HUMAN RESOURCES AND INFRASTRUCTURE

DISCRIMINATION. SEXUAL HARASSMENT. BULLYING. THREATS AND VIOLENCE.

ETH continues to grow – both in terms of physical space and staff numbers. Strategic portfolio management plays a key role in this expansion. On the technology front, demands on infrastructure are becoming increasingly specialised. With almost 13,000 employees from Switzerland and abroad, the university is one of the biggest employers in the Greater Zurich area. It offers stimulating and attractive jobs in teaching, research and support roles. Outstanding performance at every level keeps ETH at the top of world rankings, which is why it expects a lot from its employees. As a responsible employer, it offers attractive terms of employment and good working conditions, which it continuously seeks to improve through various measures.

AT ETH ZURICH WE WILL NOT TOLERATE:

A CULTURE OF MUTUAL RESPECT

Respect is once again a topic at the very top of ETH Zurich's internal agenda. With the new campaign "Stand up for respect", the university is encouraging every member of its community to step in and take action as an "upstander" whenever they witness inappropriate behaviour. "Types of behaviour such as bullying, harassment or discrimination, as well as threats and violence, have no place in our community," stresses ETH President Joël Mesot. A series of special "Respect Events 2021" during the course of November 2021 accompanied the campaign.

► Respect campaign:

You can find more information and some important contacts at

www.ethz.ch/**respect**

ETH GAUGES THE MOOD OF EMPLOYEES

Over 5,000 ETH employees took part in the employee survey 2021. One particularly encouraging result is that 88 percent of staff describe their level of job satisfaction as high or very high. But there are also areas for improvement. The Executive Board has identified concrete measures to address these shortcomings.

By Mona Blum

The university conducted its fifth employee survey from 23 March to 23 April 2021. The purpose of this anonymous online survey is for the ETH Executive Board to assess how satisfied university staff are with their employer and their work situation. The last employee survey was held in 2016.

The 2021 survey was sent out to a total of 9,792 professors and technical/administrative staff, of whom 5,074 responded, equivalent to a 51.8 percent rate of return. The findings have a direct influence on the university's future development.

High scores for sense of belonging and job satisfaction

Overall, the survey results are positive and show some improvements since the last survey in 2016. For example, 88 percent of respondents expressed a high or very high level of satisfaction with their work situation. It is also

▲ Whether working in logistics or in the lab: ETH offers thousands of staff a wide variety of jobs. This scores it points as an employer with strengths.

encouraging to note that ETH employees in all staff categories feel strongly connected to ETH Zurich (84 out of a possible 100 points). This is confirmed by good scores for identification (80 points), willingness to perform (87 points) and loyalty to the employer (85 points). Job satisfaction is also rated highly (75 points).

More personalised reports

Another positive trend can be reported this year: the 2021 survey yielded more than 620 detailed reports for teams and research groups that had at least five respondents.

These reports give supervisors valuable insights into the situation of their teams or groups. "These reports prompted many requests for a discussion of the survey results," says Lukas Vonesch, Head of Human Resources at ETH Zurich. "This shows that the survey has attracted plenty of interest and the results are taken very seriously."

Fallout from the pandemic

The survey also included a number of questions on the work situation during the pandemic. Here 59 percent said their work situation had improved or stayed the same during this period, while 42 percent felt it had slightly worsened. In particular, some employees said that working from home did not give them enough opportunities to interact with other employees on an interpersonal level (39 points). The pandemic had no negative impact on relations with direct supervisors: here the level of satisfaction has either been stable or risen for 83 percent of employees. Only 17 percent said they were less satisfied with their direct supervisor than before the pandemic.

