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Training for International Staff to Support High-Quality Student Mobility

Series of Online Seminars

December 10th, 17th and January 21st and 28th

REGISTER BY

08

DECEMBER

fesc Framework for Erasmus Staff Competences

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

Before we start

This seminar is **recorded**

Write your questions in the **Q&A**

Write your comments in our **Chat**

Framework for Erasmus Staff Competences

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Training for International Staff to Support High-Quality Student Mobility

Online seminar #1 | Setting the Scene: Introducing a Framework for Erasmus Staff Competences – offering a tool to ensure the qualification of IRO staff
Date: 10.12.2020 | Time: 10:00-11:30 CET

Online seminar #2 | Learning fast: a transition from Change to Crisis Management
Date: 17.12.2020 | Time: 10:00-11:30 CET

Online seminar #3 | Reaching Out: How to communicate and perform effectively at work?
Date: 21.01.2021 | Time: 10:00-11:30 CET

Online seminar #4 | Getting On: Career development and soft skills
Date: 28.01.2020 | Time: 10:00-11:30 CET

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Thursday 21st January 2021

Reaching out: How to communicate and perform effectively at work?

10:00 5’	**Introduction to online seminar #3** Viktoriya Terzieva, European University Foundation
10:10 45’	**Communication in times of crisis + Q&A** Frauke Stebner, EU02 Mobility Programs at the German Academic Exchange Service (DAAD) Christina Bohle, University of Marburg
10:50 40’	**Time Management + Q&A** Dace Silina, University of Latvia
11:20 10’	**Closing the training** Christina Bohle, University of Marburg Viktoriya Terzieva, European University Foundation

End of online seminar #3

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Communication in times of crisis - using the example of the COVID-19 pandemic

Frauke Stebner
National Agency Germany

Erasmus+ mobility during the *COVID-19 pandemic in* 2020

Erasmus+

December 31, 2019
Outbreak of a **new pneumonia** with a still unknown cause in China

March 11
WHO declares the previous epidemic a **pandemic**

March 17
EU decides a 30-day **entry ban** for non-EU citizens

January

January
Note to directors on the COVID-19 outbreak in China and measuremets to **protect participants**: application of ***force majeure*** in connection with **mobilities to and from China**

February

February
Extension of ***force majeure*** and the measurements to **all affected regions**

March

March
Project extension up to 12 months

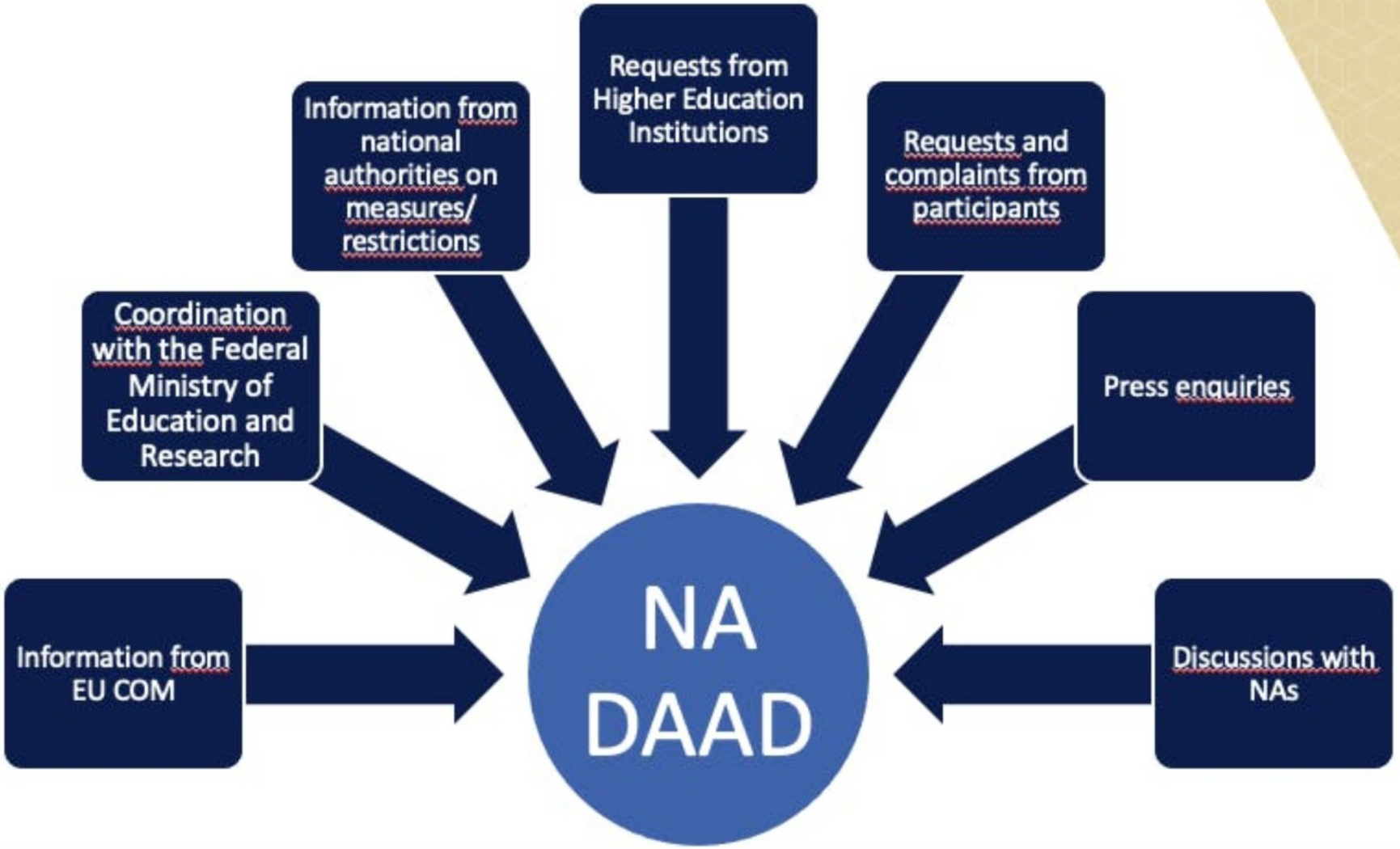
Application of ***force majeure*** **in the context of the COVID-19 pandemic** & implementation of **virtual start** of mobilities

Regulation of the **funding of early terminated mobilities**: Payment of the full grant

June

June
Addendum to agreements in KA103 und KA107:
Eligibility of **virtual mobilities**

Communication during the *COVID-19 pandemic* - Stakeholder input



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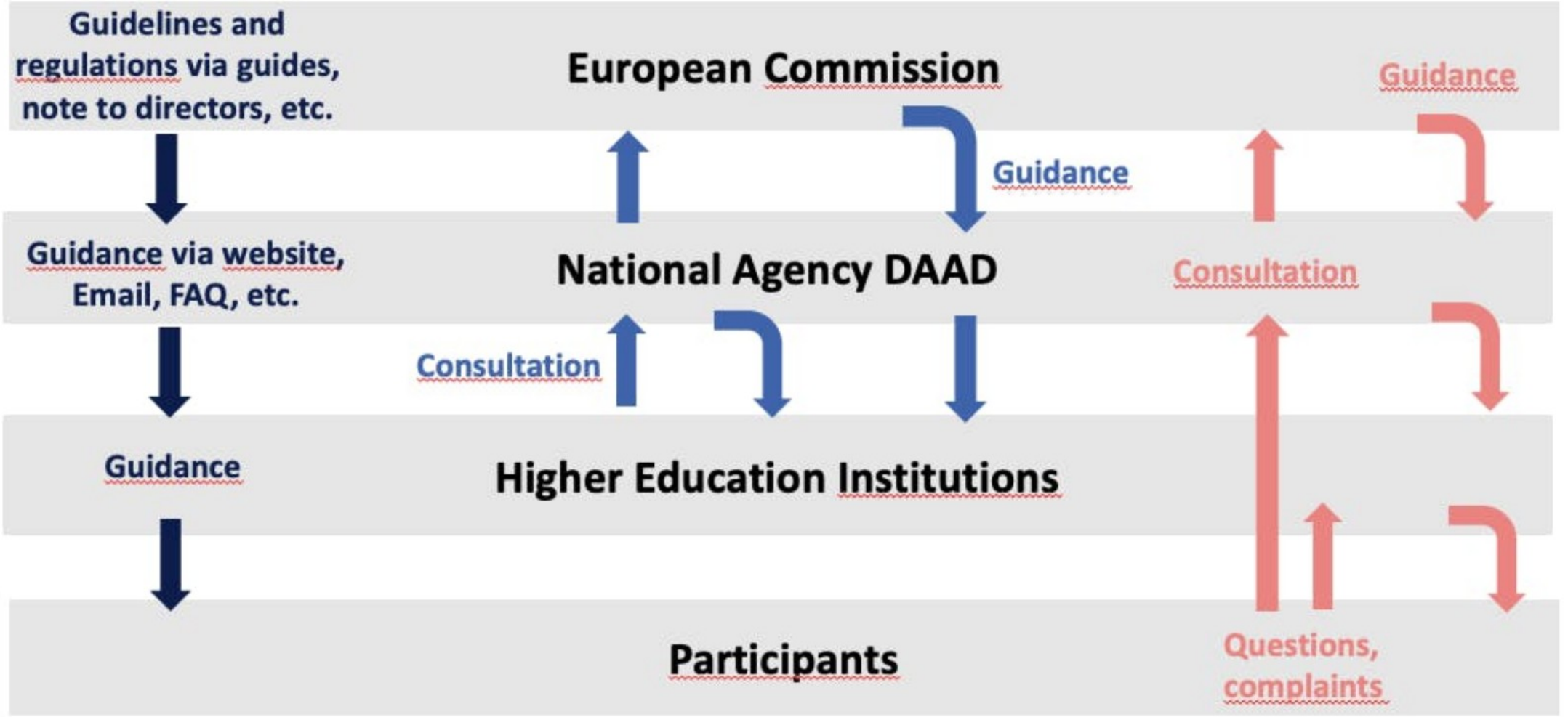
Communication channels at the National Agency



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Communication top-down

EU COM — Defines guidelines and drafts Notes to National Agencies

NA DAAD — Decides which of the guidelines are to be applied and communicates them in form of Emails and FAQs

HEI — Advises participants and informs them about guidelines

Participants — Plan their mobility according to the guidelines

2
5

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Communiation bottom-up

EU COM

Answers requests
defines guidelines and drafts Notes to NA

NA DAAD

Case by case assessment
Answers requests or forwards them in the form of a ticket to the EU COM

