Information note concerning the EPFL Domain salary system

April 2022. Revision applicable as of February 2024.

Human Resources

EPFL RH
BI A1 407 (BI bldg), Station 7
1015 Lausanne

+41 21 693 60 93
rh@epfl.ch
rh.epfl.ch

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Contents

Glossary

- **CEPF**: ETH Board *(Conseil des écoles polytechniques fédérales)*.

- **Allocation**: defined by a function code, corresponding to the positioning of the post in the function grid (e.g. 2032–06).

- **Requirement profiles**: defined by the CEPF, they describe the content of functions with the mission, main activities and requirements regarding knowledge, and professional, personal, social and behavioural skills.

- **Functional grade** (FG): represents the grade in the function grid comprising fifteen grades (e.g. FG 6).

- **Useful experience** (UE): represents the number of years of experience relevant to the position and determined according to a standard calculation method that takes into account a theoretical minimum age required for the exercise of each function defined by the allocation (function code).

- **Cost-of-living adjustment**: percentage increase to compensate inflation or rise in the cost of living (determined by the CEPF).

- **Increase**: salary percentage increase that may or not include the cost-of-living adjustment (determined by the CEPF).

- **Increment**: salary increase based on one year of additional useful experience (UE) with a ceiling of fifteen years.

1. Introduction

The objective of the present internal memo is to summarise the essential principles of the salary system of the EPF Domain and its application within EPFL. The principal sources of information for the present document are the following:

- The Personnel Ordinance for the ETH Domain (OPers-EPF), which in Chapter 4 "Benefits", defines the salary system and salary progressions / increases.

- The allocation guide/ glossary that explains the methodology applicable to the EPF Domain.

- The function grid and the new requirement profiles validated by the CEPF and applicable as of 01.01.2020. The designation "new salary system or NSS" thus became obsolete at the end of 2019 and was replaced by "salary system of the EPF Domain".

- The salary curve, useful experience calculation, and salary adjustment calculation files are used to define the application of the salary system.

2. Scope of salary system

- The scope includes all employees with unlimited contracts occupying scientific, administrative, technical, IT and management positions.

- Professors appointed by the CEPF and academic and non-academic functions with fixed-term contracts are thus excluded from this scope. These academic functions include for instance PhD students, postdoctoral researchers, scientific assistants and scientists whose salary is determined by EPFL and not the CEPF. These non-academic functions include administrative and technical (CAT), IT and management functions with fixed-term contracts.
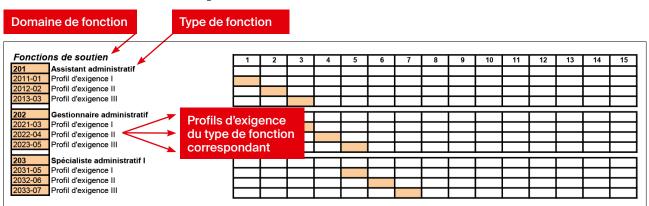
3. Salary system

3.1 Function grid
(see tables 1 and 2)

- The salary system of the EPF Domain is based on a function grid representing fifteen grades and subdivided into three domains "scientific functions", "support function" and "management and staff".

- The degree of difficulty of a function is defined horizontally in the grid by the fifteen functional grades (requirement levels). The more complex the activities to be carried out, the higher the ranking of a function.

- The function types group model functions of the same type as requirement profiles, involving activities and requirements of a progressive degree of difficulty (e.g. type of administrative specialist function 203 with three requirement profiles 2031–05, 2032–06 and 2033–07).

Table 1 – Extract from EPF Domain function grid

Table 2 – EPF Domain function grid

3. 2 Requirement profiles and job descriptions
(see table 3)

- The requirement profiles and job descriptions constitute the basis for determining the positioning of posts, namely the allocation and functional grade.

- The job description briefly describes the job title and hierarchical positioning, general objective of the position, primary and secondary tasks, and the job requirements regarding education, knowledge and skills. See annexe 1 "Job description" and annexe 2 "Guide for creating the job description".

