

# **EUROPEAN UNION LEADERSHIP EXCHANGE PROGRAMME**

Pilot Project Guide

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## Introduction

This Pilot Project Guide is a tool for participants in the European Union Leadership Exchange Programme (EU.LEP) and to the European Union (EU) Member States institutions and/or EU institutions participating in the pilot phase of the EU Leadership Exchange Programme, meaning institutions coordinating the Programme, as well as host or home institutions of participants involved in the Programme.

This Guide builds on the [general framework for an Exchange Leadership Programme](#) as proposed by the Portuguese Presidency of the Council of the European Union in the first semester of 2021.

## Context

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.

A [general framework for an Exchange Leadership Programme](#) has been proposed by the Portuguese Presidency of the Council of the EU. This 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).

The pilot project is taking place between October 2021 and June 2022, in accordance with the general framework of the EU Leadership Exchange Programme. The pilot project is intended to test and assess the functionality and applicability of the EU Leadership Exchange Programme, in order to identify and carry out the necessary improvements to support the widespread implementation of the Programme.

The Programme aims to place middle managers from the EU 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 EU, to foster a Europe-oriented public service culture and to strengthen the spirit of European citizenship.

## EU Leadership Exchange Programme Pilot Project

### Governance model

The *Instituto Nacional de Administração, I.P.* (INA, I.P.; Portuguese National Institute of Administration) is responsible for the overall coordination and management of the pilot project – including design, implementation and evaluation of the Programme – and for involving Member States or EU institutions coordinating the Programme in the decision-making process.

The coordinating institution participating in the pilot project is responsible for the coordination of the pilot project at the Member States or EU level.

The host institution is the participating institution receiving one or more participants in the pilot project. Each coordinating institution may also act as a host institution or involve other institutions from the public administration to act as host institutions.

## Exchange main goal

The pilot project is undertaken within the scope of the EU Leadership Exchange Programme and aims to capitalise on the immersive experiences of leadership and public management in an international context, which translate into the strengthening of professional skills and significant contributions to the development of the participants' institutions and the respective Public Administrations.

Experiences and activities are planned according to previously identified needs and are aimed at the effective implementation of value proposals that serve the best interests of the institutions and Public Administrations, for example, implementation of new projects (or improvement of existing ones) , or innovative management solutions for organisations and services to citizens and businesses.

## Exchange focus

The specific public service themes of interest are identified by each coordinating institution, based on the needs of the Public Administrations, and may include:

- Qualification and capacity-building;
- Human resources recruitment, attraction and retention;
- Equality, diversity and non-discrimination;
- Leadership development;
- Innovation and organisational development;
- Digital transformation
- International cooperation/ relations;
- Other topics of interest to be identified.

## Standard exchange proposal

Each coordinating institution is responsible for preparing a standard exchange proposal, including a roadmap for the face-to-face and/or virtual exchange, to be offered to participants from other Member State or EU institutions and to be agreed of a reciprocal basis. The roadmap may be customised, during the individual exchange preparation phase, based upon the individual exchange value proposal.

## Pilot Project Implementation

### Participants application and selection

Participants are middle managers in central/federal public administrations of EU Member States and/or EU institutions, with two or more years of experience in the position. Other requirements may be established by the coordinating institutions.

Each coordinating institution defines "middle manager" within the corresponding public administration framework and identifies one or more middle managers to participate in the pilot project.

Participant application and selection procedures are defined by each coordinating institution. Taking into consideration this is a pilot project, invitations for participation may be made directly by the coordinating institutions to public workers, through their respective home institutions.

Participants in the pilot project submit a value proposal as part of their application for attending the Programme. This proposal will guide the process and ensure focus and return on the investment made, and will have to be agreed upon by the parties involved: the participant, the home institution and the host institution.

### Exchange duration

The individual exchange programmes will take place between October 2021 and June 2022.

Each individual exchange programme should not take more than 3 months, including: i) the exchange preparation, ii) the face-to-face and/or virtual exchange (1 to 4 weeks), and iii) the exchange follow-up and evaluation

The first month is dedicated to the preparation of the exchange, the second month to the exchange, from 1 to 4 "face-to-face" weeks, and the third month to the evaluation of the individual exchange and the overall pilot project, including suggestions for improvement and lessons learned.

### Exchange preparation

The exchange preparation is carried out involving the participant, the coordinating institutions and the home and host institutions (if different from the coordinating institutions).

An individual exchange roadmap is established, based on the value proposal submitted by each participant and agreed upon by the parties involved: the participant, the home institution and the host institution.

Remote exchange meetings are held focusing on the predefined theme, objectives, activities and experiences to be made available by the host institution.

Information is prepared and made available - legal texts, public policies, public strategies, tools, guides - in the working language settled for the individual exchange.

A focal point will be appointed by both the home and host institutions. The focal points are responsible for following-up and supporting the participant throughout the exchange process, on a Lead2Lead basis.

## Face-to-face and/or virtual exchange

All activities are defined and prepared in advance in accordance with the individual exchange roadmap agreed during the preparation phase.

The exchange may take a face-to-face and/or remote format and include the following:

- Get to know specific public policies, strategies, management practices, methodological approaches and tools;
- Participate in meetings with public leaders, from the same or different ministries;
- Contact with good practices, programmes, case studies and other initiatives;
- Participate in relevant programmes, initiatives and work activities;
- Participate in meetings with workers who design and deliver public management solutions or services;
- Participate in meetings with citizens or companies and/or access to information and reports containing the identification of needs and evaluation of service levels;
- Participate in meetings with representatives from academia, social and charitable sector organisations and other relevant stakeholders;
- If appropriate and possible, meeting with cabinet or government members.

