

To: Sir/Madame

Questionnaire

We, the JUAM delegation, will visit several universities/organizations in Sweden and the United Kingdom, and will conduct the survey on the relationship between the motivation and the mobility for the university administrative staffs in Europe. Before interviewing, we would like to know more about the current situation in your university. We sincerely would like to ask you to answer the following questions and get this questionnaire back to us before September 17, 2018 via email to heurosurvey@juam.jp. Our interview would be done based on your answers to this questionnaire.

1. Basic information of your university

Q1. How many administrative staffs do they work in your university?

*The administrative staffs here mean the full-time non-academic/professional staffs who are NOT fixed-term basis.

Check	Number of Staffs
<input type="checkbox"/>	50 to 100
<input type="checkbox"/>	101 to 150
<input type="checkbox"/>	151 to 200
<input type="checkbox"/>	201 to 250
<input type="checkbox"/>	251 to 300
<input type="checkbox"/>	301 to 350
<input type="checkbox"/>	351 to 400
<input type="checkbox"/>	more than 401
<input type="checkbox"/>	Other:

Q2. How many of the administrative staffs worked in another/other university/organization/company before they started to work in your university?

Check	Ratio
<input type="checkbox"/>	Less than 10%
<input type="checkbox"/>	11 to 20%
<input type="checkbox"/>	21 to 30%
<input type="checkbox"/>	31 to 40%
<input type="checkbox"/>	41 to 50%
<input type="checkbox"/>	more than 51%
<input type="checkbox"/>	Don't know
<input type="checkbox"/>	No answer

Q3. Which point(s) do you find beneficial when the administrative staffs who worked in another organization before the current position join your university?

Check	Point
<input type="checkbox"/>	Professional knowledge/experience
<input type="checkbox"/>	Length of experience
<input type="checkbox"/>	Internationality
<input type="checkbox"/>	Wide range of experience
<input type="checkbox"/>	None
<input type="checkbox"/>	Other:

Q4. Regarding the latest academic background, how many of the administrative staffs finished each education?

Ratio	
Education level	%
High school	
University (Bachelor)	
Graduate School (Master)	
Graduate School (Ph. D.)	
Other:	

Q5. Where do the administrative staff in your university come from?

Ratio	
	%
The country where your university locates.	
Other country in Europe	
Outside of Europe	

2. Mobility Training Program

Q6. Does your university offer any kind of mobility training program to the staffs?

*In this survey, the definition of the "Mobility Training Program" is to send a staff to the other organization temporarily. The counter organization might be a univeristy, a higher education institution, etc. The period must be more that two months, but the staff still belongs to your university during this period.

Check

<input type="checkbox"/>	No	
<input type="checkbox"/>	Yes	=>Please explain the details of the program.

Program Information

	Name	Organizer	Period	Counter organization	Targeting participant	Commencing Year
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx
a						
b						
c						
d						
e						

Q7. Do you know the number of the past participants in those mobility training program?

Check

<input type="checkbox"/>	Don't know	
<input type="checkbox"/>	None	
<input type="checkbox"/>	Yes	=> Please provide more information about the attendance.

	Program Name	Total number of participants	Total number of voluntary participants	Average number of participant per year from 2016-2018
a				
b				
c				
d				
e				

Q8. What does your university think about the mobility training program?

Check

<input type="checkbox"/>	Doesn't offer.
<input type="checkbox"/>	Yes, they offer. => Please answer the following questions.

These programs enhance the university ability by:

<input type="checkbox"/>	Correcting the information more positively
<input type="checkbox"/>	Providing more opportunity for staffs to become more professional
<input type="checkbox"/>	Promoting the inner diversity
<input type="checkbox"/>	Responding the social accountability

These programs effect badly to the university by:

<input type="checkbox"/>	Reducing the human resources temporarily
<input type="checkbox"/>	Owing the financial cost
<input type="checkbox"/>	Breaking the business continuity
<input type="checkbox"/>	Increasing the loss for the taking over
<input type="checkbox"/>	Increasing the manageial cost
<input type="checkbox"/>	Other:

Q9. Does your university set any requirements for the applicants?