- The requirement profiles are subdivided into two parts:
  - Page 1 shows the allocation of the type of function and describes the content of the functions with mission, main activities and knowledge requirements (education, additional knowledge and expertise).
  - Page 2 describes the professional skills (expertise and aptitudes), personal skills (self-sufficiency and flexibility), social skills (communication, cooperation and teamwork), behavioural skills (managerial and assistance with decision-making) plus any demands and conduct specifically related to the work involved.

- The comparison between the job description and requirement profiles allows the definition of the allocation, namely the function code (e.g. 2032–06) corresponding to the positioning of a post in the function grid.

- The allocation is made independently of the position holder.

- The responsibilities and tasks assumed determine the allocation, and not the level of education.

- The HR managers (HRMs) determine the allocation in collaboration with the hierarchy and are responsible for the internal equity of allocations.

- Furthermore, a committee for the evaluation of functions and remuneration has been set up to facilitate analyses and promote internal equity. The Evaluation Committee plays a consultative role only.

Table 3 – Extract from EPF Domain requirement profiles

Domaine des EPF: Descriptif de fonction

Type de fonction	Fonctions de soutien
Fonction	203 Spécialiste administratif/ve I

Niveau d'exigences		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2031-05	Profil d'exigence I					■										
2032-06	Profil d'exigence II						■									
2033-07	Profil d'exigence III							■								

Contenu

Niveau d'exigences 5	Niveau d'exigences 6	Niveau d'exigences 7
Activités de collaborateur/trice spécialisé/e dans le domaine administratif.	Activités de collaborateur/trice spécialisé/e expérimenté/e dans le domaine administratif.	Activités de collaborateur/trice spécialisé/e très expérimenté/e dans le domaine administratif.
Les missions et activités sont définies par l'instance supérieure et transmises sur la base des objectifs préalablement fixés et de directives complémentaires orales.	Les missions et activités sont décrites par l'instance supérieure et concrétisées par des objectifs préalablement fixés.	Les missions et activités sont globalement décrites par l'instance supérieure et concrétisées par des objectifs préalablement fixés.
Les missions sont les suivantes: - Effectue des travaux professionnels et d'assistanat exigeants et également non-standardisés - Effectue et vérifie le déroulement global dans le secteur partiel d'activités confié - Elabore divers rapports, statistiques, calculs et indicateurs de gestions sur la base d'informations internes et externes (connaît le contexte) - S'occupe de tâches de coordination avec les partenaires internes et externes - Effectue la correspondance commerciale individuelle dans la langue nationale exigée et en anglais	*Les missions sont semblables au niveau 5, cependant en plus:* - S'occupe d'un secteur ou effectue un ensemble de tâches hétérogènes avec des tâches partiellement différentes (p.ex. gérer un secteur administratif exigeant, etc.) de manière autonome. - S'occupe de façon globale de tâches de coordination et d'organisation avec des partenaires internes et externes - Apporte son aide pour des tâches d'organisation exigeantes (p.ex. pour le planning, la réalisation et la mise en œuvre de procédures, les méthodes et formes de travail) - Participe à des groupes de travail et de projets - Appuie les instances supérieures pour des questions professionnelles	*Les missions sont les suivantes:* - S'occupe de son propre secteur - Analyse, synthétise et exploite des données - Planifie, effectue et applique des concepts - Résout des problèmes d'organisation et optimise des processus et des procédures - Transfère le savoir et conseille des personnes en interne et externe pour des questions complexes - Rédige des textes et des rapports professionnels - Prend part à des projets et à des groupes professionnels - Elabore des rapports exigeants et des présentations pour les instances décisionnelles
Formation et savoir-faire: - Formation de niveau CFC complétée par une formation professionnelle externe - Connaissances spécifiques dans le secteur - Connaissances approfondies des procédures et processus de l'unité - Bonnes connaissances d'une langue nationale ainsi que bonnes connaissances de l'anglais	*Formation et savoir-faire identiques au niveau 5, cependant en plus:* - Formation de niveau brevet fédéral (BF) - Connaissances de de base de spécialiste dans le secteur - Très bonnes connaissances d'une langue nationale et de l'anglais	*Formation et savoir-faire:* - Formation de niveau examen professionnel supérieur (EPS) ou école spécialisée (ES) - Connaissances de spécialiste dans le secteur - Connaissances approfondies des processus et procédures de l'unité - Très bonnes connaissances d'une langue nationale ainsi que très bonnes connaissances de l'anglais