HEI

Case by case assessment, HEI reassures itself if the workflow is compliant with the current regulation
Answers enquiries or forwards them to the NA DAAD

Participants

Enquiries in connection with their mobility, termination and funding options under force majeure

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6

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The way of decision-making and challenges in communication

European Commission

Opens up new possibilities for handling mobilities affected by the COVID-19 pandemic

National Agencies

Decide which options to pass on to the beneficiaries

Different approaches at national level

HEIs

Decide which measures and options to apply (e.g. accounting method, travel restrictions)

Different approaches at institutional level

Participants

(Different) approaches at HEIs may lead to enquiries and complaints

1
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Flexibility in project management - Advantages and Disadvantages

Advantages

Support of HEIs and participants

Demand-oriented implementation of measurements at Higher Education Institutions

Innovative ways of mobility to continue exchange

Protection/safety of participants

Disadvantages

Different approaches at NA and HEI level

Difficult decision-making process at NAs and HEIs

Responsibility for safety of participants

Unequal treatment of participants at national and international level

Transparency suffers

Lack of understanding among students

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Safety of participants during the *COVID-19 pandemic*

EU KOM	NA DAAD	HEIs
Invokes the case of force majeure: financial regulations for termination or cancellation of mobilities	Decides which measures to apply: new financial rules to support participants in case of force majeure	Decides which measures to apply: method of accountig, insurance and safety instruction of participants
Implementation of virtual mobilities	Issues amendments for the implementation of virtual mobilities, allows for funding of virtual mobilities in receiving countries	Adaptation of GA, Implementation of virtual mobility (learning platforms, online teaching,...)
No regulations regarding mobilities in risk areas	Recommendation: no mobilities in risk areas	Decision to make: 1) stop exchange 2) no mobilities in risk areas 3) no travel restrictions

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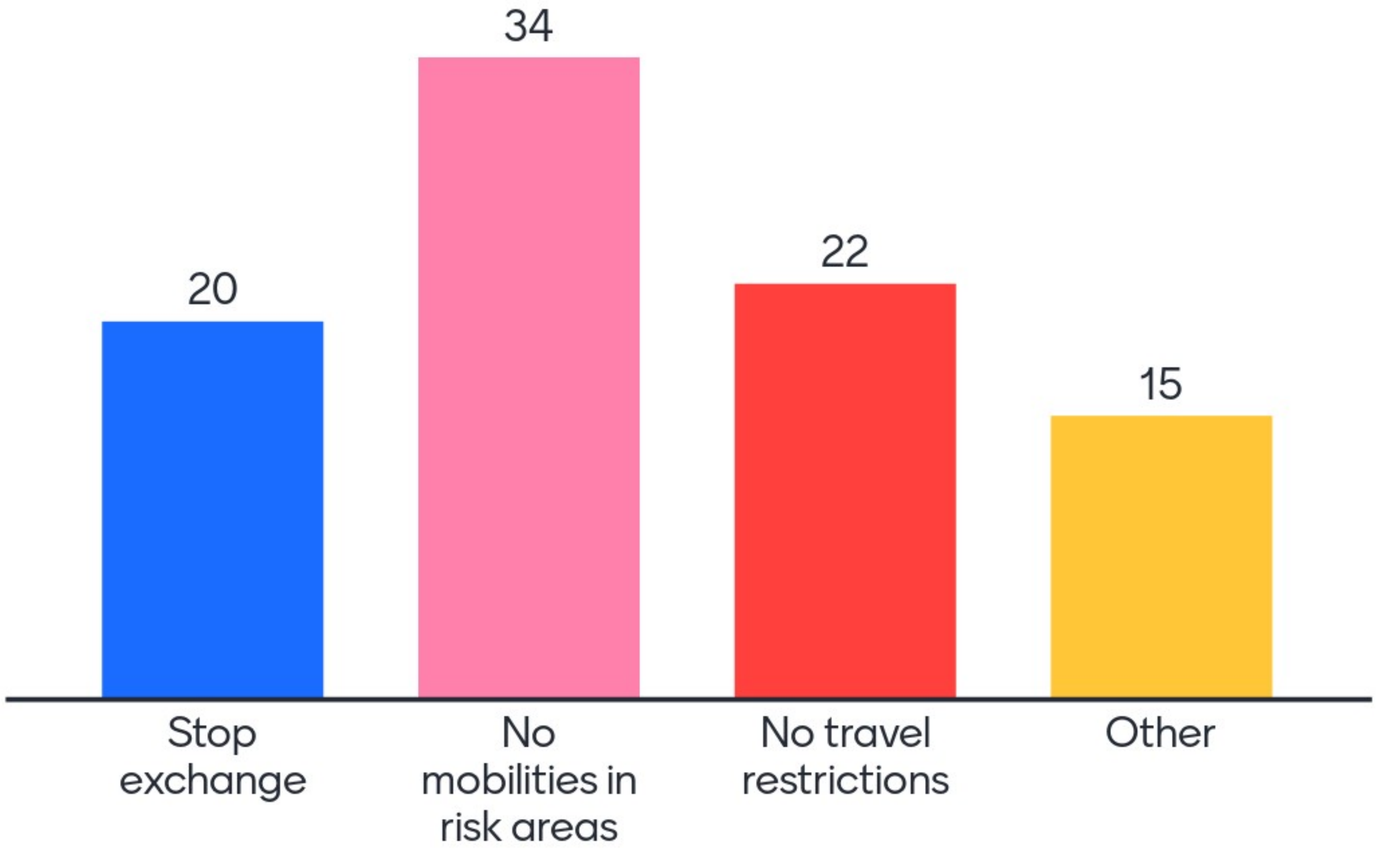
How do you handle physical mobility in times of the crisis?



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Other:

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.

stop exchange

introduced online exchange

No restrictions, it is up to the student to decide

decisions by each faculty

Stop exchange

Exchange for PhD or master thesis was still allowed

encouraged virtual exchange

Online mobility as an alternative

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Other:

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Mobility only in Eu countries

Mixt way of exchenge study - on-line form

it is up to student to decide if they want to go

Restrictions for a while (24/08/2020) but now it is allowed to travel for long-term mobilities again

it is up to student to decide

In March 2020 we stopped the mobilities, but we allowed student mobility (min 2 months) to restart at the end of August. Staff mobility is still not allowed.

We suspended student mobilities untile 30th Jan 2021 and staff mobilities until 30th Sept 2021 (both IN and OUT)

We continue with the exchange in blended mobility. we recognize the time on place and later the rest on line.

Blended and/or online exchange

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Other:

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No outgoing, only incoming in Sem 1. And for sem 2 only to European countries

following the guidelines of our ministry

decision by each Faculty/department

We Did the majority online

it's a student decision

No exchange till September

No restrictions

virtual exchange

Mainly no to exchanges but in certain cases up to the department to decide

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Other:

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Students had to apply for exemption

virtual mobility

dependend on the country

actually those measurements changed during the year, first no exchange, then with limits, online mobilities possible whole year

Out of Europe mobilities not recommended or forbidden depending on the increase of Covid impact

Student can decide whether to study abroad online or not

individual decision (student)

cancelled spring 2020 (some students remained in host countries until end of exchange), cancelled fall 2020, spring 2021 up to the students

Autumn 2020 no exchange now in Spring exchange but only in Europe

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Other:

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stop exchange for incoming participants, but allowed (exceptionally) mobilites of outgoing but not in the risk areas

no

Yes, because of the differences in government policy (incoming mobilities are restricted, outgoing mobilities are possible)

Stop mobilities in the first semester of a.y. 2020/2021 only

yes

very good and promptly

No

yes, incoming mobility was possible in the first semester of this academic year

very clear

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Other:

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not really fast and usefull

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Do you use different approaches for incoming and outgoing mobilities?

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yes	no	No
yes	No, difference is made between students and staff	No
No.	No	no

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Do you use different approaches for incoming and outgoing mobilities?

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No

yes

No

yes

no

no

No

yes

No

63

Do you use different approaches for incoming and outgoing mobilities?

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yes	no	Yes
no	no	No.
No, same rules for incoming and outgoing mobility	NO	No

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Do you use different approaches for incoming and outgoing mobilities?

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No	no	yes
no	no	No, we use the same
no	no	yes.

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Do you use different approaches for incoming and outgoing mobilities?

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according to the country

no

no

Yes, adapting mainly to partners universities decision for incoming students

Yes. Depends on location

no

Yes

incoming allowed, outgoing discontinued for risk areas.

incoming and outgoing mobilities are possible

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Do you use different approaches for incoming and outgoing mobilities?

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no, both directions are allowed for virtual and 'traditional' exchange

yes

we maintain present form of teaching in Medicine, so we accept a lot of incoming students who don't have this possibility at their home university

same approach

Not really, students have to follow rules for crossing the border.

no

yes, incoming - only online mobility, outgoing - possible online and on-site (if the partner HEI offers some on-site activities)

The approaches are very similar, though incoming mobility has more flexibility

Second semester: only virtual

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Do you use different approaches for incoming and outgoing mobilities?

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Yes. Incoming no restrictions. Outgoing only to EUropean countries with colour code green, yellow

Incoming: propose internative programs on online/blended basis

we allowed both mobilities but with restrictions specific to each country dependng on the evolution of the pandemics

No, but incomings are only online

All socializing activites are online. Enrollment is online. Teaching is based on the situation and governmental restrcition

Yes, there are no outgoing mobilities, but we do encourage incoming mobilities

different: outgoing mobility has been carried our according to partners' conditions, incoming mobility has been moved online

Outgoing only within EU, incoming no restrictions

Mit really goid

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How would you rate the communication management during the crisis?

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- Not good
- Average. Maybe too chaotic
- it is ok but rules changed a lot
- everyone has been fast to deliver updates
- Not clear
- not always
- fine
- OK
- Complicated

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How would you rate the communication management during the crisis?

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not enough

Yes, regular updates.

late communication

Slow decision making - top down

not clear

to slow

the information is passed from the Institutional Coordinator in quite understandable way

More or less

OK, but very fluid

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How would you rate the communication management during the crisis?

Mentimeter

Worked pretty good	Bad. Chaotic and slow response.	not so clear
Absolutely usefull, it just came a bit late	Too slow for a crisis time	not clear
it is ok	Good!	Confused...

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How would you rate the communication management during the crisis?

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Just ok.

not every university were flexible

We couldn't make actions just reactions

information flow from the NA to the HEIs could have been improved by large amounts, it was chaotic and last-minute

I wouldn't call that flexible exactly. Our NA's decision was slow.

decision making took a while so we where left in de dark about what was possible regarding exchange

The communication from our central international office to our faculty was not always fast or clear, there were some misunderstandings

Not good, not fast enough, chaotic

Nothing changed in principle

How would you rate the communication management during the crisis?

