



Quality Management System

Enhancement register 2022–2023

Approved on October 10, 2024

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1. Summary

This document assembles the results of interviews carried out with process owners in January 2023. It is validated by the Quality Commission and approved by EPFL Direction. Its aim is to verify the efficiency of the Quality Management System (QMS).

After an overview of the QMS, [section 3](#) (pp. 6–14) provides details of the improvements brought to each of the eight principal processes of the system.

[Appendices 1](#) and [2](#) provide all the necessary detail of the quality policy, the enhancement process and the sub-processes of the system.

2. Quality management at EPFL

1. EPFL first began adopting quality assurance procedures shortly after it became a federal institution in 1969. In the 1990s, the Swiss Federal Council and the ETH Board issued additional quality assurance requirements for the ETH Domain. EPFL consequently developed its first “waterfall quality management system” in accordance with the *Loi fédérale sur l’aide aux universités*, which was replaced by the Highest Education Act (HEdA) on 1 January 2015.
2. This “waterfall quality management system” was based on the code of ethics and code of honour that were in effect at EPFL at the time. It was designed around four key elements of EPFL’s culture: a spirit of excellence that aims for best-in-class performance; a spirit of entrepreneurship and innovation that is also a driving force for action; a community that fosters teamwork and dialogue; and an open mind-set that embraces diversity. This system was accredited by several agencies between 2003 and 2018 – mainly France’s *Commission des titres d’ingénieur (CTI)* in 2006, 2010, 2014 and 2018, the Swiss Centre of Accreditation and Quality Assurance (OAQ) in 2006, and the AAQ in 2014.
3. On 17 October 2018, the EPFL Direction appointed a Steering Committee to prepare for institutional accreditation. Professor William Pralong, Quality Assurance Deputy until September 2019, organised a kick-off meeting familiarizing the participants with the requirements of the HEdA, mandatory for EPFL and ETH Zurich as defined in article 10a of the ETH Act. The Committee reviewed the quality management system and defined:
 - **Managerial and strategic processes**, which are the responsibility of the EPFL president and EPFL Direction. Structural decisions are taken at weekly management meetings (DIR), attended, in addition to all VPs, by the general secretary, the director of Legal Affairs and the director of Mediacom.
 - **Academic processes** are mainly in the hands of the EPFL Schools and Colleges, and Vice Presidencies for Academic Affairs (VPA) and Innovation (VPI). The dedicated VPs take structural decisions after the consultation with the EPFL Schools and Colleges Direction taking place at D² meetings.
 - **Financial and operational processes** are in the hands of the operational vice presidencies (VPF, VPO, VPT), who make decisions within their areas of responsibility. The VPs discuss the decision to be taken with EPFL deans at operational meetings (SOPs).
4. The QMS relies on EPFL Development Plan (currently, 2021–2024), Target Agreement (currently 2021–2024), and the applicable laws and regulations (inputs). The outputs are EPFL overall performance, the employability and reputation of its graduates, and the satisfaction of stakeholders (outputs, see figure 1 below).

5. In 2020, the EPFL Direction drafted its first Quality Policy and determined the responsibilities and the functioning of the Quality Assurance. Since then, each process owner formalized its sub-processes (see synthetic forms, appendix 2) and described how they are planned, carried out (“Do”), controlled, improved (“Act on”) and assessed by a range of instruments verifying the alignment with EPFL values¹ and quality assurance guiding principles such as:
 - compliance with the regulatory framework,
 - accountability and data availability² for decision-making,
 - participation in decision-making,
 - periodic evaluation,
 - stakeholder satisfaction,
 - uniform implementation within the institution.

6. Once a year, process owners update the synthetic form, announce any changes that have occurred since the last review and identify the enhancement/mitigation/corrective measures being implemented. The quality assurance deputy records this information in a register (process owners responsibilities are summarised in appendix 1). Enhancement measures are published on the Quality Office website, published in the Open Campus Newsletter and the Quality Newsletter. In addition, each competent unit uses its own communication channels (i.e. CDS, CCE, School Assembly portal) to improve the flow of information.

7. In 2022, the EPFL Direction appointed the Quality Commission in order to coordinate the follow-up of the institutional accreditation. The partial revision of the Quality Management System has been undertaken in September 2023.

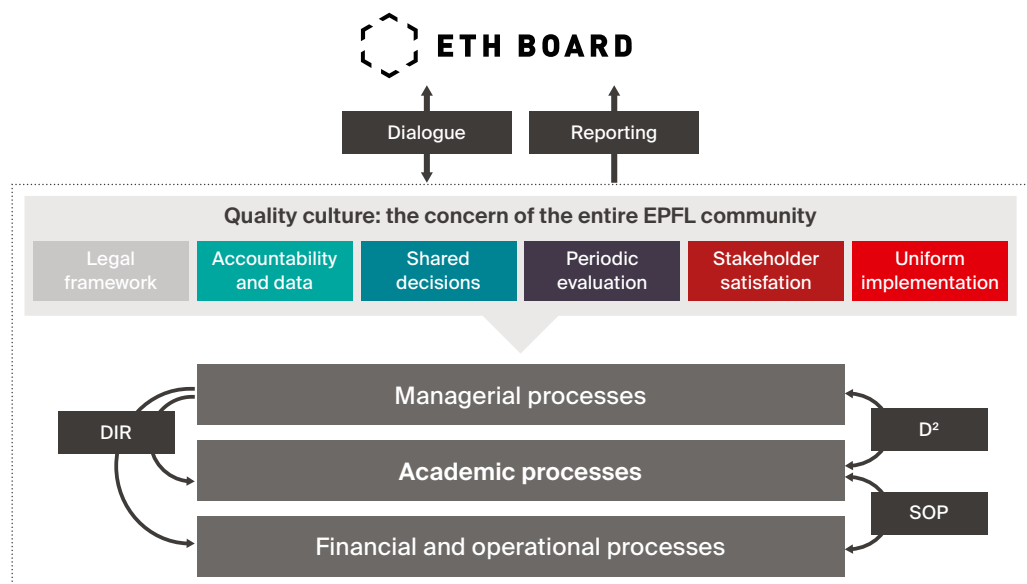


Figure 1 | Quality management system

1 See 2021: Looking Forwards. P. 7. Link: https://www.epfl.ch/about/presidency/wp-content/uploads/2021/02/2021_looking_forward.pdf
 2 For EPFL, access to data is a communication tool, reflecting EPFL's identity, evolution and dynamism

3. Process review 2022–2023

3.1 Managing EPFL (N°1)

This strategic process is composed of three sub-processes:

- 1a *Defining the four-year strategy, organization, resource allocation and overseeing the implementation*
- 1b *Appointing new generation of academics*
- 1c *Defining and implementing international strategy, communication and quality policy.*

During the year under review, the process owners mentioned:

Criteria	Information provided
Legal framework	Partial revision of the ETH Board ordinance on the teaching staff of the Swiss federal institutes of technology, the revision of the Regulations governing EPFL tenure-track assistant professors (Lex 4.2.1) and the Regulations governing appointments from associate professor to full professor (Lex 4.2.2). For details, see AE portal.
Accountability and access to data	<p>The ETH Board will be informed of the results of the IC evaluation in December 2023. The executive summary will then be posted on the Quality Office website.</p> <p>New web pages, Facts and Data stories, have recently been created. They include the report of the person of trust, statistics on administrative investigations and different reports (See Open Campus N° 34 and N° 35, and Quality Newsletter N° 1).</p> <p>In line with the national Open Access Strategy, launched in 2017, EPFL has developed its own strategy, set up an Open Science Strategic Committee. EPFL delivers specific trainings on this topic and offers scientific grants. To comply with this policy, authors are required to deposit a version of each of their publications in the institutional archive Infoscience (see Open Campus Newsletter N° 32).</p>
Participation in decision making	The consultation on the Strategic Academic Committee was completed in November 2022, and the kick-off meeting took place in Spring 2023. This committee, among other tasks, contributes in drafting the Strategic Plan 2025–2028. For details, see Academic Committees webpage.
Periodic evaluation	The AAQ experts charged of the EPFL institutional accreditation noted that quality-related communication needed to be improved. Among other mitigation measures, a Quality Newsletter was launched in July 2023 and the Quality Office website has been completely overhauled. For details, see Open Campus Newsletter N° 33.
Uniform implementation	An “umbrella initiative” coordinating existing onboarding activities for new faculty members, such as Bootstrap Day, research management events, advises on hiring of PhDs or RH management, has been launched.
Activity or impact indicators regarding the communication	<p>Messages from the president (twice a year, 62% openings).</p> <p>Newsletter Open Campus (ten per year, 62% openings).</p> <p>Quality Newsletter N°1 (61% openings).</p>

3.2 Living together (N°2)

This strategic process is composed of two sub-processes:

- 2a *Defining and implementing sustainability policies*
- 2b *Defining and implementing equal opportunities policies*

During the year under review, the process owners mentioned:

