

PERSPECTIVES.12

Personnel policy at ETH Zurich



ETH

Eidgenössische Technische Hochschule Zürich
Swiss Federal Institute of Technology Zurich

Contents

Feature articles

From an interest in the working environment	4–5
From the application form to the electronic process	6–7
Chart a course and stick to it	8–9
Letting it happen and making it happen	10–11

Facts & figures

Age structure	14
Nationality	15
Types of employment	16
Salary basis	17
Part-time employment	17
Proportion of staff receiving individual pay rises	18
Findings of staff appraisal interviews	19
Conformity of salaries to the market	20–21
Staff turnover	22

Imprint / Contact / Further information	23
--	-----------

Perspectives for change

A Chinese proverb says, «When the wind of change blows, some people build walls, others build windmills». Persons leading change processes might read it thus: to benefit their organisations, the fears inspired by change should be minimised, and its energies channelled.

ETH Zurich also faces change. In addition to reporting selected personnel figures, this issue of Perspectives therefore addresses five activities relevant to the theme, from various points of view and with a focus on decisive success factors.

In the first «perspective» we talk with the head of the «Ideas Management» platform introduced at ETH in 2011. We ask him how the organisation regards the platform, and how it implements its tasks.

The second perspective presents a Human Resources project, many years in the planning, which concerns the development and introduction of automatic workflow processes.

The third perspective is dedicated to change in teaching. Here we ask about ETH's main focus, and how teaching staff are involved.

The fourth contribution addresses the theme of change in the context of a research project which has the potential to alter our perceptions.

The fifth perspective is in the photographs. On Leonhardstrasse a new home is rising for several Chairs of the Department of Mechanical and Process Engineering and the ETH Zurich Swiss Economic Institute (KOF). The building site changes daily and shows emphatically how quickly and abruptly change can proceed.

We wish you an enjoyable read, and look forward to receiving your thoughts on this year's issue at perspektiven@hr.ethz.ch.

Piero Cereghetti
Head Human Resources and Services



From an interest in the working environment: How the ideas of ETH Zurich staff are changing the institution

Three questions for Dr. Marcel Schmucki on the approach to new ideas at ETH Zurich

Every modern organisation deploys at least one instrument for gathering internal innovations and ideas. ETH Zurich runs a central Ideas Management platform. How does it work?

The central Ideas Management platform supports the reorganisation and improvement of ETH from the bottom up. Via the ideas portal staff have the opportunity to make suggestions regarding their environment, operational matters or ETH as such. In the first 3 months after the launch of Ideas Management in November 2011 45 ideas were submitted. These were published on the Ideas Management website (www.ideenmanagement.ethz.ch) and passed to an expert for checking and comment. Doctoral students and secretaries provided the most input, but a well-developed proposal was also submitted by an apprentice.

Are there areas which interest staff in particular?

Staff are interested in new approaches to the workplace and environment, in particular cost reduction. Many proposals have been received which concern the «paperless office» and its potential for savings in material and postal charges. The time is ripe for this topic and one project is already in the implementation phase: It is anticipated that from August 2012 salary statements will be delivered by email. Several other ideas address processes in the cafeterias. Prediction of waiting times, standing in the queue, serving of food, hands-free payment via RFID, availability of drinking water or design of rooms: All are motivated by the conviction that a smooth and attractive service has a beneficial effect on workplace performance.

What is the organisation's reaction to these ideas?

At ETH Zurich ideas are desired and welcomed as a matter of principle. The centralised Ideas Management platform can assume a relevant place among ETH's other tools for fostering innovation if submissions are taken seriously and their authors are informed of their proposals' progress. As noted above, ETH staff are primarily interested in operational changes, and we would be well advised to utilise this potential.

Dr. Marcel Schmucki, member of the office of Vice President for Human Resources and Infrastructure, is in charge of Ideas Management at ETH Zurich.



A question of management culture

Work psychology has taught us that freedom and autonomy at work increase work satisfaction, motivation and creativity. If staff are able to shape their work their energy is freed up to generate new ideas. If we want input regarding the further development of ETH from all its areas – at the moment more ideas come from the departments than from infrastructure units – then management must take a specific look at the learning possibilities available to staff, the multiplicity of requirements they must satisfy and their scope for decision-making. This will ultimately provide ETH with fertile ground for the germination, growth and (particularly) the flowering of ideas.

Dr. Tina Schallamon, Personnel and Organisational Development

From the application form to the electronic process: How «HR Workflow» has been received in the everyday

Three questions for Ursula Eggenberger on HR Workflow



Work out what matters

In projects like HR Workflow, the issue is who will determine how work should be carried out. Will it be IT, who can promise efficiency via standardisation? Will it be individual units, who can select their own work processes? These conflicting priorities have generated a debate at ETH regarding how much autonomy is expedient in the shaping of administrative processes. This issue is of great interest to Human Resources because it is heavily involved in project organisation, invests a great deal in training the staff who operate the new processes, and provides increased guidance where there is individual need.

Dr. Cuno Künzler, Head, Personnel and Organisational Development

Altering or replacing functioning processes is a challenge faced by organisations in many areas. Why do we need a new processing technique for changes of contract?

For reasons of efficiency. Every month around 2000 changes of contract* are submitted to Human Resources (HR). This number – parallel to the continual increase in ETH personnel – has risen by 11 percent over the last four years, making more efficient handling of personnel processes necessary. It became HR's goal to develop a modern, simple and elegant processing method for line management, particularly administrative assistants.** Since 2011 contract changes are no longer submitted by post in paper form, but are processed electronically and automatically («HR Workflow»).