Domaine des EPF: Descriptif de fonction

DESCRIPTIF

Niveau d'exigences 5	Niveau d'exigences 6	Niveau d'exigences 7
Connaissances (formation) Formation de niveau certificat fédéral de capacité (CFC). Formation complémentaire.	**Connaissances (formation)** Formation de base et continue de niveau brevet fédéral (BF).	**Connaissances (formation)** Formation de base et continue de niveau examen professionnel supérieur (EPS), école spécialisée (ES).
Savoir-faire / aptitudes Connaissances pratiques étendues principalement dans un secteur de tâches.	**Savoir-faire / aptitudes** Connaissances pratiques plutôt importantes principalement dans un secteur de tâches.	**Savoir-faire / aptitudes** Connaissances pratiques importantes principalement dans un secteur de tâches.
Connaissances importantes des processus et des déroulements principalement au sein d'une unité organisationnelle.	Connaissances importantes des processus et des déroulements principalement au sein d'une unité organisationnelle.	Connaissances importantes des processus et des déroulements principalement au sein d'une unité organisationnelle.
Autonomie Assumer des activités majoritairement de planification avec une liberté d'action en partie accrue et une certaine liberté décisionnelle.	**Autonomie** Assumer des activités de planification avec une liberté d'action en partie accrue et une certaine liberté décisionnelle.	**Autonomie** Assumer des activités de planification avec une liberté d'action accrue et une liberté décisionnelle accrue.
Flexibilité Traitement de tâches aux contenus majoritairement différents, assez largement connues et se succédant à une fréquence soutenue.	**Flexibilité** Traitement de tâches aux contenus majoritairement différents, assez largement connues et se succédant à une fréquence élevée.	**Flexibilité** Traitement de tâches aux contenus majoritairement différents, connues dans une certaine mesure et se succédant à une fréquence élevée.
Communication Transmission de contenus majoritairement exigeants à caractère partiellement sensible, à un cercle de destinataires d'assez faible hétérogénéité, voire d'hétérogénéité moyenne.	**Communication** Transmission de contenus exigeants à caractère partiellement sensible, à un cercle de destinataires d'assez faible hétérogénéité, voire d'hétérogénéité moyenne.	**Communication** Transmission de contenus exigeants à caractère partiellement sensible, à un cercle de destinataires d'hétérogénéité moyenne.
Coopération Résolution de problèmes dans un groupe de taille moyenne, composé de partenaires dont les intérêts et les opinions sont majoritairement semblables mais déjà partiellement divergents.	**Coopération** Résolution de problèmes dans un groupe de taille moyenne, voire assez grande, composé de partenaires dont les intérêts et les opinions sont majoritairement semblables mais déjà partiellement divergents.	**Coopération** Résolution de problèmes difficiles dans un groupe de taille moyenne, voire assez grande, composé de partenaires dont les intérêts et les opinions sont majoritairement semblables mais déjà partiellement divergents.
Conduite / Aide à la décision (-)	**Conduite / Aide à la décision** (-)	**Conduite / Aide à la décision** Subordination fonctionnelle d'un très petit nombre de collaborateurs occupant des fonctions identiques au niveau opérationnel.
(-)	Soutien à la conduite à un niveau de conduite inférieur avec une influence sur une unité organisationnelle pour des instances décisionnelles ayant peu de diversité d'intérêts.	Soutien à la conduite à un niveau de conduite inférieur avec une influence sur plus d'une unité organisationnelle pour des instances décisionnelles ayant assez peu de diversité d'intérêts.

Domaine des EPF   17.08.2018
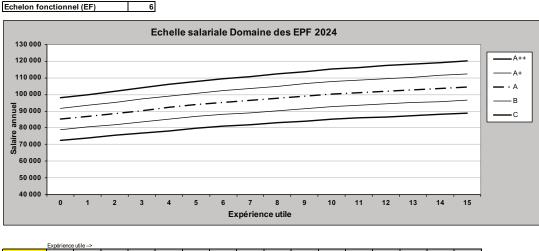
3.3 Determination of starting salary
(see tables 4 and 5)

- The starting salary is determined in the salary scale between the minimum and maximum of the corresponding functional grade, taking into account the useful experience (relevant to the function assumed) and market conditions.

