



Scientific functions

at ETH Zurich

Content

This document outlines fundamentals of support and development in academia and explains the numerous scientific functions offered by ETH Zurich.

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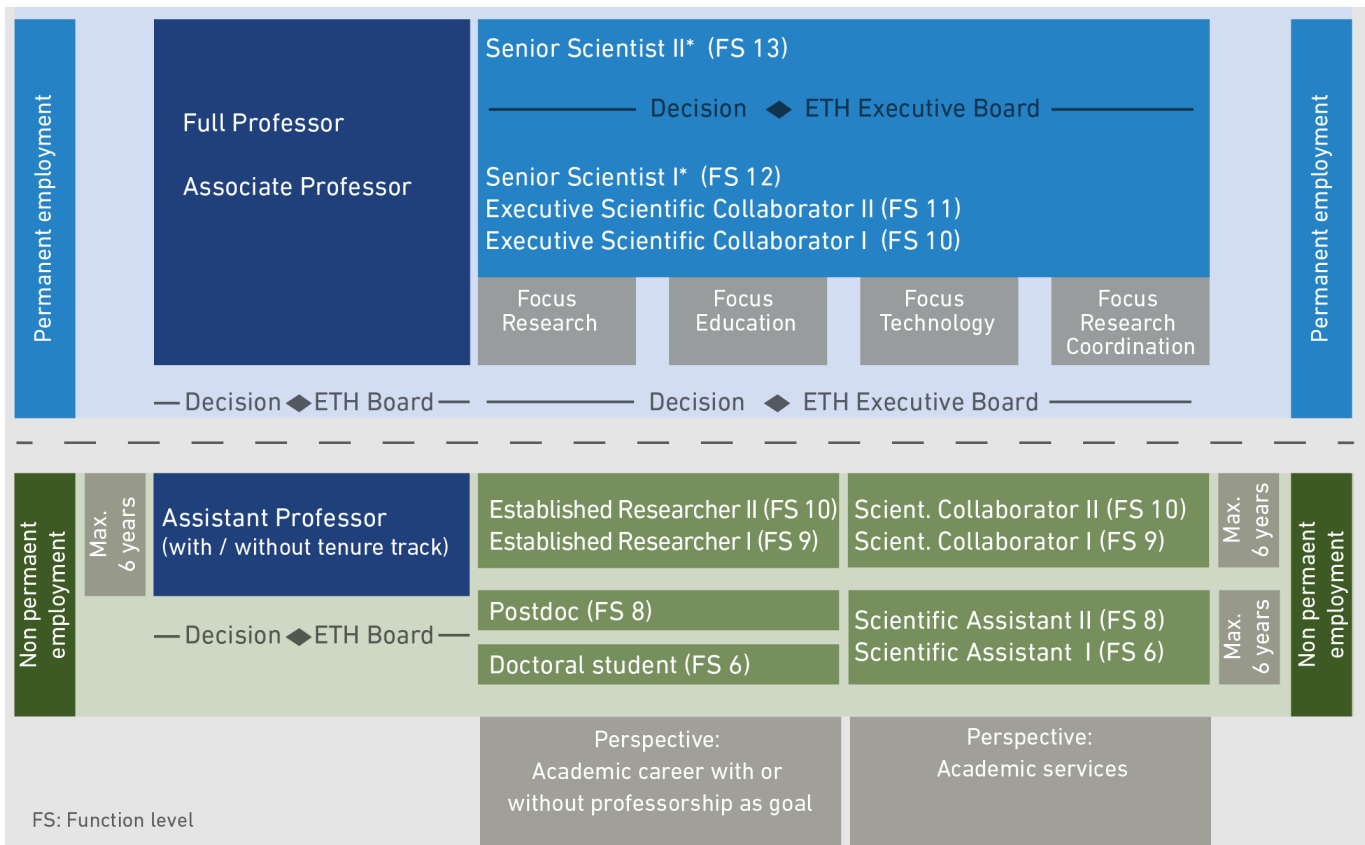
Fundamentals of an academic career

Developing young scientists ensures responsible, independent professional careers as professors who want to make important contributions to their own fields with research, education and knowledge transfer. But an academic career also brings great unpredictability and uncertainty: the path towards a position as an independent scientist usually involves several fixed-term contracts, with no guarantee that they will lead to a professorship.

