REALISE TOOLBOX

The REALISE Toolbox is an intermediary output part of the work carried out in the frame of the Erasmus+ Strategic Partnership REALISE by a consortium of 10 european universities:

- Université Paul-Valéry Montpellier, France (co-ordinating institution)
- Linköping University, Sweden
- Uniwersytet Warszawski, Poland
- Middlesex University, United Kingdom
- Universitat de Barcelona, Spain
- Universidade de Coimbra, Portugal
- Universiteit Gent, Belgium
- Univerza v Ljubljani, Slovenia
- Humboldt Universitat zu Berlin, Germany
- Universita degli Studi di Catania, Italy

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Toolbox background and aim

The international mobility of students and staff has a strong impact on academic quality, cross-border cooperation and governance. Until now teaching and training mobility of staff has not kept pace with expanding student mobility. The main responsibility for reforming and improving international mobility rests not only on national authorities but also on the local higher institutions. REALISE is a Strategic Partnership project funded by the European Commission involving 10 universities in Europe and a big number of associated partners.

- It supports active cooperation among Higher Education Institutions (HEIs) and between HEIs and local/national/European authorities to improve the implementation of staff mobility (teachers as well as administrative and technical staff) and the management of the Erasmus+ programme

- It undertakes activities to develop innovative practices to boost staff mobility, find ways to remove obstacles to mobility, and foster recognition in career development and rewards mechanisms

- It raises institutional awareness about the contribution of staff mobility to institutional strategies

Staff mobility is a significant means and incentive for professional development and institutional commitment. REALISE aims to embedding staff mobility in HEIs institutional strategies for modernisation and internationalisation. Staff mobility is a valuable opportunity for academic and non-academic staff to acquire new knowledge and develop new expertise. It contributes to language proficiency, furthers intercultural skills and strengthens employability. In this perspective, REALISE also contributes to the enhancement of Lifelong learning and highlights the social responsibility of HEIs.

REALISE aims to improve the implementation of staff mobility between HEIs across Europe and its regions. This includes better promoting the Erasmus+ programme opportunities, changing/upgrading practices, eliminating unnecessary barriers, defining together with the receiving institution the purpose and aims of staff mobility, evaluating the mobility period against its contribution to the partnership, fostering efficient recognition of gained experience through appropriate mechanisms, attracting more staff from foreign partners and making better institutional use of their presence, increasing outreach and visibility, and fostering international networks of excellence.

In order to reach these demanding but desirable outcomes REALISE has developed a Toolbox based on a Survey consisting of three components, a questionnaire, interviews with university management and an on-line questionnaire on staff mobility directed at international relations offices. In June 2017 we reached the number of more than 6000 respondents from all ten participating countries. The Toolbox includes 11 innovative tools with one or more related actions to be tested by partners and associated partners in order to set guidelines and procedures to enhance universities' practices in the implementation of the Erasmus+ programmes. After having tested and evaluated the results of

these 11 tools and related actions they will be presented in the "REALISE Handbook on higher education staff mobility". The REALISE Handbook will be a unique tool to be widely promoted among mainly European HEIs but also HEIs outside Europe might hopefully show their interest.

In this Toolbox there are 11 tools with related actions divided into four categories – Strategic issues, Management issues, Encouragement and recognition issues and finally Promotion and Dissemination issues. Each participating university or department sets up its own action plan to test the new practices/tools, i.e. adapts the Toolbox to the institutional and national context and specificities. As you can see the tools/actions include both quantitative and qualitative targets. Each partner tests the new tools/practices, i.e. implements its staff mobility activities using the tools/actions, processes and recommendations provided by the Toolbox.

There is a detailed presentation of each tool and its aim. The actions to be tak-en are described as well as the indicators for evaluation of the action(s). For some tools we have given examples of existing good practice related to the tool in question. These examples can of course be tested in a new environment or context.

At the end all 11 tools and 25 actions must have been tested, each at least by one institution/department.

After having tested and evaluated the tools/actions they will be presented to a broader audience in the "REALISE Handbook on higher education staff mobility". The main object with this Handbook can be summarized as:

- Identify and develop innovative practices regarding the implementation of the Erasmus+ programme for staff mobility

- To 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.