- Minimum and maximum amounts are fixed for each of the fifteen grades and form salary bands within which salaries are fixed and adjusted according to performance and experience.

- Curve A is considered the target curve with ± 15% deviation. This means that curve C is 15% lower and curve A++ is 15% higher than curve A. The intermediate curves B and A+ represent a 7.5% deviation in relation to the target curve A (also expressed as "target salary").

- The starting salary takes into account the person's profile and experience. Internal benchmarks for similar positions with similar useful experience are essential to ensure internal equity.

- For HR management purposes, the entry date used to calculate years of experience (in the SAP field) must be identical to the employee's entry date. In the event of a step change, the actual date of the step change is also entered in SAP (info type 0008).

Table 4 – Extract from the useful experience calculation file

Start date		01.01.2024							
Data								**Formules: ne pas changer svp**	
Matr	**Nom**	**Prénom**	**Né(e) ***	**Âge**	**Fonction NSS ***	**Echelon fonctionnel ***	**vide**	**Années d'expérience utile**	
			14.01.1993	31.80	4042	8		6	
			06.03.1957	67.65	2032	6		15	
			30.09.1981	43.09	4042	8		11	
			05.03.1978	46.66	4042	8		12	
				* zone obligatoire					

Table 5 – Extract from EPF Domain salary curves for an FG 6

Echelon fonctionnel (EF)	6

Echelle salariale Domaine des EPF 2024

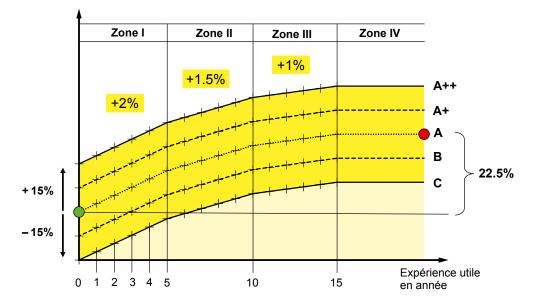| Courbes	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	Expérience utile -->															
A++	98 074	100 036	101 997	103 959	105 920	107 882	109 353	110 824	112 295	113 766	115 237	116 218	117 199	118 180	119 160	120 141
A+	91 678	93 512	95 345	97 179	99 012	100 846	102 221	103 596	104 971	106 347	107 722	108 639	109 555	110 472	111 389	112 306
A	85 282	86 988	88 693	90 399	92 105	93 810	95 089	96 369	97 648	98 927	100 206	101 059	101 912	102 765	103 618	104 470
B	78 886	80 464	82 041	83 619	85 197	86 774	87 958	89 141	90 324	91 508	92 691	93 480	94 269	95 057	95 846	96 635
C	72 490	73 939	75 389	76 839	78 289	79 739	80 826	81 913	83 001	84 088	85 175	85 900	86 625	87 350	88 075	88 800

3. 4 **Salary progression**
(see table 6)

- The OPers-EPF provides for a salary progression that is based, within the limits of available resources, on the evaluation of performance and experience.

- Experience-based salary progression (increment) is applied over a period of from 0 to 15 years of useful experience (UE) and represents an increase each year of 2% from 0 to 5 years (UE), 1.5% from 6 to 10 years (UE) and 1% from 11 to 15 years, i.e. a total of 22.5% experience-based increases with a ceiling of 15 years.

- These experience-based percentage increases are calculated on the basis of a reference salary (salary curve A with 0 years UE) and not the employee's actual salary. For example, in table 5 above, the increase for grade 6 will apply to a salary of CHF 85,282.

- The evaluation criteria are based on performance, conduct and development.

- At EPFL, there is no automatic correlation between performance evaluation and adjustment towards a higher curve.

- When the target salary (curve A) is higher than the actual salary, there is an automatic adjustment that varies according to how far the person's salary is from curve A.

