

***Leadership Program for Building Basque American Partnerships 2016***

*by bizkaia:talent & Cenarrusa Foundation for Basque Culture*



**Bizkaia:talent**, non-profit-making Association, promoted by the Territorial and Economic Development Department of the Territorial Council of Biscay, has the mission of propelling and fostering the conditions and processes for attracting, retaining, and involving highly skilled persons, by promoting the innovation and advanced knowledge areas of Bizkaian/Basque organizations.

Bizkaia:talent is made up of the following members: BEAZ, CIC bioGUNE, Iberdrola, Idom, Industria de Turbo Propulsores (ITP Group), Kutxabank, Mondragon Corporation, Sener, Deusto University, University of the Basque Country, Tecnia Research & Innovation, IK4 Research Alliance, and the County Council of Biscay, the Office of Association President being held by the latter institution's Territorial and Economic Development Department.

The **Cenarrusa Foundation for Basque Culture**, established by Pete and Freda Cenarrusa in 2003, promotes the culture and history of the Basques by providing resources for performances, presentations and programs to organizations throughout Idaho and Oregon. The Foundation is the entity that can provide the added degree of assistance – financial or professional – that can make the critical difference for any organization that seeks to promote Basque Culture.

Its original goal was to preserve, educate and connect the Basque community and the world through research, projects and educational opportunities by establishing a Basque Studies program at Boise State University. The success of that effort and the overall program's success was a joint effort between educators, business and cultural groups from the Basque and non-Basque community in Boise, Idaho.

Within this framework, bizkaia:talent and the Cenarrusa Foundation for Basque Culture present the ***Leadership Program for Building Basque American Partnerships 2016***, with the aim of developing the talent and leadership of the participants through their learning about the business, scientific, technological, institutional and cultural reality of Bizkaia and the United States/Canada. This link will strengthen ties between both territories as well as among all the participants throughout their entire professional careers.

**Leadership Program for Building Basque American Partnerships 2016**

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## **LEADERSHIP PROGRAM FOR BUILDING BASQUE AMERICAN PARTNERSHIPS 2016**

### **1. OVERVIEW OF THE PROGRAM**

#### **1.1. Purpose**

The *Leadership Program for Building Basque American Partnerships 2016* aims to:

- promote in situ knowledge about the scientific, technological, business, institutional and cultural reality of the USA or/and Canada, and the Basque Country and the EU to people with high professional growth potential from both territories;
- create a personal and territorial link between highly qualified people with high growth potential from both territories through direct contact on site with the most important organizations/institutions;
- promote the development of the participants' talent and leadership with a link between both territories and among all the participants throughout their entire professional career; and
- create a community of participants to exchange knowledge, ideas and good practices and to establish economic, cultural, scientific and institutional relations between both territories.

#### **1.2. Program structure**

The program consists of 12 weeks of preparation, between 10 and 15 days traveling to the Basque Country for Mode 2 fellows and 21 days of transatlantic exchange for Bizkaians traveling to the USA/Canada, and a lifelong opportunity for Basque and American engagement and cooperation.

During preparations, fellows will learn about Basque and American relations, expand their knowledge about the communities they will visit, and will identify their leadership development objectives. Preparations include a welcome call; compulsory and recommended reading on the culture, economy, institutional and scientific-technological reality of the host territory (in the latter case from the local to the national or international level, as appropriate); webinars and surveys; tutorials with coordinators and a final meeting before the travel period.

During the foreign visit, fellows will meet with key decision and opinion makers. The group itinerary takes up most of the program and there will also be joint stays of both Basque and American fellows. Likewise, time is set aside for individual appointments to allow fellows to pursue their personal interests and to meet at least a relevant representative of an organization of the field or sector in which the participant works.

