

## Seminar Report: Public Administration

Organised by SAAM, supported by the Horizon Europe Project CCAM-ERAS

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|----------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Date &amp; Location</b> | 25 June 2026, 10:00–16:00 – Welle7, Bern                                                                               |
| <b>Format</b>              | In-person seminar                                                                                                      |
| <b>Participants</b>        | 23 representatives from German-, French- and Italian-speaking Swiss cantons                                            |
| <b>Speakers</b>            | Oliver Nahon (SAAM) · Lorenz Stalder (ASTRA) · Stefanie Berliner (Holo) · Caroline Bethmann (SAAM) · Lara Amini (LOXO) |
| <b>Event Managers</b>      | Oliver Nahon (SAAM) · Caroline Bethmann (SAAM) · Stefanie Berliner (Holo)                                              |
| <b>Framework</b>           | CCAM-ERAS Work Package 5 — D5.2 Educational Instruments                                                                |

## Executive Summary

On 25 June 2026, SAAM organised the first Seminar-Training Course under CCAM-ERAS D5.2, bringing together 23 representatives from cantonal, municipality and federal authorities across German-, French- and Italian-speaking Switzerland. The four goals of the day were to help participants understand the opportunities and challenges at the end of automated mobility; to give them an overview of the regulatory, operational, safety and economic aspects of AV deployment; to identify the competencies and organisational capabilities public administrations need; and to assess their readiness for autonomous mobility. Running from 10:00 to 16:00, the day covered five modules:

- Module 1: Use Cases & Technology
- Module 2: Regulation Ordinance & Directives
- Module 3: Operational Readiness & Safety
- Module 4: Business & Sustainability
- Module 5: Acceptance and Adoption
- Seminar conclusion: A Public Administration Readiness Self-Assessment session.

The day opened with a Mentimeter baseline: when asked how ready their canton would be to authorise an approved autonomous vehicle today, 18 participants averaged 2.7 out of 10. Asked what is missing, 23 responses converged on the same themes across all language regions: absent processes, unclear legal frameworks, insufficient internal know-how, unclear responsibilities, no political vision, and no practical experience with real deployment cases.

All five modules generated active discussions. The Swiss AV landscape and LOXO's operational depth (Module 1) made the technology tangible. The ASTRA presentation (Module 2) helped cantons answer many of their open questions on the federal/cantonal split, while also surfacing, through the resulting discussion, how many topics still remain to be addressed. Holo's detailed operational framework (Module 3) provided participants with a concrete picture of what supervising an AV service entails. The economic and sustainability content (Module 4) and concrete Swiss examples sparked reflection on authorities' role as market shapers. The Adoption module (Module 5) showed that concrete data, acceptance figures, and policy numbers drive better questions than abstract frameworks, while also highlighting the competences cantons still need to acquire to effectively deploy AVs.

The Authority Readiness Self-Assessment revealed a significant challenge: many participants struggled to rate themselves because they lacked sufficient knowledge to know where they stood. This finding is itself an important take-away.

Post-seminar, 13 participants completed a competency self-assessment (on a scale of 1 to 5). The overall average was 2.38/5, with 57% of responses at 1 or 2. The Seminar satisfaction and enjoyment was high (4.4/5); how well the day met professional needs scored 3.5/5 — a score that reflects the breadth of remaining learning needs. Open feedback confirmed demand for a series of more focused seminars: participants wish for deeper dives into the authorisation process, inter-cantonal coordination models, and more applied technical content.

Measured against these four goals, the day achieved what it set out to do: participants left with a shared overview of the technology, regulation, operations, economics and public acceptance of AVs; the baseline and competency self-assessment gave organisers and participants a clear map of where public administrations currently stand; and the readiness exercise — together with the strong demand for follow-up events — confirmed that the introductory objectives were met, while pinpointing exactly where the next, deeper seminars should focus.

## 1. Context and Objectives

CCAM-ERAS — CCAM Employment Realisation through the Acquisition of Skills — is a Horizon Europe project funded by the European Commission to prepare Europe for the transition to connected, cooperative and automated mobility, with a focus on the skills deployment will require. Work Package 5 (D5.2, Educational Instruments) mandates concrete training tools for the actors who will enable responsible AV deployment. As the Swiss consortium partner, SAAM organised this training as part of its project role. The cantons were addressed directly because Switzerland's new legal framework makes them the decisive actors: under the Ordinance on Automated Driving (VAF), the canton of registration authorises operational zones and supervises driverless operation. They hold the authorisation competence, and — as the opening baseline confirmed — their readiness gates every real deployment.