- When the target salary (curve A) is lower than the actual salary, no adjustment is made since downward progressions are not possible.

- The CEPF can, in response to a proposal from the EPF, organise a bonus system, for certain categories, based on the performance evaluation. Within this framework, EPFL allocates a yearly budget for the granting of performance bonuses, intended to recognise an exceptional performance that clearly exceeds that which is normally expected.

Table 6 – Salary progression in the EPF Domain

3.5   Salary negotiations and measures of the EPF Domain

■ The CEPF decides regarding the cost-of-living adjustment every year (Art. 16 LPers), the general increase of actual salaries (Art. 28 OPers-EPF) and increases of individual salaries (Art. 27 OPers-EPF), according to experience and performance (steering of salary system) for employees whose employment contract is governed by the OPers-EPF and the *Ordonnance sur le corps professoral des EPF*.

■ These salary measures are determined by the institutions after consultation with social partners.

3.6   Adaptation of salary scale

■ The CEPF examines the amounts and scales of salaries with its social partners each year and adjusts them if necessary, within the limits of available resources.

■ The adjustments take into account particularly the employment market and cost-of-living adjustment (compensation for inflation / rise in cost of living).

■ In 2024, a 1% cost-of-living adjustment was granted to all staff members employed according to the terms of the *Ordonnance sur le personnel du domaine des EPF* and *Ordonnance sur le corps professoral des EPF*. The cost-of-living adjustment for 2023 was 2.5%.

■ It should be noted that an increase of 0.5% was granted in 2022 and no increase was granted in 2021.

3.7   Steering of salary system with 1.2% of the payroll and its application within EPFL

The percentage increase of the payroll for the steering of the salary system is decided each year by the CEPF. In 2022, 2023 and 2024, the steering percentage of the payroll was 1.2% and composed of the following increases.

3.7.1   Increment based on years of useful experience

■ Automatic salary increase based on one additional year of experience with a ceiling of fifteen years (+2% from 0 to 5 years, +1.5% from 6 to 10 years and +1% from 11 to 15 years), provided that the date of the experience calculation is before 30 June.

■ The increase is made on the basis of a theoretical salary (FG salary corresponding to 0 years UE; see table 5) and not the person's actual salary.

3.7.2   Adjustment towards curve A

■ A salary supplement representing an automatic and progressive salary adjustment towards curve A is applied, provided that the date of the calculation of useful experience is before 30 June.

■ The percentage adjustment varies according to the disparity between the person's actual salary and the corresponding salary on curve A (between 2.5% and 0.045%).

■ The adjustment towards curve A is made independently of the useful experience (and beyond fifteen years of UE, if necessary).

■ If the salary is higher than curve A, no adjustment is made.

3.7.3 Individual increase

- There is no increase linked with performance assessment within EPFL. The latter is replaced by a special bonus system, which is the subject of a separate process.

- The annual process of granting bonuses begins in June with the allocation of School/VP budgets decided by the Direction, and ends in autumn with the payment of individual bonuses. However, as part of the budgetary measures decided by the EPFL Management, the bonuses will be abolished for 2023 and 2024.

- An exceptional salary increase (ESI) can be requested within the framework of the granting of bonuses, when performances have been exceptional over a long period. The ESI is determined taking into account the person's salary positioning in relation to a reference salary, or "target salary" (curve A). The potential flexibility also depends on the resources available.

3.8 Particularities of salary adjustments at 1st January for HR management

In addition to the adjustment of the salary scale (see 3.6) and increases based on the steering of the salary system (see 3.7), the following particularities may arise:

- If a salary offer is made in the year preceding the year of commencement of employment (e.g.: offer made in December 2022 and commencement of employment in February 2023), the salary is not revised to take account of any inflation or increase. The salary stated on the contract signed by both parties applies.

- In the event of hiring, change of function or transition from fixed-term to permanent contract after 30 June, there will be no increment, nor any catch-up to curve A, if applicable (see 3.7). However, the cost-of-living increase will be applied (see 3.6).