Strengths

What aspects are ETH employees particularly satisfied with regarding their employer and their daily work? The survey results identify strengths mainly in these areas:

- **Respect and diversity:** Employees particularly value the fact that their direct supervisors treat them with respect (88 points). The overall culture of mutual respect at ETH Zurich is also rated as very good (82 points).
- **Work/life balance:** This gets a high score (82 points) – partly in view of the flexible working hours and opportunities for working from home (80 points), as well as childcare (80 points).
- **Leadership/supervision:** Both professors and supervisors receive positive feedback from their employees (81 points).
- **Work content/freedom of action:** Employees appreciate their work content (80 points) and their ability to apply their knowledge and skills (86 points). Positive feedback was also received on opportunities to implement their own ideas (79 points) and take on responsibility (82 points).
- **Appraisal interview/Objective-setting meeting/Status review/Personal development meeting:** 2021 results show that these types of meeting need to be held more regularly (78 points) than in previous years.

Overview of all especially positive survey scores.

Potential for improvement

The survey results show that employees identify many strengths in their work situation and their relationship with ETH as an employer. "Such positive feedback is obviously very encouraging and the Executive Board is very pleased to hear it," says Dr Julia Dannath, Vice President for Personnel Development and Leadership. "Even so, it's important that we now address those areas in particular where there is still potential for improvement." These areas include:

- **Opportunities for personal development:** Overall, employees are satisfied with the development opportunities available at ETH (73 points). There are some differences, however, among the different respondent categories: professors give development opportunities a score of 80 points, scientific staff 75 points, and technical/administrative staff 71 points. Senior assistants gave the lowest score of 69 points.
- **Dealing with change:** The score of 73 points for this aspect was slightly less than the 2016 survey

ETH Zurich/Alessandro Della Bella

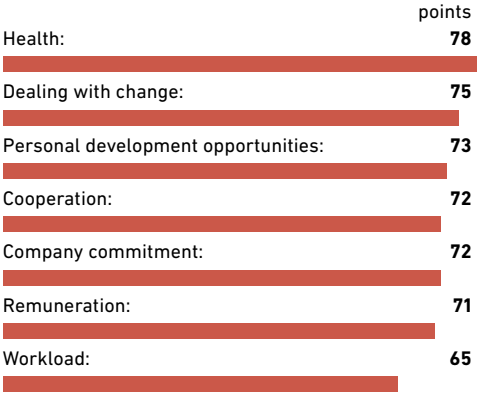
(75 points). In particular, employees thought change was not implemented appropriately in some cases (64 points) and they were not well informed about changes taking place under the banner of rETHink, the organisational development project for the entire university (56 points).

- **Health:** The coronavirus pandemic has had various negative impacts at very different levels, including mental health. It is thus hardly surprising that employee scores for mental health were lower (78 points) than in 2016 (83 points). General physical health was rated the same as in 2016, with a score of 73 points.

- **Remuneration:** Overall, ETH employees rated their remuneration as good (71 points), although they give additional benefits a higher score (76 points) than when asked whether they think their salary is appropriate for the market (67 points).

- **Workload:** Workload is rated as rather high (65 points).

Overview of all areas with particular room for improvement.



"Positive employee feedback is very encouraging, but it's important that we now address those areas in particular where there is still potential for improvement."

Dr Julia Dannath, Vice President for Personnel Development and Leadership

ACTION AREAS AND MEASURES

After analysing all results, strengths and areas for improvement, the concrete findings were reviewed. To further optimise working conditions and the university's future development, the ETH Executive Board has identified the following four action areas, along with corresponding measures:

1. Action area:
Leadership, management/supervision and personal development
These areas have remained at a high level since the last survey and in some cases have even improved slightly. ETH Zurich aims to reinforce this strength with the following measures:

- Expand leadership and development support in line with the concept of lifelong learning
- Continue to promote status reviews and personal development meetings
- Facilitate smart working to encourage more flexible and mobile ways of working
- Promote digital literacy to develop employees' digital skills

2. Action area:
Diversity and respect
For the most part, employees feel that their supervisors treat them with respect. The following measures are designed to maintain and promote this culture of respect:

- Broaden the discussion on university culture to the entire ETH community, with special emphasis on diversity and equal treatment of all groups at ETH
- Draw up a diversity strategy
- Continue the internal campaign to raise awareness of the issue of respect
- Provide support for assistant professors in particular, with a special onboarding procedure

