

EPFL standard recruitment process

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Acronyms

- HRM: human resources manager
- HRG: human resources generalist
- HRA: human resources assistant

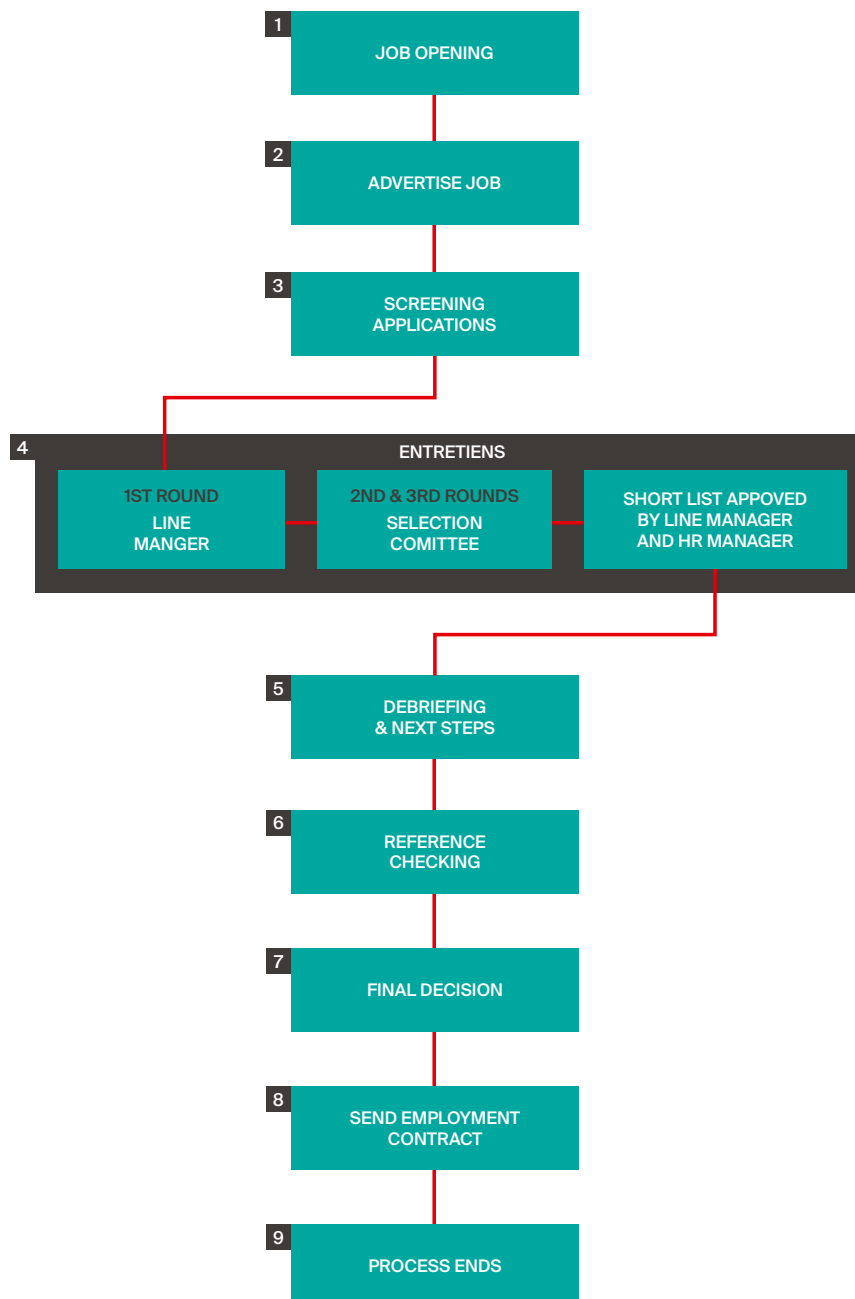
1. Introduction

The Vice Presidency for Human Development (VPH), in collaboration with the line managers, has defined a standard recruitment process for employees subject to the salary system of the EPF Domain, administrative and technical employees with fixed-term contracts, as well as PhD students, postdocs and apprentices. This includes scientific, administrative, technical, information system and management positions (around 4,000 positions). This process is not designed for professors.