Is individuality still possible in an electronic process?

This depends, because automated processes require standardised process procedures. These are difficult to reconcile with the heterogenous organisational structure at ETH Zurich. In the design of HR Workflow we have nonetheless made every effort to leave scope for individuality. The experiences of a pilot group composed of members of various departments were very useful in assessing the instrument's everyday feasibility. In any case it is essential that HR determine how administrative personnel processes are conducted. We are aware that this will affect some aspects of organisational line management procedure.

How has HR Workflow been received by its users?

In general it has been welcomed, as an evaluation in the summer of 2011 showed. 97 percent of administrative assistants are happy with the new process, and indicated in the survey that HR Workflow supports and simplifies their work. The fear that the element of personal exchange in line management and with us would get lost in the electronic process was not borne out. While the personnel officer still picks up the telephone, it is no longer to chase up a missing account number, but to advise an administrative assistant – e.g., on what documents a Chinese scientist needs to obtain an entry visa.

Ursula Eggenberger is Project Manager of HR Workflow, ETH Zurich Human Resources.

* These include e.g. extensions, changes in number of working hours and new appointments to/departures from ETH.

** Administrative assistants are the first point of contact for staff. Direct cooperation with Human Resources is important and valuable for both sides.

Chart a course and stick to it: Why the objectives of teaching transcend mere fashion

Three questions for Prof. Dr. Heidi Wunderli-Allenspach on the direction of teaching at ETH Zurich

Teaching is one of the core tasks of ETH Zurich. How is this strategic, identity-sustaining field being developed?

With a lot of patience, and most definitely with a lot of help. The Rector stands with the other members of the ETH Board on the command bridge of ETH Zurich. The comparison with an ocean liner seems to me appropriate for several reasons, also in connection with teaching, where change requires a certain perseverance and sometimes only bears fruit years in the future. As Rector I have been in charge of teaching at ETH Zurich for the past five years. At first my goal was mostly to hold the ship's course; my aim was consolidation. Many projects initiated by the Bologna reforms were already underway when I took over the post from Konrad Osterwalder in 2007.

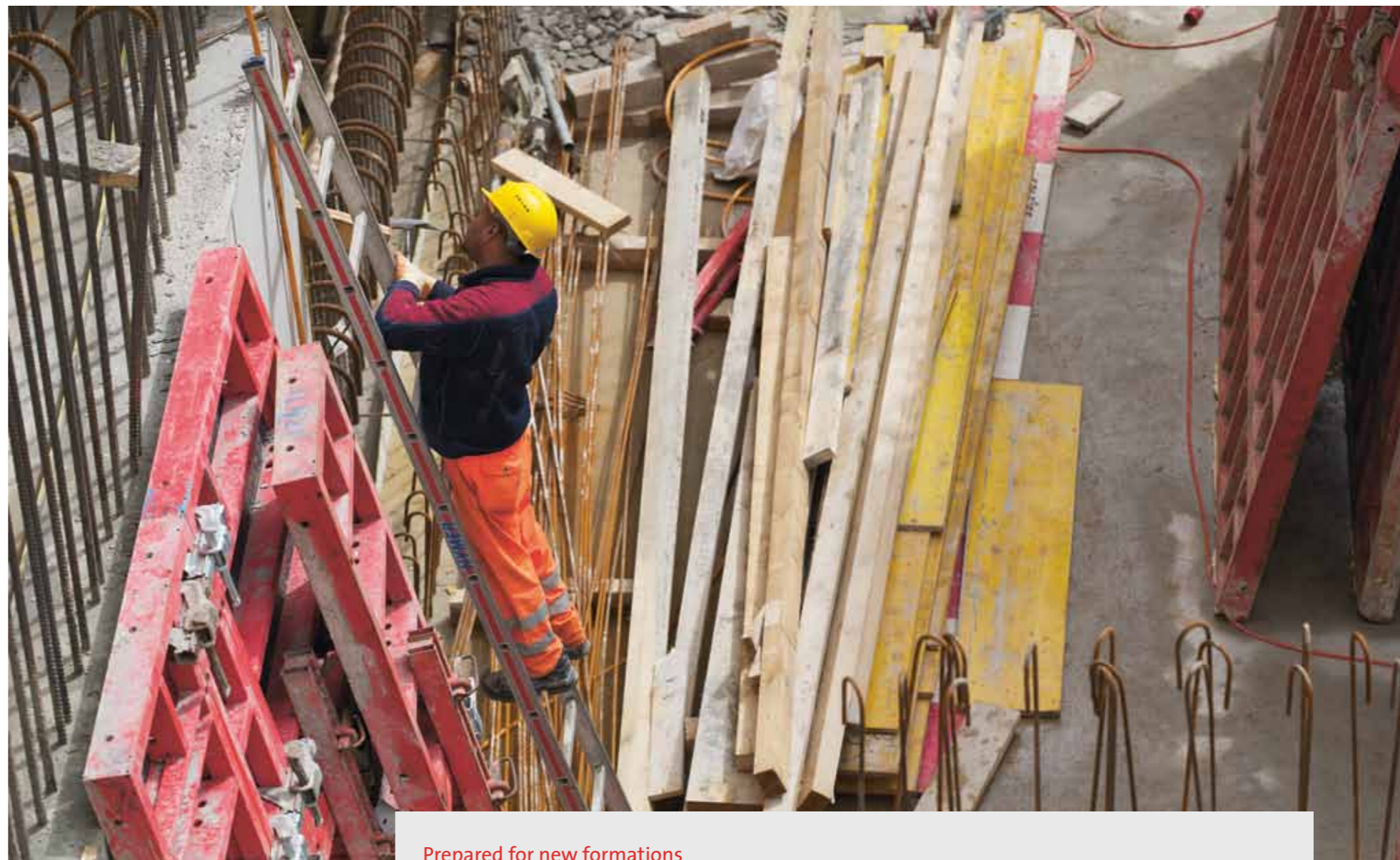
What structural changes were necessary?

