

EPFL standard recruitment process

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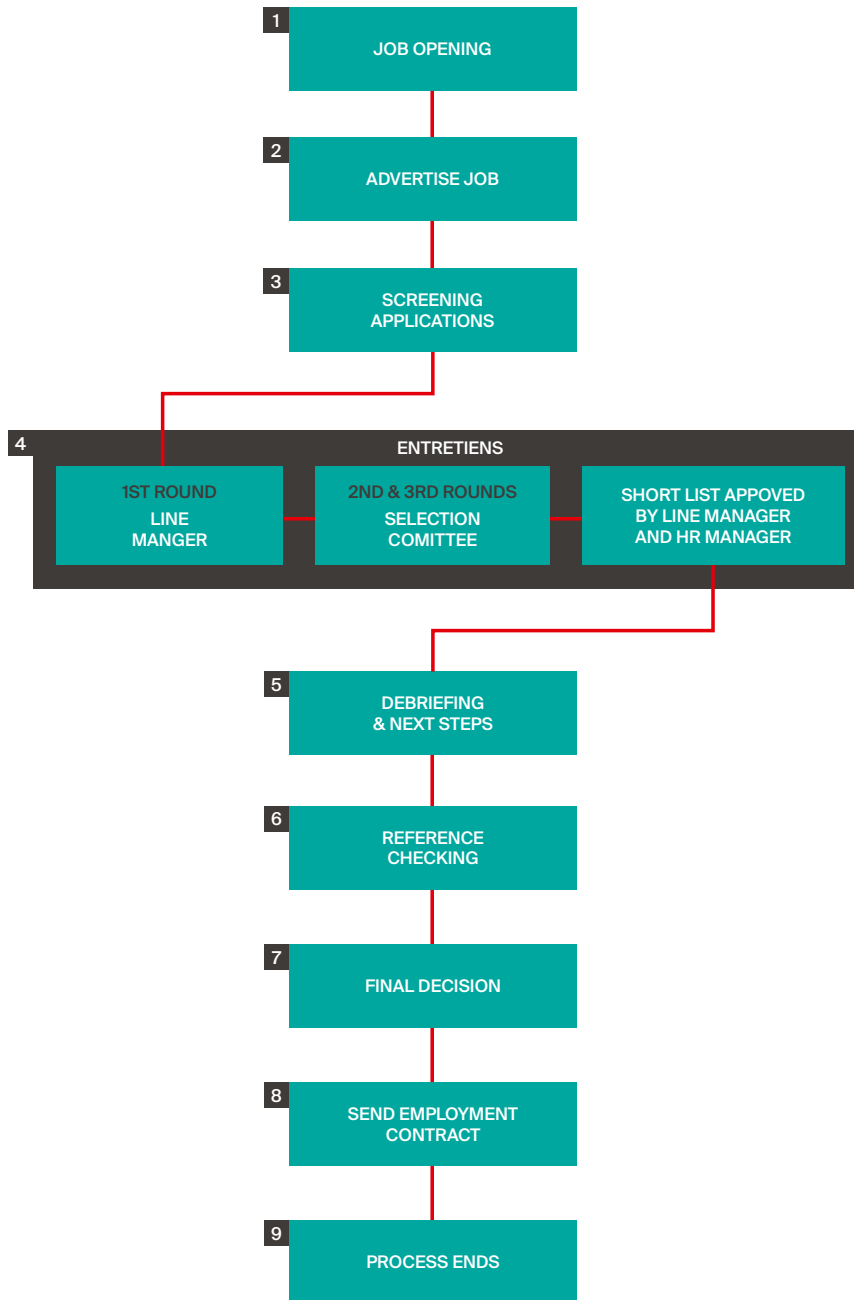
1. **Introduction**

Human Resources, in collaboration with the Line Managers, has defined a standard Recruitment Process for employees subject to the salary system of the EPF Domain and administrative and technical employees with fixed-term contracts. This includes scientific, administrative, technical, information system and management positions (around 2,500 positions). This process is not designed for Professors, PhD students, postdocs and apprentices.

