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The Deloitte Swiss Digital Government Study 2023

Trust in E-Government services

MAKING AN IMPACT THAT MATTERS since 1845

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About the study

About the study

Deloitte Switzerland conducted an online-survey for the third time in February 2023 on the digital services offered by the Swiss administration.

This year the Deloitte survey on digital services in Switzerland revealed that Swiss citizens and public service employees trust and use the e-government services available to them. Nevertheless, the range of digital government services should be expanded. The elements needed for this, such as data protection and the IT infrastructure, tend to be perceived as secure but are in need of updating in order to maintain the crisis resistance of digital government services. To ensure this resilience, new legal foundations are needed to close legal gaps, and physical administrative procedures and the physical storage of data must be maintained in order to remain functional in the event of cyberattacks.

On the other hand, the question arises as to how a further expansion of services in the course of digital transformation can be financed, because additional costs at the expense of citizens, such as through additional taxes or fees, are rejected. A further challenge is the lack of investment in the professional competence of existing public service employees. According to the respondents, well-trained employees are the most important factor for digital transformation and are indispensable when it comes to building up expertise in the provision of e-government services.

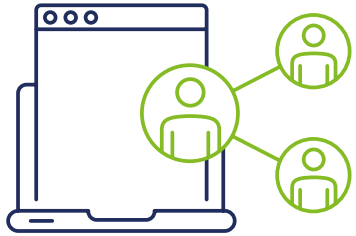
At the same time, a high level of expertise, alongside lower costs, is an incentive to procure e-government services from private companies. In fact, the willingness to use e-government services from private providers has increased by up to 20% since 2021, which suggests less mistrust towards private companies, but also a possible paradigm shift in the population.

Key findings

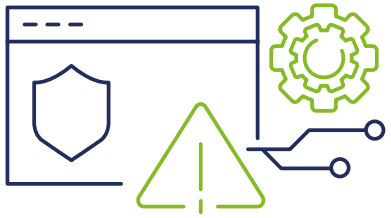
More trust in e-government services through customer-centric design and increased technical expertise

More than 1,000 citizens in Switzerland, 239 of whom are public service employees, were surveyed as part of this Deloitte 2023 survey on trust in e-government services.

These findings can be divided into four parts, of which the first three are found mainly at the citizen level and the last part at the administration level:

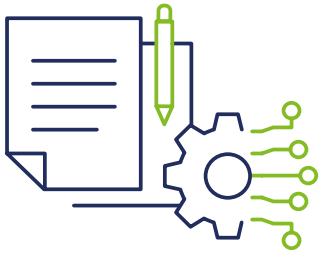


Part 1
Customer-centric design of e-government services



Part 2
Ensuring the resilience of digital government services through analogue means and stable infrastructure

Part 3
Unwillingness to invest in digital government services with public funds



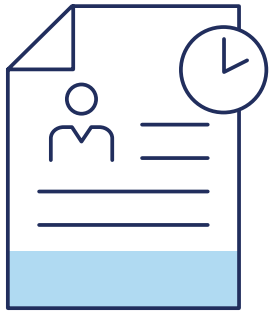
Part 4
Operational hurdles to the expansion of government services

Part 1
Customer-centric design of e-government services

Just under half of the respondents are satisfied with the existing range of e-government services. Furthermore, around 58% of respondents believe that the digital possibilities should be used by public authorities to proactively provide existing services. The automatic renewal of identity cards or comparable documents would be an example of this. The majority of people of all age groups are in favour of this expansion. This indicates that the Swiss public has confidence in the provision of digital services and that further potential can be reaped through digital transformation, such as time savings from the proactive implementation of e-government services.

66.2%

The **strongest advocates** for the **proactive provision** of government services are the group of **over 65-year-olds (66.2%).**

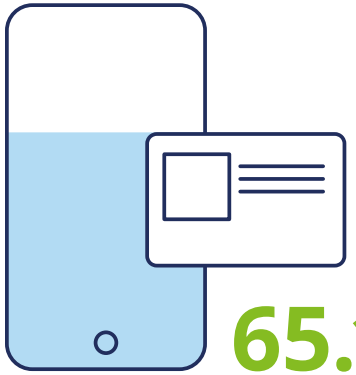


19%

The **greatest opposition** to the **proactive expansion** of services is found in the age group of **under-30s**. Almost **19%** of the under-30s are against it.

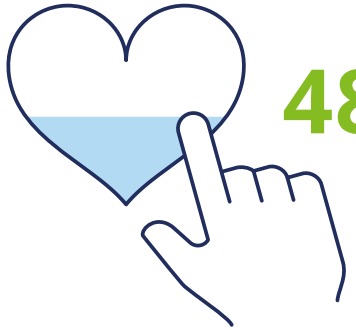
The current range of e-government services should be expanded

It is important to a clear majority of respondents (65.1%) that services and administrative procedures can be conducted online, with just under half (48.2%) of all respondents being satisfied with the current range of digital government services. Respondents over 65 years of age, those living in small towns (66.6%) and those working in the private sector (70%) are the most positive about the existing offerings.



65.1%

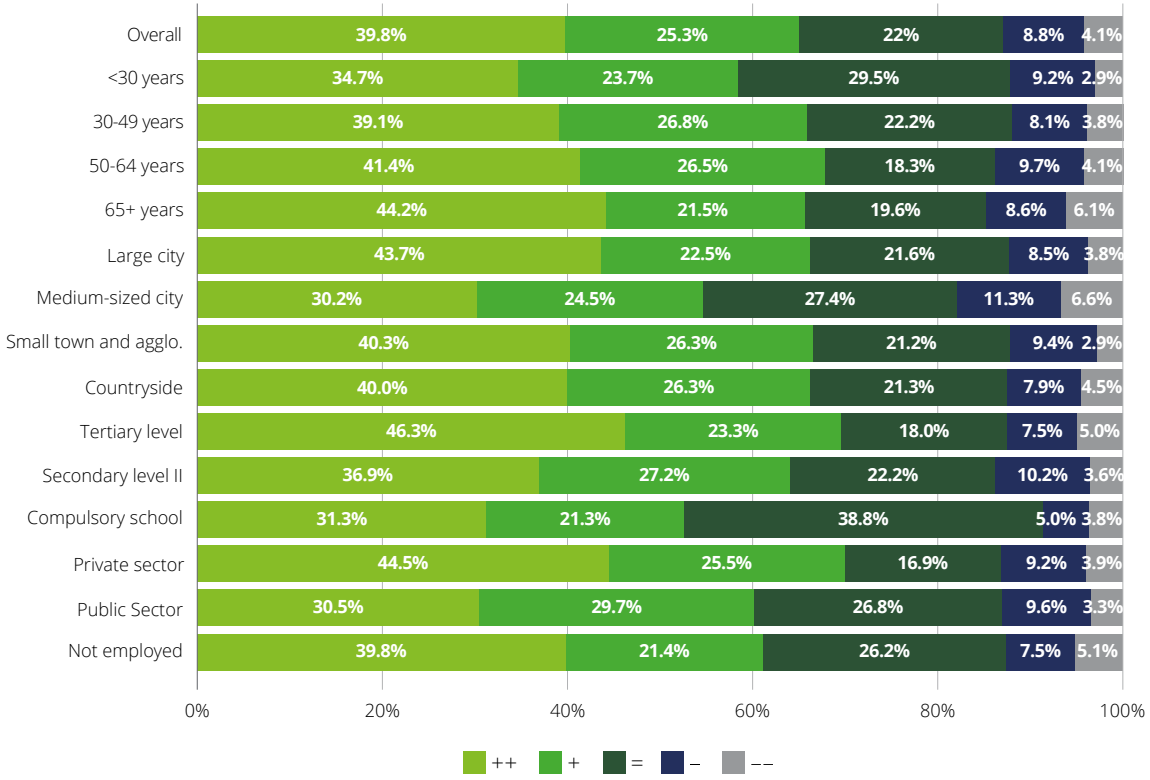
For 65.1% of the respondents it is important that services and **administrative procedures can be conducted online.**



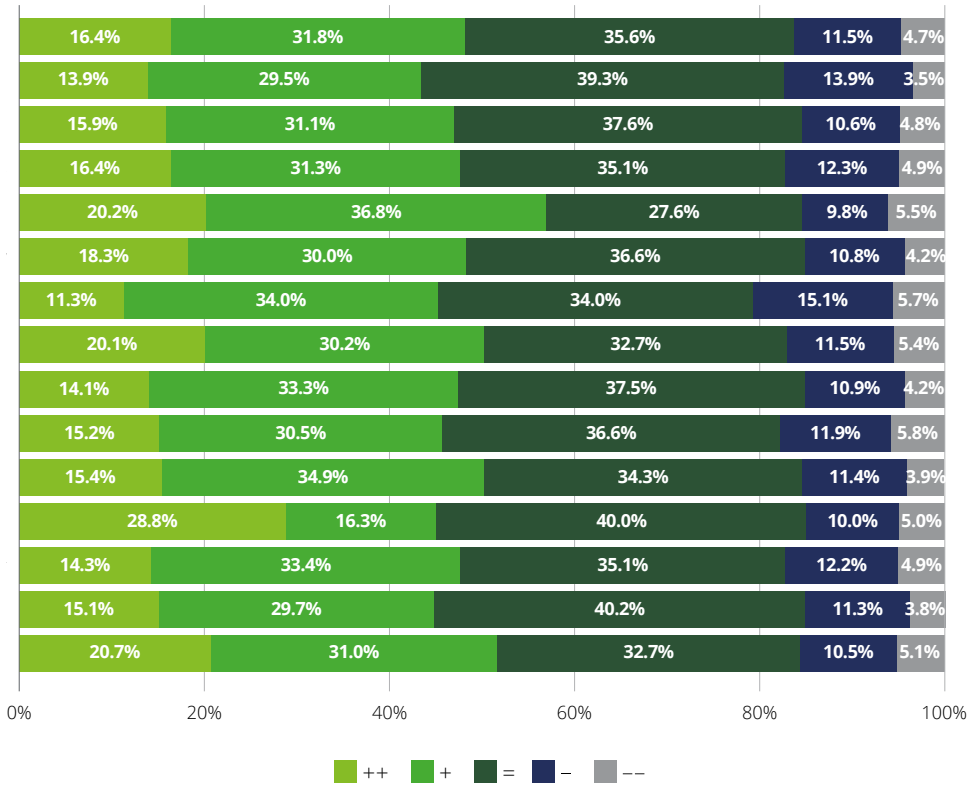
48.2%

48.2% of all respondents are satisfied with the **current range of digital government services.**

I consider it important to be able to conduct administrative procedures and access government services online.

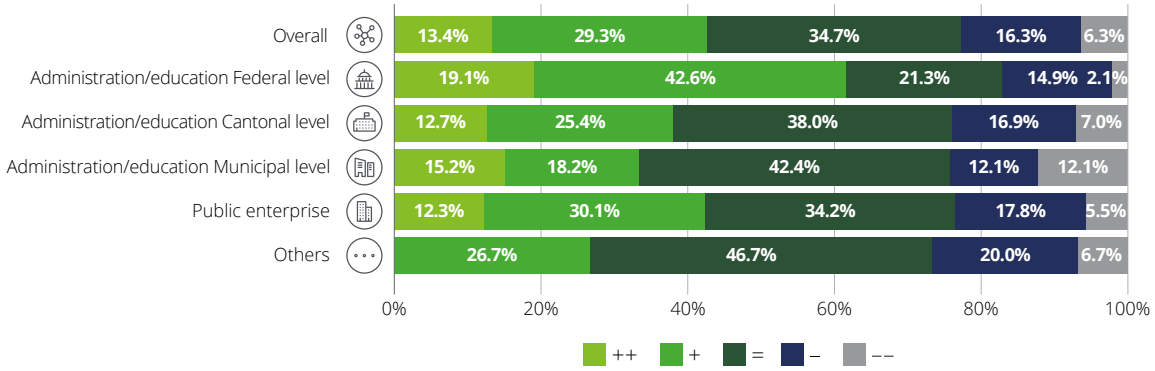


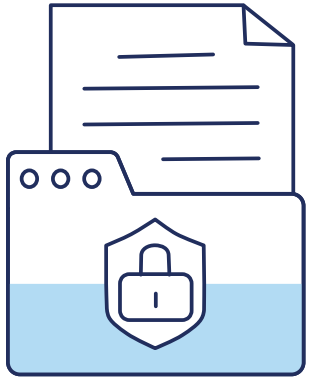
Digital government services are available to me to the desired extent.



Similar results can be observed among the public service employees surveyed. Around 43% state that government services are consistently offered in digital form, while a further 40.2% believe that the existing range of e-government services needs to be greatly expanded. There seems to be a lack of consistent digital services, especially at the municipal level.

Our organisational/administrative unit consistently offers services in digital form.