One consequence of the Bologna reforms was the enormous increase in external applications for Master's degree programmes. After early hitches in a few programmes we were able to establish what is now a transparent and consistent admissions procedure. At the organisational level the reorganisation of the Centre for Higher Education was an important step: we combined the student advisory service and the orientation service for Gymnasien [university-track high schools] into one group, Studienorientierung und Coaching [Orientation & Coaching for Students] (SoC), and created the new unit Lehrentwicklung und -technologie [Educational Development and Technology] (LET), which is oriented towards the needs of teaching staff.

How do you set up the right teaching offer?

The new degree programme in Health Sciences and Technology is without a doubt a highlight of the consolidation phase. 170 students enrolled in it straightaway last year, half of them women! Important prerequisites for a success like this are first a vision of where the journey should lead, and a good eye for what is feasible. Most essential, however, are allies or strategic partners among faculty. Early in the process we realised that integration into the organisation would be necessary, and the result was a new department. The euphoric mood which still prevails there today is an inspiration.

Prof. Dr. Heidi Wunderli-Allenspach is Rector of ETH Zurich until the end of July 2012 and is in charge of all aspects of teaching.



Prepared for new formations

Over the last few years many departments and infrastructure units have undergone comprehensive reorganisation. Squaring these processes is a challenge to Human Resources in several ways: staff are allocated new tasks, certain functions are abolished, new posts are filled. Because not all participants are immediately and sufficiently equipped for their new tasks, continuing education is also the order of the day. All of this requires rapid and targeted responses. The structure of Human Resources helps it to address this need, as it assigns personnel consultants to entire organisational units and is thus able to deliver the desired services flexibly and at the right time.

Piero Cereghetti, Head Human Resources and Services

Letting it happen and making it happen: The search for global interaction

Three questions for Prof.Dr.Dirk Helbing on the Living Earth Simulator.



At the frontiers of the possible

Innovative research areas require innovative staff. However, potential candidates are frequently in demand not just at ETH, but also internationally. At the appointments level this means that special solutions may be required. Depending on the countries of origin and backgrounds of future employees, tailored offers are made which cover the appointment, entry level and legal status, and at the same time remain within the limits of ETH regulations. Recruiting the desired staff for a project thus requires close and trusting cooperation between research units and Human Resources, as well as mutual acceptance of what is possible.

Rolf Oertli, ETH Zurich Personnel Consultant, responsible for the Department of Humanities, Social and Political Sciences.

The Living Earth Simulator is intended to gather information on, extrapolate from, visually render and simulate events on this planet, like a type of flight simulator for politics and the economy. What understanding of change lies behind the project?

Change happens. Here and now. Whether good or bad, loved or hated – it is above all (still) impossible to know what its effects will be in the next city, let alone on the other side of the world. That is one thing. The other is that globalisation has made the whole world into a network the extent of which it has never known before. Banks, stock exchanges, commerce and living space are strongly linked systems. Their interdependence makes us more vulnerable to the global proliferation of local crises and to cascading effects where a disturbance is amplified and produces effects which are out of proportion. The latest example is the financial crisis, which nearly caused the collapse of the eurozone.

How can a simulator be of help here?

The Living Earth Simulator will make it possible to use data gathered in real time via a type of planetary nervous system to run through scenarios and analyse choices of action. Via observing so-called critical fluctuations it will also provide early recognition of systemic shifts, i.e. when a system deviates dangerously from a stable balance. Never before has so much data on collective human behaviour been accessible. This is a treasure beyond compare – if one knows what to do with it.

Does a project of this type have an influence on science?

A changed world requires changes in research. The hitherto existing component-oriented scientific approach is giving way to a paradigm oriented towards systemic interactions. For: complex systems exhibit self-organisation and emergent phenomena, system features which cannot be comprehended via the characteristics of their components but only in terms of their interplay. This is what is making us change our perspective. Doing so is also of great practical relevance. In terms of the Living Earth Simulator, only a global system science which unites technical-socio-economic approaches can meet the requirements of a complex world.

Prof. Dr. Dirk Helbing is Professor of Sociology at the ETH Zurich Department of Humanities, Social and Political Sciences, where his work involves modelling and simulation in particular. He is the scientific coordinator of the EU FuturICT Initiative.

Facts & figures

A look at personnel structure

The following pages comprise a selected overview of the personnel situation at ETH Zurich (as of 31.12.2011).

Here we have for the first time made a combined analysis of the figures for Senior Scientists and scientific staff on permanent contracts.

We also present figures and comments regarding comparison of ETH salaries with market norms, and provide selected figures from the 2011 salary round.

Kurt Zurbuchen
HR Controlling



Age structure

Despite a change in their number, the average age of staff in 2011 remained constant.

