



## The Bellevue Programme

BUNDESPRÄSIDIALAMT

Robert Bosch **Stiftung**

# The Bellevue Programme

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- :: Promoting cross-border cooperation in Europe
- :: Exchange of government employees between eight European partner countries
- :: 12-month work placements for highly qualified young executives in key government authorities

## Under the auspices of

Christian Wulff, President of the Federal Republic of Germany

Pál Schmitt, President of the Republic of Hungary

Mary McAleese, President of the Republic of Ireland

Giorgio Napolitano, President of the Republic of Italy

Bronisław Komorowski, President of the Republic of Poland

Aníbal Cavaco Silva, President of the Republic of Portugal

Danilo Türk, President of the Republic of Slovenia

His Majesty Juan Carlos I, King of Spain

## Partner countries

Germany, Hungary, Ireland, Italy, Poland, Portugal, Slovenia, Spain





# Introduction

European integration continues apace. The Treaty of Lisbon represented a vital step forward for the European Union's development over the years ahead. It included institutional changes that will strengthen and deepen European integration.

People are the lifeblood of any institution. Indeed, institutions can only be as good or productive as the people who work for them. Likewise, European integration can only succeed if the people who work in the agencies and institutions of Europe's many member states are filled with the European spirit and are familiar with and understand their partners in this endeavour. We need people who are Europeans by conviction in the key posts, who embody a European way of life and a European way of thinking.

We also need to do ever more to learn about each other in Europe. We especially need to become more familiar with procedures and structures in national ministries and administrations, each of which has its own traditions and culture.

This is where the Bellevue Programme for highly qualified young executives can make a major contribution. Everyone who takes part will learn from within just how people from the participating partner states think and feel, and how their governments and authorities work. They will furthermore make their own personal cross-border contacts and build bridges of understanding to foster a deeper understanding of what we have in common, but also of our differences and national characteristics.

For these reasons I recommend the Bellevue Programme - not only in my capacity as Federal President, but also from personal conviction. I would like to thank all the supporters and sponsors of the project, and wish all participants a year of enriching experiences that strengthen their commitment to building a bright future for our shared continent of Europe.



Christian Wulff  
President of the Federal Republic of Germany





Participants usually move into higher positions when they return from the Bellevue year as they are given preferential consideration when it comes to selecting staff for promotion.

Helena Rato, National Institute of Public Administration (Instituto Nacional de Administração), Lisbon

## Goals

Accelerating integration of the European Union presents the member states with the challenge of developing new forms of cross-border cooperation. Government policy is defined increasingly by European law, and the expanding competencies of the European Union now touch on areas that used to be the preserve of national government. At the same time, domestic and security issues like immigration require multilateral agreement and a shared approach.

Cross-border working relations cannot be established by institutions, but by the people who work in them. To overcome the barriers between national governments, we need personal networks and an understanding of the different work cultures.

The question is how staff in our national ministries can be prepared to participate in this endeavor. The initial requirement is an excellent academic degree as well as a period of qualification in the national administration system. In addition, every civil servant who assumes responsibility at the European level should acquire practical experience in another European member country for an extended period of time.

The programme promotes the participants' professional, intercultural and European policy expertise and hence their capacity to assume leadership positions; and it intensifies cross-border cooperation between the ministries, thereby enhancing their European outlook and competence.


The Bellevue Programme is deliberately not bilateral but a rotating exchange between European partner countries that is designed to foster a pan-European network among public administrators over time. The Bellevue Programme is unprecedented in Europe in terms of its duration, intensity, and number of participating countries.

The programme was established in 2004 by the Robert Bosch Stiftung together with the Office of the Federal President in Germany. It derives its name from Schloss Bellevue, the official residence of the President of the Federal Republic of Germany. The Robert Bosch Stiftung funds the programme and is responsible for its implementation.

The programme provides highly qualified young executives from key government authorities across eight EU member states with a 12-month work placement in one of the partner countries.



Helena Rato

A close-up photograph of two women smiling and looking at each other. The woman on the right is in the foreground, wearing a light pink shirt, and has a bright smile. The woman on the left is partially visible, also smiling. The background is blurred, showing what appears to be an office or meeting room.

