

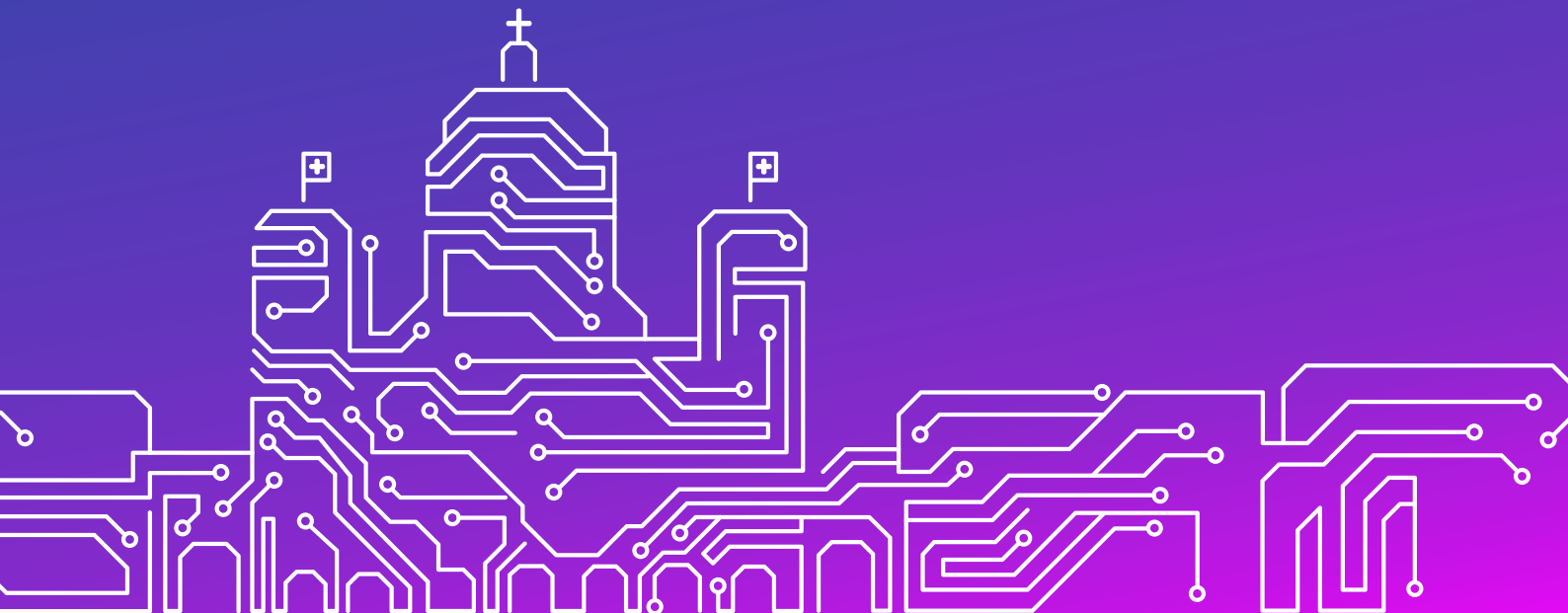


Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
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Federal Chancellery FCh

Swiss Confederation

Strategy Use of AI systems in the Federal Administration



Strategy

Use of AI systems in the Federal Administration

PURPOSE

This sub-strategy sets out the parameters required to provide the best possible support for the Federal Administration's digital transformation by using artificial intelligence (AI) systems. The sub-strategy applies to all AI systems used in the Federal Administration, regardless of the specific AI technology used or the purpose it serves. The sub-strategy is also designed to encourage coordination of AI-related work and activities within the Administration.

Sub-strategies in accordance with Article 17 of the Ordinance on the Coordination of the Digital Transformation and ICT Steering in the Federal Administration (DTIO; SR 172.010.58) elaborate on specific aspects of the Digital Federal Administration Strategy and help with its implementation.

