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 <u>September 17, 2018</u> 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 Staff
	50 to 100
	101 to 150
	151 to 200
	201 to 250
	251 to 300
	301 to 350
	351 to 400
	more than 401
	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
	Less than 10%
	11 to 20%
	21 to 30%
	31 to 40%
	41 to 50%
	more than 51%
	Don't know
	No answer

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

Check	Point
	Professional knowledge/experience
	Length of experience
	Internationality
	Wide range of experience
	None
	Other:

Q4. Regarding the latest academic background, how many of the adminisitrative staffd 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 unviersity 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 university, 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						(s		
	No							
	Yes	=>Please expla	in the detai l s of	f the program.				
	Program Inform	nation						
	Name		Period	Counter organization	Targeting participant	Commencing Year		
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx		
a								
b								
d							1	
e							1	
Check	Check Don't know None Yes => Please provide more information about the attendance.							
	Program Name	Total number o	f participants	Total number of vol	untary participants	Average number of	f participant per year from 2016-2	018
a b								
C								_
d								
е								
Q8. What does	your university Doesn't offer.	think about the	mobility trainin	g program?				
	Yes, they offer	.=> Please answ	ver the fo ll owing	g questions.				
These programs enhence the university ability by: Correcting the information more positively Providing more opportunity for staffs to become more professional Promoting the inner diversity								

Joesn't offer.
es, they offer.=> Please answer the following questions.
These programs enhence the university ability by: Correcting the information more positively Providing more opportunity for staffs to become more profession
Promoting the inner diversity
Responding the social accountability
These programs effect badly to the university by: Reducing the human resources temporarily Dwing the financial cost Breaking the business continuity ncreasing the loss for the taking over ncreasing the manageial cost Other:

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

Check				
	None			
	Yes	=> Please check	the applicable	ones

		for the screening		
Work Experience	e (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	Not described	oed.		wing questions.		
	No.	ve any practices? Ilease explain abo	ut the practice d	etai l s.		
	Name	Overview	Main Target	Achievement	Financial S	
	a				None	All
	b					
	c					
	d e					
	e[
Check	Check Basically no personnel changes. Regularly transfer in a certain period. Depends on the division/office or position. other:					
Check	Q15. Is the experience of the mobility training program considered as one of the requirements for the promotion? Check Yes No					
Q16. Which	h action do the s	staff with the mob	oility training exp	erience have a t	endency to c	lo?
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	officia ll y recomm	end staffs to par	ticipate in the m	obi l ity trainir	ng program?
Check	No Yes					

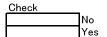
Please answer the reason.

To: Sir/Mad	dame							
THEME: Un	iversity's effort	s to improve the	ski ll s and the mo	tivation of the st	aff			
Q1. Does y	our university o	ffer any staff trai	ning opportunitie	s to improve the	r ski ∥ s?			
Check								
	No Yes =>Plea	ase fi ll in the fo ll o	wing table.					
	Name	Overview	Main target	Period]			
	a b							
	c d]			
	е]			
Q2. Does y	ou ho l d any eve	nts/activities suc	ch as recreation	event to enhance	the staff motiv	vation?		
Check								
	No Yes =>Plea	ase fi ll in the fo ll o	wing table.					
	Name	Overview	Main target	Period]			
	ab							
	c d				-			
	e				<u> </u>			
Q4. Does y	They can m They are ju Other;		ith faculty memb f the Academic F nts for the admin	ers Planning and Curr	riculum Develop		ning and Curricu l ui	m Development
Q5. Which	official qualificat	tion or ski l ls do th	e administrative	staffs need to w	ork with fucu l ty	members?		
Check	Point Ph.D. Mastrer de	gree						
	Enough kno Ski ll in a sp							
	Managemer Communica other;							
THEME: En	dowment Strate	egy						
Q6. Does y	our university s	et any strategy o	n the endowmen	t?				
Check	Yes							
	No Other:							
Q7. Which i	<u>-</u>	ısed goa l to achie	ve the endowme	nt p l an in your u	niversity?			
Check	Point							
		nt of the endowm the endowment	nent					
	Number of	the donors	ha cama danar					
	Other:	endowment by tl	ne same donor					

Q9. Who is the most focused target stakeholder in your univeristy's endowment strategy? Check Point Graduates Companies Companies where the graduate works as the executive board member or the president Benefactors Parents of the current students Staff members/Employees 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 Most important Secondary important Important to third Important to fourth . 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?