In the past, we had to exchange official correspondence for months just to deal with problems in the taxation of cross-border transactions. Now I can simply call up my colleagues in Berlin.

Mariusz Każuch, National Financial Supervisory Authority (Urząd Kontroli Skarbowej w Warszawie), Poland  
Bellevue Fellow 2005/06, work placement in Germany: Federal Ministry of Finance

## Benefits

The intensity and duration of the work placement abroad during the Bellevue Programme provides participants with the opportunity for personal and professional qualification in a form that cannot be achieved in national administration systems. At the same time, the programme offers the home institutions an additional tool for long-term staff development.

**This helps the participating ministries prepare their civil servants for leadership responsibilities with a European focus.**

During their work assignment abroad, the Bellevue Fellows can establish long-lasting relations between the expert departments in their home and host countries, relations that can be of benefit for both departments. Personal contacts across borders will help improve informal exchange about policy issues, cooperation in multilateral working groups and the joint preparation of European monitoring and regulatory initiatives.

The member states of the European Union face different challenges when dealing with policy issues of both an economic-technical and legal nature, which is often due to their different historical and economic backgrounds. Intensive work in the host institution will enable the Bellevue Fellows to understand developments in their host country and discover approaches to solutions that may be used back home.

Being host to a Bellevue Fellow is also a good investment for the institution concerned. In addition to playing a responsible role in day-to-day business, the Fellow can also contribute experience and expertise from the home country and provide a fresh perspective on national procedures and topics. The Bellevue Fellows benefit not only from enhanced professional development, but also from broadening their personal horizons by living and working in a foreign country, where they will also acquire proficiency in a foreign language.



Mariusz Każuch

“In order to have a successful Bellevue year, you need to be able to speak the language of the guest country as well as possible, set clear goals, and have a sense of humor.”

Éva Hrusztinski

After graduating in agricultural science in Gödöllő, Hungary, she worked for the Hungarian Ministry of Agriculture and Regional Development where she helped prepare for Hungary’s entry into the European Union. During her Bellevue year, which she spent in Germany at the Federal Ministry for Food, Agriculture and Consumer Protection, she was able to discover new working methods, develop new perceptions of the EU and experience cooperation between different countries.

Bellevue Fellow 2007/08



## Programme

### Process and duration

The programme begins with an introductory seminar in September. Language courses can be taken in the host country during the three months from October to December if these are needed for preparation. The Fellows then work in their host institution for 12 months from January to December.

### Work placements

The success of the Bellevue year depends on the quality and intensity of their work in the host institution. The Fellow should be deployed as a regular member of staff in line with his or her professional qualifications. The supervisor will draw up an ambitious profile of tasks with the Fellow, ensuring that both sides benefit from the activities involved. The Fellows themselves are responsible for developing a network of contacts in the host institution and for making suggestions regarding projects and working groups they would like to support with their professional experience.

### Seminars

In addition to gaining work experience in the host country, which is the key goal of the programme, seminars are organized to ensure the acquisition of additional professional and methodological training. They also offer participants the opportunity to develop a personal network among each other.