43%

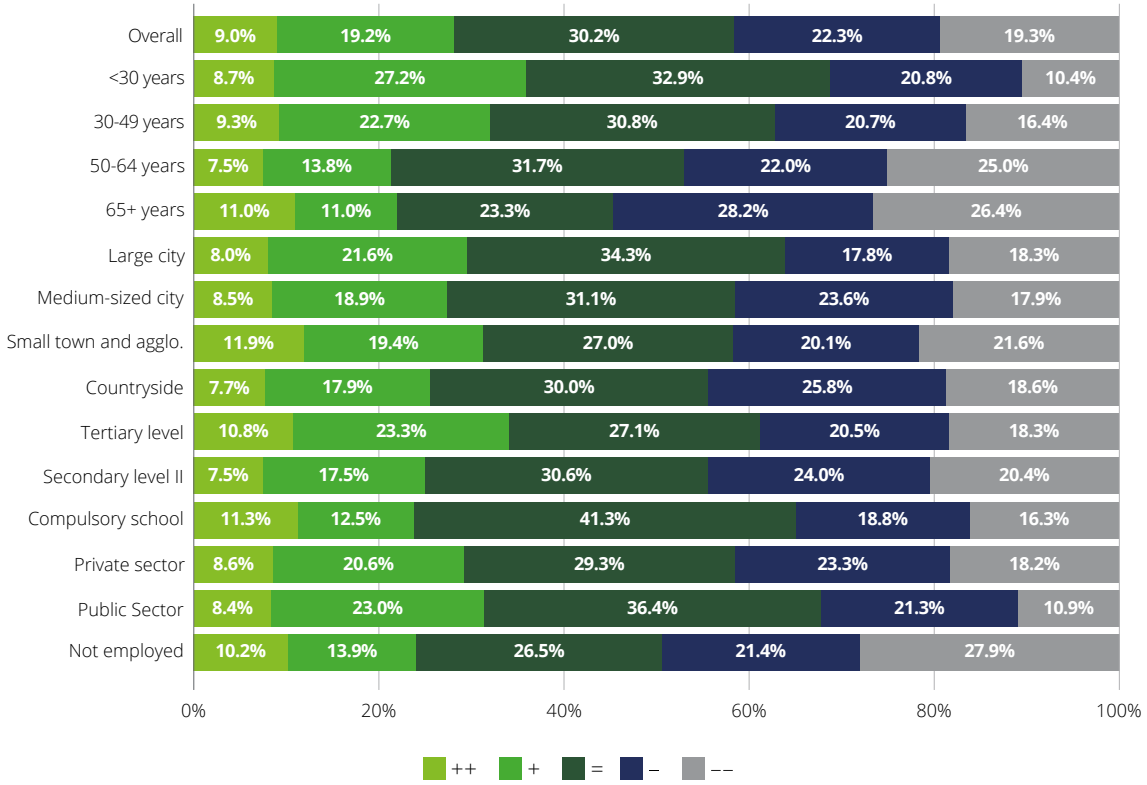
43% state that **government services** are **consistently offered in digital form.**

The expansion of e-government services is not only about 'more' but also about 'different'

E-government services can be expanded in many ways. One approach is to expand the digital portfolio or even replace physical government services. Another approach involves supplementing the way in which e-government services are offered.

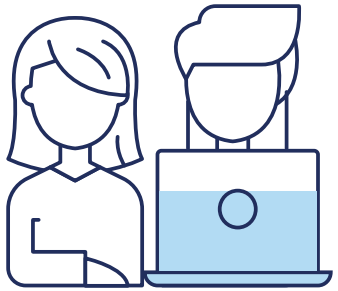
The results of the survey indicate that the respondents are not interested in replacing physical presence in administrative procedures with digital alternatives but, rather, in adapting the design of e-government services.

I think that physical presence in administrative procedures should be replaced with digital alternatives such as video telephony.



Almost 60% of respondents are in favour of e-government services being provided proactively (e.g. automatic renewal of identity cards after their expiry date).

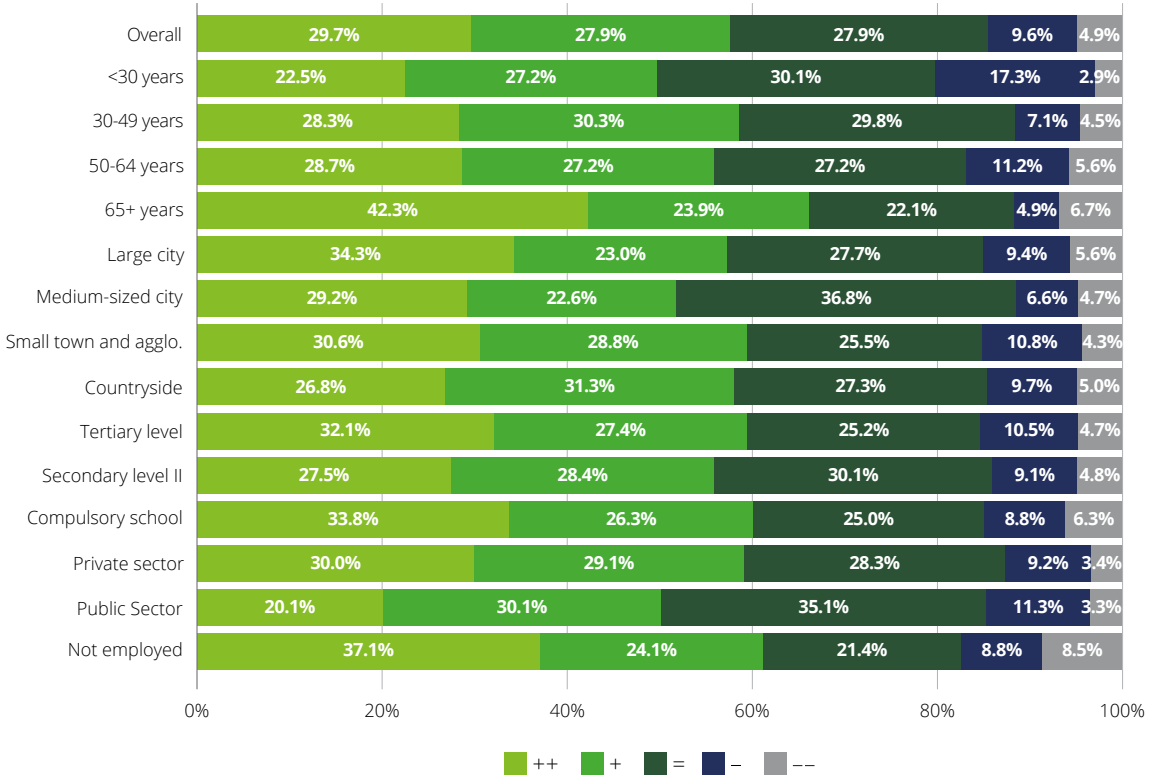
It is noteworthy here that the over-65s in particular would like to see more proactivity; the under-30s make up the largest proportion of opponents to this solution, at just under 19%.



60%

Almost 60% of respondents are in favour of e-government services **being provided proactively.**

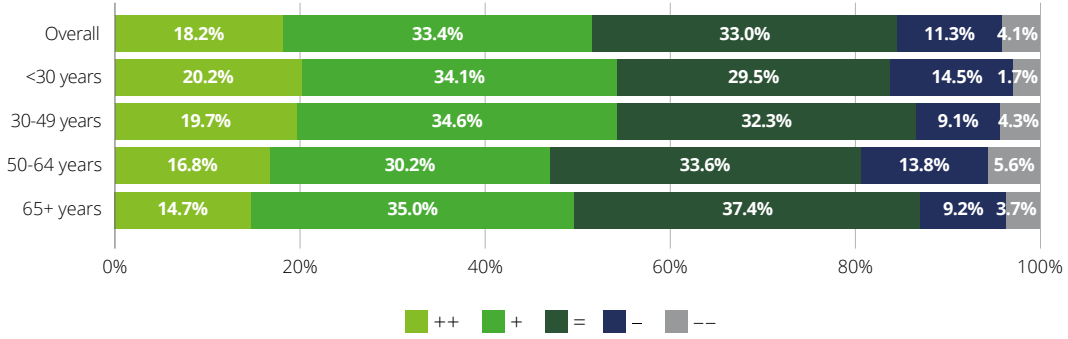
Digital capabilities should be used by authorities/public administrations to provide services proactively, such as issuing a new identity card automatically when the old one expires.

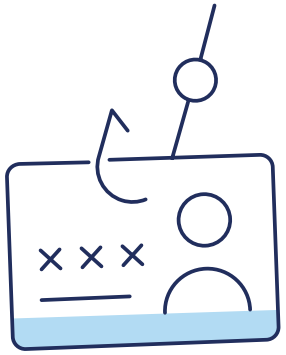


This view cannot be explained by data protection concerns. Only 15% of those under 30 do not believe that their personal data is in good hands with public administrations.

The needs of citizens must be given greater consideration when it comes to adapting the existing range of e-government services in the future. These results indicate that the expansion is less about replacing physical services with digital alternatives, and more about specifically adapting the way in which the services are provided. This places the focus on a customer-centric approach to the provision of public services.

My personal data is in good hands with the authorities/public administrations.





15%

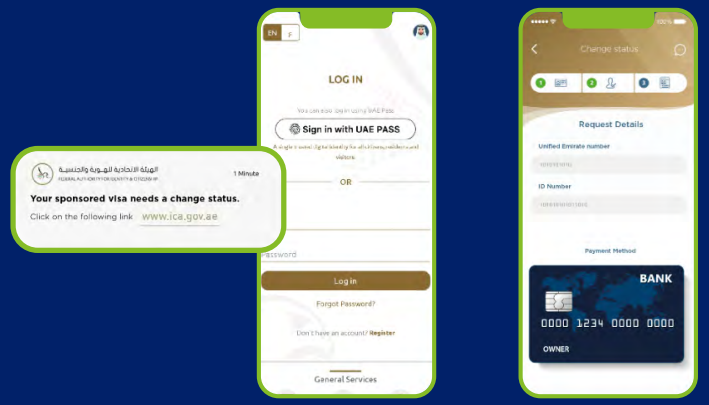
15% of those under 30 **do not believe that their personal data is in good hands** with public administrations.

Proactive e-government services – an example from the United Arab Emirates (UAE)

Established in 2004, the Identity, Citizenship, Customs and Port Security Authority (ICP) of the United Arab Emirates is in charge of collecting and storing the personal data of the entire population of the Emirates and issuing the Emirates ID Card. The authority already provides the first proactive services to the public in the following areas:

- **Passport renewal**
- **Identity card renewal**
- **Change of residence permit**
- **Visa extension**
- **Payment of fines**

Change Status Service



Steps

- Log in
- Review and audit the Request Information
- Pay service fees

***Federal Authority for Identity, Citizenship, Customs & Port Security (ICP)**
Source: (Proactive Services - Federal Authority for Identity, Citizenship, Customs & Port Security (icp.gov.ae))

What are proactive e-government services and what are their benefits?

Proactive e-government services are intended to significantly simplify administrative and, in particular, recurring procedures for customers. The services listed above can be obtained via an app in the UAE. After the initial data entry (once-only principle), the system automatically creates all further renewal applications required by the customer according to their residence status, such as when a visa expires. The system then notifies the customer about the created application, so that the customer can approve or update it at the touch of a button without having to enter their personal data again.

An additional simplification from the user's perspective is the integrated payment option, which replaces the manual step of paying fees. The e-government service is set up in a way that enables the fees to be debited automatically through previously registered payment options such as e-wallets or credit cards.

Benefits of proactive services

- Raise awareness among the public. Customers are informed about the actions relevant to them in a targeted and ongoing manner.
- Reduce residence visa violations in the country and thereby reduce the volume of violations, resulting in cost savings for the authorities,
- Increase customer satisfaction and loyalty by providing an excellent service that is among the best in the world.
- Reduce the completion time for services.

In addition to a customer-centric offering, digital measures can also save time and money in the provision of these services. Estonia, for example, estimates that registering new businesses is 14 times faster compared to physical registration. (Source: E-governance saves money and working hours - e-Estonia)

For more examples, see:

How Digital Technology Can Deliver Government Services More Cost Effectively – Ideas Matter (iadb.org)

Similar to the private sector, there is an increasing trend in the public sector towards tailoring government services to suit the citizens. Not only the scope but also the respective design of the services must be considered with customers in mind. For example, digital permit application processes can disadvantage citizens who live in rural areas and have limited reception.

Through customer segmentation, as well as proactive and personalised services, administrations can provide tailored services to the general public and make access to them easier for all demographic groups. One possible approach to this is the so-called 'no wrong door' concept. This involves enabling citizens to access services through a variety of channels (e.g. email, telephone, counter services). Depending on the usage and digital literacy, service delivery is differentiated according to 'no-touch' (e.g. a self-service portal), 'low-touch' (e.g. a website with an AI chatbot assistant), or a 'high-touch' approach where interaction with a person is required. Three aspects are crucial for enabling successful customer segmentation:

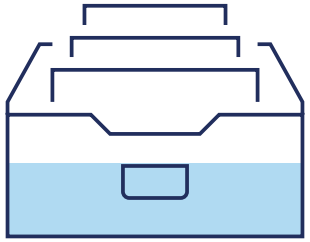
- **Equality:** The needs of all population groups must be taken into account when designing services.
- **Efficiency:** The services should be provided within the budget possibilities.
- **Experience:** The focus when providing the service should be on the customer. It is helpful to test run the service from the point of view of a person using it for the first time, rather than from the point of view of a regular user who is already well acquainted with the processes.

