



European Platform Undeclared Work

Competence Supply Management

Sweden

	Summary Competence Supply Management is an assessment and training measure that raises the levels of skills and competence amongst labour inspectorate staff so that they can more effectively tackle undeclared work.
Name(s) of authorities/bodies/organisations involved	<ul style="list-style-type: none"> The Swedish Work Environment Authority (SWEA) (<i>Arbetsmiljöverket</i>)
Sectors	All
Target groups	<ul style="list-style-type: none"> Labour inspectors (directly targeted); Workers involved in undeclared work (indirectly targeted).
Purpose of measure	Deterrence: improve detection


	Aims and objectives In the context of changing work patterns in the Swedish working population and challenges to the capacity for inspections, the Swedish Work Environment Authority aims to raise the competence and skill levels amongst labour inspectorate staff so that they can become more effective in tackling the problem of undeclared work.
Background context	<p>The Swedish Work Environment Authority has a remit to ensure occupational health and safety and to promote a sustainable working life. One of the core activities is to carry out inspections at workplaces. This supports the implementation of the Swedish Government's Work Environment Act.</p> <p>The inspection activity of the labour inspectorate has faced some challenges affecting the labour market in recent years, namely the emergence of atypical work, an increase in migrant workers, increasing inequalities in wages and health, and a decrease in unionisation. These developments are potentially detrimental to wages and may lead to an expansion of the undeclared economy. The SWEA has also faced challenges in respect of a shortage of inspectors and as a consequence, inspectors no longer specialise in specific industries. In this context, undeclared</p>



	<p>work has become high on the agenda of the SWEA's strategic plans.</p> <p>Competence Supply Management is innovative because it places greater focus on training staff and aims to develop skills that reflect current needs and circumstances in tackling undeclared work.</p>
Key objectives of the measure	<p>General Objective:</p> <ul style="list-style-type: none"> To raise the skill and competence levels of labour inspectorate staff so that they can become more effective in tackling undeclared work. <p>Specific Objectives:</p> <ul style="list-style-type: none"> To identify needs regarding skills and competences in tackling undeclared work, and then to acquire, develop and maintain the right skills and competences. To accomplish more effective and precise inspections with both deterrence and incentive measures.
Main activities	<p>The activities include the following:</p> <ul style="list-style-type: none"> Staff have discussions with their line manager as part of their personal performance plans to identify skill and competence gaps. From this a Competence Development Plan is produced for each individual staff member. This is undertaken in the context of the annual strategic plans of the SWEA; Target groups for the measure include new inspectors who have joined the regional teams, inspectors who deal with working time and posting, legal officers who handle matters relating to inspection, and heads of sections and regions in the inspection, legal and communications department; A new Department of joint authority control has been established to facilitate better joint-working amongst SWEA staff; Competence Supply Management places greater focus on skills and competences related to working time law, the posting directive and the role of the authority in undeclared work, and legal definitions and practical knowledge. Staff have also been trained on the functions of other authorities (e.g. tax authority, immigration, and the police) and how to cooperate with them; In order to become more effective in managing and approaching harder-to-engage employers, inspectors have been trained in new skills such as mediation, language, psychology and personal



	<p>safety. This is a new aspect of Competence Supply Management;</p> <ul style="list-style-type: none"> • Training is delivered internally face-to-face, although for some specialist topics, external experts may be commissioned.
Funding/organisational resources	<p>There has been a re-prioritisation of SWEA resources. There is no extra funding or separate budget for Competence Supply Management.</p>

	<p>Outcomes</p> <p>Competence Supply Management has helped inspectors and managers to identify gaps in skills and competences and to provide training to address these gaps.</p>
Achievement of objectives	<p>Competence Supply Management has strengthened the ability of the authority to tackle undeclared work.</p> <p>It has helped to promote new ways of working and develop improved understanding of how to tackle undeclared work. One of the specific areas of development has been to better equip inspectors to inspect employers who are more difficult to engage with and to prepare inspectors to work safely outside of normal office hours.</p> <p>Competence Supply Management has provided a 'test-bed' for exploring skills development in order to tackle undeclared work.</p>
Lessons learnt and success factors	<p>Key lessons and success factors are as follows:</p> <ul style="list-style-type: none"> • Make time for labour inspectorate staff to develop cooperation with other authorities (e.g. tax authority, immigration, and the police), and to establish what the specific roles and responsibilities are between the different authorities; • Inspectors need to be given the time and space to understand new work tasks; • Working out of normal office hours and inspecting harder-to-engage employers requires specific skills of negotiation, and also careful risk management to ensure the safety of inspectors.
Transferability	<p>Competence Supply Management could be transferred to a range of enforcement authorities where different ways of working are being adopted in response to the challenge of tackling undeclared work. To implement a measure such as Competence Supply Management a labour inspectorate needs to have a system of personalised training plans and to allocate training time within the work schedule.</p>



Further information	
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Useful sources and resources	SWEA website https://www.av.se/en/work-environment-work-and-inspections/