Criteria	Information provided
Accountability and access to data	<p>The Climate and Sustainability Strategy sets out sustainability goals for EPFL core missions of education, research and innovation and outlines measures to reduce the environmental impact of EPFL operations, to make the campuses more resilient to climate change, and to incorporate social aspects in order to improve the well-being of EPFL community (see Open Campus N° 34).</p> <p>Gender monitoring 2021–2022 and EPFL's carbon footprint are available on specific web pages. An interim report on the implementation of the Equality and Diversity Action Plan 2021–2024 and of the progress achieved in response to the Status of Women Faculty@EPFL Report, issued in 2020, is currently being drafted (see Newsletter Open Campus N° 27).</p>
Participation in decision making	<p>The VPT funds sustainability officer positions for each EPFL School and intends to launch a Sounding Board on Sustainability.</p>
Stakeholder's satisfaction	<p>In 2020, the #payetonepfl campaign, launched by student association Polyquity, revealed the extent of harassment and discrimination problems on campus. A few months later, an A–Z Harassment and Promoting a Culture of Respect Task Force was set up with six working groups, resulting in several deliverables: a survey to measure the scale of the problem, an online training module for the whole community, the creation of the Trust and Support Network (TSN) to align the relevant units, several awareness and prevention campaigns, as well as the adoption of new guidelines.</p> <p>With the appointment of Emmanuel Noyer as respect compliance officer (RCO) on 1 May 2023, EPFL has taken a further step towards responding adequately to the problems of harassment, violence and discrimination (see Quality Newsletter N°1 and Open Campus N° 29, N° 31, N° 35, N° 36, N° 37).</p>
Uniform implementation	<p>EPFL's online training modules on preventing harassment are rolled out, in both English and French (HR's Learning & Development platform for employees, Moodle for students). This is an important milestone for the Task Force mentioned above (see Newsletter Open Campus N° 28).</p>
Activity or impact indicators regarding the communication	<p>New web pages dedicated to mental health, Mental Health Week and related videos (26.07.2023, more than 800 views on YouTube).</p>

3.3 Teaching and learning (N°3)

This strategic process is composed of six sub-processes:

- 3a *Developing an education and training policy*
- 3b *Designing new curricula and study plans*
- 3c *Managing the BA, MA, CMS and MAN cycles*
- 3d *Managing Doctoral School*
- 3e *Managing student's path*
- 3f *Managing student's services*

During the year under review, the process owners mentioned:

Criteria	Information provided
Legal framework	Lex 2.5.1 and Lex 2.6.1 are currently being revised. A new strategy for limiting the number of students is under consultation (see Newsletter Open Campus N° 29 and N° 32).
Accountability and access to data	The Education Statistics Team has published a series of figures on the Tableau website (tableau.epfl.ch). These include this Spring's Education Dashboard, the School's official student headcount, weekly figures on new first-year bachelor's and master's enrolments and a projection of the final number of students. From now on, the figures are analysed monthly at the CDS meetings.
Participation in decision making	<p>The AAQ experts involved in the EPFL institutional accreditation noted that the participation of all groups of people in governance could be improved (recommendation N° 5). In particular, the role of students in several committees / commissions needs to be clarified; for example the student body needs to be more involved in the design and evaluation of surveys (recommendation N° 3). The AVP-SAO will take appropriate actions.</p> <p>EPFL students are already involved in continuously improving courses by completing course evaluations each semester (student's indicative feedback on classes, in depth-course evaluations, internal master evaluations, etc.). Teachers take the feedback they receive into account and share their class evaluation results with both students and their Section, creating a feedback loop that lets EPFL enhance its services and implement any necessary changes. EPFL also recently advanced the moment of student's indicative feedback on classes so that changes can be made while students are still taking a class.</p>
Periodic evaluation	<p>Nineteen master's programmes in engineering have been certified by the French <i>Commission des titres d'ingénieur (CTI)</i> and have received the label European Accredited Engineer (EUR-ACE). These accreditations are valid until 2028 and will make it easier for EPFL graduates to have their qualification recognized in all EU countries.</p> <p>The AAQ experts noted that the Master of Architecture was not evaluated since 2014 (recommendation N° 2). A detailed analysis, carried out, the Quality Office and AVP-E, showed that the section has carried out a self-evaluation as part of the recognition of titles between Switzerland and Quebec in 2022. This information will be communicated as soon as the State Secretariat for Education, Research and Innovation lifts the embargo. The MA programme in architecture will be peer-reviewed, during the next EPFL–ENAC evaluation in 2027.</p>

Criteria	Information provided
Stakeholder's satisfaction	<p>The Student Services satisfaction survey has not been renewed since 2019.</p> <p>Community mental health survey results are now available. A one-week break will be introduced from 2024 in order to mitigate with the student body fatigue. (See N° 29, N° 34, N° 37 and specific web pages).</p>
Uniform implementation	<p>EPFL rolled out a series of measures to ensure it keeps delivering a high-quality education despite the increasing number of student's. For instance, EPFL opened the Propaedeutic Center (CePro) for the first-year bachelor's students. CePro's aim is to ensure the large first-year classes run smoothly and the exercise sessions are well-organized. In addition, CePro trains the teaching assistants who help administer and grade exams in order to increase the quality of teaching.</p> <p>Additional measures are currently being analysed.</p>
Activity or impact indicators regarding the communication	<p>Accreditation of 19 master programmes available on the CTI web site.</p> <p>Teaching Day 2023 has gather around 150 participants (report here).</p>

3.4 Researching (N° 4)

This strategic process is composed of four sub-processes:

- 4a *Conducting a research project*
- 4b *Creating a framework for accessing third-party funding*
- 4c *Disseminating and valorising research results*
- 4d *Developing research facilities*

During the year under review, the process owners mentioned:

Criteria	Information provided
Legal framework	The Associate Vice Presidency for Centers and Platforms has created new rules for harmonizing the governance and operation of EPFL Centers. Lex 1.2.12 imposes a periodic evaluation of Centers every four years, and requires informing the EPFL Direction on the research, education and innovation activities in order to allow further decisions on the strategic orientations (see Newsletter Open Campus N° 31 and Quality Newsletter N° 1).
Accountability and access to data	In 2022, internal REO procedures were formalized in the form of “standard operating procedures” connecting the various databases (Service Now, GrantDB, etc.). These internal procedures have been distributed to all employees concerned. EPFL is planning to set up a new ethics commission to evaluate specific research projects. The AAQ experts noted in 2021 that laboratory data management should be improved (recommendation N° 4). The AVP-R carries out a situation analysis.
Participation in decision making	The Strategic Academic Committee has been launched. See process N° 1.
Periodic evaluation	The AAQ experts noted in 2021 that the research evaluation needs to be better communicated (recommendation N° 8). The AVP-R carries out a situation analysis.
Stakeholder’s satisfaction	Stakeholder satisfaction with REO services has been measured by survey, and that of TTO will be measured during the 2023 audit.
Uniform implementation	A guide explaining the governance and evaluation procedure of EPFL Centers (see Lex 1.2.12) published and the lex regarding the the organisation and governance of Platforms has been reviewed (see Lex 1.2.12). Conducting Research the Right Way is an online course that teaches the fundamentals of research integrity and good scientific practice and helps to comply with Lex 3.3.2. (see Newsletter Open Campus N° 24). A quiz to test on data protection was created (see Newsletter Open Campus N° 22) and an online training course on data protection launched on 7 February 2023 (see President Office mail, summer 2023).
Activity or impact indicators regarding the communication	Dimensions magazine. March, Sept., and Dec. editions: 5,500 magazines distributed + 6,600 e-magazines sent. June edition: 3,700 magazines distributed + 32,000 e-magazines sent EPFL Open days (25,000 visitors). IC evaluation debriefing (80–90 persons). Web pages news.epfl.ch and press review.

3.5 Innovating (N° 5)

During the year under review, the process owners mentioned:

Criteria	Information provided
Stakeholder's satisfaction	<p>Satisfaction surveys are conducted with industrial partners.</p> <p>For one year, companies can experience the value delivered by the EPFL eco-system through KNOVA, a partnership acceleration programme. KNOVA gives students and researchers the opportunity to seek partner businesses for their research projects. Six companies are participating in 2022. (see Quality Newsletter N°1 and Open Campus Newsletter N° 29).</p> <p>EPFL Innovation Park is set to expand with Ecotope, an open ecosystem designed to encourage the creation of start-ups and promote collaborations that will help outside companies grow. The aim is to double Innovation Park's surface area, currently 55,000 m², within the next ten years (Open Campus Newsletter N° 30).</p>
Uniform implementation	<p>With an innovative video series, the VPI informs how EPFL is collaborating with the industry and developing long-term relationships in order to best meet today and future's scientific, technological, and societal challenges (see Open Campus Newsletter N° 29).</p>
Activity or impact indicators regarding the communication	<p>Tech4Growth Conference.</p> <p>24,000 followers on LinkedIn.</p>

3.6 Managing finances (N° 6)

This strategic process is composed of four sub-processes:

- 6a *Planning financial needs and their use*
- 6b *Managing the controlling system*
- 6c *Ensuring and maintaining the preparation of fair, complete and transparent IPSAS financial statements for stakeholders*
- 6d *Ensuring appropriate insurance management, monitoring the implementation of audit points and the evolution of the ICS*

During the year under review, the process owners mentioned:

Criteria	Information provided
Participation in decision making	<p>To explain the budgetary situation to the EPFL community, the EPFL Direction:</p> <ul style="list-style-type: none"> ■ organized a Townhall; ■ created a web page dedicated to communicating detailed budgetary measures; ■ opened a suggestion box to collect employees' ideas. <p>The Open Campus Newsletters N° 36 and N° 37, as well as the Quality Newsletter N° 1, reported on this.</p>
Uniform implementation	<p>The AAQ experts issued a general recommendation on the importance to further implement the Nexus project. (This is a general recommendation, not an audit finding).</p>

Activity or impact indicators regarding the communication
Townhall from 20 May 2023 (450 participants + 150 per Zoom).