	Up to 20	21–35	36–50	51–65	Over 65	Total	Ø Age
ETH total	206	6 319	2 299	1 333	32	10 189	35
Men	140	4 246	1 415	875	28	6 704	35
Women	66	2 073	884	458	4	3 485	35
Percentage women	32%	33%	38%	34%	13%	34%	

	Up to 20	21–35	36–50	51–65	Over 65	Total	Ø Age
Professors	0	3	177	182	2	364	51
Men	0	3	161	167	2	333	51
Women	0	0	16	15	0	31	49
Percentage women		0%	9%	8%	0%	9%	
Assistant Professors	0	39	39	0	0	78	35
Men	0	27	29	0	0	56	36
Women	0	12	10	0	0	22	35
Percentage women		31%	26%			28%	
Assistants	5	4 183	330	12	0	4 530	29
Men	2	2 922	213	7	0	3 144	29
Women	3	1 261	117	5	0	1 386	30
Percentage women	60%	30%	35%	42%		31%	
Senior Assistants	0	121	258	33	0	412	40
Men	0	98	201	30	0	329	40
Women	0	23	57	3	0	83	40
Percentage women		19%	22%	9%		20%	
Scientific staff	0	56	147	35	8	246	43
Men	0	41	96	28	8	173	43
Women	0	15	51	7	0	73	42
Percentage women		27%	35%	20%	0%	30%	
Senior Scientists and Scientific staff on permanent contracts	0	1	94	171	9	275	54
Men	0	1	78	154	9	242	54
Women	0	0	16	17	0	33	51
Percentage women		0%	17%	10%	0%	12%	
Scientific staff on hourly wages	41	1 185	14	0	0	1 240	25
Men	32	787	9	0	0	828	24
Women	9	398	5	0	0	412	25
Percentage women	22%	34%	36%			33%	
Technical and IT staff	119	363	607	472	9	1 570	42
Men	93	254	464	375	7	1 193	43
Women	26	109	143	97	2	377	41
Percentage women	22%	30%	24%	21%	22%	24%	
Administrative staff	41	368	633	428	4	1 474	43
Men	13	113	164	114	2	406	43
Women	28	255	469	314	2	1 068	43
Percentage women	68%	69%	74%	73%	50%	72%	

→ 82 staff members retired in 2011.

Nationality

The proportion of foreign staff at ETH Zurich increased by 3.5 percent in 2011.

	Switzerland	Abroad	Country of origin			
	2011	2011	Total	Germany	Rest of EU	Rest of the world
ETH total	5 165	5 024	49%	41%	33%	26%
Professors	117	247	68%	46%	36%	17%
Assistant Professors	20	58	74%	29%	38%	33%
Assistants	1 447	3 083	68%	38%	33%	29%
Senior Assistants	147	265	64%	47%	33%	20%
Scientific staff	112	134	54%	45%	34%	22%
Senior Scientists and Scientific staff on permanent contracts	172	103	37%	48%	32%	20%
Scientific staff on hourly wages	796	444	36%	49%	25%	26%
Technical and IT staff	1 163	407	26%	39%	41%	20%
Administrative staff	1 191	283	19%	59%	29%	12%

	Switzerland	Abroad	Country of origin			
	2011	2011	Total	Germany	Rest of EU	Rest of the world
Architecture	427	327	43%	56%	28%	17%
Civil, Environmental and Geomatic Engineering	361	302	46%	45%	32%	23%
Mechanical and Process Engineering	447	439	50%	38%	28%	34%
Information Technology and Electrical Engineering	269	343	56%	39%	34%	27%
Computer Science	144	260	64%	32%	35%	33%
Computer Science	108	174	62%	36%	29%	35%
Mathematics	117	158	57%	39%	37%	25%
Physics	318	343	52%	38%	40%	21%
Chemistry and Applied Biosciences	405	564	58%	36%	36%	28%
Biology	291	510	64%	39%	34%	27%
Biosystems Science and Engineering	37	143	79%	40%	29%	31%
Earth Sciences	152	200	57%	34%	40%	27%
Environmental Sciences	306	258	46%	47%	28%	26%
Agricultural and Food Sciences	259	215	45%	46%	29%	26%
Management, Technology and Economics	164	232	59%	47%	28%	25%
Humanities, Social and Political Sciences	183	191	51%	60%	25%	15%
Finance and Controlling	66	13	16%	69%	0%	31%
Corporate Communications	23	9	28%	78%	11%	11%
Rectorate	69	12	15%	50%	42%	8%
ETH Library	242	59	20%	59%	27%	14%
IT Services	197	42	18%	50%	24%	26%
Human Resources and Services	105	19	15%	26%	58%	16%
Real Estate and Facility Management	207	73	26%	11%	77%	12%

→ 68 % of professors come from abroad.

Types of employment

The workforce grew by 2% in 2011. Of the 208 new employees, 192 have scientific duties.