*NOTE: The exchange component of the Leadership Program for Building Basque American Partnerships will be planned as thoughtfully as possible and will consist of a variety of meetings (covering topics as for example, social, economic and security policy, diversity and inclusion, science, technology and innovation, education, arts or culture) and site visits, including formal and informal discussions and networking opportunities. Typical speakers include opinion makers and prominent leaders of business, government, and civil society.*

*It is worth noting that the program is primarily a group experience. Unless explicitly stated otherwise, program activities are not optional. Fellows are expected to attend*

*all activities during preparations and to participate fully in all days of exchange. Therefore, no late arrivals or early departures will be accommodated.*

The program concludes with the submission of an individual report and a group report containing a review, conclusions and action plans about the program as well as a closing meeting where the final analyses of the Leadership Program for Building Basque American Partnerships 2016 will be presented.

After completing this program, participants will have access to a select community where they will continue reinforcing their links with the other participants through various online and off-line initiatives. Moreover, for those participants who may be interested, an attempt will be made to facilitate internships, stays or information about work contracts of limited duration at their destination in those sectors that may be of interest for the participant.

### 1.3. Indicative schedule of the Program

An indicative timetable of the 2016 Program is shown below:

July 2016	August 2016	September 2016	October 2016 (weeks)			November 2016	December 2016

- Presentation, introduction and learning about the respective territories.
- Exchange period for Mode 2 participants (from USA/Canada to the Basque Country).
- Joint stay in Bizkaia of all the participants in the Program.
- Joint stay in Idaho of all the participants in the Program.
- Exchange period for Mode 1 participants (from the Basque Country to USA/Canada).
- Preparation of final reports on the Program.
- Presentation of final reports on the Program.

## 2. ELIGIBILITY CRITERIA FOR FELLOWS

To be selected as a fellow of the Leadership Program for Building Basque American Partnerships 2016 the applicant must meet the following eligibility criteria:

### 2.1. Eligibility criteria for Mode 1: Exchange from the Basque Country to USA/Canada

The applicant must:

- Have been born in Bizkaia or have been registered in any town in Bizkaia for at least 2 years before the date on which the application is made.
- Have at least one university degree.
- Be between 25 and 45 years of age on the application submission deadline (April 30, 2016).
- Show good communication skills in Spanish, Basque and English.
- At least 10 years work or associative experience.

There will be a maximum of 4 selected fellows for this mode.

### 2.2. Eligibility criteria for Mode 2: Exchange from USA/Canada to the Basque Country

The applicant must:

- Have been born in the USA or Canada or have American or Canadian nationality and live in the USA or Canada.
- Have at least one university degree.
- Be between 30 and 50 years of age on the application submission deadline (April 30, 2016).
- Communication skills in Basque and/or Spanish will be awarded points.
- At least 10 years work or associative experience.

There will be a maximum of 2 selected fellows for this mode.

### **3. MODES OF THE PROGRAM: requirements, cost eligibility & documents to submit in the application**

The present Leadership Program for Building Basque American Partnerships is organized around two schemes. Each candidate can only submit one application for the Program 2016.

For an application consideration, it is necessary to submit the documents listed below before or on the deadline (April 30, 2016), in the manner described in this section.

Unless deemed appropriate, bizkaia:talent and Cenarrusa Foundation for Basque Culture will not consider any applications with documents submitted in ways other than those which are described below nor any documents other than those which are requested herein.

The required documents must be presented in English, unless in the case of justified reasons (e.g. municipal registration certificate).

#### **3.1. Mode 1: Exchange from the Basque Country to USA/Canada.**

The spirit of Mode 1 is to promote knowledge about the scientific-technological, business, institutional and cultural reality of the United States and/or Canada to people from Bizkaia (or registered in Bizkaia, as established in point 2.1 above) with high career development potential, promoting the development of their talent and leadership and facilitating the creation of a Basque and American professional network of people with high potential in order to exchange knowledge and good practices and establish economic, cultural, scientific, technological and institutional relations between both territories, which bring about sustainability and an improvement of the competitiveness of Bizkaia.