Activities may also include opportunities for hands-on projects involvement.

## Exchange follow-up and evaluation

The pilot project is monitored and evaluated by the coordinating institutions at the country level, with the overall monitoring and evaluation being made by INA, I.P.

An individual exchange report is prepared by each participant, taking into consideration the initial value proposal, the individual roadmap agreed between the parties involved and the exchange outcomes.

The individual exchange reports are presented and discussed as part of the final evaluation meeting.

An intermediate and a final pilot project report will be prepared by INA, I.P., through a participative and collaborative process involving the coordinating institutions, the host and home institutions and the participants in the Programme.

For the final report, a global evaluation meeting of the pilot project will take place, with all participants, home and host institutions and coordinating institutions.

## Funding

At this stage no European funding is committed to the pilot project.

Participant expenses (e.g., travel, accommodation, meals, etc.) are the responsibility of the respective Public Administration, as well as the costs for implementing and managing the pilot project at the country level.

## Annex 1 - Pilot Project Timeline

<b>2021 - Pilot project timeline</b>	
July-August	<p>Discussion and review of the draft Pilot Project Guide v.2 and v.3;            Drafting of the MoU for the pilot project;            Drafting of the Pilot Project Operational Plan;            Definition of the Standard Exchange Proposal (including the roadmap for the face-to-face and/or virtual exchange) to be offered by each coordinating institution.</p> <p>31 August</p> <p>Expected number of outgoing participants to start the exchange in</p> <ul style="list-style-type: none"> <li>▪ Oct-Dec 2021</li> <li>▪ Jan-Mar 2022</li> </ul> <p>Expected number of incoming participants that can be received to start the exchange in</p> <ul style="list-style-type: none"> <li>▪ Oct-Dec 2021</li> <li>▪ Jan-Mar 2022</li> </ul> <p>The themes of interest for outgoing participants in the Programme</p>
September	<p>Presentation, discussion, review and consolidation of the Pilot Project Operational Plan;            Consolidation of the Pilot Project Guide.</p> <p>15 September</p> <p>Coordinating institutions to share the roadmaps for exchanges taking place in their own Public Administration institutions</p>
October - December	<p>Beginning of the 1<sup>st</sup> phase of the pilot project:            Initial workshop (20 October)            Implementation of the individual exchange programmes (1<sup>st</sup> phase)</p>

<b>2022 - Pilot project timeline</b>	
January	Evaluation of the 1 <sup>st</sup> phase of the pilot project Evaluation workshop (20 January) Pilot project report (1 <sup>st</sup> phase – 31 January) Beginning of the 2 <sup>nd</sup> phase of the pilot project
January - June	Implementation of the individual exchange programmes (2 <sup>nd</sup> phase)
June - July	Global evaluation of the pilot project
August	Global pilot project report

## Annex 2 - Pilot Project Rodmaps

### Annex 2.A – Belgium

#### Contacts

<p>Institution managing the programme</p>	<p>Name: Federal Public Service Policy and Support (BOSA)</p> <p>Address: WTC III building, Boulevard Simon Bolivar 30 1000 Brussels, Belgium (<a href="#">Google Maps</a>)</p> <p>E-mail: <a href="mailto:melanie.recour@bosa.fgov.be">melanie.recour@bosa.fgov.be</a></p> <p>Phone: +32 478 01 11 24</p>
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#### Information for outgoing participants

##### *Application and selection procedure*

Participants are selected on the basis of their field of expertise and in accordance with the needs, objectives and programme content proposed by the participating Member States and the strategic interests of the institution. The duration of the exchange is 1 week abroad.

##### *Participant rights*

The exchange will be considered a mission in accordance with the general conditions that apply to missions abroad (e.g.: approval by the President of the Board), with all the attendant rights and responsibilities.

##### *Protection, health and safety*

For a service trip abroad, staff members will be covered by the BOSA travel insurance provided by an insurance company. Further information on safety and security is available on the intranet page dedicated to *Service travel abroad*.

##### *Expenses policy and procedure*

The exchange will be covered by a mission order charged to FPS Policy and Support (in case of face-to-face exchanges). The standard BOSA expenses policy applies.

#### Information for incoming participants

##### *Standard exchange roadmap<sup>1</sup>*

<p>Themes</p>	<ul style="list-style-type: none"> <li>▪ Recruitment</li> <li>▪ Employer Branding and Attractiveness</li> <li>▪ Retention and development of talent in the public service</li> </ul>
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<sup>1</sup> The standard exchange proposal may be customised, during the individual exchange preparation phase, based upon the individual exchange value proposal.