3.7 Managing HR (N°7)

This strategic process is composed of three sub-processes:

- 7a *Defining and implementing the HR strategy*
- 7b *Managing the life cycle of EPFL employees*
- 7c *Developing the HR function*

During the year under review, the process owners mentioned:

Criteria	Information provided
Legal framework	<p>The AAQ experts suggest implementing a periodic evaluation of faculty member’s performance. A Dialogue meeting with the ETH Board will be devoted to this issue in December 2023.</p> <p>There are two new Lexes:</p> <ul style="list-style-type: none"> ■ Regulations Applicable to Teleworking (Lex 4.1.8) ■ On-Call Service Regulations (Lex 4.1.9)
Accountability and access to data	<p>A new SAP system, SuccessFactors, replace the obsolete IT system and significantly improve access to HR data. In 2023, a new absence reporting system was implemented. Among other improvements, it makes it easier for line managers to identify employees who have not taken vacation.</p>
Stakeholder’s satisfaction	<p>A staff satisfaction survey was launched in 2023 (see Open Campus Newsletter N°35).</p> <p>Mental Health & Well-Being Survey, launched in 2022, was analysed and first improvement measures were taken.</p> <p>Trust and Support Network and Respect Compliance Officer are now available.</p>
Uniform implementation	<p>The AAQ experts suggested that all EPFL doctoral and post-doctoral students be offered the opportunity to teach (recommendation N°10). In response, CePro has been tasked to coordinate the needs of the of first-year courses and offer the teaching opportunities to teaching assistants and post-docs.</p>
Activity or impact indicators regarding the communication	<p>2023 Satisfaction Survey, 2,352 participants (participation rate 40%).</p> <p>2022 Mental Health and Well-Being Survey, 4,293 participants (participation rate 23%).</p>

3.8 Managing infrastructure and proximity services (N° 8)

This strategic process is composed of six sub-processes:

- 8a *Designing and conducting new projects*
- 8b *Maintaining and managing the existing infrastructure*
- 8c *Design and implement new IT services and manage existing infrastructures*
- 8d *Purchasing goods and services*
- 8e *Managing the proximity services (restaurants, shops, etc)*
- 8f *Managing health, safety and security*

During the year under review, the process owners mentioned:

Criteria	Information provided
Legal framework	New Lex: On-Call Service Regulations (Lex 4.1.9).
Accountability and access to data	The data is published in the annual report of the EPFL annual report, ETH Board and in specific reports. The SFAO reports are available on the SFAO website.
Participation in decision making	Decisions concerning a whole institution are submitted to the EPFL Assembly for consultation and discussed by the various administrative committees. Internally, all department heads are consulted before decisions are taken. Academic bodies are also consulted about new buildings for teaching and research infrastructure, and steering committees are set up that bring together the various bodies representing EPFL's key target audiences. The same applies to major renovations (masterplan).
Periodic evaluation	EPFL reports on the results of audits carried out by the Swiss Federal Audit Office, the ETH Board or specific audits (IT, security, occupational health, etc.).
Stakeholder's satisfaction	Satisfaction surveys are carried out to analyse the satisfaction of the various stakeholders (e.g. satisfaction survey on catering, space occupancy, IT service support). See Newsletter Open Campus N°37 and N°33.
Uniform implementation	SOP meetings.

Activity or impact indicators regarding the communication

2023 Building Survey, ongoing.
2022 Restaurant Survey, 2,660 participants (participation rate 12%).

Appendix 1 **Tasks and responsibilities of a process owner**

1 **Participate in process description**

- Describe the various steps of process management.
- Identify legal framework, instruments and documents.
- Update the process according to decisions taken by EPFL Direction.

2 **Monitor the process**

- Identify any changes that could impact the process.
- Analyze stakeholder satisfaction.
- Ensure ongoing evaluation.
- Inform the deciders about stakeholder input (School Assembly, Class Representatives, etc.) before the decision is taken
- Monitor the consistent implementation of the process within the institution.
- Inform EPFL Direction if the mitigation of corrective measures are required.

3 **Communicate**

- Communicate the main results to the various stakeholders.
- Communicate with other process owners and Quality deputy.
- Oversee the dissemination of quality instrument results.
- Participate in audits, evaluations and accreditations.

Appendix 2 Quality management system: Synthetic forms

QMS guiding principle

- Legal conformity
- Accountability and access to data
- Participation in decision process
- Periodic evaluation
- Stakeholder satisfaction
- Uniform implementation

Managing EPFL

- 1a *Defining the four-year strategy, organization, resource allocation and overseeing the implementation*
- 1b *Appointing new generation of academics*
- 1c *Defining and implementing international strategy, communication and quality policy*

Living together

- 2a *Defining and implementing sustainability policies*
- 2b *Defining and implementing equal opportunities policies*

Teaching and learning

- 3a *Developing an education and training policy*
- 3b *Designing new curricula and study plans*
- 3c *Managing the BA, MA, CMS and MAN cycles*
- 3d *Managing Doctoral School*
- 3e *Managing student's path*
- 3f *Managing student's services*

Researching

- 4a *Conducting a research project*
- 4b *Creating a framework for accessing third-party funding*
- 4c *Disseminating and valorising research results*
- 4d *Developing research facilities*

Innovating

- 5a *Supporting all stakeholders to translate the technologies conceived in our research labs to innovation with a positive impact on society and support the development of innovation leaders for non-academic roles*

Managing finances

- 6a *Planning financial needs and their use*
- 6b *Managing the controlling system*
- 6c *Ensuring and maintaining the preparation of fair, complete and transparent IPSAS financial statements for stakeholders*
- 6d *Ensuring appropriate insurance management, monitoring the implementation of audit points and the evolution of the ICS*

Managing HR

- 7a *Defining and implementing the HR strategy*
- 7b *Managing the life cycle of EPFL employees*
- 7c *Developing the HR function*

Managing infrastructure and proximity services

- 8a *Designing and conducting new projects*
- 8b *Maintaining and managing the existing infrastructure*
- 8c *Design and implement new IT services and manage existing infrastructures*
- 8d *Purchasing goods and services*
- 8e *Managing the proximity services (restaurants, shops, etc.)*
- 8f *Managing health, safety and security*

1 Managing EPFL

Synthetic form, sub-process N° 1a
Defining the four-year strategy, organization, resource allocation, and overseeing implementation

This sub-process is under the direct responsibility of the president. Formalization and evaluation of this sub-process are delegated to the general secretary.

Plan	<p>The EPFL Direction plans financial resources and infrastructure in the EPFL Development Plan.</p> <p>Within the limits of the Target Agreement, signed with the ETH Board, the EPFL Direction dialogues with the Schools / Colleges about the creation of new technology platforms, new interdisciplinary centres and new professorships.</p>
Do	<p>The president allocates resources to the units reporting to him.</p> <p>After consultation with the various EPFL units and verification of conformity with EPFL legislation, the EPFL Direction approves the organisation (closure / creation of units, centres, platforms, and curricula) and appoints the responsible persons / units.</p>
Control	<p>The EPFL Direction validates the strategies of the Schools / Colleges and monitors their development.</p>
Act on	<p>The EPFL Direction / vice president for academic affairs:</p> <ul style="list-style-type: none"> • mandates self-evaluations and peer reviews; • implements corrective measures immediately. Improvement / mitigation measures resulting from the evaluations are analysed and, if necessary, implemented.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Higher Education Act (RS 414.20) ■ ETH Act (RS 414.110) ■ Ordinance on the Organisation of EPFL (Lex 1.1.1) ■ Directive on Consultation Procedures within EPFL (Lex 1.1.2) 	<ul style="list-style-type: none"> ■ Academic Dialogues ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ Target Agreement 2021–2024 ■ EPFL Development Plan ■ Compliance Guide ■ Open Campus Newsletter ■ EPFL Annual Report ■ EPFL in Figures 2021 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Dialogue meeting with the ETH Board
	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ SOP, D²
	<ul style="list-style-type: none"> ■ Specific surveys

1 Managing EPFL

Synthetic form, sub-process N°1b
Appointing new generation of academics.

This sub-process reports directly to the Vice-President Academic (VPA). Formalization and evaluation of this sub-process are delegated to the Director of Faculty Affairs (APR).

Plan	The EPFL Direction determines the profiles of professors.
Do	The Academic Promotion Committees propose candidates for promotion. The research committees search candidates for new recruitment.
Control	Profiles of new professors sometimes emerge during these evaluations.
Act on	The renewal and creation of professorships are structuring decisions concerning research and education. They are the result of dialogue between the EPFL Direction, the Vice Presidencies and the Schools/College Directions.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Rules and Regulations Concerning EPFL Tenure-Track Assistant Professors (Lex 4.2.1). ■ Ordonnance sur le sur le corps professoral des EPF (RS 172.220.113.40). ■ Appointment of associate professor to post of full professor (Lex 4.2.2). 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Academic dialogues
<ul style="list-style-type: none"> ■ ETH Board communication ■ Open Campus Newsletter ■ EPFL web pages 	<ul style="list-style-type: none"> ■ School and College evaluation ■ Dialogue meeting with the ETH Board
	<ul style="list-style-type: none"> ■ Dialogue meeting with the ETH Board ■ CEAE, CEA
	<ul style="list-style-type: none"> ■ Specific questionnaires

1 Managing EPFL

Synthetic form, sub-process N°1c
Defining and implementing national and international strategy, EPFL communication and quality policy

These sub-processes are under the direct responsibility of the president. Formalization and evaluation of these sub-processes are delegated to the Mediacom director, the director of International Affairs and the Quality Commission.

