ETH Zurich attaches great importance to the further development of its employees. Three principles apply:

- Employees assume a high degree of personal responsibility for their own professional development.
- Supervisors support employees in their current function or help develop skills for new tasks.
- HR provides support with courses.

**Requirements**

Financial support is subject to following requirements:

- The employee is employed by ETH Zurich, has not given notice and has successfully completed the probationary period.
- The further education/training course is long term or a specific external development course.
- The further education/training costs at least CHF 3’000.

The HR fund does not support training related to specialisations, IT at the workplace, language courses, 1-day courses, conferences, etc. These must be paid by the department/the administrative department.

**Goals**

The following goals are pursued with financial participation in external education/training:

- Enabling employees to fulfil their current or future functions at ETH.
- Optimising the internal and external staff employability.
- Supporting the compatibility of work and family obligations.
- Supporting employees who are undergoing education/training to enhance their technical, management, methodological or social skills, which is benefit to ETH and motivation for the employee.

**Principles**

The following principles apply to financial participation by HR:

- Employees must also commit to the training with both financing and time.
- HR covers a maximum of 50% of the training costs and only participates if the department/administrative department also covers costs.
- Contributions to more extensive trainings costs (>CHF 10’000) must be particularly justified. The support of the head of the (administrative) department must first be obtained.
- HR participates exclusively in the course costs. These include course tuition, course materials, registration and exam fees. The costs for time contribution are covered by the department/the administrative department.
- Expenses must be covered by the employee. A contribution to specific additional expenditure (e.g. for seminar weeks, etc.) can be arranged.

**Participation models**

The following model is applied to financial contributions by HR (with “line” being used to refer to the (administrative) department):

- Financial contribution: HR 50%, line 30%, employee 20%
- Time commitment: line 1/3, employee 2/3

The financial contribution and time commitment cannot be offset against each other.

The (administrative) department will commit a period of time even if the training is undertaken outside of working hours to enable the employee to maintain a healthy work/life balance. In particular, this rule also applies to employees with part-time roles (>50%) due to family obligations.
Example: Education/training which costs CHF 10'000 and lasts a total of 12 days:
• Financial participation: HR assumes CHF 5'000, line CHF 3'000, employee 2'000.
• Time investment: 4 days paid leave are granted by the line; the employee invests 8 days of his/her own time, e.g. using holiday entitlement, in his/her free time or by reducing overtime.

The amount of time committed and the financial contribution by ETH can be reduced for employees with a second employer or who are also self-employed.

The employee’s supervisor may confer with a HR Partner to determine the employee’s financial contribution and time commitment in individual cases.

Invoicing
The employee pays the total amount of the invoice himself/herself. The costs assumed by ETH will be reimbursed in a payroll cycle when the employee sends a copy of the paid invoice personal-organisationsentwicklung@ethz.ch. This will ensure that payments are recorded in the employee’s yearly salary statement. The account assignment element and the budget officer’s signature must be added to the document in advance for the department or administrative department cost centre to be charged.

Federal Funding
Starting 1 January 2018, 50% of preparatory courses for federal examinations (federal certificate, federal diploma) will be supported by federal funding. The employee shall finance this part of the costs in advance. The share of costs covered by HR/line is reduced accordingly; the employee’s share remains the same. Learn more here (in German).

Reimbursement
If HR participates in financing, reimbursement is documented in a written agreement. The following applies:
• The education/training costs must be paid back if the employee leaves ETH Zurich after completing the education/training. In the two years after following completion of the education/training, the payback period is reduced by 1/24 per month.
• The amount to be reimbursed is calculated based on the actual course fees covered.
• The time investment is not subject to reimbursement.
• If the employee discontinues the education/training, the contributions paid up to that point must be repaid in full. If the employee fails the intended exam and does not try again, this is also considered a discontinuation.
• In the event that an employee leaves, the HR Partner informs the Development and Leadership team, who calculates the payback amount, discusses the further procedure with the HR Partner and issues the invoice.

Roles participating in the process are: SP = Supervisor, EMP = Employee, POD = Development and Leadership, HRP = HR Partner

| EMP, SP | Appraisal interview / Individual development plan (IDP) |
| EMP | The employee determines which education/training are available on the market and makes a suggestion to the SP |
| SP | In consultation with the HRP, submits application for cost coverage to POD |
| POD | – Application review, decision regarding financing by HR 
| | – Draws up agreement and sends it to SP, cc HRP |
| EMP, SP | Sign agreement and return it to POD, HRP |
| HRP | To personnel administration for filing in e-dossier |
| POD | Employee pays invoices and sends them to POD, reimbursement via payroll cycle (shown on salary statement) |
| EMP | Completes training, EMP sends diploma/certificate to POD, HRP |
| HRP | Ensures that this is filed in e-dossier by personnel administration |

Contact points / further information
• Self-evaluation: 2-day course „Wie weiter?“, course dates: www.ethz.ch/hr-courses
• Development and Leadership
  - Contact: personal-organisationsentwicklung@ethz.ch
  - Responsible for agreement/financial settlement
• HR Consulting
  - Contact: find your HR Partner here
  - Responsible for advising supervisors and advising on internal changes
• Form »Application for funding«
• Individual development plan

Valid as of June 2018, updated January 2019 and January 2021

Process

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