

DELIVERABLE D7.8

REPORT ON THE IMPLEMENTATION OF THE EMPLOYEE DEVELOPMENT PLAN (M39)

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Abstract	This implementation report describes the current state at EDUC partner universities after the first period of implementation of D7.7 (Employee Development Action Plan).
Keywords	Physical mobility; Mobility administration; Academic staff; Human Resources; Academic staff mobilities; Action plan; Implementation report

1. BEFORE THE MOBILITY – INITIAL PHASE

1.1 Information

1.1.1 Every employee is informed about the offer of all relevant mobilities in all the substantial details and in time.

Done

All partners have information regarding mobilities available and published on their websites. Academics often receive information about current mobility options through e-mail, newsletter, or can visit various informative events to learn about mobility opportunities. EDUC mobilities are extra promoted and given priority.

UP

- For academics: The EDUC team organizes annual calls for EDUC Mobility funds (supported by the national topping up funds of DAAD) to initiate or continue research and teaching projects. Another tool is the annual call for KoUp for internationalization with specific focus on EDUC partners to work on extended research funding. Communication is sent by email from the VPI office to all scholars, information with links to application form and procedure are published on the websites of the VPI, the IO and EDUC.
- For academics/administrative staff: Information on Erasmus+ funding for STA and STT are published on the website of the IO, including contact details, deadlines, and documents to be handed in. Dedicated information sessions for interested staff (teaching staff, administrative staff, PhD) are held each semester by the IO.
- For members of the Potsdam Graduate School, travel and participation costs to congresses, symposia, colloquia, summer schools, etc. to present their own research results as well as to exchange experiences with scientists from other research institutions can be covered.

UR1

- An annual call for project entitled “Financing of teaching and partnership development missions in Europe” is managed by the International Affairs Departments. The call specifies that “Priority will be given to missions towards EDUC partner universities in order to set up new partnerships”.
- The communication channels for this call are:
 - An email sent to Deans, Heads of Education departments, international correspondents (academics) and international offices of each faculty.
 - Documents and procedure are available on the Intranet of the university, accessible to all employees.

MU:

- There are annual multiple calls for international mobility of academic/administrative staff (Erasmus+ KA131 and KA171), MU created program Global Staff Mobility where EDUC partner institutions are given special priority.
- Communication done through multiple channels:
 - Websites: general MUNI website, Centre for International Cooperation, individual faculty websites with specific mobility sections (International Relations Offices)
 - University web portal: MU uses an interactive portal for its employees where also mobility opportunities are advertised. The portal has integrated calendar app that can send reminder in case of upcoming call for applications deadline.

- E-mail announcements: opened call (at MU or even for external funding providers) are usually announced via e-mail communication to relevant people responsible for mobility promotion, either faculty vice-deans and international offices or appointed departmental coordinators
- Newsletters: MU sends at least once per month an employee newsletter where mobility opportunities are regularly promoted with a high priority
- Erasmus info days, faculty promotional events and other in-person activities: throughout the year, various events takes place, mostly focused on students but information is available also for university staff
- Information about the mobility (documents, criteria etc.) are available at Centre for International Cooperation (CZS) website or university portal. CZS website is the one where the communication channels where users are directed.

UPN:

- The International Relations Office organizes three or four calls for applications per year, including all types of mobility: Erasmus, EDUC or for exploratory missions or partnership follow-up (professors only). These calls for applications are sent to all the staff and communicated to academic coordinators.
- These calls for applications are published on the website (public and staff one) and the relevant information as well. During the international forum, we organize meetings dedicated to staff members.
- EDUC destinations are given priority. Having a single call for applications allows us to use this type of funding more efficiently.

UNICA:

- Information on the Erasmus+ call for Academic (STA) and Administrative Staff (STT) are published on the official website (www.unica.it) by the International Students Mobility Office (ISMOKA) on annual basis. All the relevant documents are published on a dedicated page on our website.
- To avoid loss of information, right after the publication on the website, an e-mail is sent to all the academic and administrative staff.
- During the selection a priority is given to all the mobilities between EDUC partners.
- ISMOKA and EDUC staff also provide staff with all the necessary information regarding EDUC opportunities by publishing them on a dedicated page and by sending them an e-mail.