Plan	<p>The EPFL Direction defines the institutional communication strategy for each target audience. The specific strategy for the promotion of science and education is defined by the vice president for academic affairs. Implementation is delegated to the specialised units.</p> <p>The EPFL Direction defines the sectoral policies (relating to quality and national and international strategy, etc.).</p>
Do	<p>Communication actions and materials for different target audiences (website, Dimensions magazine, Newsletter and various advertising brochures).</p> <p>Setting up a quality management system.</p> <p>Signing contracts and agreements with national and international partners.</p>
Control	<p>The Education Outreach (SPS) and Science Outreach (SPE) projects are evaluated by the participants or by partners.</p> <p>The EPFL Direction conducts a quality management review, such as described in the EPFL Quality policy.</p> <p>The website is evaluated by the users and the communication actions are evaluated by the target groups.</p>
Act on	<p>The services are improved following feedback from users, the EPFL community and external experts.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ ETH Act (RS 414.110), art. 2, alinea 1e ■ Lex 1.2.9, art. 2, alinea 5 ■ Higher Education Act (RS 414.20), art. 27–30 ■ ETH Act (RS 414.110), art. 10b ■ Lex 1.1.1, art. 3, alinea 5 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ ETH Board Annual Report ■ EPFL Annual Report ■ Newsletter Open Campus ■ Newsletter Quality ■ Quality Policy ■ International Policy ■ Communication Strategy 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Dialogue meeting with the ETH Board ■ Administrative Commissions or Committees ■ Quality Commission ■ Dialogue meeting with the ETH Board
	<ul style="list-style-type: none"> ■ Specific surveys

2 Living together

Synthetic form, sub-process N° 2a
Defining and implementing sustainability policies

This sub-process reports directly to the vice president for responsible transition (VPT). Formalization and evaluation of this sub-process are delegated to the VPT-Sustainability team.

Plan	The climate and sustainability strategy provides a strategic framework.
Do	<p>After consultation with the Sustainability team, EPFL units introduce measures in the areas of energy, IT, commuting and work/business mobility, food, purchasing, waste and biodiversity.</p> <p>The Sustainability team launches community awareness programmes (i.e. Act 4Change campaign) and programmes to support student projects (i.e. Act 4Change Lab).</p>
Control	The Sustainability team carries out environmental monitoring and reporting on energy, mobility, food and waste measures (EPFL, ETH Board and Confederation level). It also carries out assessments of awareness and support programmes.
Act on	<p>External evaluation of the Sustainability website, leading to a revision of the web pages.</p> <p>The associate vice president for education led curriculum reform to introduce a sustainability core curriculum at BA level and specific courses at other study levels and Teach4Sustainability network.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Energy Act (RS 730.0) ■ CO₂ Act (RS 641.71) ■ Federal Act on Public Procurement (RS 172.056.1) ■ ETH Domain environmental policy ■ Train de mesures sur le climat pour l'administration fédérale ■ Directives concerning professional travel and the reimbursement of expenses (Lex 5.6.1) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ Sustainability website ■ EPFL's CO₂ balance sheet and environmental reporting ■ Strategy Climate and Sustainability ■ EPFL annual report ■ Dedicated monitoring 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Dialogue meeting with the ETH Board ■ Dialogue meeting with the ETH Board ■ EPFL mobility survey ■ Satisfaction questionnaires ■ Specific surveys

2 Living together

Synthetic form, sub-process N° 2b
Defining and implementing equal opportunities policies

This sub-process is placed under the direct responsibility of the vice president for responsible transition (VPT). The formalization and evaluation of this sub-process are delegated to the VPT-Equal Opportunity Office (EGA).

Plan	The EPFL Direction and the VPT defines the priorities for equal opportunities.
Do	The Schools, Colleges and Central Bodies implement the measures recommended by the EPFL Direction.
Control	The VPT monitors the implementation of the measures according to the established priorities.
Act on	<p>The EGA provides ideas and information on national and international best practices, and reports on progress made.</p> <p>Areas for improvement include the fight against harassment, the general promotion of respect, reflection on the use of inclusive language and the creation of gender-neutral sanitary spaces.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Federal Constitution (RS 101) ■ Gender Equity Act (RS 151.1) ■ Federal Personnel Act (RS 172.220.1) ■ Ordonnance sur le personnel du domaine des EPF ■ Procedure for arrangements for courses and/or exams for students with disabilities (Lex 2.6.5) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ Gender Monitoring ↗ ■ Equality and Diversity Action Plan 2021–2024 ↗ ■ Dedicated courses (Implicit Bias Awareness Seminars, REGARD, Fix the Leaky Pipeline) 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Dialogue meeting with the ETH Board ■ Dialogue meeting with the ETH Board ■ Specific surveys ■ Specific questionnaires

3 Teaching and learning

Synthetic form, sub-process N° 3a
Developing an education and training strategy

This sub-process is the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for education (AVP-E) and the associate vice president for postgraduate education (AVP-PGE).

Plan	<p>The EPFL Direction draws up a Development Plan 2021–2024 in which the associated Vice Presidencies develop a specific strategy for training.</p> <p>The AVP-E, AVP-PGE, the School / College Direction, the Section Direction or the Doctoral School anticipate resource needs and announce it during the Academic Dialogues.</p> <p>The AVP-E and AVP-PGE define the admission and success policy.</p>
Do	<p>The VPA defines and formalizes the educational policy and mandates the dedicated units to implement it</p> <p>The Schools / Colleges Directions, as well as the Section Directions or the Doctoral Schools, implement the strategies announced during the Academic Dialogues meetings.</p>
Control	<p>The EPFL Direction leads the Dialogue meeting with the ETH Board to verify the alignment of the EPFL strategy with the requirements of the Confederation.</p> <p>The VPA mandates the evaluations of the Schools / Colleges and of the master's programmes (CTI).</p>
Act on	<p>The VPA analyses the recommendations, mandates their implementation and appoints the dedicated units.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ ETH Act (RS 414.110) ■ Ordonnance concernant l'admission à l'EPFL (RS 414.110.422.3) ■ Ordonnance sur la formation menant au bachelor et au master de l'EPFL (RS 414.132.3) ↗ ■ Ordonnance sur le doctorat à l'EPFL (RS 414.133.2) ■ Ordonnance sur la formation continue à l'EPFL (RS 414.134.2) ■ Directive on Consultation Procedures within EPFL (Lex 1.1.2) ↗ ■ Regulations concerning the EPFL Section Directors' Conference (Lex 1.9.1) ↗ ■ Directive concerning doctoral studies at EPFL (Lex 2.4.1) ↗ ■ Directive on master and minor programmes at EPFL (Lex 2.11.2) ↗ 	<ul style="list-style-type: none"> ■ CDS and CCE ■ EPFL Annual Report ■ EPFL in Figures ■ Expert reports and CTI reports ■ Whitepaper Education system at EPFL
<ul style="list-style-type: none"> ■ Inputs of students, teachers and Advisory Boards, class delegate and class representatives ■ Academic Committee ■ Teaching Committee ■ EPFL Assembly ■ CDS, CCE 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Accreditation of MA programmes (CTI) ■ Dialogue meeting with the ETH Board
<ul style="list-style-type: none"> ■ Dialogue with Advisory Boards, CDS, CCE ■ Specific questionnaires 	<ul style="list-style-type: none"> ■ Specific surveys

3 Teaching and learning

Synthetic form, sub-process N° 3b
Designing new curriculum and study plans (BA, MA)

This sub-process is the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for education (AVP-E).

Plan	<p>The School / College Direction, the Section Direction or a dedicated working group analysis societal needs and opportunities.</p> <p>They gather comments and interests from stakeholders (other universities, researchers in the field, employers, other faculties, etc.). In principle, they announce the project to the Academic Dialogue meeting and introduce it into the next Development Plan 2021–2024.</p>
Do	<p>The School / College Direction, the Section Direction or the working group elaborate on justification and have it approved by the EPFL Direction.</p> <p>The Section directors draw up a proposal for the study plans and the application regulations with the involvement of the teachers. In collaboration with the latter, they develop the learning objectives.</p> <p>The Education Outreach Unit (SPE) ensures the promotion.</p>
Control	<p>The curriculum will be evaluated in the same manner as existing curricula.</p>
Act on	<p>The School / College director, the Section director or the teacher incorporates the relevant recommendations into the study plan.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordonnance sur la formation à l'EPFL (RS 414.132.3) ■ ESG 2015 ■ Ordonnance d'accréditation (RS 414.205.3) ■ Directive on School Councils (Lex 1.2.1) 	<ul style="list-style-type: none"> ■ CDS ■ CCE ■ Dialogue with the advisory Boards ■ Dialogue meeting with the ETH Board ■ EPFL Assembly ■ School Councils
<ul style="list-style-type: none"> ■ Education in Figures ■ EPFL Annual Report ■ Newsletter Open Campus (i.e. N° 28, N° 30) 	<ul style="list-style-type: none"> ■ Dialogue meeting with the ETH Board ■ Institutional accreditation ■ Evaluation of Schools and Colleges
<ul style="list-style-type: none"> ■ Dialogue with Advisory Boards, students, and teachers ■ Specific questionnaires 	<ul style="list-style-type: none"> ■ Specific surveys

3 Teaching and learning

Synthetic form, sub-process N° 3c
Managing study plans (BA, MA, CMS and MAN cycles)

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the Section directors, head of the Registrar’s Office (SAC) and other competent units.