The CCAM-ERAS D5.2 Seminar builds the competencies public authorities and operational specialists need for responsible AV governance. This first seminar was a broad introductory overview — the first in a series, with future events exploring each topic in greater depth. It was offered free of charge (value approximately CHF 500 per person), organised by SAAM and supported by the CCAM-ERAS EU project.

Presentations were delivered in speakers' native languages (German, French, English), with automatic German and French subtitles and slides distributed in both languages beforehand — a trilingual format reflecting the diversity of the Swiss cantonal audience.

The day was built as five sequential modules — Use Cases & Technology; Regulation; Operational Readiness & Safety; Business & Sustainability; and Acceptance & Adoption — closing with an Authority Readiness Self-Assessment. This sequence mirrors the reasoning a canton must perform to authorise a deployment: understand the technology, then the rules that govern it, then what supervising it in practice demands, then its economics and public acceptance — and only then judge its own readiness.

The four stated objectives for the day were:

- Understand the opportunities and challenges of automated mobility
- Gain an overview of regulatory, operational, safety, and economic aspects of AV deployment
- Identify the competencies and organisational capabilities needed within public administrations
- Assess readiness for autonomous mobility

## 2. Programme

|                                                                                        |               |
|----------------------------------------------------------------------------------------|---------------|
| Seminar Introduction and Objectives   Oliver Nahon (SAAM)                              | 10:00 – 10:15 |
| Module 1: Use Cases & Technology   Oliver Nahon (SAAM)                                 | 10:15 – 10:45 |
| Module 2: Regulation, Ordinance & Directives   Lorenz Stalder (ASTRA)                  | 10:45 – 11:30 |
| Module 3: Operational Readiness, Safety & Data   Stephanie Berliner/Andres Toft (Holo) | 11:30 – 12:15 |
| Module 4: Business & Sustainability   Caroline Bethmann (SAAM) & Lara Amini (LOXO)     | 13:15 – 14:15 |
| Module 5: Acceptance & Adoption   Caroline Bethmann (SAAM)                             | 14:15 – 14:45 |
| Authority Readiness Self-Assessment                                                    | 14:45 – 15:15 |

### 3. Opening Baseline Assessment

Before the first module, participants completed two Mentimeter questions. 18 of 20 participants responded.

Asked “If approved autonomous vehicles existed today, to what extent would your canton be ready to authorise them?” on a 0–10 scale, the average was 2.7 out of 10. This result set the tone for the day: it confirmed that most cantons lack the governance frameworks, processes, and legal bases to act on a real authorisation request, even as the technology approaches readiness.

Asked what is missing, 25 open responses revealed a consistent picture across all language regions: absent authorisation processes, unclear legal and regulatory frameworks (particularly on the cantonal side), lack of internal know-how on AV technology and governance, unclear organisational mandates and responsibilities, absence of political vision, and no practical experience with real deployment cases. (see Annex1)

### 4. Module Summaries

#### Module 1 — Use Cases & Technology | Oliver Nahon (SAAM)

Oliver Nahon opened with a panoramic introduction to the AV landscape: use case categories (personal cars, shuttles, buses, robotaxis, teleoperation, logistics, delivery, trucks), the Swiss context (33 automated vehicles operating since 2015, with 100 expected by end of 2028 across different use cases), and a tour of technology generations, from Generation 1 industrial robotics on wheels (Navya, Easymile) through Generation 2 modular AI stacks (Waymo, Mobileye) to Generation 3 end-to-end AI systems (Wayve) that learn driving policy directly from data.

The presentation included an overview of past and ongoing autonomous mobility projects in Switzerland, each illustrated with video footage of the deployed systems in operation — bringing the technology to life for participants and demonstrating the breadth of real-world CCAM activity already underway in the country:

