federal Chancellery to establish a list of measures designed to implement the strategic objectives set by the Federal Council (Art. 8a) and to monitor the application of the instructions concerning plurilingualism (2014 instructions, no. 54 and 55) by appointing a person responsible for the promotion of plurilingualism.

These persons are responsible for supporting the departments and the Federal Chancellery in implementing the strategic objectives and participating in the interdepartmental coordination group chaired by the federal delegate for plurilingualism. Personnel experts support and advise managers and staff in all questions relating to promoting plurilingualism (2014 instructions, no. 53) and in this way help to ensure that cultural diversity is respected in personnel management.

2.2.2 Measures

A comparison of the measures taken by the Federal Chancellery and the departments from 2012 to 2014⁸ against the list of measures from the preceding period⁹ shows a significant increase and differentiation. Although there are still differences between the departments, overall there is fresh momentum; the validity of the measures has been recognised and this conviction is reflected in real action plans which are more or less well-developed. Some of the measures are short-lived (meetings, conferences, workshops, etc.), while others are more long-term (strategies, Federal Department of Economic Affairs, Education and Research (EAER) coordination group, translations, publications, language courses, etc.).

Major priorities emerge: recruitment procedures, assessment and strengthening of language skills and setting up bespoke language classes to supplement the existing range of FOPER courses; a multitude of information, awareness-raising and cultural exchange initiatives complete the package of measures.

Beyond the intentions, the majority of these measures must be assessed from the perspective of opportunity, concrete implementation and effectiveness, relating both to

⁸ Cf. Appendix 2: "Measures promoting plurilingualism in the departments and the Federal Chancellery from 2012 to 2014".

⁹ Cf. "Promotion of plurilingualism in the Federal Administration from 2008 to 2011. Evaluation report to the Federal Council" of 30 November 2012. Appendix 2: "Measures promoting plurilingualism in the departments and the Federal Chancellery from 2008 to 2011", according to chapter 4.5.3 of the report.
<http://www.epa.admin.ch/dokumentation/zahlen/00273/index.html?lang=fr>

specific points and overall. This is a methodological challenge that we must face over the coming years.

2.3 Amendment to the Languages Ordinance and the complete revision of the Federal Council instructions on plurilingualism¹⁰

On 27 August 2014, the Federal Council took measures to strengthen plurilingualism in the Federal Administration by adopting the amendment to the Languages Ordinance and the complete revision of the Federal Council instructions on promoting plurilingualism in the Federal Administration. The revision of the legal foundations must lead to an improvement in the representation of linguistic minorities, particularly in management positions, an enhancement of the personnel's language skills and ease of access to language courses.

From now on, the objectives on the representation of the linguistic communities (compliance with the target values, Art. 7 of the LangO), are no longer recommended only for departments as a whole but also for the different administrative units. In this context, the balanced representation of the linguistic communities in each Federal Administration unit is in keeping with the political commitment of the Federal Council to promote plurilingualism in all areas and at all levels of Federal Administration activity.

The revision of the LangO also allowed the autonomy and responsibilities of the federal delegate for plurilingualism to be enhanced, which will enable her to intervene more actively in the key processes of promoting plurilingualism in the Federal Administration. Henceforth, the federal delegate for plurilingualism will be appointed directly by the Federal Council and affiliated to the Federal Department of Finance.

The gist of the objectives in motions 12.3009 and 12.3828 was integrated into the revision of the LangO and the Federal Council instructions, which came into force on 1 October 2014 and allowed the legal foundations specific to this area to be harmonised.

2.4 Ordinance on Language Services¹¹

The implementation of the Languages Act and the Languages Ordinance required an overhaul of the Translation Ordinance of 1995. The Federal Chancellery was entrusted with this revision in 2012 and the new Ordinance on Language Services came into effect on 1 January 2013.

The Ordinance on Language Services, adopted by the Federal Council on 14 November 2012, focuses not only on translation but also on all language services in the Federal Administration linked to State institutional plurilingualism. The regulatory framework thereby has greater clarity.

It governs in particular the organisation of languages services in keeping with the autonomy of the different administrative units, quality standards of translations and other services, and the procedures to follow. It takes into account all the languages dealt with in the administration.

A large part of the coordination is carried out jointly by the Federal Chancellery and the language services in the departments, working through the Interdepartmental Conference of Language Services. This coordination and development forum has been meeting regularly

¹⁰ The content of section 2.3 is based on the Federal Council press release of 27 August 2014.

¹¹ SR 172.81. Section 2.4 is based on the "Report on the measures to promote plurilingualism by the Federal Chancellery", submitted to the federal delegate for plurilingualism on 15 November 2014 within the context of preparing for this evaluation report.

since 2013 under the leadership of the Vice Chancellor, who is in charge of the Federal Council area.