3. Action area:
Mental health
As employee health is particularly important to the university, ETH plans a number of measures to promote the psychological well-being of staff:

- Expand the existing contact, support and advice services with the addition of external specialist counsellors
- Offer first-aid courses regarding mental health and emotional well-being for supervisors and employees
- Hold regular information events to raise awareness among supervisors and staff about stress and available resources

4. Action area:
Dealing with change
To enable ETH members to understand, accept and manage change, the following measures are planned:

- Centrally driven changes will continue to be actively communicated and supported
- Changes that take place in academic and administrative departments should be more actively supported

These measures will now be introduced gradually and support provided for their implementation.

► Employee survey 2021:

◄ Members of the Office of Personnel Development and Leadership: Maximilian Buyken, Dr Betty Friedrich-Grube, Ernestine Hildbrand, Stephanie Hürttle, Dahlia Kälin, Dr Sara van Leeuwen.

OFFICE OF PERSONNEL DEVELOPMENT AND LEADERSHIP

FOCUS ON CORE TASKS

Dr Julia Dannath took up her post as Vice President for Personnel Development and Leadership (VPPL) in November 2020 and has headed up the VPPL staff unit since its creation one month later. VPPL started initially with 14 members and not only took on the classic staff roles but also assumed responsibility for aspects such as Faculty Services (supporting professors during their term of employment with ETH), equal opportunities and diversity, and conflict management.

The Executive Board domain of the Vice Presidency for Personnel Development and Leadership (VPPL) has had a new organisational structure since 1 January 2022, which has also brought greater clarity concerning its tasks and responsibilities. Issues such as conflict management were integrated into newly created departments within VPPL. "This restructuring allows us to concentrate our entire energy on supporting VPPL as an overall organisation and developing it further," says Maximilian Buyken, Chief of Staff at VPPL, in summing up the new tasks. "Our goal here is to provide optimal support for the VPPL leadership team, while helping communicate and promote themes such as diversity and lifelong learning – both within VPPL and across the university as a whole."

► VPPL staff unit:

INCLUSION AT ETH

REMOVING BARRIERS

The "Barrier-Free at ETH Zurich" programme got under way at the beginning of 2021. The master plan passed by the ETH Executive Board is designed to make the university as accessible as possible over the course of the coming years across all categories: construction, technology and organisation. The first measures have already been implemented.

In the Technology category, for example, Corporate Communications is testing and adapting barrier-free access to the Course Catalogue and other ETH apps and tools. The new signage, which has already been installed in some pilot buildings and is now being gradually introduced, meets the very latest accessibility requirements.

In the Construction category, the CHN building has been selected as the first pilot building for barrier-free conversion starting in 2022. The modifications planned include ramps, lifts and high-visibility markings on doors and steps. But building upgrades are not always the problem: to prevent furniture, movable displays or boxes becoming trip hazards, regular inspection patrols have been carried out since October to check all buildings for temporary hazards.

► Barrier-free ETH:

▼ Due to building automation and new energy systems, ETH buildings are tending to become increasingly complex: the new MLY cooling centre is a good example.

VPIN22 PROJECT

CLEARER FOCUS ON INFRASTRUCTURE SERVICES

The complex tasks required for installing, operating and continuously developing ETH's building and technical infrastructure are becoming increasingly challenging. To meet these challenges, a new department was created on 1 January 2022: Engineering and Systems. This incorporates sections from Facility Management, Real Estate and Services. At the same time, the existing departments of Facility Management and Services were reorganised. The entire reorganisation was completed without incurring any additional cost or loss of jobs.

The remit of the Engineering and Systems department is to provide integrated management of laboratory technology, teaching and research infrastructures, building technology and energy supply. The new department will assume system responsibility for what are technically increasingly complex structures – also highly sensitive and digitally networked in some cases. In addition, ETH wants to make significant progress in making the campus more sustainable, which requires modern technology and the relevant know-how.