CHAPTER 1: STRATEGIC LEVEL

Improve the internationalization of HEI through staff mobility

Tool 1.1 Human Resources policy

- *Action 1: Career pathway for staff*
- *Action 2: Continuing Professional Development programme (CPD)*
- *Action 3: Motivation system*
- *Action 4: Evaluation and feedback*

Tool 1.2 Engaging management support

- *Action 1 : Involving managers in the selection process*
- *Action 2 : Identifying strategic aims to be supported by the mobility*
- *Action 3 : Introducing reporting mechanisms that ensure that the mobility receives acknowledgement and recognition from managers*
- *Action 4 : Appoint internationalization coordinators and create university-wide group*

Tool 1.1: Human Resources policy

Section	Strategic level ☒	Operational level : - Management ☐ - Promotion & Dissemination ☐ - Encouragement & Recognition ☐

Aim of the tool	The aim of this tool is to create or amend the existing HR policy so that it acknowledges staff mobility for teaching and training. HR policy, including potential promotion of staff mobility, should correspond with the university's mission and development strategy (e.g. regarding internationalization and better adjustment to the labour market). Also, organizational structure (as part of the HR policy) should facilitate staff mobility, e.g. it could contain the position of vice-rector for international affairs, international relations office, mobility coordinators/ offices at the departmental level, work forces for international matters.

Action 1 : Career pathway for staff			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description

- Find out if there is an existing policy on career development/promotion of employees with which this policy could be integrated.
- Identify any existing criteria for promotion/ pay rise (separate for administrative and academic staff).
- Bring forward a strategic plan for human resources 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).
- Academic staff: include teaching abroad (and potentially other activities enhancing internationalization) in the career development plan.
- Gather feedback on the effectiveness of the strategic plan for human resources development (e.g. from the employees, university leaders, managers and HR office).

Key contributors:
University management
Human Resource Service
Leaders & managers in Faculties & Services
Teams involved in enhancement of academic practice

Indicators for evaluation of the action

- Existing policies/ strategic plans including international mobility as part of the career pathway for staff (in this, criteria for promotion and pay rise).
- Tools for periodic evaluation of staff performance that contain the component of international staff mobility.
- Tools for the evaluation of international staff mobility as a step on the career pathway.

Action 2 : Continuing Professional Development programme (CPD)			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
- Find out if there is an existing policy on professional development with which this policy can be integrated.   - Include staff mobility as one of the types of staff training and acquisition of skills, necessary for professional development (continuous learning).   - Ensure equal access to staff mobility programmes opportunities (information, flexibility with regard to type of teaching research (academic staff) and replacement (academic and administrative staff).   - Clearly define conditions of participation in the mobility programmes.   - Create a system in which the results of staff mobility can be disseminated and applied by the academic community (and potentially by the university's partners).   - Periodically evaluate professional development of the staff members, e.g. realization of personal objectives and the department's goals. International mobility and its results could be treated as an important element. (list mobility types for academic and administrative staff that could be considered; specify who (deans, heads of units) sets requirements for both types of staff).   - Integrate the personal development programme into the strategic plan for career path development (containing well defined conditions for promotion and pay rise for employees who have participated in an international staff exchange programmes).   Key contributors: University management Human Resource Service Leaders & managers in Faculties & Services Teams involved in training and career development programmes

Indicators for evaluation of the action
- International staff mobility is explicitly mentioned in one or more HR policies.   - Any existing professional development (training) programmes for staff that support international staff mobility.   - Information on staff mobility programmes and criteria for participation in such programmes is widely available e.g. on the website.   - Existing tools for the evaluation of professional development of staff (e.g. personal objective statements, periodic evaluation, questionnaires).

Action 3 : Motivation system			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			

- Create a motivation system which rewards participation in staff mobility programmes
  E.g.
  - On completion of a mobility visit, the member of staff becomes a 'mobility champion'.
  - Champions lead on or contribute to promoting, guiding and supporting mobility in their area.
  - Champions are offered the opportunity of becoming members of a university-wide mobility focus group (e.g. a University Strategic Mobility Group, see Tool 1.2 – Action 4), giving them the opportunity to participate in University-level discussion on mobility.
- Integrate this and/or other pathways into a human resource policy in order to indicate how employees are rewarded for participating in mobility (See also action 2 of this tool)
- Define and announce conditions for pay rise or promotion for employees who participated in an international staff exchange programme.

- Create a system of rewards / recognition for mobile staff.

- Create categories of staff to be considered for rewards:
  - Reward staff who promotes exchange possibilities.
  - Reward staff who brings international students (as a result of their academic visits).
  - Reward staff who brings new project ideas (academic and administrative staff).
  - Reward staff thanks to whom your institution gets involved in projects etc.

- Types of rewards: monetary and non-monetary incentives:
  - Examples of non-monetary incentives: cf. becoming a "mobility champion" above (with a possibility for contributing in university-level discussion on mobility), acknowledgement in periodic reports (such as annual reports), vouchers, prizes, gift cards, paid training opportunities, chance to lead teams or tasks, award presentation in front of peers.
  - Monetary incentives for staff paid according to internal regulations (such rewards are aligned with organisational goals. Since internationalisation is one of the goals of the majority of HEIs, staff members who help an organisation achieve this goal, may earn a reward.

