

ERASMUS STAFF COMPETENCES FRAMEWORK (ESCF)

The ESCF outlines the competences which university staff members that have been assigned tasks in the implementation of student mobility programmes should have or develop. Although the Erasmus programme is the most important frame of reference for the ESCF, its relevance is broader and extends to other student mobility programmes. The ESCF focuses on student mobility between higher education institutions. It does not focus explicitly on student mobility for traineeships, although the involvement of the world of work (in the form of companies and organisations) may be relevant for the completion of part(s) of a mobility programme with a partner university.

The staff competences have been described as 'can do statements' and should be read as follows: "The staff member who has task X (as listed in the vertical column) is able to (description of knowledge, skills, and attitude in the horizontal row).

The ESCF gives guidelines for proficiency of staff members in the English language. This is not to suggest that other languages, including the language of the home country, are not important. Where relevant, guidelines with regard to proficiency in other languages than English have been included under the heading Communication Skills.

The level of language skills has been defined with the use of the Common European Framework of Reference for Languages (CEFR). See: www.coe.int/en/web/common-european-framework-reference-languages/home.

For the description of the Digital Skills, The Digital Competence Framework for Citizens (2.0 and 2.1) has been used as a source of information and inspiration. See: <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-20-digital-competence-framework-citizens-update-phase-1-conceptual-reference-model> and <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-21-digital-competence-framework-citizens-eight-proficiency-levels-and-examples-use> .

The Erasmus Staff Competences Framework (ESCF) was developed in the framework of the Erasmus KA2 project FESC (Framework for Erasmus Staff Competences), which was made possible with financial support of the European Commission.

Co-funded by the
Erasmus+ Programme
of the European Union



Tasks / Competences	Knowledge		Skills				Attitude	
	Knowledge of (higher) education in a national and global context, in particular re. internationalisation	Knowledge of structures, strategies & procedures of the home institution, in particular re. internationalisation	Intercultural Skills	Communication Skills	English Language Skills	Digital Skills	Responsiveness, pro-activity & flexibility	Confidence, empathy & openness
Before mobility Infrastructural tasks								
Build up, support and maintain a network of partner institutions (and organisations/ companies)	identify and interpret (developments in) the structure and situation of HE in Europe and beyond; identify and interpret information on Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures; recognize relevant legal issues that may influence international collaboration.	take into account differences in cooperation models, expectations and customs at (potential) partner institutions.	correspond in a proper manner with partner institutions.	C1	use appropriate digital tools and technologies to collaborate, share data, information and digital content; demonstrate awareness of cultural and generational diversity in digital environments.	anticipate in an appropriate manner possible differences in perspectives of colleagues from partner institutions and respond to their wishes and needs.	act confidently with a suitable degree of empathy and openness towards colleagues from partner institutions.

Conduct negotiations on the content of collaboration agreements with partner institutions (and organisations /companies)	<p>identify and interpret (developments in) the structure and situation of HE in Europe and beyond;</p> <p>identify and interpret information on the Erasmus and other mobility programmes.</p>	<p>understand and interpret the home institution's structures, strategies & procedures;</p> <p>recognize and interpret relevant legal issues that may influence international collaboration.</p>	handle variety in negotiation cultures and manage different expectations re. contents of collaboration agreements.	discuss and edit the content of agreements	C1	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content;</p> <p>demonstrate awareness of cultural and generational diversity in digital environments.</p>	negotiate in a proactive, open minded and respectful manner.	be polite and show an emphatic attitude in disagreement situations.
Advise on, set up, and maintain the administration of collaboration agreements with partner institutions	interpret and apply information on the Erasmus and other mobility programmes.	understand the home institution's structures, strategies & procedures.	take into account differences in cooperation models and customs at partner institutions.	formulate clear advice on collaboration agreements.	B2	<p>articulate information needs on the administration of collaborative agreements;</p> <p>organise, store and retrieve data and information in a structured digital environment.</p>	advise in a proactive manner.	act confidently when dealing with the administration of collaboration agreements.
Apply for/ manage/report (mobility) funding at institutional level	identify and interpret (developments in) the structure and situation of HE in	understand and interpret the home institution's structures, strategies & procedures, in	If relevant: deal with cultural differences in managing (mobility) funding schemes.	fill out application forms and interpret the application conditions;	B2	organise, store and manage data and information in a structured digital environment.	act proactively when applying for mobility funding.	show confidence when applying and managing mobility funding.

