

Policy no: HRPOL1

Version: 1

Date of Issue: 11/02/2021

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## Procedure for recruitment and nomination of CHARM-EU Teaching Staff

### 1. Context

CHARM-EU (Challenge-driven, Accessible, Research-Based and Mobile European University) envisions creating several programmes in the years to come. The content of these programmes will be built by international, diverse and transdisciplinary teams coming from the five universities of the alliance and from external stakeholders. The teaching staff of these programmes will reflect this diversity and will hence come from different backgrounds (academic, business, NGOs, Civil Society Organisations, etc.) and have various status (academic in a university of the alliance, academic in another university, CEO in a company, independent expert, etc.). The teaching staff will also reflect the diversity of the human population, meaning that it must include groups that were or still are underrepresented in society. In the future, the possibility to employ its own staff will be considered, once CHARM has become a legal entity<sup>1</sup>[OBJ]. As long as this option is not possible, the alliance needs a procedure for teachers' assignment, from a pedagogical perspective ("Who is the best professional to teach that module?") as well as from a Human Resources (HR) perspective ("What employment conditions, by which university?"). The diversity of policies, legislations and work conditions in the five members of the alliance makes the creation of a shared and unified procedure for staff

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<sup>1</sup> Even with a legal entity, the employment of own staff is not necessarily the best option. For instance, this possibility is not used by the European campus Eucor, even though they have the possibility to do so. More information about Eucor in the CHARM-EU deliverable 2.1 "Concepts, challenges and lessons learned from the higher education sector and beyond – First steps towards an innovative governance and management model for a new type of alliance".

management very difficult for the moment (but this is something the alliance is working on for its future governance model). For that reason, most of HR strategies will be dealt by internal procedures of each university. The scope of this document is then to propose a procedure to assign teachers to modules of programmes that grant ECTS, guaranteeing that they will be covered by a work contract in any of the five universities if it is not the case already (including external collaborators).

## 2. Purpose

The purpose of this document is to specify a clear and simple procedure for teachers recruitment and nomination for programmes that grant ECTS.

## 3. Benefits

- 3.1. Be transparent and accountable on the CHARM-EU teachers' assignment process. In particular, be clear about the fact that each university has different HR policies and work conditions. Hence, similar teachers of the same module can have diverse work conditions and salaries based on the terms and conditions of employment in their home university.
- 3.2. Guarantee that all teachers are qualified for the module they will teach, from an academic/content as well as from a didactic perspective.
- 3.3. Guarantee that all teachers are paid in accordance with the regulations of the employing university and that they are covered by the work laws of the employing university.
- 3.4. Facilitate the fact the teaching staff encompasses various backgrounds, own-lived experiences, circumstances, access needs (such as age, gender, race including colour, nationality, ethnic or national origin, disability, religion or belief, etc.).<sup>2</sup>
- 3.5. Serve as a pilot for the creation of the future CHARM-EU HR policy, the creation of a legal entity being a possible objective of the alliance.

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<sup>2</sup> More details on the target groups of inclusiveness can be found in the document [Main findings of CHARM-EU WP6 Inclusiveness Survey](#) (document in progress in January 2021)

## 4. Scope

- 4.1. This policy applies to any educational activity related to a CHARM-EU programme that grants ECTS. This could be physical or remote teaching, mentoring, coaching, tutoring or any other teaching activity performed with CHARM-EU students.
- 4.2. It does not apply to education activities that don't grant ECTS (summer/winter schools for example).
- 4.3. It does not apply to activities that do not implicate education or students, like preparatory activities to design the programme (e.g. KCT Module design activities, component of WP4), support or administrative activities.
- 4.4. It applies to all teaching staff assigned to CHARM-EU programmes, whether they are currently employed by one of the alliance's university or by an external company or organisation, and whatever their function or role (professor, lecturer, CEO, expert, PhD student, CSO or NGO employee, etc.).
- 4.5. In first instance, it will be applied for the teachers' assignment of the Masters programme "Global Challenges for Sustainability". But it aims to be applied for future programmes of CHARM-EU, potentially after an update based on the experience of this first programme.
- 4.6. This policy applies to an academic year starting in September (not to the entire programme). The complete timeline is indicated at the end of the document. For the first iteration of the Master's programme "Global Challenges for Sustainability", the dates correspond to the year 2021 (the final list of teaching staff for the first two phases must be finalised in July 2021).

## 5. Principles

- 5.1. Each staff member will be employed or paid by one of the five universities, whether they are currently working for it or not.
- 5.2. Each university deals with their own staff, following their work laws, policies and procedures. This includes work conditions, salary, career evolution, administrative tasks, etc. It implies also that each university deals internally with the potential reallocation of teaching that the concerned teacher cannot perform anymore, within their own procedures and in collaboration with the relevant faculties.
- 5.3. The CHARM-EU Academic Board is responsible for the final approval of teaching staff in the CHARM-EU programmes, after verifying their availability and employability with their universities. The Knowledge Creation Teams (KCT) will propose teachers or profiles that will be shared with the Academic Board and universities administrations for their approval. In particular, the Academic Board is responsible for ensuring that:
  - a. Teachers are qualified to teach the assigned activity. It means that they should be knowledgeable in the relevant field, but also that they have shown pedagogical qualities (or motivation to acquire them through training), general IT skills, attitudes corresponding to CHARM-EU values<sup>3</sup>, as well as the appropriate level in the language of instruction.
  - b. There is no major imbalance in the total teaching hours delivered by each university (including internal staff and external/casual collaborators), in order to avoid financial compensation between partners.
  - c. The full list corresponds to the objectives and outcomes of the programme and CHARM-EU values and mission. The Academic Board is responsible to ensure that CHARM-EU philosophy and values are guaranteed, in particular in terms of inclusion (e.g., (non-exhausting list) gender balance, minorities, disability, etc.) and civil society involvement (there is a good proportion of non-academic teachers). The Academic Board is also responsible for ensuring Educational

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<sup>3</sup> <https://www.charm-eu.eu/core-values>

principles integration (such as transdisciplinarity, transversal skills, challenge-based learning, technology enhanced learning, inclusivity, etc.). If compatible with the other requirements, it can also ensure that different components of each university are represented (for instance that they come from different faculties).