	Permanent	Change	Fixed-term	Change	In total	Change	FTE*
	2011	Since 2010	2011	Since 2010	2011	Since 2010	2011
ETH total	2 637	-1.0%	7 552	3.2%	10 189	2.1%	7 501.1
Professors	364	3.4%	0	-100.0%	364	1.7%	353.9
Assistant Professors			78	16.4%	78	13.0%	74.3
Assistants			4 530	4.7%	4 530	4.6%	3 601.1
Senior Assistants			412	2.7%	412	1.0%	346.0
Scientific staff			246	14.4%	246	-23.6%	175.0
Senior Scientists and Scientific staff on permanent contracts	259	72.7%	16	-27.3%	275	59.9%	246.8
Scientific staff on hourly wages			1 240	-4.1%	1 240	-4.1%	275.1
Technical and IT staff	1 030	-2.3%	540	-0.2%	1 570	-1.6%	1 358.6
Administrative staff	984	-0.5%	490	10.4%	1 474	2.9%	1 070.4

* Full Time Equivalent

	Permanent	Change	Fixed-term	Change	In total	Change	FTE*
	2011	Since 2010	2011	Since 2010	2011	Since 2010	2011
Architecture	84	1.2%	670	13.4%	754	11.9%	392.6
Civil, Environmental and Geomatic Engineering	142	-2.1%	521	1.8%	663	0.9%	488.2
Mechanical and Process Engineering	94	1.1%	792	3.1%	886	2.9%	621.8
Information Technology and Electrical Engineering	96	-5.9%	516	6.2%	612	4.1%	488.3
Computer Science	64	-3.0%	340	-11.0%	404	-9.8%	351.5
Materials Science	60	-1.6%	222	-3.9%	282	-3.4%	206.3
Mathematics	73	2.8%	202	-4.3%	275	-2.5%	229.8
Physics	161	0.0%	500	10.4%	661	7.7%	549.7
Chemistry and Applied Biosciences	204	-1.4%	765	5.1%	969	3.6%	688.7
Biology	130	-7.8%	671	7.0%	801	4.3%	601.8
Biosystems Science and Engineering	29	0.0%	151	13.5%	180	11.1%	155.8
Earth Sciences	75	1.4%	277	-5.8%	352	-4.3%	249.4
Environmental Sciences	111	-1.8%	453	-5.2%	564	-4.6%	384.8
Agricultural and Food Sciences	111	0.9%	363	2.5%	474	2.2%	327.4
Management, Technology and Economics	54	-5.3%	342	1.2%	396	0.3%	274.2
Humanities, Social and Political Sciences	48	-5.9%	326	0.9%	374	0.0%	227.2
Finance and Controlling	63	6.8%	16	6.7%	79	6.8%	71.4
Corporate Communications	26	-7.1%	6	50.0%	32	0.0%	25.3
Rectorate	69	1.5%	12	9.1%	81	2.5%	62.9
ETH Library	186	-0.5%	115	16.2%	301	5.2%	202.7
IT Services	194	1.6%	45	-11.8%	239	-1.2%	199.7
Human Resources and Services	97	0.0%	27	0.0%	124	0.0%	104.9
Real Estate and Facility Management	268	-1.8%	12	-7.7%	280	-2.1%	249.1

* Full Time Equivalent

→ In 2011 18,686 contracts and contract changes were issued.

Salary basis*

3.3% more women are in the «up to CHF 140,000» salary bracket than in the previous year.

	Up to CHF 60 000		Up to CHF 100 000		Up to CHF 140 000		Over CHF 140 000	
	Total	Men	Total	Men	Total	Men	Total	Men
ETH total	312	61%	5 630	64%	1 739	65%	1 009	85%
Professors	0		0		0		364	91%
Assistant Professors	0		0		0		78	72%
Assistants	97	64%	4 405	70%	16	75%	3	100%
Senior Assistants	0		49	76%	336	80%	27	81%
Scientific staff	2	50%	47	60%	172	71%	20	85%
Senior Scientists and Scientific staff on permanent contracts	0		1	0%	45	87%	218	88%
Technical and IT staff	153	71%	599	62%	633	88%	114	98%
Administrative staff	60	33%	529	15%	537	23%	185	65%

* Gross salary (100%), including apprentices and interns but not staff on hourly wages