PTE:

- All Erasmus+ Call SMS, SMP, STA, STT are published on this website: <https://mobilitas.pt.e.hu/>, SMS, SMP have two application periods - February and September. STA: Depending on the budget, we can publish 3 or 4 application periods: March and August, October, January.

1.2 Systems, tools, processes – HR area

1.2.1 Employee Development Plans used (wherever it is possible)

1.2.2 Job description used (wherever it is possible)

1.2.3 Career path plans used (wherever it is possible)

In progress

Mobility is currently not considered as an obligatory or integral part of the EDP, job description or career path plans at all EDUC partner universities. However, most partners are working currently with their HR departments to integrate the mobility in academics' development plans/job descriptions/career paths where applicable, and in the meantime are supporting mobilities of academic staff through other means.

UP:

- The employee development plan at UP does not foresee mobility as an integral part of career development for administrative staff.
- Based on the constitutional principle of freedom of research and science (art. 3 German Constitution) and the high degree of self-determination and autonomy connected with the position as a professor at German universities, the freedom to choose one's own career path and steps is extremely high. Though international experiences might be ascribed a high symbolic capital in some disciplines, others might value it much less. Therefore, the employee development plan does not foresee mobility as an obligation while welcoming international teaching and research experiences offering financial means and support structures - mainly through Erasmus+ STA as well as a teaching & training programme for partner universities outside Europe.
- For young researchers, the Potsdam Graduate School offers a strategic mentoring programme based on a mentoring agreement that can, if considered conducive for the academic career of the respective scholar, include more or less extensive mobility periods.

UR1:

- Employee development plan: A pluriannual (2022-2027) master plan for training integrates, among others, the strategic opportunities offered by the EDUC alliance. This strategic document is set out annually in a training plan. The training plan integrates mobilities abroad as a tool for strengthening professional skills related to the exercise of one's profession.
- Job description: In order to fully integrate the international dimension in the role of teachers (mobilities being one possible activity related to this international dimension), the HR department is currently working on integrating a paragraph in the teacher's job description. *The teacher/researcher who is recruited is expected to participate in the international dimension of the institution and to develop his/her teaching activities in this sense. Thus, teachers and teacher-researchers are encouraged to teach all or part of their courses in English and to participate in the University's European and international outreach, in particular through physical and/or virtual teaching mobility, and the development of courses in collaboration with teachers and teacher-researchers from member universities of the European University EDUC.*
- Career path plans: Teachers depend on the National regulation (Ministry for Higher Education, Research and Innovation) regarding this aspect.

MU:

- MU uses annual Personal Evaluation which also includes aspects of employee development plan. International mobility is not part of the integrated development activities yet. It is, however, reflected in MU Strategic Plan by the Year 2028. One of the 6 priority areas is HR management and staff development. New career development plans are being developed by HR departments.

UPN:

- Discussions are ongoing at HR level to work on the Employee development plan and to include some activities as well developed with the EDUC alliance. These activities include staff mobility, job-shadowing, languages intensive courses, e-tandem system.

UNICA:

- As for UP, the EDP at UNICA does not foresee mobility as an integral part of career development for administrative staff.
- To the teaching staff now, we can guarantee:
 1. Recognition of a small contribution for research activities for the benefit of teachers who are committed to follow students on mobility.
 2. Recognition of an economic incentive for teachers who organize courses taught in English to increase our international academic offer.

PTE:

- Mobility is not mandatory but recommended. The university supports it from Erasmus+ KA131 or 171 scholarship. PTE also has a scholarship called Travelling Ambassador of the UP. Taking part in mobilities are stated in the profile of the teachers as a Academic Career Progression and also in the teacher self-evaluation system which was introduced for the whole university in 2022.