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Our NA forgot about us. We received all information with huge delay ...

not clear

Very clear

complicated

Ever changing guideines from Na.

Best effort in a difficult situation

Poor, took to long to get information from our National Agency and our University

yes but not very detailed on procedures to be adopted

confused

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How would you rate the communication management during the crisis?

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the information flow from our NA was smooth

ok

We all had to adopt quickly, so it was useful and ok

Flexibility is most useful; communication and clarity of infos is not always effective

Too slow communication due to national restrictions

A lot of different measurments and info

not clear, many changes

Communication was slow making it to HEI level. We had to tell students we were waiting for guidance for a long time.

Yes, the passed information was clear but it came a bit late

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How would you rate the communication management during the crisis?

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the information from the NA is not clear and specific.

it was better for the outgoing action, the incoming was to be done by the person in charge of it

long mails - would be better if there was a more systematic way

Continuous changes, but good information

yes, it was quite clear, details sometimes had to be more precise, but generally good communication

too many different discourses, too many change. No equality between studentsNot clear

OK, but sometimes not clear

A bit slow and a lot of changes

clear information from our National Agency but a lot of different personal situations make difficult to implement mesures

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How would you rate the communication management during the crisis?

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not very fast and usefull

we have good communication with our partners and with our national agency

Intensive but ok

Communication was clear, changes in the rules are of course difficult to implement because existing workflows have to be changed (complex)

clear but complicated

great support of Polish National Agency in terms of covid-affected mobilities/regular updates based on notes from EU etc.

Information passed down not clear and changed regularly

Quite well but working at home

good

75

How would you rate the communication management during the crisis?

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not so good

clear and coherent

A lot of changes, so it was not so clear all the time

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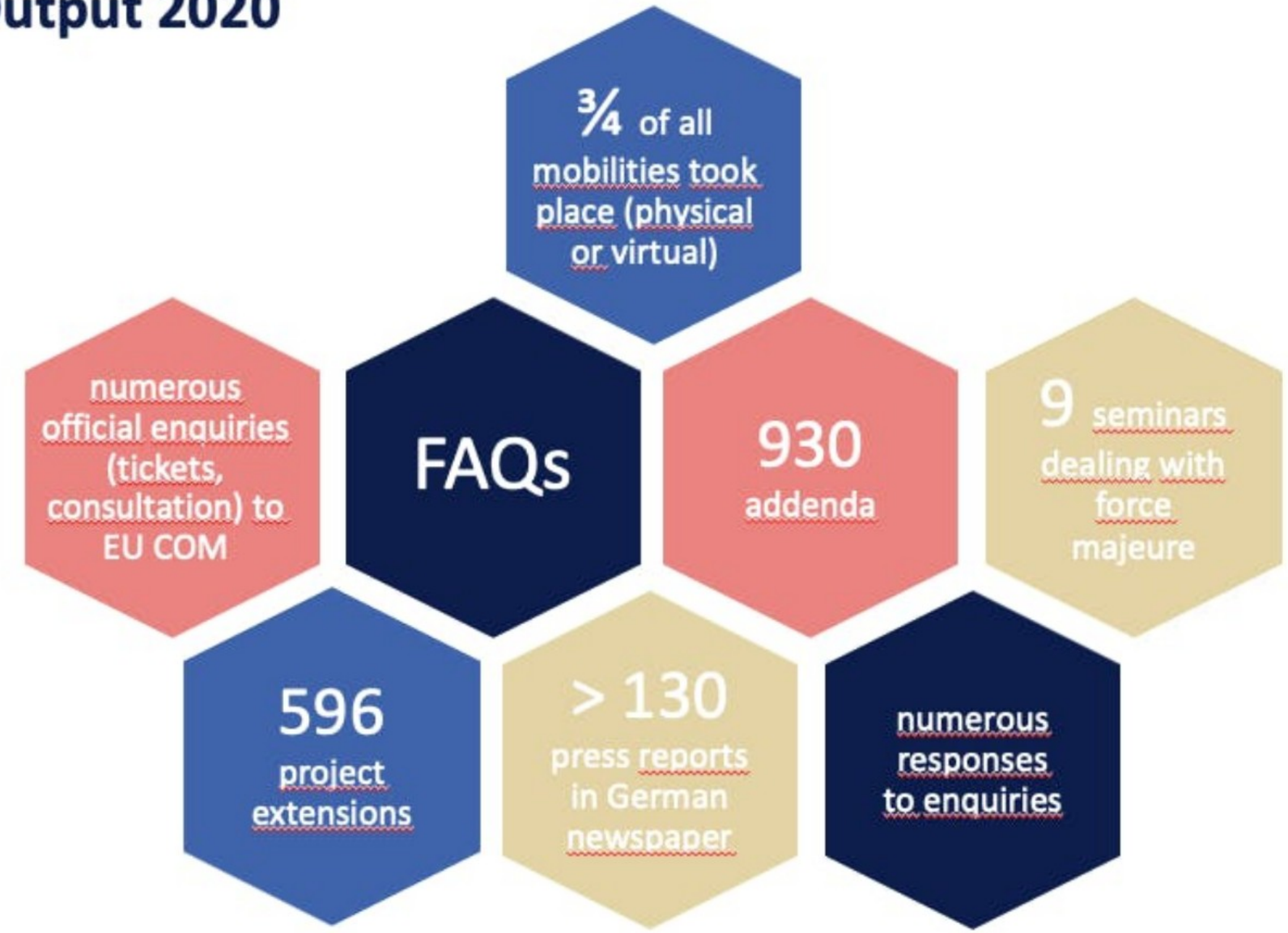
Output 2020



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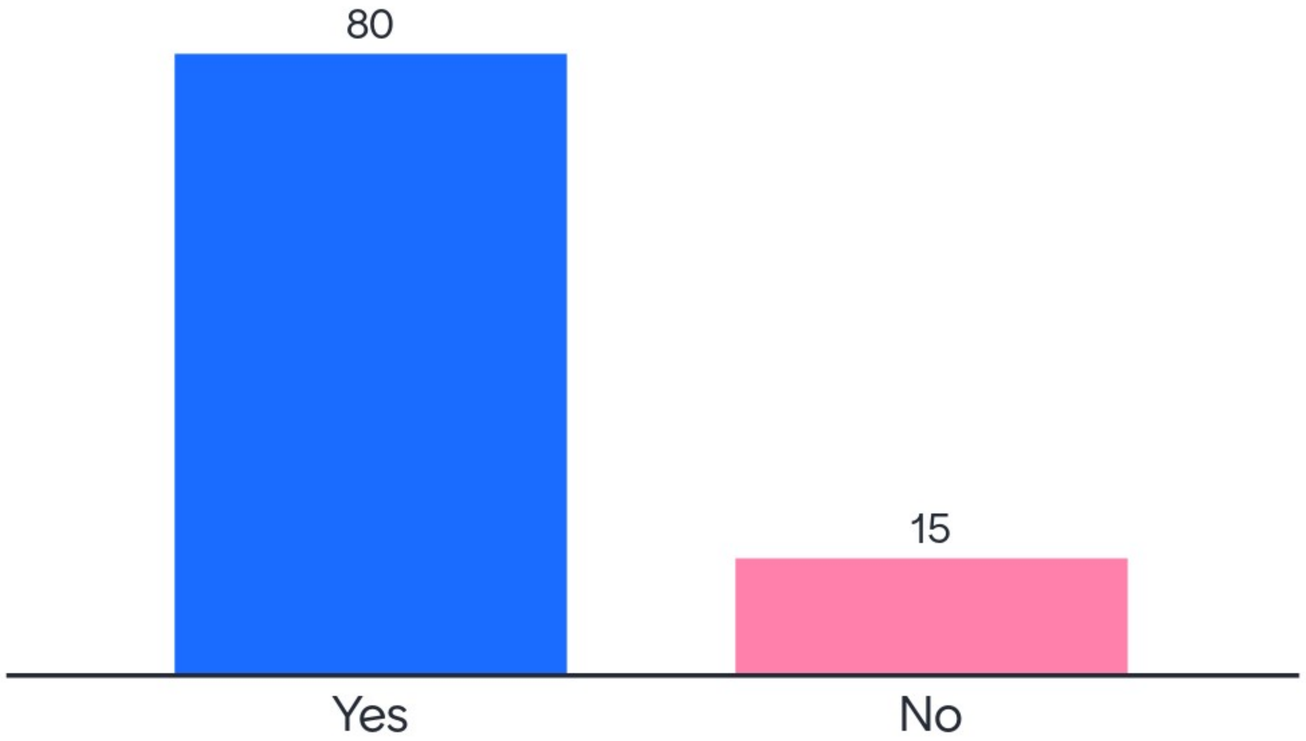
Do you expect long term changes in mobility, communication, structure at your HEI, as a result of crisis management?



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Nationale Agentur für
EU-Hochschulzusammenarbeit
Erasmus+ National Agency
„Higher Education“

DAAD – Deutscher Akademischer Austauschdienst
German Academic Exchange Service (DAAD)
Kennedyallee 50 | 53175 Bonn
www.daad.de

Servicenummer: 0800 2014 020

Erasmus+

NA | DAAD
Nationale Agentur für EU-Hochschulzusammenarbeit | Deutscher Akademischer Austauschdienst German Academic Exchange Service

GEFÖRDERT VOM
Bundesministerium für Bildung und Forschung

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Links

FAQ for Higher Education Institutions

https://eu.daad.de/service/faq/coronavirus/de/76108-coronavirus-und-erasmus-faq-fuer-hochschulen/

FAQ for participants

https://eu.daad.de/service/faq/coronavirus/de/76109-coronavirus-und-erasmus-haeufig-gestellte-fragen-von-gefoerderten-studierenden/

Events during NA annual meeting

Erasmus+ Jahrestagungszyklus 2020 (eventmobi.com)

FAQ EU COM for organisations

https://ec.europa.eu/programmes/erasmus-plus/resources/coronavirus-faq-organisations_en

FAQ EU COM for participants

https://ec.europa.eu/programmes/erasmus-plus/resources/coronavirus-faq-participants_en

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Supporting students during mobility
Ensuring SAFETY in times of crisis

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Applying the Framework: Lessons learned & Competences gained
Supporting students during mobility

Student related tasks - during mobility

Provide direct response and (tailored) assistance in case of travel, medical, political, or social crisis situations for incoming and outgoing students

Monitor and supervise/mentor outgoing students during the period abroad

Provide appropriate (introduction) activities and guidance for incoming students

Support the integration of incoming students into the institution and social life of host town (e.g. buddy programme)

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Applying the Framework: Lessons learned & Competences gained
Supporting students during mobility

Provide direct response and (tailored) assistance in case of travel, medical, political, or social crisis situations for incoming and outgoing students

Knowledge

Knowledge of (higher) education in a national and global context, in particular re. internationalisation
Identify and interpret relevant information that may influence the provision of facilities to students.
Identify, interpret and apply information on mobility programmes (ECTS, relevant innovations etc.).

