

ERASMUS+ STAFF MOBILITY HANDBOOK

REALISE
Realising the potential
of the international mobility
of staff in higher education



ERASMUS+ STAFF MOBILITY HANDBOOK OF GOOD PRACTICES

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ERASMUS+
STAFF MOBILITY
HANDBOOK OF GOOD
PRACTICES

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Preamble

The REALISE project originated from a number of observations by university decision-makers and operators (International Relations Office directors, vice-presidents in charge of international relations, Erasmus+ officers...) on the management of Erasmus+ staff mobility at institutional level, and from the frustration that what appeared as poor “value for investment” roused among them.

Indeed, much European and institutional funding, time and energy are spent on staff mobility programmes. However, it is difficult to assess their impact both on individuals and institutions and to make it consistent with higher education institutions’ international strategies. Though it seems coherent and necessary that staff mobility can, or should be a means to, enhance the students’ mobility, academic quality, cross-border cooperation and international outreach of Higher Education Institutions (HEIs), it is unclear how it does so, and whether it could be improved.

So far, the teaching and training mobility of staff has not kept pace with expanding student mobility -the Erasmus student mobility programme introduced in 1987 being undoubtedly one of the most successful achievements of the European Union -and oddly enough in these troubled and uncertain times in Europe, a consensual one!

REALISE is a Strategic Partnership project funded by the European Commission under the heading Erasmus+ KA2 involving 10 universities in Europe and a large number of associate partners. It aims to embed staff mobility in HEIs’ institutional strategies for modernisation and internationalisation, more particularly as a valuable element in the process of “internationalisation at home”, helping raise the awareness of the international dimension of higher education among staff, both academic and administrative.

Staff mobility is indeed a valuable opportunity for academic and non-academic staff to develop new expertise, improve their language proficiency and intercultural skills and broaden their professional horizon. Staff mobility can also be an efficient means and powerful incentive for professional development and institutional commitment. The positive impact of Erasmus+ mobility on individuals can thus reflect on the institution as a whole, contributing to better institutional strategies, smooth governance as well as strengthened international cooperation.

The REALISE project supports active cooperation among Higher Education Institutions and between HEIs and local, national and European authorities to improve the implementation of staff mobility and the management of the Erasmus+ programme. The partner universities and associate partners have undertaken activities so as to develop innovative practices to boost staff mobility, find ways to remove obstacles to mobility, foster recognition in career development and introduce rewards mechanisms.

In order to reach these desirable but challenging aims, REALISE has first launched a survey consisting of a questionnaire intended for all HEIs staff, another questionnaire on staff mobility intended for International Relations Offices and a series of interviews with university management. More than 6000 respondents from all 10 participating countries took part in the survey. Then, a Toolbox including innovative tools with related actions to be tested by partners and associate partners was set up in order to set guidelines and procedures to enhance universities' practices in the implementation of the Erasmus+ programme. The REALISE "Erasmus+ Staff Mobility Handbook of Good Practices" presents the results of these tested tools and actions with a view to:

- Identify and develop innovative practices regarding the implementation of the Erasmus+ programme for staff mobility;
- Help staff beneficiaries of the Erasmus+ programme to make the best of the programme's potential;
- Foster the recognition of mobility in the career development of academic, administrative and technical staff in HEIs;
- Raise institutional awareness about the added value of staff mobility and promote its contribution to HEIs' internationalisation strategy.

By improving the implementation of Erasmus+ staff mobility across Europe, REALISE aims to help HEIs increase their international outreach and visibility, strengthen sustainable cooperation and foster international networks of excellence.

The REALISE partners and associate partners hope that you will find this handbook useful and enjoyable, and wish you as pleasant and gratifying an experience as the implementation of the project has been to all of us!

Pr Anne-Marie Motard
REALISE coordinator

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LAYOUT OF THE HANDBOOK

As part of the REALISE Project the different Actions have been tested. The result of the testing has been gathered into four chapters – Strategic level; Management; Promotion and dissemination; Encouragement and recognition. Each chapter is then organized into Tools under which heading one or more Actions are presented. For each Action its development and evaluation is discussed making it easy for any user to implement the Action in local environment.

The first chapter is dedicated to the strategic level, which gathers Tools and Actions regarding the institution's recognition of staff mobility. In this chapter the Tools presented will mainly focus on the involvement of Human Resource department and the Top Management of the institution in order to define an institutional strategy enhancing the involvement of staff in the international activities.

The second chapter is devoted to the Actions that the institution, and the International Relations Office in particular, can implement in order to adopt measures in terms of management of the Erasmus+ program to improve the quality and recognition of staff mobility. These Tools and Actions, aimed at incoming and outgoing staff, have as their main objective to remove obstacles related to the organization of Erasmus+ mobility for staff.

Communication and promotion of the Erasmus+ program for staff of higher education institutions is the theme of the third chapter of this Handbook. It was essential to dedicate a chapter to this subject as it has appeared throughout the run of the REALISE Project that lack of knowledge of the opportunities offered by the Erasmus+ programme for staff constitutes a major obstacle to mobility.

Finally, the recognition and encouragement of mobility is one of the major levers available to higher education institutions to increase the number of beneficiary staff members and to improve the quality and impact of staff mobility within the framework of the Erasmus+ programme.

The REALISE team



The background features a large white diamond shape centered on a page. The corners of the page are filled with geometric shapes: orange triangles in the top-left and bottom-right, and blue triangles in the top-right and bottom-left. The text is centered within the white diamond.

Chapter: 1
STRATEGIC LEVEL

Tool 1.1 – Human Resources Policy

A Human Resources Policy supporting the mobility of staff can be a powerful tool to promote international staff mobility, improve its organization and increase the number of beneficiaries, by clearly integrating Erasmus+ mobility to the institution's Human Resources Policy and reward staff members' participation in the programme.

As every institution has its own identity and culture, it is important to list elements that may be included in such a policy according to institutional contexts, the following were used for the testing of the actions presented in this Handbook in the framework of the REALISE project: “staff mobility as one of the types of staff training contributing to staff members' career development and continuous learning”, “equal access to staff mobility”, “clearly defined conditions of participation in the mobility programmes”, “assessment of mobility and its outcomes”.

Implementation of such a policy may be considered as an amendment to the existing regulations, and not necessarily an entirely new policy, but as this tool involves University Management and political decisions, it is essential to keep in mind the potential risks :

- It may be somewhat difficult to include in the policy any system of reward for employees who participate in mobility programmes ;
- Indicators of the impact of mobility on career development may be difficult to define.

With these preliminary elements in mind, the following actions have been tested and will be presented in the following pages:

- Career pathway for staff
- Continuing Professional Development programme (CPD)
- Motivation system
- Evaluation and feedback

Chapter: 1 STRATEGIC LEVEL
Tool 1.1 Human Resources policy
Action 1 Career pathway for staff

<p>Target public</p>	<p><input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both</p>
<p>Topics tackled by this action</p>	<p><input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy</p>
<p>Aim of the action</p>	<p>- spread information about ERASMUS+ staff mobility (incoming and outgoing) in the institution - get the approval of the leaders for the staff ERASMUS+ mobility - give practical tools to persons who wish to undertake an ERASMUS+ mobility - use existing professional language trainings as a lever on ERASMUS+ mobility</p>
<p>Development of the action</p>	<p>Raise awareness of the institutional leaders, taking the opportunity of existing institutional meetings in the institution Organize a general training session on ERASMUS+ mobility, open to persons willing to undertake an ERASMUS+ mobility (5 faculties and services of the university will be targeted for a first experiment) Allow all existing professional language training sessions to have an optional module about the internationalisation of universities, intercultural education and possibilities of ERASMUS+ mobilities</p>

Evaluation of the action	This action is not evaluated yet as the Testing Phase is not finalized by the date of publication of this Handbook.
Action tested by:	University of Lorraine, France

Chapter: 1 STRATEGIC LEVEL

Tool 1.1 Human Resources policy**Action 1 Career pathway for staff**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>The aim is to create or amend an existing HR policy so that it acknowledges staff mobility for teaching and training.</p>
Development of the action	<p>- For this action you will have to work closely or consult with your human resources department, your university management, leaders and managers of faculties and services.</p> <p>- Find out if there is an existing policy on career development and promotion of employees with which a policy of acknowledging staff mobility for teaching and training could be integrated.</p> <p>- Identify existing criteria for promotion/pay rise (separate for administrative and academic staff)</p> <p>- Bring forward a strategic plan for human resource development containing well defined conditions for promotion and pay rise for employees who have participated in an international staff exchange programme (e.g. it can be based on periodic evaluation of staff members' performance)</p>

<p>Development of the action</p>	<ul style="list-style-type: none"> - For academic staff: include teaching abroad (and potentially other activities enhancing internationalisation) in the career development plan. - If you implemented or tried out a new HR policy on career development/promotion containing new conditions, it is important to make an evaluation of the new policy, you can do this by gathering feedback on the effectiveness of the new policy from employees, university leaders, managers and HR officers.
<p>Evaluation of the action</p>	<p>For this action it is important to involve all stakeholders, especially the human resource department. The career pathway for university staff might be determined by your national law, your human resource department will know.</p> <p>This action began with discussions with colleagues from the HR department. We learned that there is a clear policy on career development and promotion, however participating in an international staff exchange cannot lead to a promotion nor to a pay rise. Therefore we explored another possibility: “Can ‘Internationalisation’ as such be added as one of the evaluation criteria for university staff?”</p> <p>Different stakeholders (HR, Internal Relations officers, managers of faculties) see the advantages of having ‘Internationalisation’ as an evaluation criteria, it would be good for promotion, encouragement and recognition of staff mobility. However the human resource department has been working on a new holistic evaluation method which started its implementation beginning of 2019. In this approach there are no bullet points with evaluation criteria and so ‘Internationalisation’ cannot be added there. This does not mean international activities, including staff exchanges are not acknowledged, they are taken into account during your evaluation, but they are not a requirement nor a must as such.</p> <p>International Erasmus+ Staff Mobility is an added value and contributes to one’s professional development, but it cannot be implemented as a condition for promotion.</p> <p>The Human Resource Department sees the great benefit of an Erasmus+ Staff Exchange, therefore the Erasmus+ Staff</p>

<p>Evaluation of the action</p>	<p>Exchanges are part of the formal training offer for administrative staff at the university, this means that if you attend an Erasmus+ Staff Training this is added to your personnel development plan.</p>
<p>Action tested by:</p>	<p>Ghent University, Belgium</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>No, however in some countries the career development and/or promotion of university staff might be determined by national law.</p>

Chapter: 1 STRATEGIC LEVEL

Tool 1.1 Human Resources Policy**Action 2 Continuing Professional Development Programme (CPD)**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Develop Continuing Professional Development Programme by participation in mobility programmes
Development of the action	<ul style="list-style-type: none"> • Include staff mobility as one of the types of training and acquisition of skills necessary for (or contributing to) professional development • Find out if there are institutional policies, strategies or targets on professional development with which this policy can be integrated • Identify ways of incorporating staff mobility into the strategic plan for career path development, if possible containing conditions for promotion and pay rise for staff who have participated in a mobility • Ensure equal access to staff mobility programme opportunities • Clearly define conditions of participation in the mobility programme • List mobility types for academic and administrative staff that could be considered; specify who (deans, heads of units) sets the requirements • Periodically evaluate professional development of staff members, e.g. realization of personal objectives and

Development of the action	<p>institutional or departmental goals</p> <ul style="list-style-type: none"> • Create a system in which the results of staff mobility can be disseminated and applied by the academic community
Evaluation of the action	<p>This is a comprehensive action, potentially far-reaching in its impact. It has the potential to embed staff mobility into a University’s staff development strategy. It can also help staff to identify how a mobility can contribute towards their professional development and to institutional or departmental strategies and objectives. It can, however be slow and difficult to implement, as it requires action at institutional level, which may be outside of the sphere of influence of the international/Erasmus office, and where there may be obstacles or other priorities.</p> <p>This action began with discussions with key members of staff: those responsible for delivering all aspects of general staff development; and those responsible specifically for supporting the recognition of teaching experience and enabling staff achieve the UK’s national teaching awards https://www.heacademy.ac.uk/ukpsf</p> <p>There was no difficulty in reaching agreement that the benefits and outcomes of international staff mobility can contribute to professional development, for academic, administrative and technical staff alike. We easily identified that all members of staff could include the outcomes of a mobility in their annual appraisal, hence supporting general staff development. With our Staff Development Manager, we also recognised the contribution a staff mobility can make to leadership development. We noted the need to align the promotion of staff mobility in the language of this framework: so while we would not be able to include reference to Erasmus staff mobility in the University’s Leadership Framework, we could use the terminology of this Framework when we describe and promote the Erasmus staff mobility opportunities. We also identified that some staff also need to meet CPD requirements of external professional bodies (e.g. in accounting, nursing, psychology), which again could be assisted with an international staff mobility.</p> <p>These considerations have influenced how we have</p>

<p>Evaluation of the action</p>	<p>promoted staff mobility. This has served to mainstream staff mobility to a certain degree. For example, we were invited to offer sessions in the annual Staff Conference. They were among the most popular of the sessions, as a result of which we were subsequently invited to run follow-up workshops as part of the university's Change and Wellbeing programme, designed for all staff to attend to impact health and wellbeing, work-life balance and planning for change. While this is not quite 'professional development', it is fully aligned with an institutional objective of ensuring necessary capability - skills, knowledge, capacity - in every part of the organisation to deliver the new Strategy and strengthen the University's position going forward.</p>
<p>Action tested by:</p>	<p>Middlesex University, England</p>

Chapter: 1 STRATEGIC LEVEL

Tool 1.1 Human Resources Policy

Action 2 Continuing Professional Development Programme (CPD)

<p>Target public</p>	<p><input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both</p>
<p>Topics tackled by this action</p>	<p><input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy</p>
<p>Aim of the action</p>	<p>Integrate staff mobility as a means to develop intercultural competences into the Continuing Professional Development Programme (CPD) for non-academic staff</p>
<p>Development of the action</p>	<p>- Define the development of "intercultural competence" for non-academic staff in accordance with the University's strategic goals</p> <ul style="list-style-type: none"> - Refer (if available) to the university's CPD strategy - Refer (if available) to the university's internationalization strategy <p>- Assign resources within the CPD Unit for the development of an intercultural competence development programme.</p> <ul style="list-style-type: none"> - Form a focus group with members in leading positions from all relevant administrative units (HR, International Office, Language Centre, Press Relations etc.) - Meet regularly with the group to discuss the proceedings and set new goals - Design and implement a survey among all administrative units to identify the needs of administrative and technical staff (personal interviews or online survey) - Use the survey results to design a certificate programme that includes at least three components: language skills,

**Development of the
action**

- intercultural knowledge and intercultural experience
- Offer work-related English courses and intercultural trainings for all non-academic staff
 - Invite tenders for English courses and intercultural training
 - Choose convenient course dates, book rooms
 - invite all non-academic staff via mail, homepage etc.
 - pay attention to quality assurance (evaluation)
 - publish an article in the university press about the new offering
 - Promote staff mobility possibilities for non-academic staff
 - Design, print and disseminate informational leaflets
 - Organise informational meetings (once per year) together with the international office
 - Use any occasion where non-academic staff get together to promote the certificate programme and the possibility to attend staff mobilities
 - Encourage staff mobility participants to hold a presentation in their respective teams about the training outcomes, ideas they developed for their work
 - Focus on and support the "pioneers"
 - Create a list of all staff interested in the certificate programme
 - Inform these people directly about staff mobility possibilities
 - Invite them to talk about their experiences after the mobility, e.g. during the informational meetings
 - Award certificates to all staff that successfully completed all components
 - Use a festive event (or organise a small one) where the head of the university administration (e.g. Chancellor) awards the certificates to the respective staff
 - Invite the university press to report about the awarding ceremony
 - Make sure the participation in staff mobility and the completion of the certificate programme can be filed in the employee's personnel file
 - Raise awareness among department leaders that supporting their staff to develop intercultural competence is their responsibility
 - Adapt the certificate programme to the needs of the

<p>Development of the action</p>	<p>staff (English course topics, focus of the intercultural trainings, introducing new courses such as "simplifying administrative language")</p> <ul style="list-style-type: none"> - Promote "intercultural competence" prominently on the CPD unit's homepage - Publish staff mobility reports
<p>Evaluation of the action</p>	<p>The existence of a CPD unit for non-academic staff within the HR department made the integration of "intercultural competence" and the related staff mobility into the overall CPD possible. Chances are high that the introduced measures will continue in the long term.</p> <p>The action lead to a greater awareness for the challenges and benefits of internationalization for the university administration and that the development of intercultural competence is an integral part of the workplace-related competences in the university administration.</p> <p>Both the English courses and the intercultural trainings were frequently fully booked and received very good evaluation results.</p> <p>The number of staff (not international office) interested in participating in staff mobility almost doubled from 5 persons working at the central administration (excluding IO staff) in 2015/2016 to 9 persons in each academic year 2016/2017 and 2018/2019.</p> <p>In 2018, two central administration staff members received their certificates for completing the whole programme (English course participation, intercultural training participation and staff mobility). In 2019, another eight people (both from central and faculty administration) will finish the programme.</p>
<p>Action tested by:</p>	<p>University of Würzburg, Germany</p>

Chapter: 1 STRATEGIC LEVEL

Tool 1.1 Human Resources Policy**Action 3 Creation of incentives to staff mobility**

Target public	<input checked="" type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Increase the participation of academic staff in internationalisation activities; Contribute to academic staff career development; Increase the number and quality of the international networks, projects and staff and student mobility.</p>
Development of the action	<p>Incentive 1: Creation of an internationalisation fund, which can be used by academic staff when other forms of funding are not possible/ available.</p> <p>The fund is the result of the Faculty's own income sources and amounts to a maximum of 1000€ per year.</p> <p>Interested staff have to fill in a form explaining the activities, estimated budget and expected scientific outcomes for the Faculty.</p> <p>The form has to be sent to the Director of the Faculty who decides on the award of the fund, giving priority to new participants, degree of co-funding and eventually already achieved scientific outcomes in previous fund requests.</p>

<p>Development of the action</p>	<p>Incentive 2: Payment of two travel days to academic staff participating in Erasmus STA mobility.</p> <p>Travel days are paid with Faculty own income sources.</p> <p>Staff is informed by the International Office of the Faculty about this funding.</p>
<p>Evaluation of the action</p>	<p>Incentive 1:</p> <p>a) Analysis of the reports delivered up to 3 months after the mission, where the results achieved are highlighted.</p> <p>b) Number of activities described in the self-evaluation form, related to international mobility, for career development purposes.</p> <p>c) Analysis of the results and implement improvement measures (if applicable).</p> <p>This Faculty has the highest number of academic staff and students at the University of Coimbra. This incentive has proved very useful to address the low number of Erasmus support grants and helped teachers to increase international activities and upgrade their career.</p> <p>Incentive 2: Comparative analysis of the number of staff participating in Erasmus STA mobility before and after the implementation of the payment of travel days and analysis of satisfaction surveys. This is the only Faculty funding travel days, which is very much appreciated and has indeed allowed the Faculty to have one of the best performances in terms of outgoing mobility flows.</p>
<p>Action tested by:</p>	<p>Incentive 1: Faculty of Sciences and Technology of the University of Coimbra, Portugal</p> <p>Incentive 2: Faculty of Sport Sciences and Physical Education of the University of Coimbra, Portugal</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>The importance given to international activities in the national evaluation of academic staff performance and career development and in the national evaluation and accreditation of degree programmes influenced the creation of these incentives in the involved Faculties.</p>

Tool 1.2 - Engaging Management Support

Engaging Management Support aims at including international staff mobility in a strategic plan containing fully integrated management support for these international activities. Engaging Management Support means involving not only top management, but also managers, deans and heads of services in the selection process and create an environment where the support from management to participate in staff exchange programmes is clearly and finally expressed.