This mode comprises an initial educational preparation phase at the fellow's place of origin in Bizkaia. Fellows will be facilitated informational materials about the USA, Basques in the USA and the fellow's specialized sector in the USA and will participate in various educational webinars or personal meetings. The first week of October, Bizkaian fellows will participate in a joint stay with their American/Canadian counterpart fellows in Bizkaia/Basque Country. The second week of October, Bizkaian fellows travel to Washington DC for educational meetings and activities learning about the USA political systems. The third week of October will be spent in Idaho with activities pertinent to state and local socio-political issues, and the fourth week of October in the fellow's selected sector for professional activities in the USA or Canada.

*NOTE: The participants who become fellows must have all the administrative and/or official documents necessary to enter the United States/Canada, which may be required at the time. Bizkaia:talent and Cenarrusa Foundation for Basque Culture will provide the necessary information to the selected fellows at the appropriate time.*

### 3.1.1. Eligible costs

The Leadership Program for Building Basque American Partnerships 2016 will cover the following expenses, directly related to the activities scheduled within this Program:

- Roundtrip flights to the USA.
- Accommodation in the United States.
- Domestic travel within the United States by plane, long-distance train or rental car (any potential trips will require prior authorization by bizkaia:talent).
- Transport and subsistence in the United States up to a maximum of 100 EUR/day (mileage or any other expenses for which no appropriate receipt is submitted will not be eligible expenses).
- Travel and civil liability insurance.
- Other necessary administrative arrangements (e.g. ESTA, invitation letter, etc.).

*NOTE: Costs shall be accounted in Euro. The exchange rate applicable to costs in currencies other than the Euro will be the conversion rate published by the European Central Bank (ECB) that would have applied on the date that the actual costs were incurred. The daily exchange rates fixed by the ECB may be obtained at the following internet address: <http://www.ecb.int/stats/eurofxref/>.*

### 3.1.2. Documents to submit

Candidates must submit the following documents:

- Curriculum Vitae/Resumé. The CV shall contain all relevant information about the educational background, as well as proof of her/his professional experience, competence and skills. The applicant must register, complete all the required profile information and upload the CV through the following link: <https://extranet.bizkaia:talent.org/profesionales/register.php>

Next, the candidates will have to submit their application by accessing the section of the Leadership Program for Building Basque American Partnerships 2016 at <https://extranet.bizkaia:talent.org/profesionales/> and clicking on the “Apply” button provided to that end. The system will then provide the candidate with a personal application code.

After that, the candidates will select the mode they wish to apply for and will upload the following documents in the appropriate sections:

- Photocopy/Scan of Identity Card or Passport.
- Municipal registration certificate, if the applicant was not born in Bizkaia.
- Professional letter(s) of recommendation or references (optional, to be uploaded one by one to a maximum of 3 files).
- Likewise, candidates must complete the Form “Motivation to apply for participation in the Program” (available in the section dealing with this Program at <https://extranet.bizkaia:talent.org/profesionales/>) and send it in PDF format (maximum 5 pages).

In order for the application to be assessed, once all the requested documents have been loaded, candidates must send the application by clicking on the “Submit” button provided for that purpose.



### 3.2. Mode 2: Exchange from USA/Canada to the Basque Country

The spirit of Mode 2 is to promote the knowledge about the scientific-technological, business, institutional and cultural reality of Bizkaia/Basque Country and its relation with the European Union to American/Canadian people with high career development potential, promoting the development of their talent and leadership and facilitating the creation of a Basque and American professional network of people with high potential in order to exchange knowledge and best practices and establish economic, cultural, scientific, technological and institutional relations between both territories, which bring about sustainability and an improvement of the competitiveness of Bizkaia.