Knowledge of structures, strategies & procedures of the home institution, in particular re. Internationalisation
Understand and interpret the (developments in the) home institution's structures, strategies & procedures (relating to educational policy, student affairs & services, quality assurance mechanisms, marketing & communication, financial policy).

Applying the Framework: Lessons learned & Competences gained
Supporting students during mobility

Provide direct response and (tailored) assistance in case of travel, medical, political, or social crisis situations for incoming and outgoing students

Skills
Intercultural skills Anticipate and respond to (cultural) differences in expectations re. assistance and supervision.
Communication skills Respond (orally or in writing) immediatly when a quick decision is required. Analyze a critical situation and report about it orally or in writing).
English language skills B2
Digital skills Use appropriate digital tools and technologies to collaborate, share data, information and digital content.

Applying the Framework: Lessons learned & Competences gained
Supporting students during mobility

Provide direct response and (tailored) assistance in case of travel, medical, political, or social crisis situations for incoming and outgoing students

Attitude

Responsiveness, pro-activity & flexibility

Anticipate the (individual) needs and expectations of different stakeholders.

Demonstrate the aspiration to assist students, displaying an appropriate degree of flexibility.

Confidence, empathy & openness

Act confidently and conscientiously, with a suitable degree of empathy and openness towards colleagues, students and other stakeholders.

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Safety of participants during the *COVID-19 pandemic*

EU KOM	NA DAAD	HEIs
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Communication in times of crisis: the role of HEIs/IROs

HEIs

Decide which measures to apply: method of accounting, insurance and safety instruction of participants

Required: immediate responses & decisions

- Ongoing Mobilities early 2020: Contacting of students abroad; continous updating of information; organizing safe return
- Implementing Force Majeur procedures; individual evaluation of cases; ensure individual payments
- Responsibility of institution; ensure appropriate measures

Communication in times of crisis: the role of HEIs/IROs

HEIs

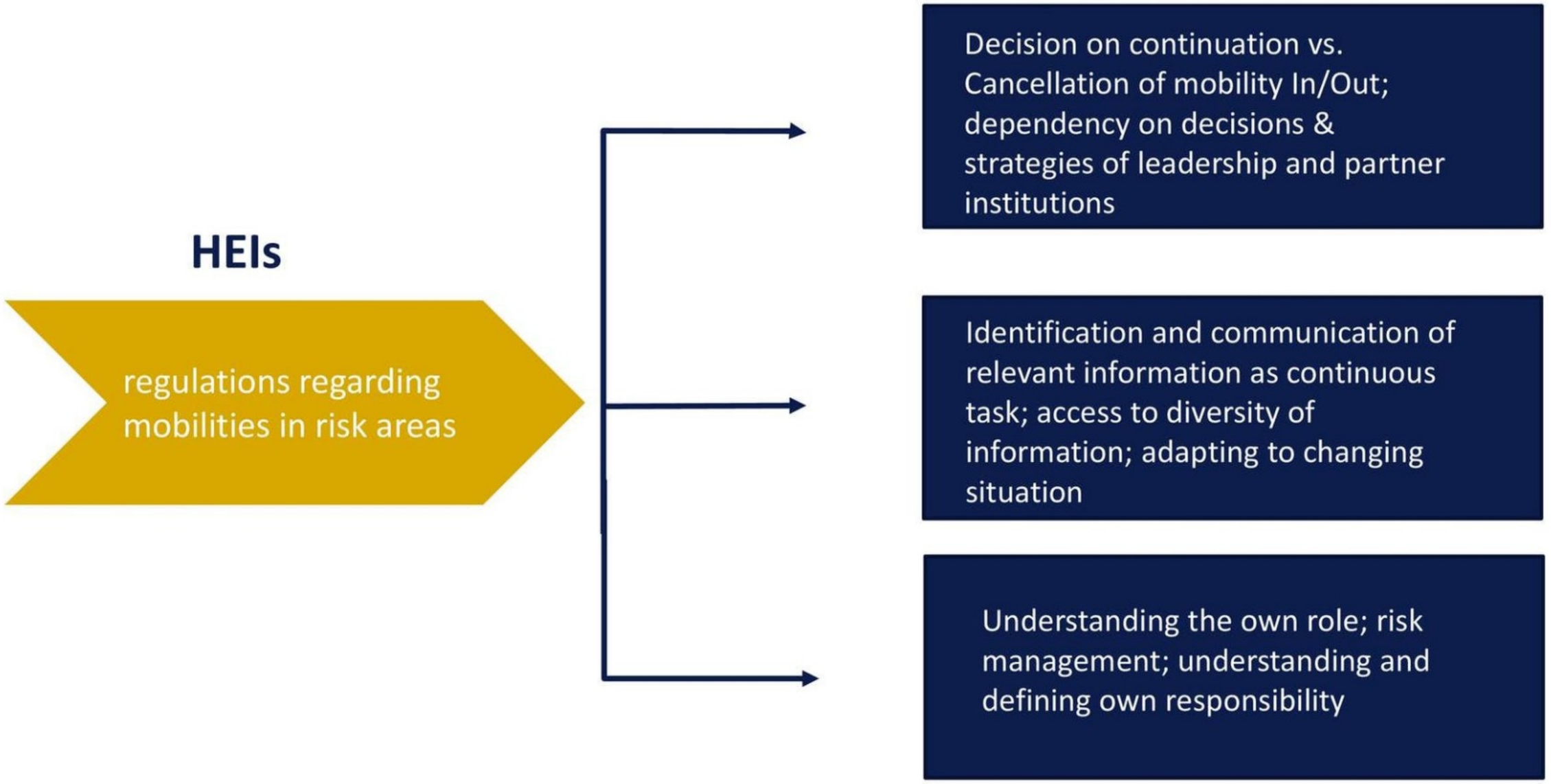
Implementing virtual mobilities

To students:
new forms of mobility; ensuring quality and access to courses; details of documentation and grant calculation

To faculties:
Kick-off of digital/hybrid semesters; Information on online-curricula for Incoming students; ensuring recognition of online studies;

To partner institutions:
Information on course offer and mobility options; organizing support structures in digital format

Communication in times of crisis: the role of HEIs/IROs



Communication in times of crisis – and beyond the crisis!

HEIs

Reacting to changing program requirements & external factors

The Crisis as a chance: from short-term solution to strategy

Post-crisis:
new mobility formats tested and ongoing; ne
support structures established; communication
with faculty, students and partner institutions
intensified; knowledge, skills & attitude on
many levels established

Required: immediate responses & decisions

Long-term development

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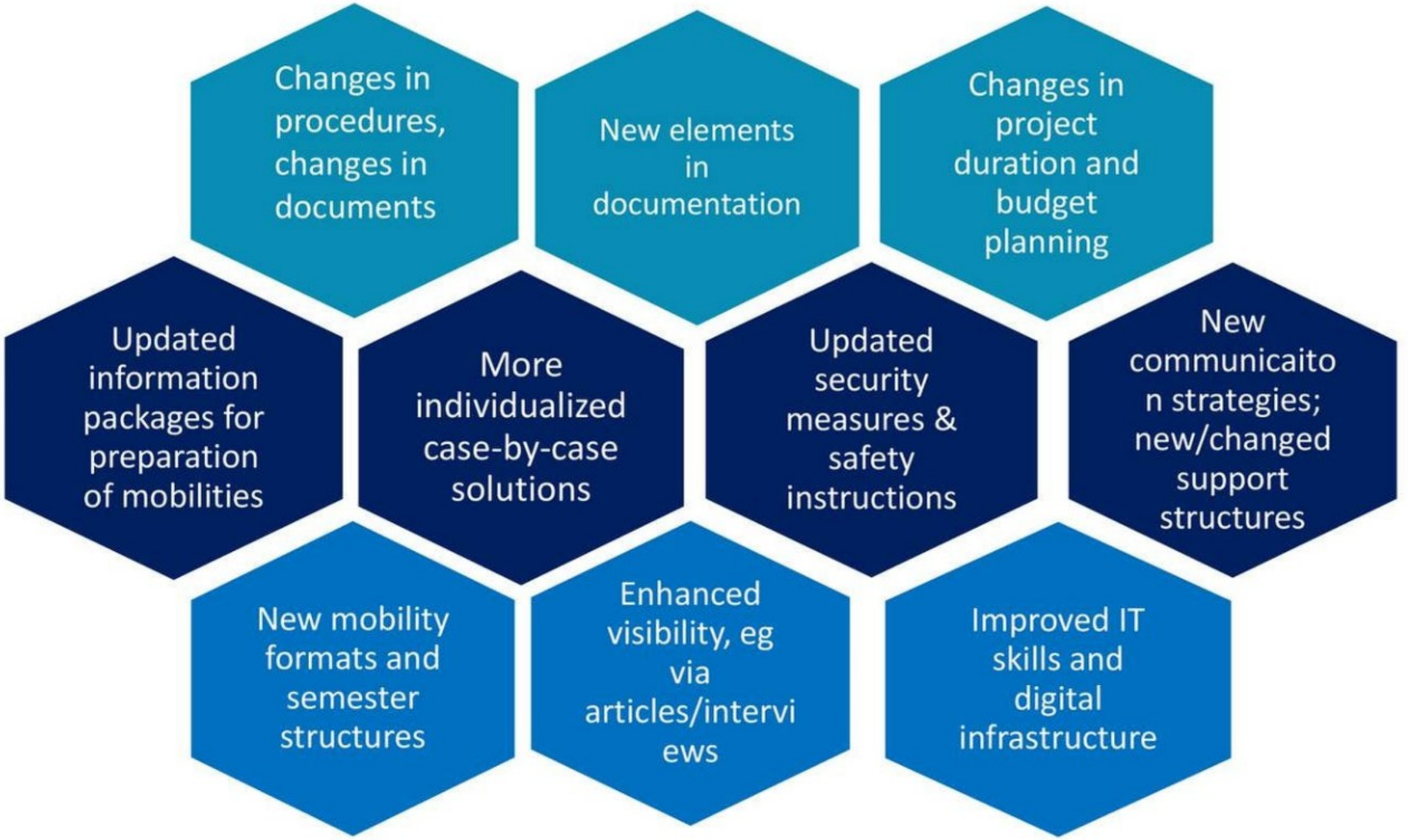
Output: what were the results of the crisis management at HEIs?