Academic careers can be divided into **three stages: the doctoral phase, postdoctoral phase and professorship**. As a rule, scientists do not remain with the same institution, e.g., ETH Zurich, throughout their career.

Scientific functions and development

1. Mobility is a success criteria in academic careers. ETH Zurich offers attractive positions in an academic career. However, an internal career across the functions is not the goal and is not supported.
2. ETH Zurich puts strong emphasis on the principle of rotating appointments to scientific functions. The principle of non permanent employment for scientific functions applies.
3. The non permanent appointment of scientists is an important element of research and teaching at ETH Zurich. The competence to appoint professors lies with the ETH Board. The authority for permanent appointment or the removal of time limits for other scientific functions lies with the Executive Board of ETH Zurich.



* The awarding of the title of Titular Professor requires excellence in research and education. Hence these requirements can only be met with focus «research» and «education». For Senior Scientist II the title of Titular Professor is mandatory.

Figure 1: Overview of scientific functions and types of professorship at ETH Zurich (FS = function level in the salary system at ETH Zurich)

Scientific functions at ETH Zurich

ETH Zurich, as part of the university higher education system, offers a series of functions for these three phases that help qualified scientists develop their professional and academic expertise. Supporting young scientists is a strategically important concern for ETH.

With the exception of professorships, the employment forms, conditions and job titles for scientists are not standardised. There are country-specific differences and also between individual systems of higher education. ETH Zurich is a part of the Swiss university system and positions scientists in a variety of job roles in accordance with their level of academic qualification¹.

Figure 1 provides an overview of the scientific functions and types of professorship at ETH Zurich.

In the German-speaking area, fixed-term and permanent non-professorial scientific staff are grouped under the term "Mittelbau".

Functions for **doctoral and postdoctoral scientists** are generally fixed-term at ETH Zurich. They are part of a scientist's individual professional and academic career path and should be completed at different universities' research institutions. This means that per level of qualification, i.e. doctorate and postdoctorate, the scientist should change their institution and position at least once. This principle of mobility allows ETH Zurich to support talented, young scientists in their professional and academic career, and enables the ETH Zurich to maintain a flexible, successful position within the rapidly changing university environment.

In addition to the fixed-term scientific functions designed to pave the way for an **academic career** culminating in a professorship, ETH Zurich also offers fixed-term scientific functions within the scope of education and research projects. They qualify their holders primarily for a **career in academic services**.

For established, qualified scientists who do not hold a professorship, ETH Zurich offers **permanent functions with various foci**. These functions require a high degree of academic autonomy in research, education, and service provision. An emphasis is put on personnel and social competencies, which are important for supervising and leading students. These positions are

filled according to a defined process of **permanent appointment**². For a track record of excellence in research and education, the title of **adjunct professor** may be awarded. Like all scientific employees, they report to an appointed professor or a position on department level (e.g., study director).

All academic appointments are made within the scope of the ETH Domain function and salary system. Assignment to the most suitable scientific function is made by means of the function grid and function descriptions, which specify the prerequisites and requirements of each role.

Doctoral students, postdoctoral researchers and assistants I and II are paid according to fixed rates set by the Executive Board. These rates are valid for 12 months from the date of commencement of employment. Scientists in other functions are paid in accordance with the ETH salary system³. Salaries are adjusted annually based on decisions made by the ETH Domain and the Swiss Federal Council as well as performance and experience.

ETH Zurich distinguishes between **three types of professorship: assistant professorships, associate professorships and full professorships**. Each type of professor is appointed in a clearly regulated appointment process. Assistant professorships are fixed-term and may involve a performance-dependent option for a tenure track. Associate and full professorships are permanent functions at ETH Zurich⁴.

¹ These functions are based on the ETH Zurich Personnel Ordinance and the staff categories anchored in the salary system, function descriptions and requirement profiles www.fedlex.admin.ch/eli/cc/2014/656/de

² <https://ethz.ch/services/en/employment-and-work/leadership-and-development/entwicklung/staendigernungen.html>

³ The employment conditions set in the ETH Zurich salary system are binding. The assignment by function and the salary determination follow the provisions made therein.