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: ■ Define the VPH 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, scientific and technical employees with fixed-term contracts.
Tools mandatory M or optional O	■ Template for writing an advertisement – M ■ Job description – M ■ Interview guidelines – O ■ Retroplanning template – M ■ E-learning recruitment training – O ■ Evaluation matrix – O ■ Phone reference check – O ■ Benefits overview – O ■ Hiring proposal – M ■ Hiring proposal for PhD students – M ■ Language Centre – O
Metric(s)	Recruitment lead time: from publication of advertisement to offer acceptance. Goal: 10 weeks
Date of implementation	October 2019. Amended version applicable as of December 2025.
Review cycle	The VPH examines this process regularly 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	■ Provide their administrative assistant with the information needed to complete the “template for writing job requisition” in the Recruitment module (accessible via Sesame): 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). ■ Appoint the selection committee including HRM / HRG and a maximum of three to five people relevant for the job opening. The selection committee is responsible for selecting the best application for the job opening.	Template for writing job requisition – M Job description – M
	HRM / HRG	■ Review and validate 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 the Recruitment module. ■ For very specific positions, external agencies or headhunters can be mandated (please consult your dedicated HRM / HRG to learn about the EPFL approved agencies). Costs borne by unit.	
2 Advertise job	HRM / HRG and HRA	■ 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 job requisition – M
3 Screening applications	Line manager for central services	■ Screen, compare and rate the applications in relation to the job description, skills and experience. ■ Identify preselected candidates for interviews, and reject others (via the Recruitment module).	Job description – M
	Professor or HRM / HRG for school(s)	■ 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.	

Step	Who / person responsible	How	Mandatory M or optional O documents
4 Interviewing	Line manager or Selection committee	■ 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 Language Centre), IT or other skills). For managerial positions, assess the candidate's management competencies ■ Questions related to the private sphere of a candidate are not allowed. ■ 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 the HRM / HRG and line manager. ■ HRM / HRG can organise an assessment with an external provider for very specific positions. Costs borne by unit.	Interview Guidelines – O
5 Debriefing and next steps	Selection committee	■ 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	HRM / HRG or Line manager	■ 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 HRM / HRG	■ Debrief and reach final decision regarding the selected candidate. ■ HRM / HRG 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 submits salary proposal. ■ In case of acceptance, line manager submits hiring proposal and job description to HRA.	Salary proposal – O Benefits overview – O Hiring proposal – M Job description – M
8 Send employment contract	HRM / HRG or HRA	■ Prepare and send contract, signed by HRM, to selected candidate.	
9 End of process	Admin assistant and Line manager	After obtaining the signature of the selected candidate: ■ Negative answers sent to remaining candidates. ■ Instruction to close position and remove postings.	

4. Documentation

4.1 Template for writing a job requisition – M

Visit the dedicated page (with resources and link to the Recruitment module)

Administrative assistant (1928)

Route Map

Assessment

Completed

1 Job Opening

2 Ready for Posting

Actions

Job Profile Details

Job Profile DetailsView Job Profile

Requisition Information

Default LanguageEnglish (United States)

Post Job in Language(s)English (United States) Update

Req ID1928

StatusPending Approval

* Internal Job TitleAdministrative assistant

* External Job TitleAdministrative assistantSame as Internal

* Number of Openings1

* Work locationNo Selection

4.2 Job description (FR / EN) – M

[Download this document](#)



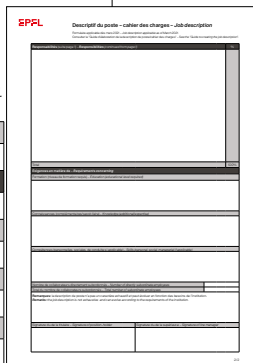
Descriptif du poste – cahier des charges – Job description (*)