The outlined process and tools, based on best practices, constitute the minimum standard required to support an effective recruitment process.

Goals	The goals of the standard recruitment process are to: <ul style="list-style-type: none"> ■ Define the HR service level ■ Select the right candidates ■ Optimise the quality of the process and recruitment time
Scope	This process applies to employees who are subject to the salary system of the EPF Domain and administrative and technical employees with fixed-term contracts.
Tools mandatory O or optional F	<ul style="list-style-type: none"> ■ Template for writing an advertisement – M ■ Job description – M ■ Interview guidelines – O ■ e-learning recruitment training (four modules) – O ■ Evaluation matrix – O ■ Phone reference check – O ■ Salary proposal – O ■ Benefits overview – O ■ Hiring proposal – M ■ Language Centre – O
Metric(s)	Recruitment lead time: from publication of advertisement to offer acceptance. Goal: 10 weeks
Date of implementation	01.10.2019. Amended version applicable as of March 2021.
Review cycle	HR will review this process at least once a year to capture best practices and incorporate lessons learned.

2. Process overview



3. EPFL standard operating procedure (SOP)

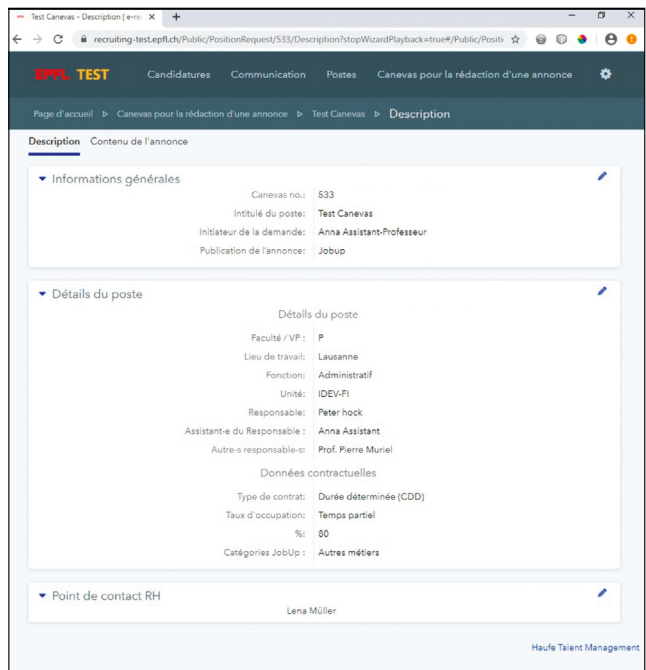
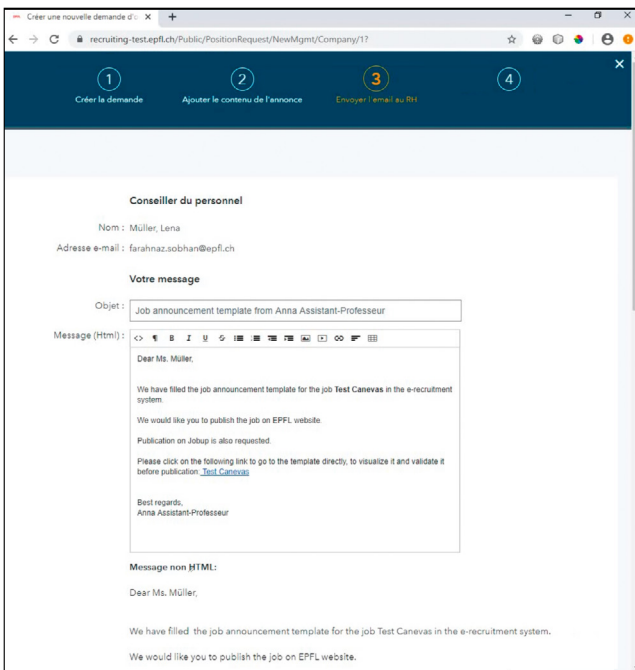
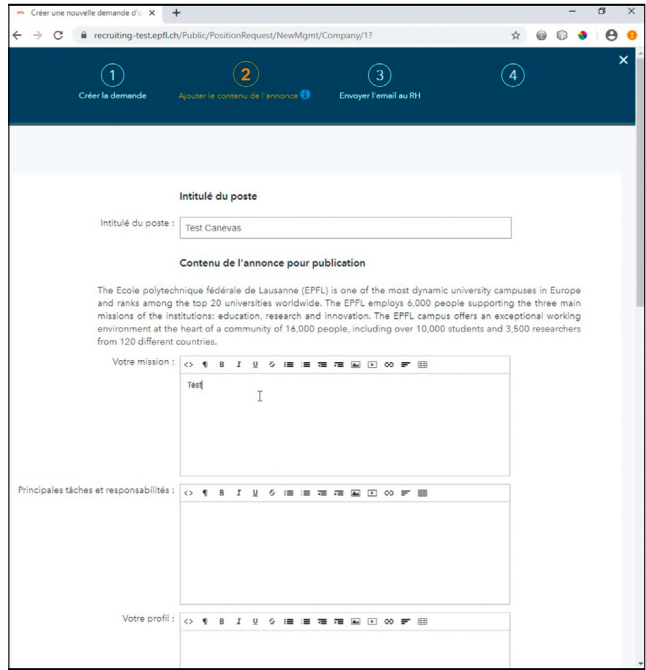
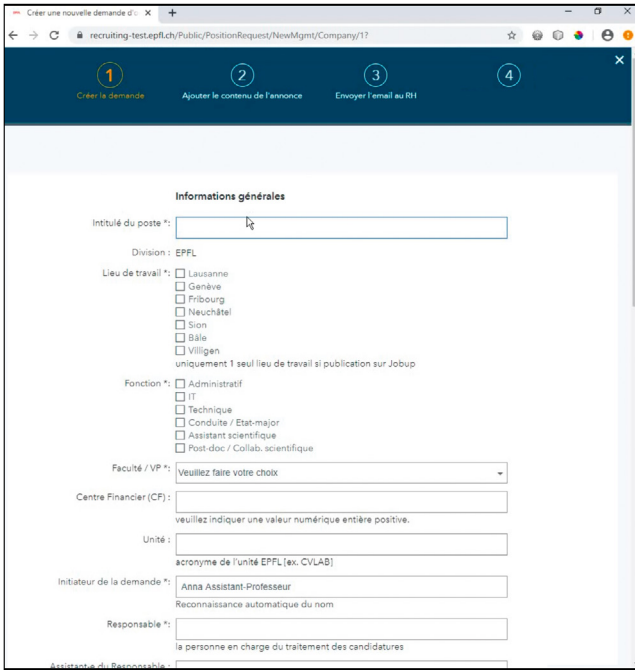
Step	Who / person responsible	How	Mandatory M or optional O documents
1 Job opening	Line Manager or Professor	<ul style="list-style-type: none"> Line Manager fills in the template for writing an advertisement: work location, type of function, hiring manager, other recruiters (Selection Committee), type of contract, activity rate, financing of position, job board (EPFL / jobup). The Line Manager can create a list of questions to facilitate shortlisting (optional). The Selection Committee includes HR and three to five other relevant people max. for the job opening. 	Template for writing an advertisement - M Job description - M