Certain provisions of the Ordinance on Language Services had to be specified: the Federal Chancellery's instructions on language services (BBl 2013 1437) were thus adopted on 18 December 2012 to enter into force at the same time as the Ordinance on Language Services on 1 January 2013.

The instructions allow the entire domain to be more consistent:

- in formal and editorial quality criteria (rules for the different languages);
- in the selection of texts (internal and external) to be translated into several languages;
- in the terms and conditions to be satisfied for outsourced translations (overall volume: approximately CHF 13 million for the entire administration).

In this context, it is worth underlining the considerable effort made by the Federal Chancellery and all the departments in terms of "institutional plurilingualism" through the language and communication services (official publications and websites).

2.5 Plurilingualism within the scope of the 2016-2020 culture dispatch¹²

On 28 November 2014, the Federal Council approved the 2016-2020 culture dispatch. Within the context of its culture promotion policy, the Confederation is seeking to strengthen social cohesion primarily through two pillars: promoting national languages and understanding between the linguistic communities, in accordance with the Languages Act of 5 October 2007, and encouraging cultural exchanges in Switzerland, according to the Culture Promotion Act of 11 December 2009 (CuPA; SR 442.1).

Four focus areas have been identified:

- *official languages of the Confederation*: improving the language skills of Confederation personnel and representation of the linguistic communities in the Federal Administration;
- *promoting understanding and exchanges between the linguistic communities*: promoting school exchanges and applied research in the area of plurilingualism, encouraging the teaching of the national languages and knowledge of the first language in the case of residents whose mother tongue is not an official language of Switzerland (classes in the language and culture of the country of origin), and promoting understanding between the linguistic communities;
- *support for the plurilingual cantons (Bern, Fribourg, Graubünden and Valais)* in specific tasks linked to plurilingualism which are the responsibility of their political and judicial authorities, their administration and their education system;
- *protection and promotion of Italian and Romansh language and culture* in the cantons of Ticino and Graubünden.

The Federal Council has proposed allocating CHF 75.5 million to this area for the period from 2016 to 2020.

In particular, the Federal Council proposes introducing two measures concerning exchange and understanding between the linguistic communities, which will have budget implications. Firstly, the position of Italian outside Italian-speaking Switzerland must be strengthened. Additional funds amounting to CHF 800,000 per annum for teaching Italian outside Italian-speaking Switzerland are designed to support the conceptualisation, assessment and scientific follow-up of pilot projects, the development of teaching material as well as, where appropriate, provision of bilingual courses and cultural events. Secondly, school exchanges must continue to be developed so that as many young people as possible can take part in an

¹² The content of section 2.5 is based on the culture dispatch of 28 November 2014.

exchange project once in the course of their education. This makes it necessary to extend exchange programmes to teachers and to the field of vocational training as well as to provide direct support for exchange projects (which must be in addition to current support for basic services). This results in an additional requirement of CHF 450,000 per annum.

These fields of action are closely interrelated and have a direct and indirect impact on the policy of plurilingualism as a whole. They are also inseparable from the latter. A global approach, or even a systemic approach, will make them easier to implement.

2.6 Plurilingualism in the area of public procurement¹³

The disparities between the language regions in the awarding of public contracts and orders from the Confederation and government-owned companies have been proven. Numerous obstacles stand in the way of the French- and Italian-speaking cantons being awarded public service contracts. Comparatively and in proportion to their share of national GDP, the amount of Swiss public contracts awarded in the linguistic minority regions is well below the amount awarded in the German-speaking part of Switzerland.

Aware of these disparities, during its meeting on 30 April 2014, the Federal Council ordered that the necessary measures be implemented. Most notably, participants in this procedure must be allowed to use any of the three official languages for their communication. Moreover, in the procedure of inviting tenders, at least one offer from a bidder from another language region must be requested, where possible.

In charge of these issues, the Federal Procurement Conference and the Federal Office for Buildings and Logistics (FOBL) adopted new recommendations on 26 November 2014¹⁴. The brochure "Promotion of plurilingualism in public procurement", which was published at that time, and the measures envisaged have significant implications for resources and personnel recruitment, particularly in terms of the language skills required in all of the Confederation's procurement services, with broader positive impacts for the consistent application not only of Federal Act of 16 December 1994 on Public Procurement (RS 172.056.1) but also of the Languages Act.

These actions are inextricably linked to the plurilingualism policy as a whole; therefore, they form an integral part of the elements used to evaluate this policy.