The former Facility Management and Services departments have been renamed and will in future focus even more strongly on providing campus services on site. From now on, Campus Services (formerly "Services") will be responsible for campus mobility, print & publishing, events support and guided tours. The focus of Facility Services (formerly "Facility Management") will be on providing building-related services, such as maintenance and cleaning, to 35,000 ETH members. The last stage of the plan involves strengthening collaboration across all VPIN departments.

VPPL: ZVG; Eduardo Gisel

STAFF BY FUNCTION

ETH Zurich (consolidated)

Full-time equivalents (FTEs) at the end of 2021 (reporting date) or annual average	FTEs annual average						FTEs reporting date at y/e
					Increase		
	2020 Total	2021 Total	Women	International	Absolute	in %	2021 Total
Total staff [1]	**10,098.1**	**10,417.6**	**34.9%**	**58.0%**	**319.5**	**3.2%**	**10,706.5**
of which permanent members of staff	3,192.4	3,310.2	37.4%	30.6%	117.8	3.7%	3,336.0
Professors [2]	**522.6**	**526.9**	**19.7%**	**67.7%**	**4.3**	**0.8%**	**525.7**
Full professors	414.5	415.9	15.9%	64.4%	1.5	0.4%	417.3
Assistant professors	108.1	111.0	34.0%	80.1%	2.9	2.6%	108.4
Scientific staff	**6,402.8**	**6,611.8**	**32.2%**	**73.4%**	**209.0**	**3.3%**	**6,864.3**
Permanent scientific staff	271.7	280.5	14.4%	48.9%	8.8	3.2%	283.2
Temporary scientific staff	5,692.0	5,860.1	32.6%	77.5%	168,2	3.0%	6,017.2
Senior assistants, scientific staff (temporary)	731.4	713.8	26.9%	77.7%	−17.6	−2.4%	719.3
Postdoctoral researchers, scientific assistants II	1,195.5	1,305.2	31.2%	90.6%	109.7	9.2%	1,363.3
Scientific assistants I	3,765.0	3,841.1	34.2%	73.0%	76.1	2.0%	3,934.6
Teaching/research assistants	439.2	471.2	37.2%	36.9%	32.0	7.3%	563.8
Technical and administrative staff	**3,003.1**	**3,106.1**	**43.7%**	**26.6%**	**103.0**	**3.4%**	**3,146.6**
of which permanent members of staff	2,507.4	2,615.4	43.2%	23.3%	107.9	4.3%	2,637.0
Technical and IT staff	1,615.9	1,656.3	20.2%	32.7%	40.4	2.5%	1,671.3
Administrative staff	1,387.1	1,449.8	70.5%	19.6%	62.6	4.5%	1,475.3
Apprentices	**169.7**	**172.8**	**28.9%**	**6.8%**	**3.2**	**1.9%**	**170.0**

1 Including 94.3 FTEs at ETH Singapore SEC Ltd. on average in 2021, 93.7 FTEs on the reporting date; all scientific staff were fully allocated to the different categories of temporary scientific staff. Technical and administrative staff at ETH Singapore SEC Ltd. were also allocated to temporary staff.

2 Headcount 2021: 568 (incl. professors with appointments at other institutions).

► Staff statistics:

STAFF BY AREA

Total staff

Full-time equivalents (FTEs) at the end of 2021 (reporting date) or annual average [1]	FTEs annual average						FTEs on reporting date at y/e
					Increase		
	2020 Total	2021 Total	Women	Inter-national	Absolute	in %	2021 Total
ETH Zurich (consolidated)	**10,098.1**	**10,417.6**	**34.9%**	**58.0%**	**319.5**	**3.2%**	**10,706.5**
Academic departments total	**8,067.8**	**8,342.6**	**33.9%**	**65.0%**	**274.9**	**3.4%**	**8,605.3**
Architecture and Civil Engineering	1,027.3	1,061.4	35.9%	60.1%	34.1	3.3%	1,089.6
Architecture	424.3	442.0	42.9%	59.0%	17.7	4.2%	463.2
Civil, Environmental and Geomatic Engineering	603.0	619.4	31.0%	61.0%	16.3	2.7%	626.4
Engineering Sciences	2,469.3	2,605.1	24.2%	71.0%	135.8	5.5%	2,731.0
Mechanical and Process Engineering	745.7	802.4	22.3%	66.6%	56.7	7.6%	839.8
Information Technology and Electrical Engineering	646.2	681.2	20.4%	71.0%	35.1	5.4%	708.9
Computer Science	524.9	576.6	21.5%	72.2%	51.7	9.8%	619.3
Materials	237.4	224.2	31.5%	65.8%	−13.2	−5.6%	230.4
Biosystems Science and Engineering	315.1	320.7	36.5%	83.5%	5.6	1.8%	332.6
Natural Sciences and Mathematics	2,349.5	2,391.1	32.7%	63.5%	41.6	1.8%	2,448.4
Mathematics	299.9	314.9	27.2%	62.3%	15.0	5.0%	320.7
Physics	665.8	694.4	19.8%	59.4%	28.6	4.3%	715.3
Chemistry and Applied Biosciences	791.5	789.8	33.1%	64.1%	−1.7	−0.2%	814.8
Biology	592.2	591.9	50.4%	68.0%	−0.3	−0.1%	597.5
System-oriented Natural Sciences	1,570.7	1,630.8	47.0%	62.3%	60.1	3.8%	1,683.8
Earth Sciences	338.0	342.5	33.9%	67.2%	4.5	1.3%	355.7
Environmental Systems Science	669.0	701.8	48.2%	60.9%	32.8	4.9%	718.7
Health Sciences and Technology	563.7	586.5	53.2%	61.0%	22.8	4.0%	609.4
Management and Social Sciences	651.0	654.3	41.4%	61.0%	3.3	0.5%	652.5
Management, Technology and Economics	343.8	341.8	40.9%	63.0%	−2.1	−0.6%	331.1
Humanities, Social and Political Sciences	307.2	312.5	42.0%	58.7%	5.4	1.8%	321.5
Teaching and research facilities outside the academic departments, others [2]	**587.7**	**564.2**	**35.9%**	**60.4%**	**−23.4**	**−4.0%**	**569.8**
Executive Board, staff units and administrative departments	**1,442.7**	**1,510.8**	**40.0%**	**18.9%**	**68.1**	**4.7%**	**1,531.4**
Executive Board and staff units	168.3	187.3	63.3%	29.7%	18.9	11.2%	193.3
Administrative departments	1,274.4	1,323.6	36.7%	17.3%	49.1	3.9%	1,338.1
Corporate Communications	29.6	30.9	57.2%	24.5%	1.3	4.2%	33.0
Academic Services	66.3	68.1	65.6%	15.8%	1.8	2.7%	71.0
Educational Development and Technology	37.4	40.8	42.9%	29.6%	3.4	9.2%	43.6
Student Services	17.0	17.6	76.3%	4.0%	0.6	3.6%	17.9
Controlling	24.2	24.2	48.0%	12.4%	0.0	0.1%	22.9
Financial Services	18.4	17.9	33.8%	10.7%	−0.6	−3.1%	18.5
Accounting	43.5	41.3	44.0%	18.8%	−2.2	−5.1%	40.2
Facility Management	193.0	198.3	17.5%	15.8%	5.3	2.8%	200.1
ETH Library	218.0	210.5	59.8%	17.9%	−7.5	−3.5%	207.3
Real Estate Management	80.6	82.4	35.8%	14.2%	1.8	2.3%	84.8
IT Services	311.1	335.7	10.8%	22.2%	24.6	7.9%	341.4
Human Resources	74.0	76.7	71.7%	11.9%	2.7	3.6%	77.8
Services	115.1	133.7	45.2%	11.1%	18.6	16.2%	135.1
Safety, Security, Health and Environment	43.2	45.2	31.7%	13.9%	1.9	4.5%	43.8

1 The average number of employees at the end of both the reporting year and the previous year is based on the current organisational structure of ETH Zurich as at 31 December 2021. Since 2017, both the headcount and the calculation have been reported on a consolidated basis; the figures shown in the table therefore include the staff at ETH Singapore SEC Ltd.