	Europe and beyond; identify and interpret information on the Erasmus and other mobility programmes.	particular those that relate to its financial policy and affairs.		write reports.				
Advise on, set up, and maintain an administrative system that includes mobility flows (student registration system, DS, ToR)	interpret and apply information on the Erasmus and other mobility programmes, in particular relevant innovations such as Erasmus Without Paper (EWP), Online Learning Agreement (OLA), etc.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to student affairs and services.	if relevant: deal with (cultural) differences between systems managing (mobility) administration.	express feedback on the use and maintenance of the system managing (mobility) administration.	B2	articulate information needs on a digital system that administers mobility flows; organise, store and retrieve data and information in a structured digital environment.	show flexibility in using different administrative systems.	confidently use the administrative system that includes mobility flows.
Initiate and ensure institutional compliance with ECTS	interpret and apply information on the Erasmus and other mobility programmes, in particular regarding ECTS (Users' Guide).	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to	not applicable: ECTS is ECTS.	give information on ECTS	C1	articulate information needs on a digital system that supports the implementation of ECTS.	act proactively to ensure institutional compliance with ECTS.	Act confidently.

		student affairs and services.						
Initiate and support curriculum reform for the purpose of mobility (mobility windows, exchange programmes, etc.)	<p>identify and interpret information on the Erasmus and other mobility programmes;</p> <p>identify and interpret (state-of-the-art) research and theoretical frameworks re. internationalisation of the curriculum.</p>	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to student affairs and services.	take into account (institutional / national) "education-cultural" rules, habits and customs re. curriculum reform.	explain curriculum reform for the purpose of mobility.	B2	identify and interpret information on digital innovations for education.	pro-actively stimulate curriculum reform.	act confidently while initiating and supporting curriculum reform.
Manage, support, and advise on international collaborative study programmes (e.g. Erasmus Mundus, joint programmes)	<p>identify and interpret information on the Erasmus and other mobility programmes;</p> <p>interpret and apply relevant quality assurance methodologies, such as the European Approach for QA of JPs.</p>	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy, its quality assurance mechanisms, and to student affairs and services.	deal with (institutional / national) "education-cultural" rules, habits and customs re. international collaborative study programmes.	disseminate information on international collaborative study programmes.	B2	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content;</p> <p>demonstrate awareness of cultural and generational diversity in digital environments.</p>	pro-actively advise on international collaborative study programmes.	<p>act confidently and conscientiously;</p> <p>demonstrate accuracy.</p>

Before mobility Student-related tasks								
Raise awareness about the institutional internationalisation strategy and (mobility) opportunities	identify and interpret (state-of-the-art) research and theoretical frameworks re. internationalisation of the curriculum.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to student affairs and services.	manage interpretational differences about the institutional internationalisation strategy.	publish the institutional internationalisation strategy and (mobility) opportunities.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content.	anticipate in an appropriate manner possible differences in perspectives of colleagues and students.	act confidently with a suitable degree of empathy and openness towards colleagues and students
Advise students about international mobility as part of study programme and/or personal learning pathway	identify and interpret (state-of-the-art) research and theoretical frameworks re. internationalisation of the curriculum.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to student affairs and services.	deal with (cultural) differences between students re. international mobility as part of their personal learning pathway.	give oral and written advice to students about international mobility as part of their study programme.	B2 with domestic students C1 with international students	use appropriate digital tools and technologies to collaborate, share data, information and digital content;	anticipate in an appropriate manner possible differences in perspectives and expectations of students and respond to their needs.	act confidently and persuasively, with a suitable degree of empathy and openness, towards colleagues and students
Inform students about study abroad opportunities and relevance	apply selected information on the Erasmus and	understand and interpret the home institution's structures, strategies &	deal with (cultural) differences between students re. their study	clarify in detail the study abroad opportunities	B2	use appropriate digital tools and technologies to collaborate, share data,	anticipate in an appropriate manner possible differences in perspectives and	act confidently and persuasively, with a suitable degree of