[Incorporation into the Digital Federal Administration Strategy](#)

In its Digital Federal Administration Strategy¹, the Federal Council defines the goals of the Federal Administration's digital transformation and sets out priorities for achieving these goals. This sub-strategy for use of AI systems in the Federal Administration contributes primarily to all goals under Priority 5 'Facilitating innovation and change'. It is also part of the AI focus theme in the Digital Switzerland Strategy 2025.²

CONTENT

The sub-strategy sets out a vision consisting of the expected benefits and shared principles for the use of AI systems in the Federal Administration. It also defines key terms. At its core are three fields of action with prioritised goals and expected benefits. A rough description of its implementation is given. An implementation plan containing specific measures will be drawn up and published separately.

TERMS

A shared understanding of the relevant terms is vital to interdisciplinary and interdepartmental cooperation. Wherever possible, the terminology used by the Confederation's Competence Network for AI (CNAI) applies.³

AI system: An AI system is a machine-based system that, according to explicit or implicit goals, uses the input it receives to infer how it can generate output such as predictions, content, recommendations or decisions that can influence physical or virtual environments. AI systems can be equipped with varying degrees of autonomy.

AI system life cycle: The life cycle of an AI system usually consists of several phases: planning and designing; collecting and processing data; creating models and/or adapting existing models to specific tasks; testing, evaluating, verifying and validating; deploying/implementing; operating and monitoring; deactivating/discontinuing. These phases are often iterative and are not necessarily sequential.⁴

¹ <https://www.bk.admin.ch/bk/en/home/digitale-transformation-ikt-lenkung/digitale-bundesverwaltung.html>

² <https://www.digital.swiss/fr/>

³ <https://cnaai.swiss/en/products/terminologie/>

⁴ <https://oecd.ai/en/ai-principles>

VISION

Use of AI systems optimises administrative processes and services, supports managers and employees, and enables new approaches to problem-solving in the Federal Administration [benefits]. The Federal Administration recognises that it must lead by example and uses AI systems in accordance with shared principles.

Benefits

The benefits explain why the Federal Administration uses AI systems:



Optimising administrative processes and services: Use of AI systems improves the impact, quality, efficiency and user focus of government activities (e.g. process automation). This creates added value for the Federal Administration's stakeholders.



Supporting managers and employees: AI systems support Federal Administration managers and employees in their tasks (e.g. in decision-making, accessing information or creating content).



Discovering new approaches to problem-solving: AI systems enable the Federal Administration to discover and pursue new solutions to problems that were previously too time-consuming or complex (e.g. analyses and checks involving very large amounts of data).

PRINCIPLES

The principles explain how the Federal Administration uses AI systems. They are based on the principles of the Digital Federal Administration Strategy and elaborate on these principles.



People-centred and trustworthy

When using AI systems, the Federal Administration upholds legal and ethical principles, ensures the systems serve the public interest, democracy and the rule of law, and places high value on their trustworthiness (including explainability, transparency, data protection and accuracy).



Integrated and transversal

AI systems are embedded in the Federal Administration's organisational goals and enterprise architecture. They are interoperable and therefore enable collaboration beyond the Administration.



With clearly defined responsibilities

When using AI systems, responsibilities, competencies and roles are clearly defined throughout the AI system's entire life cycle. The competent body for each system is responsible for any consequences that may arise and takes accountability if necessary.



Sustainable

When using AI systems, the Federal Administration takes account of economic, environmental and social sustainability in order to generate the greatest possible long-term added value.



Reliable and robust

Use of AI systems meets strict requirements relating to data protection, data and information security, operational stability and digital sovereignty.

GOALS

AI permeates the federal government's entire remit, and the challenges for the Administration are equally diverse. The sub-strategy focuses on 12 goals selected from a broad overview of relevant topics (see appendix). These are divided into three fields of action.

In field of action 1 'Developing skills', employees learn the skills they need to use AI systems correctly within the Federal Administration. New skills are required in fields such as AI, data science, law and business management. Field of action 2 'Earning trust' creates the conditions for the Federal Administration to use AI systems in accordance with shared values and rules. Together, these two fields of action lay the groundwork for the use of AI systems in the Federal Administration. Field of action 3 'Increasing efficiency' focuses on content: the Administration will use AI systems to automate specific processes, making it more resilient and efficient and thus better able to handle current fiscal and demographic challenges.