- Clearly define rewards regulations and conditions.

Key contributors:
University management
Human Resource Service
Leaders & managers in Faculties & Services

Indicators for evaluation of the action
- Existing motivation and reward systems that include the component of international

mobility of staff.
- Any actions taken by the university's staff members to promote and support mobility in their area.
- Membership/participation in a university mobility group and any actions led on or contributed to at that level.

Action 4 : Evaluation and feedback			
Chronology	Before mobility ☐ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Gather feedback on your HR policy regarding a motivation system that rewards international mobility of staff. • Evaluate periodically its effectiveness and discuss how to improve it in the future.			
Indicators for evaluation of the action			
- Any existing tools for gathering feedback from staff regarding their participation/ non-participation in mobility programmes (this may refer to the pre-, during- and post-mobility phase) and how this affects their careers. - Any existing tools for the evaluation of matters related to staff mobility such as: climbing career ladder, professional development, availability and efficiency of existing mobility programmes, and the like.			

Examples of existing good practices related to the tool 1.1 Resources Policy

Example 1	
Name of University	University of Ljubljana
Short description of the good practice	Teaching abroad is one of the requirements that are taken into consideration (obligatory requirements) during assessment of teaching academic staff.
Contact person	Urska.Ravnik@uni-lj.si

Example 2	
Name of University	University of Warsaw
Short description of the good practice	CPD of staff is included in the University's development strategy.
Contact person	ewa.rak@adm.uw.edu.pl

Example 3	
Name of University	Université Paul-Valéry Montpellier 3
Short description of the good practice	Some international activities give a few points for annual career progression (for academic staff): creation of internal programmes, being in charge of international programme, coordinating exchanges (more than 10 students involved)
Contact person	erasmus-admin@univ-montp3.fr, erasmus-coord@univ-montp3.fr

Tool 1.2: Engaging management support

Section	Strategic level ☒	Operational level : - Management ☐ - Promotion & Dissemination ☐ - Encouragement & recognition ☐

Aim of the tool	Create an environment where the support from management to participate in staff exchange programmes is clearly presented; and different from the situation so far at the university or department/unit.

Action 1 : Involving managers in the selection process			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Define a period during which candidates will participate in the pilot. • Include a box on the application form for a statement and signature from the manager. • Ask the relevant dean / head of service for final approval. • Prepare a mini questionnaire to ask the involved heads of offices/departments if they feel it is useful to ask their opinion, if they are more aware of the programme, etc…			
Indicators for evaluation of the action			
- Number of STA applications that have been signed by the department/faculty director. - Number of STT applications that have been signed by the head of office. - Number of STA mobilities approved. - Number of STT mobilities approved. - Level of awareness increased among the heads of office (admin). - Level of awareness increased among the heads of office (acad).			

Action 2 : Identifying strategic aims to be supported by the mobility			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Ask one faculty to identify strategic aims to be supported by academic mobility. • Ask one administrative service to identify strategic aims to be supported by academic mobility. • Organize at least one STA mobility fitting with the strategic aim. • Organize at least one STT mobility fitting with the strategic aim. • Prepare a questionnaire for the management and one for the beneficiaries to check their satisfaction with the mobility and to check if there was some impact for the faculty/service.			
Indicators for evaluation of the action			
- List of strategic aims defined. - Number of mobilities that took place in this frame. - Level of satisfaction (on both sides). - Impact and benefits identified.			

Action 3 : Introducing reporting mechanisms that ensure that the mobility receives acknowledgement and recognition from managers			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
- Prepare an evaluation report including questions referring to the original objectives outlined in the application – how these were implemented during the visit – what were the outcomes and impact on themselves and on the strategic aims, the discipline/department/service.   - Collate this in an evaluation report.   - Send to approver.   - Make & carry out a plan of dissemination for the reporting from beneficiaries (newsletter, meetings, events, etc).

Indicators for evaluation of the action
- Staff feel that their mobility is valued by their manager and colleagues.

Action 4 : Appoint internationalisation coordinators and create university-wide group			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
- Appoint an internationalisation coordinator in each or selected departments in order to facilitate and support staff exchange. As a pilot action: start with 4-5 coordinators (including both academic and administrative representative). This could be then extended to all departments and services.   - This can be a formal appointment, requiring approval of deans (and possibly service heads), with possible budgetary implications if any time allowance is agreed.   - Alternatively, these can be less formal appointments but rather enthusiasts who volunteer.   - Bring them together to develop a multi-disciplinary, university-wide strategic mobility group: - Include representative from different academic subject areas and from key services.   - Share information and feedback with the Group, developing a hub of expertise and providing continuity.   - Dissemination which can often remain department-based is shared more widely via this inter-departmental Group, exposing staff to a wider range of experiences & laying the foundations for more cross-disciplinary activities.   - The Group provides a resource hub for promotion & dissemination activities e.g. can be called on to contribute to events such as staff training weeks, study abroad workshops, audits etc.