Project management

Mobility management

Internal change management

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Effective Time Planning

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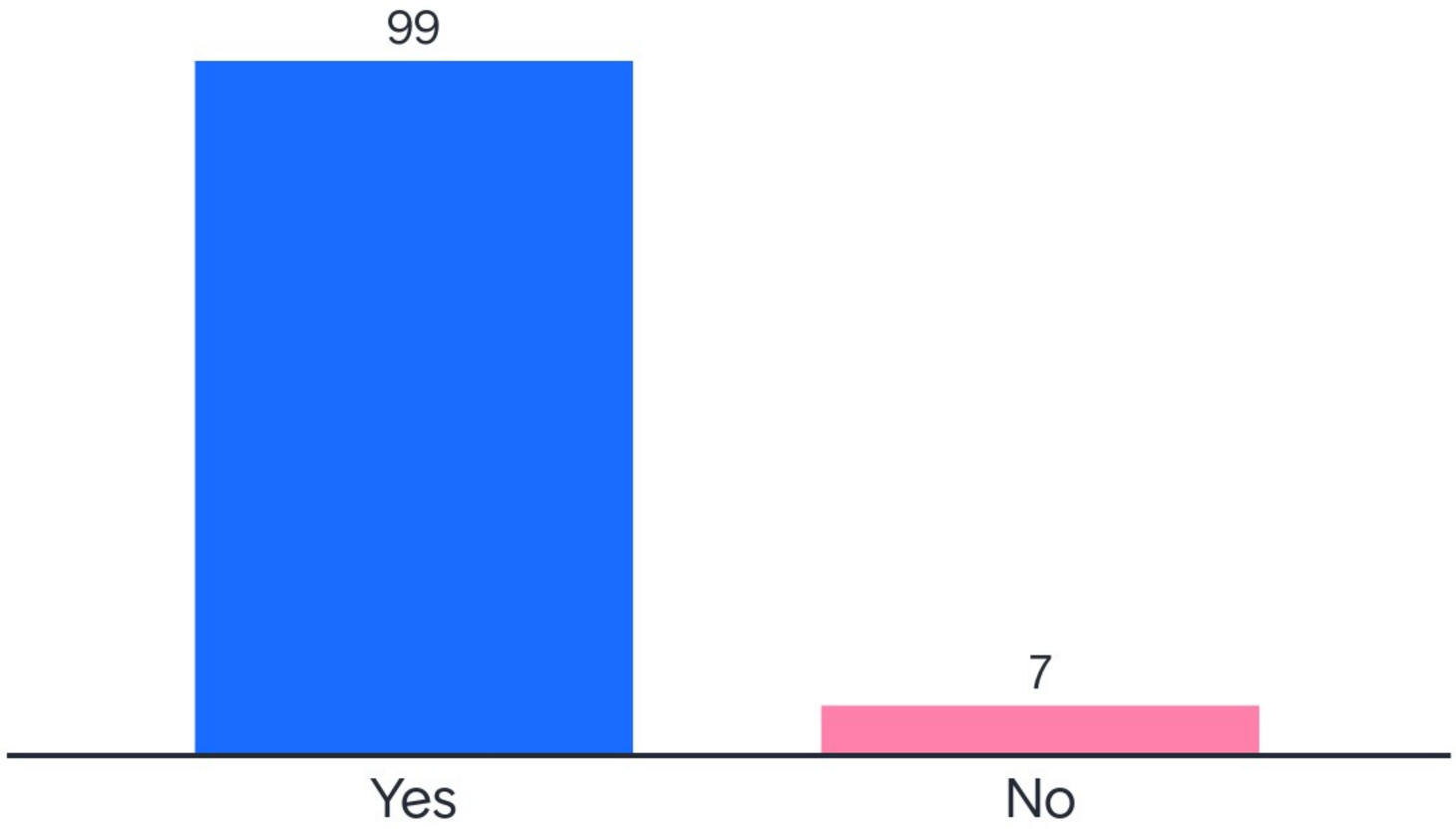
Did the stress and time pressure increase in the mobility management in the past 5 years?



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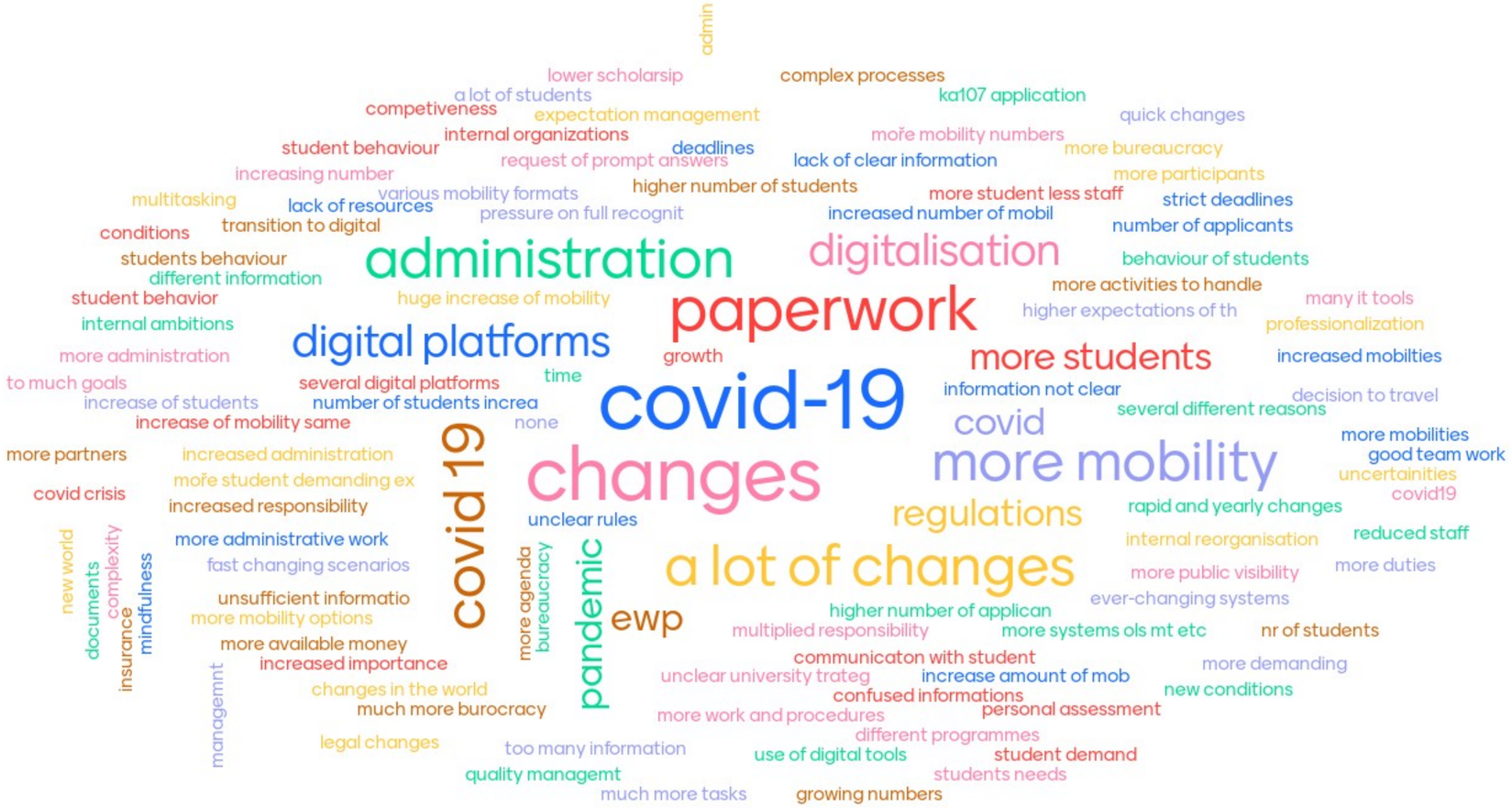
If yes, what is the reason for that?



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What strategies have you developped to cope with the stress/time pressure?

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- digitalization
- adaptation
- mindfulness
- Automate some steps in process
- nothing
- improve international office
- digitalisation
- stablish priorities
- None, unfortunately!

85

What strategies have you developped to cope with the stress/time pressure?

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Work overtime

Dogitalization

Priortise work, do what I can.

short communication lines between IO and faculties

set a list of priorities

Communication

providing consultation

Team support

none

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What strategies have you developped to cope with the stress/time pressure?

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- Limit working hours. Enough is enough
- Digitalization
- nothing
- sport
- Cooperation
- digitalization
- one thing at a time
- adaptation
- go on holiday :)

85

What strategies have you developped to cope with the stress/time pressure?

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try to adapt

Run faster! Keep templates. Use digitalization

We don't have strategies, you have to deal with it by yourself

Organization,

Inprove

Adaptation

Make my own guidelines

switched from coffee to tea

nothing :(

85

What strategies have you developped to cope with the stress/time pressure?

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Good time management and team work

More effective time management, regular meetings

many discussions with IO and faculties about tasks

more exchange with colleague / training

Fast reactions and almost 24/7 assistance

organization

prioritize

Priorities

better time-management

85

What strategies have you developped to cope with the stress/time pressure?

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- none
- Digitalisation, work-life balance
- Courses on how to deal with pressure
- clear division of tasks within the team
- no strategies were developed
- attemp to semplification
- no strategy has been introduced yet
- work more
- expand team so tasks are devided between more people: makes process less vulnerable

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What strategies have you developped to cope with the stress/time pressure?

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digitalisation and the introduction of Mobility Online

Just to do the tasks I have and no timewaste at all

Increasing managment procedures and work overtime

none

More sport

more thee

Involving more colleagues at different levels

time management

Make choices to focus

85

What strategies have you developped to cope with the stress/time pressure?

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Take the time for it

relax when ever possible

put students in groups depending on what case should be solved and handle them together

prioritise commitments

flexibility, communication

Digitalization and teleworking

Only the most necessary

organization

yoga!!

85

What strategies have you developped to cope with the stress/time pressure?

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Define strict work - free time - phases

make good and clear guidelines

adaptation hoping for better time

Be more flexible; one-by-one approach; be more available for students

work on weekends

team work

task delegation to faculty

Meditate

more communication with colleagues

85

What strategies have you developped to cope with the stress/time pressure?