Gabriele Scheuer

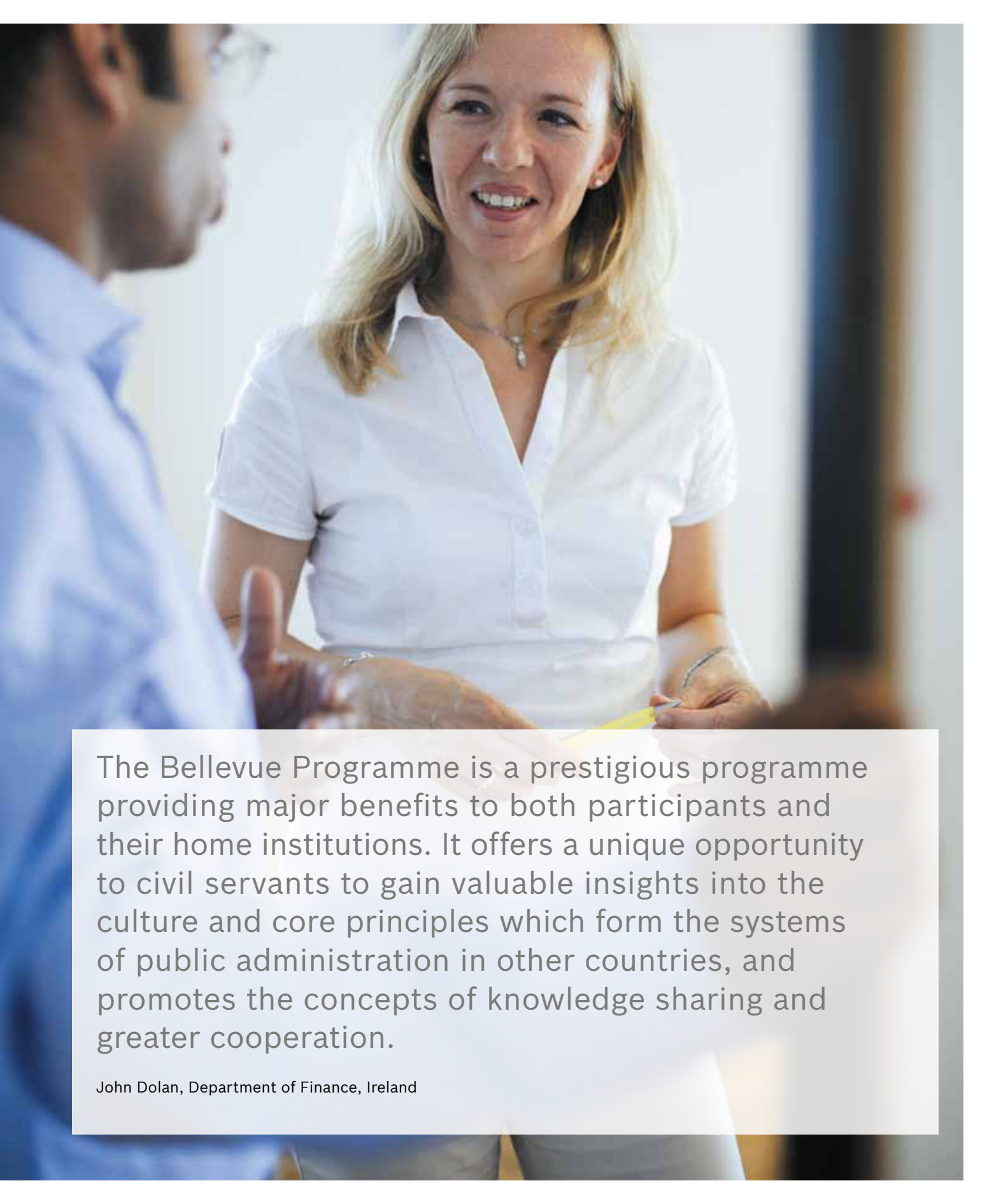


John Dolan

### Gabriele Scheuer

After many years as a judge, Gabriele Scheuer moved to Germany's Federal Ministry of Justice to support negotiations on international legal affairs. In 2006/07, she was involved in the preparations for the German presidency of the EU in 2007. She spent her Bellevue year in Slovenia, when the country held the EU presidency, which afforded her unique insights and the opportunity to use her experience from the German presidency in the host institution. Her role as adviser covered family and international criminal law. Bellevue Fellow 2007/08

The Introductory Seminar in Berlin offers an insight into current social and political challenges in Germany through presentations by and meetings with key decision-makers. The Fellows discuss their plans for the work placement and formulate their own professional and personal goals. They also have the opportunity to meet and exchange experiences with their peers of the current programme year. Participants are expected to have a basic knowledge of the structures and functions of the European Union.



The Bellevue Programme is a prestigious programme providing major benefits to both participants and their home institutions. It offers a unique opportunity to civil servants to gain valuable insights into the culture and core principles which form the systems of public administration in other countries, and promotes the concepts of knowledge sharing and greater cooperation.

John Dolan, Department of Finance, Ireland



I discovered what it meant to be part of the European family while working in Germany's Federal Ministry of the Interior. There are many possibilities for successful and productive cooperation between Italy and Germany.