Plan	<p>The Section directors plan the teaching and adapt it to the requirements of the stakeholders.</p> <p>The Section Direction and the Teaching Committee adapt the study plans according to the needs identified.</p> <p>Revision may be necessary based on feedback from the Teaching Committee, student suggestions, the Advisory Committee and other bodies.</p>
Do	<p>The SAC updates the study plans, prepares and publishes the timetables.</p> <p>The teacher delivers the courses.</p>
Control	<p>Statistical analyses are produced.</p> <p>Section directors conduct annual review with the AVP-Education.</p> <p>The Career Center conducts surveys on professional insertion.</p> <p>The VPA mandates the evaluations of the MA programmes (CTI).</p>
Act on	<p>Students and the Teaching Support Centre (CAPE) provide indicative and in-depth feedback to teachers and Section directors.</p> <p>The teacher / Teaching Committee analyses the feedback from the students and the class representatives.</p> <p>The Section directors analyse the professional insertion, the feedback from the industry and, if necessary, implement the recommendations.</p> <p>The CDS harmonizes procedures within EPFL and develops good practices.</p> <p>The associate vice president for education intervenes in a subsidiary way.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordonnance sur la formation à l'EPFL (RS 414.132.3) ■ ESG 2015 ■ Ordonnance d'accréditation (RS 414.205.3) ■ Directive Concerning the Evaluation and Recognition of Teaching at EPFL (Lex 2.5.1) ■ Internal directive concerning examinations at EPFL (Lex 2.6.1) 	<ul style="list-style-type: none"> ■ CDS ■ CCE ■ Teaching Committees ■ Academic Committees ■ Students
<ul style="list-style-type: none"> ■ Course evaluation (indicative feedback, internal evaluation of master programmes, in depth evaluation) ■ EPFL Annual Report ■ EPFL in Figures ■ Study regulations ■ Study plans 	<ul style="list-style-type: none"> ■ Teaching Committees ■ Accreditation of MA programmes (CTI) ■ Course evaluations (indicative feedback, in-depth evaluation, internal master evaluation) ■ Dialogue with Advisory Boards, students, teachers ■ Course evaluations ■ Job placement survey
	<ul style="list-style-type: none"> ■ Specific surveys

3 Teaching and learning

**Synthetic form, sub-process N° 3d
*Managing Doctoral School***

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for postgraduate education (AVP-PGE).

Plan	<p>The VPA and the AVP-PGE analyse the needs of a new doctoral programme within the limits of the EPFL Development Plan 2021–2024.</p> <p>The AVP-PGE plans the organization and resources for the doctoral programmes.</p>
Do	<p>The AVP-PGE reviews and approves the plans and regulations of the doctoral programmes.</p> <p>The AVP-PGE appoints the members of the doctoral programme commission and the director of the doctoral programme.</p> <p>The doctoral programme commission manages admissions, organizes and approves courses and delegates the feeding of the IS-Academia. It monitors the progress of doctoral students and takes the necessary measures.</p> <p>The administrative teams and SAC manage the files.</p>
Control	<p>The AVP-PGE organizes the EPFL Doctoral Commission, which brings together the VPA, all the program directors and one to six delegates of the doctoral students.</p> <p>The VPA mandates the evaluations of the Schools and Colleges.</p>
Act on	<p>The VPA and AVP-PGE analyse the results of the surveys and peer reviews.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordonnance sur le doctorat (RS 414.133.2) ■ Directive concerning doctoral studies (Lex 2.4.1) ■ Doctoral regulations (Lex 2.4.2) ■ ESG 2015 	<ul style="list-style-type: none"> ■ Doctoral Commission ■ Doctoral Programme Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ Reports on annual evaluation of PhD students (AR) ■ Doctoral Survey ■ EPFL in Figures ■ SSEE ■ Survey on job placement 	<ul style="list-style-type: none"> ■ Evaluation of Schools and Colleges ■ Institutional accreditation
	<ul style="list-style-type: none"> ■ Doctoral Commission ■ Doctoral Programme Committees ■ Doctoral survey
	<ul style="list-style-type: none"> ■ Specific surveys

3 Teaching and learning

Synthetic form, sub-process N° 3e
Managing student’s path in the study cycle (admission, classes, schedules, exams, etc.) and student-oriented information

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for education (AVP-E).

Plan	<p>The VPA defines admission requirements in accordance with the legal framework and monitoring indicators.</p> <p>The Section directors define the expected competencies by the level of study and field of study.</p> <p>The teacher defines the pass/fail criteria.</p>
Do	<p>Admissions</p> <ul style="list-style-type: none"> • The Registrar's Office (SAC) and the Sections prepare and pre-evaluate the applications. • The Bachelor and Master Admissions Committees make decisions. <p>Management of student files</p> <ul style="list-style-type: none"> • The SAC implements all procedures related to the management of studies (registration, follow-up of results, absences and mobility). • The SAC produces certificates, report cards, formalizes procedures and manages files and titles. <p>Exam management</p> <ul style="list-style-type: none"> • The SAC plans examination sessions. • The teachers prepare and administer the exams, correct and mark them, and complete the exam protocols. • The SAC calculates the results, processes requests for re-assessment and submits them to the legal department, which deals with appeals and cases of cheating. • The VPA academic data produces an analysis of the results.
Control	<p>The Admissions Committees monitor the admissions process. The Exams Conference validates the results.</p>
Act on	<p>The SAC analyses the recommendations and, where appropriate, mandates their implementation.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordinance to the Federal Act on Data Protection (RS 235.11) ■ Ordonnance sur le contrôle des études menant au bachelor et master à l'EPFL (RS 414.132.2) ■ Ordonnance sur l'admission à l'EPFL Formation bachelor et master (RS 414.132.3) ■ Ordonnance sur le doctorat (RS 414.133.2) ■ Règlement disciplinaire concernant les étudiants de l'EPFL (RS 414.138.2) ■ Lex 2.1.1, Lex 2.9.1 , Lex 2.11.1, Lex 2.11.0.1, Lex 2.11.7 	<ul style="list-style-type: none"> ■ Internal procedures ■ EPFL Annual Report ■ EPFL in Figures
	<ul style="list-style-type: none"> ■ Dialogue with students ■ Specific commissions ■ EPFL Assembly
	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Accreditation of MA programmes (CTI)
	<ul style="list-style-type: none"> ■ Dialogue with students ■ Administrative Commissions or Committees
	<ul style="list-style-type: none"> ■ Specific surveys

3 Teaching and learning

Synthetic form, sub-process N° 3f
Manage student services and information

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for student affairs and outreach (AVP-SAO).

Plan	The AVP-SAO is developing a strategy to promote science and education, as well as a strategy to support the student body.
Do	The AVP-SAO organizes promotional and information events. It manages international agreements linked to education, and provides social, psychotherapeutic, spiritual and housing support, as well as assistance with language learning, a wide range of sporting activities, the development of cross-disciplinary skills and help with professional integration.
Control	Stakeholder satisfaction is assessed through surveys and close relations with the association representing the student body.
Act on	The AVP-SAO analyse the recommendations and, where appropriate, mandates their implementation.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ ETH Act, art. 11–12 ■ European Standards and Guidelines (ESG, 2015) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ CDS ■ Dialogue with students
<ul style="list-style-type: none"> ■ The AVP-SAO has created an online medium called ALTER for the student community, which it feeds ■ EPFL Annual Report ■ EPFL in Figures 	<ul style="list-style-type: none"> ■ Accreditation of MA programmes (CTI) ■ Institutional accreditation
	<ul style="list-style-type: none"> ■ Dialogue with students ■ Administrative Commissions or Committees
	<ul style="list-style-type: none"> ■ Specific surveys

4 Researching

Synthetic form, sub-process N° 4a
Conducting a research project

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for research (AVP-R) and head of Research Office (REO).

Plan	In accordance with the principle of academic freedom, research topics are not planned. Planning is done at the level of selecting the best candidates and research infrastructures. Professors plan research for their laboratories and solicit funding for projects.
Do	The REO supports the EPFL research community in the administrative tasks related to research projects. The Human and Animal Research Ethics Committees verify the ethical conformity of research projects involving humans or animals, when these projects are not reviewed by the formally authorized cantonal or national authorities.
Control	The services attached to the AVP-R and the VPF Management Control Unit monitor the administrative, financial, legal, and ethical compliance of subsidies and agreements or the provision of scientific equipment. They regularly inform the EPFL Direction about the situation. External experts regularly evaluate the academic performance of EPFL Schools, Colleges, Centres and Institutes.
Act on	Schools, College and Centre Directions analyse the recommendations of the experts and, where appropriate, implement them.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Federal Act of 14 December 2012 on the Promotion of Research and Innovation (RIPA, RS 420.1) ■ Swiss strategy Open Access ■ Directives du Conseil des EPF concernant le devoir d'information des EPF en cas d'incidents ■ Directive concerning whistleblowing at EPFL ■ Federal Act on Data Protection (RS 235.1) ■ Animal Welfare Act (RS 455) ■ Statutes of the EPFL Federal Act on Research involving Human Beings (RS 810.30) ■ Human Research Ethics Committee (Lex 1.3.4) ■ Statutes of the EPFL ■ Rules for the financial and administrative management of H2020 European projects (Lex 3.1.7) ■ Directive concerning research integrity and good scientific practice at EPFL (Lex 3.3.2) ■ Ordinance concerning the procedure to follow in cases of suspected scientific misconduct (Lex 3.3.3) 	<ul style="list-style-type: none"> ■ EPFL Directive on Grants, Research Contracts and Technology Transfer (DSCRRT, Lex 3.4.1) ■ EPFL Directive on Financial Regulations (Lex 5.1.1)
<ul style="list-style-type: none"> ■ EPFL Annual Report ■ Updated EPFL template of Data Management Plan (DMP) ■ EPFL in Figures ■ Infoscience 	
<ul style="list-style-type: none"> ■ Human Research Ethics Committee ■ Animal Research Ethics Committee 	
<ul style="list-style-type: none"> ■ Institutional accreditation ■ Evaluation of school and colleges ■ Audits ETH Board ■ SFAO audits 	
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with industry ■ Satisfaction questionnaires 	
<ul style="list-style-type: none"> ■ Specific surveys 	

4 Researching

Synthetic form, sub-process N° 4b
Creating a framework for accessing third-party funding

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for research (AVP-R) and head of Research Office (REO).