Indicators for evaluation of the action
- Minutes of meetings.

-	Reports to University Boards.
-	Participation in dissemination activities and promotional events.

Example 1	
Name of University	University of Catania
Short description of the good practice	The University of Catania has organised since several years an experimented internationalisation coordinators working group including one or more professors and one or more administrative units in each department. The head of the working group, which is the Erasmus institutional coordinator, supported by the Rector's delegates for internationalisation, organises meetings on a regular basis in order to discuss the focus points and the priorities of the internationalisation process of the University of Catania. This regular dialogue between academic and administrative staff of the university has been fruitful and effective, especially with regards of international exchanges.
Contact person	Prof. Adriana Di Stefano - Erasmus Institutional Coordinator: adistefano@lex.unict.it Transversal support on University of Catania best practices: Dr. Cinzia Tutino (cinzia.tutino@unict.it) and Nicoleta Pascu (n.pascu@uncit.it)

Example 2	
Name of University	University of Warsaw
Short description of the good practice	Signature of a faculty head (dean) on the ranking list of candidates for a STA/STT mobility is obligatory. Ranking lists are prepared by mobility coordinators at faculties/institutes
Contact person	ewa.rak@adm.uw.edu.pl

Example 3	
Name of University	Middlesex University
Short description of the good practice	(Action1) This process was introduced at MDX in 4 years ago – before this we had no formal selection process and applications were ad hoc. It has increased the number of new participants and the awareness and interest of many of our Deans/Heads of Service.
Contact person	s.ball@mdx.ac.uk

CHAPTER 2: MANAGEMENT

Tool 2.1 Identification of key partners and definition of mobility goals

- *Action 1: Analyse mobility flows*
- *Action 2: Define mobility goals and enhance the outcomes of the mobility of staff*

Tool 2.2 Replacement at work

- *Action 1 : Ensure the replacement of outgoing academic staff on mobility*

Tool 2.3 Hosting international staff and preparing staff to go abroad

- *Action 1 : Organise the welcome of incoming staff*
- *Action 2 : Organise activities to prepare staff to go abroad*

Tool 2.4 Incoming staff data collection

- *Action 1 : Keep record of the Erasmus incoming staff mobility flows*

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

Section	Strategic level ☐	Operational level : - Management ☒ - Promotion & Dissemination ☐ - Encouragement & Recognition ☐

Aim of the tool	Help HEIs to identify the partners that suit best their strategic mobility targets and define mobility goals under the Erasmus programme.

Action 1 : Analyse mobility flows			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description

Analysing mobility flows can be a good starting point to help you to identify your key partner Higher Education Institutions.

- Select a cohort of incoming and outgoing staff and student mobility flows, under Erasmus, over a certain period of time, to be defined by you, and focus your analysis on the following trends:
    - Which partners receive more or less or no students and staff (teaching and technical) from your own institution.
    - From which partners do your own institution receive more or less or no students and staff (teaching and technical).
    - Which partners are inside or outside your own institutions' strategic networks.

- Based on the results, you can decide or help your institutions' top management level to decide which partnerships should be reinforced, kept or terminated, in order to establish a manageable list of strategic partners with a view to obtain concrete results, such as mobility target numbers, improved teaching practices, joint projects, curriculum development, joint publications, placement opportunities, etc.

If you do not have or are not currently using any specific application/ software for the analysis of this kind of data, we suggest the use of UCINET (Software for Social Network Analysis)* and NetDraw (Network Visualization Software)*.

* The references are:
Borgatti, S.P., Everett, M.G. and Freeman, L.C. (2002). Ucinet for Windows: Software for Social Network Analysis. Harvard, MA: Analytic Technologies.
Borgatti, S.P. (2002). NetDraw Software for Network Visualization. Analytic Technologies: Lexington, KY

Indicators for evaluation of the action

The institution used the data analysis and:
- Produced a list of strategic partner HEIs.
- Defined categories of outgoing staff to visit the selected partner HEIs.
- Defined categories of incoming staff to be invited from the selected partner HEIs.

Action 2 : Define mobility goals and enhance the outcomes of the mobility of staff			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description

- Set a list of objectives and expected results that mobile staff has to achieve during a period of mobility abroad under Erasmus.
- Select staff that is available to commit to the achievement of those results.