This mode comprises an initial educational preparation phase at the fellow's place of origin before departure to Bizkaia. Fellows will be facilitated informational materials about the Basque Country, Basques in the USA and the fellow's specialized sector in the Basque Country and will participate in various educational webinars or personal meetings depending on location. Fellows will stay in the Basque Country the first two weeks of October, during which they will participate in their specific industry professional orientations and activities and will visit the institutions of the Basque Country (including also possible travel to Madrid and Brussels to visit the institutions of Spain and the European Union). Furthermore, during the first week, fellows will have the opportunity to stay with their Basque counterpart fellows in Bizkaia/Basque Country. Back in the USA/Canada, another joint stay with the Basque counterpart fellows could be organized during the third week of October in Idaho (subject to availability of the fellows).

*NOTE: The participants who become fellows must secure all the administrative and/or official documents necessary to enter Europe, which may be required at the time. Bizkaia:talent and Cenarrusa Foundation for Basque Culture will provide all the necessary information to the selected fellows at the appropriate time.*

#### 3.2.1. Eligible costs

The fellowship will cover the following expenses, directly related to the activities scheduled within the Leadership Fellow Program for Building Basque American Partnerships 2016:

- Roundtrip flights to Bizkaia.
- Accommodation in Bizkaia.
- Domestic travel within Europe by plane, long-distance train or rental car (any potential trips will require prior authorization by bizkaia:talent).
- Transport and subsistence in Europe up to a maximum of 100 EUR/day (mileage or any other expenses for which no appropriate receipt is submitted will not be eligible expenses).
- Travel and civil liability insurance.
- Other necessary administrative arrangements (e.g. invitation letter, etc.)

#### 3.2.2. Documents to submit

Candidates must submit the following documents:

- Curriculum Vitae/Resumé. The CV/Resumé shall contain all relevant information about the educational background, as well as proof of her/his professional experience, competence and skills. The applicant must register, complete all the required profile information and upload the CV/Resumé



through the following link:  
<https://extranet.bizkaiaitalent.org/profesionals/register.php>

Next, the candidates will submit the application by accessing the section of the Leadership Program for Building Basque American Partnerships 2016 at <https://extranet.bizkaiaitalent.org/profesionals/> and clicking on the “Apply” button provided to that end. The system will then provide the candidate with a personal application code.

After that, the candidates will select the mode they wish to apply for and will upload the following documents in the appropriate sections:

- Photocopy/Scan of Passport.
- 3 professional letters of recommendation or references (to be uploaded one by one).
- Likewise, candidates must complete the Form “Motivation to apply for participation in the Program” (available in the section dealing with this program at <https://extranet.bizkaiaitalent.org/profesionals/>) and send it in PDF format (maximum 5 pages).

In order for the application to be assessed, once all the requested documents have been loaded, candidates must send the application by clicking on the “Submit” button provided for that purpose.

#### **4. PHASES OF THE APPLICATION PROCESS**

##### **4.1. Application phase**

###### **4.1.1. General application information**

The information relating to this call for submissions is available from [www.bizkaiaitalent.eus](http://www.bizkaiaitalent.eus) and [www.bebasquetalentnetwork.eus](http://www.bebasquetalentnetwork.eus).

Eligible applicants who wish to participate in the 2016 Program, may request assistance with filling in the forms correctly via email ([basqueamericanleadership@bizkaiaitalent.eus](mailto:basqueamericanleadership@bizkaiaitalent.eus)).

Completed application and the required documentation is to be submitted before or on April 30, 2016.

Bizkaia:talent and Cenarrusa Foundation for Basque Culture may require whatever documentation and/or complementary information they consider necessary to properly understand and assess the submitted application, at any stage of the evaluation process. Applicants are responsible for the veracity and authenticity of the information and documentation provided.

###### **4.1.2. Support to applicants**

Bizkaia:talent and Cenarrusa Foundation for Basque Culture’s administration team carries out a complete review of the application form.

In case of missing documents, the candidate may be contacted if the deadline allows it and according to the availability of bizkaia:talent’s and Cenarrusa Foundation for Basque Culture’s staff.