Host institution	<p>Name: Federal Public Service Policy and Support (BOSA)</p> <p>Address: WTC III building, Boulevard Simon Bolivar 30 1000 Brussels, Belgium (<a href="#">Google Maps</a>)</p> <p>Contact: Ms Mélanie Recour</p> <p>E-mail: <a href="mailto:melanie.recour@bosa.fgov.be">melanie.recour@bosa.fgov.be</a></p> <p>Phone: +32 478 01 11 24</p>
Duration	1 week in November 2021 + virtual meetings for the preparatory phase
Format	Mixed: virtual for the preparatory phase / Face-to-face
Working language	French
Topics to be covered	<ul style="list-style-type: none"> <li>▪ How can public administrations become attractive employers and retain talent?</li> <li>▪ Challenges identified in the Belgian civil service: reception of candidates, concept of employer branding, conditions for well-being at work, training of talent, career support and personal development tools</li> </ul>
Working visits	<ul style="list-style-type: none"> <li>▪ DG Recruitment &amp; Development, Unit 1 - Recruitment, Selection and Certification : <i>Recruitment and selection in the federal civil service; attractiveness of the federal administration</i></li> <li>▪ DG Recruitment &amp; Development, Unit 2 – Key Skills Development : <i>Working in the Belgian federal administration; Training of talent; Digitalisation &amp; telework</i></li> <li>▪ DG Recruitment &amp; Development, Unit 3 - Coaching &amp; Guidance + transformation : <i>Federal coaching project; Concept of “Community of Practices”</i></li> <li>▪ DG Internal Support Service : <i>Communication and Change</i></li> <li>▪ DG Transformation : <i>Digital transformation</i></li> </ul>

#### Accommodation

Affordable accommodation	The FPS Policy and Support will not cover the cost of accommodation but will assist participants in finding affordable accommodation close to the host location and places of training.
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#### Meals

Meals	<p>Whenever possible, lunch will be offered on visiting days.</p> <p>All other meals need to be covered by participants.</p>
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*Expenses policy*

As stated in the outline of the pilot programme, no costs will be charged by the receiving administration (FPS Policy and Support) to incoming participants.

## Annex 2.B – European Commission

### Contacts

Institution managing the programme	<p>Name: Directorate-General for Human Resources and Security</p> <p>Address: Rue de la Loi 107, 1000 Brussels, Belgium (<a href="#">Google Maps</a>)</p> <p>E-mail: <a href="mailto:hr-international-affairs@ec.europa.eu">hr-international-affairs@ec.europa.eu</a></p> <p>Tel.: +32 229-69671</p>
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### Information for outgoing participants

#### *Application and selection procedure*

Heads of Unit working in innovation and modernisation of public administration – and during the pilot phase notably those in DG DIGIT, HR, JRC, or REFORM – will be invited to participate by DG HR in consultation with the concerned DGs based on the proposed roadmaps offered by the participating Member States and the strategic interests of the institution. Depending on the proposals for posting from other participating administrations, the envisaged timeline is November 2021 –January 2022 for about 2 weeks.

#### *Participant rights*

The exchange will be considered a mission in line with the Guide to missions and authorised travel, with all the attendant rights and responsibilities.

#### *Protection, health and safety*

Staff members will be covered by travel insurance taken out by the Commission. Further information on safety and security is available in the Guide to missions and authorised travel.

#### *Expenses policy and procedure*

The exchange will be covered by a mission order charged to the sending DGs budget (in case of face-to-face exchanges).

### Information for incoming participants

#### *Standard exchange roadmap<sup>2</sup>*

Themes	<ul style="list-style-type: none"> <li>▪ Leadership Development</li> <li>▪ Diversity &amp; Equality</li> <li>▪ Digital Transformation</li> </ul>
Host institution	<p>Name: Directorate-General for Human Resources and Security (<i>for leadership development and diversity and equality</i>)</p> <p>Address: Rue de la Loi 107, 1000 Brussels, Belgium (<a href="#">Google Maps</a>)</p>

<sup>2</sup> The standard exchange proposal may be customised, during the individual exchange preparation phase, based upon the individual exchange value proposal.

	<p>E-mail: <a href="mailto:hr-international-affairs@ec.europa.eu">hr-international-affairs@ec.europa.eu</a></p> <p>Tel.: +32 229-69671</p> <p>Name: Directorate-General for Informatics (for <i>digital transformation</i>)</p> <p>Address: Rue de la Loi 107, 1000 Brussels, Belgium</p> <p>E-mail: <a href="mailto:DIGIT-01@ec.europa.eu">DIGIT-01@ec.europa.eu</a></p> <p>Tel: +32 229 99968</p> <p>or</p> <p>E-mail: <a href="mailto:Silvia.CORRADO@ec.europa.eu">Silvia.CORRADO@ec.europa.eu</a></p> <p>Tel.: +32 229 51756</p>
Duration	2 weeks in November 2021 + virtual seminars and training available before and after the main exchange period
Format	Face-to-face and/or virtual
Working language	English and/or French
Topics to be covered	<p>Leadership development exchange</p> <ul style="list-style-type: none"> <li>▪ Management and leadership development programme</li> <li>▪ Leadership journey</li> <li>▪ Selection of executive staff</li> <li>▪ Female talent development programme</li> </ul> <p>Diversity &amp; equality exchange</p> <ul style="list-style-type: none"> <li>▪ Mainstreaming of diversity &amp; inclusion</li> <li>▪ Reaching more diverse candidates</li> <li>▪ Tackling unconscious bias</li> <li>▪ Female talent development programme</li> <li>▪ Accessibility</li> </ul> <p>Digital Transformation exchange</p> <ul style="list-style-type: none"> <li>▪ Digital government transformation: introduction, overview</li> <li>▪ Digital strategies development and implementation: data, security, governance, infrastructure (cloud, hosting, etc.), development (devops, devsecops), digital workplace skills</li> <li>▪ Cybersecurity and data protection for managers</li> <li>▪ Digital policies and their impact on Member States</li> <li>▪ Innovative procurement</li> </ul>
Working visits	<p>Leadership development exchange</p> <ul style="list-style-type: none"> <li>▪ European School of Administration</li> </ul>