Part-time employment

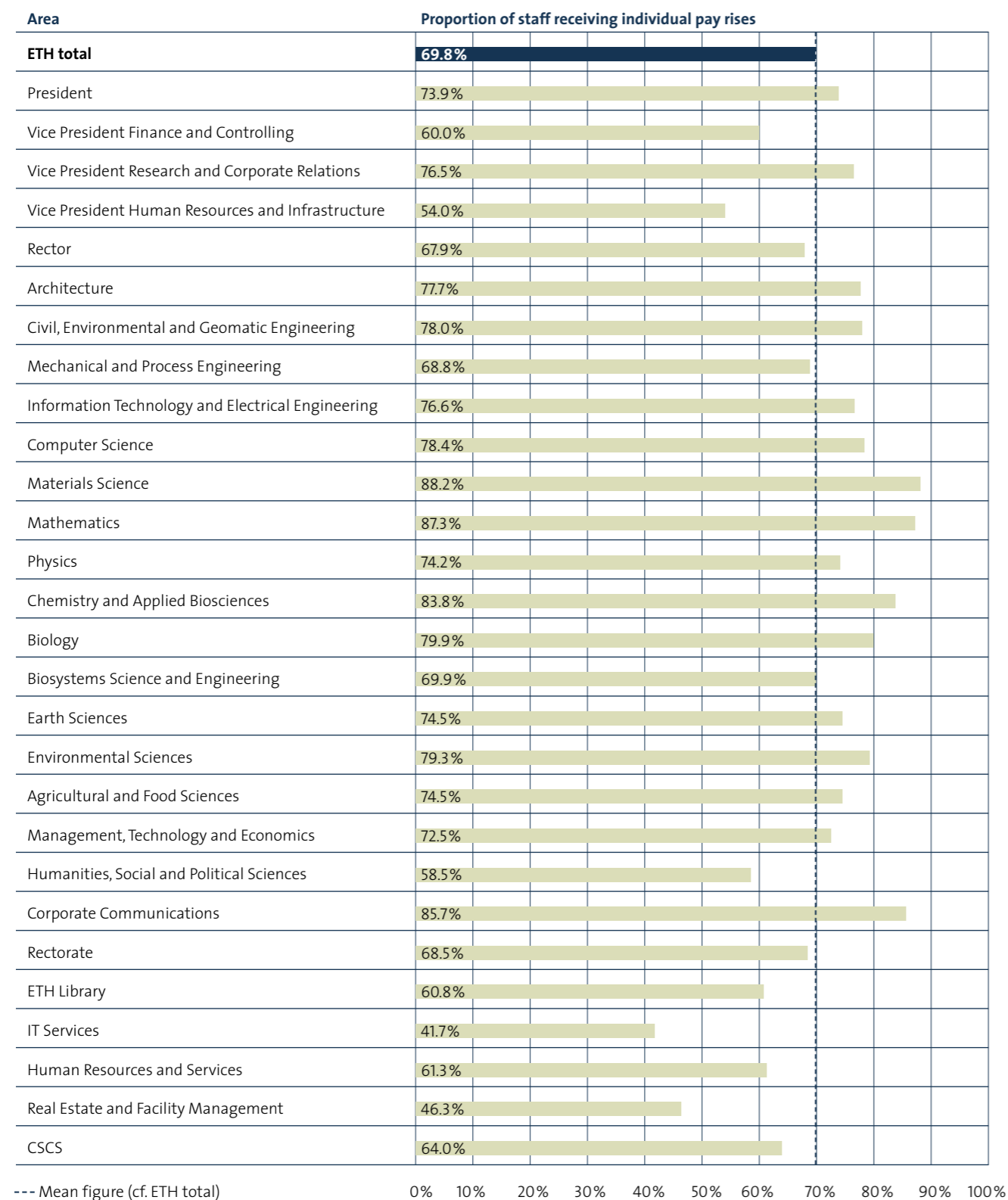
In 2011 2% more men were employed on a part-time basis at ETH Zurich than in 2010.

	Part-time staff		Distribution of hours worked				
	Total	Men	Total	Men	Up to 50%	51–80%	81–99%
ETH total	10 189	66%	5 758	56%	41%	54%	5%
Professors	364	91%	24	92%	54%	38%	8%
Assistant Professors	78	72%	7	71%	71%	29%	
Assistants	4 530	69%	2 622	63%	13%	83%	5%
Senior Assistants	412	80%	145	70%	46%	51%	3%
Scientific staff	246	70%	147	65%	56%	37%	6%
Senior Scientists and Scientific staff on permanent contracts	275	88%	62	74%	50%	39%	11%
Scientific staff on hourly wages	1 240	67%	1 239	67%	100%		
Technical and IT staff	1 570	76%	525	58%	37%	54%	9%
Administrative staff	1 474	28%	987	20%	39%	51%	9%

→ 54% of part-time staff work between 51 and 80%.

Proportion of staff receiving individual pay rises

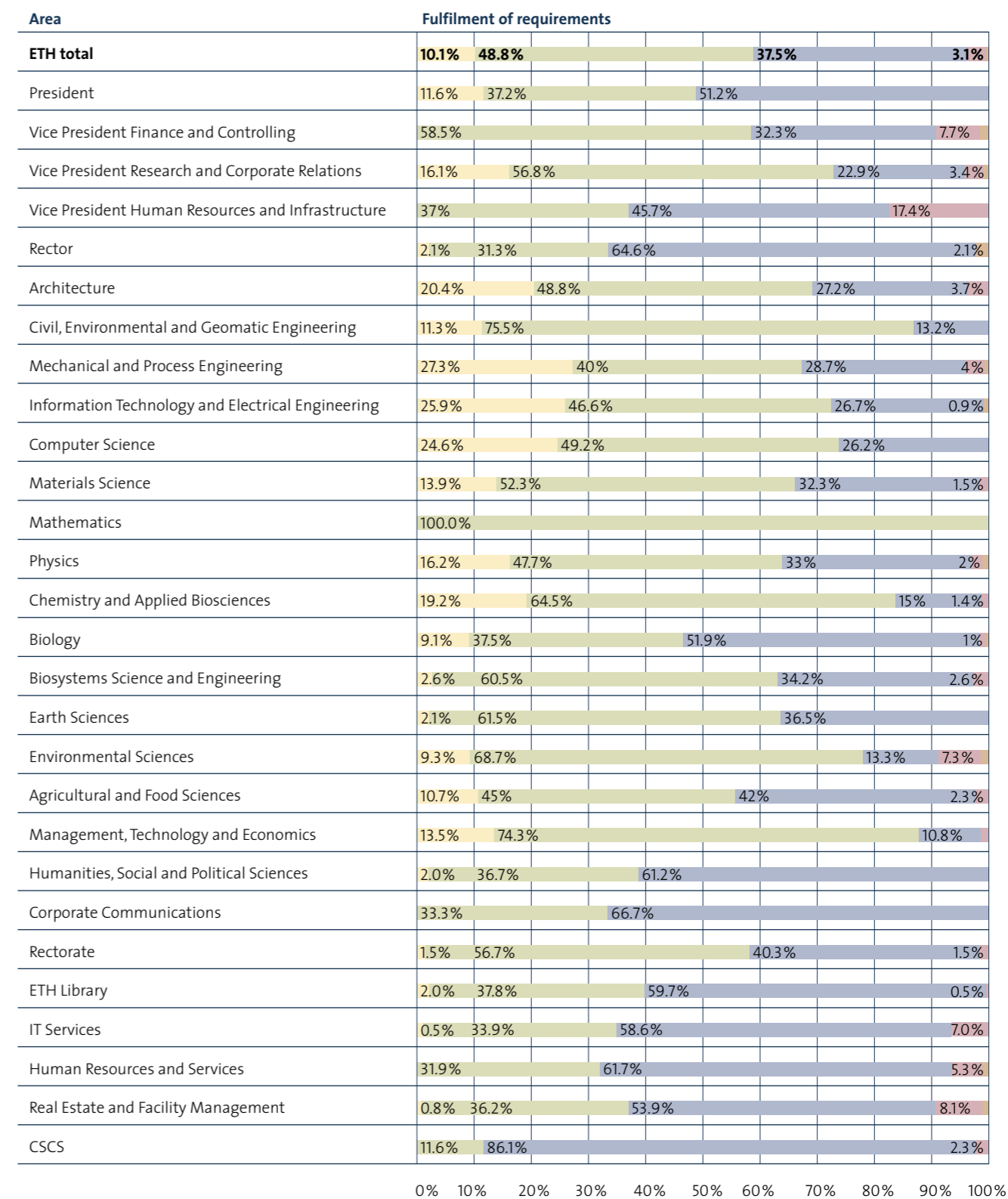
In 2011 69.8% of staff received individual pay rises.