Part 2

Ensuring the resilience of digital government services through analogue means and stable infrastructure

Data protection tends to be rated as satisfactory by citizens and public service employees. Nevertheless, many respondents do not want to forego the possibility of physically storing data so that government services can still be ensured in an emergency, such as in the event of a cyberattack. These results apply regardless of whether the digital affinity of the respondents towards e-government services is high or low. The crisis resistance of the IT infrastructure is considered more critical in comparison. In this regard, only two out of five respondents believe that the federal government, cantons and municipalities have a secure and crisis-resistant IT infrastructure.

The legal situation must be taken into account here. Although the government can act by means of emergency law in crisis situations in which a rapid response capability is essential, emergency situations are rare in the context of digitalisation. According to the results, citizens and public service employees prefer to close legal gaps in the context of digital transformation with new legal foundations rather than interpreting existing legal foundations in favour of digital transformation. The lengthy legislative process, including consultation on the legal foundations, limits the administration's general responsiveness and speed of adaptation.



60%

Around 60% of respondents think that the administration should **also keep all digital data in physical form** to ensure functionality in an emergency.

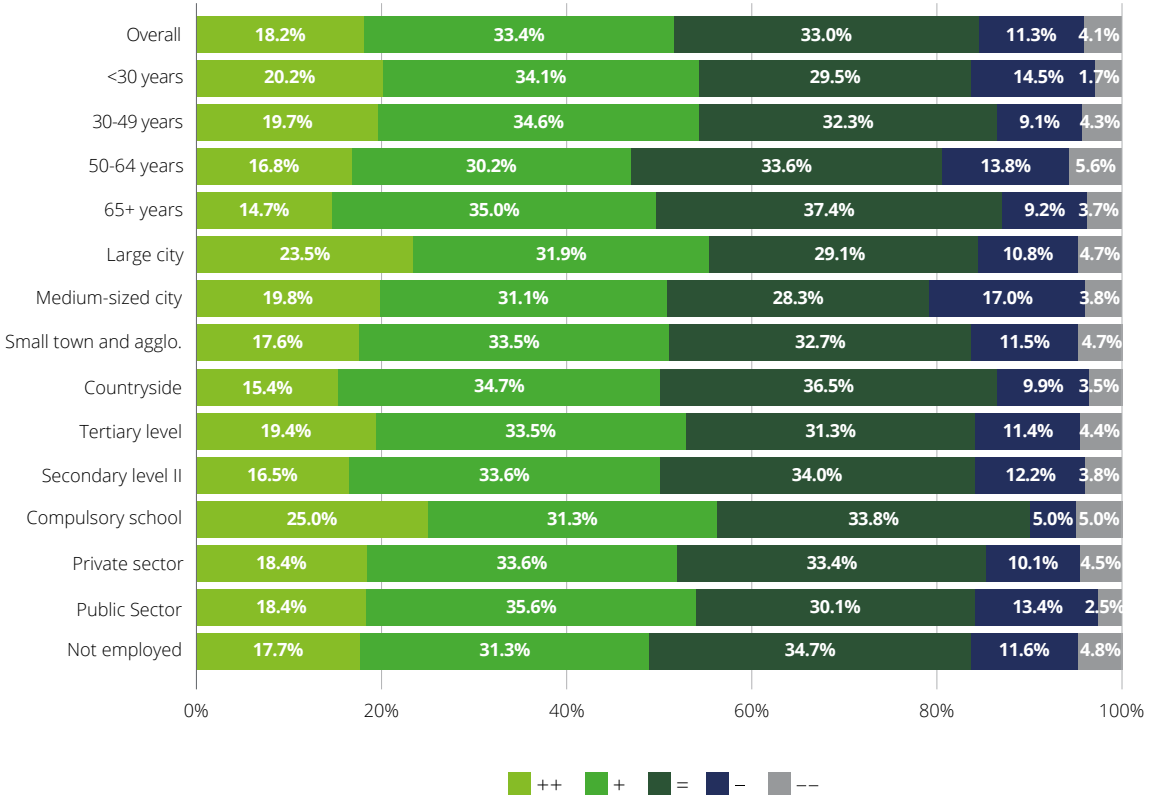
51.6%

A total of 51.6% of respondents think that their data is in **good hands** with the administration.

The personal data of citizens is in good hands, yet gaps in data protection knowledge remain

Around 52% of respondents believe that their data is in good hands with public administrations. Younger age groups are the strongest supporters here. The majority of employees in the public sector also have a positive view of this.

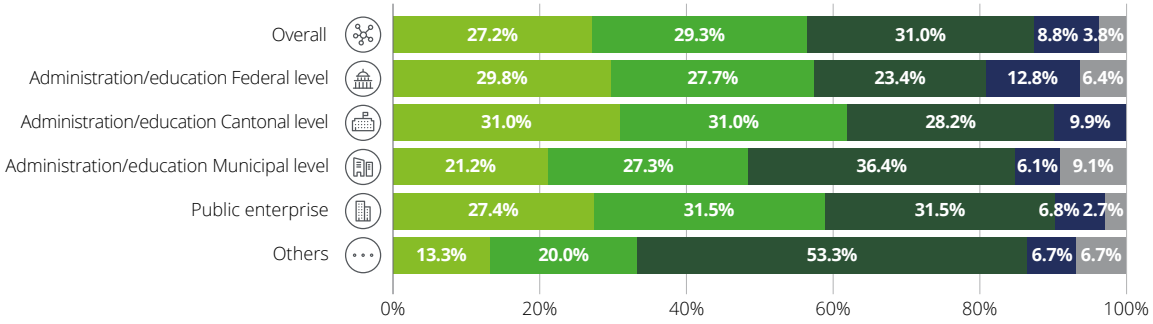
My personal data is in good hands with the authorities/ public administrations.



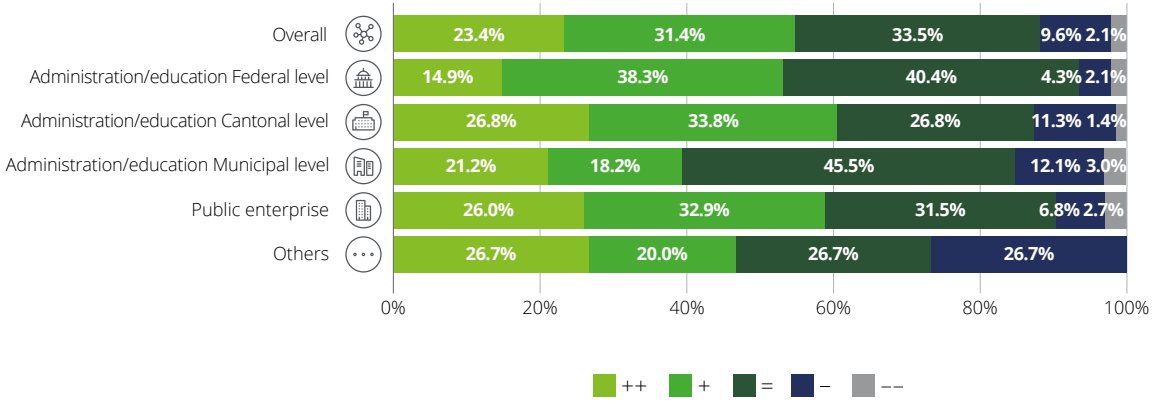
While federal employees are the most critical in this regard (19.2%), most employees at the cantonal level (62%) are confident about the safekeeping of personal data of citizens. This is reflected in the implementation of data protection law.

Around 61% of employees at the cantonal level are also convinced that data protection regulations are consistently implemented within their administrative unit. At the same time, the largest group of undecided respondents is found at the municipal level. Nearly half of employees at the municipal level (45.5%) seem unsure whether data protection regulations are being implemented.

The personal data of citizens is in good hands in our organisational/ administrative unit.

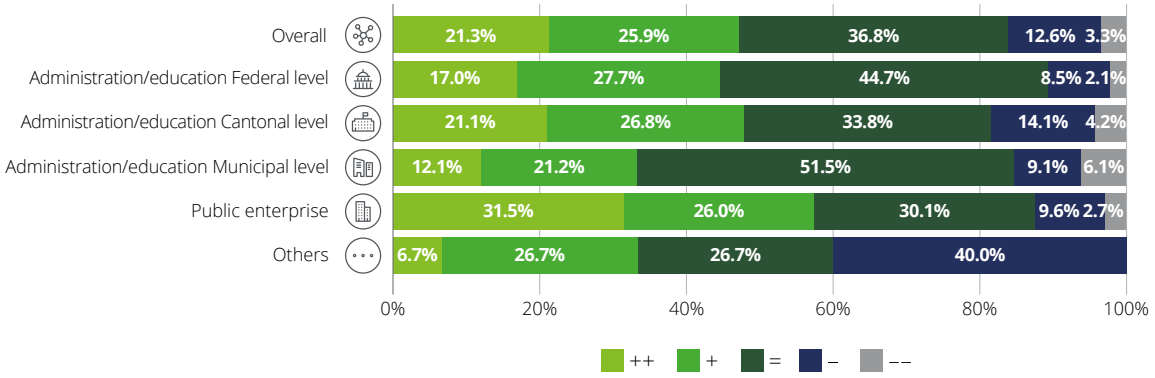


Data protection regulations are consistently implemented in our organisational/administrative unit.



The latter could be explained by the fact that employees do not receive enough training on data protection requirements. In fact, only one in three public service employees at the municipal level agrees with this. Most of them remain undecided, at around 52%.

Employees in our organisational/administrative unit receive comprehensive training on data protection requirements.



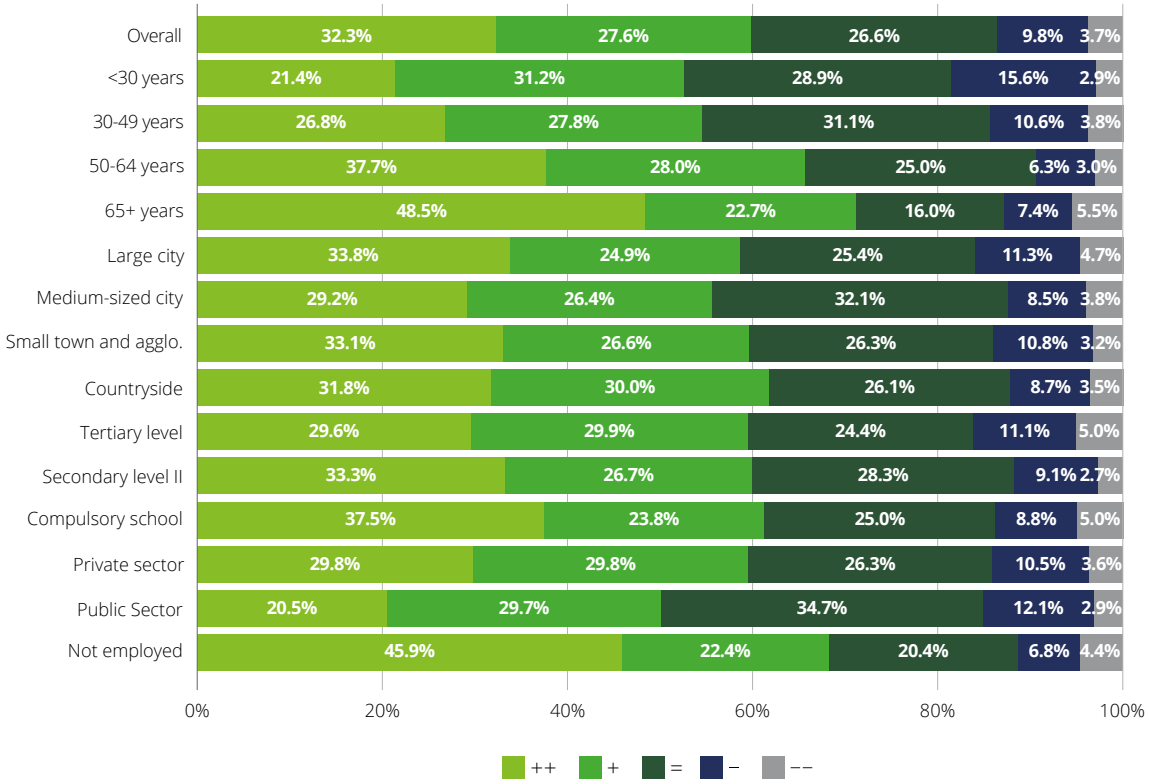
52%

52% of administrative employees are undecided whether they receive enough training on data protection requirements.

Physical data should still be retained for security reasons

Although the majority of respondents consider the quality of storage to be good, around 60% want data to be stored in physical form as well, in order to ensure functionality during times of crisis. The least amount of support for this approach is found in the public sector, where only 51.2% agree.

The authorities/public administration should store all digital data in physical form as well, in order to ensure functionality in an emergency, such as in the event of cyberattacks.



