

Workshop 1

Strategic approach towards staff mobility

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In this workshop we had participants from about 11 different countries, in two rounds: internationalisation officers, human resources experts and managers and some officers from Erasmus+ National Agencies. We started with two thematic inputs by Dominik Beisser, Technical University of Munich and Anneli Miljan, University of Tartu. After a general question & answer round we split up in three smaller groups to discuss the strategic topics. The main question was:

How can Higher Education institutions use staff mobilities as a tool towards achieving their Human Resource development plans/strategy and how should this be reflected in the internationalisation strategy or in the annual performance review?

What should be the three main points of attention or recommendation?

Three key points / recommendations, as a summary of the discussions:

1. **Information and inspiration:** Human Resource (HR) department and other management should be informed about the opportunities of the Erasmus+ programme for staff. And more: they should get inspired. Sending them abroad would be the best tool to reach that goal! This would be helpful for a top down approach. At the same time information and inspiration is needed for a bottom up approach: all kinds of staff, also non-teaching staff (administrative, technical, logistic) should be taken into account when organising informative and inspirational activities.
2. **Policy development and alignment:** the HR-development policy plan should be aligned with the internationalisation policy plan and both should be in line with the overall policy of the institution (Here size matters... some smaller institution may not have a HR or internationalisation policy plans yet. Developing these should be the first step). At the operational level this means that an international attitude/ orientation is part of the job description and that this international attitude and willingness to learn internationally is part of the institution's formal and informal culture.
3. **Recognition of learning through staff mobility:** international staff mobility should be recognized as a form of professional development in some way, either in salary or career opportunities (vertical or lateral), new task opportunities or in other ways... (depending on the institution). It should be part of the annual performance review, at the individual level (in the annual performance interview) and at the institutional level.