

## Introducing FLEx – Future Leaders Exchange program

### Guidelines for the pilot program for 2002 to June 2003

#### Background

Staff exchanges have been high on the agenda for national arts agencies involved in the founding IFACCA. As a result, one of the key objectives set by IFACCA's interim board for 2001-2004 is the facilitation of exchanges of people to build networks, promote understanding and enhance cooperation between its members.

Personnel exchanges are an excellent way for organisations to import expertise, gain new insights and develop fresh perspectives. These benefits are particularly strong when exchanges take place across geographical and political boundaries. But with the myriad challenges that national arts councils face daily, attempts at establishing exchanges can easily fail due to the difficulty in matching personnel and organisations and the time and cost of negotiating and establishing inter-agency agreements.

IFACCA's Future Leaders Exchange (FLEx) program is designed to help overcome many of the barriers to international exchange. It is a two-way program intended to:

- give senior managers the opportunity to gain insights into alternative arts support policies and practices and develop their skills and cultural awareness; and
- give arts councils and culture agencies the opportunity to benefit from a different approach or perspective to tackle a special project or solve a challenging issue.

This document describes the FLEx program and invites expressions of interest in participating in an exchange.

#### A Pilot program

For the next 12 months to mid 2003, IFACCA will run **FLEX as a pilot program** to gauge its potential scope and develop appropriate guidelines and resource materials.

#### General roles and requirements

FLEx is a simple exchange program whereby a manager employed by a national arts council - a FLEx 'Fellow' - takes up a temporary position in another arts council. The reciprocal 'exchange' component will be very flexible so that return fellowships can be up to five years apart and not necessarily with the same agency.

The program has five participants:

1. The *Fellow*, who is the individual engaged in the exchange.
2. The *Home* agency, which is the arts council/agency that normally employs the Fellow.
3. The *Host* agency, which is the council/agency that hosts the Fellow.
4. The *Sponsor*, which helps fund the exchange.
5. The IFACCA Secretariat, which brokers the establishment and evaluation of the exchange.

During the exchange, the Fellow is expected to work toward achieving some tangible outcome, and to engage with and learn about the arts sector of the host country. Upon

returning home, the Fellow is expected to present a seminar on the outcomes of the exchange and to write a report about the exchange for placing on IFACCA's website.

Since the program aims to encourage the development of innovative solutions to issues of arts policy and arts funding delivery, placements are expected to be outside the Fellow's usual geographical, cultural or institutional context. Exchanges might, for example, be between a developing nation and a developed nation, between Asia and Europe, or between the northern and southern hemispheres.

### **Eligibility**

- The Fellow must be a senior manager of the Host or Home agency
- The Host and Home agencies must both be members of IFACCA and operate in different geographical regions or political/institutional environments.
- Exchanges must have some tangible objective and outcome.

### **Legal considerations**

Legal liability lies with the Host and Home agencies, or Fellows themselves. All legal considerations should be anticipated, negotiated and agreed to in contract by these participants. IFACCA cannot accept any legal liability under the FLEEx program.

### **More detail on roles and responsibilities:**

Specific roles and responsibilities of each of the main parties involved in a FLEEx exchange are set out below. Participants may agree to take on further roles, duties or responsibilities as required.

#### **Home Council**

The home council is expected to:

- Be a member of IFACCA
- Support the terms and conditions of the exchange at Chief Executive Officer (CEO) level
- Select the Fellow based on their previous performance, their potential to use the exchange to develop their arts leadership potential, and/or their ability to contribute to the challenges faced by the Host Council (i.e. be a 'referee' for the Fellow)
- Negotiate directly with the Host regarding the terms of the specific exchange
- Unless otherwise agreed, continue to pay the salary of the Fellow and meet any superannuation, insurance, medical or other condition of employment
- Pay the return air travel for the Fellow unless otherwise agreed
- Require the Fellow to present to other staff a report on the outcomes of the visit and make available a copy of the written report
- If asked, agree to host a return FLEEx exchange at some time in the following five years
- Assist in evaluating the program