By introducing an updated HR policy and international strategy, university management acknowledges the benefits of participating in staff exchange programmes and promotes equal access to mobility programmes, thus encouraging staff members to participate.

With this global objective in mind, universities may act at different levels:

- at individual level, by identifying strategic aims to be achieved by the mobility
- at management level, by involving managers in the selection process
- at management level, by introducing reporting processes that ensure international mobility activities receive acknowledgement and recognition from managers
- at institutional level, by appointing internationalization coordinators and creating university-wide internationalization groups disseminating information on international mobility opportunities, especially to non-mobile staff.

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support**Action 1 Involving managers in the selection process**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Involving managers in the selection process, as part of creating an environment at institutional level to encourage international activities
Development of the action	<ul style="list-style-type: none"> • Analyse nomination documents provided by the departments to the unit responsible for the administration of Erasmus mobility programme for staff (check who approves them). • Conduct a mini-questionnaire aiming at assessing the level of awareness of the management at the departmental level with regards to international mobility of staff. Targeted audience: deans, vice-deans, heads of units, directors for international affairs, and the like. • Analyse the data. • Prepare summary and conclusions. • Discuss the results with colleagues at the International Relations Office and other relevant offices. • Share the conclusions with your managers, decide what further steps can be taken.
Evaluation of the action	Approximately 20% of all the nomination documents (with regards to staff mobility) submitted to the International

Evaluation of the action

Relations Office within the past 2 years were analysed. As this is an internal requirement at the University of Warsaw, all of them were approved by the mobility coordinator and dean/vice-dean or head of the unit (in the case of independent research or teaching units and administrative offices). According to the procedures, mobility coordinators prepare a ranking list at the departmental level, which has to be approved by an authorised manager. No exceptions were found. Therefore, we can assume that the managers receive information on the participation of their staff in programmes supporting international mobility.

The next activity involved preparation of a mini-questionnaire targeted at the managers who approve nominations at the departments/units, or in some other way can be involved in the nomination and selection process at the departmental level, including deans, vice-deans, heads of units, directors for international affairs. Its aim was to assess their awareness with regards to different aspects of international mobility of staff. The questionnaire contained 10 questions, mainly multiple choice, with an option to add other answers and comments. They referred to the awareness of the existing mobility programmes for academic and non-academic staff, participation of a given unit's staff in such programmes, main benefits and obstacles, dissemination of information and results of international mobility of staff, recognition of the results and impact on professional development, suggestions with regards to better use of the benefits resulting from staff mobility. Some of the questions were similar to those included in the REALISE survey, however, this questionnaire was much shorter and focused on specific aspects, tailored to its specific aims and target group. Also, many of the managers might not have completed the REALISE questionnaire. In total, the questionnaire was sent to approximately 100 persons, 41 responses were received.

The results confirmed some of the findings described in the REALISE Comparative Analysis. For example, the main benefits of international mobility of staff indicated by the respondents include: networking opportunities,

Evaluation of the action

acquisition of knowledge and competences, personal development, tangible results (such as joint publications, study programmes, projects, participation in conferences and seminars, new agreements of cooperation), increased mobility of staff. Insufficient funding, family matters and problems with finding substitute at work are perceived as the key obstacles. Erasmus+ proved to be the most recognizable programme entailing international mobility of staff. According to 56% of the respondents, academic staff are interested in participating in such programmes, while only 29% indicated interest among non-academic staff at their respective departments/ units. Similarly, in the opinion of 56% of the respondents, mobility does have an impact on career development, even though it does not have to result directly from participation in Erasmus staff mobility programme. These visits are too short to have such an effect, but can be inter-connected with wider cooperation and academic activities, such as joint projects or publications. Even though most of the respondents were satisfied with the access to information on mobility opportunities, there were some comments stating that information on the departmental level was not always sufficient. Also, dissemination and utilisation of results seem to require further work. Some of the suggestions regarded more integrated and flexible programmes facilitating mobility of staff and closer cooperation between the central administration and departments. It can be concluded that the demand for mobility programmes is very high and the university should take further steps to make them more accessible, effective and adjusted to the needs of all the stakeholders.

The study has provided interesting data on the perception of the effectiveness of staff mobility and needs with this regards on the departmental level. It has also proved that mobility of academic staff is considered as a priority and the benefits resulting from mobility of non-teaching staff should be further discussed. Additional value is building awareness among university managers, providing them with information on international mobility programmes and giving them opportunity to share their ideas, recommendations and concerns. The results were discussed with the Head of the International

<p>Evaluation of the action</p>	<p>Relations Office and representative of the Unit for Quality and Evaluation. It was observed that in some cases the questionnaire might have been completed by another person, not the dean or head of the unit, but e.g. a secretary or mobility coordinator. The next step could be a qualitative study conducted among the university managers: semi-structured interviews with deans, vice-deans and directors representing different units and fields. Its aim would be verification of the data obtained through the mini-questionnaire (to achieve triangulation of results and greater reliability) and further research into the awareness of the managers at the departmental level with regards to international mobility of staff. It should take place in the next academic year, so that the managers are not overburdened with surveys. Moreover, in this way, it will be possible to identify any developments. The results will be disseminated at the university and can be further discussed with the authorities (on the departmental and central level) and units responsible for quality measures. They will also be forwarded to the Unit for Quality and Evaluation and can be used for their analyses. In this way, sustainability will be assured.</p>
<p>Action tested by:</p>	<p>University of Warsaw, Poland</p>
<p>Annex</p>	<p>Scenario of the mini-questionnaire sent to the deans, vice-deans and directors/ heads of units at the University of Warsaw. Tool: Google Forms (can be replaced by any other survey tool).</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>According to the University of Warsaw internal regulations, all Erasmus nomination documents have to be signed by the mobility coordinator and the dean/ director of a given unit. The departments prepare ranking lists of staff who would like to participate in the international mobility programme. If a given institution has different regulations and the dean's/ director's approval is not required, it could be very interesting to test this tool and identify any other ways of the management's involvement in the selection process within mobility programmes for staff.</p>

Mini-questionnaire for managers on the departmental level regarding participation of staff in international mobility programmes

1. To the best of your knowledge, in which international mobility programmes do staff members of your Department/ Unit participate? Scale: never-rarely-sometimes-often-very often

- Erasmus+
- Horizon 2020 and other research programmes
- Bilateral agreements
- Governmental scholarship programmes (e.g. supported by Polish-American Fulbright Commission, Polish National Agency for Academic Exchange, DAAD, CEEPUS, Visegrad Fund),
- Other (please specify)

2. In your view, are academic staff of your Department/ Unit interested in participation in international mobility programmes?

- Yes
- No
- Hard to say
- I don't know

3. In your view, are non-academic staff of your Department/ Unit interested in participation in international mobility programmes?

- Yes
- No
- Hard to say
- I don't know

4. What are the biggest benefits of participation in programmes supporting international mobility of staff?

- None
- Acquisition of knowledge and competences
- Personal development
- Tangible results, e.g. publications, participation in international conferences/ seminars, new agreements of cooperation, joint research projects, joint programmes, etc.
- Establishing new contacts
- Increased quality of teaching
- Increased quality of procedures, standards
- Increased mobility of students
- Increased mobility of staff
- Improved cooperation with the partner university
- Other (please specify)

Comments

5. What are the major obstacles?

- Lack of interest in international mobility
- Finding substitute at work
- Family matters
- Insufficient funding
- Insufficient awareness of mobility opportunities
- No real impact on career development
- Insufficient knowledge of foreign languages
- Complicated procedures connected with the organization of mobility
- Insufficient support during the mobility
- Other (please specify)

Comments

6. In what way do your staff disseminate information on their participation in mobility programmes and the results they have achieved? Scale: yes, no, I don't know

- Organization of internal meetings/ seminars
- Report to the head of unit/ dean
- Information on the website
- Bulletin
- Publications
- Presentation within the department/ unit
- Presentation on a wider forum (general-university, international)
- Application of the results of mobility (e.g. new methods, tools, techniques) within the unit/ department/ research group
- Other (please specify)

Comments

7. In your opinion, does participation in international mobility programmes have impact on career development of your staff?

- Yes
- No
- Sometimes
- Hard to say
- I don't know

Please explain

8. In your opinion, do staff members of your Department/ Unit receive sufficient information on available international mobility programmes?

- Yes
- No
- Hard to say
- I don't know

Comments

9. In your opinion, through what activities (and on which level) would it be possible to increase the effectiveness of participation of UW staff in international mobility programmes and facilitate better use of the results?

10. Name of the department/ unit

Optionally: name and position of the person who completed the questionnaire

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support**Action 1 Involving managers in the selection process**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Involvement of managers
Development of the action	<p>Any project of staff mobility must be prepared through an application form which is obligatory signed by the Director of the service/Faculty involved before submitting the application to the central International Relations Office. If refusing the application, the Director of the service/Faculty involved must explain the reasons for his/her refusal. In the application, the Director of the service/Faculty involved must also indicate if he/she is willing to finance part of the mobility if ERASMUS+ allocations do not cover all the expected expenses.</p>
Evaluation of the action	<p>This action has been tested since 2012 and has proved to be effective. More and more faculties decided to finance part of ERASMUS+ staff mobility on their own budget. Some applications were refused by Directors of the services/Faculties reasons for justified reasons.</p>
Action tested by:	University of Lorraine, France

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support

Action 2 Identifying strategic aims to be supported by the mobility

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Create an environment where the support from management to develop staff mobility is clearly presented and where the candidate's objectives are clearly defined at personal and professional levels.</p>
Development of the action	<ul style="list-style-type: none"> • A focus group was set up comprising staff from key services such as the University Management, Human Resource Department and Academic/administrative heads of Faculties /Departments. • A period of observation has been determined taking into account both Academic and Administrative Staff Mobilities. • The focus group has set up two questionnaires, one for the person in mobility, the second for governance which objectives are basically to identify: <i>For the beneficiaries:</i> <ul style="list-style-type: none"> • the main five objectives of the mobility on a personal level and for the Faculty/Department • the overall conditions of mobility: <ul style="list-style-type: none"> - dissemination of information and quality of administrative assistance prior to staff mobility - content of the training program - type and quality of organization at the partner's place

<p style="text-align: center;">Development of the action</p>	<ul style="list-style-type: none"> - global work environment including extra-curricular activities • the final feedback on the mobility – results in terms of objectives and benefits <p><i>For Governance:</i></p> <ul style="list-style-type: none"> • the main five objectives of staff mobility as a whole for the Faculty/Department • the internal organization of staff mobility <ul style="list-style-type: none"> - dissemination process prior to mobility - actions of communication set up internally to support the mobility • the global results of staff mobility <ul style="list-style-type: none"> - have the objectives been reached? - Indicate the first five benefits of staff mobility for the department - confirm motivation in developing mobility further • the suggestions of improvement to develop mobility among staff
<p style="text-align: center;">Evaluation of the action</p>	<p>Testing period of action : from June to 30th October 2018 Date of evaluation : 20th September 2018</p> <ul style="list-style-type: none"> • What were the positive aspects of the testing? <ul style="list-style-type: none"> -the organization process around staff mobility whether internally or at partner institutions is rather well adapted - the awareness has been spread out among governance of the existing possibilities of staff mobility and its contribution to greater internationalization of the Institution - Staff was entirely satisfied with the mobility - Word of mouth is the most efficient promoting way • What short-term impacts can be observed? (at individual and institutional levels) <ul style="list-style-type: none"> - the survey has resulted in a healthy competition within the departments and at Institutional levels - Academic Staff have gained more pedagogical techniques, educational methods - dissemination of information by staff after mobility has enabled sharing of experience with colleagues both within the department and at institutional level - Direct access to international professional networks contributes to improving their language skills. - An ongoing analysis of the motives and benefits of

**Evaluation of the
action**

- staff mobility candidates has been set up ever since
- **What mid-term or long-term impact can be foreseen? (at individual and institutional levels)**
 - staff mobility can help reinforce cooperation with partner institutions when for example student mobility figures are not balanced
 - It can also help teaching staff contribute to promotion and development of student mobility at the Faculty/ department level
 - The international Relations Office Vice-President and the person in charge of staff mobility are planning to intensify promotion and dissemination of relevant information.
- Focus and effectiveness of action will be carried out by targeting staff according to training offers (1 motion staff weeks for ex.)

- **How does the focus group perceive the costs/ benefits balance? (is it sustainable?)**

The focus group was positively impressed by the staff mobility dynamic within the University (approx. 30 members of staff – administrative and teachers alike- annually) although they are aware that academic staff resistance remains:

 - Not only do Teachers have to put up their course-load when on mobility but
 - There is no direct recognition of governance as far as career development is concerned although there is some kind of indirect recognition by the department staff and governance. Both administrative and academic staff do nevertheless benefit from mobility at individual level.

CONCLUSION:

We still need to convince governance of the benefit of developing staff mobility and to facilitate the process within the department.

International Relations Office has to communicate more widely and do even more for promotion among all staff members.

Action tested by:

University Jean Moulin Lyon 3, France

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support**Action 3 Introducing reporting mechanisms that ensure that the mobility receives acknowledgement and recognition from managers**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>The aim of this tool is to increase the visibility, acknowledgement and recognition of mobility by managers and staff at the university.</p>
Development of the action	<ul style="list-style-type: none"> - organise meetings/interviews with managers and Erasmus coordinators to gather information on the present situation regarding acknowledgement and recognition of staff mobility at faculty and university level - with their help prepare a plan of how to improve acknowledgement and recognition of mobility - organise a meeting with the Secretary General (responsible authority) to discuss the current situation and try to involve him/her in activities of mobility (organisation, selection procedures, evaluation and recognition of mobility) - prepare a template for the responsible authority to approve proposed programmes of mobilities for staff/ teachers - prepare an evaluation report on outcomes of mobility and the impact on themselves, the department, future work etc. - organise presentations of staff mobility experience after

<p>Development of the action</p>	<p>return at the regular meetings with the Secretary General (responsible authority) - on the strategic level encourage recognition of staff mobility in the same way as teaching mobility*.</p> <p>*At the University of Ljubljana international mobility for teaching is one of the requirements in the process of promotion (following completion of a doctorate, the candidate has to perform research or teaching work at a foreign university or research institution of good reputation for a certain period, depending on the level of teaching), so all the teaching staff are encouraged to experience mobility throughout their academic career. This proved to be an excellent example of how recognition of mobility can be included on the strategic level.</p>
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> - Regular meetings with the Secretary General (responsible authority) and HR Department on strategy of evaluation and recognition of mobility - Dissemination of activities on outcomes of staff mobility - Gather feedback on recognition of mobility at faculty/ university level - Include staff mobility activities in the international strategy of the University - Produce evaluation reports from staff who completed mobility
<p>Action tested by:</p>	<p>University of Ljubljana, Slovenia</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>The Strategy of Internationalisation of the University in Ljubljana is enhancing the international mobility of teaching and non-teaching staff and considers it an added value to the university development. Since 2011 the international mobility of teaching staff has been recognised as part of the promotion process. On the other hand the mobility of non-teaching staff is not yet formally recognized.</p>

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support**Action 4 Appoint internationalization coordinators and create university-wide groups**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Appoint internationalization coordinators and create university wide groups.
Development of the action	<p>Analyze the status quo at your University: are there internationalization priorities in the university strategic plan? Which are the main activities and intervention areas (all the departments, pilot structures....)? Are there Erasmus/mobility coordinators within departments/faculties?</p> <p>If there are mobility coordinators:</p> <ul style="list-style-type: none"> - involve the department directors in order to get confirmation of nominations for Mobility Coordinator and administrative units in charge of international mobility (IDU – International Didactic Unit); - conduct a short questionnaire about coordinators' activities focusing on staff international mobility issues, analyze the results and decide the actions to be taken; - conduct semestre meetings at scientific (Coordinators) and administrative level (IDU) with the involvement of the International Mobility Office; - prepare handbook/guidelines for administrative

<p>Development of the action</p>	<p>procedures to be published on the website (e. g. bilateral agreements development; outgoing/incoming students mobility for study and traineeship; outgoing/incoming staff mobility);</p> <ul style="list-style-type: none"> - deliver an annual report on actions developed, departments best practices and critical points in order to contribute to the University strategic plan.
<p>Evaluation of the action</p>	<p>The University of Catania has tested this action:</p> <ul style="list-style-type: none"> - there is an Erasmus Institutional Coordinator, three Internationalization delegates (for scientific, humanistic and medical fields) and a delegate for the Mediterranean, nominated by the Rector. They work in synergy to accomplish the internationalization objectives established in the university strategic plan. They cooperate on a regular basis with the departmental Erasmus coordinators and with the International Mobility Office (IMO); - there are also Erasmus coordinators and administrative units (IDU International Didactic Units) at each department, nominated by the directors. The coordinators provide political and strategic orientation in order to implement the internationalization strategy at department level (e. g. cooperation and agreements, policy and monitoring, selection criteria for students and staff mobility) and also provide support to students/staff mobility (e. g. contacts with academic supervisors, coordination of welcome services; - at departmental level, dissemination of mobility opportunities among students and staff, communication with the IMO and other divisions/units). The administrative units ensure the support at operational level and manage the mobility procedures (nominations, recognition, information activities, front office support, department website updating); - at political level, a meeting of Departmental Coordinators should be organized at least twice a year in order to evaluate the ongoing actions and share good practices and proposals. Evaluation questionnaires after each meeting are analyzed and represent the basis for the improvement of the actions; - at administrative level, meetings and training sessions of IDU should be organized by IMO on a regular basis in order to discuss the procedures and services adopted, to enhance and facilitate students and professor international mobility; - annual final reports shall be submitted to the Rector's

Evaluation of the action	Delegates for Internationalization and to the Erasmus Institutional Coordinator by the Department Coordinators; - on the basis of this contributions the Rectors Delegates and Erasmus Institutional Coordinator will develop an annual document with goals and proposals to be approved by the governing bodies of the University for the further year.
Action tested by:	University of Catania, Italy

Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support

Action 4 Appoint internationalisation coordinators and create university-wide group

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Appoint internationalization coordinators and create university wide group</p>
<p>Development of the action</p>	<p>Identify internationalization coordinators (staff members responsible for all internationalization processes at the university including improving staff mobility) and their leader (chief internationalization coordinator). If possible, it would be very productive if some of them would be responsible only for the internationalization of staff mobility.</p> <ul style="list-style-type: none"> - Identify the internationalization coordinators within the faculties (this role could be taken by Erasmus coordinators for example). - Identify staff members most interested in further development of staff mobility and ready to invest their time and efforts in improving staff mobility. They could be organized as the initiative internationalization group. This initiative group must be controlled by main internationalization coordinators. <p>Organize university-wide group of internationalization coordinators. If it has subgroups (for example internationalization coordinators from administrative and</p>

Development of the action

teaching staff, initiative internationalization group/groups within university units), then subgroups should also have their meetings if needed, but to meet all together to report their progress and difficulties/problems is a priority!