	HR Manager (HRM)	<ul style="list-style-type: none"> Review or design job description. Define grading in application of the salary system of the EPF Domain or other directive and include it in the job description. Review and approve the “template for writing an advertisement” for publication via Umantis tool. For very specific positions, external agencies / headhunters can be mandated (see list of validated suppliers). Costs borne by unit. 	
2 Advertise job	HR Manager and HR Assistant	<ul style="list-style-type: none"> Advertise position on selected job boards. Check <u>ORP</u> obligation to exclusively advertise position for five working days before any other publications. Minimum publication of three days to comply with obligation to advertise jobs, except for positions of a limited duration of one year maximum, and except for internal mobility and/or internal promotion. Publish on EPFL website and, if required, on Jobup (10–15 day renewal upon request). 	Template for writing an advertisement - M
3 Screening applications	Line Manager for Central Services	<ul style="list-style-type: none"> Screen, compare and rate the applications in relation to the job description, skills and experience. Identify preselected candidates for interviews, and reject others (using Umantis rating if applicable). 	Job description - M
	Professor or HR Manager for School(s)	<ul style="list-style-type: none"> If in place, the Selection Committee approves preselected applications for interviews. Priority to Swiss residents versus non-residents and “border workers”. Promote gender equality. Promote internal mobility.. 	
4 Interviewing	Line Manager or Selection Committee	<ul style="list-style-type: none"> First round of interviews can be done remotely (phone, video, Zoom) to reduce the number of face-to-face interviews. Face-to-face interviews of shortlisted candidates (may include tests covering technical, language (via <u>Language Centre</u>), IT or other skills). A minimum of two rounds of interviews with members of the Selection Committee and a maximum of two people per interview recommended. The shortlist of candidates is approved by HR and Line Manager. HR can organise an assessment with an external provider for very specific positions. Costs borne by unit. 	Interview Guidelines - O e-learning recruitment training - O