¹³ The content of this section is based on the following sources:

- Joint press release of 26 November 2014 from the Conference of Western Swiss Cantons, the Federal Procurement Conference and the Federal Office for Buildings and Logistics (FOBL).
- KeyTeam study "Are there language barriers in the area of public procurement in the Federal Administration?" and corresponding press release from the Federal Council of 30 April 2014.
<https://www.news.admin.ch/dokumentation/00002/00015/index.html?lang=fr&msg-id=52821>

¹⁴ Joint press release of 26 November 2014 from the Conference of Western Swiss Cantons, the Federal Procurement Conference and the Federal Office for Buildings and Logistics (FOBL).
Link: <https://www.news.admin.ch/dokumentation/00002/00015/index.html?lang=en&msg-id=55351>.

3 Assessment of plurilingualism policy (Art. 8d para. 4 of the LangO)

3.1 Current assessment

The current assessment stems from a descriptive report as presented in the preceding pages, statistical data compiled in Appendix 1 (method and evolution over 8 years), as well as from the list of measures presented in Appendix 2. This process allows the representation of the linguistic communities and its development to be measured and provides an overview of activities. It thus retains its validity and will continue to do so in the future.

3.2 Future assessment

The variety and scale of the measures being taken, as well as the intention to include all aspects of the promotion of plurilingualism in the assessment, however, require a broadening of the assessment criteria so that a genuine assessment system may be put in place.

The preceding sections give an initial, non-exhaustive indication, of the interdependence between the different areas of action on which plurilingualism policy is based. First of all, it shows that several players are involved in fostering plurilingualism and proves that there are different ways of achieving the objective of a plurilingual Federal Administration. It is possible to adopt targeted measures as well as general measures which concern the entire institution.

The consistency and relevance of the efforts undertaken by all the organisations involved in promoting plurilingualism are the driving force behind effective action. This is why a comprehensive, or even systemic, approach is an important area of focus.

It is a question of looking at the issues in a new light: the system is considered as a whole, with different players and actions which contribute to the development of plurilingualism in the Federal Administration and its outward projection.

A perspective of this nature facilitates an overview of the activities in the area of plurilingualism.

Specifically, the goal is to (1) determine the factors that influence plurilingualism policy (Art. 8d para. 4 of the LangO), (2) develop a system for assessing them, (3) analyse the most important factors through impact studies, and (4) propose working hypotheses or specific measures.

These activities are undertaken by the federal delegate and her team, in collaboration with other internal and external partners.

3.3 Assessment of staff language skills

In compliance with the new requirements of the "intercomprehension strategy"¹⁵ (Art. 8 of the LangO), the assessment of the actual language skills of Confederation personnel will have to be updated (cf. 2015-2019 perspectives, section 5.1.3).

This assessment must be based on the current situation – "*IST-Zustand*" – regarding the language skills of Confederation personnel and must stem from online tests and self-declarations.

Moreover, it should allow the actual language skills of the personnel to be compared with the requirements of the LangO (Art. 8; active and passive knowledge) and with the specific language requirements of each post (target situation – "*SOLL-Zustand*"). This comparison

¹⁵ What is meant by intercomprehension strategy is a communication strategy for a multilingual context. Knowing various languages, actively or passively, facilitates communication and allows the volume of translation required internally to be reduced. This is the implicit objective of Article 8 of the LangO. This approach is in tune with current discussions in the scientific community.

will allow the achievement of the objectives in Article 8 paragraph 1 of the LangO to be verified (cf. 2015-2019 perspectives).

Successively, the measures to be taken – and then assessed – to guarantee a situation of effective intercomprehension will be based on the analysis of the differences between the current situation, the minimum requirements of the LangO and the target situation. These differences will facilitate identifying the actual needs in terms of language training as well as the necessary investment priorities to fill in the gaps detected.¹⁶

¹⁶ This method will, for instance, enable correction of the statistical shortcomings identified by the EAER (it indicates that the statistic reading alone does not take into account the problem of "hidden Italian speakers"), DETEC, the FDFA and the FDF (which state that it is impossible to measure bilingualism amongst their managers).

4 Representation of linguistic communities: trends¹⁷ and contributing factors

The objectives on the representation of linguistic communities (compliance with target values, Art. 7 of the LangO) are no longer recommended only for departments as a whole, but also for the various administrative units.

It is worth recalling here Article 7 paragraph 1 of the LangO, which came into force on 1 October 2014:

The representation of linguistic communities in the federal administrative units referred to in Article 1 paragraph 1 letters a and b of the FPerO, except the ETH Domain, must aim to achieve the following ranges, including for management positions:

a. German:	68.5% - 70.5%
b. French:	21.5% - 23.5%
c. Italian:	6.5% - 8.5%
d. Romansh:	0.5% - 1.0%

With this amendment, the Federal Council wanted to enhance the representation of linguistic communities in all areas and at all levels of Federal Administration activity.

To make these objectives measurable, transparent information is required. Therefore, this is the first time that data on the representation of linguistic communities is being presented for the entire administration, broken down by department, including the Federal Chancellery, administrative units (federal offices) and by salary class (see Appendix 1). The departments and offices are responsible for achieving the target values.