	<ul style="list-style-type: none"> <li>▪ DG HR: Learning &amp; Development</li> <li>▪ DG HR Talent Management &amp; Diversity – Executive Staff</li> </ul> <p>Diversity &amp; equality exchange</p> <ul style="list-style-type: none"> <li>▪ European School of Administration</li> <li>▪ DG HR: Diversity &amp; Inclusion Office</li> <li>▪ Secretariat-General: Taskforce on Equality</li> <li>▪ DG HR: Talent Management &amp; Diversity – Executive Staff</li> <li>▪ Office for Infrastructure &amp; Logistics</li> </ul> <p>Digital transformation</p> <ul style="list-style-type: none"> <li>▪ European School of Administration</li> <li>▪ European Parliament and European Council: digital teams</li> <li>▪ DG DIGIT: all directorates</li> </ul>
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*Accommodation*

<b>Affordable accommodation</b>	The Commission will not cover the cost of accommodation but will assist the participants in finding affordable accommodation close to the EU institutions.
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*Meals*

<b>Meals</b>	Participants will have access to the EU Commission’s canteens and cafeterias, where food and beverages are offered at affordable prices.
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*Expenses policy*

As stated in the outline of the pilot programme, no costs would be covered by the receiving administration (European Commission) for the incoming participants.

## Annex 2.C – France

### Contacts

<p><b>Institution managing the programme</b></p>	<p><b>Directorate General for the Administration and the Civil Service (DGAFP)</b></p> <p>Address: 2 boulevard Diderot, Paris, France (office address) – 139 rue de Bercy – 75572 Paris Cedex 12, France</p> <p>Website <a href="https://www.fonction-publique.gouv.fr">https://www.fonction-publique.gouv.fr</a></p> <p>E-mai: Pauline Martin <a href="mailto:pauline.martin@finances.gouv.fr">pauline.martin@finances.gouv.fr</a></p> <p>Phone: (0033) 1 55 07 42 86   (0033) 6 10 57 72 51</p>
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### Information for outgoing participants

#### *Application and selection procedure*

Participants are selected on the basis of their field of expertise and in accordance with the needs, objectives and programme and the strategic interests of the institution.

#### *Participant rights / Protection, health and safety / Expenses policy and procedure*

The exchange will be considered a mission in accordance with the general conditions that apply to missions abroad, with all the attendant rights and responsibilities.

### Information for incoming participants

#### *Standard exchange roadmap<sup>3</sup>*

<p><b>Themes</b></p>	<ul style="list-style-type: none"> <li>▪ Recruitment,</li> <li>▪ Attractiveness and retention of talent in the civil service</li> <li>▪ Training and Development</li> <li>▪ Digital transformation</li> </ul>
<p><b>Host institution</b></p>	<p>Name: Directorate General for the Administration and the Civil Service (DGAFP)</p> <p>Address: 2 boulevard Diderot, Paris, France (office address) – 139 rue de Bercy – 75572 Paris Cedex 12, France Website <a href="https://www.fonction-publique.gouv.fr">https://www.fonction-publique.gouv.fr</a></p> <p>E-Contacts:</p> <p>Pauline Martin <a href="mailto:pauline.martin@finances.gouv.fr">pauline.martin@finances.gouv.fr</a></p> <p>Faustine Bentaberry <a href="mailto:faustine.bentaberry@finances.gouv.fr">faustine.bentaberry@finances.gouv.fr</a></p> <p>Anis Malouche <a href="mailto:anis.malouche@finances.gouv.fr">anis.malouche@finances.gouv.fr</a></p>

<sup>3</sup> The standard exchange proposal may be customised, during the individual exchange preparation phase, based upon the individual exchange value proposal.

Duration	1 week in November/December 2021 + virtual meetings for the preparatory phase
Format	Mixed: virtual for the preparatory phase / Face-to-face
Working language	French/English
Topics to be covered	<ul style="list-style-type: none"> <li>▪ National and local attractiveness policy, deployment of a contract-based solution, deployment of a government employer brand, and transformation of the recruitment function</li> <li>▪ Civil Service Transformation</li> <li>▪ Digital transformation in HR policies (teleworking agreement)</li> <li>▪ Reform of the senior civil service</li> <li>▪ Government employee training developments</li> </ul>
Working visits	The programme will be structured around focus meetings/visits and informal discussions with the host structure's civil servants.

#### *Accommodation*

Affordable accommodation	The home administrations shall cover the costs of travel and accommodation.
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#### *Meals*

Meals	<p>Meals need to be covered by participants.</p> <p>Facilities could be offered on a case-by-case basis (mainly for meals).</p>
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#### *Expenses policy*

As stated in the outline of the pilot programme, no costs will be charged by the receiving administration (French public administration) to incoming participants.