2 "Teaching and research facilities outside the academic departments, others" refers to the Institute of Science, Technology, and Policy (ISTP), Collegium Helveticum, Congressi Stefano Franscini, Institute for Theoretical Studies (ITS), Good Manufacturing Practice Facility (GMP Facility), Functional Genomics Center Zurich (FGCZ), NEXUS Personalized Health Technologies, FIRST-Lab, B&R Nanotechnology Center, ScopeM, ETH Phenomics Center, Swiss Seismological Service (SED), Swiss National Supercomputing Centre (CSCS), AgroVet-Strickhof, Swiss Data Science Center (SDSC), Wyss Translational Center Zurich (WTZ), Digital Trial Intervention Platform (dTIP), Center for Climate Systems Modeling (C2SM) and other central projects. The headcount of the fully consolidated unit ETH Singapore SEC Ltd. is also included (93.7 FTEs as at 31 December 2021 and 94.3 FTEs on average in 2021).

NEW PROFESSORSHIPS

New appointments in 2021

FULL PROFESSORS

Professor Kathrin Lang,
Chemical Biology, D-CHAB, formerly Associate Professor at the Technical University of Munich, Germany

Professor Carlo Menon,
Biomedical and Mobile Health Technology, D-HEST, formerly Full Professor at Simon Fraser University, Vancouver, Canada

Professor Hua Wang,
Electronics, D-ITET, formerly Tenured Associate Professor at the Georgia Institute of Technology, Atlanta, USA

Professor Annalisa Manera,
Nuclear Safety and Multiphase Flows, D-MAVT, Group Leader at the Paul Scherrer Institute (PSI), Villigen, Switzerland

Professor Eugene Demler,
Theoretical Condensed Matter Physics, D-PHYS, formerly Full Professor at Harvard University, Cambridge, USA

Professor Leonardo Senatore,
Theoretical Physics, D-PHYS, formerly Associate Professor at Stanford University, Palo Alto, USA

Professor Didier Queloz,
Physics, D-PHYS, also Full Professor at the University of Cambridge, United Kingdom

Professor Verena Griess,
Forest Resources Management, D-USYS, formerly Assistant Professor at the University of British Columbia, Canada

Professor Beate Jessel,
Landscape Development, D-USYS, Director of the Swiss Federal Institute for Forest, Snow and Landscape Research WSL, Birmensdorf, Switzerland

PROMOTIONS TO FULL PROFESSOR

Professor Arno Brandlhuber,
Architecture and Design, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Momoyo Kaijima,
Architectural Behaviorology, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Jan De Vylder,
Architecture and Design, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor An Fonteyne,
Affective Architectures, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Elli Mosayebi,
Architecture and Design, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Alexandre Theriot,
Architecture and Design, D-ARCH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Thomas Willwacher,
Mathematics, D-MATH, formerly Associate Professor at ETH Zurich, Switzerland

Professor Tanja Stadler,
Computational Evolution, D-BSSE, formerly Associate Professor at ETH Zurich, Switzerland

Professor Dominik Hangartner,
Public Policy, D-GESS, formerly Associate Professor at ETH Zurich, Switzerland

ASSOCIATE PROFESSORS

Professor Benjamin Dillenburger,
Digital Building Technologies, D-ARCH, formerly Assistant Professor at ETH Zurich, Switzerland

Professor Volodymyr M. Korkhov,
Structural Basis of Cellular Signaling, D-BIOL, Group Leader at the Paul Scherrer Institute (PSI), Villigen, Switzerland

Professor Nicola Aceto,
Molecular Oncology, D-BIOL, formerly Assistant Professor at the University of Basel, Switzerland