Step	Who / person responsible	How	Mandatory M or optional O documents
5 Debriefing and next steps	Selection Committee	<ul style="list-style-type: none"> ■ Internal debriefing with the Selection Committee and decision regarding selected candidate and agreement concerning next steps. ■ Internal discussion for potential decision to send negative answers to some candidates. ■ The next step may include a “job observation session” (max. half day) in the unit concerned. 	Evaluation matrix - O
6 Reference checking	HR Manager or Line Manager	<ul style="list-style-type: none"> ■ Ask the candidate to provide two or three contact names and telephone numbers for reference checking. ■ Organise reference checking. 	Telephone reference check - O
7 Final decision	Line Manager and HR Manager	<ul style="list-style-type: none"> ■ Debrief and reach final decision regarding the selected candidate. ■ The HR Manager defines salary based on the salary system of the EPF Domain or other salary grids and reaches agreement with the Line Manager regarding job offer, comprising salary and any specific requests from the candidate. ■ The Line Manager or HR Manager submits salary proposal. ■ In case of acceptance, Line Manager submits hiring proposal and job description to HR. 	Salary proposal - O Benefits overview - O Hiring proposal - M Job description - M
8 Send employment contract	HR Manager or HR Assistant	<ul style="list-style-type: none"> ■ Indicate date of acceptance of job offer in Umantis tool in order to calculate KPI on a monthly basis (recruitment time between job advertisement publication date and job offer acceptance date). ■ Prepare and send contract, signed by HR Manager, to selected candidate. 	
9 End of process	Admin Assistant and Line Manager	After obtaining the signature of the selected candidate: <ul style="list-style-type: none"> ■ Negative answers sent to remaining candidates. ■ Instruction to close position and remove postings. 	

4. Documentation


4.1 Template for writing an advertisement – M

Visit the dedicated page (with resources and link to the cockpit)



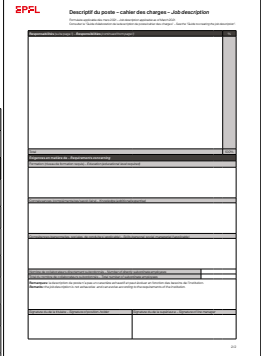
4.2 Job description (FR/EN) – M

[Download this document](#)



Descriptif du poste – cahier des charges – Job description (*)

Formulaire applicable dès mars 2021 – Job description applicable as of March 2021.
 Consulter le "Guide d'élaboration de la description de poste/cahier des charges" – See the "Guide to creating the job description".