1.3 Academic staff training

1.3.1 Special set of training activities to support the mobility available and offered for academic staff

In progress

In general, EDUC partner universities do not offer general trainings for mobilities yet, although it certainly does not mean there is lack of training opportunities. Most universities provide pedagogical and research trainings, with some incorporating internationalisation element in it.

UP:

- At UP, the main target group for training in regard to teaching, research, science communication and management as well as team competence are young researchers (PhD, Post Doc). The Potsdam Graduate School offers an extensive programme of workshops, trainings and coachings that also extend to skills needed

for international experiences. Due to the individual nature of academic careers and target countries for a mobility period, there are no general trainings offered for a mobility itself.

UR1:

- The idea was submitted to the Department in charge of supporting teachers in their teaching activities (SUPTICE). One of the identified obstacles regarding the organisation of such dedicated training is the fact that teachers organise their mobility on an individual basis, which does not facilitate the setting up of collective training (calendar, timing, destination countries, etc.). It needs to be further thought out in relation with the main areas of competences of teachers. The EDUC teaching academy planned in EDUC II will work on a common EDUC framework in order to meet teachers' needs in terms of training at the alliance level. However, academic receive some training in the field of internationalisation (distance learning). In France, since 2018, lecturers receive mandatory training in pedagogy during their first year of practice. This training, aimed at equipping newly recruited lecturers with innovative teaching techniques, is based on group workshops and individual and personalised sessions. In the group workshops, 4 hours of training are dedicated to internationalisation and the exchange of good practice in distance learning. The aim is to help teachers grasp the strategic and pedagogical issues of internationalisation at both university and faculty level and to encourage the construction of partnerships in the field of training, drawing on their own partnership practices in the field of research as well as on existing mechanisms, particularly at European level. The second part of the workshop, which is more practical, consists of presenting the various possible pedagogical scenarios for teaching at a distance and the good practices to be retained for a successful learning experience for students.

MU:

So far there are no courses or workshops offered for MU employees specifically as a mobility preparation. For general competence and skill development, there are various centres at MU aiming to support staff but also students in this regard:

- MU's Competence Development Centre (CERPEK) offers various activities for development of teaching and other skills (<https://cerpek.muni.cz/en>).
- MU's Career Centre offers services for graduate students: <https://kariera.muni.cz/pro-studenty-a-absolventy/nase-sluzby>
- Centre for Language Education (CJV) offers language courses both for MU staff and students and public: <https://www.cjv.muni.cz/en>

UPN:

- So far, UPN does not provide any training activities for academic staff. Academic mobility is individually managed. We advised teachers to highlight the add value of such a mobility (other than research as it cannot be funded by ERASMUS +) and/or to look for colleagues in another university to make the mobility more suitable.
- Within the inter-office cooperation, our staff mobility officer would like to discuss with their counterparts to make each mobility easier.

UNICA:

- The academic staff participating in international mobilities have already all the necessary skills to go abroad and work successfully. To implement the number of

participants we are going to organize some training activities such as: courses aimed at improving the teaching skills in the English language, and in the management of classes that are increasingly expected will lead to an overall improvement in teaching in the university. In particular a great number of professors decide to provide the teaching in English having a docimological support with such a goal.

PTE:

- In PTE's international strategy the main point is to implement as many quality mobilities as possible in STA KA131,171. PTE does not provide any training activities for academic staff. Internal language trainings are organised on semester based mainly for administrative staff, but teachers also can join these courses.

1.4 Incentives

1.4.1 Additional funding besides Erasmus+ for Academic staff and their home faculties/departments

Done

All partners have additional funding for academic staff mobilities available, with special attention dedicated to EDUC mobilities.

UP:

- UP offers an annual call for EDUC Mobility Funds financed through the national topping up means as provided by the DAAD to initiate or continue teaching or research projects among EDUC partners. Besides, the annual KoUp funding through the budget of the Vice-President for International Affairs and Fundraising covers traveling to EDUC partners and associated partners. Moreover, trips to EDUC partners outside Europe (e.g. the new associated partners Nottingham Trent University and Precarpathian National University) can be funded through the Teaching & Training programme by the International Office.