Professor Peter Hintz,
Mathematics and Physics, D-MATH, formerly Assistant Professor at the Massachusetts Institute of Technology, Cambridge, USA

Professor Vincent Tassion,
Mathematics, D-MATH, formerly Assistant Professor at ETH Zurich, Switzerland

Professor Elizabeth Tilley,
Global Health Engineering, D-MAVT, formerly Senior Lecturer at the University of Malawi, Republic of Malawi

PROMOTIONS TO ASSOCIATE PROFESSOR

Professor Michael Nash,
Engineering of Synthetic Systems, D-BSSE, also Associate Professor at the University of Basel, Switzerland

Professor Randall Platt,
Biological Engineering, D-BSSE, also Associate Professor at the University of Basel, Switzerland

Professor Tobias Schmidt,
Energy and Technology Policy, D-GESS, formerly Tenure Track Assistant Professor at ETH Zurich, Switzerland

Professor Marco Hutter,
Robotic Systems, D-MAVT, formerly Tenure Track Assistant Professor at ETH Zurich, Switzerland

Professor Rachel Grange,
Photonics, D-PHYS, formerly Assistant Professor at ETH Zurich, Switzerland

ASSISTANT PROFESSORS

Professor Manuela Hospenthal,
Molecular and Structural Biology, D-BIOL, formerly group leader at ETH Zurich, Switzerland

Professor Jordon Hemingway,
Surface Earth Evolution, D-ERDW, formerly postdoctoral researcher at Harvard University, Cambridge, USA

Professor Bjarne Steffen,
Climate Finance and Policy, D-GESS, formerly senior researcher at ETH Zurich, Switzerland

Professor Joaquim Serra,
Mathematics, D-MATH, formerly SNSF Ambizione Fellow at ETH Zurich, Switzerland

Professor Judit Szulágyi,
Computational Astrophysics, D-PHYS, formerly senior researcher at the University of Zurich, Switzerland

Professor Núria Casacuberta Arola,
Physical Oceanography, D-USYS, formerly senior researcher at ETH Zurich, Switzerland

Professor Johanna Jacobi,
Agroecological Transitions, D-USYS, formerly associate senior research scientist at the University of Bern, Switzerland

Professor Catherine De Wolf,
Circular Engineering for Architecture, D-BAUG, formerly Assistant Professor at Delft University of Technology, Netherlands

Professor Máté Bezdek,
Functional Coordination Chemistry, D-CHAB, formerly postdoctoral researcher at Massachusetts Institute of Technology, Cambridge, USA

Professor Patrick Steinegger,
Radiochemistry, D-CHAB, Group Leader at the Paul Scherrer Institute (PSI), Villigen, Switzerland

Professor Sarah Hofer,
Learning and Technology, D-GESS, formerly senior researcher at the Universität der Bundeswehr München, Munich, Germany

Professor Marina Krstic Marinkovic,
Computational Physics, D-PHYS, formerly Assistant Professor at Ludwig-Maximilians-Universität, Munich, Germany

Professor Anna Sótér,
Low Energy Particle Physics, D-PHYS, formerly lecturer and SNSF Ambizione Fellow at ETH Zurich, Switzerland

Professor Mutian Niu,
Animal Nutrition, D-USYS, formerly Assistant Professor at the University of Pennsylvania, Philadelphia, USA

ADJUNCT PROFESSORS

Professor Fernando Perez Cruz,
D-INFK, Chief Data Scientist at the Swiss Data Science Center (SDSC) and lecturer in the Department of Computer Science at ETH Zurich, Switzerland

Professor Sebastian Huber,
D-PHYS, senior scientist in the Department of Physics at ETH Zurich, Switzerland

Professor Michael Sander,
D-USYS, senior scientist in the Department of Environmental Systems Science at ETH Zurich, Switzerland

Professor Kristin Schirmer,
D-USYS, lecturer in the Department of Environmental Systems Science at ETH Zurich, Head of Department at Eawag, Dübendorf, and Adjunct Professor at EPFL, Lausanne, Switzerland

OVERVIEW OF HUMAN RESOURCES AND INFRASTRUCTURE

SERVING THE UNIVERSITY

Personnel Development and Leadership and Infrastructure are areas that provide integral, state-of-the-art facilities and services for teaching, research, knowledge transfer and dialogue with the public.