Établi le – Created on		par – By	
Nom, prénom – Family name, first name			
Date de naissance – Date of birth		Date d'entrée – Starting date	
Code fonction – Function code		Échelon fonctionnel (EF) – Functional grade (FG)	
À partir du – As from		Secteur, unité d'organisation – Sector, organisational unit	
Type de contrat – Type of contract	-	Taux d'activité (%) – Activity level (%)	
Descriptif du poste changé – Job description modified			
Si OUI, date effective du changement – If YES, date modification came into effect			
Fonction interne du responsable hiérarchique – Internal function of line manager			
Nom du supérieur hiérarchique – Name of line manager			
Intitulé du poste (fonction interne) – Job title (internal function)			
Objectif général du poste (mission – raison d'être du poste) – General objective of position (purpose of position)			
Responsabilités (synthétiser les tâches principales et secondaires) – Responsibilities (summarise primary and secondary tasks)			%


Suite en page 2 – Continued on page 2

1/2

4.3

Hiring proposal – M

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RH / 20210302

PROPOSITION D'ENGAGEMENT – personnel payé au mois
(à transmettre aux Ressources humaines, qui définiront la fonction et le salaire)

Centre financier N° de poste e-Recruitment

Fonction **Scientifique**

Engagement du : _____ au : _____

Assistant.e-doctorant.e (salaire de base unique à 100%)

Collaborateur.rice scientifique / Post-doctorant.e

Assistant.e scientifique

Support

Engagement du : _____ au : _____

Administratif Technique

IT Conduite (état-major)

Durée indéterminée (CDI) Durée déterminée (CDD) (période d'essai de 3 mois)

Financement

- % Dotation n° 3029.012 - % Complément FN n° 6029.040 - % Autres n° _____

- % Mandat n° _____ - % Post-formation n° _____

Nom et prénom :

TOUTES LES DONNÉES PERSONNELLES DU/DE LA CANDIDAT.E SONT REMPLIES PAR LUI OU ELLE-MÊME VIA SON DOSSIER PERSONNEL DANS L'OUTIL E-RECRUITMENT. AUCUN DOCUMENT PERSONNEL N'EST À JOINDRE, SAUF LE CAHIER DES CHARGES.

Taux d'occupation : 100 % autre (préciser) : _____ %

Lieu de travail : Lausanne Fribourg Genève Neuchâtel Valais Villigen Autre :

Observations :

Timbre de l'unité :

Lausanne, le _____

Nom et signature du/de la professeur.e ou chef.fe de service :

Rempli par (nom assistant.e d'unité) :

Annexe.s : Cahier des charges

NE PAS REMPLIR, PARTIE RÉSERVÉE AUX RH		Sciper <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>	Matricule <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>
Code de fonction / EF <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>	Fonction interne <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>		
<input type="checkbox"/> A1 - NSS./13	<input type="checkbox"/> exp. utile	<input type="checkbox"/> A4-adm. + techn./13/CDD	<input type="checkbox"/> S1/12 – A2
<input type="checkbox"/> N1 - B1/ass.-doc.	<input type="checkbox"/> N2 – B3/ass.-scient.	<input type="checkbox"/> N3 – A3/post-doc	<input type="checkbox"/> N4 – A3/scient. sen.
Salaire annuel brut : _____		Impôts source <input type="checkbox"/> oui <input type="checkbox"/> non	
Date début doctorant.e FN : _____		Supérieur.e hiérarchique : _____	
Centre financier	Taux %	N° fonds	N° poste
<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>
<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>
<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>	<input type="text" value=""/>

4.4 Proposed interview guidelines – O

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Proposed interview guidelines