- In the event of a change of function or transition from fixed-term to open-ended contract on 1st January, the new salary may include the increase linked to the promotion or increment and any catch-up to the curve A, subject to validation. Potential inflation will be granted by the salary team when processing annual salary increases on 1st January.

- In the event of an extraordinary salary increase (AES) with effect from 1st January, the new salary includes the increment, any increase and any catch-up to the curve A. Potential inflation will be taken into account by the salary team when processing annual salary increases on 1st January.

- If the extraordinary salary increase (AES) takes effect during the course of the year, the salary will be reviewed on 1st January of the following year with the increment, the potential cost-of-living increase and any catch-up to the curve A.

3.9 Modification of job description

- At the request of the line manager, employee or Human Resources manager, the job description is reviewed when responsibilities are modified or have evolved significantly and permanently.

- A new job description is then drawn up and the evaluation of the allocation, functional grade and useful experience is reviewed.

- A re-evaluation of the salary positioning is carried out with a new salary proposal, if appropriate. The latter takes effect upon the revision and validation of the job description.

- In the event of a reduction in grade and where necessary a salary decrease, these will take effect within the framework of an employment contract amendment notice period, or after the period of notice.

3.10 Change of position within EPFL

Within the framework of internal mobility, employees are free to apply for positions corresponding to their interests and skill profiles.

- In the event of a change of function, a new job description will be drawn up. The allocation, functional grade and useful experience will be reviewed on this basis.

- A re-evaluation of the salary positioning will be carried out with a new salary proposal, to be validated by the employee, and will take effect on the date agreed upon between the parties.

Annexes

Annexe 1: Job description

EPFL

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*)	%

1/2

Annexe 2: Guide to creating the job description

Guide to creating the job description

1.   Introduction and scope

This document describes the procedure to be followed for writing a job description, with the aim of applying the requirement profiles, in accordance with the salary system in the EPF Domain.

The job description summarises the different responsibilities and provides an objective basis for expectations concerning the performance, knowledge and skills agreed upon between the employee and the line manager within the framework of the former's function and development.

The scope includes all employees occupying scientific, administrative, technical, IT and management positions. The scope thus excludes Professors and such academic functions as PhD students, Postdoctoral Researchers, Scientific Assistants and Scientists.

2.   Principles

A position is classified in the function grid in relation to its current job description. The latter must be realistic and describe briefly and concisely:

- The job title and hierarchical positioning.
- The general objective of the position.
- The primary and secondary tasks to be assumed.
- Requirements concerning education and the expected knowledge and skills.

The job description allows the allocation to be determined, in accordance with the EPF salary system.

The allocation (defined by the function code) corresponds to the positioning of a post in the function grid (see Table 2). The allocation is made independently of the position-holder.

The responsibilities to be assumed determine the allocation and not the level of education. The Human Resources Managers (HRMs) determine the allocation, in collaboration with the hierarchy, and are responsible for the internal equity of allocations.

3.   Rules concerning the job description

- The position must in principle be described as it is, not as it was, should be or will be (in the medium and long term)
- Sentences must be simple and if possible written in the infinitive form, using action verbs (see Table 1)
- All references to other positions or services must be clear and complete
- Acronyms must be avoided
- The description is necessarily a summary of the position. It must present the most important facts and not aim to be exhaustive. Its objective is to define the general framework of the principal activities and responsibilities and it can evolve according to the needs of the institution.

4.   Main sections of the job description

4. 1   Job title (internal function)

The denomination of the position must clearly reflect the content of the post. A person from outside EPFL must also be able to form an accurate idea of the position. It is preferable to find a generic denomination that refers to the content of the position and could appear on a visiting card.

The job title will be used as internal function in the SAP institutional structure and the EPFL directory. The line manager decides the job title (internal function), in collaboration with the Human Resources Manager.

4. 2   Sector, organisational unit

Identify the sector: Vice-Presidency, Associate Vice-Presidency, Heads of Department, School and organisational unit (service, unit, institute, laboratory).

4. 3   Function (function code)

The function grid is divided into three domains : "scientific functions", "support functions" and "management and staff". Each domain contains types of function. The degree of difficulty of a function is defined horizontally in the grid by the fifteen functional grades (requirement levels). The more complex the activities to be carried out – and thus the higher the requirements – the higher the ranking of the function.