Pier Luigi Piva, Ministry of the Interior (Ministero Dell' Interno), Italy  
Bellevue Fellow 2008/09, work placement in Germany: Federal Ministry of the Interior

The EU Seminar gives the Fellows the opportunity to go to Brussels and Strasbourg to meet high-ranking representatives of European institutions and to improve their understanding of the EU. During the 10-day seminar, they learn about current developments in Europe, familiarize themselves with the political culture of the European Union and understand its role in their work, both in their home and in their host country.

Leadership and team skills are, of course, prerequisites for the Fellows' professional career paths. They can consequently be addressed at a high level in the Leadership Development Seminar: Training in international negotiations, rhetoric and strategic decision-making will enable the participants to develop their skills and acquire new expertise through intensive practical exercises. The seminar takes place half way through the programme in the summer and provides a good opportunity to check the achievement of goals, plan the next objectives for the remaining months and exchange experiences in the host country with the other Fellows on the programme.

The Robert Bosch Stiftung invites the Fellows to a Final Seminar at the end of the programme year where they exchange their fresh experiences with the next group of Fellows.

“A voyage into the unknown is what the Bellevue Programme felt like for me before it began, but it turned out to be the most wonderful, most exciting and most challenging year I have ever had. My self-confidence and my curiosity were strengthened, I made new friends and I now feel like a Slovenian, a Madrileña and a European all at the same time.”

Lidija Cvetković

After graduating from the Faculty of Law at the University of Ljubljana, Lidija Cvetković worked as a legal adviser in the revision of public procurement law in Slovenia's National Revision Commission. For her Bellevue year, she chose an area in which she could gain experience in the cooperation of different public administrations. In the Office of the President of the Government of Spain, she was mainly involved in matters concerning the exchange of knowledge for the network for European cooperation in public administration (the EUPAN-Network). She also helped prepare for Spain's presidency of the EU in 2010.  
Bellevue Fellow 2008/09



Lidija Cvetković

#### Alumni activities

The network of Fellows is maintained beyond the programme year. The Robert Bosch Stiftung supports annual alumni meetings, which serve to maintain contact among all Bellevue alumni, across all programme years and countries, and provide former Fellows the opportunity for personal and professional exchange.