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

Proposed interview guidelines – O[Download this document](#)

Proposed interview guidelines

Stages	Aims	Particular points
1. Welcome (duration: 5 min)	Welcome and introduction	■ 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: ■ 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): ■ 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? ■ Could you describe your management style? (if applicable) ■ Could you tell us about a time you've dealt with a complex managerial situation? ■ 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	■ Position description ■ Team organisation, etc. ■ Location and work environment ■ Applicable status (NSS or not) ■ Questions from candidate regarding the position
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	■ 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

4.4

Retroplanning template – O

[Download this document](#)

Poste	XXXX					
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1er tour d'entretiens						
	date	date		date		
Candidat·e 1						
Candidat·e 2						
Candidat·e 3						
Candidat·e 4						
Candidat·e 5						
Debrief 1er tour						

2ème tour d'entretiens					
	date	date		date	
Candidat·e 1					
Candidat·e 2					
Candidat·e 3					
Debrief 2ème tour					

3ème tour d'entretiens				
	date	date		Qui
Candidat·e 1				
Candidat·e 2				
Feedback par email				

Recrutement Poste XXX (80-100%)		Janvier				Février				Mars				Avril				
Quoi	Qui	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Publication offre	RRH ou ARH																	
Revue dossiers 1ère sélection	Responsable hiérarchique																	
Choix dossiers 1ère tour	Responsable hiérarchique																	
Envoi invitations candidat·es 1er tour	TBD																	
Entretiens 1er tour (max. 5 candidat·es)	Responsable hiérarchique																	
Debrief 1er tour	Responsable hiérarchique																	
Envoi invitations 2ème tour	TBD																	
Retour aux candidat·e.s non retenu·e.s	Assistant·e admin																	
Entretiens 2ème tour (max. 3 candidat·es)	Comité de sélection																	
Debrief 2ème tour	Comité de sélection																	
Envoi invitation 3ème tour	Assistant·e admin																	
Retour aux candidat·es non retenu·es	Assistant·e admin																	
Entretiens 3ème tour (max 2 candidat·es)	RRH																	
Feedback 3ème tour	RH et responsable																	
Prise de références	RH ou responsable																	
Offre au·à la candidat·e retenu·e	RH ou responsable																	
Confirmation candidat·e retenu·e	Candidat																	
Retour aux candidat·e.s non retenu·e.s	ARH ou Assistant·e admin																	

Vacances	Date de début des vacances	Date de fin des vacances
ARH		
RRH / GRH		
Responsable Hiérarchique		
Assistant·e admin		
Membre du Comité de sélection (1)		
Membre du Comité de sélection (1)		
Membre du Comité de sélection (1)		

4.5 E-learning recruitment training – O

[Access web page](#)

Available e-learning modulesMaster the recruitment process

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

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](#)

Question and reformulation techniques

- [Ask a question rather than give an affirmation](#)
- [Use questioning](#)
- [Use reformulation](#)
- [Preparing feedback](#)
- [Preparing to formulate your request](#)

4.6 Evaluation matrix – feedback form following interview – O

[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 – mandatory if managerial position							
Ability to set and assess objectives							
Leadership / management							
Coaching							
Ability to give constructive feedback							
Ability to delegate							
Development potential							
Project management (if applicable)							
Project management skills							
Ability to solve problems							
Entrepreneurial spirit							
Communication skills							
Analytic and reporting skills							

Evaluation	Very negative	Negative	Acceptable	Positive	Very positive	Remarks
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 – mandatory if managerial position						
Ability to set and assess objectives						
Leadership / management						
Coaching						
Ability to give constructive feedback						
Ability to delegate						
Development potential						
Project management (if applicable)						
Project management skills						
Ability to solve problems						
Entrepreneurial spirit						
Communication skills						
Analytic and reporting skills						

4.7

Proposed phone reference check template – O[Download this document](#)

Phone reference check template

This form cannot be saved for data protection reasons.