The Human Resources Manager determines the function code.

4. 4   Functional grade (FG)

The functional grade is indicated by the last two figures of the function code, as described above.

4. 5   Contractual relationship

Determine the type of contract – fixed-term contract (CDD) or unlimited contract (CDI).

4. 6   Line manager

Identify the job title of the line manager (internal function).

4. 7   General objective of position (mission / main purpose of function)

Describe the function exercised by the person, their contribution to the aim of the service/ department.

The main mission can be summarised in one single sentence and is composed of a verb in the infinitive form (ensure, guarantee, contribute, participate, etc.), specifying the level of responsibility of the position.

4. 8   Responsibilities

Summarise the primary and secondary tasks, defining if possible the percentage of corresponding activities. The responsibilities are described completely and precisely and must emphasise what is significant about the tasks (or responsibilities) conveying an accurate idea of what is involved.

Specify the average percentage of time devoted to the different responsibilities. The total will always amount to 100%, even for employees working on a part-time basis.

4. 9   Requirements

- **Education** (specify the level of education required).

- **Additional knowledge / expertise** (specify the knowledge and experience required).

- **Personal skills :**
  - Autonomy – capacity required by the function to work with different degrees of supervision, assume different degrees of margins of manoeuvre and act independently within these limits ; aptitude to identify opportunities and risks and seek new solutions.
  - Flexibility – capacity required by the function to rapidly adapt to variable or new tasks or situations.
  - Communication – capacity required by the function to express oneself appropriately and practise active listening in order to convey information in a manner adapted to the recipient (including the degree of complexity of the message to be conveyed, the degree of difficulty / sensitivity of the communication, diversity of the circle of recipients).
  - Cooperation – capacity to collaborate within the framework of the achievement of common objectives.
  - Management and assistance with decision-making – team leading, project management, management by professional guidelines, assistance with decision-making depending on the degree of complexity, extent of influence, diversity of interests within the decision-making body.

4. 10 Signature

The signatures of the position-holder and line manager may be handwritten (original or scanned). Electronic signatures cannot be used on this document.

Table 1 – Examples of action verbs

- **Administer**: count, record, establish, guarantee, manage, inventory, arrange, determine, list, monitor.
- **Search**: analyse, calculate, consult, investigate, study, examine, test, observe, explore, look for, appropriate, probe.
- **Communicate**: talk, discuss, exchange, listen, express, inform, interview, negotiate, share, write, report, inform, transmit.
- **Advise**: help, clarify, understand, diagnose, enlighten, listen, guide, encourage, orientate, advise, propose, recommend.
- **Check**: assess, investigate, evaluate, examine, measure, supervise, monitor, test, validate, verify.
- **Create**: adapt, improve, design, construct, discover, elaborate, imagine, innovate, invent, renew, transform, find.
- **Decide**: settle, choose, conclude, determine, eliminate, define, opt, adjust, resolve.
- **Develop**: increase, improve, commercialise, trigger, expand, extend, study, establish, launch, progress, promote.
- **Direct**: facilitate, order, lead, define, delegate, guide, encourage, inspire, establish, manage, steer, preside.
- **Manage**: control, hire, evaluate, establish, eliminate, list, mandate, pay, predict, quantify, transfer, verify.
- **Train**: organise, learn, lead, develop, educate, exercise, stimulate, instruct, raise awareness, transform.
- **Negotiate**: purchase, arbitrate, argue, commercialise, conclude, consult, convince, demonstrate, persuade, propose, select, sell.
- **Organise**: set up, anticipate, arrange, collaborate, coordinate, distribute, establish, set up, plan, prepare, programme, distribute, structure.
- **Produce**: apply, carry out, elaborate, execute, do, accomplish, monitor, use.

