



**2021  
PORTUGAL.EU**

# **Leadership Exchange Programme**

**A proposal for a general framework**

# EU LEADERSHIP EXCHANGE PROGRAMME

A proposal for a general framework

17 June 2021

© 2021 Ministry for Modernization of the State and Public Administration

© 2021 National Institute of Administration

## Contents

Introduction.....	4
Programme main features – a proposal.....	5
Scope.....	5
Main goals.....	5
Added value.....	6
Exchange focus.....	6
Duration.....	7
Format.....	7
Programme Dynamics.....	7
Working language.....	8
Application requirements.....	8
Applicants’ selection.....	8
Exchange management.....	8
Exchange initiative.....	8
Exchange vacancies publicizing.....	9
Application deadline.....	9
Deliverables.....	9
Programme evaluation.....	9
<b>Programme supporting conditions</b> .....	10
Travel.....	10
Accommodation and meals expenses.....	10
Training.....	10
Funding.....	10
Management.....	10
Participants rights.....	11
Social protection.....	11
Presentation and start of the pilot project.....	11

## Introduction

Leadership plays a key role in the development of Public Administrations. It encourages and supports innovative strategies and the development of people, teams and public organisations to cope with the rapidly changing environment and the challenges of the future, in order to provide a better public service to citizens and societies. Therefore, we need to create conditions that foster accelerated development and value creation capacity of public leaders.

This general framework for an Exchange Leadership Programme is a proposal of the Portuguese Presidency of the Council of the European Union and it was designed with the inputs from partners from the EU Member States and the European Commission, in the context of the European Public Administration Network (EUPAN) and the Network of Directors of Institutes and Schools of Public Administration (DISPA).

A pilot project will take place in 2022 in Portugal, in accordance with the general framework of the EU Leadership Exchange Programme. The project pilot is intended to test and evaluate the functionality and applicability of the EU Leadership Exchange Programme, in order to identify and do the necessary improvements to support the widespread implementation of the Programme.

The pilot project will operate on a hybrid model, with face-to-face and remote activities, during the exchange, while the preparation and follow-up activities will be carried out remotely.

Participation in the pilot project requires the definition of a project or value proposal to be agreed upon by the parties involved: middle manager with at least two years of experience in the position, the home institution and the host institution. This agreement will also define the duration of the individual exchange programme, the main activities and the expected results.

Each individual exchange programme will be evaluated by those involved, highlighting the positives and benefits and identifying the needs for future improvement.

The initiative aims to place middle managers from the European Union Member States Public Administrations and/or the European Institutions in different collaborative settings that allow knowledge sharing and immersion learning experiences of good practices in policies, programmes, management instruments and public services. It also aims to create a network of Public Administration leaders in the European Union, to foster a Europe-oriented public service culture and to strengthen the spirit of European citizenship.

The Presidency hopes that this general framework proposal is used by Member States and/or EU Institutions for the development of exchange projects in the public sector.

## Programme main features – a proposal

### Scope

Individual participants are middle managers in central/federal government administrations of European Union Member States and/or EU Institutions.

Each Member State identifies "middle managers" within each national framework.

The candidates present their projects built in accordance with their specific needs framed by its national institution scope. The selection of the host institution must suit the project goals.

The Programme aims to achieve a tripartite shared project, harmonising the three parties involved: "middle managers", "home" institutions and "host" institutions, although specific projects can be developed by the participants in their home institutions and Public Administrations, supported by the exchange experiences and the knowledge acquired.

Having in mind the scope of the project to be implemented, the national institution sets the internal participation by middle managers.

### Main goals

The programme has the following set of objectives:

- To allow middle managers from the public sector to take place in a leadership development exchange programme in other EU central/ federal government administrations and/or EU Institutions, promoting learning in a real context, in direct contact with other leadership realities, through bench learning activities, on-site visits and meetings in order to discover different activities, projects and case-studies;
- To promote cross-border cooperation in/ with the EU;
- To get an experience outside the organisational and national context, stimulating joint reflection and sharing of perspectives and, therefore, mutual learning;
- To enhance networking knowledge transfer (measurable);
- To promote Public Administration leaders' development by providing alternative and enriching learning paths;
- To act simultaneously as a recognition and motivation mechanism;
- To create an EU public administration leaders' network;
- To foster a culture of European-oriented public service and strengthen the spirit of European citizenship.

## Added value

The programme has a significant focus on the tangible value that exchange enables, so the activities are designed with that end in mind.

Member States cross border cooperation, networking building and experience sharing while in direct contact with different organisational, administrative, legal and cultural contexts, along with the possibility to exchange views, practices, problems, solutions, information with peers, contribute for:

- Stimulating programmes, projects and initiatives by capitalising on the experience acquired and the skills developed;
- Leaders enriching professional experience by different learning backgrounds;
- Innovation by stimulating new ideas, perspectives, out-of-the-box thinking, contact with new forms of work organisation;
- More effective learning with peers and in a real working context than regular training;
- Leaders skills development;
- Improvement of individual leaders' performance;
- Leaders motivation increase;
- Positive impact on home organisation development and performance due to the leader portfolio increase of competences, knowledge, experiences acquired by them during the participation in the programme
- Positive impact on home organisation development and performance due to the leader portfolio increase of competences, knowledge, experiences acquired by them during the participation in the programme.

The implementation of the programme and its impact should be evaluated at both national and European level.