The IT infrastructure must be made more crisis-resistant

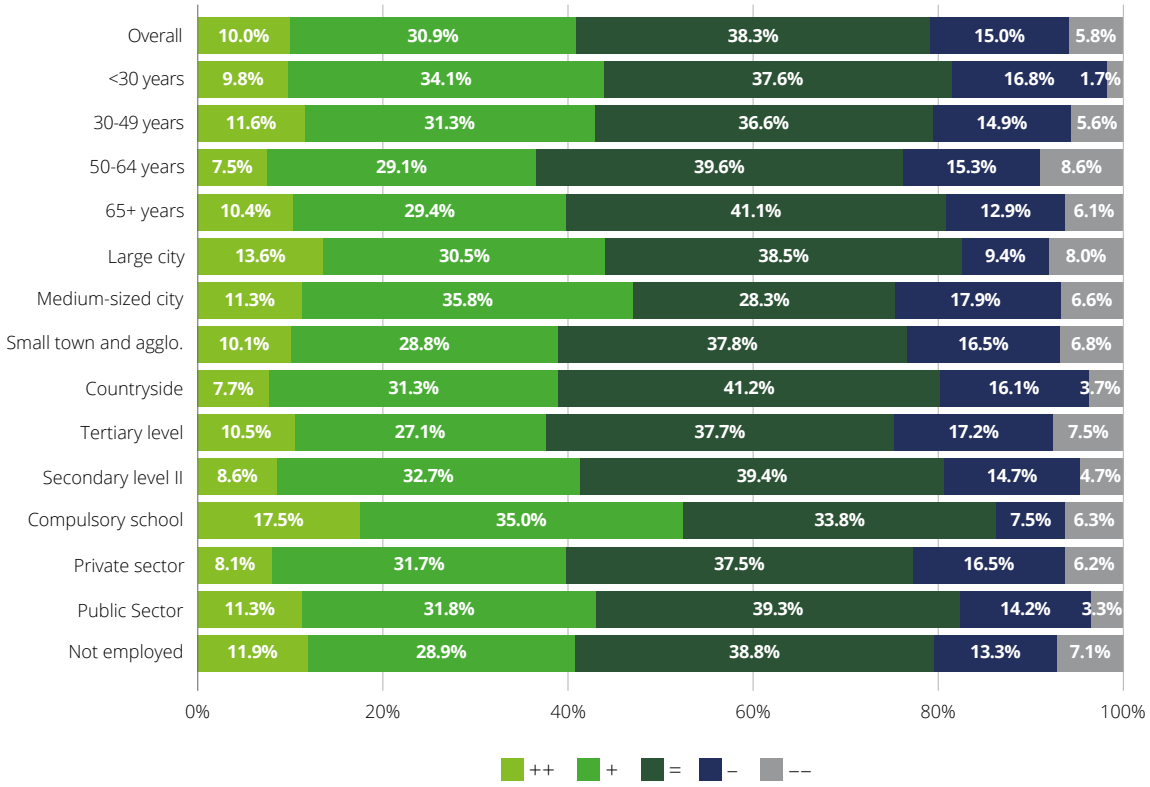
A crisis-resistant IT infrastructure is needed in order for the digital transformation of public administration to continue. In comparison to the assessment of data protection, only 40.9% of respondents believe that the IT infrastructure of the federal government, cantons and municipalities is very secure and crisis-resistant.

Broken down to the individual administrative levels and organisational units, employees at the municipal level in particular are cautious in their assessment. While 42.5% consider the IT infrastructure of their administrative unit to be secure and crisis-resistant, nearly as many are undecided about it (39.4%).

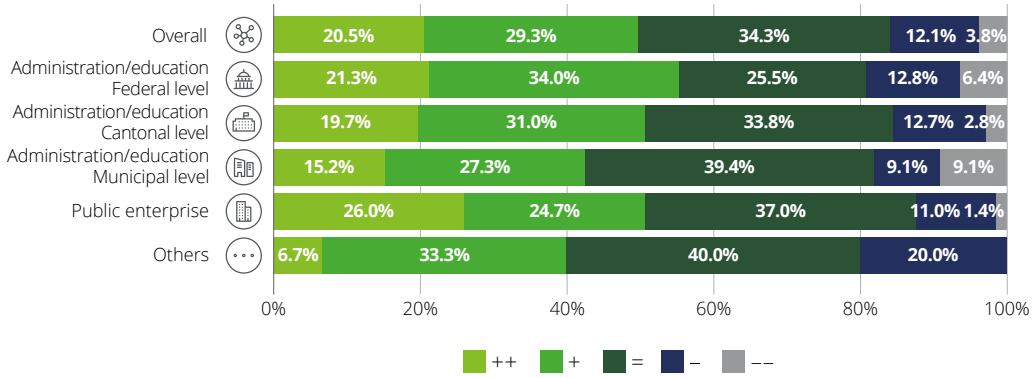
40.9%

40.9% of respondents believe that the **IT infrastructure of the federal government, cantons and municipalities** is **very secure and crisis-resistant.**

I consider the IT infrastructure of the federal government, cantons and municipalities to be very secure and crisis-resistant.



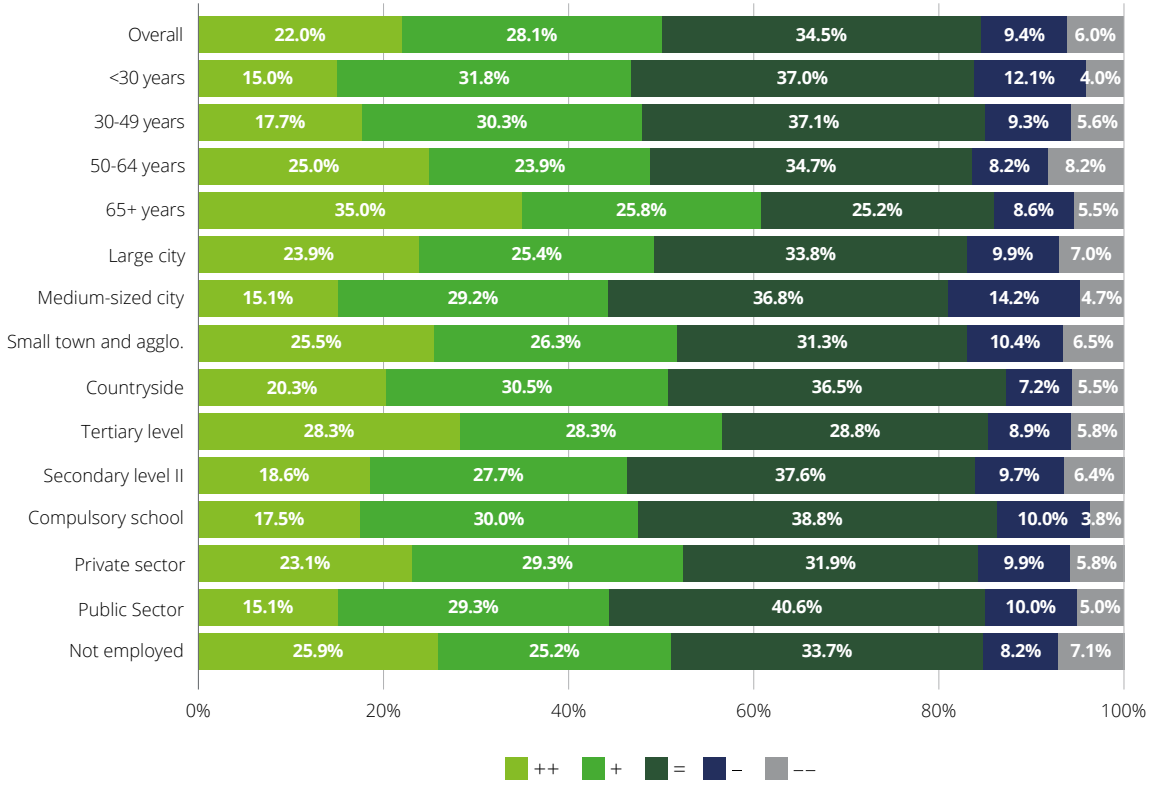
The IT infrastructure in our organisational/administrative unit is secure and crisis-resistant.



A legal framework is needed for digital transformation to progress further – new legal foundations should be created rather than interpreting existing ones to promote digitalisation

In total, 50.1% of respondents want new legal foundations to be created as quickly as possible so that digital transformation can continue to progress at the administrative level. This should close legal gaps.

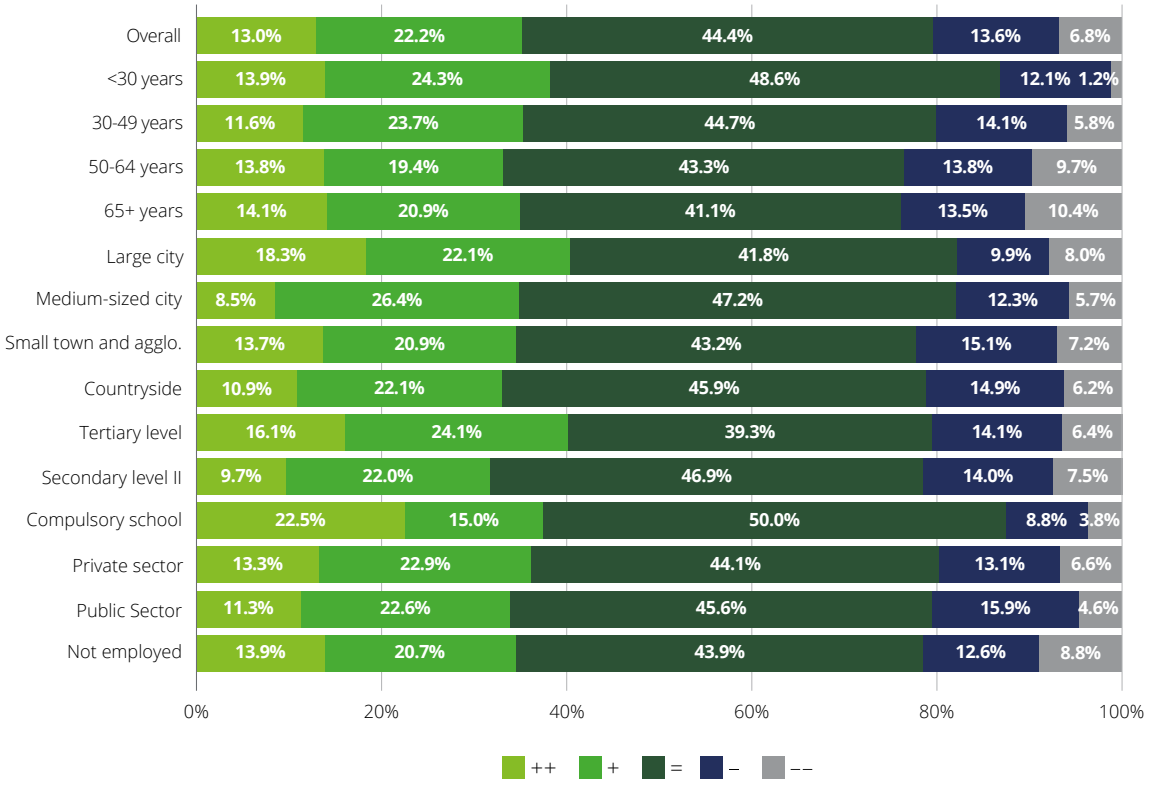
I believe that the necessary legal foundations for the authorities/public administrations to promote digitalisation should be created as quickly as possible if they don't already exist.



In contrast, only 35.2% think that legal gaps should be closed in favour of digitalisation by allowing room for interpretation of existing legal foundations. The strongest supporters of this are found among the under-30s (46.8%) and those who live in a large city (49.3%) and have a tertiary education (56.6%). However, the results also show a large share of undecided respondents. This could indicate that they are rather cautious about answering the question, as the exact consequences of such an approach are unclear.

Data protection and a solid IT infrastructure are important drivers for a successful digital transformation. While personal data is generally well protected, there are still shortcomings in terms of data protection training and the establishment of a crisis-resistant IT infrastructure.

I am of the opinion that in the case of existing legal foundations with room for interpretation, further clarification of the law should always favour digitalisation.



The long road to a legal basis for digital services – the example of e-voting in Switzerland

Since 2004, various trial programmes have been ongoing in more than 15 Swiss cantons to introduce electronic voting, or e-voting. The development of the legal basis represents a key challenge. A number of pilot projects were suspended in 2019 due to security concerns.

After consolidating the experience gained from more than 300 pilot projects, the decision was made to resume the trials with new approaches in 2020. The legal foundations for e-voting were revised as the first stage of the reorientation. The partially revised Ordinance on Political Rights (VPR) and the totally revised Federal Chancellery Ordinance on Electronic Voting (VEleS) entered into force on 1 July 2022.

After the suspension in 2019, the Federal Council granted some cantons (cantons of Basel-Stadt, St. Gallen and Thurgau) the basic authorisations to resume trials of e-voting for federal votes for a limited electorate in March 2023, up to and including May 2025. The new e-voting system was developed by Swiss Post in close consultation with external experts.