⁴ <https://ethz.ch/en/the-eth-zurich/working-teaching-and-research/faculty-affairs/professorberufungen.html>

Fixed-term scientific functions

Fixed-term scientific functions at ETH Zurich are designed as pathways to an academic career or a career in academic services. The latter refers to a qualified position in research, education and academic services within the scope of education and research projects.

Functions designed to advance an academic career

ETH Zurich offers the following fixed-term scientific functions assigned to an academic career with the aim of qualification for appointment to a professorship (cf. Figure 2):

- Established researcher I and II
- Postdoctoral researcher
- Doctoral student

These functions equip qualified scientists with the skills, qualifications and experience relevant to their current level of qualification to progress along their academic career path with eventual appointment to a professorship. Holders of these functions develop their academic profile and work towards becoming independent researchers. The four functions are assigned according to the doctoral and postdoctoral phase of an academic career. Individual job descriptions are based on the requirements of the various function profiles as per Table 1.

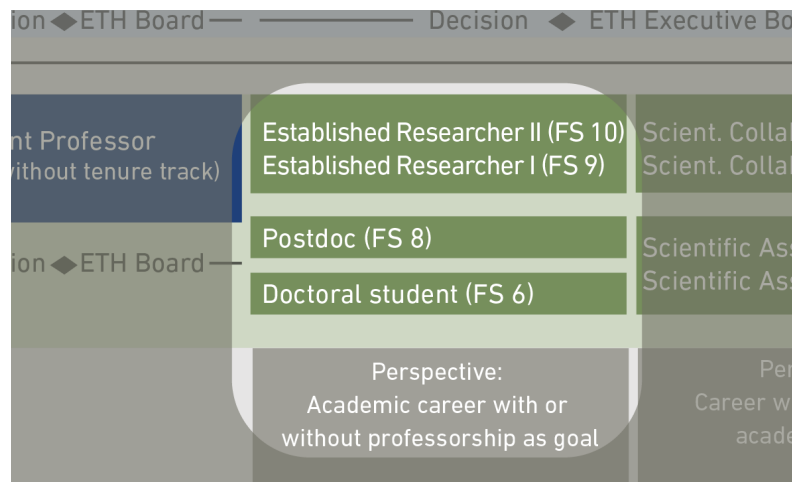


Figure 2: Fixed-term scientific functions at ETH Zurich designed to advance the holder's academic career (FS = function level within the salary system of ETH Zurich)

Function	Requirements	Function profile	Function level	Employment period	Phase of the academic career
Established Researcher II	A university degree with a doctorate recognised by ETH Zurich and at least five years of professional experience	Leading roles in preparation, organisation and conduct of research projects and courses; co-supervision of doctoral students; administrative and infrastructural tasks	10	Up to six years	Postdoctoral phase
Established Researcher I	A university degree with a doctorate recognised by ETH Zurich and at least 2 years of professional experience	Leading roles in preparing, organising and conducting research projects and courses; co-supervision of doctoral students; administrative and infrastructural tasks	9		Postdoctoral phase
Postdoctoral Researcher	A university degree with a doctorate recognised by ETH Zurich	Independent research and participation in research projects; further tasks in research, education and services carried out under the supervision of a professor	8	Up to six years	Postdoctoral phase
Doctoral Student	A university degree recognised by ETH Zurich without professional experience	Approximately 70% of working hours: independent work on own doctoral thesis and research project(s); Max. 30% of working hours: contribution to supervising professor's courses; supervision of Master's degree students; infrastructural and administrative tasks	6		Doctoral phase

Table 1: Profile of fixed-term scientific functions at ETH Zurich aligned to an academic career trajectory with qualification for a professorship

Functions aligned to academic services

Scientific functions at ETH Zurich aligned to a project-based academic career include (cf. Figure 3):

- Scientific Collaborator I and II
- Scientific Assistant I and II

These scientific functions are not designed for an academic career in the strict sense; i.e. a potential professorship. Instead, qualified scientists who hold such a function contribute to research, education and the provision of services to advance their own professional and academic skills for challenging work within or outside academia. Individual job descriptions are based on the requirements of the various function profiles as per Table 2⁵.

Support and development

Developing young scientists is a core responsibility of ETH Zurich. Scientists are expected to be responsible for their professional and academic development. Their supervising professors support them in planning their next professional and academic career steps. Supporting and qualifying young scientists is an important task of a professor at ETH Zurich.