Furthermore, with regard to the representation of linguistic minorities among senior management in general (state secretaries, general secretaries and office directors in particular), the breakdown by mother tongue is shown by salary class, while also focusing on salary levels 34 to 38¹⁸ (see Appendix 1). As it happens, it is currently not possible to read the data on director positions from the BV PLUS platform.

4.1 Overall representation in the federal administration by mother tongue

Table 1 below shows that while the language representation objectives (compliance with target values, Art. 7 of the LangO) have been obtained overall within the Federal Administration, the position of Romansh remains below the target values. Progress in the representation of French since 2013 has enabled the lower limit of the target values to be reached.

¹⁷ The quantitative data presented in Appendix 1 is taken from the BV PLUS computerised personnel management system (status as at 30 June 2014).

¹⁸ Same approach as that presented in the Federal Council's response of 13 December 2013 to the Presidents of the Federal Parliament.

Table 1: Breakdown of the entire Federal Administration by mother tongue

	2008	2012	2013	2014
No. of employees	34,293	34,559	35,259	35,853
German	72.6 %	71.6 %	71.4 %	71.3 %
French	20.4 %	21.4 %	21.5 %	21.6 %
Italian	6.7 %	6.7 %	6.8 %	6.8 %
Romansh	0.3 %	0.3 %	0.3 %	0.3 %

It should be noted that this result has been achieved thanks to the efforts of the Federal Chancellery and by some of the departments and their administrative units: the efforts of some compensate in effect for the delays and shortcomings of others. The list of measures taken allows the differences to be understood clearly.

4.2 Representation in each department, including the Federal Chancellery, by mother tongue

A closer analysis of the data, presented in table 2 below, shows that the values differ substantially if they are viewed in the context of the realities of the Federal Chancellery and each department. The most common explanations for these differences in language representation stem from:

- *organisation*, for instance, the presence of large language services at the Federal Chancellery and the FDF General Secretariat;
- *the implementation of extensive internal reorganisation measures*, such as those within DETEC, the DDPS, the FDF (e.g. FOITT, CCO), the FDJP (e.g. the State Secretariat for Migration), the FDFA (e.g. creation of directorates);
- *the implementation of extensive interdepartmental reorganisation measures*, particularly changing from the SERI within the FDHA to the EAER as well as the transfer of veterinary matters from the EAER to the FDHA, which has led to the establishment of the FSVO;
- *the geographical location of certain federal offices*, particularly the Federal Statistical Office (Neuchâtel), the Federal Compensation Office (affiliated to the Federal Finance Administration and based in Geneva), the Swiss Institute of Comparative Law (Lausanne), the Federal Office of Communications (Biel), which have caused an over-representation of the French-speaking community. Likewise, the location of offices, most of which are based in the German-speaking part of Switzerland, is often given as an explanation for the over-representation of the German-speaking community;
- *the organisation of certain federal offices into "satellite offices"*, such as Meteo Swiss, the Federal Customs Administration or the Federal Roads Office, whose nationwide presence guarantees a good balance between the different linguistic communities;
- *skill shortages, particularly in the MINT fields (mathematics, information sciences, natural sciences, and technology)*, which would appear to cause the over-representation of the German-speaking community in certain DETEC and DDPS sections; this would also explain the over-representation of the German-speaking community in all of the IT sections of the Federal Administration as well as within the FOITT (averages as high as 90% German speaking);
- *the low numbers in high salary groups* reduces the room for manoeuvre.

Table 2: Breakdown by department, including the Federal Chancellery, and by mother tongue