→ ETH units awarded pay rises to at least 41.7% and at most 88.2% of their staff.

Findings of staff appraisal interviews

59% of staff performance was assessed as above average.



■ A++: Considerably exceeds requirements
 ■ A+: Exceeds requirements
 ■ A: Fulfils requirements
 ■ B: Mostly fulfils requirements
 ■ C: Partially fulfils requirements

→ The appraisals of 3 127 employees affected their salaries.

Conformity of salaries to the market

In the area of salaries for support staff, ETH Zurich is competitive with all other employers in the Zurich region.

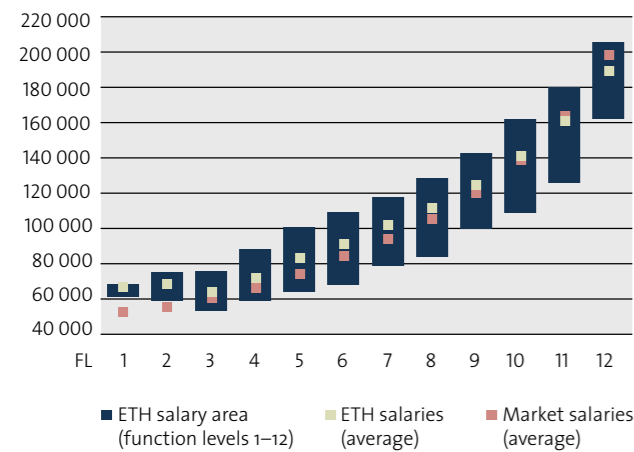
ETH Zurich is happy to compare itself to others. Taking part in a salary comparison (www.salaervergleiche.ch), the institution obtained data for the average salaries paid by employers in various branches in the greater Zurich area. The data for 2011 comprised 115 firms and details of 33,295 salaries (market).

Key figures 2011

Figures	ETH Zurich	Market
Salary data	2488	33,295
Salary increase 1.1.2011	1.9%	1.7%
Rate of turnover 2010	5.7%	7.7%
Average age	46	43

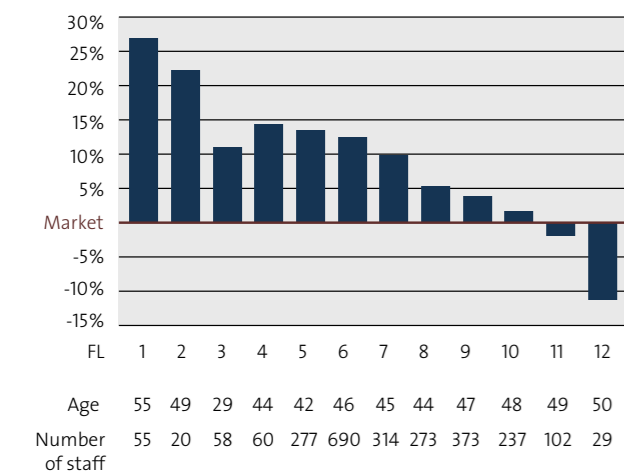
At 1.9%, ETH Zurich's average salary increase from 1.1.2011 was slightly higher than that of the market. ETH's rate of turnover and the average age of its employees lay respectively below and above those of the market.

Results according to function level



At function levels (FL) 1 to 10 average salaries lie above those of the market, and at levels 11 and above they lie below.

Deviation from the market per function level



The salaries of 690 staff with an average age of 46 and at function level 6 are on average 12.5% higher than the market norm.

In total, salaries for support staff at ETH Zurich are 8.7% higher than those of the market.