Table 2 – Function grid (codes, types of functions and functional grades)

Grille des fonctions EPF

Etat 17.08.2017

Fonctions scientifiques

Code	Fonction / Profil	Grade
101	**Assistant scientifique**	
1011-06	Profil d'exigence I	6
102	**Collaborateur scientifique (y. c. profil expérimenté) ou Collaborateur scientifique I**	
1021-07	Profil d'exigence I	7
1022-08	Profil d'exigence II	8
1023-09	Profil d'exigence III	9
1024-10	Profil d'exigence IV	10
103	**Collaborateur scientifique II**	
1031-10	Profil d'exigence I	10
1032-11	Profil d'exigence II	11
1033-12	Profil d'exigence III	12
1034-13	Profil d'exigence IV	13
111	**Responsable d'une groupe scientifique**	
1111-09	Profil d'exigence I	10
1112-10	Profil d'exigence II	11
1113-11	Profil d'exigence III	11
112	**Responsable d'un domaine scientifique**	
1121-11	Profil d'exigence I	11
1122-12	Profil d'exigence II	12
1123-13	Profil d'exigence III	13

Fonctions de soutien

Code	Fonction / Profil	Grade
201	**Assistant administratif**	
2011-01	Profil d'exigence I	1
2012-02	Profil d'exigence II	2
2013-03	Profil d'exigence III	3
202	**Gestionnaire administratif**	
2021-03	Profil d'exigence I	3
2022-04	Profil d'exigence II	4
2023-05	Profil d'exigence III	5
203	**Spécialiste administratif I**	
2031-05	Profil d'exigence I	5
2032-06	Profil d'exigence II	6
2033-07	Profil d'exigence III	7
204	**Spécialiste administratif II**	
2041-07	Profil d'exigence I	7
2042-08	Profil d'exigence II	8
2043-09	Profil d'exigence III	9
2044-10	Profil d'exigence IV	10
301	**Assistant technique**	
3011-01	Profil d'exigence I	1
3012-02	Profil d'exigence II	2
3013-03	Profil d'exigence III	3
302	**Collaborateur technique**	
3021-03	Profil d'exigence I	3
3022-04	Profil d'exigence II	4
3023-05	Profil d'exigence III	5
303	**Spécialiste technique I**	
3031-05	Profil d'exigence I	5
3032-06	Profil d'exigence II	6
3033-07	Profil d'exigence III	7
304	**Spécialiste technique II**	
3041-07	Profil d'exigence I	7
3042-08	Profil d'exigence II	8
3043-09	Profil d'exigence III	9
3044-10	Profil d'exigence IV	10
402	**Support informatique (1-Level)**	
4021-03	Profil d'exigence I	3
4022-04	Profil d'exigence II	4
4023-05	Profil d'exigence III	5
403	**Support informatique (2-Level) / Programmation**	
4031-05	Profil d'exigence I	5
4032-06	Profil d'exigence II	6
4033-07	Profil d'exigence III	7
404	**Spécialiste systèmes (3-Level) / Software Engineering**	
4041-07	Profil d'exigence I	7
4042-08	Profil d'exigence II	8
4043-09	Profil d'exigence III	9
4044-10	Profil d'exigence IV	10
501	**Responsable de groupe**	
5011-04	Profil d'exigence I	4
5012-05	Profil d'exigence II	5
5013-06	Profil d'exigence III	6
502	**Chef d'unité**	
5021-06	Profil d'exigence I	6
5022-07	Profil d'exigence II	7
5023-08	Profil d'exigence III	8
5024-09	Profil d'exigence IV	9
503	**Chef de service**	
5031-09	Profil d'exigence I	9
5032-10	Profil d'exigence II	10
5033-11	Profil d'exigence III	11
5034-12	Profil d'exigence IV	12

Management et état-major

Code	Fonction / Profil	Grade
601	**Spécialiste de domaine**	
6011-11	Profil d'exigence I	11
6012-12	Profil d'exigence II	12
6013-13	Profil d'exigence III	13
6014-14	Profil d'exigence IV	14
602	**Fonction de conduite**	
6021-11	Profil d'exigence I	11
6022-12	Profil d'exigence II	12
6023-13	Profil d'exigence III	13
6024-14	Profil d'exigence IV	14
603	**Fonction de conduite (plusieurs domaines)**	
6031-13	Profil d'exigence I	13
6032-14	Profil d'exigence II	14
6033-15	Profil d'exigence III	15