		2008	2012	2013	2014
FCh	No. of employees	237	258	268	265
	German	60.5%	59.1%	58.3%	60.5%
	French	19.0%	21.0%	21.3%	19.8%
	Italian	20.5%	19.5%	20.0%	19.3%
	Romansh		0.4%	0.4%	0.4%
FDFA¹	No. of employees	3,200	3,501	3,628	3,771
	German	72.3%	67.5%	66.9%	66.4%
	French	22.8%	27.5%	28.1%	28.5%
	Italian	4.7%	4.6%	4.8%	4.7%
	Romansh	0.2%	0.3%	0.3%	0.3%
FDHA	No. of employees	2,504	2,455	2,609	2,651
	German	68.5%	65.7%	66.8%	66.5%
	French	26.2%	28.9%	27.9%	28.0%
	Italian	5.2%	5.2%	5.1%	5.2%
	Romansh	0.2%	0.2%	0.2%	0.2%
FDJP	No. of employees	2,928	3,004	3,036	3,204
	German	71.7%	72.8%	72.5%	72.6%
	French	21.6%	20.4%	20.4%	20.3%
	Italian	6.6%	6.7%	7.0%	7.0%
	Romansh	0.1%	0.1%	0.1%	0.1%
DDPS	No. of employees	12,312	11,915	12,168	12,176
	German	77.5%	77.1%	76.9%	76.8%
	French	17.2%	17.4%	17.5%	17.6%
	Italian	5.0%	5.4%	5.4%	5.5%
	Romansh	0.2%	0.2%	0.2%	0.2%
FDF	No. of employees	8,819	8,808	8,853	8,971
	German	67.4%	66.3%	66.1%	66.1%
	French	21.1%	22.5%	22.8%	23.0%
	Italian	11.1%	10.7%	10.6%	10.5%
	Romansh	0.4%	0.4%	0.4%	0.4%
EAER	No. of employees	2,284	2,411	2,392	2,449
	German	70.7%	72.2%	71.0%	71.2%
	French	25.7%	24.0%	24.5%	24.4%
	Italian	3.2%	3.6%	4.3%	4.3%
	Romansh	0.4%	0.3%	0.2%	0.1%
DETEC	No. of employees	2,008	2,207	2,305	2,368
	German	76.4%	75.7%	76.0%	75.6%
	French	18.1%	18.6%	18.1%	18.3%
	Italian	5.0%	5.3%	5.4%	5.7%
	Romansh	0.4%	0.4%	0.4%	0.4%
Total	No. of employees	34,293	34,559	35,259	35,853
	German	72.6%	71.6%	71.4%	71.3%
	French	20.4%	21.4%	21.5%	21.6%
	Italian	6.7%	6.7%	6.8%	6.8%
	Romansh	0.3%	0.3%	0.3%	0.3%
¹ FDFA data excluding field and resident staff (serving overseas)					
FDFA	No. of employees	2,366	2,475	2,556	2,626
	German	68.9%	68.2%	67.9%	68.2%
	French	25.4%	25.8%	26.1%	25.7%
	Italian	5.4%	5.6%	5.6%	5.6%
	Romansh	0.2%	0.4%	0.4%	0.4%

In general, excluding the figures for the Federal Chancellery and the FDF, the Italian- and Romansh-speaking communities are particularly under-represented.

Despite the positive development between 2008 and 2014, Italian-speaking employees (4.3%) are under-represented in the EAER. This could be explained by the fact that several German- or French-speaking employees may be "hidden" Italian speakers. Nevertheless, the French-speaking community is well represented, even above the upper limit for the target values.

For its part, the FDFA has a special situation. Table 2 shows two situations, with and without field and resident staff which is not subject to the Federal Personnel Act. In both cases, the French-speaking community is well above the average value and even well above the upper limit indicated in Article 7 of the LangO (28.5%% and 25.7% respectively), while the Italian-speaking community is under-represented (4.7% and 5.6% respectively).

The FDHA shows a similar trend to that of the FDFA and is seeking to fulfil the target values laid down in the LangO.

In contrast, the DDPS and DETEC have the highest over-representations of the German-speaking community but have underlined their interest in taking targeted measures to improve the presence of linguistic minorities.

4.3 Representation by administrative unit and mother tongue

The data presented by administrative unit (Appendix 1) enables the following summary to be drawn up.

The administrative units which have the lowest proportion of Italian speakers are:

- The Federal Data Protection and Information Commissioner (0%), the ARE (2.5%), Agroscope (2.9%), the FOPH (3.3%), the FSVO (3.5%) and the FSO (4.2%).

The French-speaking community is particularly under-represented in the following units:

- the FOBL (4.9%), the FOPER (7.8%), several sections in the DDPS (< 10%), the FONES (8.2%), the SFOE (12.7%), the FOCA (13.2%) and the Swiss Federal Archives (11.3%).

Taking account of the measures (see sections 2.1 and 2.6) and the outlook presented in Appendices 2 and 3, improvements are expected in the coming years.

4.4 Overall representation in the Federal Administration by mother tongue and salary class (34 to 38)

The breakdown of the linguistic communities by salary class also provides an interesting variable.

The data shows that in the upper salary levels (34 to 38), the representation of the linguistic communities is not balanced. In the Federal Administration as a whole, the French-speaking community was slightly above the lower limit (21.9%) in 2014, whereas the German speakers were over-represented (72.5%) at the expense of the Italian speakers, who were under-represented (4.8%).

Table 3: Breakdown for the entire Federal Administration by mother tongue and salary class (34 to 38)

	2008	2012	2013	2014
No. of employees	139	127	125	126
German	75.8%	72.8%	70.8%	72.5%
French	19.1%	20.2%	23.1%	21.9%
Italian	4.4%	5.9%	4.8%	4.8%
Romansh	0.7%	1.1%	1.3%	0.8%

4.5 Representation by department, including the Federal Chancellery, by mother tongue and salary class (34 to 38)

In the same way as for the breakdown by mother tongue, these values differ substantially if they are viewed in the context of the realities of the Federal Chancellery and each department.