Subjects dealt with	Responses, particular points
I. Introduction - 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?	
II. Assessments in position occupied Candidate's professional competencies: - What did their work consist of? - What were their responsibilities? - What were they most/least successful at? - Main achievements? Candidate's personality: - 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?	
III. New position - 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?	
IV. Conclusion and thanks Thank you for your help	

4.8

Benefits for EPFL staff – O

[Access the dedicated page](#)

Benefits for EPFL Staff

Working at EPFL comes with tangible benefits: free Half-Fare Travelcard or subsidized Swiss-wide GA Travelcard, preferential mortgage rates, and many other perks. These offers are designed to improve staff members' daily lives and recognize their commitment to the institution.



CFF/SBB: Free Half-Fare Travelcard and Subsidized GA Travelcard



Free Repairs and Discounted Purchases at Point Vélo



Affordable Parking and Electric Charging Stations



Purchase and Repair of Personal Digital Equipment



Language Courses for Members of the EPFL Community



Support for Parents: Daycare, Holiday Camps, etc.



Free or Low-Cost Sports and Physical Activities



EPFL Library: Free Access to Collections and Services



Discounts at Various Shops and Services



Cultural Offerings (Show Tickets, Exhibitions...)



Preferential Conditions with Mobility Car Sharing



Discounts on Vehicle Rentals with Europcar

4.9

Hiring proposal – M

[Download this document](#)

RH / 20250225

PROPOSITION D'ENGAGEMENT – personnel payé au mois

(à transmettre aux Ressources Humaines, qui définiront la fonction et le salaire)

Centre financier

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Fonction ☐ Scientifique

Engagement du : au :

☐ 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 (le poste doit être financé à 100%)

- % Dotation n° 3029.012

- % Autres n°

- % Mandat n°

- % Post-formation n°

Nom et prénom :

N° AVS :

Adresse complète :

E-mail privé :

Date de naissance :

Etat civil :

Nombre d'enfants :

Nationalité :

Profession :

Date du diplôme :

Doctorat : ☐ oui ☐ non

Date du doctorat :

Taux d'occupation : ☐ 100 %☐ autre (préciser) : %Lieu de travail : ☐ Lausanne ☐ Fribourg ☐ Genève ☐ Neuchâtel ☐ Valais ☐ Villigen ☐ Autre :Étranger.e.s : Permis de travail (joindre une copie) : ☐ aucun ☐ B ☐ C ☐ L ☐ G ☐ autre :**ATTENTION :** Les collaborateurs.rices, ainsi que leur famille, provenant d'un pays soumis à visa sont prié.e.s de déposer une demande d'entrée en Suisse auprès de l'ambassade ou du consulat de Suisse le plus proche de leur domicile.

Si conjoint.e et enfant.s l'accompagne.nt : merci de joindre copie des passeports, acte de mariage, acte(s) de naissance (indispensable pour Etats tiers).

Observations :

Timbre de l'unité :

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

Lausanne, le

Annexe.s :

☐ CV☐ Copie pièce identité☐ Cahier des charges☐ Copie permis de travail☐ Copie des diplômes☐ Copie des certificats de travail☐ Visiting scholar form, si postdoc avec financement externe

NE PAS REMPLIR, PARTIE RÉSERVÉE AUX RH

Sciper

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Matricule

--	--	--	--	--	--

Code de fonction / EF

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Fonction interne

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☐ A1 - NSS./13☐ exp. utile☐ A4-adm. + techn./13/CDD☐ S1/12 – A2☐ N2 – B3/ass.-scient.☐ N3 – A3/post-doc☐ N4 – A3/scient. sen.