Examples of expected results for **academic staff** are:
- Learn more about the partners' pedagogic practices, teaching methodologies, curricula and student assessment criteria;
- OR increase of the mobility flows;
- OR start of new study level/ staff category mobility flows;
- OR prepare a joint paper/ article/ chapter of publication;
- OR prepare an international joint event (e.g., Conference, Congress, Workshop)
- OR start the basis for a new curriculum development;
- OR implement new/ innovative teaching methods;
- OR establish joint supervision of master, PhD students and post-doc fellows;
- OR make places available for incoming/ outgoing traineeships.

Examples of expected results for **administrative and technical staff** are:
- Implement/ share new/ innovative working methods;
- OR give inputs to improve procedures;
- OR create new procedures, guidelines;
- OR produce a benchmark report or a set of recommendations on a given subject;
- OR establish direct channels to handle particular admin/ technical bottlenecks regarding student/ staff mobility between the partner institutions;
- OR know directly the university and city facilities for students and professors;
- OR increase the mobility flows.

Indicators for evaluation of the action

- The HEI produced a list of expected results to be achieved by teaching and technical staff.
- The HEI integrated the list of expected results in the teaching and technical staff Erasmus contracts.
- The relevant unit of the HEI asked for a written report on the achievement of the results and held a meeting with the returning teaching/ technical staff to discuss the report.
- The relevant unit of the HEI made follow-up of the implementation of the results by the returning teaching/ technical staff.

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Examples of existing good practices related to the tool 2.1 "Identification of key partners and definition of mobility goals"

Example 1	
Name of University	University of Coimbra (UC)
Short description of the good practice	At UC, social sciences academics are using UCINET (Software for Social Network Analysis) and NetDraw (Network Visualization Software) to make sociometric analysis. Our mobility focus group believes this software can also be used to analyse mobility flows and its connections.
Contact person	Rita Maia: rmaia@uc.pt

Example 2	
Name of University	Ghent University
Short description of the good practice	At Ghent University the tool develeped to identify key partners is called e QuATIC, additional information can be found here: http://www.equatic.ugent.be/project/.
Contact person	An Van Laeken : An.VanLaeken@UGent.be (or Paul Leys)

Tool 2.2: Replacement at work

Section	Strategic level ☐	Operational level : - Management ☒ - Promotion & Dissemination ☐ - Encouragement & Tecognition ☐

Aim of the tool	Help HEIs to solve the replacement issue of outgoing staff during a mobility abroad.

Action 1 : *Ensure the replacement of outgoing academic staff on mobility*			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☐
Action description			
- Guarantee that parts of certain course units/ modules can be evaluated based on assignments, conference attending and reporting, field work, company visits, under the supervision of student tutors, PhD students, or teachers other than the mobile teacher responsible for the course unit/ module. - Make this practice and information official and public to all students and staff of your institution.			
Indicators for evaluation of the action			
- The Academic Unit/ University of the outgoing teacher made this option official and public, for instance in the course unit/ module's description online. - The Academic Unit/ University of the outgoing teacher produced an official written authorization for the replacement teacher/ student tutor/ PhD student. - The outgoing teacher prepared the guidelines for the students' work during the time he/she will be abroad and made the necessary arrangements with an authorised colleague/ student tutor/ PhD student. - The teacher/ student tutor/ PhD student that substitutes the outgoing teacher as well as the students present a report of the activities/ work developed in the absence of the outgoing teacher.			

Examples of existing good practices related to the tool 2.2 "Replacement at work"

Example 1	
Name of University	University of Coimbra (UC)
Short description of the good practice	At UC, social sciences academics are using UCINET (Software for Social Network Analysis) and NetDraw (Network Visualization Software) to make sociometric analysis. Our mobility focus group believes this software can also be used to analyse mobility flows and its connections.
Contact person	Rita Maia: rmaia@uc.pt

Tool 2.3 Hosting international staff and preparing staff to go abroad

Section	Strategic level ☐	Operational level : - Management ☒ - Promotion & Dissemination ☐ - Encouragement & Recognition ☐

Aim of the tool	Help HEIs to organise and host incoming staff mobility and prepare staff to go abroad, under Erasmus.

Action 1 : Organise the welcome of incoming staff			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description

- Make the procedures and conditions for accepting incoming staff public on your HEI website.
- Prepare the agenda of the STA/ STT activity and a practical info kit and send them to the incoming academic/ technical staff before their arrival.
- Make sure you have briefed all colleagues involved in the hosting of the academic/ technical staff and give them the agenda and guidelines/ check-list of actions to be performed.
- Make sure the technical and logistic conditions are in place.
- Organise a welcome reception. Include all or at least some of the hosting colleagues, if possible.
- If the STA/ STT activity includes several departments/ services try to take the incoming staff to the relevant facilities instead of having all meetings in one single room.
- Leave space in the agenda for open debate and evaluation of the STA/ STT activities (ask incoming staff to fill in a short evaluation questionnaire either in paper or online).
- Insert in the programme a social activity (it gives the participants the opportunity to discuss some issues in an informal way. Also organize a short visit of the city; it is useful for the participants to discover the highlights of the city where their students are going to study (visit of the campus, student facilities, etc.).