Table 4 shows the departments with the highest proportion of German speakers in the salary classes 34 to 38: FDJP (92.9%), DETEC (80%), DDPS (78.9%), FDHA (77.8%) and FDF (74.2%).

The Federal Chancellery, the FDHA, the FDJP and the DDPS do not have any employees representing the Italian- or Romansh-speaking communities in the salary classes 34 to 38 (see table 4).

These trends show that the level of salary and responsibility is a factor which reduces the representation of linguistic minorities (the higher the level of salary and responsibility, the weaker the representation of minorities).

The measures adopted by the Federal Chancellery and the departments (see Appendix 2) to remedy this aspect show the approaches taken and, indirectly, provide a better understanding of the recruitment difficulties they are faced with.

Table 4: Breakdown of salary class (34 to 38) by mother tongue and department, including the Federal Chancellery

		2008	2012	2013	2014
FCh	No. of employees	3	3	3	3
	German	100.0%	66.7%	66.7%	66.7%
	French		33.3%	33.3%	33.3%
FDFA	No. of employees	58	45	41	44
	German	69.2%	65.1%	59.7%	64.8%
	French	23.8%	27.0%	35.4%	30.7%
	Italian	5.3%	6.3%	4.9%	4.6%
	Romansh	1.7%	2.2%		
FDHA	No. of employees	10	11	10	9
	German	60.0%	69.2%	81.7%	77.8%
	French	30.0%	21.5%	18.3%	22.2%
	Italian	10.0%	9.2%		
FDJP	No. of employees	8	6	7	7
	German	86.8%	84.0%	84.6%	92.9%
	French	13.2%	16.0%	15.4%	7.1%
DDPS	No. of employees	19	19	19	19
	German	80.6%	80.7%	78.9%	78.9%
	French	19.4%	16.1%	21.1%	21.1%
FDF	No. of employees	18	16	18	16
	German	89.0%	79.6%	75.1%	74.2%
	French	11.0%	12.6%	15.5%	19.6%
	Italian		6.3%	5.6%	6.2%
	Romansh		6.3%	5.6%	
EAER	No. of employees	15	17	19	19
	German	80.5%	73.9%	67.6%	70.2%
	French	13.0%	17.7%	16.2%	14.0%
	Italian	6.5%	5.9%	10.8%	10.5%
	Romansh		5.9%	5.4%	5.3%
DETEC	No. of employees	8	10	10	10
	German	74.7%	79.5%	79.7%	80.0%
	French	12.6%	10.3%	10.2%	10.0%
	Italian	12.6%	10.3%	10.2%	10.0%
Total	No. of employees	139	127	125	126
	German	75.8%	72.8%	70.8%	72.5%
	French	19.1%	20.2%	23.1%	21.9%
	Italian	4.4%	5.9%	4.8%	4.8%
	Romansh	0.7%	1.1%	1.3%	0.8%

5 Recommendations and outlook

5.1 Initial recommendations of the federal delegate for plurilingualism

The revision of the ordinance enabled the Federal Council to enhance **the autonomy and responsibilities of the federal delegate for plurilingualism** in his/her control, coordination and assessment duties and ability to make recommendations (Art. 8d para. 4 and 5, LangO)¹⁹. Therefore, the aim is to assume this role gradually and enhance the effectiveness of the delegate's actions.

The **Federal Council's new instructions** for the promotion of plurilingualism cover most of the measures facilitating the application of the new provisions; other particularly sensitive issues, such as job advertisements, will be developed further based on **best practices**.

In her letter to senior management on 25 September 2014²⁰, the federal delegate for plurilingualism presented her **initial recommendations** on the training, integration and recruitment of new staff members, assessment and information systems (data collection), awareness and information.

In light of the options and considerations outlined in the previous sections, observed trends, as well as factors which foster or hinder the balanced representation of linguistic communities, the recommendations of 25 September 2014 require a number of **additions**. An overview is given in the following sections.

5.1.1 Training

Access to language training is now governed by Article 8 paragraphs 3 and 4 of the LangO.

³ If a manager does not have the required language skills when recruited, the employer shall take the measures necessary to improve them within one year of recruitment.

⁴ Training required for acquiring language skills is considered to be training which meets the needs of the service within the meaning of Article 4 paragraph 4 of the FPersO.

This article was amended with the aim of **enhancing the language skills of staff members**. Achieving this aim is therefore one of our priorities.

Currently, the Federal Administration Training Centre (FATC), which is under the Federal Office of Personnel, offers a programme of language courses in the three official languages and English. The courses are organised by external partners. Learners can also learn specific language skills on a group or one-to-one basis as well as through online courses. Language courses can also be organised directly by administrative units based on their own needs.