Stages	Aims	Particular points
1. Welcome (duration: 5 min)	Welcome and introduction	<ul style="list-style-type: none"> ■ Welcome, thanks ■ Presentation of persons present and their functions ■ Explain interview procedure and its anticipated duration
2. Interview (duration: 40 min)	Try to determine the candidate's personality and competencies: <ul style="list-style-type: none"> ■ professional and technical (know-how) ■ personal and social (interpersonal skills) ■ managerial (if applicable) 	Ask open questions and gather concrete examples of previous achievements demonstrating the competencies required for the position. Essential questions (non-exhaustive): <ul style="list-style-type: none"> ■ Presentation of career and experience that you consider relevant for the position? ■ What is your understanding of the position? ■ What motivates you about the position? ■ How will the job allow you to develop? ■ What professional experience or project are you most proud of and how did you achieve this result? ■ What professional experience or project caused you the most difficulty and how did you deal with it? ■ What are your medium- and long-term professional objectives? ■ What are your main strong points and areas for improvement? ■ What are your most important values in life? ■ What experience do you have of conflict management? ■ Why do you wish to leave your current position? ■ Do you have any questions for us at this stage?
3. Position (duration: 10 min)	Presentation of position	<ul style="list-style-type: none"> ■ Description du poste ■ Organisation, service, etc. ■ Lieu de travail ■ Statut applicable (NSS / hors NSS) ■ Questions du candidat sur le poste
4. Conclusion and next stages (duration: 5 min)	Check date as from when they would be available and candidate's contractual expectations Ask for list of reference persons Inform them regarding the next steps of the process	<ul style="list-style-type: none"> ■ Date available? ■ Salary expectation? ■ Names of persons (references) who can be contacted for information ■ Inform them regarding next steps ■ Tell them when they can expect a reply ■ Thanks and conclusion

4.5 E-learning recruitment training – O

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E-learning recruitment training

There are four e-learning modules offered within the Personnel Training Service (SFP) in the area of skills “to succeed recruitments” (3 hours 30 minutes for the four modules).

1. Ensure a structured recruitment process

- [How should recruiters approach interviews?](#)
- [Conducting a recruitment interview with an experienced executive](#)
- [Preparing to recruit an experienced executive](#)
- [Deciding between experienced candidates when recruiting](#)

2. Master the recruitment process

- [There are no short cuts in a good hiring process](#)
- [Concluding a recruitment interview](#)
- [Always hire for attitude](#)
- [Cultural fit is the key](#)
- [Recruit 'adults'](#)

3. Competency-based interviews

- [The future of performance appraisals](#)
- [Use empathy to make your performance review a success](#)
- [How to conduct performance reviews?](#)
- [Getting team members to express during appraisal meetings](#)
- [Preparing the wording of a request](#)

4. Question and reformulation techniques

- [Don't tell, ask](#)
- [Asking questions](#)
- [Rephrasing](#)
- [Preparing the wording for giving feedback](#)
- [Preparing the wording of a request](#)

4.6

Evaluation matrix – feedback form following interview – 0

[Download this document](#)

Date: _____ Candidate: _____
 Position: _____ Interviewer: _____
 School/VP/Centrer: _____ Unit: _____

This application feedback form has been created to help you evaluate the candidate for a specific position. Do not hesitate to adapt this form according to the position and competencies and skills required.

This form cannot be saved for data protection reasons.

Evaluation	Tested by (initials)	Very negative	Negative	Acceptable	Positive	Very positive	Remarks
		1	2	3	4	5	
General							
Motivation for position							
Motivation for EPFL							
Understanding of position offered							
Understanding of academic world							
Self-confidence							
Energy / dynamism							
Flexibility (if applicable)							
Organisational skills							
Adaptability							
Creativity							
Initiative							
Ability to work independently							
Sense of responsibility							
Ability to work under stress							
Ability to work in a team							
Management and project management (if applicable)							
Ability to fix objectives							
Leadership / management							
Coaching							
Project management skills							
Ability to solve problems							
Entrepreneurial spirit							
Communication skills							
Ability to delegate							
Controlling / reporting abilities							
Development potential							

Evaluation	Tested by (initials)	Very negative	Negative	Acceptable	Positive	Very positive	Remarks
		1	2	3	4	5	
Technical skills specific to the position							
Training / diploma							
Professional experience							
Technical knowledge for position (e.g. IT, admin, office, laboratory, standards, procedures, etc.)							
Knowledge specifically relating to position (e.g. client orientation, writing, finance/ budgets, grants, exp. of domain, etc.)							
Languages							
English							
French							
Others							
Candidate's strong points - reasons for possible employment							
Candidate's areas for improvement - reasons for possible refusal							
Why do he/she wish to leave their current position?							
For what other position could this candidate be considered?							
Global evaluation for this position incl. salary aspects and type of contract							
Conclusion of interview and recommendations							
<input type="checkbox"/> I recommend hiring the candidate for this position.							
<input type="checkbox"/> I do not recommend hiring, but this application must be kept for another position.							
<input type="checkbox"/> This candidate does not fulfil the selection criteria - refuse							
Date:				Signature:			

4.7

Proposed reference check template – 0

[Download this document](#)

Reference check template

This form cannot be saved for data protection reasons.