- **LOXO/Planzer ("Matilda")** — Bjorn Linder: Autonomous last-mile parcel delivery on public streets in Bern since September 2024, in partnership with Planzer. Switzerland's first dynamic micro-hub. No safety driver; received L4 certification in May 2026.
- **Embotech** — Fabien Kritter: L4 autonomous vehicle marshalling deployed at five BMW factories; 600,000 vehicles moved autonomously with a 99%+ success rate. Also operates an autonomous tractor at the Port of Rotterdam.
- **ARTOUR** — Hans-Ruedi Bruderer and team: Full-size autonomous bus on a nine-stop route through the narrow streets of Arbon, running 365 days a year on a half-hourly service. Over 3,000 passengers carried, with remote driving handling the 5% of edge cases.
- **PostAuto AMIGO** — Martin Neubauer: 25 Apollo Go vehicles ordered for on-demand ride-pooling in Eastern Switzerland (approx. 80 km<sup>2</sup>). Target: remove the safety driver by 2027.
- **ULTIMO** — €50M EU-funded L4 on-demand project launching in the Geneva cross-border area (France/Switzerland) in mid-September 2025, with 15 vehicles.
- **Swiss Transit Lab** — Matthias Rödter: Focused on building the business case and operational model for AV integration in public transport, including ride-pooling, on-demand, and fixed-line evaluation.
- **ARRIVE** — Cross-border AV project in the Basel tri-border region (CH/FR/DE), serving as a blueprint for harmonised cross-border autonomous mobility in Europe.

- **Zurich Airport** — Raphaël Glaesener: Two autonomous shuttle buses (Nimbus & Stratus) operating on a 6.5 km airfield route since April 2025. Received L4 certification in May 2026.

The presentation then turned to a deep dive into the Swiss start-up LOXO (a CCAM-ERAS partner): one of Europe's most experienced urban logistics robot, in the process of obtaining one of Europe's first type approval for autonomous driving. This section made the business case for autonomous last-mile delivery concrete: although the last mile accounts for only 10–15% of total vehicle kilometres in a delivery journey, it is responsible for up to 25% of associated CO<sub>2</sub> emissions: a disproportionate environmental cost driven by inefficient routing, frequent stop-start driving, and underutilised vehicles on the final, most fragmented leg of delivery. At the same time, this last mile represents 53% of total shipping costs, making it both the most expensive and the most polluting segment of the delivery chain, and therefore the segment where autonomous, optimised, electric delivery robots can have the greatest combined economic and environmental impact. The presentation went on to cover the Digital Driver™ technology stack (cameras, LiDAR, and radar fused with precision localisation), LOXO Remote AR-enabled supervision, the micro-hub model in Bern, and performance monitoring through KPIs. Both the broader Swiss AV landscape and the LOXO case generated active discussions. Participants responded particularly well to the combination of strategic context and operational depth, seeing real deployed systems, real performance data, and a clear business rationale made the technology tangible in a way that abstract descriptions do not.

## Module 2 — Regulation, Ordinance & Directives | Lorenz Stalder (ASTRA)

Lorenz Stalder (ASTRA) presented the Swiss regulatory framework in detail. The core legal basis is the amended Road Traffic Act (SVG, Article 25c, in force since 1 March 2025) and the new Ordinance on Automated Driving (VAF), which establish the conditions for the operation of driverless vehicles: approved operational zones and operator supervision. The framework adopts a principle of dynamic legislation; use cases are regulated at ordinance level to allow rapid and flexible adaptation as technology evolves.

Three conditions must be met for authorisation: compliance with construction and equipment requirements (type approval); demonstrated liability insurance; and approval of the operational zone (Einsatzbereich). Type approval requires EU whole-vehicle type approval, referencing UNECE technical regulations and EU Implementing Regulation 2022/1426, with harmonised global technical regulations expected from UNECE starting in approximately 2027. On liability, the holder bears strict liability for damage caused during operation; insurers may seek recourse against manufacturers under product liability law, and potentially against the approving canton under state liability law, a point that drew significant attention.

The operational zone approval process is handled by the canton of registration. The canton must verify that the vehicle can travel safely without impeding traffic flow and may reject an application based on local conditions — a broad discretion that gives cantons genuine scope to shape mobility. To support cantons, the Federal Council has issued directives (in force since January 2026) including a three-step assessment instrument: Step 1 assesses operational and technical preconditions (documentation completeness, operational concepts, Operational Design Domains (ODD) boundaries); Step 2 analyses the specific routes; Step 3 assesses manageability. The Federal Council has also established a support group to support cantons through this process.

*Notably, the module also surfaced what is not covered by the current framework: connectivity and data management, regulation of business models, and authorisation/concession for passenger transport services remain outside the VAF scope, areas that participants flagged as important open questions.*

### Module 3 — Operational Readiness, Safety & Data | Stephanie Berliner / Andres Toft (Holo)

Andres Toft (Holo) - replacing Stephanie Berliner (Holo) - delivered a technically detailed presentation structured in five parts. Part 1 introduced the eight-phase AV deployment journey, from concept through to sustained operations, with the key message that authorisation is not a one-time act at the start but accompanies every phase.