## Annex 2.D – Portugal

### Contacts

<p>Institution managing the programme</p>	<p>Name: <i>Instituto Nacional de Administração, I.P.</i> (INA, I.P., Portuguese National Institute of Administration)</p> <p>Address: Alameda Hermano Patrone, Edifício Catavento   1495-064 Algés   Portugal (<a href="#">Google Maps</a>)</p> <p>Website: <a href="http://www.ina.pt/eu.lep">http://www.ina.pt/eu.lep</a></p> <p>E-mail: <a href="mailto:eu.lep@ina.pt">eu.lep@ina.pt</a> (for enquiries about the Programme) <a href="mailto:cooperacao@ina.pt">cooperacao@ina.pt</a> (for enquiries about logistics)</p> <p>Tel.: (+351) 214 465 300</p> <p>Contact Person: Abel Carreira</p> <p>Phone: (+351) 214 465 300/ (+351) 924 257 718</p>
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### Information for outgoing participants

#### *Application and selection procedure*

In the pilot phase, middle managers are invited to participate by their respective institutions, depending on their strategic interests, the middle managers value proposals and the feasibility of the exchange based on the roadmaps defined by EU Member States and the European Commission institutions.

Elegibility criteria for participating in the Programme are as follows:

- Currently working in a service of the direct or indirect administration of the State, covered by the scope of application of the [Law no. 2/2004, of 15 January, in its current wording](#);
- Currently appointed as a 1<sup>st</sup> or 2<sup>nd</sup> degree middle manager;
- At least 2 years of experience as 1<sup>st</sup> or 2<sup>nd</sup> degree middle manager.

#### *Participant rights*

Middle managers of national public services, whom participate in exchange actions in foreign public services, remain in effective service and in the exercise of their duties, being paid for them, as well as the corresponding cost aid, under the legally provided terms, when travelling abroad.

#### *Protection, health and safety*

Middle managers of national public services have the rights emanating from the Legal Regime for Accidents in Service and Occupational Diseases within the Public Administration, in accordance with the Decree-Law no. 503/99, of 29 November.

Apart from a travel insurance is highly recommended that the participant requests and holds an European Health Insurance Card. This access to medically necessary, state-provided healthcare during a temporary stay in any of the 27 EU countries, Iceland, Liechtenstein, Norway and Switzerland under the same conditions and at the same cost (free in some countries) as people insured in that country. The benefits covered include, for example, benefits provided in

conjunction with chronic or existing illnesses as well as in conjunction with pregnancy and childbirth. This Card is issued by the respective national health insurance provider.(further information available at: <https://ec.europa.eu/social/main.jsp?catId=559>)

*Expenses policy and procedure*

The costs of accommodation, transport, food, and other relevant expenses are borne by the respective national public service.

**Information for incoming participants**

*Standard exchange roadmap<sup>4</sup>*

Themes	<ul style="list-style-type: none"> <li>▪ Innovation and Modernisation of the State and Public Administration</li> <li>▪ Recruitment &amp; Selection/Human Resources Management/Training &amp; Development</li> <li>▪ Digital Transformation/Digital Identity</li> </ul>
Host institutions	<p>Name: Agency for Administrative Modernization – AMA, I.P.  Address: Rua de Santa Marta n.º 55  1150 - 294 Lisboa, Portugal (<a href="#">Google Maps</a>)  Website: <a href="https://www.ama.gov.pt/">https://www.ama.gov.pt/</a>  E-mail: <a href="mailto:ama@ama.pt">ama@ama.pt</a>  Tel.: (+351) 217 231 200</p> <p>Name: Directorate-General for Administration and Public Employment - DGAEP  Address: Rua da Alfândega 5, 1100-585 Lisboa, Portugal (<a href="#">Google Maps</a>)  Website: <a href="https://www.dgaep.gov.pt">https://www.dgaep.gov.pt</a>  E-mail: Teresa Ganhão <a href="mailto:teresa.ganhao@dgaep.gov.pt">teresa.ganhao@dgaep.gov.pt</a>  Tel.: (+351) 213 915 300</p> <p>Name: National Institute of Public Administration - INA I.P.  Address: Alameda Hermano Patrone, Edifício Catavento   1495-064 Algés   Portugal (<a href="#">Google Maps</a>)  Contact Person: Abel Carreira  E-mail: <a href="mailto:abel.carreira@ina.pt">abel.carreira@ina.pt</a>  Tel: (+351) 214 465 300/ (+351) 924 257 718</p>

<sup>4</sup> The standard exchange proposal may be customised, during the individual exchange preparation phase, based upon the individual exchange value proposal.