The Confederation's new range of courses, set up based on a new service agreement effective since 2014, takes account of the recommendations made in the study "Language courses for personnel in the Federal Administration: Evaluation and analysis of courses offered and their attendance", published in 2013 by the Università della Svizzera italiana and the Fribourg Institute of Multilingualism and financed by the Confederation.

With regard to fulfilling these objectives, the delegate recommended in her letter of September 2014 some criteria for senior and middle management with team leadership

¹⁹ 12.3828 – Maire motion of 26.09.2012. Review the administrative and reporting line of the delegate for plurilingualism.

²⁰ "Promotion of plurilingualism in the Federal Administration. Implementation of new legal foundations: initial guidelines for departments and offices."

responsibilities to follow when granting language courses. She also recommended continued investment in these courses in order to support professional development, succession and career plans and at the same time also maintain employees' existing language skills.

When the revision of the LangO was approved, it was specified that the costs of these courses could be financed by the unutilised credit of the Confederation's overall fund for education. Additional financial resources are therefore not required. Furthermore, it is now possible to monitor the implementation of Article 8 paragraphs 3 and 4 thanks to the measures requested by the delegate and which the FOPER and the FFA have been applying: the new summary of recognised training time (people and hours), and the separate accounting of the resources allocated to these courses in the state financial statements.

5.1.2 Integration and recruitment of new staff members

The new provisions adopted by the Federal Council target the **proper representation of linguistic communities** as the primary qualitative and quantitative objective.

Article 6 of the LangO on equal opportunities for linguistic communities establishes the principles for the promotion of languages within the Federal Administration and equal opportunities for linguistic communities, the rights of employees to work in the official language of their choice (both orally and in written form) and the responsibility of employers to guarantee equal opportunities. The language representation targets are laid down in Article 7.

Implementation of language representation is governed by the Federal Council's instructions; it makes provisions for the development of new tools and a roadmap for standardising and optimising the procedure for advertising jobs, as well as the Administration's recruitment procedure²¹, while at the same time respecting minority languages as well as the functional requirements of vacancies.

In her letter of September 2014, the federal delegate for plurilingualism recalled that a proposal was expected from the Conference of Human Resources (CHR), which will discuss and coordinate solutions with the delegate.

Moreover, in relation to number 34 of the Federal Council's instructions²², the federal delegate recommended separating the assessment of technical and language skills during recruitment interviews.

The presentation of data by salary level highlighted certain areas of concern, particularly with regard to the lack of Italian- and Romansh-speaking managers and the under-representation of French-speaking managers.

What is proposed here is identifying, developing and exploiting the existing network of Italian-, French- and Romansh-speaking personnel already employed by the Federal Administration so as to define their career plans as a matter of priority.

Their skills should be highlighted, both from a technical and a language perspective. Where necessary, language training should help employees to participate in the administrative units' succession plans and to progress in their careers.

²¹ It is worth noting here that, on 23 January 2015, the Research Centre on Multilingualism in Fribourg and the Centre for Democracy Studies Aarau published their summary notes from the research project "Federal Administration and the representation of linguistic communities: An analysis of processes and strategies for recruiting personnel". The full publication is due to be released in the coming months.

²² "Persons invited to a job interview may express themselves in the official language of their choice."

This goes hand-in-hand with an already established willingness to live in Bern or elsewhere; if necessary, this willingness can also be encouraged by measures such as working from home and the flexitime model.

In addition, it would be useful to evaluate the pros and cons of "satellite offices" (e.g. Meteo Swiss, FCA and FEDRO) compared with "decentralised offices" (FSO) and the impact they have on both the representation of linguistic communities and the plurilingualism of offices.

5.1.3 Assessment and information systems (data collection)

The overall approach and the profile of the future assessment system were described in section 3.2. Certain additional aspects should be specified with regard to organisation.

Naturally, the assessment system should be based on the **most complete data collection possible**.

Additional data will be required for the assessment of language skills, which must be collected in accordance with the new provisions of the LangO:

- a language test is intended for a target group of employees for whom language requirements are of particular importance (senior and middle management with team leadership responsibilities and heads of human resources, see Art. 8 para. 1 let. c of the LangO).
- the language skills of other administration employees (Art. 8 para. 1 let. a and b of the LangO) will be assessed based on an employee self-declaration.

Personnel services will manage the language test and self-declaration under the FOPER's operational responsibility. The same applies for changes to the BV PLUS platform.

In contrast, the federal delegate for plurilingualism will coordinate overall guidance (see section 3.3) through a new project for which she will assume leadership from March 2015

Fuller exploitation of the data collected with *e-Recruiting* should enable the required information to be filled in subsequently (for example, statistics on the relationship between the number of applications by language and the total number of applications selected; relationship between the applications by language, or applications short-listed for job interviews, or effective recruitment). Particular attention should be paid to Romansh, which is not included in *e-Recruiting* currently.

