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# How to Improve the Implementation and Recognition of Transnational Mobility of Staff?

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## Based on key findings of the project REALISE

- REALISE: “Realising the potential of the international mobility of staff in higher education” <http://www.realise-erasmusplus.fr/>
- 3-year Erasmus+ Strategic Partnerships project, coordinated by the University Paul Valery Montpellier 3 (2016-2019), 10 EU partners.
- AIM:  
to improve the implementation and recognition of staff mobility in order to maximise its impact on both individuals and institutions.
- OUTPUTS:  
a set of survey tools to assess mobility practices; comparative quantitative and qualitative analysis of staff mobility across Europe; Handbook for improved implementation of the Erasmus+ programme for staff mobility; a training module; conclusions of the national / European policy dialogue.

## Specific aims

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

2 - Foster the recognition of mobility in the career development of academic, administrative and technical staff in HEIs.

3 - Raise institutional awareness about the added value of staff mobility and promote its contribution to HEIs' internationalization strategies.

# Methodology

## Survey questionnaire

Targeted at HEI staff members (teaching, administrative and technical), those who have participated in Erasmus programme and those who have not  
- over **6000 respondents** from **10 EU countries**.

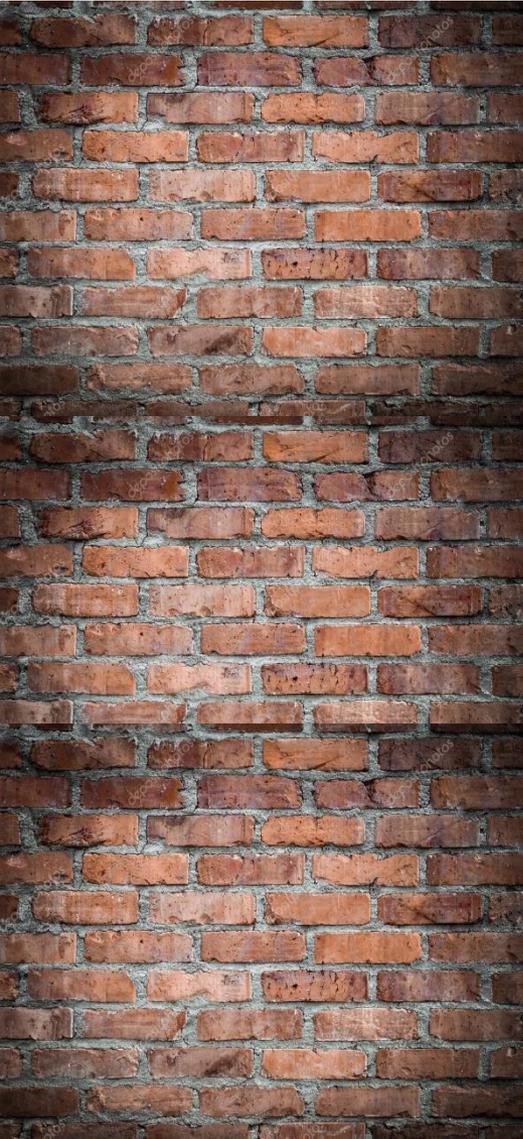
## Mapping Tool

Targeted at International Relations Offices in European HEI's in charge of the management of Erasmus staff mobility, quantitative and qualitative data; main figures; practices related to communication/promotion; funding; preparation, follow-up and exploitation of mobility; recognition in professional and career development; link with internationalisation strategy; data collection and quality monitoring of mobility activities  
- **61 HEIs** from **10 EU countries** participated

## Semi-structured interviews

Targeted at HEI top management (president/rector, vice-president/rector, head of faculty/office, e.g. human resources, staff training, career centre management, IRO); addressed both to persons familiar and not familiar with mobility activities for staff  
- **50 interviews** were conducted.