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change priorities, deal only with really important matters

Avoid VCs

work with group of students

Avoid stress/time pressure at all

85

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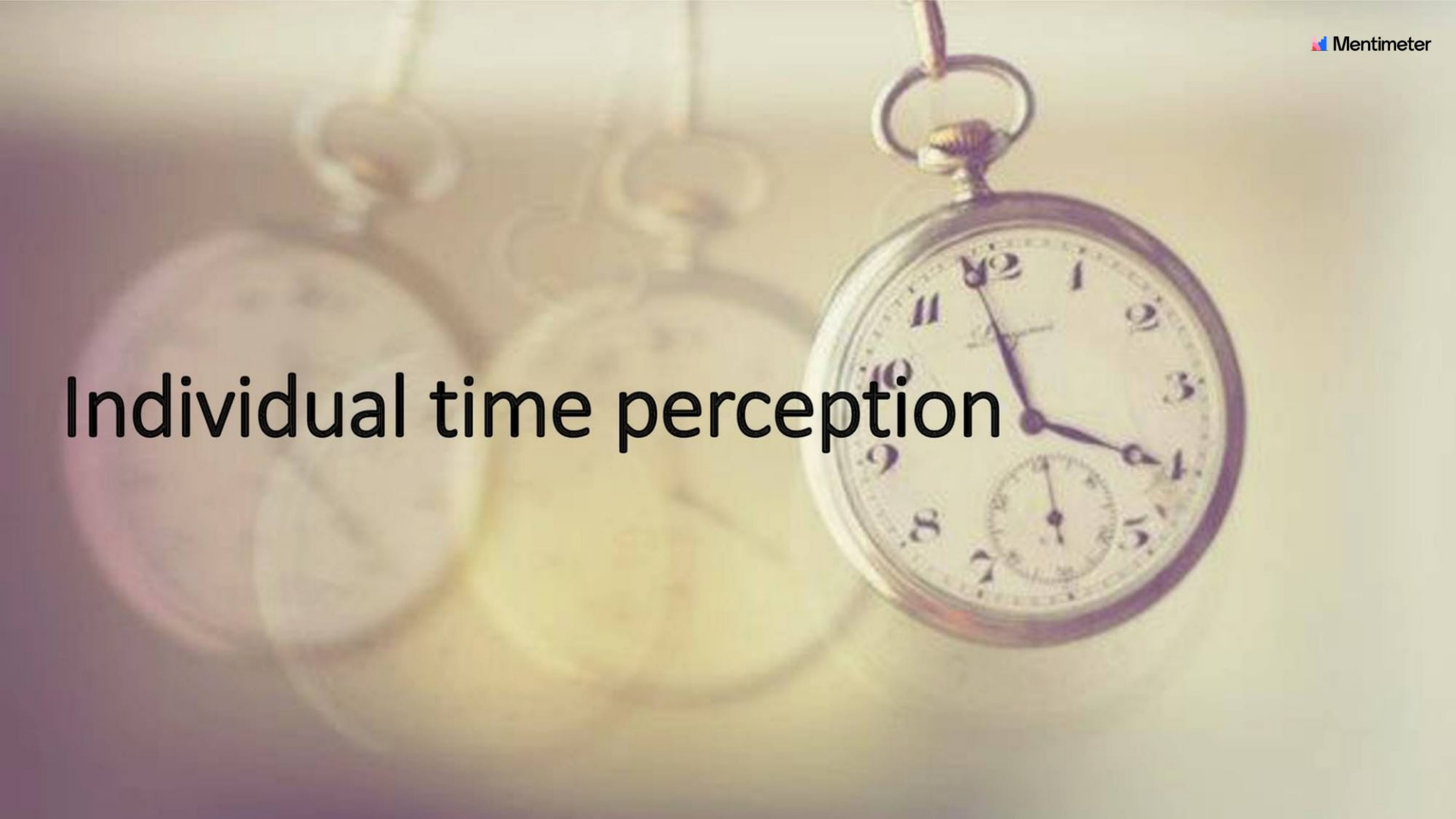
Dace Siliņa, Mg.sc.soc
career consultant, coach
career center
University of Latvia

Effective time planning

Individual time perception



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Western type

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Oriental type

Which time perception type you resemble the most?

Western type

Oriental type

Both types

None of them

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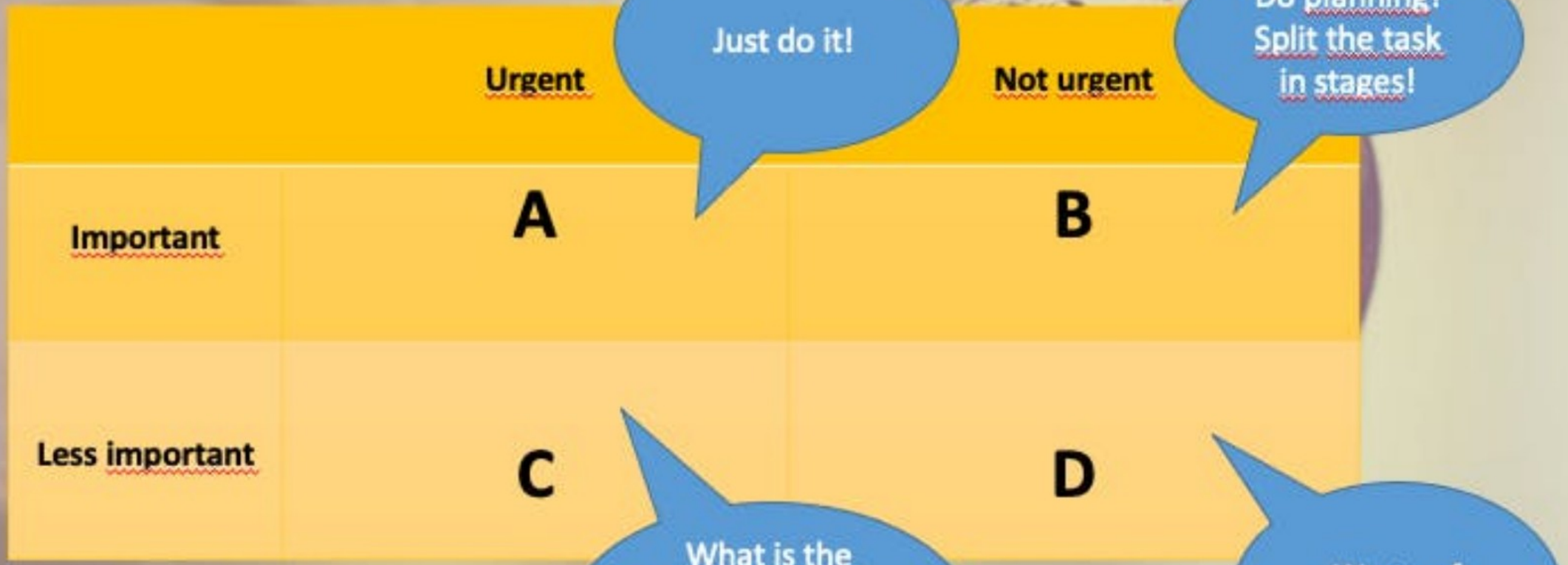
Time management matrix



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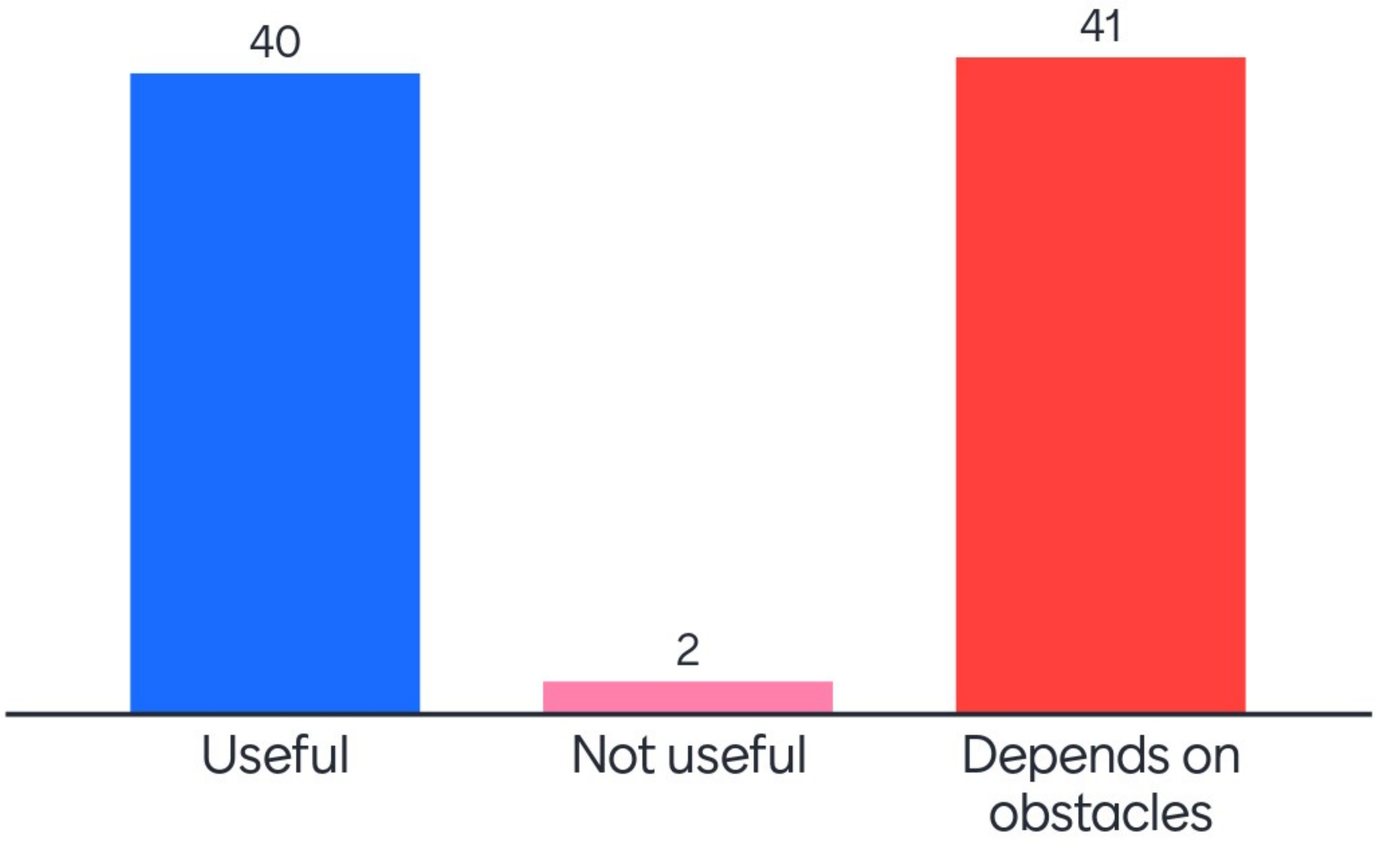
Goal setting