(

=> 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 <u>September 17, 2018</u> 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 Staff
	50 to 100
	101 to 150
	151 to 200
	201 to 250
	251 to 300
	301 to 350
	351 to 400
0	more than 401
	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
	Less than 10%
	11 to 20%
	21 to 30%
	31 to 40%
	41 to 50%
	more than 51%
0	Don't know
	No answer

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

Check	Point
0	Professional knowledge/experience
0	Length of experience
0	Internationality
0	Wide range of experience
	None
	Other:

Q4. Regarding the latest academic background, how many of the administrative staffd 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 unviersity come from?

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

2. Mobility	Training	Progr	ar

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 university, 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	_						
0	No						
	Yes	=>Please expla	in the detai l s of	f the program.			
	Program Inforn		•			•	-
	Name	Organizer	Period	Counter organization	Targeting participant	Commencing Year	4
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx	
a]
b							
С							
d							
е							1
Q7. Do your kr	now the number	of the past part	cicipants in thos	e mobi l ity traini	ng program?		
Check	=						
0	Don't know						
	None						
	Yes	=> Please prov	ide more inform	ation about the	attendance.		
	Program Name	Total number o	f participants	Total number of vol	untary participants	Average number o	of participant per year from 2016-20
а							
b							
С							
d	1						
е							
Q8. What does	your university	think about the	mobility training	g program?			
Check	_						
0	Doesn't offer						
	Yes, they offer	:.=> Please answ	ver the fo ll owing	g questions.			
	These program	ns enhence the ι	university ability	by:			
		information mor		-			
		opportunity for		ne more profess	ional		
	Promoting the			•			
		e social account	ability				
			•				
	These program	ns effect badly to	o the university	by:			
	Reducing the h	numan resources	s temporarily	<u></u>			
	Owing the final						
		usiness continui	tv				
		loss for the taki					
		manageial cost					
	Other:	a.iagoiai oost					
	_ = 0.101.						
Q9. Does your	university set a	nv requirements	s for the applica	nts?			

for the ap	plicat for	the	screening	ηg
ence (Year)				

=> Please check the applicable ones

Work Experience	e (Year)			
	Details:	Details:		
Work Experience (Department/Task)				
	Details:	Details:		
Position				
	Details:	Details:		
Specific Skills				
	Details:	Details:		
Official Qualific	ation			
	Details:	Details:		
Motivation				
	Details:	Details:		

None

Yes

	our university se	et any policies or he mid–term plan'		the improvement	t of the staff mo	otivation in the	
Check O	Not describe Described ab Detaild descr		nswer the follo	owing questions.			
0	No.	any practices? ase explain about	the practice d	letails.			
	Name	Overview	Main Target	Achievement	Financial Supp None	oort A]
	a Wellness plar	n .			IVOITC	/\	-
		' ary coffe and fruit				+	=
	c Social events					1	†
	d Individual sal						-
	e e	ary scraotare					1
Q14. Which Check O	Basically no Regularly tra Depends on other: Individ	Mobility and the Newscannel changes and personnel change nsfer in a certain the division/office luals are encourage mobility training	s. period. or position. ged to apply for	university? r open positions			•
0	Yes No	off the decree of the					
Check	<u></u>	aff with the mobili eld related to the			•		
0	Participating Language lea	tivities such as pa in trainings to en arning icence/qualification	hance ski ll s	- '	ion in an acader	mic conference	
Q17. Does y	our university of	fficia ll y recommen	d staffs to par	ticipate in the m	obility training p	orogram?	
Check	─ _N-						