Duration	1 to 2 weeks
Format	Face-to-face and/or virtual
Working language	English Portuguese (if the participant is fluent in the native language)
Topics to be covered	<p>Innovation and Modernisation of the State and Public Administration</p> <ul style="list-style-type: none"> <li>▪ Key public policy strategies (e.g., the Strategy for Innovation and Modernisation of the State and Public Administration 2020-2023);</li> <li>▪ Incentive System for Innovation in Public Management (SIIGeP);</li> <li>▪ Participatory processes with a view to defining public policy strategies and action plans;</li> <li>▪ Collaborative work plans;</li> <li>▪ Innovation ecosystem in the Portuguese Public Administration; Other examples of innovation promotion in the Portuguese Public Administration.</li> </ul> <p>Recruitment &amp; Selection/Human Resources Management/Training &amp; Development</p> <ul style="list-style-type: none"> <li>▪ General labour law in public employment</li> <li>▪ Public Administration's services and bodies managerial staff Statute</li> <li>▪ Recruitment, selection and remuneration, including public managers' status;</li> <li>▪ Attraction and retention of people for and in Public Administration;</li> <li>▪ Evaluation and performance management</li> <li>▪ Compensation system</li> <li>▪ Careers paths</li> <li>▪ Transversal and strategic training</li> <li>▪ Training for senior (top) and middle managers</li> <li>▪ Advanced Training Program for Civil Servants - CAT Future Leaders</li> <li>▪ Mentoring program for innovation and leadership</li> </ul> <p>Digital Transformation/Digital Identity</p> <ul style="list-style-type: none"> <li>▪ Public Policy Strategies (e.g. Strategy for Innovation and Modernization of the State and Public Administration 2020-2023; Cloud Strategy for Public Administration, Strategy for Digital Transformation of Public Administration 2021-2026 and the respective Transversal Action Plan for the legislature...)</li> <li>▪ Digitalization of public services;</li> <li>▪ Service solutions and digital identity used in Portugal in terms of legislation, State organization and technology.</li> <li>▪ ICT Platforms: Accessibility, ePortugal, Simplex, Gov Authentication,</li> </ul>

	iAP; ICT Report; TICAPP; Gov Data; Innovation and Modernization; Usability Seal
Working visits	<p>Working visits to institutions within the Ministry for Modernisations of the State and Public Administration:</p> <ul style="list-style-type: none"> <li>▪ AMA – Agência para a Modernização Administrativa, I.P. (Portuguese Agency for Administrative Modernisation);</li> <li>▪ DGAEP – Direção-Geral da Administração e Emprego público (DGAEP – Portuguese Directorate-General for Administration and Public Employment);</li> <li>▪ Instituto Nacional de Administração, I.P. (Portuguese National Institute of Administration).</li> </ul> <p>Working visits to other institutions<sup>5</sup> carrying out experimental or consolidated initiatives focused on:</p> <ul style="list-style-type: none"> <li>▪ Innovation strategy;</li> <li>▪ Open innovation and employee driven innovation;</li> <li>▪ Experimental innovation;</li> <li>▪ Innovation Laboratories and Centres;</li> <li>▪ Innovation incubators and accelerators;</li> <li>▪ Co-creation in innovation;</li> <li>▪ Innovation tools;</li> <li>▪ Training &amp; Development;</li> <li>▪ Recruitment &amp; Selection/ Human Resources Management.</li> </ul>

#### *Protection, health and safety*

Apart from a travel insurance is highly recommended that the participant requests and holds an European Health Insurance Card. This Card allows access to medically necessary, state-provided healthcare during a temporary stay in Portugal under the same conditions and at the same cost (free in some countries) as people insured in that country. This Card is issued by the respective national health insurance provider.

#### *Accommodation*

Accommodation for public workers	<p>The Portuguese Public Administration Social Services (SSAP) offer short-term accommodation (up to 30 days) in <a href="#">Lisbon</a> and <a href="#">Algés</a>:</p> <ul style="list-style-type: none"> <li>▪ One or two-bedroom apartment for single use at 40,81€ per night;</li> <li>▪ Reservations accepted up to 6 months in advance;</li> <li>▪ No elevators available but ground floor apartments are easily accessible.</li> </ul>
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<sup>5</sup> Other public institutions in the field(s) of interest to be defined based on the individual value proposal.

Other accommodation	There are many accommodation options available at fair prices (hostels, B&Bs, private accommodation, hotels).
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### Meals

The Portuguese Public Administration Social Services (SSAP) offer a wide range of cafeterias (restaurants) for public workers. INA, I.P., has established an agreement with the SSAP to grant access to these facilities for participants in the Programme at the cost of 4,60 € per full meal. In some cafeterias (restaurants), a take away service is also available.

### Public transportation

The usage of pre-paid tickets is the most adequate solution for up to 2-3 week stays. Tickets can also be purchased on-board but at non-discounted prices. For longer stays a monthly pass may be a good option.

Zapping pre-paid card	<ul style="list-style-type: none"> <li>Non-personalized and rechargeable card that can be used on various operators.</li> <li>The card costs 0,50 € and can be loaded with a minimum of 3 € and 5 multiples up to a limit of 40 € (i.e., 3, 5, 10, 15, 20, 25, 30, 35 or 40 €).</li> <li>The cost of each journey is deducted from the card balance, according to the fares and conditions of each operator. Each zapping journey refers to one operator only. Every time one changes transport operators, an additional fare is deducted from the card, according to the conditions of the operator.</li> </ul> <table border="1" data-bbox="459 1236 1327 1783"> <thead> <tr> <th>Transportation</th> <th>Validity</th> <th>Cost</th> <th>How to use</th> </tr> </thead> <tbody> <tr> <td>Bus (<b>Carris</b>)</td> <td>Up to 1 hour (in the whole Carris Bus network)</td> <td>1.35€</td> <td>Passengers can access the whole Carris bus network for up to 60 minutes after first validation</td> </tr> <tr> <td>Trains (<b>CP - Comboios de Portugal</b>)</td> <td>Up to 2 hours in the whole CP Lisbon Urban trains network</td> <td>1.90€</td> <td>Passengers can access the whole Carris bus network for up to 2 hours after first validation. The train transfer must occur only in the lines of Sintra/Azambuja, Cascais e Sado.</td> </tr> <tr> <td>Metro (<b>Metropolitano de Lisboa</b>)</td> <td>Valid in the whole subway network for a trip.</td> <td>1.34€</td> <td>After initial validation the passenger can use the whole subway network. The exit validation will terminate the trip.</td> </tr> </tbody> </table>	Transportation	Validity	Cost	How to use	Bus ( <b>Carris</b> )	Up to 1 hour (in the whole Carris Bus network)	1.35€	Passengers can access the whole Carris bus network for up to 60 minutes after first validation	Trains ( <b>CP - Comboios de Portugal</b> )	Up to 2 hours in the whole CP Lisbon Urban trains network	1.90€	Passengers can access the whole Carris bus network for up to 2 hours after first validation. The train transfer must occur only in the lines of Sintra/Azambuja, Cascais e Sado.	Metro ( <b>Metropolitano de Lisboa</b> )	Valid in the whole subway network for a trip.	1.34€	After initial validation the passenger can use the whole subway network. The exit validation will terminate the trip.
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Singled prepaid- tickets	<p>A single ticket for Carris/Metro costs 1,50€ and is valid for 60 minutes following the first validation in the entire Carris and Metro networks (note: it cannot be used for consecutive journeys on the Metro).</p> <p>A single ticket for CP Lisbon urban trains costs 1,35€ for 1 Zone and 1,65€ for 2 Zones.</p>																

