

Terms of Reference for Action 5: Transnational Placements

Laval Mayenne Technopole

1. Title : Transnational Placements

2. Background & Rationale

The temporary placement of staff in similar organisations in foreign locations is viewed as an important tool in further developing the skills & knowledge of staff through the exposure of this cohort of staff to new tools, areas of expertise, processes and business methods in enterprises and organisations that have developed these capabilities over a period of time. It is proposed that multiple staff involved in the creation, incubation and growth of knowledge intensive high technology start-up firms will benefit from transnational work placements, within the TESLA partners region, working in the same, or similar, areas. This Pilot action will facilitate the dissemination of recognised best practices in the areas of knowledge intensive high technology start-up Incubation and Technology Transfer across the partners regions. In particular it will allow regions/organisations that are embarking on, or have recently started, creating these service offerings for knowledge intensive high technology start-up firms to learn from the experiences of those within the regions that have already implemented these services.

3. Specific objectives

The main objectives of the transnational placements action are:

- 1- to provide exchange of know-how to staff members in the partnership
- 2- to improve their skills and knowledge
- 3- to observe and learn best practices in other incubators

Added benefits will include:

- 4- to provide networking opportunities
- 5- to enhance business linkage in the NWE region
- 6- to enhance greater market opportunities for knowledge intensive high technology start-up firms

4. Definition of intended beneficiaries

The intended beneficiaries of this Transnational Placement action are:

- Incubation centre managers
- Incubation Centres and associated academic institutions staff
- Managers of intermediary organisations, e.g. Technology Transfer Offices (TTOs)
- Commercial business specialists
- Industry Liaison Managers
- Technology Licensing Specialists
- Business development staff
- Technology transfer team members
- Legal staff

5. Detailed Action Plan

The Pilot Action would firstly identify the recognised leaders and experts in knowledge intensive high technology start-up Incubation and Technology Transfer organisations within the TESLA partners regions. Transnational placement programmes within the partners regions would then be developed and offered to staff that could directly benefit from availing of these opportunities. It is envisaged that most of the necessary expert knowledge & skills will be available within the partner regions with the potential for accessing placements outside of the partner regions should specialist requirements arise.

A detailed work programme will be jointly developed with the participating partners, which will include details on joint implementation of the transnational placements programme and details for the selection of participating staff on a transnational basis.

Most of these placements would be in the order of **a few days to 1-2 weeks** with occasional longer term placements where appropriate, such as the placement of staff that are about to open a new Incubator or a TTO prior to its opening.

Once the placement individual has found a suitable place to go to, a program will be designed jointly between the placement individual and the host organisation.

Following the placement, 2 reports will be issued, one from the placement individual and one from the host organisation. Both reports will have to be forwarded to LMT which will issue an overall Best Practices document.

During the last year of the project, a series of thematic seminars will be organised taking place across the partner regions, in order to disseminate best practices amongst the largest possible number of people within the partners' organisation and their catchment region(s).

- **Support Tools :**

Supports needed for the pilot action will mainly be:

- Template for placement application
- Selection procedure
- Study visit report template
- Analytical grid to select best practices
- Final report with best practices selected

- **Timeframe :**

- End December 2012: Design of the 2 assessment forms
- Mid-January 2013: publish call for proposals to host organisations
- Early February : feedback forms received by LMT
- Early February : publish call for proposals for the placement individuals (Host organisations assessment forms will circulate at the same time)
- End February : feedback assessment forms from placement individual received by LMT
- Mid-March 2013: Matching recommendations
- March 19&20 : validations of the first placements during Laval meeting
- April 2013 : First study visit completed
- September 2014 : first best practice seminar completed

- **Partners Involved & Roles :**

Partner	Role
LMT	<ul style="list-style-type: none"> - Lead the pilot action in association with the other partners - Propose a draft template for placement application and selection criteria - Gather the applications submitted to the action - Select with partners the staff members who will benefit from transnational placements - Forward the application to the relevant partner - Write with partners the report for best practices - Design with partners the best practice seminars to be delivered
CIT	<ul style="list-style-type: none"> - Review and implement the draft document provided by LMT - Circulate the template for application submission among its staff - Participate in the selection of the staff members who will benefit from transnational placements - Participate in writing the report for best practices - Participate in designing best practices seminars to be delivered
EBN	<ul style="list-style-type: none"> - Review and implement the draft document provided by LMT