## Exchange focus

The program content will focus on public service themes, including the pillars identified by the European commission for National Recovery Plans - RRF Regulation 12.2.2021: green transition; digital transformation; smart, sustainable and inclusive growth, including economic cohesion, jobs, productivity, competitiveness, research, development and innovation, and a well-functioning internal market with strong small and medium enterprises (SMEs); social and territorial cohesion; health, and economic, social and institutional resilience with the aim of, inter alia, increasing crisis preparedness and crisis response capacity; and policies for the next generation, children and the youth, such as education and skills.

The programme should also contribute to the transformation and modernization of Public Administrations.

Each individual programme is implemented with three-way agreement concerning the focus of the exchange, main activities and the expected positive effects.

## Duration

The programme accommodates various degrees of freedom and adjustment to the needs of the participants and the entities involved. The duration is one of the parameters reflecting this adaptation.

The global duration of the pilot stage and programme will be voluntary agreed between the parts.

In the long-run a medium-term exchange with up to 3 months is envisaged. The flexible duration (up to 3 months or more) it's directly correlated with the proposed specific programme goals, activities and funding.

However, it may be extended in specific situations if agreed between the parties.

Again, the duration of the programme will always be based on the established agreement and will also take into account the professional demands and responsibilities of the participants in the sending entities and the needs to effectively maintain their activity.

## Format

The program stimulates a hybrid format (face-to-face and virtual), being up to three parties involved the definition of the activities to be carried out in the exchange (on-the-job activities, visits to other organizations and institutions, case studies, training, etc.).

For the project pilot the Public Administrations involved can and are invited to establish flexible formats in order to balance time and needs of all the parties.

Overall, three main moments are considered: the first consists in the preparation of the process (remote), the second in the face-to-face exchange and the third in the follow-up (remote).

## Programme Dynamics

Public Administrations applying to organize/ host a leadership exchange programme must select a project within the scope of the subjects covered by the programme.

The Programme may include one or more target public entities, from one or more ministries from one or more countries.

## **Working language**

Working languages are agreed by the parties in each project. A common working language or any other of the EU Official Languages can be combined with the use of the native language when the intern is fluent in the host institution native language.

## **Application requirements**

The participant must have at least 2 years of experience in the position (Middle Manager).

Other requirements are established according to the eligible themes and projects.

## **Applicants' selection**

The applicant selection will be held by the national administrations involved.

## **Exchange management**

The institution/contact point for cooperation within the programme will be determined/designated in each Member State and/or EU Institution, e.g. this role could be played by schools or national administration institutes.

The main tasks may include promotion and communication within the programme.

It is important to communicate, among others, the real value of the programme (what the programme adds to EU public administrations) and the added value of the middle managers' participation.

It is up to each Member State and/or EU institution to determine other specific tasks.

## **Exchange initiative**

The initiative is taken by the Member States Public Administrations or an EU Institution interested to carry out a pilot project, or by an initiative of a participant that has successfully intermediated a project between two or more institutions (being one, its host institution).

## Exchange vacancies publicizing

During the Pilot each Member State will be responsible for managing the application project and selection phase. After a joint review this procedure may be kept or adapted in order to step up this project and adjust the adequate governance model.

## Application deadline

During the Pilot each Member State will be responsible for managing the application project and selection phase having this in mind the deadlines are subject to each project.

Presently the goal is to provide a framework for project to be implemented throughout 2022 (civil year).

## Deliverables

At the end of the programme, each participant shall submit to the home and host organisation an evaluation report on the individual exchange programme, highlighting its added value for the leadership itself, the national administration and/or its organisation, as well as a possible project for improvement to be implemented within it. In the case of a programme developed on the basis of a tripartite project, this report will carry out the evaluation of the project, involving all participants.

In short, the investment in the programme must result in a tangible return for the Public Administration as a whole and also for the participant, the home entity and the host institution.

## Programme evaluation

Each exchange programme shall be evaluated by the participants, highlighting positive aspects and identifying future improvement needs.

A virtual or (even) physical meeting can be conducted between the home and host administration in order to evaluate the achievements of the shared project.

## Programme supporting conditions

### **Travel**

In the pilot stage this investment must be supported by the home administration (financing one round travel between the members states involved).

### **Accommodation and meals expenses**

Aiming reciprocity, it is desirable that host institutions could finance or suggest affordable solutions for the participant's accommodation and meals during the agreed period (the use of national public administration accommodations and canteens could be a solution).

This formula intends to promote a two ways programme. Providing the opportunity to make this a two-way exchange (with time spent in all the participants' Member States during the exchange project).

### **Training**

It is up to the host administration to bear the costs if it is previously agreed to carry out a training course (facilities, technical equipment, trainers, documents ...).

A Programme Participation Declaration shall be issued by the organising administration.

### **Funding**

At this stage no European funding is foreseen or committed.

### **Management**

A centralized coordination at European level is not foreseen or committed yet. Reciprocity arrangements shall then be the basis for the development of exchange projects.

## Participants rights

Middle managers will continue to be paid by their own department and will be entitled to a per diem compensation or similar.

For the pilot phase both accommodation and transportation costs are expected to be covered by the home administration if none reciprocity arrangement has been agreed.

## Social protection

During the exchange programme, the participant's national health and security services shall cover sickness, accidents, invalidity and death eventualities.

## Presentation and start of the pilot project

The idea for a pilot-project in Portugal will be presented in the Informal Meeting of EU Public Administration Ministers on 22 June 2021, in Lisbon, and will go *live* in 2022.



**2021PORTUGAL.EU**