Check

<input type="checkbox"/>	None	
<input type="checkbox"/>	Yes	=> Please check the applicable ones

for the applicat for the screening

Work Experience (Year)		Details:
Work Experience (Department/Task)		Details:
Position		Details:
Specific Skills		Details:
Official Qualification		Details:
Motivation		Details:

3. Staff Motivation

Q11. Does your university set any policies or articles about the improvement of the staff motivation in the official documents such as the mid-term plan?

Check

- Not described.
 Described abstractly.
 Detailed described. =>Please answer the following questions.

Do you have any practices?

- No.
 Yes. => Please explain about the practice details.

	Name	Overview	Main Target	Achievement	Financial Support	
					None	All
a						
b						
c						
d						
e						

4. Relationship between the Mobility and the Motivation for the staffs

Q14. Which policy on the personnel changes applies to your university?

Check

- Basically no personnel changes.
 Regularly transfer in a certain period.
 Depends on the division/office or position.
 other:

Q15. Is the experience of the mobility training program considered as one of the requirements for the promotion?

Check

- Yes
 No

Q16. Which action do the staff with the mobility training experience have a tendency to do?

Check

- Studying a field related to the job at a graduate school after employment.
 Academic activities such as participating/making a presentation in an academic conference
 Participating in trainings to enhance skills
 Language learning
 Obtaining a licence/qualification/certification
 Other

Q17. Does your university officially recommend staffs to participate in the mobility training program?

Check

- No
 Yes

Please answer the reason.

To: Sir/Madame

THEME: University's efforts to improve the skills and the motivation of the staff

Q1. Does your university offer any staff training opportunities to improve their skills?

Check

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes =>Please fill in the following table.

	Name	Overview	Main target	Period
a				
b				
c				
d				
e				

Q2. Does you hold any events/activities such as recreation event to enhance the staff motivation?

Check

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes =>Please fill in the following table.

	Name	Overview	Main target	Period
a				
b				
c				
d				
e				

THEME: how the administrative staffs participate in your university's the Academic Planning and the Curriculum Development

Q3. Which role do the administrative staffs play in considering the Academic Planning and the Curriculum Development?

Check Point

<input type="checkbox"/>	There are no role about it because they aren't faculty members
<input type="checkbox"/>	They can make a decision with faculty members
<input type="checkbox"/>	They are just one member of the Academic Planning and Curriculum Development group
<input type="checkbox"/>	Other;

Q4. Does your university set any requirements for the administrative staffs to work for the Academic Planning and Curriculum Development?

Check

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes

=> Please explain about the requirements details.

Q5. Which official qualification or skills do the administrative staffs need to work with faculty members?

Check Point

<input type="checkbox"/>	Ph.D.
<input type="checkbox"/>	Mastrer degree
<input type="checkbox"/>	Enough knowledge about the education
<input type="checkbox"/>	Enough knowledge about the management
<input type="checkbox"/>	Skill in a specific field
<input type="checkbox"/>	Management skill
<input type="checkbox"/>	Communication skill
<input type="checkbox"/>	other;

THEME: Endowment Strategy

Q6. Does your university set any strategy on the endowment?

Check

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Other:

Q7. Which is the most focused goal to achieve the endowment plan in your university?

Check Point

<input type="checkbox"/>	Total amount of the endowment
<input type="checkbox"/>	Number of the endowment
<input type="checkbox"/>	Number of the donors
<input type="checkbox"/>	Continuous endowment by the same donor
<input type="checkbox"/>	Other:

Q8. What action does your university carry on to increase the answer to Q7?

(

Q9. Who is the most focused target stakeholder in your university's endowment strategy?

Check	Point
<input type="checkbox"/>	Graduates
<input type="checkbox"/>	Companies
<input type="checkbox"/>	Companies where the graduate works as the executive board member or the president
<input type="checkbox"/>	Benefactors
<input type="checkbox"/>	Parents of the current students
<input type="checkbox"/>	Staff members/Employees
<input type="checkbox"/>	Other

Q.10 Regarding the Q9, why does your university focus them?

(

Q11. How important is the endowment income in your university's finance?

Check	Point
<input type="checkbox"/>	Most important
<input type="checkbox"/>	Secondary important
<input type="checkbox"/>	Important to third
<input type="checkbox"/>	Important to fourth
<input type="checkbox"/>	Other

Q12. If you didn't answer "Most important" in the Q11, what is the most important income in your university?