#### **Host Council**

The host council is expected to:

- Be a member of IFACCA

- Support the terms and conditions of hosting the exchange at Chief Executive Officer (CEO) level
- Outline the projects and/or problems for which it needs the fellow's assistance, including a proposed list of tasks, timeline for completion of tasks and the type of skills required for the tasks
- Agree to provide the fellow with specific tasks and objectives to achieve during the tenure of the visit. It is anticipated that tenure would normally be 6 to 12 weeks, although the term of each particular exchange must be agreed to by the Fellow and the host and home councils
- Provide an office and reasonable logistical support to carry out the tasks required.
- Provide assistance to find suitable accommodation etc.
- Assist in developing a program of familiarisation with the arts community in the host city or country
- Assist in evaluating the program.

### **Fellow**

Fellows are expected to

- Have worked with the Home Council for at least two years prior to the expected departure date
- Satisfy the Home Council that they expect to continue making a contribution in a leadership role in the Home Council or the arts sector in the home country.
- Provide an outline of their existing skills and experience and the type of skills or experience that they would like to gain through the exchange
- Apply themselves to the task set by the Host Council
- Meet with as many of the hosts country's artists and/or arts administrators as possible to gain a general understanding of the issues faced by the arts community in the host country
- On their return, present a talk about the experience they gained from the exchange. This talk may be a public seminar or an internal staff presentation, as appropriate
- Within three months of returning to the Home Council, write a report (of approximately 2-3,000 words including a 250 word executive summary). This report would outline the problems experienced and solutions developed during the visit and would be provided to the Host Council, to the Home Council, to the sponsor and to the Secretariat for posting on the IFACCA website.
- Assist in evaluating the program.

### **Sponsor**

The sponsor would provide some or all of the financial support for the employment of the manager, air travel, accommodation and living allowances, etc. under terms negotiated by the other parties. The sponsor may be either the home or host agency or a third party such a private foundation or corporation considered appropriate by both the host and home agencies. The cost of a FLEx exchange would depend on its length and location (an approximate budget is required as part of an expression of interest).

## **IFACCA Secretariat**

IFACCA's role is to encourage, support and maximise the benefits of exchanges by :

1. *Brokering*. We will help match hosts and home participants and, if necessary, assist with the search for sponsors.
2. *Support*. We will provide guidance and resources for realising an exchange. Once a suitable match is found, we will provide an exchange 'resource pack' that contains draft documents designed to help participants establish an exchange.
3. *Communication*. We will evaluate and help to distribute the results and lessons learned from the exchange via our website and membership network.

Specifically, the IFACCA secretariat will

- Promote the program amongst national arts funding agencies and culture agencies
- Assist in brokering the matching of applicants and host councils based on their expressed expertise and needs (as gathered in application forms)
- Seek the support of potential sponsors to fund the participation of fellows or host councils in developing countries
- Provide FLEx application forms and background materials to assist potential applicants
- Provide a 'resource pack', containing draft agreement and evaluation guidelines and other materials to help initiate an exchange
- Ensure that the report on the exchange is circulated to all partners
- Coordinate the evaluation of the fellowship by all partners
- Evaluate the program as a whole.

We reiterate that the responsibility for negotiating and signing an exchange contract lies with the fellow, the host and home councils. IFACCA is not able to take responsibility for the administrative, legal and insurance obligations of a FLEx.

## **Call for expressions of interest**

IFACCA invites members to lodge their interest in participating in the trial FLEx program. This can be done by reading completing the *FLEx Expression of Interest Form*.

Please read the guidelines carefully. If you have any queries, please contact the secretariat at [ifacca@ozco.gov.au](mailto:ifacca@ozco.gov.au).

We look forward to working with you.

**IFACCA – the arts mean the world to us**