Digital government services legislation – an example from the canton of Bern

The canton of Bern unanimously passed its legislation on digital government services (DVG) on 8 March 2022. The canton is thus assuming a pioneering role in legislative terms and is creating the legal foundations for the most complete digitalisation possible of the public administration of the canton and its municipalities.

The legislation provides specifically for the following:

- Principle of digital primacy: The canton and municipalities act and communicate digitally as a matter of principle.
- Digital communication obligation for professionals: Authorities, companies and professional users are required to communicate digitally with the state. This allows time-consuming paper processes to be discontinued in these areas. Other people can continue to deal with authorities on paper, but they are given incentives to use digital means.
- Guard rails for digital services provided by the authorities, such as digital inclusion, bilingualism and the legitimacy of open source software and open data offerings by the state.
- The canton can offer basic services to all cantonal authorities to facilitate their digitalisation.
- Inter-authority cooperation is simplified through digitalisation.
- Data protection and information security have a high priority to ensure public trust in the digital services provided by the state.

Source: Digitale Verwaltung (be.ch)

There is a well-known field of tension today between legislation and technological innovation. While technological innovations are steadily advancing at a rapid pace, legislators all over the world are lagging behind with a legal response, because legal processes sometimes require several years to achieve regulatory results. In Switzerland, for example, it can take anywhere from a few months to ten years to pass a new law. There are various possible approaches to improving this situation.

These approaches aim to keep the regulatory apparatus as flexible as possible without taking unintended risks with the use of technological innovations:

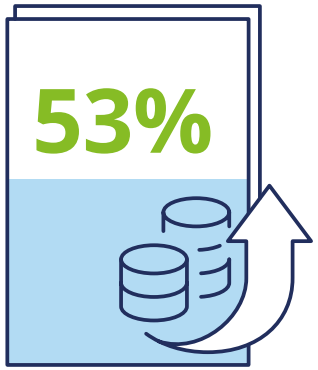
- **More flexible legal instruments:** The use of guidelines instead of large-scale laws allows legislators to take a proactive position and observe how innovation develops. This approach is particularly advisable when new technological developments are only in their infancy.
- **Sandboxes:** So-called 'sandboxes' are another approach, consisting of safe test environments. With this approach, administrations could test and analyse technological innovations on a large scale before introducing appropriate regulatory measures. The risks of the innovations can be identified, while quality features can be recognised and promoted at an early stage.

Part 3

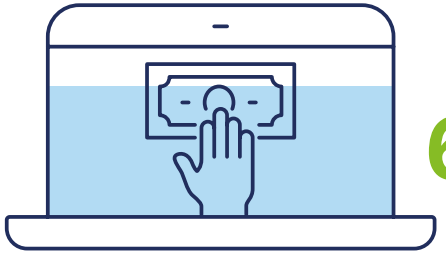
Unwillingness to invest in digital government services with public funds

Shifting tax money from the federal government, the canton and the municipalities towards digital transformation is perceived ambivalently by citizens. Around one third of respondents state that an investment in digital transformation should take place through an adjusted budget allocation. The majority of citizens also reject a tax increase or additional fees for the advancement of digital transformation. This finding applies regardless of individual preferences for e-government services. This attitude has remained constant over the last three years (see the Deloitte Swiss Digital Government Study 2021).

In contrast, the willingness to purchase digital government services provided by private companies has increased significantly compared to 2021. In the 2021 e-government survey conducted by Deloitte, 83 to 89% of respondents indicated that they would prefer to use digital services provided by government institutions than by private providers. Current results show that one in three respondents is now willing to use digital government services provided by private companies. A further shift in opinion among the rejecters could be attained if lower costs (1st place), greater expertise (2nd place) or a better security guarantee (3rd place) could be expected from private companies.



Around 53% of citizens **are opposed** to people having to **pay higher fees** when they obtain their government **services physically.**

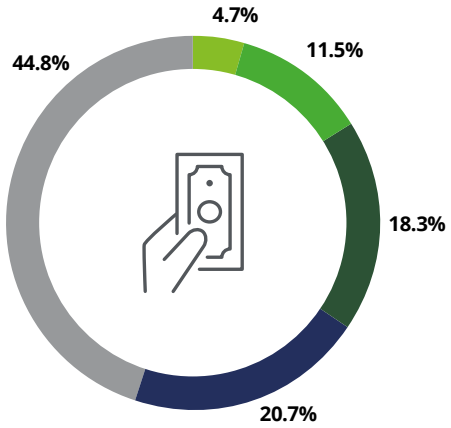


64.9%

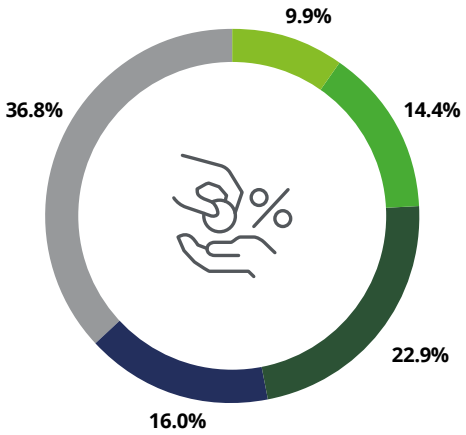
64.9% of respondents are not willing to pay **more taxes in the next five to ten years** so that the authorities can be further **digitally transformed.**

Regardless of how relevant the online availability of digital government services is considered to be, the majority of the population rejects an influx of public funds to promote digital transformation.

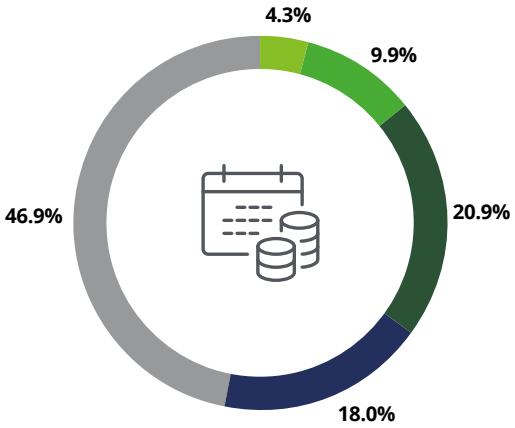
Overview of the willingness to finance with public funds



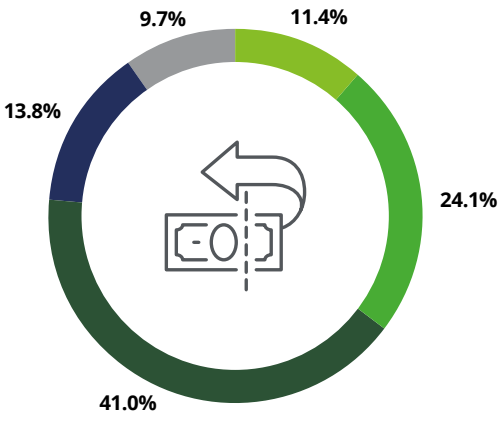
I am willing to pay higher fees for government services if they can be obtained online.



I believe that people who are not willing to obtain government services online should pay higher fees.



I am willing to pay more taxes in the next 5 to 10 years so that the authorities/public administrations can be digitally transformed.



I think that the federal government, cantons and municipalities must invest tax money in the digital transformation of authorities/public administrations, even if these funds are then no longer available elsewhere.

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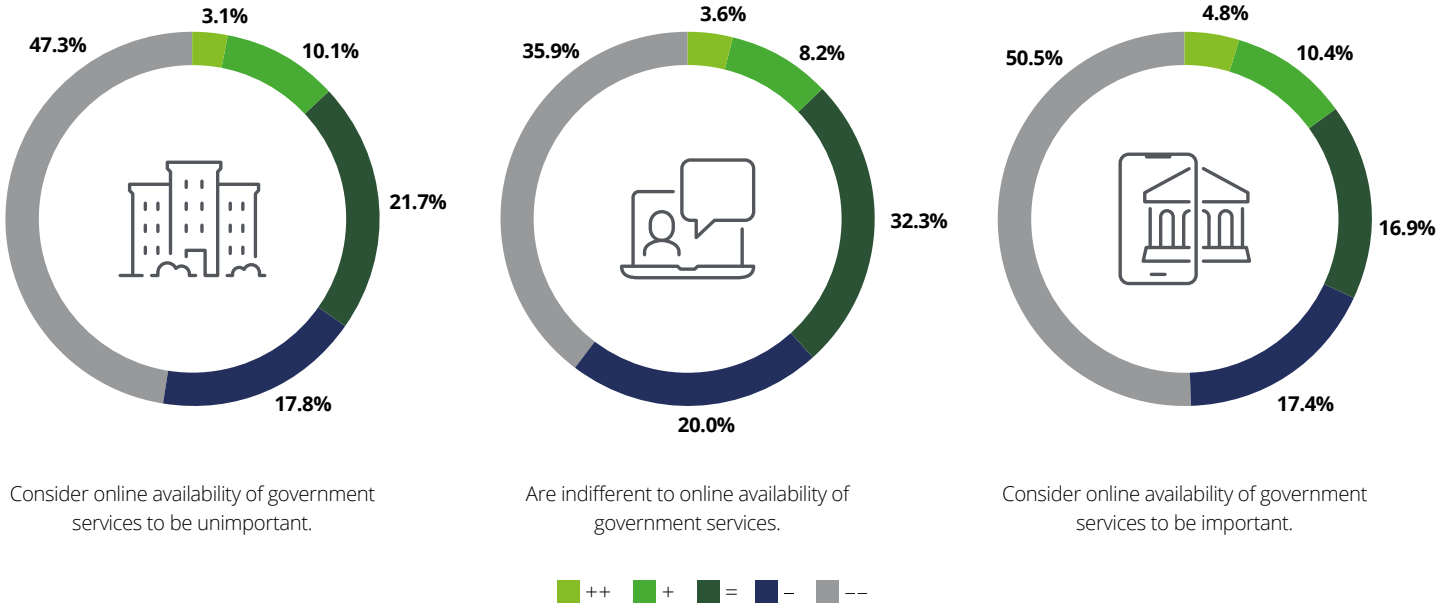
I am willing to pay more taxes in the next 5 to 10 years so that the authorities/public administrations can be digitally transformed.

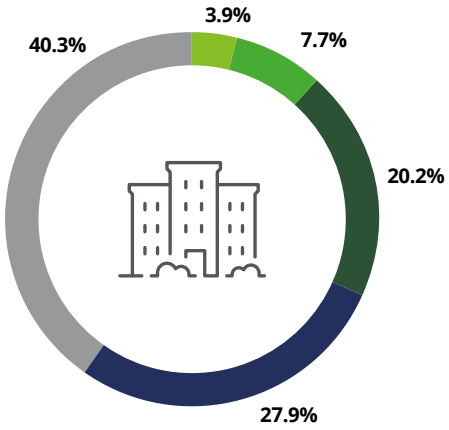


Consider online availability of government services to be unimportant.

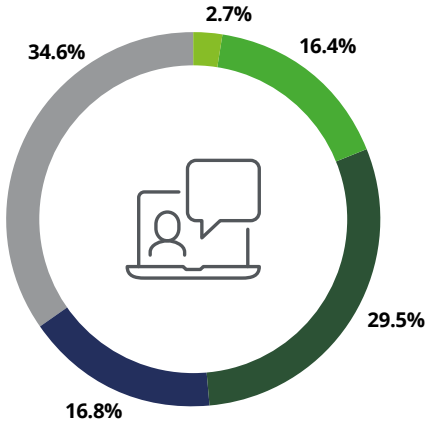
Are indifferent to online availability of government services.

Consider online availability of government services to be important.

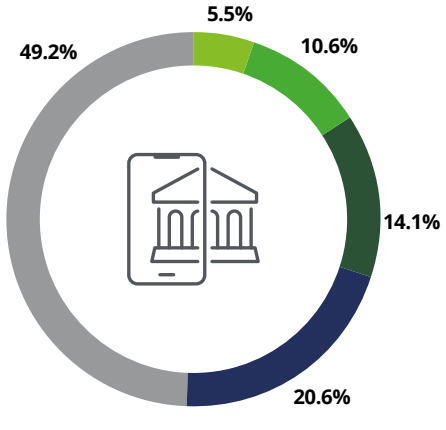
I am willing to pay higher fees for government services if they can be obtained online.



Consider online availability of government services to be unimportant.



Are indifferent to online availability of government services.



Consider online availability of government services to be important.