If candidates find any error prior to the deadline they may send the relevant notification to [basqueamericanleadership@bizkaiaitalent.eus](mailto:basqueamericanleadership@bizkaiaitalent.eus).

#### **4.1.3. Online registration**

The required documentation must be submitted exclusively via online ([www.bizkaiatalent.eus](http://www.bizkaiatalent.eus) or [www.bebasquetalentnetwork.eus](http://www.bebasquetalentnetwork.eus)). An account with username and password will be necessary. The first step of the submission process is to fill out the required form, where personal, academic and employment details amongst others are requested. Then, applicants are asked to upload their CV/Resumé. After that, the extranet section of the Program must be accessed and the application must be made using the “Apply” button. The candidate must select the mode he/she wishes to apply for and upload the documents required to that end. Finally, after checking that the application has been completed correctly, the application must be submitted through the “Submit” button. The system will only allow the applicant to enter the data which are necessary. Additional information will not be assessed by bizkaia:talent or Cenarrusa Foundation for Basque Culture.

Applicants may register and upload documents at different times before final submission. In order not to lose the documents loaded at any given time, applicants should always press the "Save" button.

After online registration, applicants can check the status of the selection process, by entering <https://extranet.bizkaiatalent.org/profesionals/>. At the end of the selection process, the result of the selection will appear on the personal interface of the applicant.

The list of applicants for each mode will be published on the following websites: [www.bizkaiatalen.eus](http://www.bizkaiatalen.eus) and [www.bebasquetalentnetwork.eus](http://www.bebasquetalentnetwork.eus). The names and surnames of the selected fellows will be published but only the application code of those applicants not selected.

#### **4.2. Selection process**

The phases of the selection process are:

##### **4.2.1. Eligibility Criteria Review Phase**

An initial screening of applications that satisfy the eligibility requirement is carried out by the administrative staff of bizkaia:talent and Cenarrusa Foundation for Basque Culture.

##### **4.2.2. Evaluation phase**

The first stage is an analysis of transparent selection/evaluation criteria of the file of the applicant by the evaluators.

The applications are peer reviewed by an Evaluation Committee composed of experts coming from different sectors (private and public) and disciplines, with relevant experience to assess the candidates.

The panel will assess and verify the overall potential of applicants, and that their leadership career path is solid and coherent. Each member will analyze the file of the candidates, including the experience accumulated in the previous years and the presented results. Independent thinking and leadership qualities reached in their career will be studied by the evaluators. The evaluators will give a mark to the application.

Only the applications reaching a minimum threshold will have access to the next stage of the evaluation phase.

At this stage, eight candidates at most from all the eligible applications under Mode 1 and four candidates from all the eligible applications under Mode 2 (in both cases according to the score they achieved in the first phase, from the highest to the lowest), who have reached the aforementioned minimum threshold will be invited to a virtual interview by teleconference means, carried out by the evaluators. This interview will give the evaluators the opportunity to verify the elements given in the written application and to assess the motivations and interests of the applicants.

The panel of evaluators will give an overall mark regarding the overall application reaching a consensus.

If for any reason the interview cannot take place, the application will automatically be withdrawn from the second stage of the evaluation process, without possibility of reclamation. If the interview cannot take place for reasons which are strictly attributable to technical problems, an attempt will be made to arrange a new date, provided this does not affect the awarding deadlines.

### 4.3. Assessing applications

Applications will be assessed on the following criteria during the evaluation process:

- **Academic background:** the academic background will be assessed, including the level of diploma(s), awards and distinctions.
- **Professional experience, competence and skills:** professional experience, outstanding results (e.g. patent development, publications, participation in conferences, management positions, leadership, public awareness activities, teaching, knowledge transfer, etc.), languages, transversal and leadership skills as well as a diversified career path will be assessed and, where appropriate, recommendations and references provided by the candidate.