A change to the subsequent function within ETH Zurich is possible, provided the rules and requirements of an academic career, particularly in terms of mobility and the ETH regulations about maximum employment, are respected.

Periodic development meetings are very helpful in this respect. Established researchers who have held their function for four years are obliged to attend a progress interview with their supervising professor. The next career step is the central focus of this interview. Appropriate development measures should already be defined now with a focus on long-term development within or outside ETH Zurich. In case of a potential “Senior Scientist” position at ETH Zurich, this could include teaching or mobility.

In the departments, the application process for a permanent appointment usually begins about 18 months before the end of the maximum employment period, i.e. in the fifth year of employment as a scientific collaborator.

ETH Zurich shares responsibility for the development

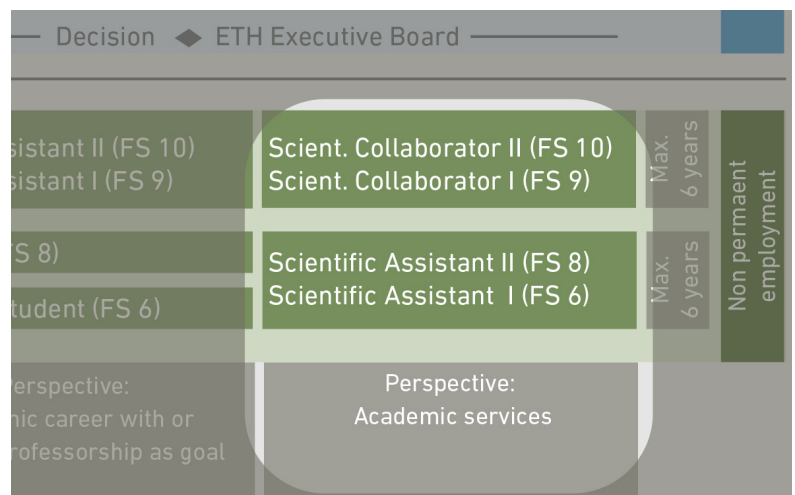


Figure 3: Fixed-term scientific functions at ETH Zurich aligned to qualification for a career in academic services (FS = function level within the salary system of ETH Zurich)

of its young scientists by ensuring favourable employment conditions and offering professional development programmes.

A change from a function designed to advance an academic career to a function designed to advance a career in academic services or vice versa is ideally done only once, at the start of a doctorate or after completion of a doctorate. The maximum employment period of fixed-term academic functions cannot be extended.

⁵ The supervising professor and HR Partner jointly assign candidates to a function based on the function grid of the ETH domain.

Function	Requirements	Function profile	Function level	Employment period	Phase of the academic career
Scientific Collaborator II	A university degree recognised by ETH Zurich with a doctorate OR at least three years of professional experience corresponding to the specialist knowledge acquired during a doctorate AND an additional five years of professional experience	Research, teaching and service tasks: course preparation and organisation, development of methods and apparatus for research and teaching	10		No assignment to a phase of the academic career trajectory
Scientific Collaborator I	A university degree recognised by ETH Zurich with a doctorate OR at least three years of professional experience corresponding to the specialist knowledge acquired during a doctorate AND an additional two years of professional experience	Research, education and service tasks: course preparation and organisation, development of methods and systems for research and education	9	Up to six and nine years, respectively ⁶	No assignment to a phase of the academic career trajectory
Scientific Assistant II	A university degree recognised by ETH Zurich with a doctorate OR at least 3 years of professional experience corresponding to the specialist knowledge acquired during a doctorate	Research, education and service tasks: contribution to courses, performance of research tasks, student supervision	8		No assignment to a phase of the academic career trajectory
Scientific Assistant I	A university degree recognised by ETH Zurich without professional experience, no intention to complete a doctorate	Research, education and service tasks: contribution to courses, performance of research tasks, student supervision	6	Up to six years	No assignment to a phase of the academic career trajectory

Table 2: Profile of fixed-term scientific functions at ETH Zurich aligned to qualification for a career in academic services

⁶ Up to six years for functions corresponding to the requirements and job profile of Established Researcher I and II; up to nine years for employment in teaching and research projects.