- Organize regular meetings of the internationalization coordinators to discuss the questions concerning the development of staff mobility and the improvement of its quality.

Develop a list of quality indexes for staff mobility organizational system to evaluate the present situation and the work progress

- Use best practices from your and other universities to define them.

- This list has to be discussed and accepted by all internationalization coordinators.

Define the present situation and the main problems which concern staff mobility

Use the survey tools to define the present situation and indicate the problems, in this case:

- Indicate the main problems/concerns in staff mobility area in a brainstorming within the one or two first meetings;

- Prepare the survey (use the help of sociologists if needed);

- Send out the survey, collect the answers, assess the survey results;

- Bring the results into a discussion.

Develop a list of tasks for internationalization coordinators considering the specificities of the units they represent

- Develop the road map for solving the problems for both categories of staff.

- Taking specificities of university units into account, lists of tasks for administrative and teaching staff should differ from each other. But at the same time, both categories of staff must work in effective cooperation with each other to reach a better result (they should have some joint tasks) Evaluate their progress.

Use the survey tools to evaluate progress in solving the problems and improving staff mobility, in this case:

- Prepare the survey (use the help of sociologists if needed),

- Send out the survey, collect the answers, assess the survey results,

<p>Development of the action</p>	<ul style="list-style-type: none"> - Bring the results into a discussion, - Develop the road map for improving staff mobility, - Motivate* the internationalization coordinators and other staff members, who help to improve staff mobility. <p>*We also believe that it is very important to develop a motivation system for staff members working on the improvement of staff mobility.</p>
<p>Evaluation of the action</p>	<p>Identification of internationalization coordinators and their leader</p> <ul style="list-style-type: none"> - As the internationalization coordinators, we identified the heads of Erasmus offices from all the faculties of the university. - We observed that it is hard to gather all internationalization coordinators together and to make them work altogether. <p>Organization of university-wide group of internationalization coordinators.</p> <ul style="list-style-type: none"> - A representative group has been put together, gathering staff from Erasmus offices from the faculties and the main Erasmus coordinators from the main International Office of the University as the head/ leader of this group. - The meetings were focused on the identification and solving the main problems in the internationalization area and the exchange of the best practices within our meetings. <p>Our list of quality indexes for staff mobility organizational system includes:</p> <ul style="list-style-type: none"> • dissemination system (a group of tools to disseminate the results of staff mobility programmes and to share the information about staff mobility programmes), • motivation system (a group of tools to motivate staff members to improve their competences through taking part in staff mobility programmes), • recognition system (a group of tools which confirms the participation in staff mobility programmes and shows its value), • potential estimation system (a group of indexes to estimate the staff mobility potential within each university unit).

Evaluation of the action

Define the present situation and the main problems which concern staff mobility

To identify the present situation and possible problems, we sent out the survey to 28 (100%) internationalization coordinators. At our university, all Erasmus coordinators have this function.

We received 20 (71%) answers which presented 7 university faculties of 9 (almost 80%).

Most of the respondents agreed that the potential of staff mobility exchange is not developed. Among the main reasons for that according to the survey results are the lack of motivation and the recognition systems, of contacts with the teaching staff from other EU universities and of provision of information on staff mobility programs.

We plan to follow our plan also after the end of the project. The best practice in creating a motivation system for staff going abroad will be presented by the end of 2019 by the Medical Faculty of the university-Charité.

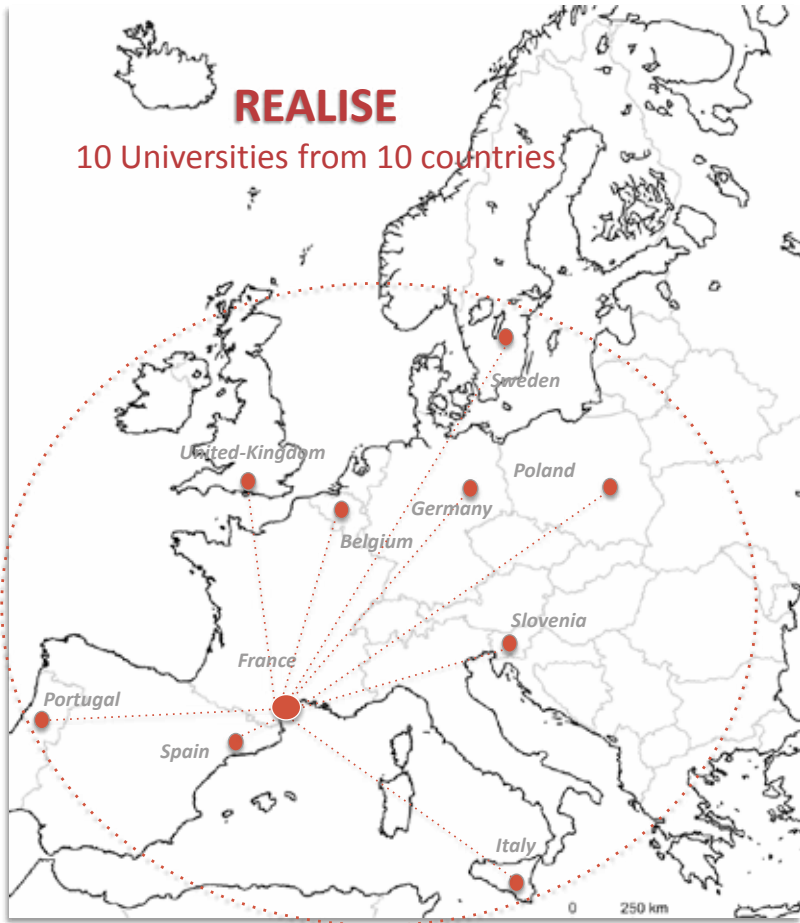
Statistics:

1st meeting -21 internationalization coordinators (75%),
2nd meeting - 25 internationalization coordinators (89%),
20 Erasmus coordinators took part in the survey (71%)

Our experience shows that to have meetings once in 3 months is not enough. Once in 1 or 2 months would be preferable to foster staff mobility within a shorter period. In this case noticeable results could be reached in 1,5 -2 years. Very important – the chief internationalization coordinator must have the authority to give tasks directly to other internationalization coordinators.

Action tested by:

Humboldt University of Berlin, Germany



Chapter: 1 STRATEGIC LEVEL

Tool 1.2 Engaging Management Support

Action 4 Appoint internationalisation coordinators and create university-wide group

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Appointment of internationalization coordinators and creation of university-wide group, as part of creating an environment at institutional level to encourage international activities</p>
<p>Development of the action</p>	<ul style="list-style-type: none"> • Analyse the status quo at your university: Are there Erasmus or mobility coordinators at your university (or equivalent)? What is their range of duties? Who appoints them? In what way does the International Relations Office cooperate and communicate with them? What other units do they cooperate with? How do they communicate and cooperate with each other? etc. <p>IF THERE ARE MOBILITY COORDINATORS AT YOUR UNIVERSITY:</p> <ul style="list-style-type: none"> • If needed, conduct a mini-questionnaire regarding their activities and awareness concerning international mobility of staff. • Analyse the data, prepare summary and conclusions. • Discuss the results of the analysis with colleagues at the International Relations Office and other relevant persons, decide if any actions need to be taken.

<p>Development of the action</p>	<ul style="list-style-type: none"> • Prepare Communication Plan between the International Relations Office and mobility coordinators. It can embrace such aspects as: areas of cooperation, frequency and means of communication, real-life meetings (their frequency, purpose and sought results), evaluation of cooperation and feedback, etc. • Test it and, if needed, make adjustments. Any doubts should be discussed with the mobility coordinators. <p>IF THERE ARE NO MOBILITY COORDINATORS AT YOUR UNIVERSITY</p> <ul style="list-style-type: none"> • If there are no mobility coordinators (or equivalent) at your university, prepare analysis of needs with this regards (e.g. SWOT analysis, assessment of needs, survey). • Analyse the data, discuss the results with your superiors and university managers (on the central and departmental level). • Decide what steps need to be taken.
<p>Evaluation of the action</p>	<p>The University of Warsaw has not tested this Action, just made a summary of the status quo:</p> <ul style="list-style-type: none"> - There are mobility coordinators at each unit, nominated by the authorities at the departmental level. - Their range of duties includes: nomination of students/ staff interested to take part in the Erasmus+ programme and other mobility programmes; overseeing recognition of mobility results at the departmental level; approval of incoming short-term students and staff, providing support to them at the departmental level (e.g. finding academic supervisor, ensuring welcome services at the departmental level, registration for classes, etc.); monitoring the implementation of departmental agreements with partner universities (including Erasmus+); supporting cooperation with partner universities, proposing new agreements and evaluation of existing cooperation; dissemination of information on available mobility opportunities among students and staff of a given unit; communication with the International Relations Office and other relevant units at the university. - Cooperation between the International Relations Office and mobility coordinators is very close: they receive regular information on mobility opportunities, deadlines, required documents, any changes with this regard, etc.;

<p>Evaluation of the action</p>	<p>regular meetings are held (at least twice a year); they are encouraged to ask questions, give their comments, schedule individual meetings, in case of doubts, fill out evaluation questionnaire after each coordinators' meeting; they are consulted on different occasions, e.g. if new procedures are proposed or if a new agreement of cooperation is to be signed; they are invited for such events as mobility days, orientation meetings for international students, dissemination events; they receive information on any information sessions or workshops that may expand their knowledge on mobility programmes, e.g. organized by Erasmus+ National Agency, Polish National Agency for Academic Exchange, or International Relations Office.</p> <ul style="list-style-type: none"> - The communication is regular and involves real-life meetings (as mentioned above). - Evaluation questionnaires after each coordinators' meeting are analysed, any improvements are proposed on this basis. On the whole, cooperation between the International Relations Office and mobility coordinators is smooth and effective. - Communication Plan can be drawn up on the basis of the above.
<p>Action tested by:</p>	<p>University of Warsaw, Poland</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>The University of Warsaw has mobility coordinators in each department. They are appointed by the departmental authorities. They are mainly responsible for Erasmus+ programme, but also take care of the implementation of other mobility programmes. Erasmus+ nominations are decentralised (at the departmental level).</p>

THE MAIN OBJECTIVE

REALISE is a Strategic Partnership that aims at **improving the implementation and recognition of staff mobility**, in order to maximize its **impact** on both **individuals** and **institutions**

Chapter: 1 MANAGEMENT

Tool 1.2 Engaging Management Support**Action 4 Appoint internationalization coordinators and create university-wide group**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Appointing "internationalisation coordinators" in various Faculties of the university in order to facilitate and support staff exchanges, especially regarding staff insufficiently familiar with international mobility for staff within the Erasmus+ programme.</p>
Development of the action	<p>- Identify the Faculties that have the strongest need for information and support for the organization of Staff Mobility.</p> <p>- Identify potential "internationalisation coordinators" within the previously identified Faculties of the university. Several ways of identifying these persons may be used : for instance among Erasmus+ Coordinators; Heads and Directors of the Faculties and Units, people who have already undertaken an Erasmus+ staff mobility, etc.</p> <p>- Organize a first meeting gathering all the potential "internationalisation coordinators" in order to:</p> <ol style="list-style-type: none"> 1) gather the different existing practices university-wide 2) focus on the difficulties that may arise 3) decide together on a general strategy to implement and

<p>Development of the action</p>	<p>communicate on the existence of "internationalisation coordinators"</p> <p>4) define the role of the "internationalisation coordinator"</p> <p>5) decide on which communication material must be created in order to support the coordinators in their task.</p>
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> - It has been observed that it is difficult to gather potential "internationalisation coordinators" from all Faculties of the university, it is thus necessary to focus on priority ones in order to launch the action. - A representative group has been put together, gathering Faculty staff, staff from the administration of central services, Heads of Faculties. - Meetings were organized to identify the main needs of the staff and identify their main constraints to participate in Erasmus+, but also to identify the reasons why they don't get enough information on the programme, thus stopping them from participating. - A scheme for the implementation of Actions has been elaborated in order to get staff to participate in internationalisation activities (Cf. Annex). This scheme is the result of the group's reflection, which has made the observation that most events needed non-IRO staff to come to the events, but IRO never went to them to inform them about Erasmus+ opportunities. - Thanks to the Internationalisation Coordinators network set up at UPVM, a 'Quiz' game was organized in November 2018, as the different meetings pointed out that the International Relations Office was not 'pro-active' enough, thus only people already involved in international activities felt concerned by events organized by the International Relations Office. <p>A first phase consisted in handing out the 'Quiz' to participants (on Thursday) and to leave them the rest of the day to answer. The results were meant to be given the day after during specific meetings.</p> <p>Throughout this event 294 staff were given a form (flyer with access to the online quiz), of which 72 answered the quiz.</p> <p>This action was followed by a 'friendly coffee break' to organize the drawing of the winners and get staff to meet the IRO staff of UPVM in their building.</p> <p>About 30 persons attended this event, which is a fairly</p>

<p>Evaluation of the action</p>	<p>good rate considering that most of the participants had never met IRO staff before. Moreover, the public was mainly people who did not usually attend IRO events, hence our goal of extending our public has been reached. As compared with previous IRO events, only around 10 participants who attended had never met IRO staff before. On top of reaching audience that never had the chance to meet IRO staff and discuss the possibility of participating in the Erasmus+ programme, this event (and all similar events should try to plan this association) has been associated with an announcement: UPVM will launch a training path in English Language with the HR Department of the university, to which a module to support staff in putting together a project of Erasmus+ staff mobility is included.</p> <p>At UPVM, it took IRO around 3 months to identify International Coordinators and organize a first meeting. A series of 2 meetings, separated by a three-month period allowed the group to identify the necessity of organizing a proactive event, and 2 more months have been necessary to organise the event itself.</p> <p>Moreover, the organisation of this event was decided so as to fit in a wider context. A 'Quiz' specific to students was organised on the same date in order to promote an Erasmus+ meeting that took place the day after. These 2 events combined actions helping entrance in the Erasmus+ programme as a whole.</p>
<p>Annex</p>	<p>HB-UPVM-T1.2-A4-Internationalisation coordinators – Annex-SCHEME</p>
<p>Action tested by:</p>	<p>University Paul-Valéry Montpellier 3, France</p>

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Chapter: 2
MANAGEMENT

Tool 2.1 - Identification of Key Partners and Definition of Mobility Goals

International mobility of staff has positive effects on both individuals and institutions, but the difficulty lies in identifying these effects, that drive individuals to undertake a mobility on their own and institutions to implement a strategy that fully supports this international involvement.

On the one hand, defining mobility goals prior to a mobility activity highlights the potential benefits of undertaking an Erasmus+ mobility and fosters the integration of staff mobility in the institutions' international strategies.

On the other hand, analyzing mobility flows both in a quantitative and qualitative manner will allow the identification of key partners with regard to the types of mobility (teaching, training, combined) in order to organize future activities with the identified partners.

Chapter: 2 MANAGEMENT

Tool 2.1 Identification of key partners and definition of mobility goals

Action 1 Analyse mobility flows

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Analysis of mobility flows, as part of identification of key partners and definition of mobility goals</p>
Development of the action	<p>• Analyse quantitative and qualitative data from your databases regarding staff mobility at your university. You can use the results of Erasmus survey for outgoing staff or prepare your own survey (with the help of sociologists, if needed) to identify the key partners of your university and the main mobility goals.</p> <p>The following characteristics could be considered:</p> <ul style="list-style-type: none"> • most popular partner universities, • most popular staff mobility destinations, • proportion in teaching/training, the features of each group of staff, • tasks to be done and goals to be achieved during staff mobility exchange, • state-of-the-art of recognition of staff mobility programs, • evaluation of existing staff mobility recognition system, • general or detailed evaluation of participation in staff mobility programs,

<p>Development of the action</p>	<ul style="list-style-type: none"> • joint activities or project with partner institution, etc. <p>Important! The list of characteristics depends on the goal(s) of your staff mobility flows analyses.</p> <ul style="list-style-type: none"> • Prepare the presentation (or report) on the analysis of existing cooperation model of your institution within Erasmus+. If you need to clarify some unclear results, interview staff from Erasmus department or the Erasmus coordinators from faculties. • Prepare the list of questions and ideas for the round table discussion. • Present this presentation/report during one of the meetings of internationalisation coordinators and lead the round table discussion based on your list of questions and ideas. • Important! Invite the main active academic staff members interested in building new partnerships with other EU institutes and staff members already involved in existing best cooperation practices. • Prepare conclusions of the meeting and the recommendations. Spread them among the participants in the discussion. • If the initiative to develop new partnership is clear and has support from both institutions, form the Focus Group for the new cooperation start-up and organise the meeting with your institution's policy-makers. <p>Use the results for building a new strategy that focuses on the development of successful partnerships with other potential key partner institutions.</p>
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> • Analyse quantitative and qualitative data from your databases regarding staff mobility at your university. <p>For the first analysis, we used the results of the Erasmus+ survey for outgoing teaching (STA) and training (STT) staff (11.07.2016-06.07.2018). The main goals of our analysis were:</p> <ul style="list-style-type: none"> • General analysis of staff mobility flows • Identification of the existing key partners • Identification of the potential new partners • General analysis of the existing recognition system for staff mobility

Evaluation of the action

Mobility flows

The development of staff mobility flows shows the positive dynamic for both categories of staff. The proportion between staff mobility for training and teaching is almost 1:1 (48%:52%). Among the most popular countries for staff exchange are Poland, United Kingdom, Spain, Austria and Italy. Most of them are matched with our key partners for STA. For the STT, the analysis of staff mobility flows could indicate only the main mobility destinations: United Kingdom and Malta (language courses), but no key partners. Among the main reasons to take part in staff mobility programs most of the respondents indicated the improvement of professional knowledge and skills (70%), gaining new skills needed for their work at home institution and strengthening the cooperation with the host institutional unit (63%), learning from best practices abroad (52%).

Recognition of staff mobility

The results of staff mobility exchanges in most cases (52%) gained a non-formal recognition by the superiors, in other cases (21%) it was recognized as a part of the working plan, a part of the year evaluation (13%) and in 14% cases was not recognized at all.

64% of the respondents are satisfied with the existing recognition of staff mobility exchanges, 11% are not satisfied, the rest 25% could not specify their level of satisfaction. Despite such results of the Erasmus+ staff mobility survey tool, the interviews held with every staff mobility participant show the highest level of satisfaction with the general results of mobility (90%).

These results explain the lack of the official staff mobility recognition within our university.