Indicators for evaluation of the action

- Webpage with the procedures and conditions for accepting incoming staff.
- Copy of the agenda of the STA/ STT activity and a practical info kit.
- Guidelines/ check-list of actions to be performed by hosting colleagues involved.
- Copy of evaluation questionnaire.

Action 2 : Organise activities to prepare staff to go abroad			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description

- Make the procedures and conditions for outgoing STA/ STT staff mobility public on your HEI website.
- Provide outgoing staff with a kit with practical information and useful tips.
- Provide foreign language courses for free or at reduced prices for outgoing staff.
- Provide workshops/ webinars/ online courses on intercultural communication, international education and cooperation for free or at reduced prices for outgoing staff.

Indicators for evaluation of the action

- Webpage with the procedures and conditions for outgoing STA/ STT staff mobility.
- Kit with practical information and useful tips.
- Provision of foreign language courses for free or at reduced prices for outgoing staff.

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- Provision of workshops/ webinars/ online courses on intercultural communication, international education and cooperation for free or at reduced prices for outgoing staff.

Examples of existing good practices related to the tool 2.3: "Hosting international staff and preparing staff to go abroad"

Example 1	
Name of University	University of Helsinki (proposal: Coimbra University)
Short description of the good practice	For the organisation of non-academic staff training weeks, check the good practice handbook published by EAIE: "A hands-on guide to organizing non-academic staff training weeks" at https://www.eaie.org/eaie-resources/library/publication/Internationalisation-handbook/guide-organizing-non-academic-staff-training-weeks.html
Contact person	Tiina Kosunen (tiina.kosunen@helsinki.fi)

Example 2	
Name of University	University of Catania
Short description of the good practice	The University of Catania has defined a clear procedure for accepting incoming staff, both academic and administrative, available in the website. Moreover, in coordination with the hosting departments, if necessary, organises a welcome reception when a welcome kit is provided. One of the university best practice is the organisation of an annual staff week, devoted to deepen specific themes related to the internationalisation process. This activity involves in relevant way one or two departments per edition and includes also decentralized meetings/round tables in order to make the participants knowing better and eventually using the university facilities. Part of the staff week programme is devoted to social activities, such as short visit of the city, Etna excursion, etc.
Contact person	Dr. Maria Luisa Leotta (mluisa.leotta@unict.it) Transversal support on University of Catania best practices: Dr. Cinzia Tutino (cinzia.tutino@unict.it) and Nicoleta Pascu (n.pascu@uncit.it)

Tool 2.4: Incoming staff data collection

Section	Strategic level ☐	Operational level : - Management ☒ - Promotion & Dissemination ☐ - Encouragement & Recognition ☐

Aim of the tool	Help HEIs to collect their Erasmus incoming staff mobility flows

Action 1 : Keep record of the Erasmus incoming staff mobility flows			
Chronology	Before mobility ☐ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
- Design and implement a mobility tool to register Erasmus incoming staff mobility flows (this tool could be based on the Erasmus mobility tool that your HEI has to use to register outgoing staff mobility flows under Erasmus, but include only fields to write 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). - Make the use of this tool compulsory across your HEI to academic and admin/ technical staff hosting Erasmus STA/ STT incoming staff colleagues.			
Indicators for evaluation of the action			
- Incoming staff mobility tool designed and implemented (it can be an excel database or other more sophisticated application according to each HEI's possibilities). - Copy of leadership/ HR order making the use of the tool compulsory across the HEI. - Copy of tool dissemination activities. - Evidence of the tool filled in.			

Examples of existing good practices related to the tool 2.4 "Incoming staff data collection"

Example 1	
Name of University	University of Catania
Short description of the 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.
Contact person	Dr. Maria Luisa Leotta (mluisa.leotta@unict.it) Transversal support on University of Catania best practices: Dr. Cinzia Tutino (cinzia.tutino@unict.it) and Nicoleta Pascu (n.pascu@uncit.it)

CHAPTER 3: PROMOTION AND DISSEMINATION

Tool 3.1 Increasing visibility of staff mobility programmes

- *Action 1 : Creation of promotion scheme for staff mobility programmes*
- *Action 2 : Dissemination of international staff exchange experiences*

Tool 3.2 Set of communication actions

- *Action 1: Promotion of international exchange opportunities for staff through building supporting communication with targeting audience*
- *Action 2: Dissemination of international staff exchange experiences through communication actions*

Tool 3.1: Increasing visibility of staff mobility programmes

Section	Strategic level ☐	Operational level : - Management ☐ - Promotion & Dissemination ☒ - Encouragement & Recognition ☐

Aim of the tool	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.