Permanent scientific functions

ETH Zurich offers permanent employment to highly qualified and experienced scientists with an international orientation. Those functions are allocated to the following four **function levels** depending on the requirements and tasks involved (cf. *Figure 4*):

- Senior Scientist II
- Senior Scientist I
- Executive Scientific Collaborator II
- Executive Scientific Collaborator I

The appointment of scientists to permanent functions takes place within the scope of its **permanent appointment process**, by decision of the Executive Board at the request of the department. The permanent appointment process takes place twice a year⁷. Aside from a high level of professional qualification in research and education, the process focuses on leadership and social skills and a competitive academic career trajectory with periods of study or employment spent at several universities, in particular after completion of a Master's degree. A permanent appointment is built on several years of academic work with research and education. The candidate's effective academic age (counted from the completion of a doctorate) and past academic employment are essential for permanent functions.

Role profiles for permanently employed scientific employees

In addition to the distinction by function level, permanent functions are allocated a **specific role profile** (focus) depending on their primary areas of activity. The following four role profiles help to differentiate within the function levels described above:

- “Focus research”
- “Focus education”
- “Focus technology”
- “Focus research coordination”

The four role profiles differ in the weighting and structure of the four main areas of activity: research, education, technology and research coordination. All four profiles are connected to tasks in research, teaching and services. Involvement in research and teaching may be mandatory. *Figure 5* shows the four profiles and their mandatory areas of activity.

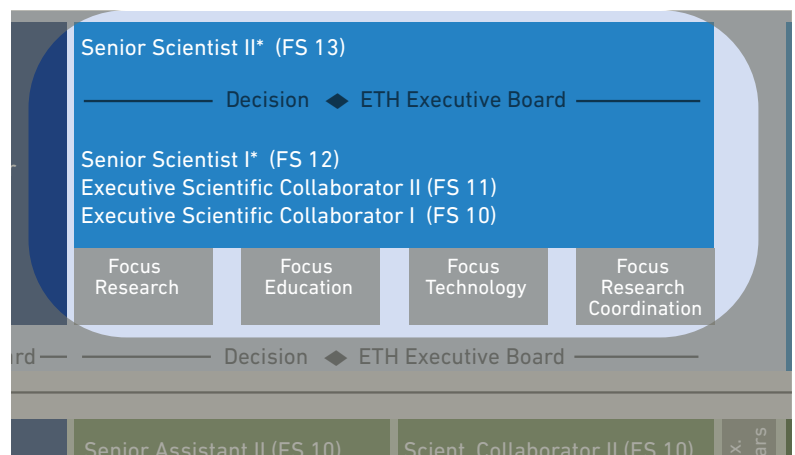


Figure 4: Permanent scientific functions at ETH Zurich (FS = function level within the salary system of ETH Zurich)

The **role profile “focus research”** prioritises independent research with a lesser but substantial component of education activities.

The **role profile “focus education”** prioritises planning and realising independent education activities; a research activity is a mandatory component of the role profile but takes up considerably less time than the primary role.

The **role profile “focus technology”** prioritises the management and development of a technology, laboratory unit or complex research platform. This leadership function includes an independent educational function in the context of teaching and research projects. With this role profile independent research is not mandatory.

The **role profile “focus research coordination”** prioritises the coordination of complex research projects. Independent research is welcome but not mandatory.

It is possible to switch between the four role profiles. A **change of role profile** may take place for reasons of content or organisation; e.g. due to a change in the area of activity, development of academic expertise, reorientation of career path or organisational changes in a department. A change in the role profile is the responsibility of the supervising professor in coordination with the department. It must be discussed well in advance during a personal development meeting. Developmental measures must then ensure that the requirements of the new role profile are met in relation

⁷ For details on the permanent appointment process, refer to www.ethz.ch/services/en/employment-and-work/leadership-and-development/entwicklung.html (currently available in German only). The departmental management must submit all complete dossiers to the Vice President for Personnel Development and Leadership by 1 March or 1 September.

to the education and research activities. To change the role profile, the candidate must meet all the criteria of the new profile. The Professors' Conference approves or rejects applications for role profile changes submitted by the relevant head of department.

Permanently employed scientific employees with an outstanding academic track record and independent research and teaching experience may receive the title of **adjunct professor**⁸. Most adjunct professors are allocated function level 12. Function level 13 is to be reserved exclusively for adjunct professors whose outstanding accomplishments in research and education set them apart from all their peers.