- The presentation of the results succeeded during the second meetings of the university- wide group of the internationalization coordinators as well as the round table discussion.
- The conclusions and recommendations are still in progress and would be delivered to the policy makers (the Head of international Office, Pro-rector) at the beginning of the Summer Term 2019. It is expected

Evaluation of the action	to be integrated during the re-organization of the International Office.
Action tested by:	Humboldt University of Berlin, Germany

Chapter: 2 MANAGEMENT

Tool 2.1 Identification of key partners and definition of mobility goals**Action 1 Analyse mobility flows**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Analysis of mobility flows, as part of identification of key partners and definition of mobility goals
Development of the action	<ul style="list-style-type: none"> Analyse quantitative and qualitative data regarding staff mobility at your institution. The following aspects can be taken into consideration: choice of partner universities, types of mobility (teaching/ training), tasks to be performed at the partner university, goals and expected outcomes, evaluation of the mobility by the scholarship holders, proportion between incoming/ outgoing staff, other joint activities with a given partner institution (e.g. projects, networks, joint study programmes). The analysis can be done on the basis of data gathered by the International Relation Office, data included in the Erasmus+ Mobility Tool, analysis of work plans submitted by the scholarship holders, evaluation reports, other relevant surveys. Prepare a report on the existing cooperation within Erasmus+ with regards to staff mobility, including examples of good practice and challenges. The report should also concern effectiveness and sustainability of cooperation. In addition, it could be considered what

<p>Development of the action</p>	<p>role a given cooperation plays in a wider strategy of the university.</p> <ul style="list-style-type: none"> • Organize a round table or focus group discussion on the report with participation of different stakeholders: representatives of academic staff and non-teaching staff, university management (at the central and departmental level), international relations office, mobility coordinators, etc. Such aspects as strategic partnerships and the role of staff mobility within the institution's internationalisation and development processes can be considered, too. • Prepare conclusions and recommendations, distribute them among the stakeholders.
<p>Evaluation of the action</p>	<p>The analysis was done on the basis of data gathered by the International Relations Office with regards to Erasmus staff mobility, including data in the Mobility Tool for the past 3 years. In addition, application documents of approximately 10% of all the outgoing staff (randomly selected) over the span of the past 3 years were analysed and then, compared with the data in the evaluation questionnaires. The results clearly show which countries are the most popular among the University of Warsaw staff members (Italy, Spain, Germany). As to the specific partner institutions, there are no clear "leaders" and the mobility flows are rather dispersed. Choice of a given hosting institution was mainly connected with previous contacts, matching academic activities, and, in the case of non-teaching staff: valuable training programme. Most of the staff members successfully realised their goals and objectives (as stated in the Mobility Agreement) and completed planned activities.</p> <p>The main challenges concerned administrative procedures, organizational problems, finding substitute at work, insufficient funding. 93% of the respondents indicated that they had established or strengthened existing contacts and networks, 91% declared that they had been able to use the takeaways in practice, 89% improved their language and intercultural competences, 87% increased their job satisfaction. Few respondents reported introduction of a new subject (below 10%) or impact on the procedures and practices at the home or host university (25% and 12% respectively). Survey conducted by the University of Warsaw Unit for Quality and Evaluation suggests that</p>

Evaluation of the action	<p>the most active scientists are those who are also the most mobile, however, there is no evidence proving which is the cause for this status quo and which is the effect. Comparison of data obtained from different sources requires further analysis. It seems necessary to improve practices aiming at the evaluation of long term results of international mobility of staff and its effect on career progression.</p> <p>It was more difficult to gather complete information on the incoming staff: at this stage, the analysis was based on the statistical data and post-mobility questionnaires.</p> <p>Gathering complete data on all the aspects regarding staff mobility flows requires a lot of time and effort and it was not possible to conduct all the activities over the period of a few months, which was reserved for this Action. In particular, the analysis concerning sustainability and strategic dimension of the cooperation requires extra work, involving collaboration with other university units and the management. As a result, the testing phase of this Action was not completed.</p>
Action tested by:	University of Warsaw, Poland

Chapter: 2 MANAGEMENT

Tool 2.1 – Identification of key partners and definition of mobility goals

Action 2 Define mobility goals and enhance the outcomes of the mobility of staff

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Define mobility goals and enhance the outcomes of the mobility of staff</p>
<p>Development of the action</p>	<p>International Staff Training and Teaching assignments are an important part of the development of the competence of staff in HEI. Employers want to have good value for invested time and money. To get the most out of a mobility, its preparation is essential.</p> <p>Write an easy-to-follow Handbook pointing out the importance of setting up goals and expected results. The handbook could consist of the following chapters:</p> <ul style="list-style-type: none"> - Mobility opportunities (Erasmus, national and local options) and inspiration on what activities can be funded. Like language courses, job-shadowing, Staff training weeks and all sorts of teaching possible - Professional and personal aims of results: Why are you going on this exchange? What are the expected results? How will you disseminate your experience? How will you uphold and develop the contacts you have made? - How to formulate a realistic goal. It needs to be clear, realistic, and possible to follow-up and evaluate.

Development of the action	<ul style="list-style-type: none"> - Checklist (steps to take before the mobility, during and after the mobility) - Links to important pages
Evaluation of the action	<p>A concise handbook on Staff mobility has been produced and published on-line. There will also be a printed version that can be distributed in lunch rooms, on staff meetings etc. It's both a good way to promote mobility and to help staff through the process from thinking of mobility to actually going on mobility. The response to this Handbook has been very positive and the number of questions has decreased after its publication.</p>
Action tested by:	Linköping University, Sweden

Chapter: 2 MANAGEMENT

Tool 2.1 – Identification of key partners and definition of mobility goals**Action 2 Define mobility goals and enhance the outcomes of the mobility of staff**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>The aim is to set a list of objectives and expected results that mobile staff have to achieve during a period of mobility abroad under the Erasmus+ programme, and to select staff committed to achieving those objectives.</p>
Development of the action	<p>- Pre-departure meetings: These meetings are organized with people undertaking a mobility in the coming months in order to identify, depending on the type of mobility, the different objectives (from a personal and professional perspective) that are pursued. The objectives may be of different nature : general to the fact of undertaking a mobility activity, be specific to a mobility mentioned during the meeting, and they can be at institutional level.</p> <p>- Questionnaire upon return: Asking people to complete a questionnaire on the fulfilment of their objectives as they return is a way of gathering information regarding the objectives that can be reached in the very short term, but also to identify the objectives that will take more time to be reached.</p> <p>- Questionnaire 2 months after the mobility period: This questionnaire is intended to gather information on</p>

<p>Development of the action</p>	<p>the objectives that can be reached in the longer term, and identify the objectives that have not been reached during the mobility period.</p> <p>- Using the information regarding these objectives : The definition of these objectives is very important information for the implementation of different international activities, and is crucial information that may be used by Management and HR for reflection on the recognition of Staff Mobility.</p>
<p>Evaluation of the action</p>	<p>We have noticed a low rate of returns regarding these surveys as participants in the Erasmus+ programme already have to fill in a survey upon return of their mobility and the organization of their stay abroad has already led to a number of administrative procedures, which explains this reluctance to fill in another survey. The persons subject to the surveys must be informed beforehand of the process.</p> <p>A better use of the Erasmus+ questionnaires should be made, allowing institutions to have an easier reading of the answers provided by their staff.</p> <p>Identifying objectives is crucial to promote staff mobility to potential participants. These objectives may be the basis for writing promotional material, putting new information on the university website, etc.</p> <p>Discussing objectives is a key lever for negotiations , it allows International Relations Offices to point out all the benefits of international staff exchanges, but it also helps negotiate their implication in related actions (i.e. for the implementation of English courses for staff, the observation through the surveys that Erasmus+ mobilities are too short for someone to become comfortable with a foreign language will underline the fact that courses prior to the mobility are necessary).</p> <p>Gathering participants before their mobility: this will make them feel involved in the process, it is the best moment for them to list the objectives they intend to reach during and after their mobility.</p>
<p>Action tested by:</p>	<p>University Paul-Valéry Montpellier 3, France</p>

Tool 2.2 - Replacement at Work

Despite the fact that Erasmus+ staff mobility is clearly intended to promote professional development, the issue of replacement may be a troublesome matter for university management and Human Resources departments, and may constitute a constraint for staff, who will refrain from participating in the Erasmus+ programme for fear of having to use holidays to participate in a mobility activity.

Thus, a clear statement by the institution's management is essential to lift this potential constraint, which requires common work between International Relations Offices, Human Resources Departments and University Top Management.

Chapter: 2 MANAGEMENT

Tool 2.2 Replacement at work**Action 1 Ensure the replacement of outgoing academic staff on mobility**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>- define good practices for substitution of staff for the period of their mobility</p> <p>- make this practice and information official and public to students and staff</p>
Development of the action	<p>- organise a meeting with responsible authorities (HR), Erasmus+ faculty coordinators and gather good practices and recommendations for substitution of staff</p> <p>- identify the present situation and how the situation can be improved</p> <p>- after consultations prepare recommendations for good practices to faculties</p> <p>- try one of the good practices in our working environment (at Rector's office)</p> <p>- promote all benefits of international mobility so it is supported for staff on all levels (from technical staff to academics) and absence from work is not an issue for approval of mobility</p>

<p>Evaluation of the action</p>	<p>Teaching staff in most cases perform their hours of teaching before or after their mobility (as substitute hours) or another teacher substitutes for their hours. In some cases teachers prepare guidelines for student work during the time they will be abroad. As most teachers are not on a mobility for more than a week or two, adjustments can be made to the specific situation at the faculty</p> <ul style="list-style-type: none"> - we have noticed more difficulties among non-academic staff who are on a mobility for more than a few days. In most cases it is the responsibility of the head of department to arrange substitution of their work. It has proved to be a good practice for employees to arrange their substitution as soon as the mobility is approved and the official written authorisation for the substitution is approved by their head of office. - on the level of the Rector's office (administrative staff) a good practice was implemented for substitution where each person that goes abroad (or is out of office) has to appoint a person who will substitute for them at the time of approval for their absence and confirm this in an online document which is approved by their superior. If it is more official there is less chance of confusion at the time of substitution. This has proved to be an effective action.
<p>Action tested by:</p>	<p>University of Ljubljana, Slovenia</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>Internal rules for employees at each institution</p>

THE TARGETS



Tool 2.3 – Hosting International Staff and Preparing Staff to Go Abroad

When it comes to international staff mobility, it is essential to take into account both the preparation of the institution's staff to go abroad and the hosting of staff from partner institutions. Indeed, it has been observed in many institutions that by fostering one of the above, we act naturally on the fostering of the other. Still, higher education institutions must act on both as they contribute in a complementary way to the internationalization of institutions.

Preparing staff to go abroad aims at increasing the number of staff participating in the Erasmus+ programme and representing the institution abroad, and hosting international staff enhances the image of the institution abroad and contributes to the «internationalization-at-home» process.

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad**Action 1 Organise the welcome of incoming staff**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Organize the welcome of incoming staff
Development of the action	<p>The first step in order to organize an efficient welcome of incoming staff is to get a good coordination among the various actors involved in international mobility at the hosting university, through:</p> <ul style="list-style-type: none"> - the nomination of a permanent working group involving relevant stakeholders both at academic and administrative level, chosen from the central administration and from the departments (e. g. Erasmus Institutional Coordinator, managers involved in international staff mobility issues, department coordinators, International Relations Office, International Departmental Units) in order to define staff mobility incoming priority; - the involvement of the communication and International officers using their sectorial expertise to support and train the colleagues in charge of welcoming incoming staff within the departments. <p>Thus it is very important to:</p> <ul style="list-style-type: none"> - Set up an operative meeting of international officers and communication officers to discuss promotion of staff

<p style="text-align: center;">Development of the action</p>	<p>mobility and explore the different possibilities/channels that can be used within your University according to the staff mobility incoming priority established at management level;</p> <ul style="list-style-type: none"> - Publish a clear webpage with simple steps to apply for an incoming mobility both for academic and administrative staff; - Sign agreements with accommodation providers (hotels, b&b, on line platforms) and make them well visible on the website; - Prepare a welcome kit including information on courses (international prospectus), maps, cultural and social opportunities offer and promotional gadgets; - Create an annual occasion (staff week) to meet colleagues coming from various universities in order to deepen a specific theme on international relations, to share best practices and open the doors of your specialist areas (laboratories, observatories, historical buildings etc.) <p>Once you have implement structured welcome activities, evaluate the results of your actions with the various actors involved (University working group, IRO, department coordinators and staff in charge of mobility, communications officers, Rector’s delegates for education and Internationalization): were they successful? were they corresponding to the objectives of the strategic plan? Therefore you can design adjustments and improvements for the following years.</p>
<p style="text-align: center;">Evaluation of the action</p>	<p>The University of Catania:</p> <ul style="list-style-type: none"> - has explored the different channels to be used for the promotion of incoming staff mobility; - has published webpages with simple steps to apply for an incoming mobility both for academic and administrative staff; - has created an application/online system and a database to register mobility flows both for academic and administrative staff; - has signed several agreements for accommodation of incoming staff (hotels, B&B, online platforms) and made them visible on the website; - has improved a successful model of staff week already

<p>Evaluation of the action</p>	<p>experienced for 8 editions (welcoming more or less 300 foreign colleagues);</p> <ul style="list-style-type: none"> - has appointed a cultural mediator to help non-EU guests with visa and logistic support; - specifically, during the REALISE testing phase, operative meetings have been organized to better define university staff mobility incoming priorities and new actions to be taken. Moreover, we have worked for a better involvement of the communication division in the preparation of a welcome kit including information on didactic, maps, cultural and social opportunities offer and promotional gadgets; - periodical monitoring of the ongoing activities has been done by the REALISE Key Staff.
<p>Annex</p>	<p>Teaching mobility https://www.unict.it/it/internazionale/erasmus-professors-%E2%80%93-sta-mobility</p> <p>Staff mobility https://www.unict.it/it/internazionale/erasmus-mobility-training-stt-mobility</p> <p>Incoming mobility https://www.unict.it/it/internazionale/international-visiting-professor</p>
<p>Action tested by:</p>	<p>University of Catania, Italy</p>

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad

Action 1 Organise the welcome of incoming staff

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action?	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Help HEIs to organize and host incoming staff mobility, under Erasmus.
Development of the action	The UBO International office created an internal procedure to check that all technical and logistic conditions are in place to welcome academic and administrative staff. This includes a check-list of actions to be performed by hosting colleagues involved step by step "Déroulé de l'accueil d'une delegation". Procedures and conditions for welcoming incoming staff will be published on the International Office's website.
Evaluation of the action	<ul style="list-style-type: none"> • Number of welcoming staff per academic year/semester, length of the mobility, • Oral qualitative assessment during the mobility, • Written qualitative assessment after the mobility, • Feedback from the colleagues who welcomed the staff (satisfaction level).
Action tested by:	University of Western Brittany, Brest, France

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad

Action 1 Organise the welcome of incoming staff

Target public	<input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Hosting international staff and preparing staff to go abroad
Development of the action	<ul style="list-style-type: none"> - web page dedicated to staff members who wish to visit Jagiellonian University (JU) under the Erasmus+ Programme - opening International Visitors Office that provides help to all incoming staff and phd students - organizing each year Erasmus+ Staff Training Week - dedicated person from International Relations Office (IRO) responsible for helping all outgoing staff members with administrative issues
Evaluation of the action	<p>Incoming staff know how to proceed and whom to contact. Clear procedures enable a smooth implementation of all mobilities.</p> <p>We get positive feedback from our staff members about the engagement in the Erasmus+ Programme and procedures. Each year the number of staff interested in going abroad within the Programme increases.</p> <p>All staff members from partner institutions interested in visiting JU under the Erasmus+ Programme can see the</p>

Evaluation of the action

webpage: <http://www.erasmus.dwm.uj.edu.pl/teaching-and-training-staff> where they can find basic information to whom they should send their inquiries. Staff members can contact either the International Relations Office, Erasmus+ coordinators from specific units (a list with contact details is available for download) or directly academic teachers having similar research experience and interests. The decision to host academic teachers from a partner institution is the sole decision of the heads of each unit, but taking under consideration the number of incoming academics, they are usually accepted.

Instead of receiving individuals, non-academic staff members are welcomed to join the annual JU Erasmus+ Staff Training Week. This event is organized by IRO and each year focuses on specific subjects eg. in 2017 services offered for incoming staff and students, in 2018 international marketing and promotion of higher education institutions. The event is announced at JU webpages (IRO, Erasmus+, facebook etc.) and on the IMOTION platform. All staff who are finally accepted receive support from IRO regarding their visits (information about travel, accommodation, support letters when needed, detailed programme, places to see in Kraków/Poland, etc.) and during their mobility they participate in many workshops, seminars, lectures and social events, etc. They are asked to fill in short (anonymous) surveys that sum up the event and give us information how the programme was received and what to improve in the future.

All staff members visiting JU are asked to register their visits via JU International Visitors Office registration form available under the following link http://www.international.iro.uj.edu.pl/en_GB/registration in order to provide advice and individual support for their stays.

All outgoing staff members within the Erasmus+ Programme receive support, after being qualified for mobility. The support concerns: e-mails, phones or individual consultation with the staff members of International Relations Office, browsing through the

Evaluation of the action	<p>Internet web page www.erasmus.dwm.uj.edu.p dedicated to staff going abroad within the Programme. They can also use a leaflet with detailed information on the Programme, its rules, calls, deadlines and qualification criteria.</p> <p>All staff members are offered to purchase plane/bus tickets from the travel agency that is eligible to sell tickets for all international travels of JU staff and students based on the announced tender in accordance with the Polish law. JU staff members going abroad within the Programme are insured (a comprehensive health and accident insurance) throughout their stay at the partner institution.</p>
Action tested by:	Jagiellonian University, Kraków, Poland

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad

Action 2 Organise activities to prepare staff to go abroad

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Help higher education institutions to better prepare their staff to go abroad under the Erasmus+ STA/STT mobility programme</p>
<p>Development of the action</p>	<ol style="list-style-type: none"> 1) Make the procedures and conditions for outgoing STA/STT staff mobility public on your HEI's website. 2) Provide outgoing staff with a guide with practical information and useful tips (on health insurance, traveler information, language courses, etc.). 3) Provide and disseminate foreign language courses at reduced prices for outgoing staff (in our case, we disseminated the language courses already offered by the Language Centre of the University of Coimbra). 4) Disseminate workshops/webminars/online courses on intercultural communication, international education and cooperation among staff (we have been disseminating the "True North Intercultural blog": www.truenorthintercultural.com, which has some publications and online trainings for free).