In 2021 the **Office of Vice President for Personnel Development and Leadership (VPPL)** comprised, first and foremost, the **Human Resources** department, which provides advice and support for ETH employees and plays an active role in their personal and professional development. The HR department also manages – and is actively involved in – ETH-wide projects, such as the new Respect campaign and the employee survey. As well as HR, a number of new units have joined VPPL: **Faculty Services**, **Equal!** and the **Reporting Office Conflict Management** (see page 47). Synergies have made it possible to address various focus areas highlighted in ETH Zurich's strategy.

"Lifelong learning" for ETH employees: Leadership skills have been drawn up as a basis for the personal development of employees and for use in HR processes. At the start of February, Personnel and Organisational Development, the Career Center, the Office of Research and AVETH held a career week for postdoctoral researchers with numerous talks and workshops. VPPL launched a project aimed at creating a system based on lifecycle and skills for lifelong learning, with suitable offerings.

Promoting equal opportunities, inclusion and diversity: The team from the Equal! office, now known as ETH Diversity, drew up a plan to formulate a diversity strategy for ETH and supported both the ALEA Award and the new AVETH Diversity Award.

Inappropriate behaviour and conflicts: The VPPL gathered information about the improvements needed to the complaints and counselling processes.

At the end of 2021 VPPL finalised its restructuring, effective as of 1 January 2022, in order to meet new challenges more effectively.

The Office of Vice President for Infrastructure (VPIN) not only had to deal with the impacts of the pandemic – which continued to create a lot of work on top of the usual workload – but also numerous ongoing projects.

The **Real Estate Management** department is responsible for developing the university's various sites. It looks after ETH Zurich's real estate portfolio and assures the availability of the required facilities and building infrastructure in a timely and cost-effective manner. Several VPIN and VPPL departments moved into the new OCTAVO building in Oerlikon, which has been totally revamped to meet modern requirements and provides multi-space and shared desk options. Approval of the legal planning framework for the further development of the Hönggerberg campus has now cleared the way for this project to go ahead. Major construction projects (ML Halle, BSS, GLC, HIF) continued in 2021; renovations started on the Main Building (forecourt/garage) in summer 2021; the Student Project House opened and the laboratory wing extension to the HIF building was ready to move into.

The **Facility Management** department, which has overall responsibility for utilities and technical and infrastructure management for all ETH buildings and facilities, began to implement its strategy. This strategy forms part of the action plan and is reflected in follow-up documents, such as ETH's building management policy.

The **Safety, Security, Health and Environment (SSHE)** department develops overarching guidelines, raises awareness, provides advice on dealing with hazards to protect people, the environment and infrastructure, and participates in the implementation of measures. The functional strategy of the department, as well as its training concept, will provide a solid base for operational aspects.

IT Services provides services relating to information and communication technology and also runs the extensive infrastructure, IT systems and applications required for this. The successful completion of projects for the total revamping of the campus-wide WLAN (Alarmnet), e-mail certificates for all employees, and collaboration tools (such as M365/Teams, Zoom) were the first measures to be introduced under the strategy. IT security measures were significantly tightened.

The **ETH Library** promotes knowledge and supports teaching and research. The swisscovery facility (Swiss Library Service Platform AG) administers and provides access to books, journals and other media held at over 470 libraries across Switzerland. The ETH Library benefits from synergy effects in the management of online resources and cataloguing. It continues to push ahead with the implementation of its strategy while focusing on the action area of customer-focused services.

The **Services** department makes life at ETH – both in terms of work and leisure – much easier. The strategy resulted in various measures, including the functional substrategy for workshops at ETH Zurich as well as Servix, a tool for integrated event management.