Based on these requirements, scientific staff in the role profiles "focus research" and "focus education" may be considered for an adjunct professorship.

Support and development

ETH Zurich attaches great importance to **supporting and developing** its permanent scientific employees. Permanent scientific employees, including adjunct professors, report to an appointed professor who supports their professional development. In duly substantiated exceptional cases, they may report to another professor with a departmental function (e.g. a director of studies). Such cases require additional supervision by a professor in a scientific mentoring role.

Every three years, each permanent scientific employee is invited to a personal development meeting with their supervising professor and their (deputy) head of department. This interview focuses on the academic performance and development, long-term development beyond the supervising professorship, potential development into another role profile, or ETH internal appointment opportunities after the retirement of the supervising professor.

The Department commits itself to the Executive Board to the long-term development, financing and organisational integration of the scientific employees, even after the retirement of the respective senior professors.

Role profiles «Focus»	Focus Research	Focus Education	Focus Technology	Focus Research Coordination
Tasks				
Independent research	●	●		
Education	●	●	●	
Management of a technology-platform			●	
Management of interdisciplinary research projects				●

● = mandatory proportions of tasks

Figure 5: The four role profiles with their main areas of activity

⁸ See www.ethz.ch/en/the-eth-zurich/working-teaching-and-research/faculty-affairs/verleihung-professortitel

Complement: Requirements and framework conditions for permanently employed scientific employees (Senior Scientist)

To further improve the quality of research and education, ETH Zurich clarifies the framework conditions needed to strengthen the permanently employed scientific staff⁹. For the sake of simplicity, the term “Senior Scientist” is used in inverted commas in this document.

Four role profiles and designation

As of 1 January 2019, the following four role profiles with the mandatory proportions of education and research activities (see *Figure 5*) had been introduced:

- “focus research”
- “focus education”
- “focus technology”
- “focus research coordination”

This focus and above all the mandatory criteria such as teaching, research and mobility must already be taken into account in the development planning during the postdoc phase.

These role profiles will apply to all permanently employed scientific employees (function levels 10-13). The designation of each function is based on supplementing it with the focus and storing it in the SAP system accordingly. In accordance with the Ordinance governing Scientific Employees of the Swiss Federal Institute of Technology Zurich (172.220.113.11), the function titles are worded as follows: Executive Scientific Collaborator I and II; Senior Scientist I and II (see *Figure 1*). A combination of the job profiles “Senior Scientist” and “Support” is not possible. Scientific-related tasks in the department, such as educational developers, student advisory service, platform/werkstatt management, can be integrated to an appropriate extent into the respective job profile “Senior Scientist”.

Changing the role profile or “focus”

It is possible to switch between the four role profiles. This may be because the employee in question wishes to develop their academic expertise or activities, but also due to organisational changes within the department. The employee’s supervising professor, in consultation with the department, is responsible for deciding on changes in “focus”. Any changes must be discussed at an early stage in a personal development meeting. In the case of measures being taken to further development, it is important to ensure that the requirements of the new “focus” with regard to

research and educational activities are met. A profile can be changed once the candidate has fulfilled the criteria of the new profile. The Professors’ Conference (PK) decides on profile changes at the request of the head of the department concerned.

Titular professors: criteria and classification

The current criteria of excellence in research and education used for awarding the title of titular professor will be retained (Guidelines of the President on titular professors at ETH Zurich). These criteria can only be met with focus research and education. Titular professors are mainly classified as function level 12. Function level 13 is to be reserved exclusively for titular professors whose outstanding accomplishments in research and education set them apart from all their peers. There is no quota for this.

Line of authority for “Senior Scientists”

“Senior Scientists”, including titular professors, are subordinate to an appointed professor in terms of the line of authority. In justified exceptional cases, “Senior Scientists” may be subordinate to a departmental function at professorial level, e.g. Study-Director. They must be accompanied by a senior scientific mentor (professor).

An exception applies in the case of heads of laboratories and technology platforms outside the department, in accordance with Article 61 of the ETH Zurich Organisational Ordinance. These are usually subordinate to the chairperson of the steering committee for the platform in question.

Support and development

Personal development meetings are held every three years between “Senior Scientists”, their supervising professor and the head (or deputy head) of the department to discuss the employee’s academic performance, development and longer-term career potential outside the professorship. These discussions should cover matters such as any potential for development in a different role profile, the employee’s long-term development in general and employment options within ETH, including after the supervising professor has retired.