<p>Evaluation of the action</p>	<ol style="list-style-type: none"> 1) Meet mobile staff during the preparation of the mobility and/or at the time of signature of the Erasmus contract and ask feedback about the quality and usefulness of the information provided. 2) Check if there are new participants in Erasmus mobility and if they feel better prepared to go abroad. 3) Hold information sessions in the different Faculties and University Services and ask feedback through a short survey filled in at the end of the sessions. 4) Analyse feedback and implement corrective/ improvement measures.
<p>Action tested by:</p>	<p>International Relations Unit of the University of Coimbra, Portugal</p>

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad

Action 2 Organise activities to prepare staff to go abroad

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>To provide outgoing staff with a kit with practical information and useful tips; To provide outgoing staff of foreign language courses for free (or at reduced prices)</p>
<p>Development of the action</p>	<p>1) Communication:</p> <ul style="list-style-type: none"> - In order to maintain the corporate image of the institution, the Mobility and International Programs Office delivers to the staff that makes international mobility, a presentation (power point) of the UB and an institutional video that includes a presentation of the institution. - Promotional material (academic offer, figures ...) - A blog post is set up to share the experiences of international mobility <p>2) Resources:</p> <ul style="list-style-type: none"> - language courses offered by the UB Language School (English, French, German, Portuguese, Italian ...) - Erasmus-specific conversation course: the goal is to provide specific language tools designed for Erasmus mobility - training courses in improving multicultural skills, with

Development of the action	the objective of facilitating the understanding of the different cultural guidelines (specific courses have been developed, eg. "Introduction to Chinese culture").
Evaluation of the action	<p>1. At present, the immediate head of the mobility applicant makes a report on the suitability of mobility from a strategic point of view</p> <p>2. Work is being carried out with Human Resources managers and the Governing Board so that, before the mobility, both the mobility applicant and the manager establish what the expectations are and how to transfer the knowledge acquired in the work placement. In relation to the activities developed, 100% of the people who take the Erasmus specific conversation course perform the mobility activity. In relation to language courses and training course in improving multiculturalism skills, at present, the percentage of people who carry out mobility activities is a low percentage compared to those who do it for professional interests.</p>
Action tested by:	University of Barcelona, Spain

Chapter: 2 MANAGEMENT

Tool 2.3 Hosting international staff and preparing staff to go abroad

Action 2 Organise activities to prepare staff to go abroad

<p>Target public</p>	<p><input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both</p>
<p>Topics tackled by this action</p>	<p><input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy</p>
<p>Aim of the action</p>	<p>Help HEIs to organize and prepare staff to go abroad, under Erasmus.</p>
<p>Development of the action</p>	<ul style="list-style-type: none"> • Provide foreign language courses for free (Pôle Langues is the service which organizes English courses and workshops in English, Spanish, German during the lunch break). • The International Office organizes informal meetings to support staff preparing their international mobility (two colleagues from the International Office are in charge of informing and supporting staff to go abroad). Staff wishing to take part in a mobility can contact them and ask for more information about conditions, feedbacks, contacts,.
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> • Number of persons interesting in experiencing a mobility abroad (number of appointment with the International Office), • Number of persons attending the foreign language courses and the workshops, • Number of persons who realized a staff mobility after attending the foreign language courses.

Annex	https://www.univ-brest.fr/polelangues/menu/Ateliers+de+Conversation+et+d%27Echanges/Planning-des-Ateliers-de-Conversation-et-d_Echanges.cid74205
Action tested by:	University of Western Brittany, Brest, France

Tool 2.4 – Incoming Staff Data Collection

Although it is customary for higher education institutions to keep good track of their outgoing staff mobilities, they usually have very little information regarding the incoming mobility flows. This observation has allowed us to make the following remark : «without a clear vision of the incoming staff mobility flows of our Erasmus+ inter-institutional agreements, how can we assess reliably the strength of our existing partnerships ?».

With this remark as a starting point, we propose that higher education institutions design and implement a mobility tool to register Erasmus+ incoming staff mobility flows so as to evaluate the dynamism of Erasmus+ Inter-Institutional Agreements as a whole.

Chapter: 2 MANAGEMENT

Tool 2.4 Incoming staff data collection

Action 1 Keep record of the Erasmus incoming staff mobility flows

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Incoming staff data collection</p>
<p>Development of the action</p>	<p>- launching a database available on-line http://www.international.iro.uj.edu.pl/en_GB/ registration</p>
<p>Evaluation of the action</p>	<p>In January 2018 Jagiellonian University (JU) launched a data base available on the website http://www.international.iro.uj.edu.pl/en_GB/ registration registering international guests (staff members and PhD students) that visit our university for different purposes, including the Erasmus+ Programme</p> <p>Staff member from International Relations Office (IRO) or hosting professors at the faculty/institute level are responsible for informing all incoming staff to register in the data base. It is a very simple procedure based on which we can provide advice and individual support for their stays.</p> <p>As for the Staff Weeks, an online specific application procedure is published together with the Staff Week</p>

Evaluation of the action	announcement, and all participants' data are kept in the base.
Action tested by:	Jagiellonian University, Kraków, Poland

Chapter: 2 MANAGEMENT

Tool 2.4 Incoming staff data collection**Action 1 Keep record of the Erasmus incoming staff mobility flows**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	The aim is to collect data of all incoming staff mobility flows.
Development of the action	<p>- Discuss the topic of registering incoming staff mobility flows with all relevant stakeholders at your university, make sure to include the International Relations Office, the Human Resource Department and the different faculties/ schools at your university.</p> <p>- Topics that should be discussed: 1. What is the added value of the data we would keep? 2. Which data we want to collect (name, gender, email, home university, home country, field of study of work, staff category, contact person at host university, mobility dates...), 3. Do we want to register Erasmus Staff mobility only or do we want to register all staff mobility flows, what about incoming staff who will attend a conference without funding, are they included? It is important to clearly define what/which mobility flows you are planning to register. 4. Does your university already have registration tools? Can this tool be used to register Erasmus incoming staff mobility?</p> <p>- Keep in mind that all Erasmus mobility flows are registered through the mobility tool of EACEA, in the</p>

<p>Development of the action</p>	<p>future this data might be made available for hosting universities.</p> <ul style="list-style-type: none"> - Once you defined your registration tool and the registration criteria, the registration tool will have to be made compulsory across your university. - Some dissemination activities to promote the use of the registration tool are highly recommended. - Depending on the structure of your university, it could be interesting to develop/start the use of the registration tool in one faculty/school. After a positive evaluation, the use can be implemented in other faculties or it could be implemented at central level.
<p>Evaluation of the action</p>	<p>During the discussion about the registration of incoming staff mobility all the topics above as mentioned in the 'development of the action' were talked about (added value, which data, who do you register and who does the registration, which registration tools are already in use?).</p> <p>There is a lot of interest in keeping this data, not only for Erasmus+ Staff mobility, but for all incoming staff mobility flows.</p> <p>There is already an existing registration tool for visitors, however that registration is quite elaborate, not obligatory and a stay of minimum 5 calendar days is required. The registration results in a visitors' pass including a photo and grants the visitor access to all facilities at the university. Often, incoming staff exchanges are below 5 days, therefore a light version of the visitor's registration tool might be interesting, keeping in mind however not to create double registration or having parallel circuits.</p> <p>One faculty set up a 'light' registration tool using 'Sharepoint', the faculty registers all in- and outgoing mobility flows within their faculty with this tool. The following data for incoming staff mobility flows are kept: Name, Staff Category, Home Institution (+City, Country), Starting date, End date, Reason (with drop-down list), Description of the Reason of the stay, Contact person at the host university. The use of the tool has been made compulsory by the faculty board.</p> <p>The data in the tool gives a good overview of all international contacts at the faculty and it can be consulted at any time, for the moment the data is mostly consulted by the International Relations Officer from the faculty.</p>

Evaluation of the action	The next step is to see which tool could be implemented at central level or at all faculties.
Action tested by:	Ghent University, Belgium

Chapter: 2 MANAGEMENT

Tool 2.4 Incoming staff data collection**Action 1 Keep record of the Erasmus incoming staff mobility flows**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Recording incoming Erasmus staff mobility flows
Development of the action	<ul style="list-style-type: none"> • Design and implement a tool (spreadsheet or database) to register Erasmus incoming staff mobility flows • Information on each mobility to be recorded, either by host area or by central Erasmus office • Include fields such as: name, surname, gender, email, home university, home country, field of study or work, staff category (academic or admin/ technical staff), contact person at host university and mobility dates
Evaluation of the action	<p>Anecdotally, we had often heard that incoming staff mobility is valued, for example staff often mention the positive impact a visiting lecturer has on students. Thus, the effort that goes into hosting a teaching visit – as long as this is arranged at a time that is convenient to the hosting department - is generally felt to be worthwhile. Training visits (usually arranged through our annual staff mobility week) provide opportunities for interaction between the visiting staff and the staff at the hosting institution. This gives them the opportunity to make a connection that might encourage or facilitate a future visit. It gives them an</p>

<p>Evaluation of the action</p>	<p>opportunity to talk about their work to someone outside of the university. It may encourage a member of staff who had not previously considered going on mobility to plan a visit. Thus the value of recording the basic ‘who, when, where and what’ of incoming mobility was agreed at the REALISE focus group meeting. A proposal was made to create a website to which any member of staff hosting a visit could add the details about an incoming mobility, but this was not taken forward. Instead, we continued to record basic data on incoming staff mobility. We believe – but cannot know for certain - that we are aware of most staff visits that take place.</p>
<p>Annex</p>	<p>Example of existing good practice: The University of Catania has a tool available on the website, registering individual Erasmus incoming staff flows (STT and STA), which is an example of a perfect coordination between the hosting departments and the central office. Provided that the organisation of the mobility is devoted to the hosting structure, the form includes, together with the personal data fields, one section in which the guests have to upload the acceptance letter proving that didactic/training program has been finalized with the hosting structure. As far as the staff week is concerned, an online specific application procedure is published and consequently all applicants’ data are kept in our system.</p>
<p>Action tested by:</p>	<p>Middlesex University, England</p>

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Chapter: 3
PROMOTION
AND DISSEMINATION

Tool 3.1 – Increasing Visibility of Staff Mobility Programmes

The lack of knowledge on the opportunities offered by the Erasmus+ programme for staff has been identified as one of the major constraints for individuals when it comes to undertaking a mobility. Still, a distinction must be made between teaching staff (usually more informed regarding teaching mobilities) and administrative staff (who may not feel concerned by the programme or do not feel legitimate to applying for a mobility).

Hence, it is the responsibility of the institutions, and of the International Relations Offices more specifically, to analyze how they may use the various means of communication made available to them to implement promotion schemes specific to staff mobility programmes and improve experience sharing among staff members.

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes**Action 1 Creation of promotion scheme for staff mobility programmes**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>The aim of this tool is to increase the visibility of staff mobility programs.</p>
Development of the action	<ul style="list-style-type: none"> - Set up a working group of all relevant stakeholders, be sure to include the Erasmus+ Institutional Coordinator, staff members familiar with promotion/dissemination/communication and representatives of administrative and academic staff. - Set up a meeting to discuss the promotion of staff mobility and explore the different possibilities/channels that can be used within your university. What is done currently at the university and which aspects can be improved? - Some suggestions: <ul style="list-style-type: none"> - Use the university website to publish a detailed planning of the international mobility offer. - Distribute the information about international exchange opportunities through online newsletters, flyers and other printed or online materials. - Refer to the iMotion-platform: http://staffmobility.eu/ - Create a multimedia tool (webpage, forum, social media group) for information sharing and to build up a

<p>Development of the action</p>	<p>bridge between experienced staff and newcomers. Sharing good experiences helps promotion.</p> <ul style="list-style-type: none"> - Create a list of new ways to promote positive sides of participation in staff exchange programmes either to all staff or to a selected group of staff. - Organise an event (f.e. an information session) <p>- Once you have implemented or tried a new promotion scheme, try to evaluate the use of it. Was it successful? If not, how can it be improved? Indicators that can be used to evaluate the promotion schemes:</p> <ul style="list-style-type: none"> - Number of visits to the website; - Percentage of employees who have responded to the newsletter from total number of employees who have received it; - Percentage of employees who as a result have taken part in an exchange program; - Number of access to the multimedia tool; - Number of employees involved in the organised information event.
<p>Evaluation of the action</p>	<p>To begin this action, a meeting was set up with relevant stakeholders: the Erasmus+ Institutional Coordinator, a staff member from the communication department, a staff member from the IRO organising annual staff training weeks at UGent, staff members from some faculties.</p> <p>During the meeting the different possibilities/channels that can be used to promote staff mobility were explored. There is a clear distinction between mobility for academic staff (staff mobility for teaching) and administrative staff (staff mobility for training), therefore promotion for these mobility flows are also different, hence two distinct promotion schemes should be considered.</p> <p>There are two webpages with detailed information on Erasmus+ Staff Mobility, one for administrative staff and one for academic staff. All practicalities with regard to applying for an Erasmus+ grant are explained.</p> <p>There is no detailed overview of the international mobility offer, but this was not considered necessary. For administrative staff, there is a link to the iMotion website, which</p>

Evaluation of the action

provides an overview of different available staff trainings.

It was decided to give an information session about Erasmus+ Staff Mobility for administrative staff. Aside from practical information, during the session two colleagues also talked about their Staff Mobility Experience. After the session a networking lunch was arranged. The information session and networking lunch were fully booked and very well perceived. The combination of information and testimonials is a good practice.

The Erasmus+ Staff mobility opportunities were also published in the Institutional Newsletter, the article referred also to the annual international staff week organised by the International Relations Office. This gave already an idea of what type of staff mobility trainings might be out there.

The appearance of Erasmus+ Staff mobility opportunities in the newsletter and the information session was a very good promotion, however there was only a slow increase of staff mobility applications, but we are convinced this is growing.

Action tested by:

Ghent University, Belgium

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes

Action 1 Creation of promotion scheme for staff mobility programmes

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Creation of promotion scheme for staff mobility programmes</p>
<p>Development of the action</p>	<p>Write a communication plan:</p> <ul style="list-style-type: none"> - Define goals for the coming year in terms of numbers of outgoing staff, events, presentations etc. - Analyse where you are right now – strengths and weaknesses and what needs to be put in focus. - Target groups – write a list and write your priority - Message – do you need to alter your presentation depending on who is listening? - How? – Web; Social media; Staff meetings; breakfast seminars; on-line meetings; one-to-one over coffee; start up meetings for new employees; Seminar “Cake with Erasmus”: offer cake and coffee and present Erasmus of Rotterdam and the history of the Erasmus programme, end with the exchange opportunities. - When? – make a plan when you are to do all the communication activities.

<p>Development of the action</p>	<p>Present clear information on International mobility opportunities:</p> <ul style="list-style-type: none"> - Website with short version, long version and in a PDF and an extended printable version. We are all different and some do not read more than what is on the screen, some want to have more information and some want to know all there is to know about the subject. - Make on the website a package where they find all information they need to go abroad: - Before: Inspiration pieces from staff who have been on exchange; how to find an Erasmus+ exchange; how to apply; budget; insurance, travel and housing. - During: Infokit with all they need on a Powerpoint; gifts, brochures; documents - After: write the Mobility Tool report; hand in the signed certificate; follow in house rules on travel expenses and reports; share new knowledge and experiences with colleagues; stay in contact after the exchange.
<p>Evaluation of the action</p>	<p>A communication plan is very good to have to be able to plan the communication activities in a structured way and to evaluate them after each year to see what worked and what didn't. It's time efficient and you can increase the impact of your communication.</p> <p>Presenting clear information on International mobility opportunities is an idea of "packaging" information so everything is gathered in one place. Short version, long version and extended version could sound overwhelming but done in a good way you could satisfy different types of readers.</p>
<p>Action tested by:</p>	<p>Linköping University, Sweden</p>

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programs

Action 1 Creation of promotion scheme for staff mobility programmes

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Promotion of international exchange opportunities for staff and dissemination of results of international staff exchanges in order to get a fruitful scheme of promotion and dissemination for staff mobility programmes in case when direct communication with the targeting audience is not possible or needed.</p>
Development of the action	<ul style="list-style-type: none"> • The UBO International Office publishes on its website the list of the Staff Training Week taking place in European universities. UBO uses IMOTION to promote staff weeks : http://staffmobility.eu/ • We also use the International Office's newsletter and the UBO official mailing list to distribute the information about international mobilities fundings.
Annex	<p>Link to the website : https://www.univ-brest.fr/dei/menu/Partir-a-letranger/Je-suis-personnel-UBO</p>
Action tested by:	<p>University of Western Brittany, Brest, France</p>

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programs

Action 2 Dissemination of international staff exchange experiences

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Promotion of international exchange opportunities for staff and dissemination of results of international staff exchanges in order to get a fruitful scheme of promotion and dissemination for staff mobility programmes in case when direct communication with the targeting audience is not possible or needed.</p>
Development of the action	<ul style="list-style-type: none"> • The UBO International Office with the Communication Department created videos interviewing Academic and Administrative staff who experienced a mobility abroad. • The videos have been published on the UBO's website and Youtube's page.
Evaluation of the action	<p>Number of published videos on the website and on the Youtube's page.</p> <p>Number of viewed videos on the website.</p> <p>Number of Academic and Administrative and Technical staff asking for more information about Erasmus+ motilities.</p>
Annex	<p>Link to the UBO International Office's website : https://www.univ-brest.fr/dei/menu/Partir-a-letranger/Je-suis-personnel-UBO/Il-s-en-parlent</p>
Action tested by:	<p>University of Western Brittany, Brest, France</p>

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes**Action 2 Dissemination of international staff exchange experiences**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Dissemination of international staff exchange experiences, increasing visibility of staff mobility programs
Development of the action	<p>After several meetings of our group of experts we decided to disseminate the information about international staff exchange experience through publishing articles in the university and national agency news media.</p> <p>The development of this action at our university included the following steps:</p> <ul style="list-style-type: none"> • Indicate the interviewees for the articles promoting staff mobility • Search for public sources interested in publishing the articles promoting staff mobility or topics connected to this one • Develop a questionnaire or a list of tasks for the interviewee • Hold the interview and produce the article yourself/ receive and edit the article from the interviewee (control your article writers, remind them about the deadline, consult them if they have difficulties in the writing process) • Send it to the public sources and control the process

<p>Development of the action</p>	<p>until the article is finally published</p>
<p>Evaluation of the action</p>	<p>• Indication of the interviewees for the articles promoting staff mobility We indicated 5 potential article writers from the teaching staff. The portrait of a perfect candidate: open-minded persons, highly motivated, participants in different EU educational programs where the internationalisation is one of the goals.</p> <p>• Search for public sources interested in publishing the articles promoting staff mobility or topics connected to this one We had access to the editor’s office of the university newspaper and the newsletter of German Academic Exchange Service (DAAD magazine). Both units agreed to publish our articles. We also will have access to the new newsletter of the international office and plan to publish the articles also there.</p> <p>• Develop a questionnaire or a list of tasks for the interviewee Two potential article writers agreed to produce the article within given time for this task (2 months). One submitted 3 pages of text, the other one 20. The list of tasks included the following:</p> <ul style="list-style-type: none"> • describe your participation in one or several Erasmus+ staff mobility programs, • mention the value of the results of your participation for your career path (real and potential), • include the description of your positive personal impressions, • give some advice for the potential participants to staff mobility programs, if possible. <p>• Hold the interview and produce the article yourself/ receive and edit the article from the interviewee During the writing period we reminded our authors about the expected articles every 1-2 weeks.</p>

**Evaluation of the
action**

• Send it to the public sources and control the process until the article will be finally published

After the articles have been completed, we sent them to the editors. During the testing phase we held in general 12 conversations with editors (4 with the editor from the university newspaper and 7 with the editor from the DAAD newsletter) on the articles to make them suitable for the newspaper/newsletter format. The process is still on. The articles was published in the university newspaper; newsletter of our international office and newsletter of the German Academic Exchange Service (DAAD).