10-journey pre-paid tickets	10-journey tickets for CP Lisbon urban trains can be bought in advance and cost 12,15€ for 1 Zone and 14,85€ for 2 Zones.
24-hour pre-paid tickets	<p>These tickets can be used for a period of 24 hours in one or in several transports. The possible combinations are as follows:</p> <ul style="list-style-type: none"> <li>▪ Carris/Metro - 6,40€</li> <li>▪ Carris/Metro/Transtejo boats (Cacilhas) - 9,55€</li> <li>▪ Carris/Metro/CP urban trains - 10,60€</li> </ul>
30-day pass (“Navegante”)	<p>A 30-day pass costs 30€ to travel in Lisbon only or 40€ to travel in the whole Lisbon Metropolitan Area and can be purchased at any time of the month.</p> <p>The 30-day pass has to be loaded in a VIVA Card that can be requested from <a href="#">Carris shops</a> (required documentation: ID card OR Passport OR Residence permit + recent photograph) and costs 12€ (delivery in 15 minutes) or 7€ (delivery un 10 working days).</p>

#### *Online language courses*

Camões, I.P. offers 12-week Portuguese as a Foreign Language eLearning courses:

Self-learning course	With self-correction tools available, the <a href="#">Portuguese as a Foreign Language / Self-learning course</a> helps students develop their oral and written comprehension skills without any need for personal tutoring. Over twelve weeks, students can study at their own pace with full access to all the exercises and other course features.
Basic Course	The <a href="#">Portuguese as a Foreign Language / Basic course</a> focuses on the four skills of oral and written comprehension, speaking and writing. Besides having access to the course exercises and auto-correction tool, students get six 30-minute personal tutoring sessions (via Skype) in small groups of up to three students throughout the 12-week duration of the course, as well as the tutor’s assessment of six pieces of written work.
Premium course	The <a href="#">Portuguese as a Foreign Language / Premium course</a> is designed to help students improve the four language skills of oral and written comprehension, speaking and writing. In addition to the exercises and auto-correction tool, the course provides students with twelve 30-minute one-on-one tutoring sessions (via Skype), which take place once a week throughout the 12-week duration of the course, as well as the tutor’s assessment of twelve pieces of written work. This course is designed for students looking for a more intensive learning experience with the addition of personal tutoring.

Participants in the Programme willing to attend one of above Portuguese as a Foreign Language eLearning courses should contact [cooperacao@ina.pt](mailto:cooperacao@ina.pt) for further information.

#### *COVID-19 information*

For updated information on COVID-19 measures implemented in Portugal, please visit: <https://www.visitportugal.com/en/content/covid-19-measures-implemented-portugal>.

## **Annex 3 - Pilot Project Management Templates**

### Annex 3.A – Eligibility for participation in the EU Leadership Exchange Programme Pilot Project

#### Criteria

- Holding a middle management position in a Central/Federal Public Administration of a EU Member State or EU institution, as defined by each Public Administration;
- Previous experience as middle manager for a period of at least 2 years;
- Commitment by the participant to submit a Value Proposal;
- Commitment by the home institution in the participation of the middle manager;
- Other criteria to be defined by each national coordinating institution of the pilot project.

#### Application/proposal

- Participant's Curriculum Vitae (CV);
- Value proposal, expressing the motivation and objectives for the participation in the pilot project;
- Level of proficiency in the language of the host country/ies or other EU working language as defined in Annex 2 – Pilot project public administration roadmaps.

## Annex 3.B – Value Proposal

### 1. Participant identification

- Name;
- Job title;
- Contact details of the participant (email, telephone).

### 2. Home institution identification

- Home institution;
- Contact details (email, telephone);
- Name of the coordinator/mentor for the pilot project;
- Coordinator/mentor job title;
- Contact details (email, telephone).

### 3. Host institution/s identification (if available at the time of submission)

- Host institution/s name/s;
- Contact details (email, telephone);
- Name of the host/s institution/s peer/s for the pilot project;
- Job title/s;
- Contact details (email, telephone).