ETH Zurich pays its support staff (administration, technical, IT) salaries in line with the market. This is also confirmed by the staff recruitment experiences of Human Resources managers: «ETH's salary levels generally cause us no problems in the recruitment of qualified staff.»

Results according to function area

Funktionsbereich	Salärdaten	Abweichung
Administration	1207	8.6%
IT	408	2.2%
Technical	711	13.1%
Laboratory	58	8.6%
Planning / Construction	104	6.2%

The salaries of ETH Zurich administrative staff (1207 salaries investigated) lie on average 8.6% above the market norm.

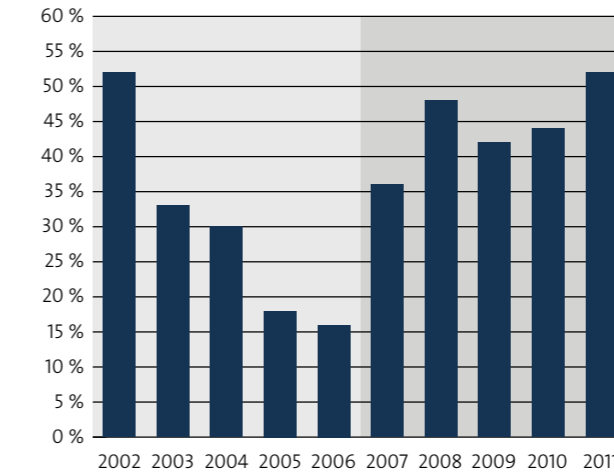
Support staff salaries compared by gender



In total, the salaries of women in support functions at ETH Zurich lie 1% lower than those of men. The percentage of women is 48%.

At function levels 7 and 8 women's salaries are 1% higher than those of men.

Evolution of individual salary increases



The chart shows the number in percent of the individual salary increases of female administrative staff and secretaries in the period 2002–2011 (73 persons).

As of 1 January 2006 only 16% of the people in this group were awarded individual pay rises (ascent to a higher level). The 84% at the end of their careers and already in the respective maximum salary class received only the general adjustment for inflation.

Since the introduction of the current salary system, with effect on salaries from 1 January 2007, a greater proportion of this group of 73 staff received individual pay rises.

→ The salaries of senior management in support functions are lower than the market norm.

→ ETH Zurich generally pays its support staff more than the market norm.

Staff turnover

At 6.2%, the rate of staff turnover was the same as in the previous year.

	Entries from outside	Persons leaving				No. of employees	Turnover in %***
		Total*	Contract expired	Notice given**	Retirement		
ETH total	4 490	4 200	3 533	553	82	10 189	6.2%
Professors	16	17	3	3	9	364	3.3%
Assistant Professors	16	8	4	4	0	78	5.1%
Assistants	1 520	1 171	844	316	2	4 530	7.0%
Senior Assistants	27	82	55	23	1	412	5.8%
Scientific staff	56	63	48	11	3	246	5.7%
Senior Scientists and Scientific staff on permanent contracts	3	18	3	2	12	275	5.1%
Scientific staff on hourly wages	2 334	2 273	2 213	59	0	1 240	4.8%
Technical and IT staff	218	280	171	68	35	1 570	6.6%
Administrative staff	300	288	192	67	20	1 474	5.9%

* incl. deaths, dismissals etc. ** by employee *** excluding expired contracts

	Entries from outside	Persons leaving				No. of employees	Turnover in %***
		Total*	Contract expired	Notice given**	Retirement		
Architecture	369	292	230	58	1	754	8%
Civil, Environmental and Geomatic Engineering	286	268	230	29	8	663	6%
Mechanical and Process Engineering	610	584	539	36	4	886	5%
Information Technology and Electrical Engineering	316	266	220	37	7	612	7%
Computer Science	224	217	196	19	0	404	5%
Materials Science	93	97	79	15	1	282	6%
Mathematics	452	468	446	17	4	275	8%
Physics	208	176	142	31	2	661	5%
Chemistry and Applied Biosciences	532	471	400	63	7	969	7%
Biology	257	225	173	47	2	801	6%
Biosystems Science and Engineering	63	42	28	14	0	180	8%
Earth Sciences	103	101	86	13	1	352	4%
Environmental Sciences	234	235	207	18	9	564	5%
Agricultural and Food Sciences	216	226	190	31	3	474	7%
Management, Technology and Economics	142	134	103	30	1	396	8%
Humanities, Social and Political Sciences	137	125	87	35	2	374	10%
Finance and Controlling	13	11	8	3	0	79	4%
Corporate Communication	9	8	5	3	0	32	9%
Rectorate	9	10	4	5	1	81	7%
ETH Library	82	68	52	10	4	301	5%
IT Services	25	40	25	7	8	239	6%
Human Resources and Services	14	23	15	5	2	124	6%
Real Estate and Facility Management	17	25	9	2	14	280	6%

* incl. deaths, dismissals etc. ** by employee *** excluding expired contracts

Imprint

Publisher

ETH Zurich
Human Resources
Turnerstrasse 1
8092 Zurich
www.hr.ethz.ch

Concept, editing, production

Human Resources ETH Zurich
in partnership with oyecomm, Zurich

Text editing and design

oyecomm, Zurich

Photography

Michael Reinhard, Zurich

Print run (German version only)

900

Further copies, the English version and previous issues may be downloaded at www.hr.ethz.ch under «Legal Issues / Reports / Info» – Brochures.

→ In 2011 525 employees received a loyalty bonus.