Action tested by:

Humbolt-University of Berlin , Germany

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes**Action 2 Dissemination of international staff exchange experiences**

Target public	<input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Dissemination of international staff exchange experiences.
Development of the action	<p>The Office of Mobility and International Programs (OMPI) and Human Resources managers set up a selection committee for dissemination actions.</p> <p>The committee selects three different experiences of staff mobility taking into account a template filled by all mobility beneficiaries that collects information about mobility program, duration, destination, content, evaluation.</p> <p>The committee, following the next items, carries out the selection: mobility within and outside EU (KA103 and KA107), diversity of professional profiles and diversity of experiences (staff week and job shadowing).</p> <p>The organization and development of the "sharing experiences session" is carried out in three phases</p> <p>a) Preparation and dissemination;</p> <p>-The Training Unit is part of training activities within the framework of the educational offer set for the administrative personnel of the University</p> <p>-The information about the "sharing experiences session"</p>

<p>Development of the action</p>	<p>is published on-line and an email is sent to the unit / service heads</p> <ul style="list-style-type: none"> - A registration period is set up (maximum 20 places) <p>b) Development of the session: One morning session structured in three parts:</p> <ul style="list-style-type: none"> - Presentation of three international mobility experiences (15 minutes each) - Presentation of the next call of Erasmus staff training mobility - the floor was open for questions and comments <p>c) Completion of the activity: All participants fill a satisfaction survey related to organizational aspects and the content of the activity.</p>
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> - Evaluation of the requests for assistance to the activity - Satisfaction survey (data analysis by the Training Unit). The questionnaire analyzes two major aspects: the evaluation of the course and the teacher's assessment. A sample of the added value that the course provides is that the course is valued on a Lickert scale of 1 to 10 points with 7.8 quality and added value that contributes the course to the posterior mobility and an 8 in relation to the recommendation to other partners to do the course. The teaching assessment corresponding to the pedagogical skills of the teacher and materials delivered is 7.7. In addition, the questionnaire incorporates an open space of comments in which the participants have indicated: <ol style="list-style-type: none"> 1. "És molt interessant que qui ha fet mobilitats expliqui la seva experiència. És una bona manera de promoure la mobilitat." (It is very interesting that those who have made mobility explain their experience. It is a good way to promote mobility) 2. "Representa un estímul per a realitzar una activitat molt interessant, l'oportunitat de donar una ullada al món que ens envolta." (Represents an incentive to make a very interesting activity, the opportunity to take a look at the world around us) <ul style="list-style-type: none"> - In order to analyse the impact of the action, it will be carried out a longitudinal study , taking into account the relationship between the implementation of the activity

Evaluation of the action	and its impact on the evolution of the number of requests for mobility - Number of visits and comments on the blog. The blog is located in the intranet of the Administrative staff .
Action tested by:	University of Barcelona, Spain

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes**Action 2 Dissemination of international staff exchange experiences**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input checked="" type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Dissemination of international staff exchange experience, as part of increasing visibility of staff mobility programmes
Development of the action	<ul style="list-style-type: none"> • Analyse current ways of disseminating international staff exchange experience at your university (reports, presentations, blogs, meetings, seminars, publications, etc). • Brainstorm ideas how to improve visibility and dissemination of results of staff mobility programmes. • Prepare dissemination plan, including new tasks to be implemented. <p>Tasks tested by the University of Warsaw:</p> <ul style="list-style-type: none"> - International Relations Office newsletter on staff mobility, containing testimonials, pictures, articles, examples of good practice, information on scholarship opportunities. - Exhibition of photographs taken by staff during their Erasmus+ mobility. - Grand opening of the exhibition (dissemination event).
Evaluation of the action	Analysis of the existing ways of disseminating international staff exchange experience at the University

Evaluation of the action

of Warsaw proved that the most common solutions were: reports submitted to the superiors, presentations at departmental meetings, information on the website, publications, testimonials, general university meetings (e.g. with the mobility coordinators). An example of good practice is a website and blog dedicated to staff mobility experience run by the University of Warsaw Library. Employees of this unit are very active and participate in numerous training programmes organized by partner universities. After they return, they share their experiences on the website, write a blog, present pictures, post details regarding further mobility opportunities. The above information was gathered on the basis of internal reports and surveys, data in the Erasmus+ Mobility Tool, testimonials, meetings with the mobility coordinators. The International Relations Office gathers reports and data, conducts surveys, performs data analysis, puts information and testimonials on the website, conducts awareness raising activities, such as meetings with coordinators and managers. After a brainstorming session, it was decided that activities aiming at a greater visibility and more effective dissemination of international staff experience can be intensified.

Proposed activities to be conducted by the International Relations Office included:

- A newsletter on staff mobility. It could be published regularly and contain testimonials, pictures, articles, statistical data, examples of good practice and any other information regarding the implementation of international staff exchange programmes and their results. At this stage, only a pilot newsletter was released. It contains information on the available opportunities to participate in Erasmus+ staff exchange programme, both in the programme countries and partner countries. In the future, the newsletter can have two forms: (1) internal, with information on the mobility opportunities and/ or dissemination of experience and results of participation in mobility programmes; (2) for international partners, focusing on the mobility experience and results of participation in international staff exchange programmes, innovative forms and sustainability of staff exchange.
- An exhibition of photographs taken by staff during their

Evaluation of the action

Erasmus+ mobility, preceded by a call for proposals. 17 staff members (academic and non-academic) submitted pictures reflecting their activities at the host universities in over 20 countries. The selection committee selected 20 photographs. The exhibition's title was: "International Mobility of Staff: Experiences". It was displayed in one of the University of Warsaw busiest buildings located in the central campus, close to the Auditorium Maximum, and lasted for 1 month. The interest was very high, the authors and International Relations Office received many questions regarding the works presented.

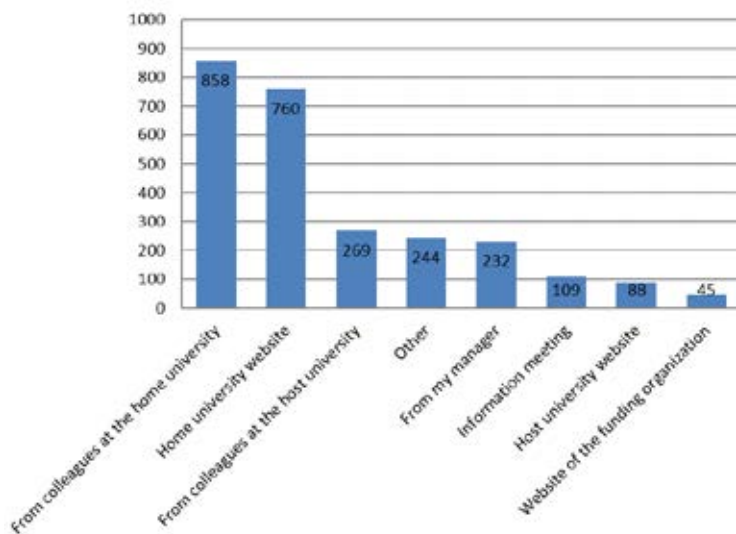
- Grand opening of the exhibition with participation of Erasmus+ scholarship holders, Head of the International Relations Office, representative of the National Agency for Academic Exchange, mobility coordinators, etc. The participants could discuss the pictures, share Erasmus+ experiences and comments regarding international mobility programmes. On this occasion, REALISE project was shortly presented. This event coincided with the celebrations of 20 years of Erasmus at the University of Warsaw and wider dissemination activities.

The analysis helped to prepare a draft dissemination plan with regards to international mobility of staff, which includes the existing solutions and new ideas how to better promote international mobility programmes among the University of Warsaw staff and authorities and, in a wider perspective, build awareness of the benefits and long term results. The plan includes complex dissemination and promotional activities, both on the departmental and central level, and concerns different aspects of international staff mobility: dissemination of information on mobility opportunities, documenting international experience, reporting and feedback, dissemination of results, effective means of dissemination and increased visibility of international mobility programmes for staff, communication with the departments. It was assured that all the proposed solutions were both effective and feasible. The newsletter and occasional events for Erasmus+ scholarship holders and alumni were included. In this way, tasks performed within REALISE will be sustainable.

Action tested by:

University of Warsaw, Poland

How did you learn about this Erasmus short-term mobility programme?



P. 37 in the REALISE Comparative Analysis available from <https://realiseerasmusplus.fr/content/Comparative-Analysis>

Tool 3.2 – Set of Communication Actions

As it has been shown in the previous tools of the Handbook, and as it has been observed throughout the REALISE Project, Erasmus+ staff opportunities are often not properly acknowledged by the persons that may benefit from them.

Communication actions that may be implemented by Higher Education Institutions are various, but it has shown to be a challenge to reach certain publics once identified. The difficulty residing in the fact that the persons who do not benefit from the programme will not, by the very fact that they do not know about the opportunities, do not have access to the information they would need to undertake an Erasmus+ mobility.

Higher Education Institutions must, aiming at improving the quality of organized mobilities and at increasing the number of beneficiaries, promote international exchange opportunities for staff through specific communication to targeted audiences, but also through disseminating international staff exchange experiences.

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communications actions

Action 1 Promotion of international exchange opportunities for staff through building supporting communication with targeting audience

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>To promote international exchange opportunities for staff and disseminate results of international staff exchanges in order to get a fruitful scheme of promotion and dissemination for staff mobility programs based on building effective supporting communication with targeting audience.</p>
Development of the action	<ul style="list-style-type: none"> • Meetings are organized in each Faculty to inform staff about mobilities opportunities. At UBO, the International Office (DEI) organized 8 “cafés-mobilités” during 3 weeks in May/June of the academic year. • The International Office takes part in several university events where Academic and Administrative staff are involved, for example the Office runs an Information stand during the the welcoming day of new staff in September. • The International Office promotes staff mobility during meetings with identified groups: Vice President in charge of administrative and technical staff, Administrative and Financial Managers of each Faculty, Heads of Departments,...

Evaluation of the action	<ul style="list-style-type: none">• Number of participants who attended the “café-mobilités”.• Number of participants who requested for information during the Welcoming Day of new staff.• Number of meetings organized by the International Affairs Office per academic year.• Number of staff applying for an Erasmus+ scholarship.
Action tested by:	University of Western Brittany, Brest, France

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communication actions

Action 1 Promotion of international exchange opportunities for staff through building supporting communication with targeting audience

<p>Target public</p>	<p><input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both</p>
<p>Topics tackled by this action</p>	<p><input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy</p>
<p>Aim of the action</p>	<p>Promotion of international exchange opportunities for staff through building supporting communication with targeting audience, set of communication skills</p>
<p>Development of the action</p>	<p>We decided to promote staff mobility exchange possibilities through informative events organized within different units of the university. Here is what we can advise:</p> <p>Organize a group of formal meetings to inform different categories of staff about Erasmus possibilities for staff mobility</p> <ul style="list-style-type: none"> • Book a room/office for your event, order catering if needed. • Develop the programs for the events mentioned above including the concrete aims of each event. • Give your event an attractive name – it must attract your target audience. • Define the topics of presentations needed for the target audience. • Invite speakers (via e-mail, at least 2 months before the event). • Make on-line registration (if needed).

<p>Development of the action</p>	<ul style="list-style-type: none"> • Advertise your events (website, newsletters, etc.), invite your target audience as soon as the program of your event is complete and you have positive answers from all speakers. • Develop the satisfactory survey for the evaluation of the events (if needed). • Collect the results of satisfactory surveys, analyze them and bring the results into discussion. • If you do not have enough resources to organize a big event, use the platform of any other event at you university which fits the topic “staff mobility” for giving a report/making a presentation.
<p>Evaluation of the action</p>	<p>Small consultation events:</p> <p>We organised a group of short consultation meetings (1 hour duration) to inform university staff about the staff mobility exchange possibilities. Several events we organised in collaboration with the main professors and internationalisation coordinators from the following faculties:</p> <ul style="list-style-type: none"> • Faculty of Law (19.12.18, 11 participants), • Faculty of Humanities and Social Sciences, Institute of sport sciences (06.01.2019, 9 participants), • Faculty of Language, Literature and Humanities (07.01.2019, 17 participants), • Faculty of Mathematics and Natural Sciences, Institute of geography (10.01.2019, 5 participants). <p>Each event was organised as a short presentation (20 min.) with following discussion (40 min.). Positive experience: such consultation events are easy to organise in a short period of time (within 1 month). In advance the professors collect the questions concerning staff mobility exchange opportunities from the teaching staff; they deliver this information to the internationalisation coordinator of the faculty/unit and to the head of Erasmus office (phone/ skype conversation or a meeting). Erasmus office prepare the presentation and the hand-outs, if needed, internationalisation coordinator of the faculty is responsible for the organisation of event (booking the office/room for the event, tea/snacks if needed, invitation of faculty teaching staff, other technical aspects).</p>

<p>Evaluation of the action</p>	<p>Erasmus independent events: We also organised the Adlershof* Meeting on Staff Mobility (21 participants, 17.10.2018) as it is described in the action development part of the template. Survey results showed the high informative value of the event, most of participants (80%) didn't know about the staff mobility programs, the rest knew about them, but couldn't participate for family reasons.</p> <p>Integrated presentations: Two events we organised as the presentation with discussion (10min.+20 min.) in collaboration with HU-Docs: The doctoral students network of the Humboldt-Universität zu Berlin within the PhD-Day (31.01.2019, 53 participants) in Campus Mitte** and PhD meeting at Adlershof (22.11.18, 18 participants) * Adlershof – university campus, which unites all units of the Faculty of Mathematics and Natural Sciences ** Campus Mitte – central Campus of the Humboldt University</p>
<p>Action tested by:</p>	<p>Humboldt University of Berlin, Germany</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>Plan events for the first two months of each semester, plan and organise in advance (min. 3-4 months for each separate event, at least 1 month for consultation meetings within the university units)</p>

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communication actions**Action 1 Promotion of international exchange opportunities for staff through building supporting communication with targeting audience**

Target public	<input checked="" type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Short/Medium term:</p> <p>a) Make suggestions for needed changes or actions to improve and promote academic staff mobility</p> <p>b) Raise deeper awareness about the added-value of academic staff mobility in terms of personal, social and pedagogic development for the participants</p> <p>c) Create a multi-stakeholder community in internationalization</p> <p>Long term:</p> <p>a) Increase the number of STA missions</p> <p>b) Increase the matching of flows between teachers and students</p> <p>c) Improve the quality and reinforce the European dimension of education</p>
Development of the action	<p>1) Create a small folder with Erasmus STA and STT opportunities at your Higher Education Institution (include brief description of the possible activities, application procedure, mission implementation and the most important deadlines). Have it printed.</p>

<p>Development of the action</p>	<p>2) Set up a small committee of 3-4 persons working in the IRO with staff mobility and Erasmus coordinators from Faculties with good Erasmus mobility performance.</p> <p>3) Get the committee to organize a public event to promote the potential of the Erasmus mobility for staff (in our case, we focused on academic staff).</p> <p>4) Invite relevant institutional stakeholders for the event, such as Vice-Rector for International Relations/ Human Resources, Head of the International Office/ Institutional Erasmus Coordinator. They can offer their strategic view on the topic and show their public support to Erasmus+ staff mobility.</p> <p>5) Identify teachers who have had good mobility experiences and relevant outcomes and ask them to share their experiences in an informal way (as if telling a story to colleague) during the event.</p> <p>6) Open a registration web page and ask Erasmus Coordinators and international offices at Faculty/ Department level to invite colleagues to register for the event.</p> <p>7) Disseminate the event in the university news, newsletter, local newspapers and internal mailing lists. Print leaflets and posters and distribute them inside the university campuses.</p> <p>8) Distribute the folder among the audience and give room to Q&A during the event.</p>
<p>Evaluation of the action</p>	<p>Short-term evaluation:</p> <p>1) Ask participants to fill in a brief evaluation questionnaire about the event and the information folder.</p> <p>2) Elaborate evaluation report with questionnaire results.</p> <p>3) Share the results and suggest measures to improve reported weak points (if applicable).</p> <p>Long term evaluation:</p> <p>1) Compare the number of STA missions before and after the session(s).</p> <p>2) Verify the matching of flows between teachers and students to the same destinations and study fields.</p>

Evaluation of the action	3) Analyse results and implement improvement measures (if applicable).
Action tested by:	International Relations Unit, Faculty of Sciences and Technology, Faculty of Sport Sciences and Physical Education and Faculty of Psychology and Education Sciences of the University of Coimbra, Portugal

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communications actions**Action 1 Promotion of international exchange opportunities for staff through building supporting communication with targeting audience**

Target public	<input checked="" type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Promotion of international exchange opportunities for staff through building supporting communication with targeting audience
Development of the action	<ul style="list-style-type: none"> - organise a meeting with Erasmus+ faculty coordinators and institutional stakeholders (IRO, Human Resources, Secretary General etc.) to gather ideas/suggestions on new ways of promoting staff mobility - define a strategy of promotion for staff mobility at faculty/university level - plan promotion activities (presentations, talks, meetings) and define the content for the target audience - promote activities in different ways (newsletter, platform, website, email etc.). Give special attention to staff who never took part in staff exchange programmes (for instance technical staff); if possible visit them at work and promote staff mobility in person - arrange a language course for staff who do not opt for mobility because they do not feel comfortable with their language skills - organise regular informal meetings for discussion of the international mobility experience among the employees

<p>Development of the action</p>	<p>who have participated in the mobility programmes</p> <ul style="list-style-type: none"> - organise an information session for employees who have never taken part in international mobility (pre-departure event) - regular informing of staff (through email, university platform) in order to inform them about potential exchange opportunities in the near future. Promote Imotion portal. Also provide practical information (travel, budget, language course etc.) - arrange an Erasmus staff day at faculty/university level, to present mobility opportunities, raise awareness about the importance and added value of the mobility experience
<p>Evaluation of the action</p>	<ul style="list-style-type: none"> - gather feedback from staff who participated at promotion events - increase the number of staff mobilities at faculty/ university level - participation in mobility programmes from all levels of staff (technical to academic)
<p>Action tested by:</p>	<p>University of Ljubljana, Slovenia</p>

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communication actions**Action 1 Promotion of international exchange opportunities for staff through building supporting communication with targeting audience**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Promotion of international exchange opportunities for staff in order to offer a common framework for the collection of applications of staff.</p> <p>This action aims at promoting the programme more effectively and at ensuring that every member of staff is equally informed about the opportunities.</p>
Development of the action	<ul style="list-style-type: none"> - Review the information available on the International Relations Office webpage dedicated to the Erasmus+ programme for Staff (teaching and training); - Decide on a clear process to be communicated (documents to be provided for the application, deadlines, contacts, etc.); - Define a calendar of calls for a whole academic year to be published on the website (between 2 and 3 dates if possible, including one for the following academic year [i.e. a call organized in July in order to prepare mobility in September/November]); - Communication and reminders by email must be planned (1 to 3 reminders before a call closes, each separated by a 3-weeks period).

Evaluation of the action

A survey has been communicated to all staff who participated in an Erasmus+ staff exchange in 2017/18, first year of the implementation of the Call for Applications system.