The involvement of the candidate in business, commerce and/or industrial associations and activities will be specially appreciated and positively evaluated.

- **Coherence and robustness of the motivation to participate in the Program, including career development perspectives:** the motivation of the applicant and how it fits with the aims of the program will be assessed. Sustainability of professional networks (including social and cooperative issues) as well as how the project fits in the applicant’s career development prospects will be examined carefully.

Assessment Criteria	Mode 1: Exchange from the Basque Country to USA/Canada	Mode 2: Exchange from USA/Canada to the Basque Country
Academic background	15	15
Professional experience, competence and skills	40	40
Coherence and robustness of the motivation to participate in the Program, including career development perspectives	45	45
<b>TOTAL</b>	<b>100</b>	<b>100</b>

Table 1: Maximum assessment scores of the evaluation process

In the event of a tie between two or more candidates within the same mode, the award will be based on:

- the result of the interview(s) carried out by the assessment panel.
- the participation of women will be assessed positively.

Bizkaia:talent and Cenarrusa Foundation for Basque Culture reserve the right to not make any awards because of:

- a lack of candidates; and/or
- a lack of quality applications meeting the Association's and the Foundation's expectations and aims.

#### **4.4. Award procedure**

The aid will be awarded:

- On merit, competitively to the highest scoring applications submitted within the set period.

Awarding of the aid will be completed once a Collaboration Agreement has been signed between the selected fellow and bizkaia:talent and Cenarrusa Foundation for Basque Culture.

##### **4.4.1. Form of payment of the granted fellowship**

For both modes, bizkaia:talent will manage and pay directly for roundtrip flights, accommodation, domestic travel, travel and civil liability insurance and any other necessary arrangements.

Moreover, at the beginning of the exchange period, bizkaia:talent will make an advance payment to the selected fellows by bank transfer for transport and subsistence amounting to 50% of the maximum eligible expenditure for all the exchange period.

Fellows must provide bizkaia:talent with the appropriate receipts for eligible and approved expenses.

The subsequent advances or payments will be made by bank transfer provided the amount paid before has been fully supported.

Bizkaia:talent will withhold tax as required by law and will comply with the applicable tax regulations at all times. For Mode 2 applicants from the USA/Canada, the tax laws of the applicant's country apply.

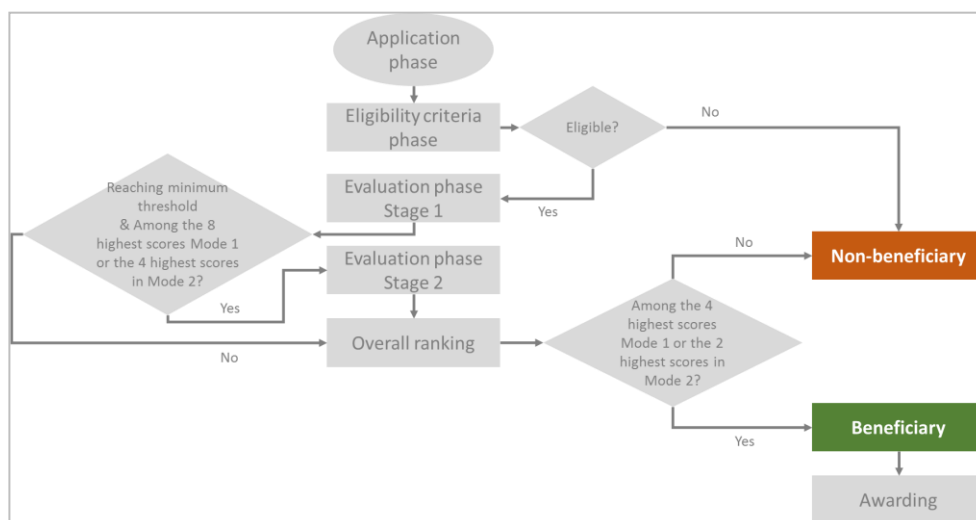


Figure 1. Application process: from the application phase to the allocation procedure

#### 4.5. Decision-making process

The final acceptance or refusal of the applicant will be determined by the score obtained in each application and their overall ranking.