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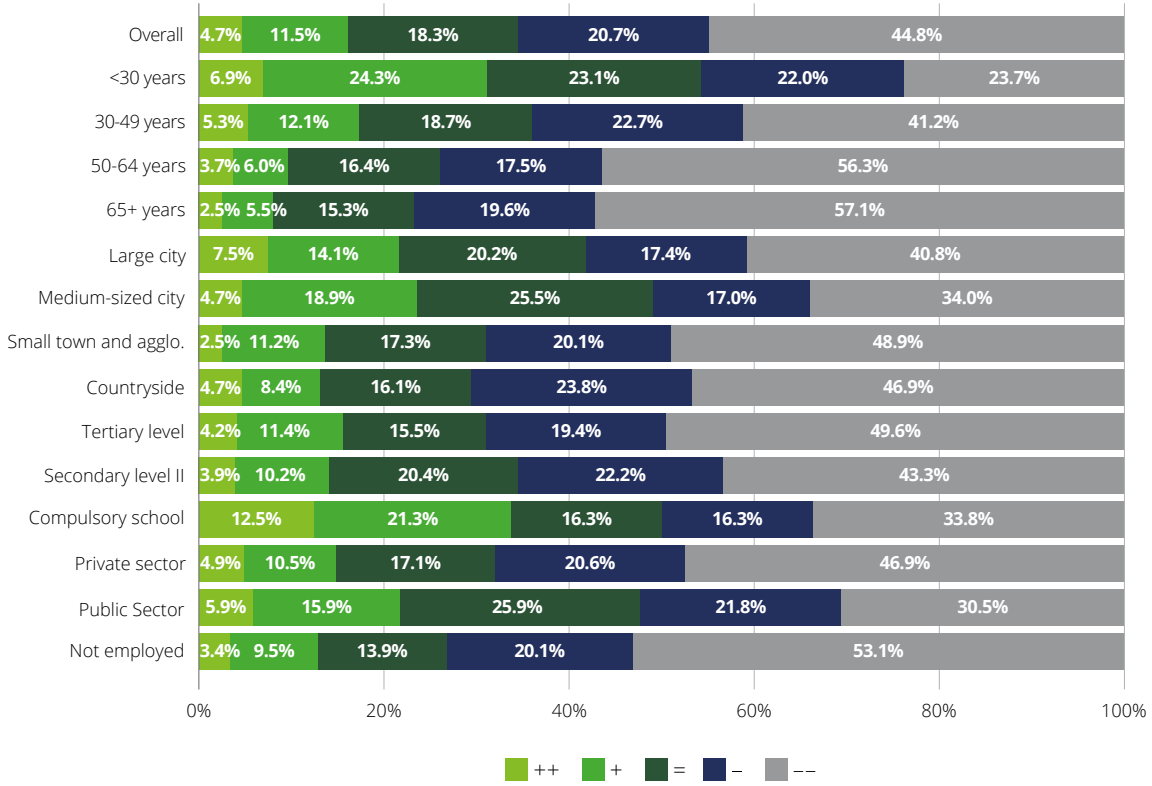
The financing options at the federal, cantonal and municipal levels are limited. Public funds are traditionally collected through taxes and fees. Although the respondents indicated that the existing range of e-government services should be further expanded to advance digital transformation, for example, the majority of them reject paying higher taxes or higher fees for this (64.9% each).

Although the rejection in relation to the other options is smallest here (52.8%), the costs should not be passed on to third parties who only receive their services in physical form.

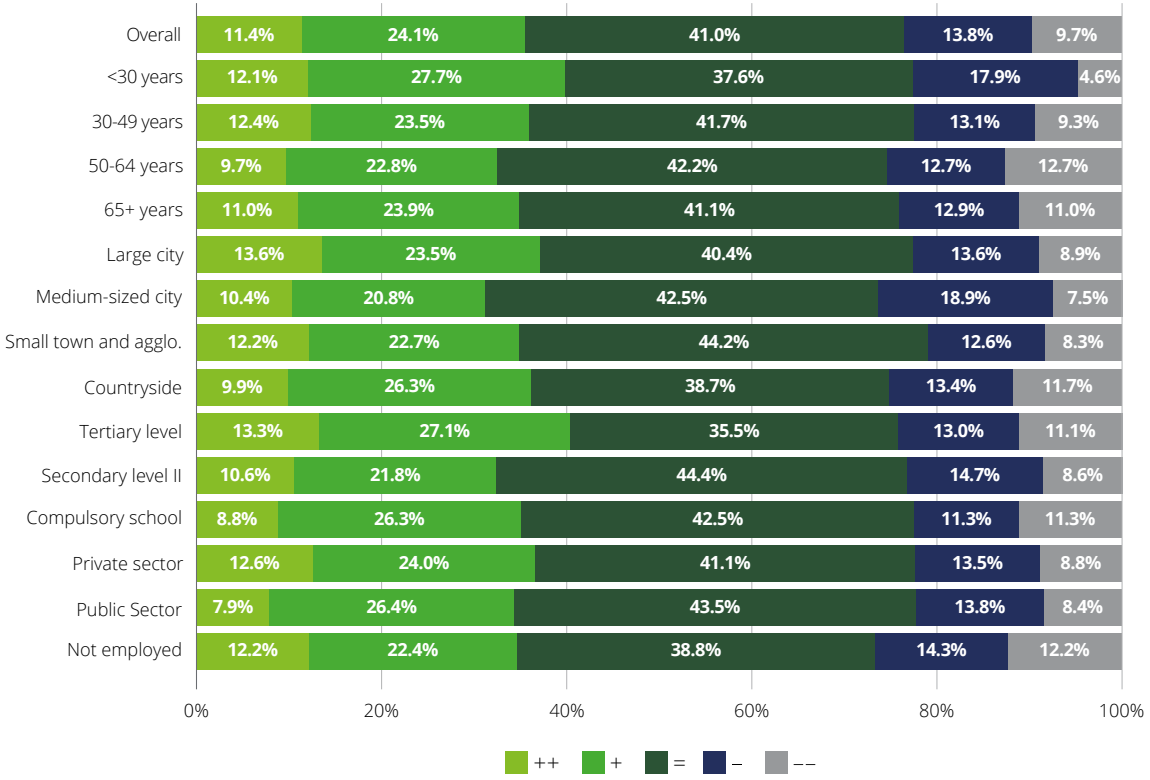
I am willing to pay higher fees for government services if they can be obtained online.



While preferences do not seem to play a role, a clear tendency can be observed among the age groups. Although under-30s tend to represent a weaker income bracket, they would be most willing to pay higher fees for e-government services (31.2%).

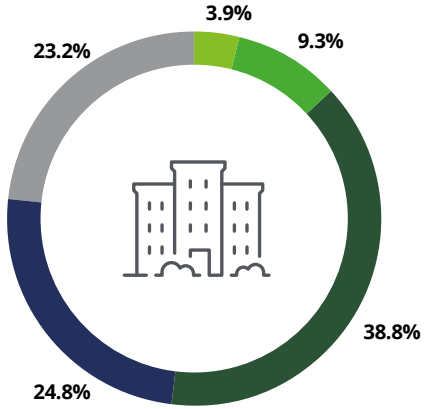
Another financing option is to redistribute public funds so that they can be invested in expanding the digital transformation. Here we see a mixed picture. The majority of respondents, 41%, are undecided about whether such an allocation should take place. Once again, the greatest support for this option is found among the under-30s and those with a tertiary education.

I think that the federal government, cantons and municipalities must invest tax money in the digital transformation of authorities/public administrations, even if these funds are then no longer available elsewhere.

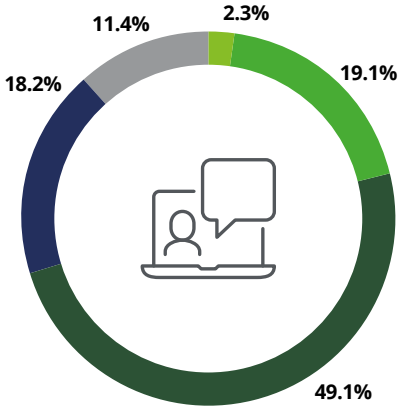


In contrast to the survey for other public funds, an influence of preferences can be observed in the tax allocation. People who consider e-government services to be important believe most strongly that federal, cantonal and municipal tax money should be redistributed to promote the digital transformation. Those who perceive online availability as unimportant reject redistribution the most.

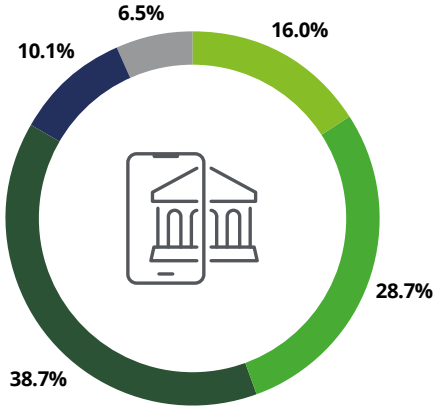
I think that the federal government, cantons and municipalities must invest tax money in the digital transformation of authorities/public administrations, even if these funds are then no longer available elsewhere.



Consider online availability of government services to be unimportant.



Are indifferent to online availability of government services.



Consider online availability of government services to be important.

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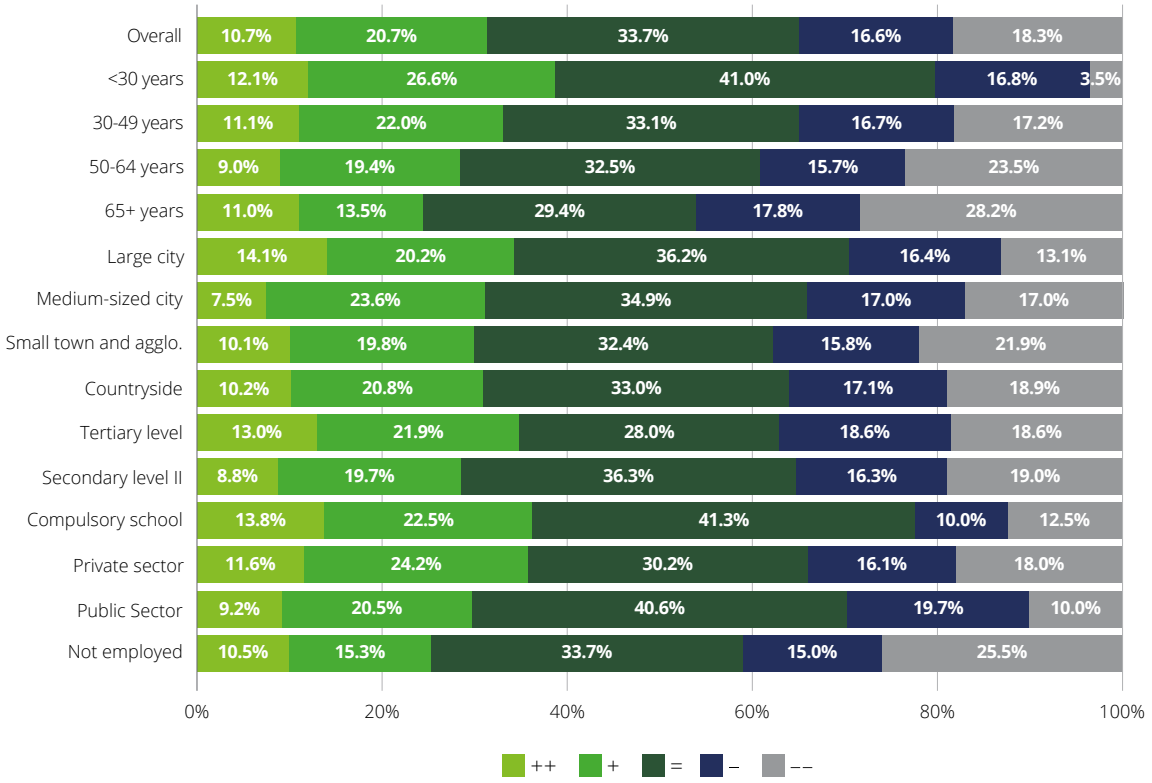
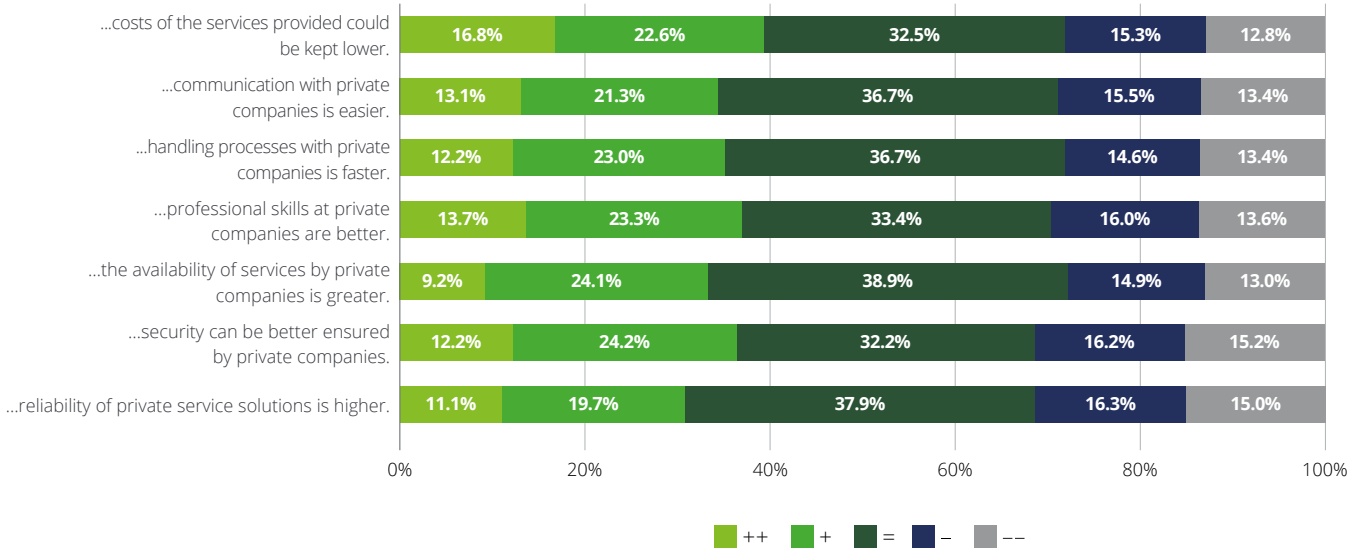
At the same time, around a third (31.4%) of respondents are willing to use digital services from private companies. The under-30s and those who work in the private sector are the most receptive. Government employees are the most undecided (40.6%). In comparison, the greatest opposition is found among 65-year-olds and those not employed. A change of opinion among those opposing could be achieved if private companies could be expected to have lower costs (1st rank), higher professional competence (2nd rank) or a better security guarantee (3rd rank).