(where, when, etc.)	other mobility programmes.	procedures, in particular those that relate to its educational policy and to student affairs and services.	abroad information needs.	(oral and written).		information and digital content; organise, store and retrieve data and information in a structured digital environment.	expectations of students and respond to their needs.	empathy and openness, towards students and other stakeholders
Inform students about and support mobility procedures (e.g. grant application, approval of student's learning agreement, etc.)	apply selected information on the Erasmus and other mobility programmes; recognise the relevance of innovations, such as ECTS, EWP, OLA, etc.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	deal with (cultural) differences between students re. their procedural and financial needs.	give clear instructions to students about mobility procedures (oral and written).	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content; organise, store and retrieve data and information in a structured digital environment.	anticipate the needs and expectations of students; demonstrate a responsive attitude towards their actions and questions.	act confidently and conscientiously; demonstrate accuracy
Execute or support the selection of students for specific study places or opportunities, incl. pre-departure assessment of language skills	apply selected information on the Erasmus and other mobility programmes; recognise the relevance of innovations, such	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	deal with (cultural) differences between students re. the assessment of their skills in view of selection for study abroad.	evaluate the application forms of students; analyse the pre-requisites of students; inform students in a	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content; organise, store and retrieve data and information	anticipate the needs and expectations of students; demonstrate a responsive attitude towards their actions and questions.	act confidently and conscientiously; demonstrate accuracy

and other pre-requisites	as ECTS, OLA, etc.			constructive manner about the selection.		in a structured digital environment.		
Provide assistance to incoming and outgoing students related to insurance, visa, accommodation, funding, (international) travel etc.	<p>identify and interpret relevant external information that may influence the provision of facilities to students;</p> <p>apply selected information on the Erasmus and other mobility programmes.</p>	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	manage (cultural) differences in expectations re. the degree of assistance requested from students prior to their study abroad.	<p>explain incoming and outgoing students what to do with regard to insurance, visa, accommodation, funding, travel etc.;</p> <p>answer questions of students (oral and written).</p>	B2	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content;</p> <p>organise, store and retrieve data and information in a structured digital environment.</p>	<p>anticipate the needs and expectations of students;</p> <p>demonstrate a responsive attitude towards their actions and questions.</p>	act confidently and conscientiously, with a suitable degree of empathy and openness, towards students and other stakeholders
Advise on, (co-)organise, or support pre-departure activities for outgoing students (e.g. to increase intercultural skills, language skills)	<p>apply selected information on the Erasmus and other mobility programmes;</p> <p>identify and interpret relevant developments re. the training of intercultural and language skills.</p>	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to its educational policy and to student affairs and services.	be able to make the transfer between your own intercultural skills and the needs and expectations of your outgoing students.	<p>notify students about pre-departure activities;</p> <p>give a presentation during pre-departure activities;</p> <p>give clear instructions during activities.</p>	B2	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content;</p> <p>identify and interpret information on digital innovations for education.</p>	<p>anticipate the needs and expectations of students;</p> <p>demonstrate a responsive attitude towards their actions and questions.</p>	act confidently with a suitable degree of empathy and openness towards students and other stakeholders

During mobility Student-related tasks								
Provide direct response and (tailored) assistance in case of travel, medical, political, or social crisis situations for incoming and outgoing students	<p>identify and interpret relevant information that may influence the provision of facilities to students;</p> <p>apply selected information on the Erasmus and other mobility programmes.</p>	<p>understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.</p>	<p>manage (cultural) differences in expectations re. the degree of assistance students request during their study abroad.</p>	<p>respond (oral or written) immediately when a quick decision is required;</p> <p>analyse a critical situation and report about it (written or oral).</p>	B2	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content;</p>	<p>anticipate the (individual) needs and expectations of incoming and outgoing students;</p> <p>demonstrate the aspiration to assist them, displaying an appropriate degree of flexibility</p>	<p>act confidently and conscientiously, with a suitable degree of empathy and openness, towards students and other stakeholders</p>
Monitor and supervise/ment or outgoing students during the period abroad	<p>apply selected information on the Erasmus and other mobility programmes;</p>	<p>understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.</p>	<p>manage (cultural) differences in expectations re. the degree of supervision / mentorship students request during their study abroad.</p>	<p>interact (written or oral) with students that are on mobility.</p>	B2 with domestic students C1 with international students	<p>use appropriate digital tools and technologies to collaborate, share data, information and digital content.</p>	<p>anticipate the (individual) needs and expectations of outgoing students;</p> <p>demonstrate the aspiration to empower them in a creative way.</p>	<p>act confidently with a suitable degree of empathy and openness towards students and other stakeholders</p>
Provide appropriate (introduction) activities and	<p>apply selected information on the Erasmus and</p>	<p>understand and interpret the home institution's structures,</p>	<p>be sensitive of the students' personal reference frameworks.</p>	<p>notify incoming students about activities;</p>	B2 with domestic students	<p>use appropriate digital tools and technologies to collaborate,</p>	<p>anticipate the (individual) needs and expectations</p>	<p>act confidently with a suitable degree of empathy and</p>