“Senior Scientists” should have the option to take a sabbatical as a part of their long-term academic development. In terms of content, the same objectives and conditions apply as for administrative/technical

⁹ Executive Board meeting on 9 April 2018 (SLB 09.04.18-04.02), 3 July 2018 (SLB 03.07.18-04.03) and 23 April 2019 (SLB 23.04.19-04.03)

staff. For scientific functions, costs are covered within the department and there is no central financing available. Planning and taking a sabbatical is determined in the personal development meeting.

Part-time employment is possible in justified cases, e.g. family responsibilities or part-time employment with complementary benefits for ETH Zurich. The job outside ETH requires the consent of the supervisor and there must not be a conflict of interest or restrictions in the activities at ETH Zurich.

Further criteria used by the Executive Board for assessing requests for the permanent appointment of “Senior Scientists”

The following supplementary and specific criteria are important to the Executive Board when discussing future requests:

- The departments must ensure an appropriate gender distribution amongst permanently employed scientific staff.
- The role profile (“focus”) needs to be mentioned and the relevant requirements regarding qualifications and activities must be fulfilled, with particular emphasis on an independent research profile and involvement in education (see *Appendix*).
- The function level (10, 11, 12, 13) needs to be specified.
- An appointed professor to whom the employee is subordinate in the line of authority needs to be mentioned.
- Competitive career development is considered important, i.e. positions at various universities (particularly after completing a Master’s degree).
- Permanent appointments should not be made too early in a person’s academic career and should be avoided. The age of 40 is a guideline. Furthermore, the “academic age” is taken into account, hence the academic track record in research and education as well as the entire career with a substantial postdoc phase and international mobility. An application for permanent appointment can be submitted at the earliest four years after taking up a position at ETH Zurich.
- Emphasis is placed on assessing leadership and social behaviour.

Dealing with the age difference between “Senior Scientists” and their supervising professors

The department has a duty to commit itself to the long-term development, financing, and organisational integration of the “Senior Scientist” even after the retirement of the respective supervising professor. The personal development meetings shall ensure that there is an individual long-term scientific career development. In particular, efforts are to be made to find further employment under another professor in the event of the early retirement of the supervising professor. Depending on the age difference between the “Senior Scientist” and their supervising professor, following rules apply:

If the age difference between a “Senior Scientist” and their supervising professor is > 5 years, a commitment from the department is required and plans must be put in place for securing the employee’s long-term (employment) prospects and ensuring at an early stage that their future inclusion in the organisation is guaranteed following the retirement of the supervising professor.

Permanent appointments should be avoided in cases where the age difference would be > 10 years and can only be permitted if there is already a binding agreement in place that the “Senior Scientist” is appointed for another (younger) professor to take over.

Financing the age difference

In financial terms, a difference in ages should generally be covered by the department's ongoing basic funding. The financing is secured in different ways depending on the age difference. In all cases, however, the aim is to prevent additional local reserves from being created as a result of efforts to secure financial cover. This can be done by using the following models, for example:

- Reducing the basic funding for the supervising professor over a specific period of time (e.g. during the last few years before retirement).
- Increasing the basic funding for the professor who takes over the supervision of the "Senior Scientist" (e.g. from the point at which the original supervising professor retires).
- In an ideal scenario, the funds obtained by reducing financing can also be used to cover impending increases, thus creating a kind of funding method in itself. However, the funds made available to the department by reducing the "Grundauftrag" can also be used for other purposes within the department (e.g. allocated to the basic funding for other professorships, infrastructure, etc.). In this case, the department must put appropriate plans in place to ensure that its future budget is sufficient to cover the commitments it has entered into.

Bodies representing "Senior Scientists"

"Senior Scientists" with educative responsibilities are represented by the Lecturers' Conference (KdL), while those not involved in education (mainly those with "focus technology") are represented by the Staff Commission (PEKO).