(

Q13. Does your university distribute any brochure to the stakeholders as the endowment activities?

Check	
<input type="checkbox"/>	No
<input type="checkbox"/>	Yes

=> It's appreciated if you could give us a sample data.

To: Sir/Madame

Questionnaire

We, the JUAM delegation, will visit several universities/organizations in Sweden and the United Kingdom, and will conduct the survey on the relationship between the motivation and the mobility for the university administrative staffs in Europe. Before interviewing, we would like to know more about the current situation in your university. We sincerely would like to ask you to answer the following questions and get this questionnaire back to us before September 17, 2018 via email to heurosurvey@juam.jp. Our interview would be done based on your answers to this questionnaire.

1. Basic information of your university

Q1. How many administrative staffs do they work in your university?

*The administrative staffs here mean the full-time non-academic/professional staffs who are NOT fixed-term basis.

Check	Number of Staffs
<input type="checkbox"/>	50 to 100
<input type="checkbox"/>	101 to 150
<input type="checkbox"/>	151 to 200
<input type="checkbox"/>	201 to 250
<input type="checkbox"/>	251 to 300
<input type="checkbox"/>	301 to 350
<input type="checkbox"/>	351 to 400
<input type="radio"/>	more than 401
<input type="checkbox"/>	Other:

Q2. How many of the administrative staffs worked in another/other university/organization/company before they started to work in your university?

Check	Ratio
<input type="checkbox"/>	Less than 10%
<input type="checkbox"/>	11 to 20%
<input type="checkbox"/>	21 to 30%
<input type="checkbox"/>	31 to 40%
<input type="checkbox"/>	41 to 50%
<input type="checkbox"/>	more than 51%
<input type="radio"/>	Don't know
<input type="checkbox"/>	No answer

Q3. Which point(s) do you find beneficial when the administrative staffs who worked in another organization before the current position join your university?

Check	Point
<input type="radio"/>	Professional knowledge/experience
<input type="radio"/>	Length of experience
<input type="radio"/>	Internationality
<input type="radio"/>	Wide range of experience
<input type="checkbox"/>	None
<input type="checkbox"/>	Other:

Q4. Regarding the latest academic background, how many of the administrative staffs finished each education?

	Ratio
Education level	%
High school	
University (Bachelor)	
Graduate School (Master)	
Graduate School (Ph. D.)	
Other:	NA

Q5. Where do the administrative staff in your university come from?

	Ratio
	%
The country where your university locates.	NA
Other country in Europe	NA
Outside of Europe	NA

2. Mobility Training Program

Q6. Does your university offer any kind of mobility training program to the staffs?

*In this survey, the definition of the "Mobility Training Program" is to send a staff to the other organization temporarily. The counter organization might be a univeristy, a higher education institution, etc. The period must be more that two months, but the staff still belongs to your university during this period.

Check

<input type="radio"/>	No	
<input type="checkbox"/>	Yes	=>Please explain the details of the program.

Program Information

	Name	Organizer	Period	Counter organization	Targeting participant	Commencing Year
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx
a						
b						
c						
d						
e						

Q7. Do you know the number of the past participants in those mobility training program?

Check

<input type="radio"/>	Don't know	
<input type="checkbox"/>	None	
<input type="checkbox"/>	Yes	=> Please provide more information about the attendance.

	Program Name	Total number of participants	Total number of voluntary participants	Average number of participant per year from 2016-2018
a				
b				
c				
d				
e				

Q8. What does your university think about the mobility training program?

Check

<input type="radio"/>	Doesn't offer.
<input type="checkbox"/>	Yes, they offer. => Please answer the following questions.

These programs enhance the university ability by:

<input type="checkbox"/>	Correcting the information more positively
<input type="checkbox"/>	Providing more opportunity for staffs to become more professional
<input type="checkbox"/>	Promoting the inner diversity
<input type="checkbox"/>	Responding the social accountability

These programs effect badly to the university by:

<input type="checkbox"/>	Reducing the human resources temporarily
<input type="checkbox"/>	Owing the financial cost
<input type="checkbox"/>	Breaking the business continuity
<input type="checkbox"/>	Increasing the loss for the taking over
<input type="checkbox"/>	Increasing the manageial cost
<input type="checkbox"/>	Other:

Q9. Does your university set any requirements for the applicants?