Part 2 addressed safety as a system: the fundamental shift from conventional traffic, where a driver decides in the moment, to AV operations, where safety responsibility moves from the individual to the organisation. This means cantons must now assess two things simultaneously: technical approval and organisational capability.

Part 3 introduced the Safety Management System (SMS), the organisational answer to that responsibility shift, with six concrete building blocks including change management (every software or infrastructure update triggers a reassessment). The 18-step incident management lifecycle was presented in detail: from detection through containment, investigation, reporting, and systematic improvement, a closed loop that is granular and auditable. Part 3 also mapped these steps to the three concrete blocks of legal requirements in the Swiss VAF regulation. Part 4 showed how data (six source categories including safety KPIs, weather, and ODD data) flows into consolidated operational insights, and how KPIs function as control mechanisms rather than reporting metrics, with Holo's own operational dashboards as examples. Part 5 addressed scaling from pilot to sustained operations.

The module was absorbed with strong interest across all participants. The level of technical and operational detail was new to most and valuable precisely because it gave a concrete picture of what supervising an AV service requires of a canton. The session closed with five questions every canton should ask of an operator: Is the operational model clearly defined? Are responsibilities assigned? Is safety managed systematically? Are incidents traceable and manageable? Are KPIs available to demonstrate safe operations? These questions serve as an immediately usable reference.

### Module 4 — Business & Sustainability | Caroline Bethmann (SAAM) & Lara Amini (LOXO)

The post-lunch module examined AVs through economic and sustainability lenses. The session opened with a contrast between today's transport operations, which are labour-intensive with clearly defined roles, and the emerging model, which is software- and data-driven, relies on hybrid roles and continuous system monitoring, demands new digital skills, and shifts costs from labour to digital infrastructure. This contrast framed the session's core argument: authorities are not passive observers of this transition, but active shapers of it.

The economic pathways section presented CCAM-ERAS' WP4 *Analysis of the effects of CCAM* scenario findings across three use cases:

- **Warehousing and logistics:** fastest adoption, up to 934k job changes by 2050 in high-uptake scenario;
- **Road freight:** moderate innovation, 65–90k fewer workers by 2050, losses concentrated in early-adopter member states;
- **Passenger transport:** highest barriers, delayed adoption, but the only scenario with potential net employment gains under high uptake, +165k EU workers by 2050, driven by investment stimulus and growing ICT roles.

The consistent societal readiness finding is that long-term growth trends are gradual, not abrupt, and that governance, inclusive design, and trust-building are prerequisites for shared benefits.

Business models were introduced through three relationships:

- **B2C:** direct to user: ride-hailing, on-demand shuttles, MaaS,



- B2B: service or licence to another company), SaaS (fleet contracts, technology licensing to OEMs,
- B2G: contract with public authorities: EU project grants, subsidy models with cantonal authorities, as in the TPG Geneva example.

The sustainability section addressed three dimensions:

- **Economic** (high upfront capex, long approval timelines, unit economics only at scale, helped by SaaS models, EU grants, public subsidy, and hybrid revenue);
- **Environmental** (EV rebound effects and data centre energy costs as challenges; electric powertrains and route optimisation as solutions);
- **Social** (digital exclusion and job displacement as risks; on-demand accessibility and reskilling as responses).

A dedicated section showed how authorities are market shapers, not just regulators:

- Regulation and permit design (setting what operators must build),
- Financing and subsidies (de-risking pilots and extending coverage),
- Social equity mandates (requiring accessibility for vulnerable groups and rural areas), and
- Urban planning integration (enabling operator viability through infrastructure investment).

Concrete Swiss examples: the ULTIMO Geneva mandate, the LOXO–Bern micro-hub, the TPG pilot, grounded these principles in familiar local contexts and drove the most animated discussion of the module.

## Module 5 — Acceptance & Adoption | Caroline Bethmann (SAAM)

The final module opened by presenting a survey that was asked to the Artour automated bus's passengers in Arbon: would you still use the Artour bus if it were driving fully autonomously, with no driver on board? With 86% respondents answering "yes", the result shows that the public who have experienced AVs mainly accept it.