## Organizational matters

### Work placement

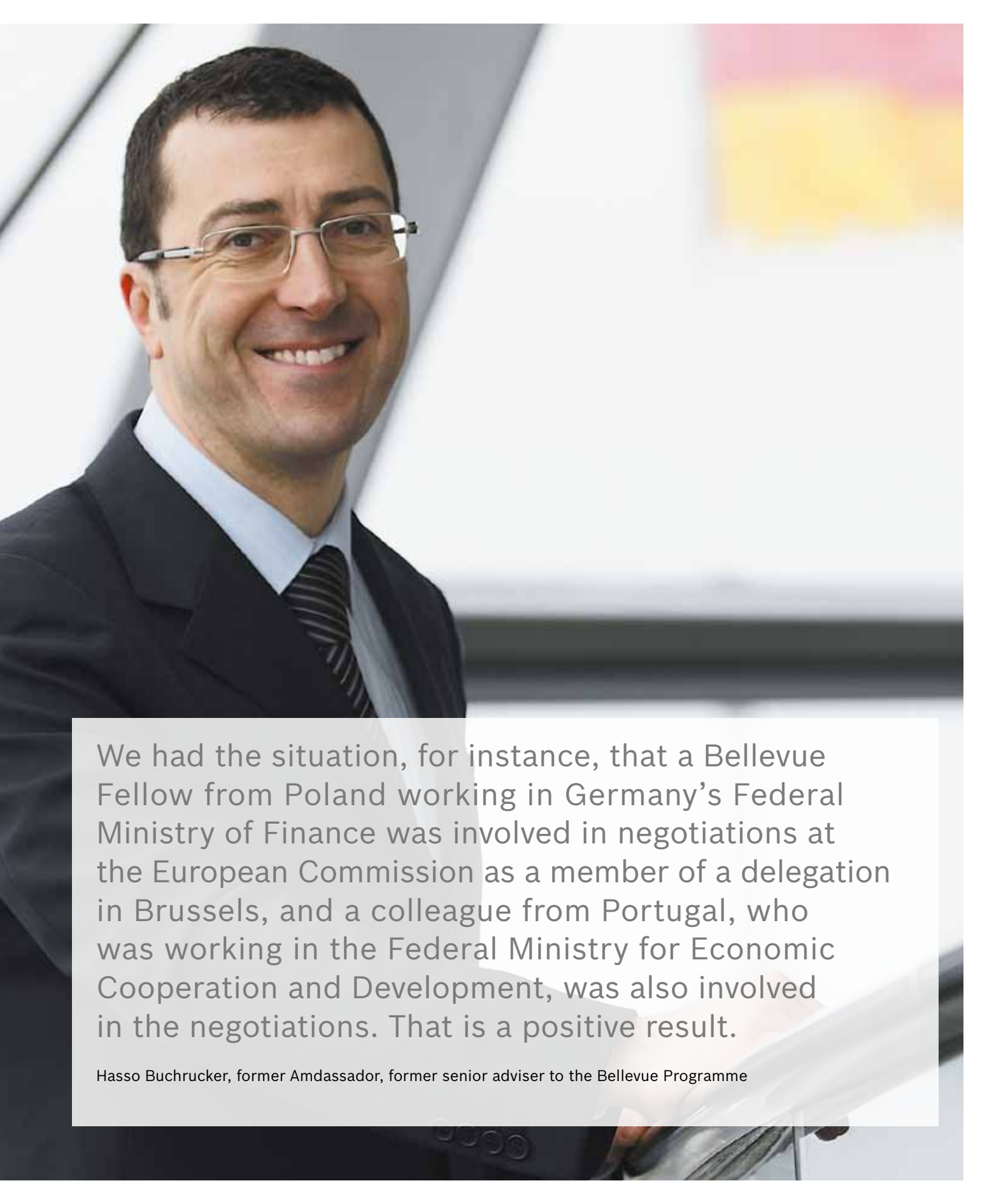
Participation in the programme is seen as a human resources development measure. Applicants must therefore have the approval of their supervisors and human resources departments. The participating civil servants are released for a maximum of 15 months under retention of their existing contract and are seconded to the host institution for a period of 12 months. The home institutions continue to pay the regular salary (without any foreign supplement) for the duration of the deployment. Reintegration after completion of the programme must be guaranteed.

Support from the Robert Bosch Stiftung  
Bellevue Fellows receive a monthly stipend from the Robert Bosch Stiftung to cover expenses related to the deployment abroad. Supplements may be paid for accompanying spouses and children upon request. The foundation also reimburses relocation costs and the cost of language courses up to a specified maximum. The travel and accommodation costs for seminars and other obligatory events will also be covered. The Robert Bosch Stiftung and the national partner institutions of the host country (every country has an institution that acts as partner to the Bellevue Programme) will support the programme participants in organizational matters. This does not apply to issues of personnel and tax law associated with the foreign deployment.

Choosing the host country, language skills  
The choice of the host country should be based on the professional interests of the Fellows, as well as their language skills and the strategic interests of their employer. Good knowledge of the language of the host country is desirable and will, of course, facilitate work in the host institution. Experience has shown, however, that basic knowledge and intensive language training before the start of the programme are sufficient for a productive work experience in the host country. The final decision on the choice of a host country is taken after the participants have been admitted to the programme in consultation with the Stiftung and the national partner institutions. The capacity of the host country to accept Fellows also plays a role.



Hasso Buchrucker



We had the situation, for instance, that a Bellevue Fellow from Poland working in Germany's Federal Ministry of Finance was involved in negotiations at the European Commission as a member of a delegation in Brussels, and a colleague from Portugal, who was working in the Federal Ministry for Economic Cooperation and Development, was also involved in the negotiations. That is a positive result.

Hasso Buchrucker, former Ambassador, former senior adviser to the Bellevue Programme



My time spent at the Ministry of Justice in Italy was both a challenge and a wonderful experience, and I am glad that my home institution supported me. The most important thing for me was that the people behind all the paperwork became genuine friends.

Diána Mecsi, Ministry of Justice (Igazs.gügyi Minisztérium), Hungary  
Bellevue Fellow 2007/08, work placement in Italy: Ministry of Justice (Ministero della Giustizia)

### Choosing the host institution

The choice of the host institution is generally based on the Fellows' professional backgrounds and the skills and experiences they can contribute. A specific professional interest related to current political and social developments should be the prime criterion. The desire of the home institution to forge closer ties with a ministry in the host country is also a frequent consideration. It is important to bear in mind that the structures of ministries in the partner countries may differ.