Subjects dealt with	Responses, particular points
<p>I. Introduction</p> <ul style="list-style-type: none"> ■ Name and function of reference person ■ Presentation and reason for call ■ Name of candidate and position occupied ■ Vacant position applied for ■ What type of interactions/ hierarchical link did the candidate have with the reference person? ■ How long did you work with this person? 	
<p>II. Assessments in position occupied</p> <p>Candidate's professional competencies:</p> <ul style="list-style-type: none"> ■ What did their work consist of? ■ What were their responsibilities? ■ What were they most/least successful at? ■ Main achievements? <p>Candidate's personality:</p> <ul style="list-style-type: none"> ■ How would you describe the candidate's personality? ■ What are their main qualities and areas for improvement? ■ With what type of personality would they get on with best/least in their work relationships? ■ Were they involved in conflicts? ■ If so, how did they manage them? ■ Would you employ them again? 	
<p>III. New position</p> <ul style="list-style-type: none"> ■ Presentation of vacant position (responsibilities, compatibility with candidate's profile, etc.) ■ How do you see them in the position offered? ■ In what areas might they encounter difficulties? ■ Do you have any other information to share? 	
<p>IV. Conclusion and thanks</p> <ul style="list-style-type: none"> ■ Thank you for your help 	

4.8 Salary proposal – O

EPFL

Salary proposal (version as of Jan. 2021)

Last name & first name	####	Birthdate	00.01.00
Unit	####	Civil status	0
Position	####	Level	0
		Function code	0
		Age (today)	121

*This salary proposal is for information purposes, it is not a contract offer.
All conditions are pending any changes in salary conditions decided by the Parliament, Federal Council or any other competent authority.*

Ann gross salary (at 100%; incl. 13th sal) :	A	fr.	-
Work rate :			0%
Base salary :		fr.	- : 13 = fr. -
Monthly salary	B		fr. -
Family allowances VD : nbr children	0	fr.	- : 12 = fr. -
Total gross annual (incl. 13th salary)		fr.	-
Monthly gross salary:			fr. -
Coordination :		Fr	25 095,00
Insured income II = [A - (Coordination*)] x rate :		Fr	-
* Coordination = 30 % du GA, au maximum fr. 25'095.--)			
Deductions			
AVS (5.3 % de B) :		fr.	-
AC (1.10 % de B <= Fr. 12'350) :		fr.	-
AC+ (0.5 % de B > Fr. 12'350) :		fr.	-
SUVA (0.54 % de B, max Fr. 66.70) :		fr.	-
PC familles (0.06 % de B)		fr.	-
LPP - Publica Plan Standard (0,00% du GA / 12) :		fr.	-
Monthly net salary:		env. fr.	-
Net 13th salary amount corresponds to the gross amount (B), minus AVS and AC, i.e. approx.:		fr.	-
Remark	<i>Should this offer be accepted, a Hiring proposal duly filled (incl. AVS card if exists), CV and job description has to be sent to HR approx. 1 month prior to start date (for Swiss and C permit citizens).</i>		

EPFL

Salary proposal (version as of Jan. 2021)

Last name & first name	###	Birthdate	00.01.00
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Work rate : 0%

Base salary : fr. - : 13 = fr. -

Monthly salary B fr. -

Family allowances VD : nbr children 0 fr. - : 12 = fr. -

Total gross annual (incl. 13th salary) fr. -

Monthly gross salary: fr. -

Coordination : Fr 25 095,00

Insured income II = [A - (Coordination*)] x rate : Fr -

* Coordination = 30 % du GA, au maximum fr. 25'095.--)

Deductions

AVS (5.3 % de B) : fr. -

AC (1.10 % de B <= Fr. 12'350) : fr. -

AC+ (0.5 % de B > Fr. 12'350) : fr. -

SUVA (0.54 % de B, max Fr. 66.70) : fr. -

PC familles (0.06 % de B) fr. -

LPP - Publica Plan Standard (0,00% du GA / 12) : fr. -

Monthly net salary: env. fr. -

Net 13th salary amount corresponds to the gross amount (B), minus AVS and AC, i.e. approx. fr. -

Remark Should this offer be accepted, a Hiring proposal duly filled (incl. AVS card if exists), CV and job description has to be sent to HR approx. 1 month prior to start date (for Swiss and C permit citizens).