The module then introduced six new roles and competences needed within public administrations for AV adoption:

- policy and regulatory literacy (AV regulations, data frameworks, cross-border harmonisation);
- permit management and ODD assessment (evaluating and approving AV operation zones);
- infrastructure and digital readiness (integrating AV infrastructure into planning);
- safety and risk oversight (data interpretation, continuous risk monitoring, operational safety validation);
- data management and sovereignty (handling operational data, ensuring privacy and public ownership);
- public communication and acceptance (explaining AV operations, managing transparency and trust).

Policy recommendations from the CCAM-ERAS Final Event (Brussels, 9 June 2026) were presented:

- covering governance and institutional coordination;
- skills, education and training; employment and labour-market transition;
- equity, accessibility and inclusion; funding and financing;
- data, digital infrastructure and cybersecurity; public trust and engagement;
- and regulation, procurement and deployment frameworks.

The module confirmed that concrete numbers and specific data, acceptance rates, employment scenarios, and policy evidence consistently generated more engagement and better questions than abstract frameworks. Participants connected the acceptance and institutional capacity themes to their own experience managing public resistance to infrastructure changes, making the session highly applicable.

## 5. Authority Readiness Self-Assessment

The self-assessment asked participants to rate their personal confidence across six pillars: Regulation & Governance, Deployment, Competences, Infrastructure, Business Models, and Acceptance & Transition. The scale ran from 1 to 5 (1 = not confident ; 5 = fully confident)

The dominant experience was one of difficulty: many participants found it hard to rate themselves, since they didn't yet know enough to recognise their own gaps. This is itself a significant finding, a level of uncertainty that goes beyond identifying weaknesses and reflects an earlier stage of awareness. The self-assessment was most useful as a starting point for peer conversation rather than as an individual scoring exercise, and the comparison between colleagues surfaced differences in perspective that participants found valuable.

*The self-assessment difficulty confirms that the training series is needed not only to fill specific gaps but to give public administrations a working map of the domain, so they can begin to locate themselves within it.*

The results provide an evidence base for the design of follow-up training seminars.

### 5.1 Competency Results by Theme

Overall mean across all 22 competencies: 2.38/5. 57% of all responses scored 1 or 2 (low confidence). No respondent scored 5 on any item.

Regulation and legal frameworks scored highest (2.73/5), reflecting the grounding provided by the ASTRA presentation. Business and adoption topics (2.58/5) also benefited from concrete examples and data. The three lowest-scoring areas: infrastructure (1.96), operational readiness (1.98), and skills & organisation (2.27), represent the clearest priorities for follow-up training. (see Annex 3)

The three individual competencies with the lowest scores all relate to the core authorisation task:

- Assess operator safety measures, emergency protocols, and data protection: 1.77/5
- Formulate clear requirements to operators (data, reporting, liability): 1.85/5
- Make or recommend an authorisation decision based on a structured dossier: 1.92/5

These results point to a clear design brief for the next seminar: participants need practical, tool-based training on the authorisation process itself: what to ask, what to assess, and how to reach a decision and communicate it.

### 5.2 Event Satisfaction

The high enjoyment score (4.4/5) reflects the content's quality and relevance. The gap between enjoyment and 'met professional needs' (3.5/5) is expected for an introductory overview seminar and reflects participants' recognition that the day provided valuable orientation while leaving significant learning needs unmet, which is consistent with the design intent of this first event. (see Annex2)

### 5.3 Participant Feedback and Suggestions

Open responses identified the following priorities for follow-up events:

- Step-by-step walkthrough of the cantonal authorisation process: application documents, review procedure, decision format, which internal services to involve
- Inter-cantonal coordination models, particularly for small cantons with limited capacity
- A dedicated public transport seminar with cantons, transport operators, and ASTRA (suggested for 2027)
- Close cooperation with A-LAUF



- More applied technical content to build understanding of AV systems as a basis for assessing applications
- Regulatory roadmap update: timeline for type approvals, public transport concessions
- New professions and training pathways in the AV domain

Additional comments: the LOXO example was highlighted as particularly inspiring; one summarised the day as: “There are still many questions, but now we first need to work on our foundations. A second day like this would be great.”