17 participants replied (41% administrative, 59% teaching staff)

47% of the participants stated that it was their first participation in the programme

24% of the participants mentioned that they did not know Erasmus+ staff exchange existed

76,5% of the participants were satisfied with the fact of applying through a Call

Means of communication:

- Emailing from the IRO has proven to be the most effective
- Peer-to-peer discussions were effective for 35% of the respondent
- University website was effective in 29% according to the answers

Main advantages of implementing Calls for Applications:

- Better communication about the opportunities (70%)
- Better quality of the administrative follow-up (59%)
- more time for participants to organize their mobility (18%)

Main drawbacks of implementing Calls for Applications:

- Requires much anticipation by the participants (67%)
- Makes the application process very rigid/strict (33%)
- The deadlines don't always fit the mobility dates (25%)

Participants in this first Call for Applications have proposals to improve the following calls:

- Setting up an online platform to gather all the documents related to Erasmus+ staff exchanges (better follow-up)
- In addition to the email communication, Erasmus+ coordinators should communicate directly with the teaching staff of their Faculties
- It would be interesting to promote more widely the staff weeks on specific, strategic issues (financial, sustainable development, etc.)

Action tested by:

University Paul-Valéry Montpellier 3, France

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communication actions**Action 2 Dissemination of international staff exchange experiences through communication actions**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Dissemination of international staff exchange experiences through communication actions
Development of the action	<p>Provide consultations and any other support needed for the returning employee to do a public presentation of his/her experiences during the mobility</p> <p>Organize welcome back events such as seminars, round tables and other forms of joint discussions at university and department level to share and discuss competencies and skills obtained during the mobility and share updated information on partner universities</p>
Evaluation of the action	<p>We used our annual staff conference as a platform for sharing of international staff mobility experiences. This is a day-long event that all staff are invited to attend, comprising of many strands based around a theme. As part of each session, 3 or 4 members of staff – both academic and administrative - gave a brief report on their experience of mobility. This was preceded by a brief introduction of the Erasmus staff mobility programme and finished with information on how to apply.</p> <p>We received feedback from the conference organisers:</p>

Evaluation of the action

The sessions were extremely popular in terms of initial sign up, most highly recommended or one that staff would have liked to attend if they were unable to.

The advantage of participating in a university event is that we were able to reach much larger numbers – around 100 staff attended our sessions (which were an hour-long, and run 3 times).

The event provided the opportunity for:

- Staff who had been on mobility to share an account of their experience and the impact of their visits (they have been specifically requested to focus on the impact of their visits in their presentations);
- Erasmus office staff to hear feedback from many members of staff and thus evaluate the impact of the programme
- Leadership to hear about the impact of the programme and thus be encouraged to support mobility in their areas
- Staff who had never been on mobility to learn what the programme is about and to think about how they might be able to arrange a visit, supported by the examples given to them by the staff presenting.

As a result of their popularity, we were subsequently invited to participate in the university's Change and Wellbeing programme - a programme of sessions open to all staff across the following academic year: The programme selection reflects both the need to support staff and to re-deliver some of the most popular 2018 staff conference wellbeing sessions to be offered throughout the year for all staff to attend to impact health and wellbeing, work-life balance and planning for change. This annual programme is a key deliverable of the University's Engagement and Communications Activity programme, which underpins a central University strategy: the People and Culture Enabling Plan.

Thus, the Erasmus staff mobility programme is promoted as being aligned with central university strategy for staff development.

Action tested by:

Middlesex University, England

Chapter: 3 PROMOTION AND DISSEMINATION

Tool 3.2 Set of communication actions**Action 2 Dissemination of international staff exchange experience through communication actions**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>To promote international exchange opportunities for staff and disseminate the results of international staff exchanges in order to get a fruitful scheme of promotion and dissemination for staff mobility programmes through experience-sharing.</p>
Development of the action	<ul style="list-style-type: none"> - Identify the right format that should be used in your university. <p>It is recommended to have informal meetings such as "International Breakfasts" in order to attract the largest number of people.</p> <ul style="list-style-type: none"> - Define the frequency of the meetings, as this will help you define how you will organize the meetings (focus on geographical zones, general meetings/breakfasts where staff mobility is discussed as a whole, plan an event focused on the administrative aspects of the mobility, etc.). - Make it fun! <p>Although communication events should be "informal", it is recommended to lead people into a discussion on staff exchange opportunities, administrative aspects, etc.</p> <p>This can be done in many ways :</p> <ul style="list-style-type: none"> - organizing a small game at the beginning of the event

<p>Development of the action</p>	<ul style="list-style-type: none"> - invite people to sit at tables representing countries (and invite a 'moderator' per country) - invite Erasmus+ students or Erasmus+ coordinators to participate, etc. - Offer coffee and biscuits to make the event friendly - Improve the concept: <p>The ideal format does not exist, this is why we invite you to have people present at those meetings to fill in a questionnaire in which they will be able to make suggestions, underline the things that work and point out what ideas should be left out to have an event that has the highest impact possible.</p>
<p>Evaluation of the action</p>	<p>The format tested was 'International Breakfasts'. 2 events were organized on geographical zones : Southern Europe and Eastern Europe / Caucasus.</p> <p>The action has been evaluated by UPVM by asking the participants in the International Breakfasts to fill in a survey to monitor the events :</p> <ul style="list-style-type: none"> - Overall, around 60% of the 16 respondents were administrative staff, 40% were teaching staff - 28% knew well one or more countries (outside their home country) - 21% had already been on a staff exchange - 19% knew well 1 or more universities (outside their home university) - 17% had never been on a staff exchange <p>- Overall, participants seem to have preferred a more 'informal' event, where the emphasis is put around simple discussions with people that are likely to provide helpful information : peers who previously participated in a staff exchange before, Erasmus+ coordinators, IRO officers, etc.</p> <p>- These events seem to be effective as about 35% of the interviewed have declared that they have learned useful information regarding the countries represented during the events.</p> <p>- On top of that information, the participants have been satisfied with the opportunity to meet the different</p>

<p>Evaluation of the action</p>	<p>people involved in those exchanges (IRO officers and coordinators).</p> <p>- Several recommendations have been made by participants in order to improve the events: identifying participants with badges, exposing clearly on a big map the agreements existing, trying to create an event that also gathers students, talk more about the administrative aspects, try to organize these events when we welcome staff from partner universities, explore through transversal themes (language, culture, etc.)</p>
<p>Action tested by:</p>	<p>University Paul-Valéry Montpellier 3, France</p>

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Chapter: 4
**ENCOURAGEMENT/
RECOGNITION**

Tool 4.1 – Mobility Recognized as Training Hours

Staff members who participate in international mobility activities all agree with the fact that international mobility for training and for teaching is beneficial to the participant's professional development, but to this day it is almost never recognized as part of the staff training scheme, and so as training hours, unlike all training organized by the institutions.

Recognizing international mobility as a part of the staff's training scheme is a way of lifting one of the constraints to undertaking a mobility, but is also a way of promoting it towards all staff members.

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.1 Mobility recognized as training hours

Action 1 Creating a scheme of recognition international staff mobility hours as training hours

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>Recognition of staff training mobility as 30 training hours (for administrative staff)</p>
<p>Development of the action</p>	<p>- With the objective of responding to the requirements of the Erasmus program on the one hand and on the other to the desire to promote the internationalization of the administrative staff, from the UB's governing team, together with the Training Unit-Human Resources and the Office of Mobility, implemented this system to recognize the international-professional mobility of the administrative staff. As elements that facilitated its implementation, it is worth highlighting the non-requirement of additional economic and personal recourses and the favorable attitude towards internationalization processes within the decision-making bodies of the university.</p> <p>- The Office of Mobility and International Programs sends to the Training Unit a list of staff who has carried out a mobility during an academic year, with a minimum duration of 5 days. The data are name, surname, place of work, destination and mobility period.</p> <p>- The Training Unit recognizes the activity as 30 hours of</p>

<p>Development of the action</p>	<p>Training and informs the Unit of Human Resources</p> <ul style="list-style-type: none"> - The Human Resources Unit includes this information in the employee's file in order to consider this information in case of a contest or promotion - It is working to enable the administrative staff to have access to this information within their virtual space
<p>Evaluation of the action</p>	<p>The Governing Board and the human resources managers consider essential the improvement of international competition of the administrative and technical staff. The international mobility of the administration and services staff is valued very positively, regardless of the unit or service of affiliation.</p> <p>Sample of the added value of this action and the interest that has awakened among the administrative staff is the exponential growth of the number of mobilities of the administrative staff from the implementation of recognition, as shown in the graphic (attached to this document).</p>
<p>Action tested by:</p>	<p>University of Barcelona, Spain</p>

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.1 Mobility recognized as training hours

Action 1 Creating a scheme of recognition international staff mobility hours as training hours

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Creating a scheme of recognition international staff mobility hours as training hours</p>
Development of the action	<ul style="list-style-type: none"> • Organise the following interviews: with the head of Erasmus office and staff department to figure out the present situation of the recognition of staff mobility hours and how the situation could be improved. • With their help and support develop the realistic road map for improving the situation of the recognition of staff mobility. • In cooperation with staff and legal (if needed) departments, organise a meeting with the Vice-President/ President of your university to discuss your concerns and present the road map.
Evaluation of the action	<p>At our university we succeeded to interview the Head of Erasmus office. According to the present situation:</p> <p>For technical staff (administrative staff) staff mobility hours are recognised as training (=working) hours. For the period of job shadowing or language courses, etc. they</p>

Evaluation of the action

maintain their salary, and the staff mobility hours (plus traveling expenses) are covered by Erasmus+ funding.

For teaching staff (professors, assistant professors, lecturers, etc.) are not recognised as training (=working) hours. For the period of staff exchange programs or language courses, etc. they maintain their salary, and the staff mobility hours plus traveling expenses are covered by Erasmus+ funding. But professors and other teaching staff must fulfil their work plan with the complete number of teaching hours expected. The reason for that is the non-availability of representatives of the teaching staff members. There is no practice of substitution within teaching staff.

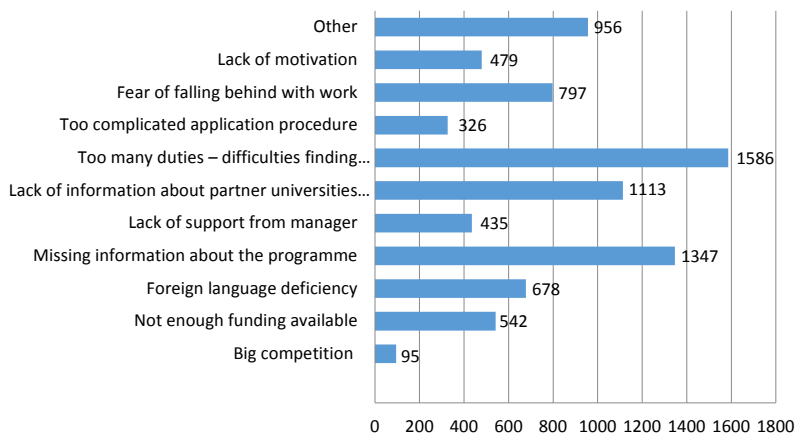
Creating a scheme of recognition of international staff mobility hours as training hours must become one of the priorities for the university professors.

We held 3 interviews with the Head of Erasmus Office and 2 with some internationalisation coordinators. The interview with the staff department was not needed. We could organise it only with support of most teaching staff, and we did not find enough support among the teaching staff in such short period of time (duration of the testing phase).

Action tested by:

Humboldt University of Berlin, Germany

Reasons for not applying for Erasmus mobility (n. of responses)



P. 18 in the REALISE Comparative Analysis available from <https://realiseerasmusplus.fr/content/Comparative-Analysis>

Tool 4.2 - Career Development

Career development is one of the incentives that comes most frequently in mind when discussing motivation and recognition in a professional setting.

Recognition of the benefits of the participation of staff members in international exchange programmes aims to the improvement of mobility activities and the facilitation of the involvement of less internationalized employees.

Several actions can be integrated in this general objective, from the complete rethinking of the way funds are distributed among the different staff categories to the setting up of an accreditation system in the staff's professional dossier.

With this objective in mind, the following actions have been tested:

- Planning an effective distribution of mobility funds, focusing on employee categories that need to increase their participation in international exchange programs
- Definition of a list of specific targets to be achieved and skills to be enhanced for a group of staff members who generally never participate in internationalization activities
- Definition of staff exchange benefits and of the ways to be used for career development
- Creating a recognition table for the evaluation of the mobility and a HR commission for the recognition of the evaluation in the employees' professional dossier
- Creating, enhancing and sharing motivation to participate to exchange programmes

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career progression**Action 1 Planning an effective distribution of mobility funds, focusing on employees categories that need to increase the participation to international exchange programs**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
Aim of the action	The aim is to facilitate the involvement of less internationalized employees.
Development of the action	<ul style="list-style-type: none"> - Check who is responsible for applying for Erasmus+ Staff Mobility Funding. - Check how much budget is available. Is there budget of the Erasmus+ Organisational Support you can use? - Make an estimation of how many scholarships you can grant this year. How many for academic/administrative staff? - Think of selection criteria at your institution according to the strategic plans. List these criteria for academic staff and administrative staff. - Take into account categories that need to increase their participation to international activities and set up priority rules. - Possible priority rules: technical staff from central offices, first-time candidates... - Make an application form. - Launch a call for staff to apply for mobility funding. - Make promotion of the call: on your website, newsletter... - Give an information session (including some testimonies)

<p>Development of the action</p>	<p>of previous candidates): how to apply for funding, be transparent on the selection mechanisms.</p> <ul style="list-style-type: none"> - Set up a Selection Committee. Include at least the following persons: Erasmus+ Institutional Coordinator, Head of the International Relations Office, Staff member from the Human Resource Department. - Make your selection, taking into account the selection criteria and the priority rules. - Inform the candidates about the selection results and give feedback about their application. - Help the selected candidates in preparing their mobility.
<p>Evaluation of the action</p>	<p>The International Relations Office (IRO) is responsible for the application, contractualisation and reporting of the Erasmus+ Staff Mobility Funding. The IRO administrates and gives the final approval for all the grants and controls the expenses. Therefore it is not a problem to set up a call, selection criteria and priority rules.</p> <p>However there is a difference for academic and administrative staff. The selection for academic staff is not done at the central level (IRO). It is the responsibility of the different faculties as it is very much academically related and the IRO is not in the position to do a selection. The selection criteria for academic staff differ in each faculty. Therefore the budget for academic staff (staff mobility for teaching) is distributed among the faculties based upon their past performances of the last 3 years.</p> <p>The budget for administrative staff (staff mobility for training) is kept centrally (at the IRO) and it was decided to launch a call for applications twice a year. Clear selection criteria and priority rules were set up, which is really important as the usual suspects apply. Priority is given to:</p> <ul style="list-style-type: none"> - administrative and technical staff of ICT, library, human resources, research and education; - staff working in more operational jobs and less in policy making jobs; - first candidates (first time applying). <p>The call for applications was launched on the website and in the newsletter of the university. During an information session all practicalities were explained. This information session is crucial, at the same time it is also a networking event, because it is a time to meet up with different colleagues of the university with the same interest.</p>

Evaluation of the action	<p>The number of submitted applications was not extremely high, but very much in balance with the number of available scholarships, therefore the priority rules are not as effective, but this is something that has to grow.</p> <p>The selection Committee included the Erasmus+ Institutional Coordinator, Head of the International Relations Office and a Staff member from the Human Resource Department. The involvement of the HR department is crucial.</p>
Annex	Application form – ERASMUS+ staff training
Action tested by:	Ghent University, Belgium

*University
Logo*

APPLICATION FORM – ERASMUS+ STAFF TRAINING
DEADLINE: *date*
Contact: *email*

Name:
Function:
Department:
Your supervisor:

Name of host institution:
Department:
Contact person at host institution:
Staff mobility period:
How did you find/select your host institution?
What is the <u>aim</u> of your staff mobility?
Describe in brief the <u>activities</u> you will carry out::

*University
Logo*

What <u>results</u> do you expect, for yourself and for your department, the university?

Signature Candidate:

Date:

Signature Supervisor:

Date:

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career progression**Action 1 Planning an effective distribution of mobility funds, focusing on employees categories that need to increase the participation to international exchange programs**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>The action aims at managing the mobilities undertaken under the financial package "ERASMUS+ organizational support", which allows either prospective mobilities to sign new ERASMUS+ interinstitutional agreements, or visits of partners to organize and implement the mobilities already planned.</p>
Development of the action	<p>For these ERASMUS+ "organizational mobilities" a specific application form is made and submitted to the Dean of the Faculty or School concerned before being sent to the central IRO.</p> <p>It is advised to conciliate the ERASMUS+ "organizational mobilities" with an ERASMUS+ teaching or training mobility or even research activities, in order to achieve economies of scale. The use of a time sheet is made then necessary (especially when research activities are concerned as they are of course not financed by ERASMUS+ individual mobility's funds).</p> <p>Each mobility requires a mission's report which are gathered by the central IRO. They will be soon accessible online (at least extracts of them) to be shared by all the Faculties and Schools which may wish to establish an ERASMUS+ cooperation with the same partner universities.</p>

<p>Evaluation of the action</p>	<p>This action has been tested since 2014 and proves to effective. The application process allows the Deans of Faculties and Schools to be informed of the projects of mobility and refuse them if necessary for reasons he/she has to justify in the application form. The missions reports provide useful data which can be shared. Many such mobilities are combined with ERASMUS+ teaching or training mobilities or research activities (with the use of a time sheet made compulsory).</p>
<p>Action tested by:</p>	<p>University of Lorraine, France</p>

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career Progression

Action 2 Definition of a list of specific targets to be achieved and skills to be enhanced for a group of staff members who generally never participates to international activity, and planning consequent training activities

<p>Target public</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
<p>Topics tackled by this action</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Preparation before departure <input checked="" type="checkbox"/> Promotion of mobility <input checked="" type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input type="checkbox"/> Mobility and Institutional strategy
<p>Aim of the action</p>	<p>To improve competencies of the less internationalized employees in order to facilitate the organisation of their mobility (language courses; training on international mobility matters; intercultural training activity; information session in order to get better knowledge of hosting institution).</p>
<p>Development of the action</p>	<p>- Prepare an information session adapted to staff not familiar with international mobility: 1st step: What is your institution's need of professional development? 2nd step: Is it possible to satisfy this need abroad? 3rd step: Where? 4th step: How? (Language courses, Staff training weeks, job-shadowing etc.) 5th step: How do I apply? 6th step: What do I need to prepare? And so on... - Identify groups of staff who have no or little knowledge of international mobility.</p>

<p>Development of the action</p>	<p>- Find ways to address these groups. Either to be invited to staff meetings or face-to-face meetings with individuals. - At staff meetings – urge the staff to contact you for individual training on their own journey to an international dimension at the workplace.</p>
<p>Evaluation of the action</p>	<p>The action has worked well as the aim was to increase the mobility of staff who have never been on mobility before and we have succeeded. Numbers of employees who have not been on mobility contacting the IRO about Staff training has increased. You need to have a plan and be patient. The time between the first contact with the identified groups and the time staff can be officially invited is sometimes long. Then for this group to decide to take part in an exchange takes even longer.</p>
<p>Action tested by:</p>	<p>Linköping University, Sweden</p>

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career development**Action 3 Definition of staff exchange benefits and of the ways to be used for career progression**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input checked="" type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Definition of staff exchange benefits and of the ways to be used for career progression
Development of the action	<ul style="list-style-type: none"> • Analyse available data on staff exchange benefits and results, including their impact on career development. • Prepare a thorough report on staff exchange benefits, results and impact on career progression at your university, on the basis of concrete quantitative and qualitative data. • Organize a round table or focus group discussion on how staff mobility results can be more effectively used for career progression at your university. Different stakeholders can participate: academic and non-academic staff members, representatives of the university management, Human Resources Office, International Relations Office, offices for quality and evaluation, mobility coordinators, etc. • Summarize conclusions and recommendations, share them with the stakeholders, discuss what actions can be taken.