guidance for incoming students	other mobility programmes;	strategies & procedures, in particular those that relate to student affairs and services.		give a presentation during activities for incoming students. give clear instructions during activities.	C1 with international students	share data, information and digital content.	of incoming students; demonstrate the aspiration to make them feel at home and empower them in a creative way.	openness towards students and other stakeholders
Support the integration of incoming students into the institution and social life of host town (e.g. buddy programme)	apply selected information on the Erasmus and other mobility programmes;	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	be able to offer (intercultural) support to buddies and others involved in supporting the integration of incoming students into the institution and social life.	present (oral or written) useful tips to support the integration of incoming students; be aware of non-verbal communication during presentations.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content.	anticipate the (individual) needs and expectations of incoming students; demonstrate the aspiration to make them feel at home and empower them in a creative way.	act confidently with a suitable degree of empathy and openness towards students and other stakeholders
After mobility Student-related tasks								
Provide Transcripts of Records for incoming students	apply selected information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in	not applicable.	explain the use and the set-up of the Transcript of Records.	B2	use appropriate digital tools and technologies to collaborate, share data,	anticipate the needs and expectations of incoming students and the	act confidently and conscientiously; demonstrate accuracy.

		particular those that relate to student affairs and services.				information and digital content; organise, store and retrieve data and information in a structured digital environment.	partner institutions; demonstrate a responsive attitude towards their needs, wishes, and questions.	
Recognition of credits obtained abroad by outgoing students and grade conversion	interpret and apply information on the Erasmus and other mobility programmes, in particular regarding ECTS (Users' Guide).	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	be familiar with the concept of "grading cultures" and its potential effect on grade conversion.	give explanation on the used grade conversion.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content; organise, store and retrieve data and information in a structured digital environment.	anticipate the needs and expectations of outgoing students; demonstrate a responsive attitude towards their needs and questions.	act confidently and conscientiously; demonstrate accuracy.
Support the reintegration of outgoing students into the home university	apply selected information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	be familiar with the concept of "reverse culture shock" and be able to apply it in supporting the reintegration of outgoing students.	facilitate the reintegration of outgoing students.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content.	anticipate the (individual) needs and expectations of outgoing students; demonstrate the aspiration to make them feel at home and	act confidently with a suitable degree of empathy and openness towards students and other stakeholders

							empower them in a the creative way.	
Cross-cutting tasks								
Communicate and collaborate with relevant parties within the university (including student organisations) concerning the needs of incoming and outgoing students	interpret and apply information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	take into account differences in organisational cultures, also within one's own organisation.	interact with relevant parties within the university (oral and written).	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content.	engage in a flexible way with colleagues and student representatives to pro-actively cater for the needs of incoming and outgoing students.	express empathy for the needs of incoming and outgoing students and be open to suggestions of colleagues and student representatives in this process.
Communicate and collaborate with partner institutions concerning the needs of incoming and outgoing students	interpret and apply information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	be familiar with the basics of intercultural communication in order to be able to communicate and collaborate with foreign counterparts	interact with partner institutions (oral and written).	C1	use appropriate digital tools and technologies to collaborate, share data, information and digital content; demonstrate awareness of cultural and generational	show in a flexible way engagement with partner representatives to pro-actively cater for the needs of incoming and outgoing students.	be open to suggestions of partner representatives and confide in their professionalism.