- Well-defined goals description based on SMART model:

  - Specific
  - Measurable
  - Attainable
  - Relevant
  - Time - based

Do you find the SMART model in time management:



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The task - training: successful goal setting

I will be doing sports starting from 1st of January 2020

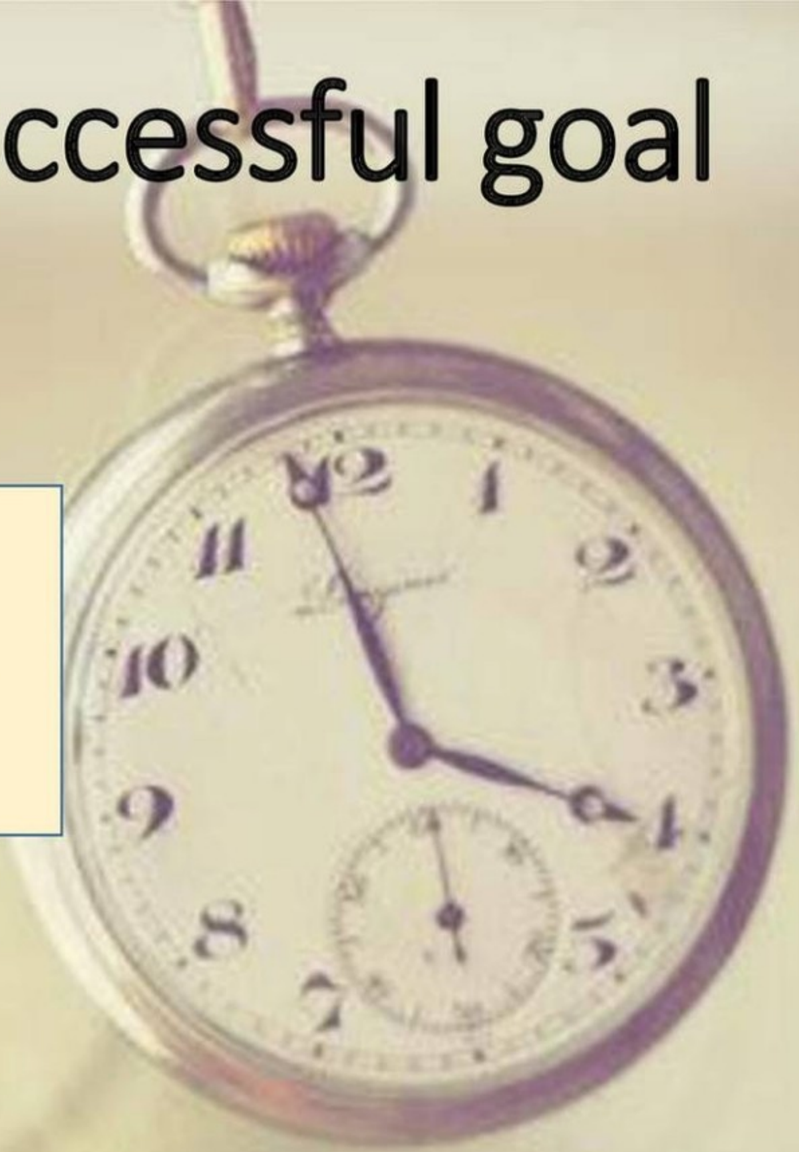
0:00 AM.

Mentimeter

The task - training: successful goal setting

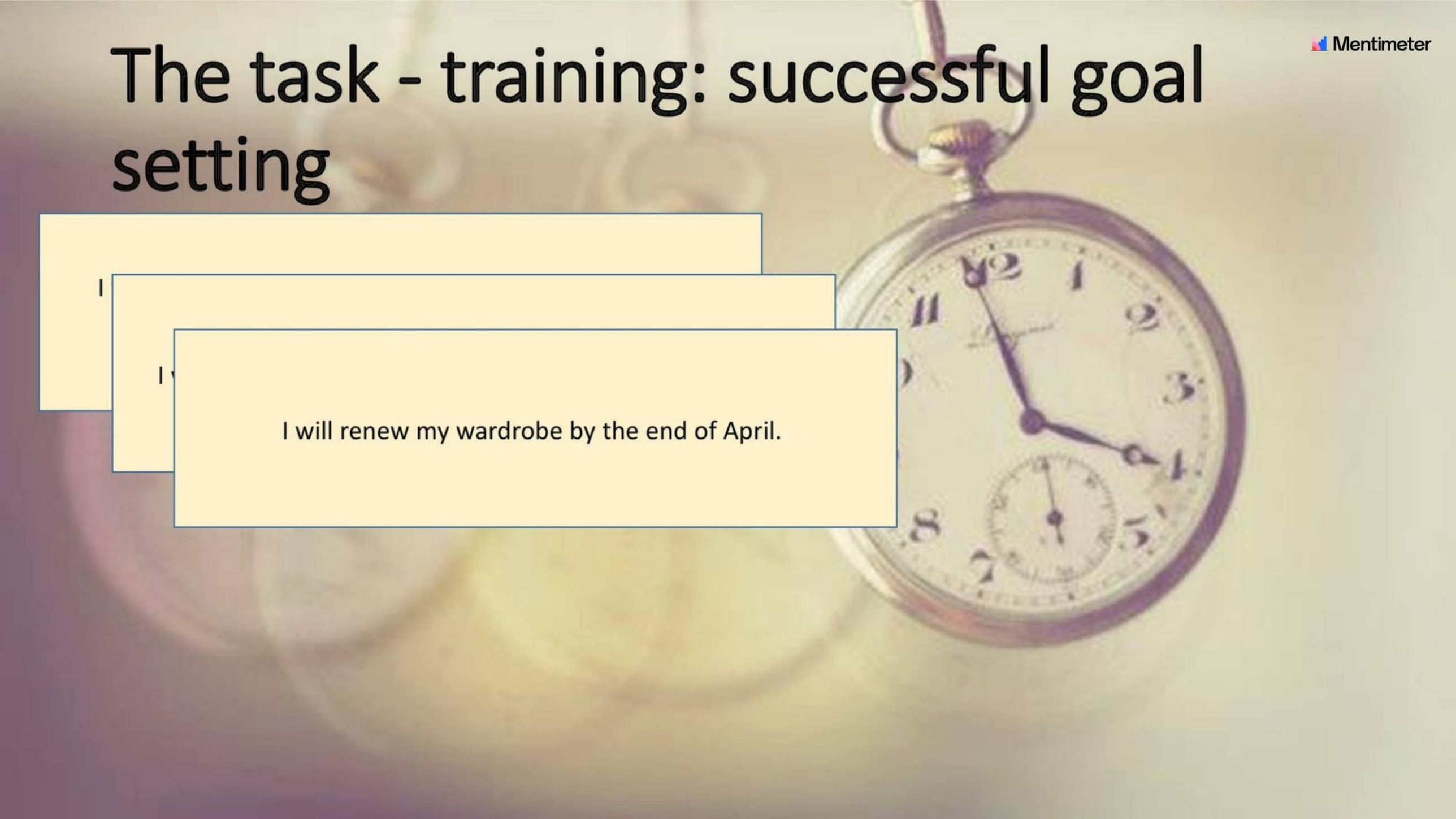
I

I will reply to most important e-mails as soon as possible.