Check

<input type="radio"/>	None	
<input type="checkbox"/>	Yes	=> Please check the applicable ones

for the applicat for the screening

Work Experience (Year)		Details:
Work Experience (Department/Task)		Details:
Position		Details:
Specific Skills		Details:
Official Qualification		Details:
Motivation		Details:

3. Staff Motivation

Q11. Does your university set any policies or articles about the improvement of the staff motivation in the official documents such as the mid-term plan?

Check

- Not described.
 Described abstractly.
 Detailed described. => Please answer the following questions.

Do you have any practices?

- No.
 Yes. => Please explain about the practice details.

	Name	Overview	Main Target	Achievement	Financial Support	
					None	All
a	Wellness plan					
b	Complimentary coffe and fruit					
c	Social events					
d	Individual salary structure					
e						

4. Relationship between the Mobility and the Motivation for the staffs

Q14. Which policy on the personnel changes applies to your university?

Check

- Basically no personnel changes.
 Regularly transfer in a certain period.
 Depends on the division/office or position.
 other: Individuals are encouraged to apply for open positions within (and outside of) the university

Q15. Is the experience of the mobility training program considered as one of the requirements for the promotion?

Check

- Yes
 No

Q16. Which action do the staff with the mobility training experience have a tendency to do?

Check

- Studying a field related to the job at a graduate school after employment.
 Academic activities such as participating/making a presentation in an academic conference
 Participating in trainings to enhance skills
 Language learning
 Obtaining a licence/qualification/certification
 Other: NA

Q17. Does your university officially recommend staffs to participate in the mobility training program?

Check

- No
 Yes

Please answer the reason: We look forward to discussing the types of mobility programs available for staff at Uppsala Univer

スウェーデン王立工科大学からの回答

To: Sir/Madame

Questionnaire

We, the JUAM delegation, will visit several universities/organizations in Sweden and the United Kingdom, and will conduct the survey on the relationship between the motivation and the mobility for the university administrative staffs in Europe. Before interviewing, we would like to know more about the current situation in your university. We sincerely would like to ask you to answer the following questions and get this questionnaire back to us before September 17, 2018 via email to heurosurvey@juam.jp. Our interview would be done based on your answers to this questionnaire.

1. Basic information of your university

Q1. How many administrative staffs do they work in your university?

*The administrative staffs here mean the full-time non-academic/professional staffs who are NOT fixed-term basis.

Check	Number of Staffs
<input type="checkbox"/>	50 to 100
<input type="checkbox"/>	101 to 150
<input type="checkbox"/>	151 to 200
<input type="checkbox"/>	201 to 250
<input type="checkbox"/>	251 to 300
<input type="checkbox"/>	301 to 350
<input type="checkbox"/>	351 to 400
<input checked="" type="checkbox"/>	more than 401
<input type="checkbox"/>	Other:

Q2. How many of the administrative staffs worked in another/other university/organization/company before they started to work in your university?

Check	Ratio
<input type="checkbox"/>	Less than 10%
<input type="checkbox"/>	11 to 20%
<input type="checkbox"/>	21 to 30%
<input type="checkbox"/>	31 to 40%
<input type="checkbox"/>	41 to 50%
<input type="checkbox"/>	more than 51%
<input checked="" type="checkbox"/>	Don't know
<input type="checkbox"/>	No answer

Q3. Which point(s) do you find beneficial when the administrative staffs who worked in another organization before the current position join your university?

Check	Point
<input checked="" type="checkbox"/>	Professional knowledge/experience
<input type="checkbox"/>	Length of experience
<input type="checkbox"/>	Internationality
<input type="checkbox"/>	Wide range of experience
<input type="checkbox"/>	None
<input type="checkbox"/>	Other:

Q4. Regarding the latest academic background, how many of the administrative staffs finished each education?

	Ratio
Education level	%
High school	
University (Bachelor)	Do not know
Graduate School (Master)	Do not know
Graduate School (Ph. D.)	
Other:	

Q5. Where do the administrative staff in your university come from?