The goals listed in the appendix that have not been prioritised for the time being may be incorporated into the sub-strategy at a later date.

Field of action 1

Developing skills

The Federal Administration has the necessary skills and knowledge to design its use of AI systems competently, in lockstep with technological developments and on an equal footing with partners.

Strategic goals

- 1** Federal Administration employees have access to training and further education programmes on the use of AI that are appropriate to their level and role. Employees are prepared for changes that will result from the use of AI systems.
- 2** Internal and external service providers help the administrative units to develop customised, innovative solutions and integrate them into existing processes and systems.
- 3** The Federal Administration has interdepartmental, interdisciplinary coordination structures in place to share experiences on the use of AI systems. It takes account of best practices in Switzerland and abroad.
- 4** The administrative units have access to service and architecture blueprints for the use of AI systems in primary use cases.

Expected benefits

- Based on their role and level, Federal Administration managers and employees have the skills and knowledge required to leverage the potential of AI systems and manage risks.
- Managers and employees are properly prepared and receive support during the transition caused by increased use of AI systems in their day-to-day work.
- The Federal Administration actively shares knowledge on the use of AI systems within the Administration and solves problems collaboratively.
- Managers and employees receive support for the use of AI systems from the relevant service providers. This enables projects to be implemented quickly, competently and using interdepartmental synergies.

Field of action 2

Earning trust

The Federal Administration uses rules, practices, processes and technical and non-technical tools to ensure that its use of AI systems aligns with its values and legal and ethical requirements. Use of AI is regulated and monitored. The Federal Administration uses AI systems in the public interest and takes measures to combat potential negative consequences for society, democracy and the rule of law.

Strategic goals

- 1** The administrative units use structures, processes, tools and resources to ensure they can manage and monitor AI systems efficiently throughout their entire life cycle. In doing so, they comply with overarching requirements and recommendations (including legal requirements, the Confederation's 'Code of conduct for people-centred and trustworthy data science and AI'⁵, international standards and industry standards).
- 2** The administrative units have the skills and tools required to use sensitive Federal Administration data in AI systems securely and in compliance with the law.
- 3** The Federal Administration evaluates the use of generative AI models (in particular language models) in administrative applications and identifies the relevant requirements (e.g. for traceability), primarily in relation to training data, techniques and algorithms.

Expected benefits

- Use of AI systems in the Federal Administration aligns with its goals and values, meets legal and ethical requirements and serves the public interest.
- Use of AI systems in the Federal Administration follows a structured and appropriately documented approach, using clearly defined rules, practices, processes and technical and non-technical tools that enable rationalisation and systematic monitoring. Use of AI systems must remain transparent and traceable. Due to its business relevance, it must be documented.
- Internal and external stakeholders from the general public, the business community, politics, civil society, the Federal Administration and the cantonal and communal administrations gain transparency about which AI systems are used in the Federal Administration and how their use is monitored.

⁵ <https://www.bfs.admin.ch/asset/en/29325686>

Field of action 3

Increasing efficiency

The Federal Administration aims to achieve long-term cost and time savings by using AI systems. It focuses on structured processes and standard services that are efficient to use and can be scaled easily. In the long term, this will lessen the administrative workload for the Federal Administration's employees and partners, the general public and businesses, strengthening their resilience.

Strategic goals

- 1** The administrative units each have a plan for how AI systems are to be used within their remit. They document this plan, including appropriate target values and cost-benefit analyses. Until 2030, the focus is on generating cost and time savings [see postulate 24.3582 Silberschmidt].
- 2** The Federal Administration has the legal, technical and organisational structures required to partially or fully automate specific process steps (e.g. first-instance rulings) using AI systems.
- 3** The Federal Administration supports the development of scalable, reusable AI systems in the administrative units through centralised funding and services, as well as through standardised and efficient processes for developing, providing and maintaining AI models.
- 4** The administrative units have access to standard services for primary use cases that are relevant to all departments.
- 5** Federal Administration data management and information documentation are optimised, mainly due to the use of AI systems.

