



HUMAN RESOURCES HANDBOOK

elsa

The European Law Students' Association

Foreword

Dear Network,

Human Resources form the foundation upon which an Association, such as ELSA, is created and run. Respectively the focus of our Human Resources Management and each of the distinct processes is to ensure the recruitment, engagement and development of the right people in the right positions within our Association.

“The right people, at the right time, are so much more than just a process!”

This Human Resources Handbook is focused on providing you with tangible guidance on the process of creating your own Human Resources Strategy. It will also walk you through the Human Resources Model of ELSA and its different processes. As will be explained further within the Handbook, our hope is that these processes, as well as the actions and steps within them, can be used as building blocks for your own Strategy, tailored to the priorities and needs of your National Group.

ELSAfully Yours,

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Human Resources in ELSA - an Introduction

Definition and Categories

In ELSA, we define Human Resources as the *people* who are actively engaged in the everyday work of our Association, fulfilling their membership obligations, as well as individuals with potential and willingness to become members. Human Resources in ELSA can be categorised as follows:

- **Potential members** - people who are or may become interested in joining ELSA.
- **Passive members** - people who attend ELSA events and participate in the Association's projects but are not actively engaged in organising them.
- **Active members** - people who actively participate in organising events, are involved in the management of the Association and/or are Board members. They are sometimes referred to as "Officers".
- **Trainers** - people who share their experience and knowledge to assist in the development of the members of the Association by delivering trainings.
- **Alumni** - people, usually already professionals, who have ended their active involvement in the Association but continue to support and promote its activities and ideas.

This handbook has been developed to help you with your understanding of the Human Resources Model of ELSA. It provides step-by-step practices you can use as building blocks to create your own HR Strategy.

Out of respect for the specificity and diversity of National Groups, the key parts of the Handbook have been divided into practices proposed for National Groups with established Local Groups and practices intended for smaller National Groups with developing or no Local Groups. This reflects the more managerial and coordinating role National Groups with developed Local Groups exercise in comparison to National Groups with developing or no Local Groups who are more directly involved in the recruitment of new ELSA members.

Human Resources Strategies

Definition

A Human Resources Strategy consists of a **roadmap focused on addressing and resolving an organisation's most pressing challenges concerning its Human Resources**. It can also outline the long-term direction, considering all aspects of Human Resources Management.

Respectively, a **comprehensive HR Strategy of an ELSA Group should address all processes** described in the Human Resources Model below and **outline the actions** the Group intends to take for each process (potentially drawing inspiration from the proposed actions in the Human Resources Model). As seen in the guide below, the HR Strategy should also reflect the **specific challenges** that an ELSA Group is currently facing and aim to provide long-term remedies for these challenges.

Furthermore, it is also possible to develop a process- or problem-specific strategy which would address a discrete element of the ELSA Group's HR. For example, such a strategy may address:

1. **Only a specific category** of Human Resources - e.g., what actions should be taken with regard to the ELSA Group's Alumni; or
2. **Only a particular process** from the Human Resources Model - e.g., how to attract and recruit new members; or
3. **Only a specific problem** in the ELSA Group - e.g., how to engage officers who have become demotivated due to X reason.

Why are HR Strategies important?

Managing Human Resources is an 'art' rather than a 'science', and with that, it often lacks the structure other areas of Internal Management, such as Administration, possess. That leaves many new incoming ELSA Officers puzzled with the process and often ultimately leads to Human Resources being neglected or sidelined in light of other priorities.

Having an HR Strategy allows an ELSA Group to have a **focused and structured approach towards its Human Resources**, outlining particular actions which are planned out in order to increase its HR potential and develop it in a strategic direction.

Human Resources Strategy of ELSA International 2024-2026

The Human Resources Strategy of ELSA International 2024-2026 is the product of extensive efforts and collaboration within our Association. Through SWOT analysis and numerous meetings with different parties and reflecting on our past and present Human Resources management practices, we identified in the term 2023/2024 areas of improvement. It outlines our vision for the future, focusing on Human Resources addressing **the International Board, the ELSA International Team and ELSA as an engaging association**.