UR1:

- In case the Erasmus+ funding is insufficient, it's up to each faculty to dedicate additional funding to fully cover the teacher's mobility. There is no strategic focus nor regulation given by the University governance regarding this aspect.
- Some specific fundings are dedicated to support teachers mobilities within the EDUC alliance, thanks to National topping-up from the French Ministry targeted at HEIs being part of a European University alliance. These extra-fundings are managed by the EDUC team.
- Mobilities outside of Europe are funded through a dedicated budgetary envelop managed by the International Affairs Department. A yearly call for participation is published.

MU:

- There's a centrally managed programme Global Staff Mobility allowing each academic and non-academic employee of the university to participate in international

mobility according to the university priorities. One type of the mobility that is supported with a special focus and priority is the one aimed at EDUC partner institutions.

- There are various faculty mobility support options (faculty funded mobilities) depending on each faculty's policy.
- For researchers, there are opportunities through topical programmes such as Masaryk Distinguished Chair for mobilities to Israel.
- We also provide also external funding opportunities support - DAAD, AKTION, Intergovernmental agreements etc.

UPN:

- Erasmus + is the main funding used to ensure teachers' mobilities.
- However, within the EDUC alliance, additional fundings are used to favor the academic mobility. The French Ministry of Research (ANR) is given these funds, especially any French university member of a European University alliance.
- Some professors are considering other specific funding (e.g French-German University)

UNICA:

- Outgoing mobilities are funded with ministerial additional funds and visits by lecturers and researchers for exchange and discussion of joint research activities are encouraged with regional funds.

PTE:

- The aforementioned "Travelling Ambassador of the UP" is an outgoing teachers fund.

2. PREPARATION AND REALIZATION OF THE MOBILITY

2.1 EDUC Fast track – adopted from task 7.1

2.1.1 Inter-institutional agreements on university level signed between EDUC partners wherever possible

2.1.2 First point contact services for academic staff provided by electronic or physical means

2.1.3 Appointment of EDUC contact person/people (not necessarily full-time employed only for EDUC)

2.1.4 Good IO availability: E-mails should be answered within 2 working days, physical assistance of IO with mobility issues provided on weekly relevant basis

2.1.5 80% of mobility grant paid in advance 1 week prior to departure (EDUC only), wherever possible and practical depending on type of grant/project etc.

2.1.6 Unified deadline for nominations and for publishing of course catalogue. Suggested date: 31 May of each year

2.1.7 Priority accommodation for incoming EDUC academics or assistance with accommodation

Done

All partners provide high-level service of their international offices both on central and on faculty level. Academic staff can rely on assistance with mobility administration, as well as payment of the grant or with accommodation (in case of incoming staff). Again, special care is provided to EDUC mobilities.

UP:

- Erasmus+ STA outgoing mobility for teachers/researchers is organized through the International Office at UP and for alliance mobilities by the EDUC Mobility Manager. Mobility costs can be covered by an advance payment of up to 80% of the anticipated costs. The IO offers concise information on its website, holds bi-annual information sessions and indicates a dedicated contact person.
- Incoming researchers/scholars are supported by the Welcome Center Potsdam offering comprehensive information, advice and support before, during and after the stay for international teachers and (young) researchers. The Center covers topics such as housing, childcare, health, administrative necessities or cultural welcome.
- The EDUC Mobility Manager serves as an additional point of contact for both Erasmus+ STA and STT mobilities.

UR1:

- First contact point for foreign teachers are at each faculty level.
- The Centre for International Mobility (CMI) is the service in charge of supporting teachers and researchers regarding their administrative issues (residence permit, social security, etc), as well as accommodation and leisure activities.
- In addition, the EDUC team have created a dedicated shared email address where staff and students can reach out and receive an answer within a very limited timelaps: educ-european-university@univ-rennes1.fr
- The E+ teaching mobility grants are paid in advance to the teachers, upon reception of the legal documents.
- The mobility costs related to “Partnership development missions” in Europe are paid in advance by the faculty of the teachers (travel tickets and accommodation booking). The financial support from the International Affairs department will be paid at the end of the mobility directly to the faculty after receipt of the certificate of attendance and a report.