EPFL

Proposition de salaire (04a janvier 2021)

Nom et prénom	###	Date de naissance	00.01.00
Unité	###	Statut civil	0
Position	###	Niveau	0
		Code de fonction	0
		Code de poste	0

Année de naissance (au 01.01.2021) : 0000

Date d'admission : 00.01.00

Allocation familiale (VD) - nbr enfants : 0

Moyenne de salaire : -

page EPFL-0000

Lausanne, le 23.03.21

4.9 **Benefits overview – O**[Download this document](#)

Benefits overview for EPFL staff (permanent contract)

Working hours and holidays (for full-time staff)

- 41 hours per week (including legally stipulated breaks).
- 5 weeks' annual holiday (6 weeks up the age of 20 and after the age of 50).

Salary, social security and pension fund

- EPF salary system in accordance with grids and scales.
- Cost of living adjustment and recognition of work experience within the framework of EPF salary system.
- Professional accident insurance (paid 100% by EPFL).
- Non-professional accident insurance : one third of premium paid by EPFL (as from eight working hours per week).
- Family allowances with EPFL supplement (scale of occupation min. 50%).
- Pension fund: supra-obligatory pension plans with 64% employer / 36% employee contribution for saving and risk (affiliation if contract > 3 months and 100 % annualised salary > CHF 21,510.00).
- Loyalty bonuses (length of service: additional holidays and/or salary bonus).

Training

- Access to Staff Training Service (SFP) catalogue for classroom-based training, hybrid and distance-learning courses.
- External training courses (professional skills, languages, certification) and tailor-made training courses for Units.
- French courses for non-French-speaking partners of EPFL staff members (campus).

Family environment

- [Day nurseries on the campus](#)
- [UAPE & Polykids School](#)
- [Emergency childcare](#)
- [Financial support for young mothers](#)

Mobility

- Free CFF Half Fare travelcard or 15% annual reduction on purchase of a GA travelcard (employment contract with min. 50% scale of occupation and 12-month min. duration)
- Regional travelcards: 15% subsidy for purchase of a monthly or annual travelcard in the Cantons of Vaud, Neuchâtel and Valais (provided that the fare zone of the place of work is included)
- Various advantages on the campus, e.g. Bike Centre, PubliBike and Green Motion
- Annual subscription for Mobility Carsharing at attractive prices
- Substantial discount on car hire with [Europcar](#)
- Attractive parking rates on EPFL campus: max. 45.– CHF per month or 400.– per year.

Sports & culture

- Access to [EPFL – UNIL Sports Centre](#) at preferential rate.
- Wide range of on- and off-campus cultural activities with more than 3500 tickets offered each year (theatres, operas, exhibitions, etc.).

Various discounts and advantages

- Advantageous mortgage conditions.
- Computer hardware and private laptop support.
- Discounts in various shops upon presentation of Camipro card.
- Use of mobile phone provided for professional reasons for private purposes (with employee's financial participation).

4.10 **Language Center – O**

Various language tests are organised by the Language Centre.

At the request of the Line Manager or Professor in charge of the recruitment process, the Staff Training Service can, in collaboration with the Language Centre, organise language tests in English and German.

The result gives an indication to the recruiter in the candidate's hiring decision and certifies their level of proficiency in the language (CEFR: Common European Framework of Reference for Languages).

EPFL Language Center

CE 2 445 (CE bldg)

+41 21 693 22 89

centredelanguages.epfl.ch

centredelanguages@epfl.ch