Bizkaia:talent and Cenarrusa Foundation for Basque Culture will notify the applicants of the success or refusal of their application; will publish on the websites [www.bizkaia.talent.eus](http://www.bizkaia.talent.eus) and [www.bebasquetalentnetwork.eus](http://www.bebasquetalentnetwork.eus) the final list of beneficiaries and non-beneficiaries in the way which has been described above.

Applying for this program, in any of its modes, will automatically entail full acceptance by the applicant of all that is set out in the present document governing the Leadership Program for Building Basque American Partnerships 2016.

Bizkaia:talent and Cenarrusa Foundation for Basque Culture will resolve questions that might arise in interpreting and applying the terms contained in this document, and the Association and the Foundation reserve the right to make such decisions as they freely consider to be in the spirit of the present call for submissions.

#### 4.6. Indicative timetable

The following indicative calendar will be applied to the *Leadership Program for Building Basque American Partnerships 2016* call:

- Application deadline: April 30, 2016
- Evaluation phase: May 2016
- Results and award of the fellowship: June 2016
- Starting date of the program: 1 July, 2016

#### 4.7. Feedback to applicants

At the end of each phase of the selection process, applicants will receive feedback.

Applicants will be contacted directly via e-mail and/or by post, in order to inform them about the success of their application after each selection phase.

Additionally, applicants will be able to check the status of the selection process, by entering <https://extranet.bizkaia.talent.org/profesionals/>. At the end of the selection

process, the result of the application will appear on the personal interface of the applicant.

#### **4.8. Complaints**

In the case of complaint from applicants, they will have 7 days from the day they receive the results of their application at any stage, to express a request for redress. In this case, after the “eligibility criteria phase”, bizkaia:talent and Cenarrusa Foundation for Basque Culture will set up a committee composed by two members of the Board of Directors, who will evaluate the work done by Association and the Foundation. If an error is noticed at this time, the application will go through to the evaluation phase and follow the normal evaluation process.

If an applicant believes there have been shortcomings during the evaluation process, a redress committee, composed of two members of the Board of both organizations, will be set up. If an error is noticed, all or part of the proposal will be re-evaluated.

#### **4.9. Review process after the status of the Program fellow has been notified**

Once the selected candidates have been informed of their being selected as fellows, they are asked to sign a contract with bizkaia:talent and Cenarrusa Foundation for Basque Culture. It requires the applicant to deliver the following documents at the end of the exchange period:

- Preparation of an individual report in which each will present a summary as well as the main conclusions of the Leadership Program for Building Basque American Partnerships 2016, together with proposals and suggestions for improving the program.
- Preparation of a joint report with the fellows from the other territory describing the new links between territories and with the other fellows resulting from this Program, together with proposals and suggestions for improvement so as to strengthen their engagement and collaboration.

By providing these documents, the applicant assesses that the leadership program is carried out and that the conditions of the fellowship complies with the terms of the contract and to check the career progression of the applicant. It is also a tool for bizkaia:talent and Cenarrusa Foundation for Basque Culture to monitor the project, follow up the progress of the collaboration and check its effectiveness.

#### **4.10. Cancellation of the fellowship**

- Should the fellow cancel his/her fellowship after formal acceptance, but prior to the completion of the program, or should the fellowship be terminated for disciplinary reasons, the payment of the fellowship to the beneficiary shall be stopped. The beneficiary will also be required to reimburse any expenses incurred to date, if awarded.
- When the applicant did not meet the requirements set out in this publication at the time the fellowship was granted, or a condition or requirement has arisen which would have made it impossible for him/her to access or complete the fellowship.