5.1.4 Coordination, awareness-raising and information

As part of the new responsibilities of the federal delegate for plurilingualism, number 54 of the Federal Council's instructions stipulates that the delegate will lead an **interdepartmental coordination group** where the heads for plurilingualism from each department and from the Federal Chancellery are represented. The group will be formally constituted at its first meeting in April 2015.

Since January 2015, the interdepartmental project "*Capito? Comprendere l'Italiano in Svizzera*" has been under way with around one hundred participants. The project is part of an awareness initiative led by the federal delegate for plurilingualism (Art. 8b para. 2 let. c of the LangO) and involves eight modules aimed at French- and German-speaking managers as well as Romansh-speaking managers with a good level of French.

French is a language that is closely related to Italian and is therefore used as a "bridging language" to Italian. The project facilitates an initial appreciation of the language and culture of Italian-speaking Switzerland. Thanks to the development of this interdepartmental

network, multiplier effects can be expected both within the framework of plurilingualism and the knowledge-sharing framework.

The analysis of data by administrative units has highlighted more clearly a number of trends that had already been noted previously, particularly in relation to the tightness of the labour market in certain technical sectors.

The FOPER's marketing activities are important and must continue to be performed. Nevertheless, new additional strategies should be considered for dealing with the situations identified (for instance, an average of 90% of jobs in the information and communications technology (ICT) sector are filled by German speakers). Some examples are given below.

In general, to raise awareness of the value, including economic value, of plurilingualism, to encourage new applications and to work on the multiplier effects as well as the benefits achieved, the following should be exploited:

- existing internal networks that have not yet been exploited (for example, Confederation employees speaking at external courses, including university or other courses; the *Capito?* network, etc.);
- new external networks for developing awareness campaigns (secondary-level education or professional sectors on an ad hoc basis);
- new external networks for awareness campaigns at an early stage, for example, at primary-level education.

In particular, these networks can be activated:

- to develop a new targeted recruitment approach based on cooperative work in partnership with institutes of technology, technical faculties, vocational colleges and vocational training schools in IT and other technical disciplines;
- to promote the inclusion of interns of any mother tongue in all areas of the Federal Administration and in all regions by promoting their mobility and exchanges between linguistic communities.

5.2 Engagement of the federal delegate for plurilingualism

The actions aiming to support plurilingualism within the Federal Administration are taken in three main areas, both internal and external. Some examples are given below²³.

a. Actions within the administration (see also section 5.1)

- i. Currently, awareness initiatives are under way, including the organisation and moderation of a public debate (March 2015) and a forum for Federal Administration managers (April 2015)
- ii. Establishment of an interdepartmental coordination group (April 2015)
- iii. "Assessment of staff language skills" project (from March 2015)
- iv. Monitoring implementation and recommendations
- v. A second public debate (March 2016) and a second forum for Federal Administration managers (2016) are currently being prepared
- vi. Talks at training courses for managers
- vii. Meetings with administrative units

b. Actions outside of the administration – awareness, information and partnerships (see also section 5.1)

- i. Presentations at universities, conferences, press interviews, contributions to specialised journals
- ii. Preparation of initiatives or partnerships between Zurich, Bern, Lausanne and Geneva (schools, labour market, etc.)
- iii. Partnership with the Università della Svizzera italiana, "+posto per l'italiano" project, other institutions, associations and interested groups
- iv. August 2015: official speech in a commune of western Switzerland on 1 August (Swiss National Day); participation in the "Echange jeunesse 2015" weekend organised by the President of the Council of States

c. Actions outside of the administration – exchange of best practices between public administrations and similar institutions – development of a network at the international level

- i. End of January 2015: invitation from Ambassador Roberto Balzaretto in Brussels as part of an event about multilingualism and its economic impact. European attendees (approx. 60-80 people). Alongside this, setting up bilateral visits with representatives of Belgium and the European Union.
- ii. Exchanges and collaboration with the Commissioner of Official Languages of Canada and the Director of the Policies and Research Division of the Office of the Commissioner of Official Languages of Canada.
Exploratory talks with a view to creating observer status within the International Association of Language Commissioners. Keynote speaker at the association's upcoming conference (Ottawa, May 2015).
Visits to federal institutions with specific responsibilities regarding the application of the Official Languages Act.
- iii. Contact with the President of the European Federation of National Institutions for Language. Presentation on the topic "Language legislation and language use in public administration of European countries – theory and praxis" at the annual conference (Helsinki, October 2015).

²³ Briefing note of 5 December 2014 from the Head of the FDF to the Federal Council.