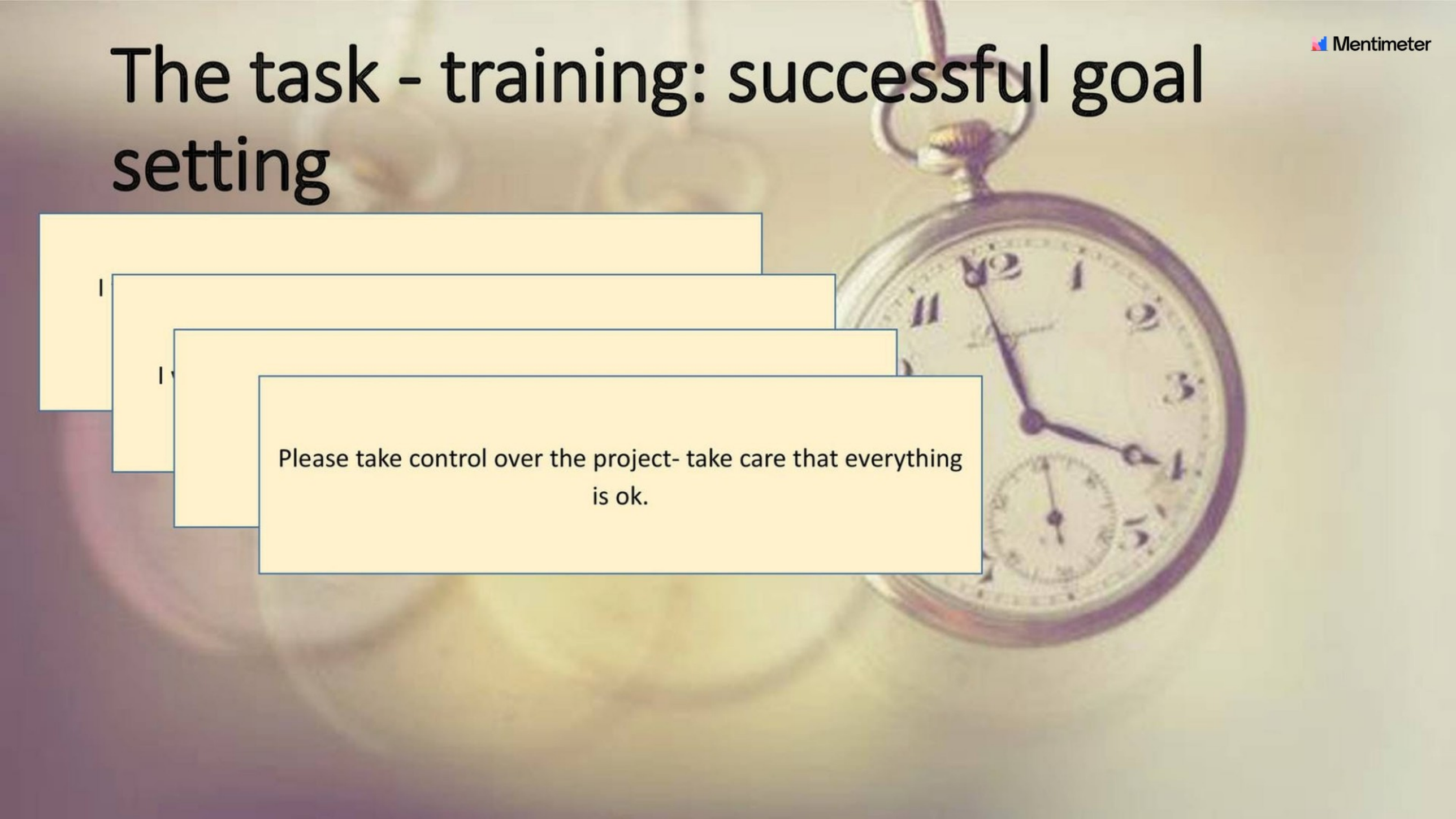
Mentimeter

The task - training: successful goal setting



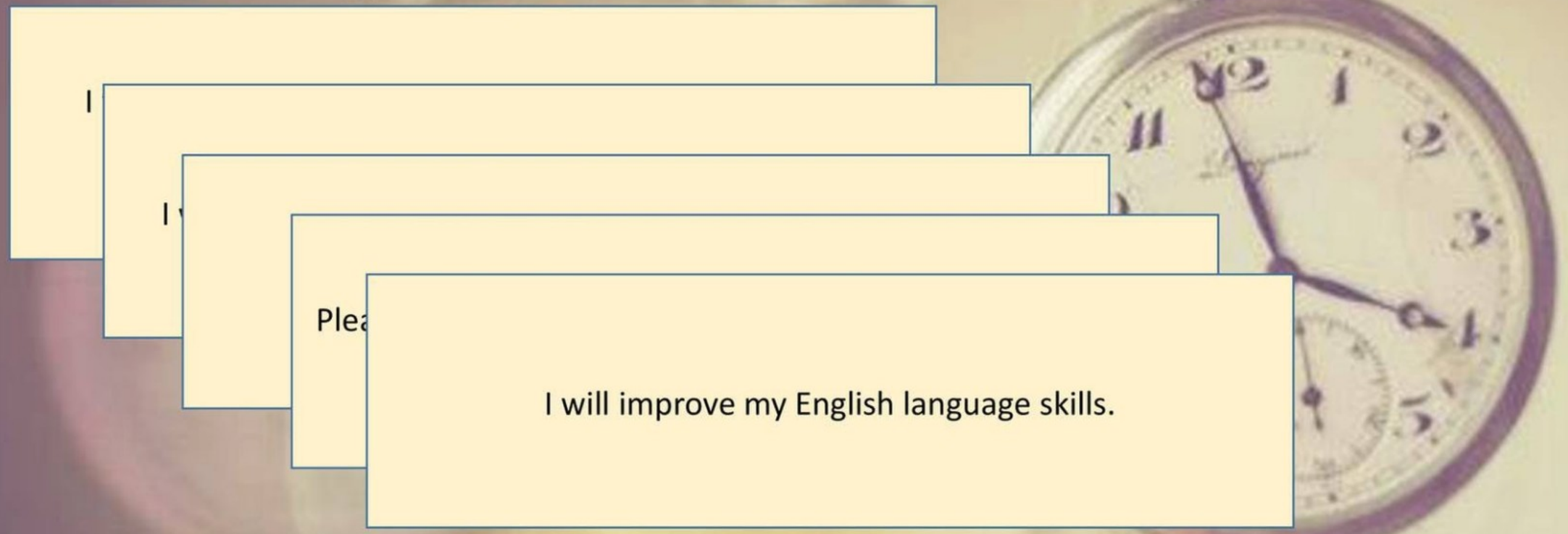
I will renew my wardrobe by the end of April.

The task - training: successful goal setting



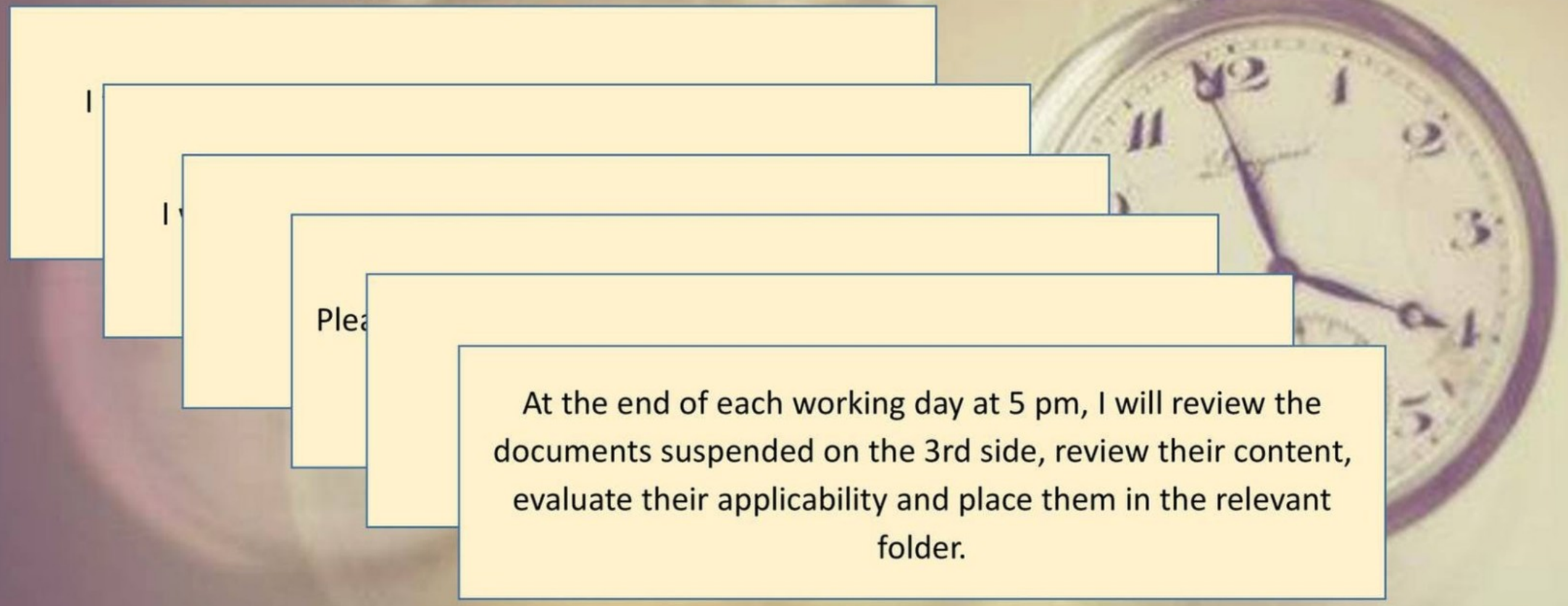
Please take control over the project- take care that everything is ok.

The task - training: successful goal setting



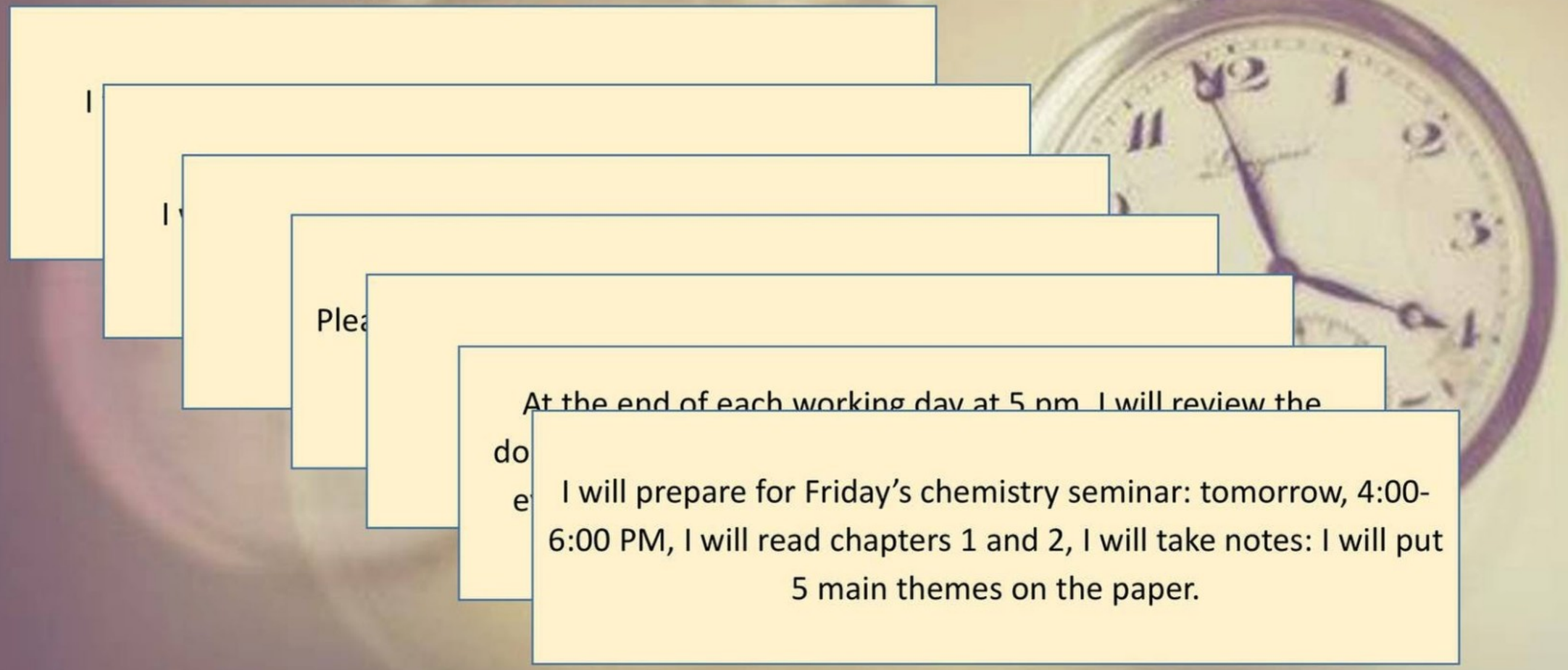
Mentimeter

The task - training: successful goal setting



At the end of each working day at 5 pm, I will review the documents suspended on the 3rd side, review their content, evaluate their applicability and place them in the relevant folder.

The task - training: successful goal setting



Keep going.
Everything you need will come to you at a perfect time.
lessonslearnedinlife.com

Mentimeter

Thank you for joining us!

Framework for Erasmus Staff Competences

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