## 6. Definitions

- 6.1. Internal staff: teachers currently employed (salaried) by one of the alliance's universities that lasts at least a semester. This can be civil servant or not, temporary or permanent contract, and any status.
- 6.2. External collaborators: teachers not employed in one of the alliance's university (casual staff).

## 7. Policy

- 7.1. KCT members, when designing the modules, consider which teachers will be the most relevant for each module, based on their expertise, the KCT Core and Expanded members, the external stakeholders of their network, etc. Once the module design process is finished, **each Module coordinator proposes a list of teaching staff (teachers, (guest) lecturers, coaches, etc.) by 12 March**. If KCTs cannot find anyone to fulfil the role, they can propose a profile instead of a person. They could also propose two names for the same role, so that the Academic Board can choose between them to reach a balance. In order to build this list, Module coordinators have to provide to the Academic Board the following elements for each teacher:

- a. Full name
- b. Employer (internal or external)
- c. Academic and/or professional status (PhD, lecturer, professor, CEO, consultant, etc.)
- d. A short curriculum containing:

- i. Short description on experiences and expertise relevant to the role
- ii. Three peer-reviewed publications or three professional experiences deemed most important and relevant to this role
- iii. Experience and/or motivation for Challenge-based curriculum teaching (Detail how this person is motivated to become a teacher for CHARM-EU and follow its educational principles: has experimented with Challenge-Based Learning or similar methodologies before, has connections in the field, is motivated for getting trained on the topic, etc.)
- iv. Experience and/or motivation for virtual/hybrid teaching activities and relevant digital tools
- v. Proof of proficiency in the language of instruction: nationality or residency in a country where the language is spoken, former experience of teaching in this language or language certification/test
- e. Module they would teach on
- f. Estimated amount of teaching hours in total, differentiated between preparation, lecturing, tutoring, mentoring, exam marking, etc.
- g. Estimated time period of teaching
- h. Estimated location of teaching (one or many universities, online only, blended, hybrid)

7.2. Based on this document, and as soon as it receives it, **the Academic Board analyses the list proposed for each module**, based on requirements defined in 5.3. For the pilot, the WP4 support team will send an analysis and advice for further actions. In the future, feedback from previous editions of the programme will be used for this analysis (in particular students' feedback).

7.3. Based on that analysis, the Academic Board will ask Module coordinators to find replacement if needed. If finding replacement was unsuccessful, the Academic Board will take this responsibility. When there is a profile provided and not a person, the Academic

Board tries to find someone that matches best the indicated profile (through a published job offer if needed). When several people are proposed for a role, the Academic Board chooses the most appropriate one (regarding their qualifications and also to reach balance). A meeting between the Academic Board and Module coordinators can be organised to ease this process. Each Academic coordinator (each university is represented by an Academic coordinator in the Academic Board) then sends to their university administration the list of proposed staff that would be employed or paid by that university (internal or external).

**7.4. Each university administration verifies internally that the proposed teachers will be able to provide the teaching activity, from an administrative point of view. This means:**

- a. For internal staff, if the teaching hours will count within their teaching load, to guarantee that the faculty of which this person depends allows it and that they find a replacement for the lessons this person cannot teach anymore. This process is dealt with internally according to own procedures.
- b. For external collaborators, to guarantee that proposed teachers fulfil university and national conditions to work in that university, and that their salary fits within the budget of the taught programme. The work conditions and hourly fee is the responsibility of that university. External collaborators are ideally employed or paid by the university in their country of residence, or in the country where they will teach physically, if applicable. If a teacher cannot be hired in one university for some reason, another one can employ them instead.

**7.5. Each university informs the Academic coordinator and module coordinators when they cannot employ a teacher for the module. Of course, this can be done in parallel with 7.3 for a faster and smoother process. The Academic Board sends a new list of teachers to each Module coordinator by 14 May.**

**7.6. The Academic Board and KCTs will try to find replacement and engage in a discussion with universities administrations, until a final list of teachers is agreed by all parties**

**before 2 July.** Their work conditions and hour fee of external teachers is then shared with the Academic Board.

**7.7. If a balance between total teaching hours of each university cannot be found, compensation rules will apply,** as defined in the procedure **FPOLXX (in progress).**

**Timeline:**

Initial list of teachers from KCT	Revised list from the Academic Board and university administrations	Final list agreed by KCT, Academic Board, administrations
12 March	14 May	2 July

**8. Responsibility**

- 8.1. The Academic Board is responsible for supervising this policy.
- 8.2. The Academic Board, Module coordinators and university administrations are responsible for implementing this policy, with the support of the Joint Virtual Administrative Office.
- 8.3. By accepting to take part in CHARM-EU teaching, all confirmed teachers commit to comply with their host university work policies, with CHARM-EU values and principles and with the programme’s rules and regulations.

**9. Related documents**

- 9.1. FPOL- Compensation rules policy (In Progress)

**10. Document Control**

- 10.1. Date of initial approval: Academic Board: 11/02/2021
- 10.2. Date policy effective from: 11/02/2021
- 10.3. Date of next review: Academic Year 2022/2023