

## 1. Overcoming existing barriers to staff mobility and achieving high quality staff mobility

<div><div><div>↓</div><div>→</div></div><div>Measures to overcome barriers and to achieve high quality mobility at different levels</div><div>Barriers to staff mobility occurring</div></div>	Policy level	Home institution	Host institution	Individual staff
At a general level				
Legal barriers (insurance, pension systems, immigration laws, visas also for family members, lack of international schools)	Portability of pension rights			
Lack of cultural attitude/appreciation of mobility	Integrate staff mobility in the quality assurance system/agreements on the financing of HEIs			
	Promote staff mobility and its outcomes, positive examples			
Lack of funding	Diversify the funding sources	Offer financial support for mobile staff		Diversify the funding sources
No transparent and attractive working conditions	Create a position “visiting staff”			
At the level of the home institution				
Substitute mobile staff		More flexibility		
Financial difficulties	Integrate staff mobility in the agreements on the financing of HEIs			

Administrative burden		Establish adequate and efficient administrative structures and processes	
Lack of quality of the mobility period		Evaluate the mobility period and the existing partnerships include staff mobility into the quality assurance system	
<b>At the level of the host institution</b>			
Lack of social integration of incoming staff			Provide welcome and support structures Openness
Administrative burden		Establish adequate and efficient administrative structures and processes	
Lack of quality of the mobility period		Evaluate the mobility period and the existing partnerships include staff mobility into the quality assurance system	
<b>At the level of the individual staff</b>			
Lack of available time		Introduce windows of mobility	
Life-cycle dependent mobility		Provide support adapted to the individual needs of mobile staff	
Poor language skills		Provide linguistic support	
			Enhance language skills

Lack of personal motivation and interest		Development of incentives positive reflection in professional appraisals international activities as part of personnel development plans	Provide interesting possibilities for an exchange	More curiosity, flexibility
Organisational issues: organisation of the mobility period, accommodation		Provide welcome and support structures		
				Take enough time for planning and organisation
Lack of recognition for career development		Positive reflection in professional appraisals, granting of additional responsibilities, develop incentives: monetary, career opportunities, recognition of teaching abroad, reduction of teaching hours international activities as part of personnel development plans		
Staff mobility on initiative of the individual, not the HEI		Formalise an institutional strategy for staff mobility and integrate it within the internationalisation policy		
Lack of information/promotion/visibility of mobility programmes esp. for administrative/technical staff	Inform on and promote staff mobility for all types of staff			