	Ratio
	%
The country where your university locates.	Most
Other country in Europe	Some
Outside of Europe	Some

2. Mobility Training Program

Q6. Does your university offer any kind of mobility training program to the staffs?

*In this survey, the definition of the "Mobility Training Program" is to send a staff to the other organization temporarily. The counter organization might be a univeristy, a higher education institution, etc. The period must be more that two months, but the staff still belongs to your university during this period.

Check

<input type="checkbox"/>	No	Very few more than two months, quite many for shorter periods, mainly within Europé
<input type="checkbox"/>	Yes	=>Please explain the details of the program.

Program Information

	Name	Organizer	Period	Counter organization	Targeting participant	Commencing Year
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx
a						
b						
c						
d						
e						

Q7. Do you know the number of the past participants in those mobility training program?

Check

<input type="checkbox"/>	Don't know	
<input type="checkbox"/>	None	
<input type="checkbox"/>	Yes	Around 50 /year for shorter periods, mainly within Europe

	Program Name	Total number of participants	Total number of voluntary participants	Average number of participant per year from 2016–2018
a				
b				
c				
d				
e				

Q8. What does your university think about the mobility training program?

Check

<input type="checkbox"/>	Doesn't offer.	
<input type="checkbox"/>	Yes, they offer.	=> Please answer the following questions.

These programs enhance the university ability by:

<input type="checkbox"/>	Correcting the information more positively
<input type="checkbox"/>	Providing more opportunity for staffs to become more professional
<input type="checkbox"/>	Promoting the inner diversity
<input type="checkbox"/>	Responding the social accountability

These programs effect badly to the university by:

<input type="checkbox"/>	Reducing the human resources temporarily
<input type="checkbox"/>	Owing the financial cost
<input type="checkbox"/>	Breaking the business continuity
<input type="checkbox"/>	Increasing the loss for the taking over
<input type="checkbox"/>	Increasing the manageial cost
<input type="checkbox"/>	Other:

Q9. Does your university set any requirements for the applicants?

Check

<input type="checkbox"/>	None	
<input type="checkbox"/>	Yes	=> Please check the applicable ones

for the applicat for the screening

Work Experience (Year)	Details:	Details:
Work Experience (Department/Task)	Details:	Details:
Position	Details:	Details:
Specific Skills	Details:	Details:
Official Qualification	Details:	Details:
Motivation	Details:	Details:

3. Staff Motivation

Q11. Does your university set any policies or articles about the improvement of the staff motivation in the official documents such as the mid-term plan?

Check

<input type="checkbox"/>	Not described.
<input checked="" type="checkbox"/>	Described abstractly.
<input type="checkbox"/>	Detailed described. =>Please answer the following questions.

Do you have any practices?

<input type="checkbox"/>	No.
<input type="checkbox"/>	Yes. => Please explain about the practice details.

	Name	Overview	Main Target	Achievement	Financial Support	
					None	All
a						
b						
c						
d						
e						

4. Relationship between the Mobility and the Motivation for the staffs

Q14. Which policy on the personnel changes applies to your university?

Check

<input type="checkbox"/>	Basically no personnel changes.
<input type="checkbox"/>	Regularly transfer in a certain period.
<input checked="" type="checkbox"/>	Depends on the division/office or position.
<input type="checkbox"/>	other:

Q15. Is the experience of the mobility training program considered as one of the requirements for the promotion?

Check

<input type="checkbox"/>	Yes
<input checked="" type="checkbox"/>	No

Q16. Which action do the staff with the mobility training experience have a tendency to do?

Check

<input type="checkbox"/>	Studying a field related to the job at a graduate school after employment.
<input type="checkbox"/>	Academic activities such as participating/making a presentation in an academic conference
<input type="checkbox"/>	Participating in trainings to enhance skills
<input type="checkbox"/>	Language learning
<input type="checkbox"/>	Obtaining a licence/qualification/certification
<input checked="" type="checkbox"/>	Other

Q17. Does your university officially recommend staffs to participate in the mobility training program?

Check

<input type="checkbox"/>	No
<input checked="" type="checkbox"/>	Yes

Please answer the reason.