Appendix

Profile description of the four role profiles (“focus”) for permanently employed scientists

Function	Focus Research	Focus Education	Focus Technology	Focus Research Coordination
Main focus of profile	<p>Own research field</p> <p>Writing project proposals, raising third-party funding</p> <p>Carrying out research projects, publishing research findings</p> <p>Participating in expert committees and research collaborations, acting as an expert/reviewer</p> <p>Supervising doctoral theses</p>	<p>Own field of education</p> <p>Giving service lectures for other departments</p> <p>Training degree students</p> <p>Supervising BSc and MSc theses and conducting examinations</p>	<p>Specialist management of a laboratory unit or part of a platform</p> <p>Developing (laboratory) methods</p> <p>Observing technological development and promoting it on a strategic basis</p> <p>Interface function with industry regarding innovations</p> <p>Managing a knowledge platform</p>	<p>Writing (interdisciplinary) research project proposals in a wider research field</p> <p>Monitoring scientific development in the research field concerned</p> <p>Initiating and coordinating research projects across several research fields, including education and research transfer</p> <p>Interface function with industry regarding technology and knowledge transfer</p>
Research task profile	<p>Research is the main focus of the profile</p> <p>Conducting independent research: writing project proposals, raising third-party funding, carrying out research projects, publishing research findings</p> <p>Participating in expert committees and research collaborations, acting as an expert/reviewer</p>	<p>Research is a secondary area of activity</p> <p>Conducting independent research: writing project proposals, raising third-party funding, implementing research projects, publishing research findings</p> <p>Participating in expert committees and research collaborations, acting as an expert/reviewer</p>	<p>Independent research not mandatory</p>	<p>No independent research</p>
Educational task profile	<p>Independently planning and implementing courses on behalf of supervisor</p> <p>Supervising doctoral theses</p> <p>Supervising BSc and MSc theses and conducting examinations</p>	<p>Education is the main focus of the profile</p> <p>Independently planning and implementing courses on behalf of supervisor</p> <p>Supervising doctoral theses</p>	<p>Providing training on methods, procedures, measurements, etc. within the scope of the respective research platform for teaching and research projects</p>	<p>No independent research</p>
Management/department support task profile	<p>Supporting and representing the supervisor at institute and departmental level</p>	<p>Supporting and representing the supervisor at institute and departmental level</p>	<p>Supporting and representing the supervisor on matters regarding technology at institute, departmental and interdepartmental level</p>	<p>Supporting and representing the supervisor on matters regarding research management at institute and departmental level</p>
Development prospects	<p>Supervising PhD projects</p> <p>Leading own research group</p> <p>Appointment as adjunct professor</p>	<p>Operational responsibility for teaching in a specific field</p> <p>Appointment as adjunct professor</p>	<p>Management of a cross-group and interdepartmental large-scale research facility or platform</p>	<p>Leadership and managerial responsibilities in major research collaborations</p>

Links

Contract documents

<https://ethz.ch/services/en/employment-and-work/employment/entry/contract-documents.html>

Employment and salary

<https://ethz.ch/services/en/employment-and-work/employment/employment-salary.html>

<https://ethz.ch/services/en/employment-and-work/employment/employment-salary/contract.html>

ETH Zurich job function grid

https://ethz.ch/content/dam/ethz/associates/services/Anstellung-Arbeiten/Downloads/files/rechtliches/A1-4_Funktionsraster_ETHZ.pdf (German)

Federal Personnel Act

<https://www.fedlex.admin.ch/eli/cc/2001/123/de> (German)

Ordinance governing scientific employees of the Swiss Federal Institute of Technology Zurich

<https://www.admin.ch/opc/de/classified-compilation/20141390/index.html> (German)

rechtssammlung.sp.ethz.ch/Dokumente/516.1en.pdf

Permanent appointment

<https://ethz.ch/services/en/employment-and-work/leadership-and-development/entwicklung/staendigernennungen.html>

Personnel law ETH Domain

www.ethz.ch/content/dam/ethz/associates/services/Anstellung-Arbeiten/Downloads/files/rechtliches/Brochure_Personnel_Law.pdf

Personnel ordinance

<https://www.fedlex.admin.ch/eli/cc/2001/279/de> (German)

Profiles of requirements

https://www.ethz.ch/content/dam/ethz/associates/services/Anstellung-Arbeiten/Downloads/files/rechtliches/A1-4_Anforderungsprofile_GFO.pdf (German)

Organisation ordinance

rechtssammlung.sp.ethz.ch/Dokumente/201.021.pdf (German)

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