Action 1 : Creation of promotion scheme for staff mobility programmes			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Publish on the website a detailed planning of international mobility offer. • Distribute the information about international exchange opportunities through on-line newsletters, flyers and other printed or on-line materials on the subject. • Create a multimedia tool (webpage, forum, social media group) for the information exchange and to build up a bridge between experienced staff and newcomers. • Create a list of new ways to promote the positive sides of participation in staff exchange programmes either to all staff or to a selected group of staff.			
Indicators for evaluation of the action			
- Number of visits to the website. - Report on the target group definition criteria (in case when the specification of targeting group of staff is needed). - Number of access to the multimedia tool. - Percentage of employees who have responded to the new letter from total number of employees who have received it. - Percentage of the responded to the newsletter employees who as a result have taken part in the exchange program. - The number of each type of events pro semester. - Number of employees involved in events. - Number of all possible ways of promotion.			

Action 2 : Dissemination of international staff exchange experiences			
Chronology	Before mobility ☐ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Publish an article about international staff exchange experience in the newsletter or newspaper/magazine of the university/faculty/department. • Make a wall paper or photos exhibition inside of department/faculty presenting the results of staff mobility exchange programmes.			
Indicators for evaluation of the action			
- Number of articles wrote by the defined employees and published on the website of the university (or/and of the faculty/department) per semester. - Number of each type of events pro semester pro faculty/department.			

Example 1	
Name of University	Ghent University
Short description of the good practice	UGent uses the website of IMOTION to promote staff weeks: http://staffmobility.eu/
Contact person	Carole Picavet: carole.picavet@UGent.be

Tool 3.2: Set of communication actions

Section	Strategic level ☐	Operational level : - Management ☐ - Promotion&Dissemination ☒ - Encouragement & Recognition ☐

Aim of the tool	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.

Action 1 : Promotion of international exchange opportunities for staff through building supporting communication with targeting audience				
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐		**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description				
- Organize a program of pre departure information and training sessions for the employees who never took part in staff exchange problems. - Organize regular informal meetings for the discussion of the international exchange experiences between the employees, who participated in the exchange programs. - Arrange regular formal meetings in order to inform staff (all or selected group of employees) about potential exchange opportunities in the near future or integrate the information module focused on potential staff exchange opportunities in the existing regular meetings. - Arrange an Erasmus staff day (at the faculty or university level), where are presented possibilities of mobility, invite staff who participated and present their experience, invite guests from partner universities. In the frame of event promote positive sides of staff exchange.				
Indicators for evaluation of the action				
- Number of participants in the pre departure and welcome back activities. - Number of informal meetings organised by the international office per chosen period (3 months, 6 months or 1 year). - Number of the participants per meeting or any other event. - Evaluation questionnaire developed for Erasmus staff day.				

Action 2 : Dissemination of international staff exchange experiences through communication actions				
Chronology	Before mobility ☐ During mobility ☐ After mobility ☒		**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description				
- Provide consultations and any other support needed for the returning employee to do the public presentation of his/her experiences during the exchange in line with the chosen mode of dissemination at the home university. - Organize welcome back 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 acquire updated information on partner universities. - Organize welcome back events such as multicultural breakfast, cocktail or happy hours.				
Indicators for evaluation of the action				
- Number of consultations (oral and written) provided by the international office for the returning employee. - Number of each type of events pro semester pro faculty/department. - Number of employees involved in events. - Number of participants to the satisfaction questionnaire.				

Examples of existing good practices related to the tool 3.2 "Set of communication actions"

Example 1	
Name of University	Linköping University
Short description of the good practice	Promotion Tour to all levels at the university. Articles about mobility on the internal news website and the mobility web pages. "Cake with Erasmus" informal information session about Erasmus in the Library.
Contact person	Lotta Kåvemark: lotta.kavemark@liu.se

Example 2	
Name of University	University of Barcelona
Short description of the good practice	Annual meeting to share training mobility experiences (administrative staff)
Contact person	dguellc@ub.edu, eguillamon@ub.edu

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*

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*
- *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 internationalization activity, and planning of consequent training activities*
- *Action 3: Definition of staff exchange benefits and of the ways to be used for 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*
- *Action 5: Creating, enhancing and sharing motivation to participate to exchange programs*

Tool 4.3 Covering extra costs

- *Action 1 : Arrangement of special fund to support mobile staff*

Tool 4.1: Mobility recognized as training hours

Section	Strategic level ☐	Operational level : - Management ☐ - Promotion & Dissemination ☐ - Encouragement & Recognition ☒

Aim of the tool	Encouragement of the employees participated in the international exchange staff programs.