## Barriers to staff mobility



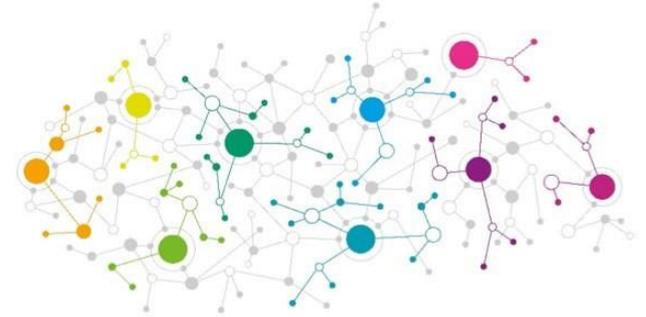
- Insufficient recognition through pay rise and job promotion.
- Needed more **support for staff mobility**  
e.g. simplified administrative procedures, family support, increased length of visits, better awareness of the emotions associated to the mobility experience, such as curiosity and fear.
- Insufficient funding.
- Problematic work arrangements  
- problems to find replacement, too high workload.
- Poor promotion/ insufficient information.
- Lack of awareness of the benefits resulting from staff mobility, necessity to **link staff mobility with the university strategy**.

## Benefits



- High satisfaction with the mobility results, achievement of goals. Overall, 99% of the respondents met their expectations to the fullest.
- Strong impact with regard to professional development:  
e.g. mobility opened up a new platform for teaching observation, provided research opportunities and exposed administrative staff to different systems of management.
- Enhanced ability to solve problems, using the new knowledge, skills and qualifications acquired on mobility.

# Promotion and dissemination



- The main source of information about the programme is through the **word of mouth**.
- **Informal dissemination**, such as the sharing of information about the visit with colleagues, is the most popular means for disseminating the results of mobility.
- Formal dissemination of results of international mobility of staff is often insufficient.

# Recognition



- Overall perceived recognition is rather low:

barely more **than 1 in 3** people who have gone on mobility in the past 5 years feel their **experience has been highly valued and acknowledged by their institution.**

- **Main obstacle** to the recognition: **lack of awareness** of the benefits of mobility.

# Mobility value

## Mobility value

- enhancing the university's **educational mission** and improving society's **sustainability**
  - contributing to emotional **well being**
- providing opportunities for **personal development**
  - providing opportunities for **collaboration**
    - enhancing **skills**
- reaching **specific targets** (e.g. professional trainings)
  - favouring **problem-solving**.

84% of staff who know colleagues who have been on mobility recognise that Erasmus staff exchange has **helped them professionally**.

# Conclusions/ Recommendations

- Simplification of the administrative procedures.
- Providing more **family support** and **sensible work arrangements**.
- Solutions to find **replacement at work**.
- Better **communication**: from the basic **dissemination** of information to more complex perspectives on articulating the connection between **personal development and university strategies**.
- **Raising awareness** with regards to the benefits resulting from staff mobility on the individual and institutional level.

## Conclusions/ Recommendations 2

- Need to include staff mobility into the **strategies and development policies** of HEIs.
- Necessity to align mobility with experiences that can contribute to recognition through **promotion and career advancement opportunities**.
- **Much scope for connecting the impact of staff mobility with the university, faculty and service strategies**
  - the data show how faculties and services benefit from the outcomes of staff mobility often without fully recognising this (missed opportunities).
- The **impact on the general internationalisation** of any institution is evident - significant **motivation for attempting to reduce any barriers** to participation in staff mobility at institutional, national or European level.

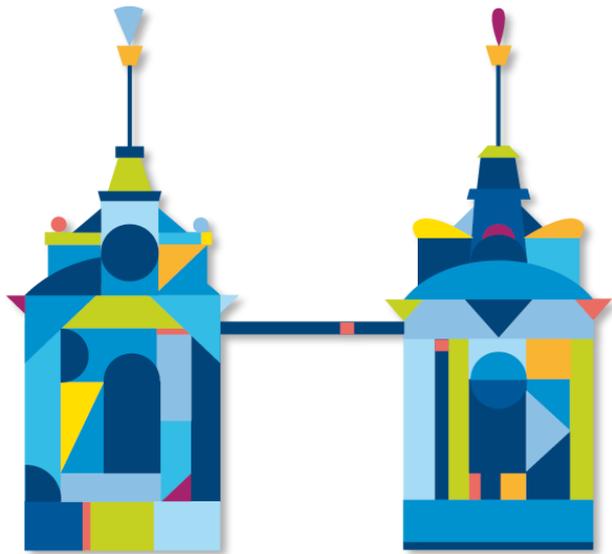
## Other issues

### ➤ Staff mobility during the pandemic

Challenges include:

- intensified virtual communication and education
- fatigue
- change management
- risk management
- safety and well-being matters

### ➤ Virtual/ blended staff mobility formats: implementation and recognition



# Questions?

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