Evaluation of the action

The analysis was done on the basis of data resulting from Erasmus+ surveys, questionnaires, reports and Mobility Tool. Data obtained from the REALISE survey was also applied (in particular, transcripts of semi-structured interviews with the University of Warsaw vice-rector; dean of one of the departments, human resources manager). In addition, meetings with the university Coordinator for Human Resources and representative of the Unit for Quality and Evaluation were held. The results prove that international staff mobility has not been included in the strategic aims and human resources development plans. At the same time, individual staff members underline the prominent role of mobility for the improvement of their academic and professional competences, and in some way: career development. Also, the managers admit that international experience of staff and deepened international cooperation are a must if the university is to increase its research potential, quality processes and innovative approach to teaching and learning. As it can be concluded, staff mobility is a part of wider goals, such as enhancing work environment, efficient use of the potential, effective administration of key processes, quality processes.

At this stage, only the analysis and a few meetings with managers and a researcher from the Unit for Quality and Evaluation were performed. It seems necessary to discuss these findings with other stakeholders and decide what further steps can be taken to better utilise all the benefits and results of international staff mobility in order to realise the university's long term goals and aspirations.

Action tested by:

University of Warsaw, Poland

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career progression**Action 4 Creating a recognition table for the evaluation of the mobility and a HR commission for the recognition of the evaluation in the employees' professional dossier**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>Creating a recognition table for the evaluation of the mobility and a HR commission for the recognition of the evaluation in the employees' professional dossier</p>
Development of the action	<ul style="list-style-type: none"> - Analyze the current situation at your university: is there a career progression strategy for staff that takes into consideration international mobility experience? Is there a HR Commission? - Prepare a short questionnaire for the academic and administrative staff of your institution about the level of awareness on staff mobility opportunities and its added value for the professional career improvement; - Analyse the data collected and prepare a report; - Organize a working group involving academic and administrative representatives (Erasmus Institutional Coordinator; department coordinators; Education, Financial, Human Resources and IT divisions managers; International Relations Office) in charge of preparing a document to be approved by the governing bodies defining actions to be taken, procedures to be implemented and incentives to be given at the end of the mobility; - Create/adopt a recognition table as a tool for the

<p>Development of the action</p>	<p>evaluation of international mobility, staff experience giving scores to each relevant element (before, during and after mobility) and forms to be filled by hosting universities;</p> <ul style="list-style-type: none"> - Integrate the webpage devoted to outgoing international staff mobility with a specific section on recognition and evaluation procedures; - Create an HR commission to evaluate the recognition forms obtained by the staff who have finished the mobility abroad and assign the incentives; - Annual reporting by the working group on best practices and critical points in order to adjust and improve the strategic plan for the following year.
<p>Evaluation of the action</p>	<p>The University of Catania has tested this action but the time necessary to get effective results has overcome the six month REALISE testing phase and therefore the action is still on going.</p> <p>In summary:</p> <ul style="list-style-type: none"> - a Focus Group has been created involving University authorities/decision makers such as Erasmus Institutional Coordinator, two departmental coordinators (in particular scientific and humanities areas deeply involved in staff international mobility), managers of the administration division involved in international staff mobility issues (Education, Financial, Human Resources and IT divisions) and IMO representatives of the Realise Key Staff; - a questionnaire has been distributed to the departments in order to collect best practices and critical points of Staff Mobility (Teaching and Staff exchange); - a policy document has been prepared by the Erasmus Institutional Coordinator and the two departmental coordinators involved in the Focus Group; - a recognition table proposal has been created and experimented on a pilot basis for International Mobility Office (IMO) outgoing staff mobilities ; a promotional meeting with the various actors involved (Focus Group, Key Staff, International Department Coordinators, International Didactic Units, IMO, Communications Officers, Rector’s Delegates for Education and Internationalization) has been organized ; <p>The University is in the process of appointing a permanent HR Commission in charge of evaluating the staff mobility performance and of defining the incentives to be given.</p>

Annex	Recognition tables for STA and STT Questionnaire for the Departments
Action tested by:	University of Catania, Italy

EVALUATION GRID STA MOBILITY

Mobility phase	What is evaluated	Evaluation criteria	Evaluation parameters	Score	Evaluation instruments	Who is evaluating
1 BEFORE THE MOBILITY (38% of the total score)	1A Partnership evaluation	Study cycle at the hosting University	III (PhD)	3	Teaching programme	Sending University Commission
			II (Master)	2		
			I (Bachelor)	1		
	1B Hosting professor/tutor evaluation	Didactic activity length	6 dd and more	3	Teaching programme	Sending University Commission (Erasmus Institutional Coordinator + HR Division + Didactic Division)
			4-5 dd	2		
			2 dd	1		
2 DURING THE MOBILITY (48% of the total score)	2 A Partnership evaluation	Number of students attending lectures	Up to 10	1	Hosting institution questionnaire	Hosting institution
			Between 10-20	2		
			Over 20	3		

2 B Teaching evaluation	Linguistic skills	Lectures delivered in hosting country language	1	Hosting institution questionnaire	Hosting institution
	Performance	Students evaluation (optional)	1	Hosting institution questionnaire	Hosting institution
			2		
3					
3 A Partnership evaluation	Proposals about new mobility experiences	Visiting invitation or any other proposals about contracts, agreements related to shared activities	1	Hosting institution questionnaire / invitation letter	Sending University Commission
			2		
	New STA Mobility	1	Beneficiary Final Report	Sending University Commission	
3 B Outputs	Use of results at home institution	Availability to participate to Welcome back seminar	2	Beneficiary Final Report	Sending University Commission
3 AFTER THE MOBILITY (14% of the total score)					

EVALUATION GRID STT MOBILITY

Mobility phase	What is evaluated	Evaluation criteria	Evaluation parameters	Score	Evaluation tools/instruments	Who is evaluating
1 BEFORE THE MOBILITY (33% of the total score)	Preparatory activities	Mobility type	Staff week	0,5	Training programme	Sending University Commission
			UE Training Project	1		
			Job Shadowing	1,5		
		Mobility length	Training on the job	2	Training programme	Sending University Commission
			36 hours	1		
			24 hours	0,6		
Mobility contents	12 hours	0,4	Training programme	Sending University Commission		
	Job relevance	0,5				
	Added value/Innovation	0,5				
2 DURING THE MOBILITY	Participation	Performance		2	Hosting institution questionnaire	Hosting institution (IRO/ hosting organization)
				4		

(50% of the total score)	Outputs	Use of results at home institution	Hosting university evaluation	6		
				2	Beneficiary Final Report	Sending University Commission
3 AFTER THE MOBILITY (17% of the total score)			Availability to participate to Welcome back seminar			



**ERASMUS + KA 2 REALISE – REALISING THE POTENTIAL OF THE
INTERNATIONAL MOBILITY IN HIGHER EDUCATION**

QUESTIONNAIRE

***Tool 4.2 - Action 4: Creating a recognition table for the evaluation of the mobility and a HR
commission for the recognition of the evaluation in the employees' professional dossier***

Department:

Erasmus + Coordinator:

1. Please describe your department's strategy on international mobility of academic and administrative staff (focused on outgoing mobility) – max. 600 words
2. Please describe your department's best practice on outgoing and incoming STT and STA mobility – max. 600 words
3. Please specify your departments's critical aspect/weak points on outgoing and incoming STT and STA mobility – max. 600 words



Operative site: Via A. di Sangiuliano 197 – 95124 Catania - Italy
umi@unict.it

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.2 Career progression**Action 4 Creating a recognition table for the evaluation of the mobility and a HR commission for the recognition of the evaluation in the employees' professional dossier**

Target public	<input type="checkbox"/> Academic staff <input checked="" type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Recognize Erasmus mobility for training for purposes of career development and progression.
Development of the action	<p>1) Elaborate a template for the manager/ head of unit of the outgoing mobile staff to approve and appreciate the relevance of the proposed mobility for training, taking into account staff position and responsibilities. (See Attachment 1 - "Manager template")</p> <p>2) Elaborate a template to collect the evaluation of the performance of the outgoing staff by the hosting organization. (See Attachment 2 - "Evaluation template")</p> <p>3) Add the "Manager template" and the "Evaluation template" to the Mobility Agreement for Training and the Participant Report to form a "training recognition dossier".</p> <p>4) Present this "training recognition dossier" to your Human Resources Department and ask for their technical advice on the possibility and feasibility of incorporating this dossier in the staff individual file for purposes of career development and progression.</p>

<p>Development of the action</p>	<p>5) If you receive positive feedback from your Human Resources Department and/ or from your University leadership (if needed. In our case, we had the approval of the Rector), include the proposed templates in your office quality assurance procedure for Erasmus mobility for training.</p> <p>6) Disseminate this new opportunity among staff.</p> <p>7) After their training abroad, interested staff submit the proposed templates dully filled in to the Human Resources Department, as well as a questionnaire on the evaluation of the efficiency and impact of the outcomes of the training in their performance and activities, as foreseen for other training activities.</p>
<p>Evaluation of the action</p>	<p>1) Hold information sessions in the different Faculties and University Services and ask feedback about the new procedure through a short survey filled in at the end of the sessions.</p> <p>2) Hold customized meetings with the trainees that used the manager template at home and the evaluation template at their host university to verify how easy/ difficult it was to get these forms filled in and how they can be improved (if applicable).</p> <p>3) Check with the Human Resources Department how many staff members participating in Erasmus mobility for training asked and got recognition of this training. Check also if there were any problems or difficulties in the recognition process.</p> <p>4) Analyse feedback and implement corrective/ improvement measures.</p>
<p>Annex</p>	<p>Handbook_action_4.2-A.4_DRI-Annex1 (information from the Head of Unit/Director)</p> <p>Handbook_action_4.2-A.4_DRI-Annex2 (Staff Mobility Evaluation Form)</p>
<p>Action tested by:</p>	<p>International Relations Unit of the University of Coimbra, Portugal</p>

National or local specificities that influenced the testing of this action

The Strategic Plan of the University of Coimbra (2015-2019) is favorable to the international training of human resources and considers it as an added value to the institution's development and performance. Furthermore, in a recent country report published by Eurydice, it is mentioned that "The education and training activities undertaken in Portugal for teaching and non-teaching staff as part of Erasmus are not yet formally recognized, although they can involve experience recognized in an academic context. It is important to invest in the general recognition of these missions, either as part of curriculum assessment, in the case of teachers, or within the context of performance evaluation, when talking about non-teaching staff."

Information from the Head of Unit/ Director

I, the undersigned, authorize the (name of the staff member), (position/ main tasks) at (service, unit, faculty) to perform the Staff Training (name of the STT), which will take place from XX to XX at (name of the host institution, country), taking into account the relevance it has for the staff performance and for the unit development, with the following topics:

Table 1 (80%)

Topics:	Little relevant (1)	Relevant (3)	Very relevant (5)

Table 2 (20%)

Never participated in a STT (5)	Has already participated in 1 STT (3)	Has already participated in 2 or more STT (1)

Coimbra, _____

Head of Unit/ Director,

(_____)

Note: please attach the mobility agreement for training as well as the programme of the training activity offered by the host organisation.

Staff Mobility Evaluation Form

Participant information	
Name and surname:	
Sending University:	
Office/ Department:	
Position:	

Training activity information	
Type of mobility:	<ul style="list-style-type: none"> <i>Organised staff training week</i> <i>Job shadowing</i> <i>Individual training</i>
Title/Subject:	
Hosting university:	
Period:	
Training hours:	

Ratings						
	1= Poor	2 = Fair	3 = Good	4 = Very Good	5 = Excellent	Not applicable
<i>Punctuality and training attendance</i>						
<i>Initiative</i>						
<i>Collaboration/ team work</i>						
<i>Expression and communication abilities</i>						
<i>Technical competencies</i>						
<i>If other, specify*:</i>						

** Add or delete skills as necessary according to the objectives, outcomes and impact described in the staff "Mobility Agreement for Training".*

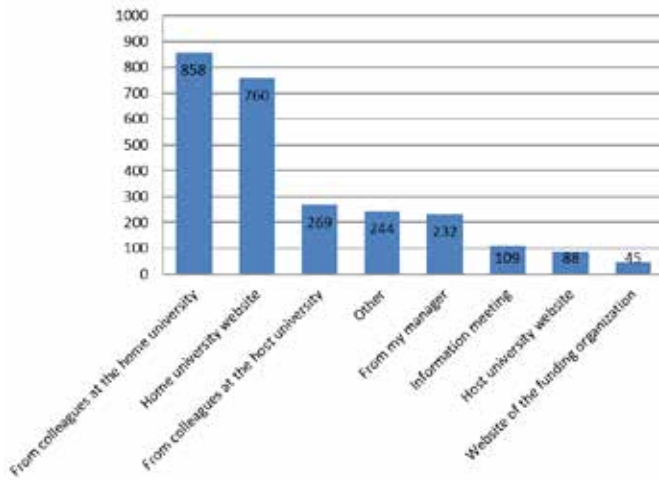
Average rating:	
------------------------	--

Overall Comments

Evaluation Panel Information	
Evaluated by:	
Position:	
Place and date:	
Signature and seal:	

The filled in Form must be attached to the "Mobility Agreement for Training" and the "Participant Report Form" at the end of the training.

How did you learn about this Erasmus short-term mobility programme?



P. 37 in the REALISE Comparative Analysis available from <https://realiseerasmusplus.fr/content/Comparative-Analysis>

Tool 4.3 - Covering Extra Costs

The financial issue is a constraint that comes first when undertaking a mobility activity under the Erasmus+ programme. This is true when it comes to Erasmus+ mobilities for students, but staff members are equally concerned by this problem, and even more given that very few complementary funding from regional or national institutions exist to top up the Erasmus+ programme's lump sums.

For the institution, covering extra costs, whenever possible, might be a way of lifting one of the main constraints to mobility activities in general.

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.3 Covering extra costs**Action 1 Arrangement of special funds to support mobile staff**

Target public	<input checked="" type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input type="checkbox"/> Both
Topics tackled by this action?	<input type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input checked="" type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input checked="" type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	Arrangement of special funds to support mobile staff
Development of the action	<p>According to your University staff mobility strategy:</p> <ul style="list-style-type: none"> - ask the rector delegates to define some priorities for staff mobility (e. g. focusing on incoming or outgoing? on EU or non-EU exchanges? academic or administrative staff?); - set up a working group in charge of preparing a document to be approved by the governing bodies establishing the funds available, criteria to be adopted for the distribution of funds (e. g. through central calls or departmental calls) and incentives to be given; - disseminate the information and implement the actions planned; - monitor and report annually the results and the use of funds and propose eventual adjustments to improve your plan of action.
Evaluation of the action	<p>At the University of Catania, the Institutional Erasmus Coordinator has proposed specific measures to increase financial support for STA outgoing mobility approved by the governing bodies (from about 20.000 to 40.000 Euros). The International Mobility Office (IMO) has made a</p>

<p>Evaluation of the action</p>	<p>comparative analysis on Italian universities' best practices (for STA outgoing mobility) in order to prepare a well-structured call with an increased UniCT financing.</p> <p>The University of Catania has doubled the E+ grants available (from 20 to 40 mobilities).</p> <p>Using the REALISE recognition table, the IMO has set up selection criteria and has launched a new call widely disseminated within the university.</p> <p>The activity is ongoing and, at the end of the academic year, IMO should report to the Institutional Erasmus Coordinator on the results of the action, best practices and critical points in order to improve the process for the next call.</p>
<p>Action tested by:</p>	<p>University of Catania, Italy</p>

Chapter: 4 ENCOURAGEMENT/RECOGNITION

Tool 4.3 Covering extra costs**Action 1 Arrangement of special fund to support mobile staff**

Target public	<input type="checkbox"/> Academic staff <input type="checkbox"/> Administrative and technical staff <input checked="" type="checkbox"/> Both
Topics tackled by this action	<input checked="" type="checkbox"/> Preparation before departure <input type="checkbox"/> Promotion of mobility <input type="checkbox"/> Experience sharing <input type="checkbox"/> Incoming mobility <input type="checkbox"/> Recognition of mobility <input type="checkbox"/> Mobility and personal development <input type="checkbox"/> Mobility and professional development <input checked="" type="checkbox"/> Mobility and Institutional strategy
Aim of the action	<p>- arrange extra funds to gather financial support for co-financing of staff mobilities, so extra financial support could be given to staff who have problems with co-financing of mobility (when Erasmus funds are not sufficient)</p> <p>- make suggestions for co-financing of staff mobility at faculty/university level</p> <p>- optimize financing of mobility activities in the frame of internationalization strategy of university</p> <p>- increase the number of STA/STT mobilitie</p>
Development of the action	<p>- get a global overview of available (Erasmus+) funds for mobility, including granted funds for STA/STT mobilities and funds from Erasmus+ Organisational Support</p> <p>- make an estimation for use of available funds</p> <p>- think of possible priority rules for funding (first time candidates, candidates who do not have opportunities for extra funding and similar)</p> <p>- arrange a meeting with responsible authorities at the university (HR, Secretary General, Head of IRO) and prepare proposals for extra funding of mobilities</p> <p>- At the University of Ljubljana these proposals were</p>

<p>Development of the action</p>	<p>made, contingent on the availability of funds at university level and pursuant to national law:</p> <ul style="list-style-type: none"> - priority for funding is given to first-time candidates - in order to optimize funding, the limit for funding is set at 7 days - priority of STT funding is given to non-academic staff (technical, administrative staff, librarians and similar) - extra funding of STA mobilities is possible from the teacher's personal research fund assigned to teachers on a yearly basis by their faculty - extra funding for STA/STT mobilities is possible with funds for Erasmus+ Organisational Support - extra funding for STA/STT mobilities is possible with left-over funds from other Erasmus+ projects - extra funding for STA/STT mobilities is possible with left-over funds from completed mobilities, since under Slovenian legislation we can pay Erasmus grants to staff only in the context of real costs and not as a lump sum as proposed by the programme, so in some cases staff do not use all approved funds
<p>Evaluation of the action</p>	<p>At the University of Ljubljana the IRO office is responsible for the application, performance and financial arrangements for Erasmus+ staff mobility. Selection of candidates is done on the faculty level on our recommendations. From previous years experience the approved funding is sufficient for all STA applications, on the other hand we have many more STT applications than available funds so we usually need to make a selection of candidates. It is also obvious that there is much more need for co-financing of STT mobilities, as in most cases candidates do not get extra funding from their employer (if the costs of mobility exceed the Erasmus+ grant). It has proved to be a good practice that we give priority for STT funding to non-academic staff and arrange extra funding as described.</p>
<p>Action tested by:</p>	<p>University of Ljubljana, Slovenia</p>
<p>National or local specificities that influenced the testing of this action</p>	<p>national payment and tax legislation, strategy of internationalization</p>

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