Action 1 : Creating a scheme of recognition internatonal staff mobility hours as training hours			
Chronology	Before mobility ☐ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Create the offers of international staff exchange possibilities where participation will be recognized as training hours in the employee's individual work plan			
Indicators for evaluation of the action			
- Number of all exchange possibilities where participation will be recognized as training hours in the employee's individual work plan. - Percentage of described exchange possibilities from the whole number of exchange possibilities.			

Examples of existing good practices related to the tool 4.1 "Mobility recognized as training hours"

Example 1	
Name of University	University of Barcelona
Short description of the good practice	Recognition of staff training mobility as 35h training hours
Contact person	dguellc@ub.edu; eguillamon@ub.edu

Tool 4.2: Career progression

Section	Strategic level ☐	Operational level : - Management ☐ - Promotion & Dissemination ☐ - Encouragement & Recognition ☒

Aim of the tool	Recognition of the benefits from the participation in international staff exchange programs in order to improve mobility and to facilitate the involvement of less internationalized employees categories and setting up an accreditation system of international mobility experiences in the employees' professional dossier.

Action 1 : Planning an effective distribution of mobility funds, focusing on employees categories that need to increase the participation to international exchange programs			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• To plan an effective distribution of mobility funds taking into consideration categories that need to increase the participation to international activities, according to the strategic plans of the sending institution.			
Indicators for evaluation of the action			
- Increase in funds devoted to the staff mobility.			

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 internationalization activity, and planning of consequent training activities			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• To define a list of specific targets to be achieved by a group of staff members who generally never participate in any kind of internationalization or staff exchange. • To create a list of certain skills that will be enhanced and recognized by participating in international staff exchange for a selected category of staff; each skill and its benefits for each groups of employees will be well-defined. • To improve competencies of the less internationalized employees in order to make them easy to perform their task (language courses; training on international mobility matters; intercultural training activity; information session in order to get better knowledge of hosting institution).			
Indicators for evaluation of the action			
- Number of targets to be achieved. - Number of defined skills. - Weight of defined skills for the career progression. - Number of benefits from each skill for each group of employees. - Number of participants to training activities. - Satisfaction questionnaire on training activities distributed to the less represented categories.			

Action 3 : Definition of staff exchange benefits and of the ways to be used for career progression			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☐	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
• To describe the benefits of staff exchange. • To define how the international mobility experiences can be used for career progression.

Indicators for evaluation of the action
- Number and weight of the defined benefits. - Central administration/department/faculty employees rating. - Percentage of the employees who as a result will participate in a staff exchange program. - IRO/HR annual reports on effective recognition of mobility for the career progression. - Percentage of the employees who as a result will participate in a staff exchange program.

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			
Chronology	Before mobility ☒ During mobility ☒ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
• To define a recognition table with different grades for the evaluation by the hosting structure of the performance of the staff unit (e.g. thematic and linguistic competencies; availability and flexibility, intercultural skills). Download the template here. • To create a commission within the HR division for the recognition of the evaluation certificate in the employees' professional dossier.

Indicators for evaluation of the action
- Number of staff members using the recognition table for evaluation after mobility. - Number of positive evaluation and further availability to welcome other staff members by the partner institutions. - Number of staff members having recognition for career progression in their professional dossier. - HR division annual reports.

Action 5: Creating, enhancing and sharing motivation to participate to exchange programs			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒

Action description
• To create, enhance and share motivation to participate to staff exchange programs, through specific activities /events (and tool 3.2 actions).

Indicators for evaluation of the action
- Number of participants especially for the less represented categories. - Percentage of the employees who as a result will participate in a staff exchange program.

Tool 4.3: Covering extra costs

Section	Strategic level ☐	Operational level : - Management ☐ - Promotion & Dissemination ☐ - Encouragement & Recognition ☒

Aim of the tool	Encouragement and support of staff mobility.

Action 1 : Arrangement of special fund to support mobile staff			
Chronology	Before mobility ☒ During mobility ☐ After mobility ☒	**Target**	Academic staff ☒ Administrative and technical staff ☒
Action description			
• Arrange a fund to gather financial support for co-financing of staff mobilities (funds could be gathered from donators, contributions, etc.) so extra financial support could be given to staff who have problems with co-financing of mobility (where Erasmus funds are not sufficient).			
Indicators for evaluation of the action			
- Average amount of donation to the fund. - Number of donators. - List of donators.			