						diversity in digital environments.		
Administer mobility grant applications (registration of application, grant awarding, administration in appropriate registration and monitoring systems, e.g. Mobility Tool)	interpret and apply information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	not applicable.	write a mobility grant application.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content; organise, store and retrieve data and information in a structured digital environment.	divert from strict procedures when necessitated by a specific situation or to anticipate possible problems.	take the personal situation of a student into account if necessitated by a specific situation; anticipate possible problems, if necessary after a collegial consult
Interact with the Erasmus National Agency and other relevant parties re. the management of funding programmes	interpret and apply information on the Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	not applicable.	contact relevant parties; report to relevant parties.	B2	use appropriate digital tools and technologies to collaborate, share data, information and digital content.	show in a flexible way engagement with Erasmus National Agency and other relevant parties re. the management of funding programmes.	be open to suggestions of the Erasmus National Agency and other relevant parties re. the management of funding programmes and have confidence in their professionalism.
Interact with (foreign)	identify and interpret relevant	understand and interpret the	be familiar with the basics of	interact with different	C1	use appropriate digital tools and	show in a flexible way engagement	act confidently with a suitable

embassies and consulates, governmental authorities, and other key stakeholders (housing authorities, banks, insurance companies, etc.)	information that may influence the provision of facilities to students; interpret and apply information on the Erasmus and other mobility programmes.	home institution's structures, strategies & procedures, in particular those that relate to student affairs and services.	intercultural communication in order to be able to interact with (foreign) non-HEI counterparts	authorities and stakeholders in a proper matter (oral and written).		technologies to collaborate, share data, information and digital content; demonstrate awareness of cultural and generational diversity in digital environments.	with external stakeholders to pro-actively cater for the needs of incoming and outgoing students.	degree of empathy and openness towards external partners and other stakeholders; be open to suggestions of external stakeholders and confide in their professionalism.
Maintain appropriate communication related to incoming and outgoing mobility through web pages and social media	interpret and apply information on Erasmus and other mobility programmes.	understand and interpret the home institution's structures, strategies & procedures, in particular those that relate to marketing and (internal and external) communication.	be aware of different habits, customs, tools, etc. re. communication (and especially social media) needs.	write well-structured and understandable information for web pages and social media (using text, symbols, pictures, logos, etc.).	C1	indicate ways to create and edit content in the most appropriate digital communication formats and media; demonstrate awareness of cultural and generational diversity in digital environments.	pro-actively and appropriately communicate with students and adjust your communication (style) when necessary.	put yourself in the shoes of your students to understand the impact of your communication with them.
Initiate and support institutional and	interpret and apply information on Erasmus and	understand and interpret the home institution's	be aware of different habits, customs, tools, etc,	write an analysis of the collected data.	B2	critically assess the credibility and reliability of	behave in a quality-driven manner and	trust results of surveys and analyses and

departmental data management & analysis, quality assurance, monitoring	other mobility programmes.	structures, strategies & procedures, in particular those that relate to its quality assurance mechanisms; understand and interpret the basic principles of the institution's Business Information Management.	re. quality assurance and monitoring.			sources of data, information and digital content; perform the analysis, comparison and evaluation of sources of data, information and digital content.	adapt your approach accordingly.	adapt your approach accordingly.
Remain up-to-date on relevant developments in (higher) education in a national and global context, in particular re. internationalisation	identify and interpret (developments in) the structure and situation of HE in Europe and beyond, in particular re. internationalisation.	understand and interpret the (development s in the) home institution's structures, strategies & procedures.	stay up-to-date on the basics of intercultural communication for internationalisation.	analyse up-to-date information on relevant developments and make notifications.	B2	use appropriate digital tools and technologies to access digitally provided information; critically assess the credibility and reliability of sources of data, information and digital content.	adapt in a flexible way your approach according to relevant developments in (higher) education, in particular re. internationalisation.	be open towards the possible positive impact of external push and pull factors.

To be discussed: Is it useful/possible to use a level indication as presented below?

Entry level	Level that all staff members may be expected to have; professional development activities are normally not required.
Intermediate level	Level that not all staff members may have; professional development activities may be required.
Advanced level	Level that requires advanced knowledge and skills and/or requires a significant increase of knowledge and skills; professional development is (almost always) needed.
Specialised level	Level that requires specialised knowledge and skills and/or requires a high increase of knowledge and skills; professional development is (almost always) needed.