Plan	The REO anticipates contacts with potential funders and provides the necessary expertise and information to support EPFL researchers.
Do	The REO informs the EPFL Research Community about funding opportunities, provides support in the application process and contracting for public and non-profit funding, and provides support in the management of large research and mobility projects.
Control	Self-evaluation of internal procedures.
Act on	Services and procedures are constantly being improved. Their improvement is one of the Target Agreement 2021–2024.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ EPFL Directive on Grants, Research Contracts and Technology Transfer (DSCRTT, Lex 3.4.1) ■ Financial Regulations (Lex 5.1.1) 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits ETH Board ■ Evaluation of Schools and Colleges
<ul style="list-style-type: none"> ■ Annual Report ETH Board ■ EPFL Annual Report on Research (on demand) ■ EPFL in Figures 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with industry ■ Satisfaction questionnaires
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly ■ D² 	<ul style="list-style-type: none"> ■ Specific surveys

4 Researching

Synthetic form, sub-process N° 4c
Disseminating and valorizing research results

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for research (AVP-R) and the head of the Technology Transfer Office (TTO).

Plan	The TTO anticipates contact with interested parties and provides the necessary expertise and information to support EPFL researchers.
Do	The TTO is in charge of the management and valorisation of EPFL's intellectual property, in particular through patents and software, as well as related agreements with companies, but also of the training of researchers in technology transfer and innovation management.
Control	Self-assessment of internal processes.
Act on	Services and processes are constantly improved. Bilateral contacts with researchers and industry allow us to gather information.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ EPFL Directive on Grants, Research Contracts and Technology Transfer (DSCRTT, Lex 3.4.1) ■ Financial Regulations (Lex 5.1.1) 	<ul style="list-style-type: none"> ■ Audits ETH Board ■ Institutional accreditation ■ Evaluation of Schools and Colleges
<ul style="list-style-type: none"> ■ EPFL Annual Report ■ ETH Board ■ EPFL in Figures ■ Satisfaction survey 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with industry ■ Satisfaction questionnaires
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly ■ D² 	<ul style="list-style-type: none"> ■ Specific surveys

4 Researching

Synthetic form, sub-process N°4d
Developing research facilities

This sub-process is placed under the direct responsibility of the vice president for academic affairs (VPA). Formalization and evaluation of this sub-process are delegated to the associate vice president for centers and platforms (AVP-CP) and to the head of Office for Equipment and Centers (ECO).

Plan	<p>The AVP-CP in dialogue with the schools and colleges:</p> <ul style="list-style-type: none"> • evaluates and supports the scientific equipment needs of the laboratories; • presents to the EPFL Direction the creation of new technological platforms and follows up the implementation of those that report to it. • presents to the EPFL Direction the creation of new interdisciplinary and/or inter-institutional Centres and follows the implementation of those that report to it.
Do	<p>The EPFL Direction (or the VPA) makes the decision to create the platform and/or centre.</p> <p>The ECO consolidates the needs, verifies the availability of financial means, grants funds and monitors the acquisition of new equipment, and provides the Operational Director with support in terms of financial planning, reporting, and controlling, administration, regulation and governance as well as workflows and information systems.</p> <p>The ECO determines the CAPEX and OPEX requirements of the technology platforms that report to AVP-R, plans availability and allocation of funds.</p>
Control	<p>The ECO provides controlling support to operational managers. The annual user meeting issues recommendations.</p>
Act on	<p>The ECO evaluates its services and proposes measures for improvement.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ EPFL Directive on Grants, Research Contracts and Technology Transfer (DSCRTT, Lex 3.4.1) ■ Financial Regulations (Lex 5.1.1) 	<ul style="list-style-type: none"> ■ Audits ETH Board ■ Institutional accreditation ■ Evaluation of Schools and Colleges
<ul style="list-style-type: none"> ■ EPFL Annual Report ■ ETH Board ■ EPFL in Figures 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with industry ■ Satisfaction questionnaires
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly ■ Academic Dialogues 	<ul style="list-style-type: none"> ■ Specific surveys

5 Innovating

Synthetic form, sub-process N° 5a
Supporting all stakeholders to translate the technologies conceived in our research labs to innovation with a positive impact on society and support the development of innovation leaders for non-academic roles

This academic process is managed by the vice president for innovation (VPI) and steered by her deputy

Plan	Within the limits of the EPFL Development Plan, VPI promotes and develops relationships and the transfer of knowledge and technology between research, the economy and society.
Do	<p>The VPI develops the EPFL Innovation Park and the SIP.</p> <p>The VPI manages the relationship between EPFL, the <i>Société pour le quartier de l'innovation</i> (SQIE) and the Fondation EPFL Innovation Park (FEIP).</p> <p>The VPI supports star'up projects and EPFL entrepreneurship.</p> <p>The VPI develops EPFL's industrial relations and initiates and implements transversal initiatives related to its responsibilities.</p>
Control	<p>Track performance indicators described in the EPFL Activity Report.</p> <p>Monitor external indicators (venture capital investment, innovation ranking, etc.) for international comparison.</p>
Act on	<p>Knowledge and technology transfer in three areas: talent transfer, start-up creation and industrial collaboration.</p> <p>The visibility and accessibility of technologies and the attractiveness of EPFL's innovation ecosystem.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ ETH Act (RS 414.110). ■ Ordinance on the Organisation of the Ecole polytechnique fédérale de Lausanne (Lex 1.1.1) ↗ ■ EPFL Directive on Grants, Research Contracts and Technology Transfer DSCRTT (Lex 3.4.1) 	<ul style="list-style-type: none"> ■ Dialogue with industry
<ul style="list-style-type: none"> ■ EPFL Annual Report ■ EPFL in Figures ■ Satisfaction survey 	<ul style="list-style-type: none"> ■ Evaluation of School and Colleges ■ Institutional accreditation
	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with industry ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

6 Managing finances

Synthetic form, sub-process N° 6a
Planning financial needs and their use

This sub-process is managed by the vice president for finance (VPF) and delegated to the head of Planning and Treasury (PLAN)

Plan	<p>The PLAN translates the EPFL strategy into short, medium and long-term financial plans.</p> <p>The PLAN leads the overall annual budget process.</p> <p>The PLAN plans cash flow requirements and develops the funding and investment strategy.</p>
Do	<p>The PLAN manages the processes for preparing financial plans.</p> <p>The PLAN manages financial risks related to cash management.</p> <p>The PLAN supports VPs and Schools in anticipating their future financial needs and developing specific plans.</p>
Control	<p>The PLAN monitors compliance with laws, ordinances, rules and procedures in the area of cash management and financing.</p>
Act on	<p>The PLAN proposes improvements in the selection of the institutional data monitored a key success factor for planning.</p> <p>The PLAN proposes improvements in the processes for preparing financial plans, making them increasingly relevant tools for financial risk management and decision-making for the EPFL Direction.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Federal Audit Office Act (RS 614.0) ■ Federal ordinances (RS 611.01, RS 414.123) ■ Ordonnance sur le domaine des écoles polytechniques fédérales (RS 414.110.3) ■ Financial Regulations (Lex 5.1.1) ■ Directive de placement du Conseil des EPF (Lex 5.7.2) ↗ ■ Convention de trésorerie (Lex 5.7.1) ↗ ■ Rules and Regulations regarding Treasury Management (Lex 5.7.3) ↗ 	<ul style="list-style-type: none"> ■ EPFL Assembly ■ Administrative Commissions or Committees
<ul style="list-style-type: none"> ■ Budget request ■ Budget report ■ Annual budget and medium and long-term financial plan ■ Annual financial policy ■ Report on rankings ■ General space and financing plan (SGEF/RF GK) ■ EPFL Annual Report ■ Financial reports 	<ul style="list-style-type: none"> ■ Audits Swiss Federal Audit Office ■ Institutional accreditation ■ Administrative Commissions or Committees ■ Dialogue meeting with the ETH Board ■ Specific surveys

6 Managing finances

Synthetic form, sub-process N° 6b
Managing the controlling system

This sub-process is managed by the vice president for finance (VPF) and delegated to the head of Management Control Department (CDG).