Expected benefits

- Technical and organisational tools (including standard processes and products) and clear legislation enable the administrative units to unlock efficiency potential within their remit quickly and cost-effectively.
- Use of AI systems lessens the day-to-day workload for Federal Administration managers and employees.
- In the long term, use of AI systems in the Federal Administration will reduce the administrative burden on the general public, businesses, and other public administrations and institutions it works with.
- In light of demographic change, use of AI systems helps to ensure that the Federal Administration will be able to handle the same or a growing number of tasks with fewer employees over the long term (see for example AI agents).

Providing infrastructure and data

The Federal Administration has access to sufficient computing power and storage space within an adequate fiscal framework. It ensures the high quality and availability of the infrastructures and data relevant to its legal mandate.

Infrastructure and data are not AI-specific fields of action. They are also a fundamental necessity for other Federal Administration activities relating to the digital transformation and for carrying out everyday tasks. Goals for these issues have already been set out in other strategies and projects. However, they are mentioned here as a prerequisite for effective use of AI systems.

Relevant goals in other strategies and projects

- | | |
|----------|--|
| A | The Federal Administration has access to secure, sufficient and cost-effective resources for high-performance computing and storage (Federal Administration cloud tier model). |
| B | The Federal Administration makes data accessible and usable for AI systems in a simple and high-quality way (Swiss data ecosystem, Federal data strategy, IY14 interoperability platform). |

IMPLEMENTATION

The strategy is carried out via a separate implementation plan. The measures this contains are planned and executed using agile methods. Goals that have not been prioritised remain in the backlog until they have been reevaluated or until there is additional capacity available to handle them. The measures in the implementation plan are updated regularly. All strategic implementation measures have measurable goals, defined results and conditions for completion.

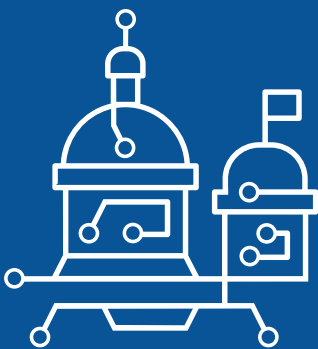
As AI is developing rapidly, the strategy has no set validity period. If necessary, the goals can be reprioritised by the Federal Digital Transformation Council in order to respond to advancements in AI technologies. Goals that are not currently prioritised (see appendix) or new goals can also be added to the strategy. This sub-strategy will be revised no later than 2030. During the revision, there will be a fundamental review of the strategic goals, and the fields of action will be updated.

APPENDIX: OVERVIEW OF RELEVANT GOALS

The following goals were discussed during the creation of this sub-strategy. Only some of these goals were prioritised for the strategy by the relevant committees and incorporated into the fields of action. The remaining back-up goals will be evaluated during each revision of the sub-strategy and reprioritised if necessary.