MU:

- Outgoing and incoming teachers, researchers and also non-academic staff are supported by their respective faculties and by the mobility and the welcome office at Centre of International Cooperation at MU. The faculties and central offices have different roles in the mobility administration process, which is described on this link, together with step-by-step information how to proceed when the employee is interested in mobility: <https://czs.muni.cz/en/mu-staff>
- Once the academic employee has completed necessary documentation and their travel order (evidence in the university system that they plan to travel abroad), they can apply for up to 100% advance payment of their travel expenses.

UPN:

IO has a dedicated staff for both incoming and outgoing staff mobility, who is the first point contact (for EDUC as well).

- For outgoing, this colleague will manage all the paperwork. Outgoing staff can request a pre financing up to 70% at least 30 days prior to the departure date. It is calculated according to the existing cost packages (e.g. Erasmus) or forecasted costs. For EDUC funding, transportation is paid by the international relations office. The international relations office advances the expenses of its agents.
- For incoming staff, administrative formalities, if any, are taken care of by the inviting faculty/department/laboratory/office.
- There is no accommodation available for incoming staff, however, our welcome desk can advise on this matter and various daily life topics.

UNICA

- EDUC academic and administrative incoming staff can be assisted by a dedicated officer who offers assistance before, during and after the mobility. She can be contacted by email. All the Interinstitutional agreements have been signed. UNICA prepares as well guidelines for the administrative management of STT and STA mobility (Mobility agreement, recognition procedures, reimbursement of mission expenses) in collaboration with the other areas and offices of the University involved.

PTE:

- All mobilities to EDUC partners are in priority and financed by STA STT scholarships.

3. AFTER THE MOBILITY

3.1 Recognition of mobility

3.1.1 Mobility is clearly and transparently recognized as fulfillment of requirements of EDP, JD, Career track etc.

In progress

While recognition of mobility is considered a clear sign of support of mobility, partner universities do not recognize them yet in unified way. There are differences between administrative staff and academic staff recognition, with academic staff mobility recognition being a topic that some partners have to raise on national level in coordination with national authorities.

UP:

- AT UP, this applies only to the above-mentioned Mentoring Programme and Mentoring Agreement regulated on an individual basis and respecting the autonomy of individual career planning. Based on the public funding of and the strong stand of workers representation at German universities, open positions (both administrative and academic) always must be publicly advertised to guarantee a transparent recruitment process. This interferes with certain aspects of employee development.

UR1:

- Reflection to be carried out within the University, in connection with the national network, on how to better recognise/value mobility in teachers' careers.

MU:

- At MU, mobility of academic staff is considered a criterion in staff's career growth (e.g. to progress from Assistant Professor position to Associate Professor, the academic needs to have at least 30 days of mobility abroad), as well as in a potential salary growth. Motivation and support of academic and non-academic staff to gain experience abroad in the form of internships, work placements, blended mobility, etc. is also a part of MU's Strategic Plan for 2021 - 2028. This measure is reflected in various activities throughout the activities of Centre for International Cooperation and faculty international offices (motivation tools, new types of mobilities, revision of running programs) and MU in general (such as Program for University Strategic Management - PPSŘ).

UPN:

- Discussions are ongoing between Human Resources and the International Office to promote and recognize the mobility. For administrative staff, mobility should be recognized in the development plan. For academic staff, this is a national issue. Teacher training and recognition is underway at HR level.

UNICA:

- The university is still working on a full recognition on the mobility experiences, but due to ministerial rules it can't be done at local level.

PTE:

- The university HR directorate is working on the recognition of mobilities in a system called teacher self-evaluation.