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

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 <u>September 17, 2018</u> 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 Staff
	50 to 100
	101 to 150
	151 to 200
	201 to 250
	251 to 300
	301 to 350
	351 to 400
	more than 401
	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
	Less than 10%
	11 to 20%
	21 to 30%
	31 to 40%
	41 to 50%
	more than 51%
	Don't know
	No answer

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

Check	Point
	Professional knowledge/experience
	Length of experience
	Internationality
	Wide range of experience
	None
	Other:

Q4. Regarding the latest academic background, how many of the adminisitrative staffd 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 unviersity 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 university, 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							
	No	Very few more	than two montl	hs, quite many f	or shorter perio	ds, main <mark>l</mark> y withii	n Europé
	Yes		in the detai l s of				
	_						
	Program Inforn	<u>nation</u>					<u></u>
	Name	Organizer	Period	Counter organization	Targeting participant	Commencing Year	<u> </u>
example	Job Shadowing	IMOTION	two months	xxx University	Staff aged less	20xx	
а				,,,,,,	<u></u>		1
b							1
C							1
d							1
e							1
	•			1			_
Q7 Do your kr	now the number	of the nast part	ticinants in thos	e mobi l ity trainii	ng nrogram?		
Q7. Do your Ki	low the namber	or the past part	cioiparies iii ciios	oc mobility training	ig program.		
Check							
Offeck	Don't know						
	None	A 50 /	£l	and a declaration behavior	Alain Elimana		
	Yes	Around 50 / yea	ar for snorter p	<mark>eriods, mainly wi</mark>	unin Europe		
	ID Name	IT-4-1		Takal mumban af ual		I A	of monticinant many years from 2016
	†	Total number o	n participants	Total number of vol	untary participants	Average number of	of participant per year from 2016-2
a	+						
b							
C	+						
C							
е							
Check	Doesn't offer. Yes, they offer	<mark></mark> => Please ansv	ver the fo ll owing	g questions.			
	These program	ns enhence the u	iniversity ability	, by:			
		information mo		by.			
				me more profess	sional		
		inner diversity	Starrs to boool	no moro proroso	nona _i		
		e social account	ahility				
	responding the	c 300iai a000ani	ability				
	These program	ns effect badly to	o the university	hv			
		numan resources		DV.			
	Owing the fina		s comporarily				
		usiness continui	itv				
		loss for the taki					
		manageial cost	ing over				
	Other:	ilialiageiai Cost					
	Jourier.						
Q9. Does your	university set a	any requirements	s for the applica	ants?			
Check							
	None						
	Yes	=> Please chec	ck the applicabl	e ones			
	<u> </u>						
		for the applicat	t for the screeni	ing			
	Work Experien			֓֞֞֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓֓			

		tor the screening
Work Experience	e (Year)	
	Details:	Details:
Work Experience	e (Department/	′Task)
	Details:	Details:
Position		
	Details:	Details:
Specific Skills		
	Details:	Details:
Official Qualific	ation	
	Details:	Details:
Motivation		
	Details:	Details:

	Not descri	bed.				
		<mark>abst</mark> ractly.				
	Detaild des	scribed. =>Please	answer the fo ll o	wing questions.		
		ve any practices?				
	No	a				
		Please explain abo	ut the practice d	etaiis.		
	Name	Overview	Main Target	Achievement	Financial Supp	ort
	Name	O VOI VIOW	Wall Targot	/ torrio vornorie	None	IAII
	a				110110	,
	b					
	c					
	d					
	e					
. Which	Basically n	personnel changes no personnel chan	ges.	university?		
elation: . Which	Basically n	no personnel chan, transfer in a certa	ges. in period.	university?		
. Which	Basically n Regularly t Depends o	no personnel chan	ges. in period.	university?		
. Which	Basically n	no personnel chan, transfer in a certa	ges. in period.	university?		
. Which	Basically n Regularly t Depends o other:	no personnel chan, transfer in a certa	ges. in period. ice or position.	•	the requirement	s for the prom
. Which	Basically n Regularly t Depends o other:	no personnel chan transfer in a certa on the division/off	ges. in period. ice or position.	•	the requirement	s for the prom
. Which	Basically n Regularly t Depends o other:	no personnel chan transfer in a certa on the division/off	ges. in period. ice or position.	•	the requirement	s for the prom
. Which	Basically n Regularly t Depends o other: experience of	no personnel chan transfer in a certa on the division/off	ges. in period. ice or position.	•	the requirement	s for the prom
. Which	Basically n Regularly t Depends o other:	no personnel chan transfer in a certa on the division/off	ges. in period. ice or position.	•	the requirement	s for the prom
. Which	Basically n Regularly t Depends o other: experience of	no personnel chan transfer in a certa in the division/off the mobility traini	ges. in period. ice or position. ng program consi	dered as one of	·	s for the prom
. Which	Basically n Regularly t Depends o other: experience of	no personnel chan transfer in a certa on the division/off	ges. in period. ice or position. ng program consi	dered as one of	·	s for the prom
. Which	Basically n Regularly t Depends o other: experience of	no personnel chan transfer in a certa in the division/off the mobility traini	ges. in period. ice or position. ng program consi	dered as one of	·	s for the prom
. Which	Basically n Regularly t Depends o other: experience of Yes No	no personnel chan transfer in a certa in the division/off the mobility traini	ges. in period. ice or position. ing program consi	dered as one of erience have a to	endency to do?	s for the prom
. Which	Basically n Regularly t Depends o other: experience of Yes No n action do the s	no personnel chan transfer in a certa on the division/off the mobility traini	ges. in period. ice or position. ing program consi- bility training expe	dered as one of erience have a to	endency to do?	·
. Which	Basically n Regularly t Depends o other: experience of Yes No n action do the s Studying a Academic Participatii	no personnel changeransfer in a certain the division/off the mobility training staff with the mobility training the dividing staff with the mobility training to the activities such as ang in trainings to the contractivities of the contractivities such as ang in trainings to the contractivities of the contractivities such as ang in trainings to the contractivities such as a such a	ges. in period. ice or position. ing program consi- bility training expense	dered as one of erience have a to	endency to do?	·
. Which	Basically n Regularly t Depends o other: experience of Yes No action do the s Studying a Academic Participatin Language	no personnel changeransfer in a certain the division/off the mobility training staff with the mobility training staff with the mobility training in trainings to describe the second staff with the mobility training in trainings to describe the second staff with the mobility training staff with the	ges. in period. ice or position. ing program consi bility training expense ine job at a gradual participating/malenhance skills	dered as one of erience have a to ate school after king a presentat	endency to do?	·
. Which	Basically n Regularly t Depends o other: experience of Yes No action do the s Studying a Academic Participatin Language	no personnel changeransfer in a certain the division/off the mobility training staff with the mobility training the dividing staff with the mobility training to the activities such as ang in trainings to the contractivities of the contractivities such as ang in trainings to the contractivities of the contractivities such as ang in trainings to the contractivities such as a such a	ges. in period. ice or position. ing program consi bility training expense ine job at a gradual participating/malenhance skills	dered as one of erience have a to ate school after king a presentat	endency to do?	·
. Which	Basically n Regularly t Depends o other: experience of Yes No action do the s Studying a Academic Participatin Language	no personnel changeransfer in a certain the division/off the mobility training staff with the mobility training staff with the mobility training in trainings to describe the second staff with the mobility training in trainings to describe the second staff with the mobility training staff with the	ges. in period. ice or position. ing program consi bility training expense ine job at a gradual participating/malenhance skills	dered as one of erience have a to ate school after king a presentat	endency to do?	·

Please answer the reason.

3. Staff Motivation