## 6. Cross-Cutting Findings

- The federal/cantonal split is the most urgent clarification need. Module 2 revealed that many participants did not know that cantonal authorisation responsibility is already live under the VAF, or that ASTRA directives (“Weisung”) to support them have been in force since January 2026. Ensuring this understanding reaches all relevant cantonal staff is a prerequisite for any further readiness-building.
- Operational depth builds confidence. Module 3’s detailed treatment of Safety Management Systems, incident management, and KPIs was well received precisely because it provided participants with a concrete vocabulary and framework for assessing what they needed to assess. Abstract overviews are less useful than structured operational tools.
- Concrete examples and numbers drive better questions. Across Modules 1, 4, and 5, discussion was consistently richer when grounded in real Swiss cases (LOXO, TPG, Artour, iamo project) or concrete data (employment scenarios, acceptance figures, policy evidence). The next seminar should maximise this approach.
- The self-assessment revealed meta-uncertainty. Participants did not struggle to rate themselves because they were modest — they struggled because they did not yet have a clear enough map of the domain to locate themselves within it. This is a prior learning need that the training series must address.
- A series of seminar is needed and wanted. Multiple participants explicitly requested a follow-up. The competency data provide a clear brief: focus on the authorisation process, inter-cantonal coordination, and applied technical content. The introductory overview has done its work; the next event should go deeper.

## 7. Conclusions and Next Steps

The 25 June 2026 seminar successfully delivered a first, broad introduction to AV governance for Swiss cantonal authorities. The engagement was high, the content was relevant, and the day surfaced important clarifications, particularly on the regulatory framework, that participants had not previously had access to. The competency assessment and open feedback provide a solid evidence base for the next phase of the training series.

### Recommended next steps

- Design a series of focused seminars centred on the cantonal authorisation process: a step-by-step walkthrough with templates, checklists, and a mock application exercise — directly addressing the three lowest-scoring competency areas.
- Develop inter-cantonal coordination guidance as a training output, addressing the repeated request for models that allow small cantons to pool capacity.
- Plan a dedicated public transport module for 2027 that brings together cantons, transport operators, and ASTRA.
- Coordinate and collaborate with ALAUF to support public administrations.
- Potentially broaden the format into a multi-stakeholder seminar over time — bringing in together public administrations, transport operators, AV suppliers, and other actors from across the mobility ecosystem.
- Make the course available to all CCAM-ERAS partners so that they can replicate it across national and regional contexts.

## References

### Annex 1: Participant Baseline Responses

Mentimeter question: “What is missing to be ready?” — 18 respondents, 25 answers, reproduced in original language.

#### Prozess

- Prozesse
- Les directives cantonales
- Anforderungen
- Organisation und Grundlagen
- Prozesse
- Les ressources pour traiter les demandes
- Une connaissance des règles applicables (à tout niveau)
- Gesetzliche Grundlagen (kantonal) Eingeführter Prozess
- Une vision politique et régler beaucoup de details pratiques
- Une organisation clair de qui s’occupe de quoi?
- Alles. Verantwortlichkeit des Prozess
- Kentnissen in Thema
- Prozess
- Know how
- Kriterien
- Klare Regeln,
- Gesuchsgrundlagen
- Wissen, Organisation, Zuständigkeiten, politischer Prozess
- Prozesse und Verantwortlichkeiten im Kanton und erste Praxiserfahrungen
- Anwendungsfälle
- Behördenkoordination
- Une acceptation politique
- Rechtsgrundlagen Prozess Kompetenzen

### Annex 2: Satisfaction

|                                     | Enjoyed the day (/ 5) | Met professional needs (/ 5) |
|-------------------------------------|-----------------------|------------------------------|
| French-speaking participants (n=2)  | 5.0                   | 5.0                          |
| German-speaking participants (n=11) | 4.3                   | 3.3                          |
| Overall (n=13)                      | 4.4                   | 3.5                          |

## Annex 3: Competency Results

| Theme                          | Lowest-confidence competencies                                                               | Avg /5 |
|--------------------------------|----------------------------------------------------------------------------------------------|--------|
| Regulation & Legal Framework   | <i>Distinguish cantonal vs federal competencies; explain pilot vs commercial differences</i> | 2.73   |
| Business, Economics & Adoption | <i>Understand AV business models; assess public authority's role beyond authorisation</i>    | 2.58   |
| Skills & Organisation          | <i>Identify training needs; assess employment/skills impacts</i>                             | 2.27   |
| Operational Readiness & Safety | <i>Assess operator safety measures; formulate requirements on data, reporting, liability</i> | 1.98   |
| Infrastructure Readiness       | <i>Assess Level 4 infrastructure fit; understand V2X/digital infrastructure requirements</i> | 1.96   |