Plan	The CDG anticipates new needs in terms of processes, procedures, and tools, according to changes in the internal and external environment (e.g. in relation to the foundations around the perimeter of EPFL, simple companies, large contracts).
Do	The CDG prepares financial reports for the EPFL Direction, the Deans, the ETH Board, donors and other stakeholders (e.g. Swiss Federal Audit Office). The CDG prepares information useful for the management of the reserves. The CDG leads the GT14, a network of financial managers from the VPs, Schools and associated campuses.
Control	The CDG monitors the compliance of the School's units with the financial regulations in their daily management. The CDG controls the conformity of financial reports sent to donors with the EPFL contractual commitments.
Act on	The CDG refines financial reporting tools and helps to harmonize and simplify the practices and tools of the Schools and Colleges. The CDG makes recommendations to the EPFL Direction on measures to optimize the use of financial resources.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ EPFL Act (Loi sur les EPF, RS 414.110) ■ Ordonnance sur le domaine des EPF (RS 414.110.3) ■ Ordonnance sur les finances et la comptabilité du domaine des EPF (RS 414.123) ■ Financial Regulations (Lex 5.1.1) ■ Rules for the financial and administrative management of H2020 European projects (H2020, Lex 3.1.7) ■ Directive on the Internal Control System (ICS) at EPFL (Lex 1.7.1) ■ Accounting manual for the ETH domain ■ International Public Sector Accounting Standards (IPSAS) 	<ul style="list-style-type: none"> ■ Financial reports ■ EPFL Annual Report ■ Manuel de présentation des comptes pour le domaine des EPF
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ D² 	<ul style="list-style-type: none"> ■ Audits Swiss Federal Audit Office ■ Institutional accreditation
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue meeting with the ETH Board 	<ul style="list-style-type: none"> ■ Specific surveys

6 Managing finances

Synthetic form, sub-process N° 6c
Ensuring and maintaining the preparation of fair, complete and transparent IPSAS financial statements for stakeholders

This sub-process is managed by the vice president for finance (VPF) and delegated to the head of Accounting Unit (COMPTA).

Plan	The COMPTA develops the planning and updating of the procedures necessary for the preparation of consolidated IPSAS annual accounts that reflect the true and fair view of the assets and liabilities, with particular emphasis on certain areas (e.g. inventories, digitization).
Do	<p>The COMPTA manages the accounting of EPFL, paying attention to aspects related to the digitalization of processes and improvements (inventories);</p> <p>The COMPTA manages the update of the IPSAS knowledge of its staff;</p> <p>The COMPTA manages the coordination of the closing of accounts with the different financial managers of the Schools and related entities;</p> <p>The evolution of the IPSAS standards planned by the IPSAS Board and the International Federation of Accountants (IFAC) is monitored by the IPSAS CC of the ETH Board, with which the COMPTA is actively associated.</p>
Control	<p>The COMPTA through the control environment in place, ensures good governance in the areas of account closing and reporting.</p> <p>The Internal Control and Risk Management (CIGR) checks once a year the adequacy of the procedures planned for the closing and the adequacy of the checklist with the evolution of the IPSAS standards.</p>
Act on	<p>The COMPTA perfects the accounting and reporting tools and harmonizes practices in accordance with the ETH Board CC IPSAS.</p> <p>The CIGR Service monitors the status of implementation of the recommendations made by the internal and external auditors.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ EPFL Act (Loi sur les EPF, RS 414.110) ■ Ordonnance sur le domaine des écoles polytechniques fédérales du 19 novembre 2003 (Ordonnance sur le domaine des EPF, RS 414.110.3) ■ Ordonnance sur les finances et la comptabilité du domaine des EPF du 5 décembre 2014 (RS 414.123) ■ Financial Regulations (Lex 5.1.1) ■ Rules for the financial and administrative management of H2020 European projects (H2020, Lex 3.1.7) ↗ ■ Directive on the Internal Control System (ICS) at EPFL (Lex 1.7.1) ↗ ■ Accounting manual for the ETH domain ■ International Public Sector Accounting Standards (IPSAS) 	<ul style="list-style-type: none"> ■ Consolidated financial statements IPSAS ■ EPFL Annual Report ■ Financial reports
	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Academic Dialogues
	<ul style="list-style-type: none"> ■ Audits Swiss Federal Audit Office ■ Institutional accreditation
	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue meeting with the ETH Board ■ Specific surveys

6 Managing finances

Synthetic form, sub-process N° 6d
Ensuring appropriate insurance management, monitoring the implementation of audit points and the evolution of the ICS

This sub-process is managed by the vice president for finance (VPF) and delegated to the head of Risk Management Committee (CRM) and head of Internal Control and Risk Management Department (CIGR).

Plan	<p>The CRM, chaired by the VPF, has defined the annual process for updating and monitoring risks.</p> <p>The CIGR plans a regular follow-up of audit recommendations.</p> <p>The CIGR plans the update of the Internal Control System (ICS) processes and supports the process owners in their update.</p>
Do	<p>Domain managers establish their risks, which are consolidated in the EPFL risk catalog and dashboard.</p> <p>The CRM identifies the major risks.</p>
Control	<p>The CIGR conducts analyses on specific files to ensure compliance with standards, good practices, efficiency and risk control.</p>
Act on	<p>The CIGR conducts analyses on specific files to ensure compliance with standards, good practices, efficiency and risk control.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Loi sur le Contrôle fédéral des finances ■ Ordonnance du CEPEF sur l’audit interne du domaine des EPF ■ Directive on the Internal Control System (ICS) at EPFL (Lex 1.7.1) ↗ ■ Risk Management Regulations at EPFL (Lex 1.4.3) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly ■ Audits ETH Board
<ul style="list-style-type: none"> ■ CRM Annual Report ■ CRM Dashboard ■ Audits follow-up ■ Claims tracking table ■ Risk Management Report ■ Reporting on the status of implementation of open audit recommendations 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits Swiss Federal Audit Office
	<ul style="list-style-type: none"> ■ Committee Risk Management
	<ul style="list-style-type: none"> ■ Specific surveys

7 Managing HR

Synthetic form, sub-process N°7a
Defining and implementing the HR strategy

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of Human Resources (DRH)

Plan	Review the DRH strategy and translate it into short, medium, and long-term action plans.
Do	Support the three missions of EPFL by attracting, recruiting, and developing its human capital in compliance with legal, ethical, social and economic requirements. Validate the DRH strategy with the EPFL Direction, communicate and implement it within the institution.
Control	The EPFL Direction validates the HR priority actions for the following year. The EPFL Direction validates the annual report on HR activities (Management Report).
Act on	The DRH sets annual objectives for the implementation of its strategy, taking into account the priority needs of the main actors at EPFL.

Synthetic form, sub-process N°7b
Managing the life cycle of EPFL employees

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of Human Resources (DRH)

Plan	The HR planning is decentralized to the units.
Do	Manage the recruitment and hiring of employees. Conclude employment contracts. Manage working hours and absences. Manage social insurance. Manage and release salaries. Withholding taxes and issuing salary certificates. Organize and provide ongoing training (face-to-face, online and customized) for employees according to the needs of the institution. Facilitate internal mobility. Support the management line and accompany organizational changes. Manage conflicts and complaints from employees. Support the performance evaluation system, development plans. Support the management of unit closures and the reclassification of employees. Manage employee departures. Produce work certificates.
Control	Audits as requested by the ETH Board (upon request) and monitoring of indicators.
Act on	The annual interviews of the employees allow us to act on their performance evaluation and their development plans.

7 Managing HR

**Synthetic form, sub-process N°7c
*Developing the HR function***

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of Human Resources (DRH)

Plan	Identify key skills, support and develop employees and facilitate internal mobility. Identify priority projects and topics to develop the HR function. Identify priority processes and tools to be digitized to develop the HR function.
Do	Manage projects and topics, in partnership with the EPFL key players, until validation, communication, and monitoring of indicators.
Control	Establish and monitor performance indicators per project. Collect and consolidate feedback from internal customers.
Act on	Self-evaluation.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Loi sur le personnel de la Confédération (LPers, RS 172.220.1) ■ Ordonnance du Conseil des EPF sur le personnel du domaine des Ecoles polytechniques fédérales (Lex 4.1.0.4) ■ Closing inventory procedure for the departure of a Head of Unit or closure of a Unit (Lex 4.1.2) ■ Plan social applicable au domaine des EPF (Lex 4.6.0.2) 	<ul style="list-style-type: none"> ■ EPFL Assembly ■ Administrative Commissions or Committees
<ul style="list-style-type: none"> ■ Common EPFL recruitment process ■ HR process for the contractual management of doctoral students ■ Long-term absence management process ■ Laboratory restructuring and closure processes ■ EPFL Annual Report ■ RH Indicators 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits ETH Board ■ Audits Swiss Federal Audit Office ■ Performance reviews of EPFL employees
	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ Dialogue with the ETH Board ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8a
Designing and conducting new projects

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of the Construction and Development Domain (DDC)

Plan	The ETH Board continuously plans requirements over a 12-year horizon and mandates institutions to express their needs via the General space and financing plans (SGEF) / <i>Räumliche und finanzielle Gesamtkonzepte (RFGK) / Schémas généraux des espaces et du financement (SGEF)</i> .
Do	The DDC mandates the implementation of new construction projects in compliance with the regulatory framework.
Control	Construction projects are subject to internal control and strategic controlling by the ETH Board. The DDC is responsible for project follow-up (planning, programme, resources, and budgets), acceptance of work and handover of premises.
Act on	The DDC optimizes project specifications in terms of programme, densification, energy and sustainability.

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordonnance concernant la gestion de l'immobilier et la logistique de la Confédération (RS 172.010.21) ■ Directive concernant la gestion immobilière du domaine des EPF (Lex 7.1.0.2) ■ Rules and Regulations Governing Parking at EPFL Lausanne (Lex 7.5.1) 	<ul style="list-style-type: none"> ■ EPFL Assembly ■ Administrative Commissions or Committees ■ SOP
<ul style="list-style-type: none"> ■ EPFL Activity Report ■ Master plan for higher education ■ Energy and fluids master plan ■ Local database (Archibus, plans) ■ Stratus reports, Indiana report ■ Energy reports ■ Real estate reports ■ Base 4D GMAO (computer-aided maintenance) 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits Swiss Federal Audit Office ■ Administrative Commissions or Committees ■ Dialogue meeting with the ETH Board ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8b
Maintaining and managing the existing infrastructure

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of Security, Safety and Facilities Operations (DSE).

