

In 2014, FINMA introduced a competency model which assesses FINMA employees in four competency areas and identifies fields in which they have potential for development. In 2014, in addition to its established employee development strategy, FINMA introduced a programme for identifying and fostering the potential of certain employees.

The new competency model applies across most of the HR value chain. It is used, for instance, in recruitment, in the Management by Objectives (MbO) process and in staff development. In the 2013 MbO process, line managers for the first time defined objectives for their staff in terms of key behavioural competencies. Evaluation of the individual competency targets adds a new dimension to the overall assessment process and helps ensure that personal targets and development goals are identified.

Introduction of a development programme

In 2014, in addition to its established employee development strategy, FINMA introduced a programme for identifying and fostering employee potential. Its aim is to enable long-term resource planning for internal management and specialist functions by preparing employees to take on higher-level functions and/or increased responsibilities. Every year the divisions agree on who should remain in or be admitted to the programme.

Key personnel figures

The maximum headcount approved by the Board of Directors for 2014 for permanent employment was 481 full-time equivalent positions, of which an average of 462 were filled in the same year. FINMA employed an average of 509 employees (2013: 504) across 483 full-time equivalent positions (2013: 468) in permanent and temporary employment. Approximately 24% of staff work part-time (2013: 20%). The headcount approved by the Board of Directors for 2015 has remained unchanged.

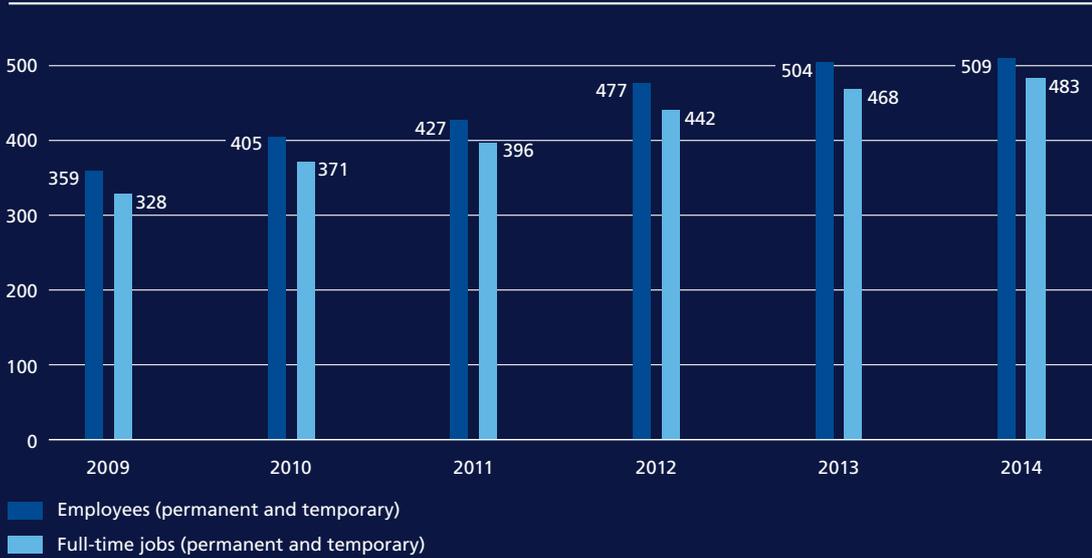
The average age of employees in 2014 remained unchanged at 41. Approximately 74% of staff (2013: 69%) are aged between 30 and 49. 20% (2013: 21%) are aged 50 and over, while 6% are young talents (2013: 11%). Senior management positions are held by 234 employees (2013: 214) or 47% (2013: 42%). Senior management at FINMA covers all line management and specialist functions in salary bands 1 to 3. Of senior management, 89 employees (38%) have a line management function (2013: 35%), with women accounting for around 20% of line managers (2013: 19%). In 2014, women accounted for 37% of the organisation as a whole (2013: 37%). At the end of 2014, the number of non-Swiss employees was 76 (2013: 75).

At the end of December 2014, staff turnover (excluding retirement) was 10% (2013: 11%), dropping slightly. It is encouraging to see that 20% of FINMA's staff have worked for the authority and its predecessors for over ten years.⁸² FINMA's attractiveness for well-qualified specialists was further enhanced through the introduction of new staff development initiatives. In 2014, an increased number of various positions were filled by internal candidates.

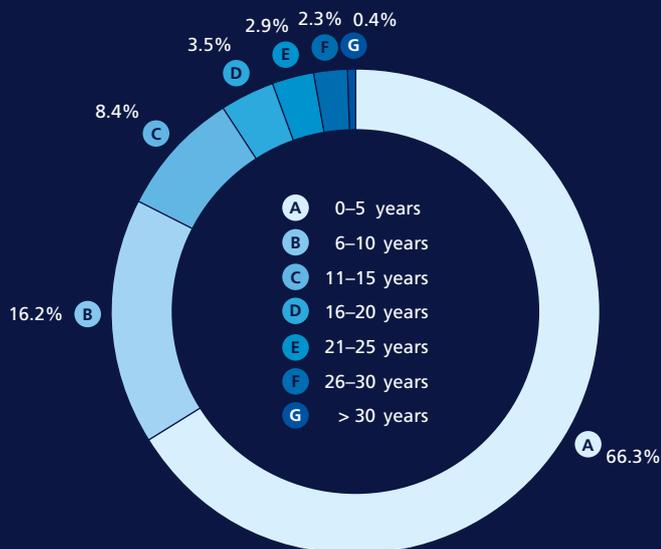
⁸² See "FINMA staff: years of service" chart, p. 95.

Selected FINMA staff statistics

Average headcount



Years of service



Breakdown by language