The search for a suitable host institution is the task of the Bellevue Fellow, who will be supported by the Robert Bosch Stiftung and the national partner institutions. Any existing contacts of the home institution should, of course, be utilized. The Fellow will be invited to an interview in the host institution before the secondment begins. The home and host institutions should jointly formulate a target agreement for the programme to ensure that the Bellevue year can be taken into account in performance appraisals.

In general, no contract is concluded with the host institution. The Fellow must be granted access to internal information systems and receive a suitably equipped workplace. Health and safety, insurance and liability issues are regulated on a case-by-case basis.

#### Diána Mecsi

Diána Mecsi spent her Bellevue year in the Office of International Legal Cooperation in the Italian Ministry of Justice. She was previously an adviser in the International Cooperation Department in Ministry of Justice in her home country, Hungary. Her ministerial career began in 2003 in the Department of EU Law until Hungary's accession to the EU. Before this, she was an attorney candidate and worked as a civil and commercial consultant. She graduated in law and political science from ELTE University in Budapest and developed her knowledge of international business law with a postgraduate degree at Asser College Europe in The Hague (Netherlands).  
Bellevue Fellow 2007/08



Diána Mecsi

## Application

### Who can apply

The Bellevue Programme is aimed at employees of key government departments in Germany, Ireland, Italy, Poland, Portugal, Slovenia, Spain and Hungary.

It targets civil servants who already have several years of professional experience in public administration and have taken on or are preparing for initial leadership responsibilities. Familiarity with the structure and operations of the European Union is required. Enthusiasm for the European idea goes without saying.

**We are looking for the decision-makers of tomorrow who want to shape European cooperation with commitment and passion.**

### Requirements

- :: At least 6 years of professional experience after graduation
- :: At least 4 years as a civil servant in key federal government departments
- :: Initial managerial experience or prospect of leadership responsibility
- :: Outstanding academic qualification (Masters degree or equivalent)
- :: Study and/or work experience abroad
- :: Excellent knowledge of English
- :: Good basic knowledge (at least) of the language of the desired host country
- :: Excellent general education and knowledge of national and international politics and economics
- :: Pronounced interest in the political development of the European Union
- :: Negotiating skills
- :: Team skills
- :: Initiative and strong performance commitment
- :: Excellent writing skills
- :: Ability and desire to become proficient in a new field of work quickly
- :: Ability and desire to work in cross-departmental interdisciplinary groups

#### Documents to be submitted

The application must include the following documents:


- :: Application form, completed in English
- :: Detailed CV in English
- :: Two letters of recommendation, preferably in English
- :: Confirmation of secondment approval by superior
- :: Copies of important university degrees and professional certificates
- :: Covering letter in English:

Detailed written presentation of the motives for applying to the programme, the mid- and long-term professional goals, and expectations of the deployment in the host country. The letter should indicate how the applicant aims to incorporate the new experience gained from the programme into his/her future career.

All information on the current application process as well as the application form is available at: [www.bosch-stiftung.de/bellevue](http://www.bosch-stiftung.de/bellevue).

#### Selection process

The application deadline for the programme year beginning on October 1<sup>st</sup> is March 31<sup>st</sup> of the same year. The partner institutions carry out the pre-selection process. A maximum of four candidates can be proposed from each country. The final selection takes place in May by a jury composed of representatives from all partner countries and the Robert Bosch Stiftung. Applicants will be informed of the decision at the end of May.

A man with glasses and a blue shirt is speaking. He is looking slightly to the right of the camera. The background is blurred, showing some yellow and white elements.

We are all in the same boat in the European Union. I felt like one of the team when carrying out my work in my host institution and this served to strengthen my feeling of community.

Bożena Agnieszka Gronowska, Civil Aviation Office (Urząd Lotnictwa Cywilnego), Poland  
Bellevue Fellow 2008/09, work placement in Portugal: Ministry of Foreign Affairs (Ministério dos Negócios Estrangeiros)

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