I am willing to use digital services of authorities/public administration from private companies



The results indicate that public administrations should explore additional funding options that are less about raising additional money and more about examining how the existing budget can be used in a more targeted and efficient way.

Under which circumstances are you willing to use digital services of authorities/public administration from private companies?
I am willing if...



Private companies support digital services in the public sector – the example of the E-ID in the canton of Zug

Various private companies support the public sector with innovative technologies, specific expertise and cost-effective solutions for the provision of e-government services. The use of blockchain technology in the public sector in Switzerland, for example, is being driven forward by private providers.

In 2017, the canton of Zug was one of the first in Switzerland to launch a pilot project on the use of blockchain technology for the provision of an electronic identity (E-ID) for the canton's residents.

The E-ID, which was developed with a private company, enables citizens of the canton of Zug to obtain simplified access to various services provided by the authorities centrally via an app and to provide legally valid digital identification to the authorities and third parties.
(Source: Simplified access to digital business transactions with authorities - Canton Zug (zg.ch))

Benefits of the E-ID:

- Verified online identification as a basis for digital interactions with authorities
- Legally valid signature of contracts and digital certification of official documents
- Payment for official services in the eID+ app, replacing invoicing
- Paperless document management of each citizen account
- Direct citizen participation and dissemination of information
- Co-determination and transparency in data management; citizens have sovereignty over their data and determine its use by third parties

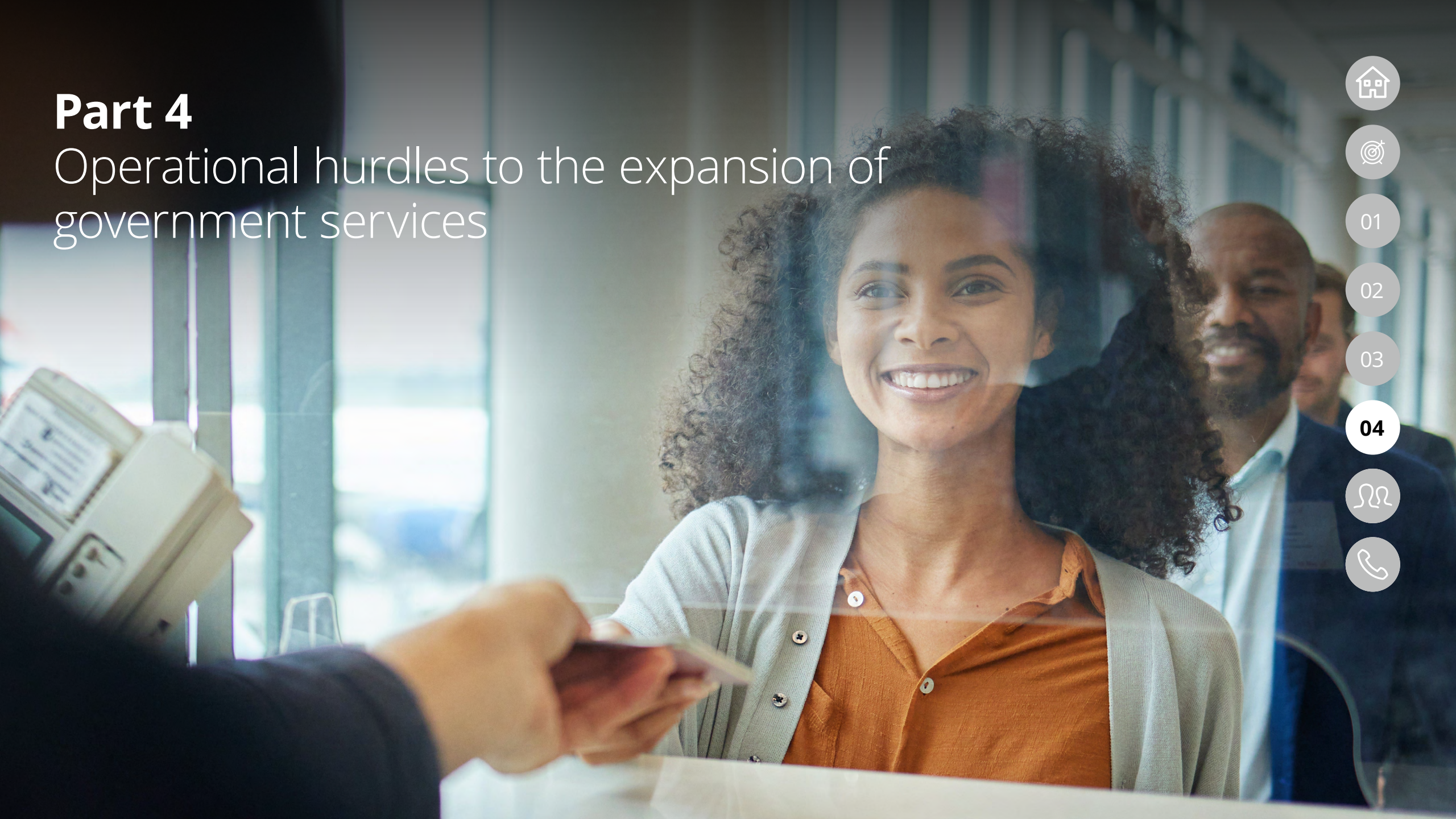
Source: Procivis eID+ | The Smart Government Solution

Driving technological innovation is often a question of cost. Many so-called 'financing silos' can be found in this context, especially in the public sector. The latter has mainly to do with the fact that the public administration is responsible for public funds and must maintain transparency over how they are used. At the same time, these silos make it difficult for the administration to remain flexible in its work and to pursue innovations at all levels of government. Another problem, which gives rise to costs due to inefficiencies and must be taken into account when setting the budget, is the lack of cooperation between administrative units. This often leads to isolated technical solutions being pursued independently by several administrative units at the same time to solve the same problem.

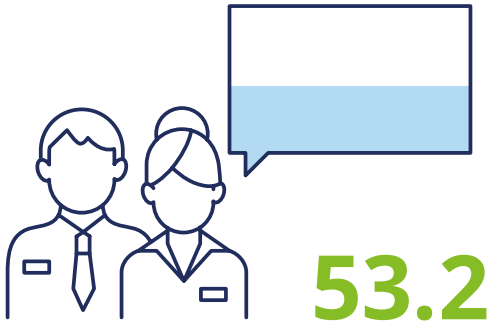
Various measures are possible to reduce these challenges, such as:

- **Involving users in budget allocation:** Citizens could be involved more and decide from a pool of several digitalisation projects where the budget would then go. On the one hand, this would allow for greater transparency in budget allocation, while citizens could in turn help shape the services they use later on.
- **Collaboration between administrative units:** Problems that affect several administrative units could be solved by pooling the budgets of different administrations for targeted projects.
- **Financial ecosystems:** Similar results could also be achieved by building and promoting financial ecosystems in which non-profit organisations, private companies and administrations join forces to finance programmes with a specific public purpose. This would alleviate some of the financial burden on state institutions.

Part 4
Operational hurdles to the expansion of government services



Both citizens and public service employees were asked about their perception of the existing range of government services. The survey asked public service employees to give their own assessment of the availability, the current state of transformation and the perceived hurdles of digitalisation. The results show that public service employees tend to be in favour of expanding the existing range of e-government services because they believe the current range does not meet the needs of the economy and the Swiss public. Well-trained employees who have digital skills are seen as the most important success factor for digital transformation. Nearly half of the public service employees think that their organisational/administrative unit augments the existing team with employees who possess sound digital skills, and that the working methods are made more efficient with new technologies. On the other hand, fewer believe that there is sufficient targeted investment in the development of digital skills among existing employees.



53.2%

Federal employees are **most in favour of expanding** the range of **e-government services** (53.2%).

24.3%

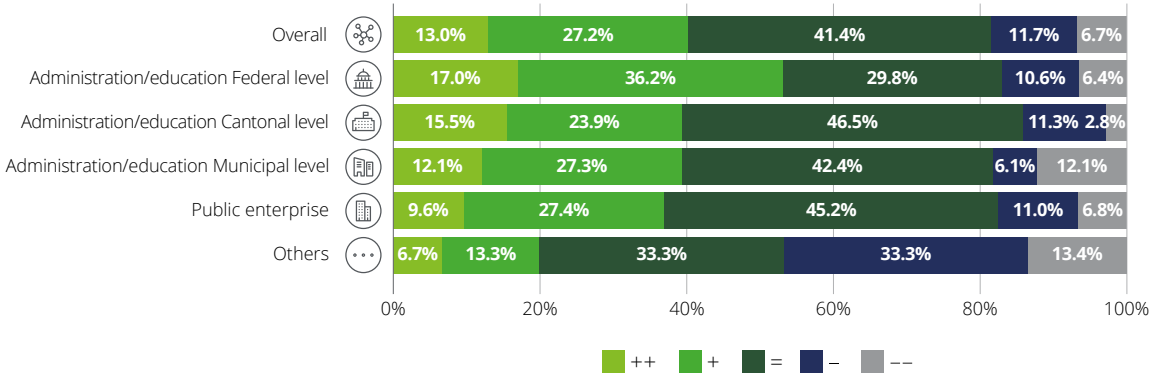
The **highest rejection (24.3%)** of the statement on investing in employees is observed at the **municipal level**.

The belief that the range of e-government services should be expanded varies from one level of government to another

Around two out of five of the public service employees surveyed are in favour of greatly expanding the existing range of e-government services to meet the needs of the business community and citizens. Here, the attitude differs greatly depending on the respective administrative level.

While 53.6% of federal employees are in favour of a strong expansion, respondents at the municipal (42.4%) and cantonal (46.5%) levels, as well as those in public enterprises (45.2%), are undecided.

Our organisational/administrative unit needs to greatly expand its online services to meet the needs of today's citizens and business community.



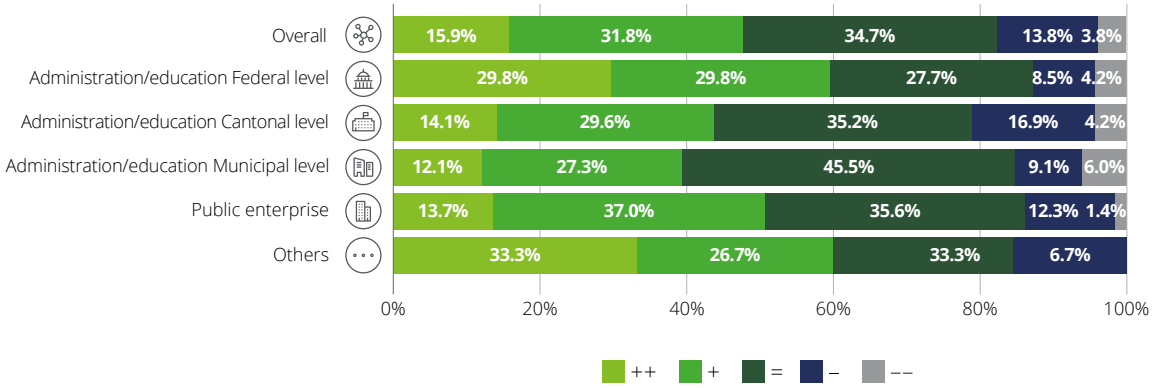
In your opinion, what are the most important prerequisites for digitalisation to succeed?

Well-trained employees are needed for digitalisation to succeed

Public service employees think that well-trained employees are the most important prerequisite when it comes to the further progress of digitalisation. While a future-oriented and uniform regulatory framework and harmonised infrastructure conditions are of moderate importance, the freedom to try things out and learn from them seems to be less important.