	Challenges	STRATEGIC GOALS	Field of action
Strategy	Dynamic environment	Dynamic strategy development: As part of an institutionalised process, the Federal Administration reviews its AI-related goals and activities on a regular basis and aligns them with the relevant developments, stakeholders and strategies within the Federal Administration.	-
		Strategic knowledge management: The Federal Administration bases its strategic decisions regarding the use of AI systems on the latest findings from research and real-world usage.	-
	Willingness to provide leadership and support	Responsibility to lead and set an example: Unit managers expect and encourage employees to use AI systems and are aware of the relevant conditions, potential and risks.	-
Digital transformation	Complexity of integration	Mandatory planning: The administrative units each have a plan for how AI systems are to be used within their remit. They document this plan, including appropriate target values and cost-benefit analyses. Until 2030, the focus is on generating cost and time savings (see postulate 24.3582 Silberschmidt).	3
		Transparency: The Federal Administration maintains a comprehensive overview of AI systems that it already uses or plans to use, provided this does not make it very difficult or impossible for the relevant administrative unit to fulfil its legal mandate.	-
		AI blueprints: The administrative units have access to service and architecture blueprints for the use of AI systems in primary use cases.	1
		Automation: The Federal Administration has the legal, technical and organisational structures required to partially or fully automate specific process steps (e.g. first-instance rulings) using AI systems.	3
AI systems	Confusing solution landscape / need for standard products	Standard services: The administrative units have access to standard services for primary use cases that are relevant to all departments.	3
		Procurement: Procurement legislation and organisational principles enable and promote procurement of AI systems in accordance with the principles for the use of AI systems in the Federal Administration.	-
Development tools and platforms	High entry barriers	Development platform: The administrative units can use a development platform to develop AI systems and bring them into operation ('AI workbench').	-
		Test infrastructure and data: The Federal Administration operates a secure test infrastructure for AI systems (including the necessary test data) that is easily accessible to the administrative units.	-
	Support for administrative units: Internal and external service providers help the administrative units to develop customised, innovative solutions and integrate them into existing processes and systems.	1	
	Barriers relating to confidential data	Confidential data: The administrative units have the skills and tools required to use sensitive Federal Administration data in AI systems in a legally compliant and secure manner.	2
Algorithms	Model risks	Generative AI models: The Federal Administration evaluates the use of generative AI models (in particular language models) in administrative applications and identifies the relevant requirements (e.g. for traceability), primarily in relation to training data, techniques and algorithms.	2

Governance of AI systems	Challenging practical implementation of legal and ethical requirements, model risk control, and social and constitutional impact	<p>Governance of AI systems: The administrative units establish structures, processes, tools and resources to ensure that the AI systems they use are managed and monitored efficiently throughout their entire life cycle. In doing so, they are guided by overarching requirements and recommendations (including legal requirements, the Confederation's 'Code of conduct for people-centred and trustworthy data science and AI', international standards and industry standards).</p> <p>AI suitability: The administrative units can check the AI suitability of existing and new legislation and directives (e.g. using a checklist).</p> <p>Digital sovereignty: The importance of and approach to the Federal Administration's digital sovereignty goals in general and open-source requirements in particular (EMOTA) are defined in the context of AI systems.</p>	2
	Complex control system	<p>Comprehensive coordination: The Federal Administration has inter-departmental, interdisciplinary coordination structures in place to share experiences on the use of AI systems. It takes account of best practices in Switzerland and abroad.</p>	1
Infrastructure	High infrastructure requirements	<p>Computing power and storage: The Federal Administration has access to secure, sufficient and cost-effective resources for high-performance computing and storage.</p>	-
Data	Data availability and interoperability	<p>Data catalogues and spaces: The Federal Administration makes data accessible and usable for AI systems in a simple and high-quality way (Swiss data ecosystem, Federal data strategy, IY14 interoperability platform).</p>	-
	High workload for data management / documentation	<p>AI-supported data management: Federal Administration data management and information documentation are optimised, mainly due to the use of AI systems.</p>	3
Skills and culture	High knowledge and skills requirements / insufficient awareness	<p>Training and further education: Federal Administration employees have access to training and further education programmes on the use of AI that are appropriate to their level and role. Employees are prepared for changes that will result from the use of AI systems.</p>	1
		<p>Employer attractiveness: The Federal Administration is an attractive employer for AI and data science experts (including attractive remuneration and employment conditions).</p>	-
Resources	High costs and economic uncertainty / insufficient availability of resources	<p>Scaling and reuse: The Federal Administration supports the development of scalable, reusable AI systems in the administrative units by providing centralised funding and services.</p>	3
		<p>Measurable benefits: The Federal Administration evaluates the economic benefits of the AI systems it uses based on performance metrics.</p>	-
Ecosystem	High need for coordination with external stakeholders / uncertainty among external stakeholders	<p>Synergies across government levels: The Federal Administration leverages synergies with cantonal and communal administrations.</p>	-
		<p>Interdisciplinary dialogue: The Federal Administration maintains a close dialogue on the use of AI with the scientific community and civil society.</p>	-
		<p>Public communication: The Federal Administration communicates its use of AI systems to the general public in a systematic and transparent manner.</p>	-



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Sub-strategy

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