	<ul style="list-style-type: none"> - Circulate the template for application submission among its members - Participate in the selection of the staff members who will benefit from transnational placements - Open the EBN networking to potential staff host - Participate in writing the report for best practices - Participate in designing best practices seminars to be delivered
LIONRA	<ul style="list-style-type: none"> - Review and implement the draft document provided by LMT - Circulate the template for application submission among its staff network. - Participate in the selection of the staff members who will benefit from transnational placements - Participate in writing the report for best practices - Participate in designing best practices seminars to be delivered
Bangor University	<ul style="list-style-type: none"> - Review and implement the draft document provided by LMT - Circulate the template for application submission among its staff - Participate in the selection of the staff members who will benefit from transnational placements - Participate in writing the report for best practices - Participate in designing best practices seminars to be delivered
INI-NOV	<ul style="list-style-type: none"> - Review and implement the draft document provided by LMT - Circulate the template for application submission among its staff and other identified incubators in the eligible region - Participate in the selection of the staff members who will benefit from transnational placements - Participate in writing the report for best practices - Participate in designing best practices seminars to be delivered

- Locations for delivery :

Locations for delivery will be mainly within business incubation centres in the participating partners regions, namely:

Cork, Ireland: NUTS III: IE025

Bangor, Wales– NUTS III: UKL12

Brussels, Belgium– NUTS III: BE100

LIONRA (Border, Midlands and West region), Ireland – NUTS III: IE023

Darmstadt (Region of South Hessen), Germany – NUTS III: DE716

Laval Mayenne Technopole, France – NUTS III: FR513

6. Selection Process for beneficiaries :

Once the application form has been designed and approved by the Steering Group, it will be circulated amongst the partners. Interested staff members have to complete the application form and send it back to LMT. Then, the Steering Group evaluates these applications and the best possible matches are made between staff to be placed and organisations ready to host them.

7. Promotion to Potential Beneficiaries

Once the application form has been designed and approved by Steering Group, it is circulated amongst participating partners. (See separate document *Flyer TESLA Transnational Placement*)

8. Format of the application forms to be used

Applicants and the host organisations will apply using specifically designed application forms. (See separate documents called *WP2 A5 Assessment form for the host organisation* and *WP2 A5 Assessment form for the placement individual*.)

9. Selection Criteria / transnational Screening of applicants

Each partner will propose beneficiaries to the Steering Committee. The committee will select participants to this action, on these first three criteria:

- Motivation of the staff
- Placement in line with the TESLA project's objectives
- Host organisation corresponding to the needs of the placement individual has been identified

10. Conditions of Participation / Eligible Costs:

Beneficiaries of this action will be members of the partners' staff.

Eligible costs for the placement individual:

- Partner staff hours
- Travel
- Accommodation & Daily fees

If the host organisation is one of the project partners, the eligible costs for the host organisation will be:

- Partner staff hours
- Any expenses incurred as part of the hosting of the placement individual (e.g. Meals)

If host organisation is not a member of the project consortium and if an invoice is issued to the moving person, the cost will have to be taken by the moving person's organisation.

11. Deliverables

- The placement programme is agreed both by the host organisation and the placement individual
- The host organisation's report
- The placement individual's report
- The Best Practices document
- Programme for the video conferences and thematic events on sharing experiences

12. Indicative Action budget by partner

Partner	Budget
LMT	€ 33,000
CIT	€ 30,593
EBN	€ 29,430
LIONRA	€ 33,400
Bangor University	€ 60,736
INI-NOV	€ 7,617
Total	€ 155,989

13. Expected Outputs & Results (with reference to the approved TESLA application)

Target outputs:

- Number of study visits
- Number of placement individuals hosted
- Number of best practise seminars

Output	CIT	Bangor	EBN	Ini-Nov	Lionra	LMT	Total
No. of Study Visits completed	3	8	2	2	7	5	27
No. of Moving persons hosted	3	8	2	2	7	5	27
No. of Best Practice Seminars Delivered	4	4	3	3	3	4	21

14. Complementarities with other initiatives (TESLA and others)

This transnational placement action is complementary to other initiatives also supported by EU :

- Erasmus for Young Entrepreneurs, whose aim is to allow young entrepreneurs to benefit from 1-month up to 6-month placement within host companies.
- Action 3 in WP 1 (EPIC) in the OI (Open Innovation) Interreg project , where partners work to favour business and collaboration relationships between companies they support

15. Transnationality :

The transnational dimension of this placement will be present at every stage of this action plan:

- Design of the action (template, criteria, best practices seminars)
- Implementation with transnational placement of the staff members
- Partnership sharing of the best practices

16. Potential for Continuation / Mainstreaming

Once the TESLA project comes to an end, it is easy to plan the maintenance of a web platform where people can apply to be placed and to host visitors, in the framework of continuous improvement of the organisation's staff skills.