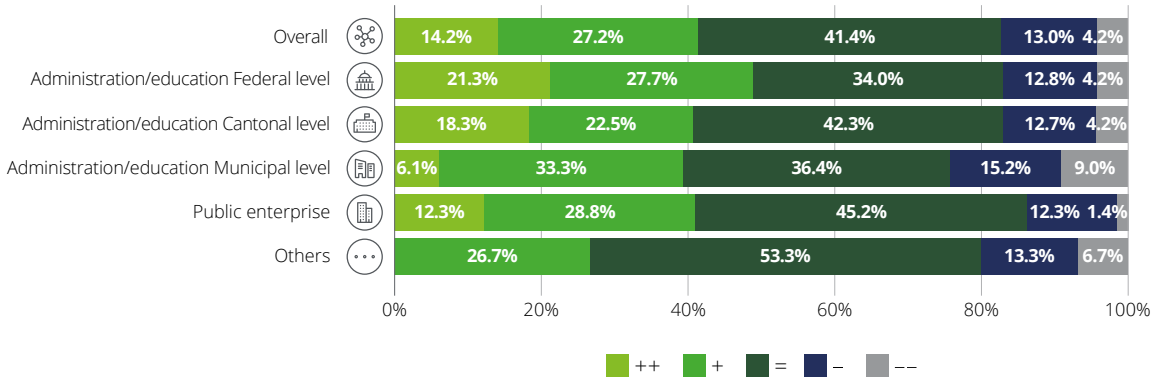
The least support for well-trained employees is found among federal employees. This could be explained by the fact that digital skills are already available at federal level. The majority of federal employees believe that existing teams should be augmented with employees who have in-depth digital knowledge (59.6%) and that targeted investments should be made in the digital skills of existing employees (49%). On the other hand, federal employees state that future-oriented and uniform regulatory framework conditions are the most important prerequisite for the success of digitalisation.

Our organisational/administrative unit augments the existing team with employees who have in-depth digital skills.



The highest level of support for well-trained employees, as the leading prerequisite for digitalisation, is found at the municipal level and in public companies. At the municipal level, for example, very few are confident that existing teams will be augmented with employees with in-depth digital skills. The same applies to investment in the digital skills of existing employees.

Our organisational/administrative unit invests specifically in the development of digital skills among existing employees.

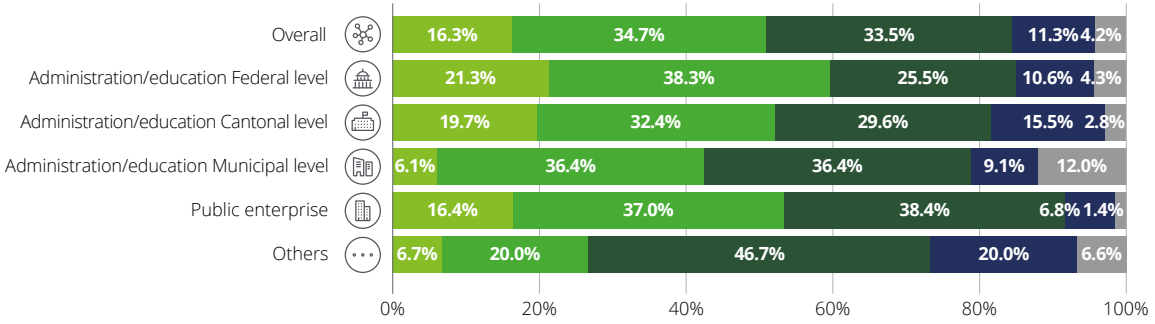


While digitalisation is making work more efficient through technological means, these seem to be used less for automating routine processes

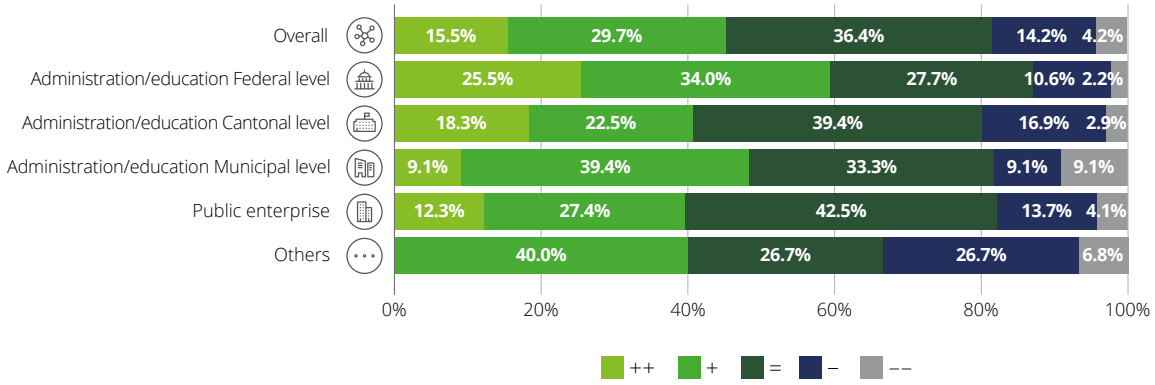
A total of 51% of public service employees surveyed say that digital technologies are being used to facilitate more efficient ways of working. This view is strongest among federal employees (59.3%), followed by employees of public enterprises (53.4%). Employees at the municipal level, on the other hand, are the most critical, with around 19.1% cent rejecting this view.

At the same time, around 45.7% of respondents say that digital technologies are used to automate routine processes. Once again, the highest level of approval is found among federal employees. While employees at the municipal level are less likely to believe that digital technologies are used for more efficient ways of working, they are more likely (44.5%) to believe that the tools are used to automate routine processes.

Our organisational/administrative unit enables more efficient ways of working with the use of digital technologies.



Our organisational/administrative unit is working to automate routine processes with digital technologies.

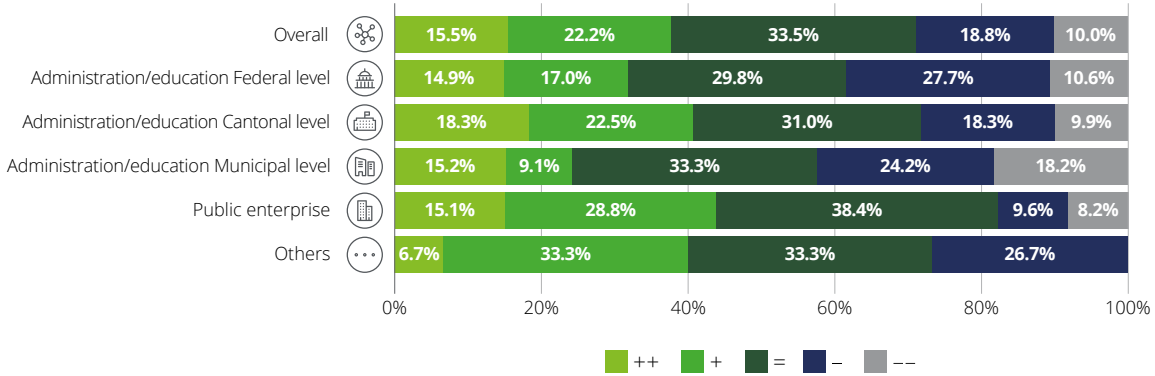


Furthermore, nearly 40% of the surveyed public service employees stated that numerous work processes that were introduced during the COVID-19 pandemic were reversed after the requirement to work from home was lifted.

Surprisingly, this view is most prevalent among employees of public enterprises and thus cannot be explained solely by the fact that physical presence (e.g. at the counter) is now possible or necessary again.

The results provide a mixed picture of how digital skills are used and indicate that they vary greatly across the various administration levels. Professionals with solid competences and related processes are needed at all levels of administration if digitalisation and e-government services, for example, are to be further expanded.

After the requirement to work from home was lifted, our organisational/administrative unit reversed many work processes introduced during the COVID-19 pandemic to facilitate remote working.



Building digital competences in administration – example of a German research study

The digitalisation of public administration is fundamentally changing organisational structures, processes and working methods and requires new skills from public service employees which, in many cases, do not yet exist. The digital skills shortage for the IT sector alone is estimated at up to 20 million IT specialists by 2030, according to the European Commission (European Year of Skills 2023 (europa.eu)).

The acute skills shortage is felt strongly in the public sector, compounded by the fact that the administration is in fierce competition with the private sector for the best talent, especially for niche profiles.

Besides IT profiles, what other skills are lacking in the public sector?

In addition to traditional IT skills, other skills are also needed for successful digital transformation. To assess these required digital competences, the German federal states have joined forces and commissioned a two-year study (2020–2022) called 'Qualifica Digitalis' under the leadership of Bremen.

The analysis of the competence requirements showed that, in addition to technical IT skills, management skills in particular are among the most sought-after competences for the digital transformation. These include self-organisation skills, problem-solving skills, social skills, orientation skills and management techniques.

The project has provided specific recommendations for the strategic development of these competences in the education sector to fill the skills gap in the long term and to address them in the training and education of the next generation.

In times of skills shortages and the need to remain an attractive place to work in the labour market, more flexible working models have emerged. These include not only the possibility of flexible working hours and work-from-home options, but also working models with a focus on mobility:

- **Mobility within the organisation:** This can ensure that professionals are deployed within the organisation where their skills are most needed. This could be realised through internal online platforms on which projects are posted within the organisation with the associated role description.
- **Mobility between administrations:** This facilitates collaboration and knowledge transfer between administrations and retaining skilled workers in the public sector.
- **Mobility between the public and private sectors:** Specialists with sought-after skills can be brought in and support administrations in solving complex problems through rotation options from the public to the private sector and vice versa.

Furthermore, there is a trend in both the private and public sectors in which job advertisements are increasingly geared towards hunting for specific skills rather than hard criteria such as university degrees. The shift towards skills-based work could support administrations in promoting diverse jobs: groups who have in the past had more difficult access to educational opportunities, but still have the sought-after skills, could be considered.

Methodology

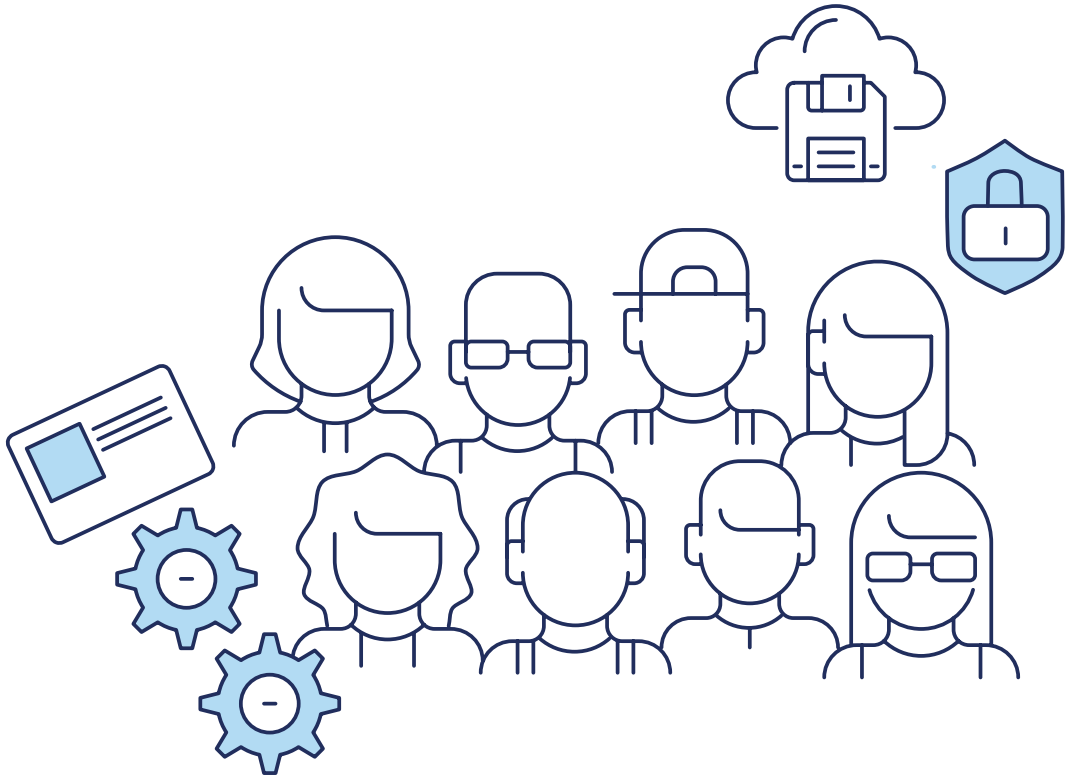
Methodology

To analyse and understand the behaviour and preferences of Swiss citizens regarding e-government services, Deloitte conducted an online survey for the third time in February 2023 involving more than 1,000 participants between the ages of 18 and 80 – in both urban and rural settings, and in the German-, French- and Italian-speaking parts of Switzerland.

Of these, 239 were public service employees. This allowed us to determine not only citizens' perceptions of e-government services, but also views within the authorities and administrations about their work in the context of digitalisation, as well as challenges associated with transformation.

To determine the existing level of trust, the first part of the survey asked citizens and public service employees about their assessment of the availability of digital government services, the financing of digital transformation and the degree of perceived resilience of these services.

The second step consisted of asking public service employees to provide an assessment of the current status of digital transformation in their organisation, the implementation of data protection in their organisation and the hurdles to digital transformation.



Methodology

Gender

- Woman
- Man
- Not specified

Participants' age

- < 30 years
- 30–49 years
- 50–64 years
- 65+ years

Place of residence

- Big City
- Small urban areas and agglomerations
- Other urban areas
- Rural areas

Place of work

- Private sector
- Public sector
- Not employed

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