### 4. Exchange themes (examples below)

- Qualification and development of competences in the Public Administration;
- Attraction and Retention of Human Resources in the Public Administration;
- Leadership Development in Public Administration;
- Innovation and Organizational Development in Public Administration;
- Equality and Non-Discrimination in the Public Administration;
- International Cooperation/Relationships in Public Administration;
- Other topics of interest to be defined.

### 5. Proposed dates for the exchange

### 6. Goals to be achieved (examples below)

- Update public products and services or policies within Public administrations;
- Develop new solutions for public products and services or policies within Public administrations;
- Implement new projects (systems, programmes, services, organisational models, HR policies, ...);
- Elaborate public policy proposals;

- Others.
7. Relevance of the individual exchange
- Individual motivation/goals;
  - Value for the home institution and national Public Administration;
  - Value to the host institutions and national and EU Public Administrations.
8. Expected outcomes
- Expected outputs and results, including impact.
9. Work plan (if available at the time of submission)
- Description of how the value proposition will be implemented (activities, timetable, resources and budget, if applicable).

### Value proposal evaluation grid

As this is an initiative to test the framework of the EU Leadership Exchange Programme, the chosen middle managers are invited to participate.

As the programme runs, open calls with pre-established criteria for choosing participants will be adopted. The selection criteria may be applied by the home Public Administration through a panel of evaluators/experts.

The criteria presented are intended to be tested and validated for this purpose:

Criteria	Weight Rating	Evaluation
Value proposal with the involvement of several institutions (collaborative network, national and international)	30%	1 - Low 3 - Medium 5 - High 7 - Very high
Sustainability of the value proposal (improvement in public management, public services and public policies)	30%	
Potential for replication in Public Administrations/European Commission institutions	40%	

## Annex 3.C – Individual Exchange Roadmap

The exchange roadmap is an integral part of the agreement defined for each individual exchange.

It may include:

- Exchange theme, objectives, duration and programme;
- Exchange charter.

## Annex 3.D – Individual Exchange Evaluation Report and Questionnaire

### Individual Exchange Evaluation Report

The individual evaluation exchange report is drawn up by each participant within two weeks of completion of the exchange. The report is no more than 4 pages long, without annexes.

The home institution/Public Administration and the host institution(s)/Public Administration(s) are involved in the evaluation process.

1. Participant identification
2. Home institution identification
3. Host institution/s identification
4. Beginning and end dates of the exchange (calendar)
5. Executive summary of the individual exchange
6. Individual exchange
  - Planned and completed activities;
  - Administrative and financial implementation of the exchange - relevant for the post-pilot programme.
7. Participant's Individual exchange evaluation
  - Lessons learnt;
  - Possible follow-up;
  - Learning transfer to home and host institution or national Public Administration;
  - Strengths and opportunities for improvement of the exchange roadmap;
  - Suggestions for future exchanges and for the EU Leadership Exchange Programme.
8. Annexes
  - Individual exchange roadmap implemented;
  - Evaluation of the exchange (coordinator/mentor of the home institution and focal point or peer of the host institution - Lead2Lead, national coordinating institutions of the individual exchange).

### Individual Exchange Evaluation Questionnaire

An evaluation questionnaire is also completed at the completion of the exchange.

Questions:

- I. To which extent your participation to the leadership programme has replied to your initial expectations (individual exchange roadmap)?
- II. Were the overall format of the exchange programme, its duration and the quality of the organisational aspects in line with your expectations?

- III. To which extent the organised meetings with partner institutions and the quality of interactions have replied to your expectations?
- IV. Has the exchange programme allowed identifying opportunities of further institutional cooperation or transfer of specific good practices or technologies between your home administration and the hosting administration?
- V. Were the coordination of the programme, the support and information you received during your participation sufficient?
- VI. To which extent the leadership exchange programme has been helpful to improve your own professional practices within your home administration?
- VII. Do you believe that the participation in the programme has been an opportunity for you to improve or develop your:
  - Technical knowledge, including foreign language
  - Skills
  - Professional attitude
- VIII. What could be your suggestions for the overall improvement of the exchange programme?
- IX. Would you accept to share your experience from the programme with civil servants interested in the future rounds?

Evaluation Scale (questions I to VIII):

1 - Not at all; 2 - To some extent; 3 – Certainly; 4 - Completely

Comments (questions I to VIII):

“Please provide any additional comment which might be relevant for you”

## Annex 3.E – Pilot Project Evaluation Report

The pilot project evaluation report is drawn up by the coordinating institutions of the EU LEP pilot project by the end of January of 2022 (phase one) and in September 2022 (phase 2).

1. Executive Summary of the Pilot Project
2. Participant's identification
3. Home institutions identification
4. Host institutions identification
5. Project pilot evaluation
  - Exchange roadmaps planned and implemented;
  - Administrative and financial execution - relevant for the post-pilot programme;
  - Status of value proposals implementation;
  - Overall conclusions from: participants, home institution coordinators/mentors, host exchange peers, and coordinating entities of the pilot project);
  - Strengths and opportunities for improvement for future exchange pilot projects/possible follow-up;
  - Suggestions for future exchanges and for the EU Leadership Exchange Programme.
6. Annexes
  - Summary of value propositions/exchanges implemented;
  - Summary of the evaluation of the individual exchanges (up to one A4 page);
  - Testimonials;
  - EU Leadership Exchange Programme framework updated;
  - Leadership Exchange Programme manual/guide and management tools updated.