Salaire annuel brut :

Impôts source

☐ oui☐ non

Supérieur.e hiérarchique :

Centre financier	Taux %	N° fonds	N° poste

4.10

Hiring proposal for PhD students – M

[Download this document](#)

EPFL		RH / 20250328	
PROPOSITION D'ENGAGEMENT – pour assistant.e-doctorant.e (salaire de base unique à 100%) à transmettre aux Ressources Humaines			
COORDONNÉES	Nom et prénom :		
	Adresse complète :		
	E-mail privé :		
	Date de naissance :	Etat civil :	Nombre d'enfants :
	Nationalité :		
	Permis de travail : ☐ sans ☐ B ☐ C ☐ L ☐ G ☐ autre :		Date du diplôme :
	Lieu de travail : ☐ Lausanne ☐ Fribourg ☐ Genève ☐ Neuchâtel ☐ Valais ☐ Villigen		
FINANCEMENT	Centre financier	Engagement du :	Taux d'occupation : 100 %
	Financement : – % Dotation n° 3029.012 – % Complément FN n° 6029.040 % Autres n° – % Mandat n°		
	Si changement de groupe (par exemple de groupe 3 à groupe 1) : ancien groupe → nouveau groupe		
	☐ GROUPE 1 : Assistant.e-doctorant.e sans financement externe, payé.e directement et uniquement par l'EPFL	☐ GROUPE 2 : ☐ a. Assistant.e-doctorant.e thèse EPFL avec financement externe < que salaire EPFL (*) ☐ b. Doctorant.e en échange > 12 mois (*) et/ou bourse > CHF 30'000/an (*) L'EPFL octroie un complément salarial	☐ GROUPE 3 : Assistant.e-doctorant.e avec financement externe plus grand ou égal que salaire EPFL
DOCUMENTS À JOINDRE	☐ CV ☐ Copie pièce identité ☐ Cahier des charges ☐ Copie permis de travail (si existant) ☐ Copie des diplômes ☐ Admissibilité au programme doctoral	☐ CV ☐ Copie pièce identité ☐ Cahier des charges ☐ Copie permis de travail (si existant) ☐ Copie des diplômes ☐ Admissibilité au programme doctoral (gr. 2a) ☐ Si bourse : documents d'octroi de la bourse (durée et montant) ☐ Si contrat externe : attestation de l'employeur externe confirmant la durée et le montant du salaire ☐ Visiting scholar form, si nécessaire	☐ CV ☐ Copie pièce identité ☐ Copie permis de travail (si existant) ☐ Copie des diplômes ☐ Admissibilité au programme doctoral ☐ Si bourse : documents d'octroi de la bourse (durée et montant) ☐ Si contrat externe : attestation de l'employeur externe confirmant la durée et le montant du salaire (ou que le salaire ☐ Visiting scholar form, si nécessaire
	ATTENTION : Les collaborateurs.rices, ainsi que leur famille, provenant d'un pays soumis à visa sont prié.e.s de déposer une demande d'entrée en Suisse auprès de l'ambassade ou du consulat de Suisse le plus proche de leur domicile. Si conjoint.e et/ou enfant.s l'accompagne.nt : merci de joindre copie des passeports, acte de mariage, acte.s de naissance (indispensable pour Etats tiers).		
	Par sa signature, le.la professeur.e confirme que : - Le financement de l'assistant.e-doctorant.e est assuré au moins jusqu'à l'examen oral (excepté groupe 2b) ; - En cas de bourse externe, les conditions du bailleur de fonds sont compatibles avec celles de l'EPFL, notamment en cas de paiement d'un complément salarial pour atteindre le niveau standard de rémunération d'un.e assistant.e-doctorant.e à l'EPFL ; - Il.elle informera le.la Responsable RH au minimum 1 mois en avance en cas de changement de financement (bourse, contrat externe).		
SIGNATURES	Observations :		
	Timbre de l'unité :	Nom et signature du.de la professeur.e ou chef.fe de service :	
NE PAS REMPLIR, PARTIE RÉSERVÉE AUX RH		Sciper	Matricule
Code de fonction / EF		Fonction interne	
Salaire annuel brut :		Impôts source : ☐ oui ☐ non	
Date début doctorant.e FN :		Supérieur.e hiérarchique :	
Centre financier	Taux %	N° fonds	N° poste

4.11 **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

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+41 21 693 22 89

centredelanguages.epfl.ch

centredelanguages@epfl.ch