Plan	<p>Strategic building planning (STEEP). Space utilization planning. Maintenance planning for premises and CVSE technical installations (heating, ventilation, sanitation, electricity). Facility management planning. Master plan.</p>
Do	<p>Conclusion of leases on behalf of EPFL. Maintenance of use value. Alarm management and troubleshooting. Carrying out maintenance and adaptation work in response to user needs (intervention requests). Fitting out premises (furniture). Management of all stewardship services (janitorial, cleaning, printing and reprography, audio-visual).</p>
Control	<p>Internal control system. User satisfaction (questionnaire). Analysis of heating and cooling systems, ventilation, control systems, lighting systems reliability. Energy balance.</p>
Act on	<p>Anticipation of user needs. Forward-looking vision of space requirements. Optimizing the reliability and efficiency of technical facilities and platforms.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Ordonnance concernant la gestion de l'immobilier et la logistique de la Confédération (RS 172.010.21) ■ Directive concernant la gestion immobilière du domaine des EPF (Lex 7.1.0.2) ■ Rules and Regulations Governing Parking at EPFL Lausanne (Lex 7.5.1) 	<ul style="list-style-type: none"> ■ EPFL Assembly ■ Administrative Commissions or Committees ■ SOP / Academic dialogue
<ul style="list-style-type: none"> ■ EPFL Activity Report ■ Master plan ■ Energy and fluids master plan ■ Local database (Archibus, plans) ■ Stratus reports ■ Energy reports ■ Report real estate ■ EPFL annual report 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits Swiss Federal Audit Office
	<ul style="list-style-type: none"> ■ Dialogue meeting with the ETH Board ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8c
Design and implement new IT services and manage existing infrastructures

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of the Information Systems Domain (DSI).

Plan	<p>The DSI develops a digital strategy for basic services of EPFL.</p> <p>The DSI formalises selected internal lex and regulations for EPFL, among others IT security policy.</p> <p>The DSI is responsible for the governance and planning of IT projects, which are prioritised via the Demand Management process and the Masterplan.</p>
Do	<p>The DSI implements and maintains the central information system infrastructures and applications in operational condition.</p> <p>The DSI manages and implements the digital services approved by the Demand Management and the Masterplan.</p> <p>The DSI provides first- and second-level support for central applications and relies on the IT Unit in the EPFL Schools for local support.</p>
Control	<p>The CSI Committee supervises IT risks and mandates security audits.</p> <p>The DSI Governance Unit works with Legal Affairs and the DPO to ensure the legal and regulatory compliance of the information system.</p>
Act on	<p>Better prioritisation of auditor/customer recommendations to ensure implementation closer to the publication date</p> <p>Greater support is provided to business lines to facilitate the design of digital roadmaps by domain</p> <p>The IT services are better mapped to facilitate strategic decision-making</p> <p>Service Management processes are being strengthened.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Federal Act on Public Procurement (RS 172.056.1) ↗ ■ Directive concerning purchases at EPFL (Lex 5.8.1) ■ Directive on the Use of EPFL Electronic Infrastructure (Lex 6.1.4) ■ Directive concerning domain name management, Lex 6.2.1) ■ Directive concerning the recycling and resale of IT equipment (Lex 6.4.1) ■ Information System Security Policy (Lex 6.5.1) 	<ul style="list-style-type: none"> ■ IT security brochure ■ Security films ■ Audits ETH Board ■ IT Reports ■ EPFL annual report
<ul style="list-style-type: none"> ■ CSI Annual Report ■ Risk register ■ Inside security site ■ Compliance (cloud guide, security baselines, etc.) ■ Specific guides 	<ul style="list-style-type: none"> ■ EPFL Assembly ■ CSI ■ Administrative Commissions or Committees
	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits IT
	<ul style="list-style-type: none"> ■ Administrative commissions ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8d
Purchasing goods and services

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of the Purchasing Domain (DA).

Plan	Exploiting the leverage effects created by collaboration with ETH Zurich and the research institutions as part of KoBe ETH. Purchasing roadmap according to categories. Planning meetings with stakeholders (analysis of the need, definition of the budget, procedure to adopt, awarding). Development of a sustainable procurement strategy.
Do	Advice and support to EPFL units for their purchases of goods and services (follow-up of the procedure, provision of framework contracts, etc.). Discussions of commercial conditions and framework. Rationalization of supplier panels. Implementation of electronic catalogues in Catalyse (Procure-to-Pay, P2P).
Control	Monitoring of purchases available tools such as Catalyse and SAP Finance. Analysis of EPFL expenses (by supplier, by entity, by purchasing category, etc.). Update with stakeholders. The DA is audited internally and by the Swiss Federal Audit Office (SFAO).
Act on	Ensure that expenditure is relevant and meets the needs. Ensure that public money is used efficiently. Analysis of the cost effectiveness of EPFL expenditures. Analysis of the recommendations of the SFAO and the ETH Board, and if necessary implementation. Increase of Catalyse usage rate at EPFL (in collaboration with DSI).

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Federal Act on Public Procurement (RS 172.056.1) ↗ ■ Directive concerning purchases at EPFL (Lex 5.8.1) ■ Directive on the Use of EPFL Electronic Infrastructure (Lex 6.1.4) ■ Directive on Inventories (Lex 5.9.1) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ EPFL expenditure analysis (table tool) ■ Templates (specifications, contracts, award report, minutes) ■ Roadmaps ■ Purchasing webpages (processes and procedures) ■ General purchasing conditions 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits ETH Board
	<ul style="list-style-type: none"> ■ Dialogue with users ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8e
Managing the proximity services (restaurants, shops, etc.)

This sub-process is managed by the vice president for operations (VPO) and delegated to the head of Catering and Shops (RESCO).

Plan	<p>The RESCO develops the Catering Strategy (2020–2030) and the Quartier Nord Catering Strategy and takes into account the requirements of the Climate and Sustainability Strategy and the Federal Council.</p> <p>The RESCO prepares catering development scenarios for the years 2030–2040.</p> <p>The Catering Committee takes part in important decisions at School level (agreed tariffs, strategy, communication, particularly with students).</p>
Do	<p>The RESCO develops the roadmap for tenders for all points of sale (restaurants, foodtrucks) and the roadmap for culinary measures, and their development over time.</p> <p>The RESCO sets up strategic partnerships (Beelong, Kitro, NutriMenu, etc.).</p> <p>The RESCO manages campus catering (finance, quality, equipment management) and promotes responsible catering, analysis of sales outlet financial data, re-tendering of all sales outlets, etc.</p>
Control	<p>The RESCO conducts satisfaction surveys.</p> <p>The RESCO analyzes the culinary progress and the quality of the offer through KPIs.</p>
Act on	<p>The RESCO follows the results of the audits and implements corrective measures. A satisfaction survey was carried out in November 2022.</p> <p>Following feedback from students on the price of meals, a possible change to the financial model is being studied for spring 2024.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Rules of Procedure of the EPFL Catering Committee (Lex 1.9.2) 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits ETH Board
<ul style="list-style-type: none"> ■ Catering strategy ■ Financial reports ■ EPFL Annual Report 	<ul style="list-style-type: none"> ■ Dialogue with users ■ Satisfaction questionnaires
<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly 	<ul style="list-style-type: none"> ■ Specific surveys

8 Managing infrastructure and proximity services

Synthetic form, sub-process N° 8f
Managing health, safety and security

This sub-process is managed by the vice president for operations (VPO) and delegated to the director of Security, Safety and Facilities Operations (DSE).

Plan	<p>The DSE plans via risk scenarios and ensures security, safety and occupational health.</p> <p>Local correspondents, the COSEC, ensure compliance with health and safety rules in their unit and/or laboratory.</p> <p>The safety network organizes, prevents, and implements new measures.</p>
Do	<p>The DSE trains all employees who are on campus. It supports employees working in risky conditions, and accompanies and supports the COSEC.</p> <p>When incidents occur, the DSE provides its Incident management tool and intervene, taking the necessary corrective measures.</p> <p>The DSE keeps the EPFL Direction informed.</p> <p>Specific Committees are set up according to crisis situations or particular risks.</p>
Control	<p>The OHS specialists carry out routine audits and intervene in the event of new hazards.</p> <p>As part of their task of monitoring worker protection, occupational hygienists carry out measurements to ensure that safety installations used in the workplace are working properly and effectively. A report is published.</p> <p>Building safety rounds are systematically organised.</p>
Act on	<p>The DSE, through its safety network, is continuously improving the occupational health and safety measures on the campuses. The process is iterative. Mandatory and more specific training is regularly updated.</p>

Laws, lexes, documents and instruments

<ul style="list-style-type: none"> ■ Loi sur les produits chimiques (RS 813.1) and its ordinance (OChim) ■ Directive concerning occupational health and safety (DSST, Lex 1.5.1) ■ Directive on Research Projects Involving Blood Sampling in Humans (Lex 1.5.10) 	<ul style="list-style-type: none"> ■ Administrative Commissions or Committees ■ EPFL Assembly
<ul style="list-style-type: none"> ■ Audit reports for external supervisory bodies (ETH Board, SECO, Suva) ■ Internal audit reports via LHD ■ Occupational hygienists report ■ Security reports ■ EPFL Annual Report 	<ul style="list-style-type: none"> ■ Institutional accreditation ■ Audits occupational health and safety
	<ul style="list-style-type: none"> ■ Dialogue with users ■ Satisfaction questionnaires
	<ul style="list-style-type: none"> ■ Specific surveys