The **structure of the HR strategy** is designed to ensure clarity and coherence, facilitating its effective implementation across all levels of our association. It outlines the key goals and subgoals. The **implementation cycle** was planned to ensure that each phase is executed systematically and includes regular reviews to adapt to evolving needs and circumstances.

In our efforts to build a cohesive and effective strategy, we also build a prime example which should be a guiding framework for our National Groups. National Groups are encouraged to adopt these principles, tailoring them to their specific needs, to foster a dynamic environment that aligns with the overarching goals of ELSA. Through this unified approach, we can ensure that all levels of our association work synergistically towards our common objectives.

You can find the Human Resources Strategy of ELSA International 2024-2026 [here](#).

Creating and maintaining an HR Strategy

First Step: Problem Analysis

The initial process of creating an HR Strategy involves the careful analysis of the HR challenges confronting the ELSA Group and their potential sources. These may vary significantly between ELSA Groups, and taking the time to determine them will prove extremely useful when formulating precisely the suitable goals and actions later on.



Second Step: Broader Strategic Goals

Additionally, an HR Strategy should also be aligned with the broader Strategic Goals of the ELSA Group and contribute to their achievement. For example, if a Strategic Goal is to create a more diverse ELSA Group promoting inclusivity, the specific actions undertaken within the HR processes may include things such as:

1. **Attraction and Recruitment Process:** Using an anonymised sifting process when recruiting members for the Group's Team;
2. **Training and Development Process:** Offering Unconscious Bias training to Board members and so on...

Third Step: Formulation of Strategy

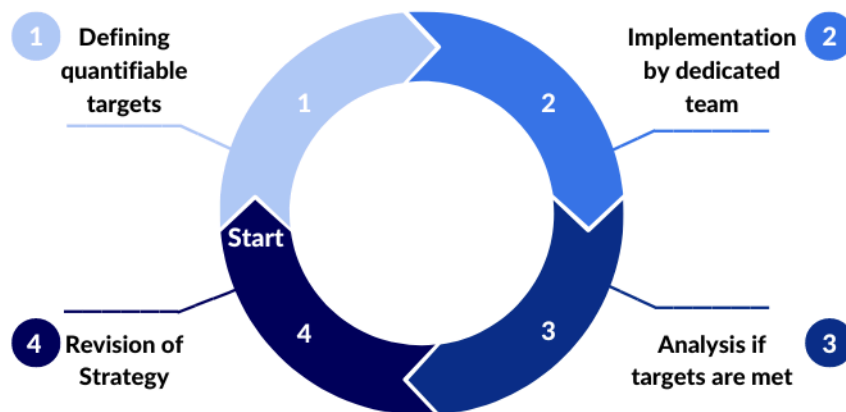
Once the problems and broader Strategic Goals have been identified, it's time to start formulating the strategy. In this phase, it can be beneficial to break down the Strategy into the HR processes outlined in the following Human Resources Model. Begin brainstorming and putting together the specific actions to be implemented to address the problems of the ELSA Group.

Fourth Step: Implementation and Review

To maintain the effectiveness and utility of an ELSA Group's HR Strategy, such strategy should:

1. **Be monitored** by a dedicated HR Team, who is responsible for the Strategy's implementation.
2. **Be data-driven** or otherwise aim to produce quantifiable results (e.g., by using indicators of success such as targets for engagement rates in activities; training evaluation scores; etc.). While it is not always possible to have a quantifiable target, it should be an aspired goal.
3. **Be revised** on a yearly basis in order to target the evolving HR challenges of the ELSA Group accurately.

Below, you will find a suggested cycle for implementation and review of your developed HR Strategy.



Human Resources Model of ELSA

Introduction

The Human Resources Model of ELSA provides an overview of the processes and critical stages of the development of a member of the Association. Its purpose is to support the achievement of the goal of developing National Groups and their Human Resources Management. The Human Resources Model of ELSA is structured into four processes:

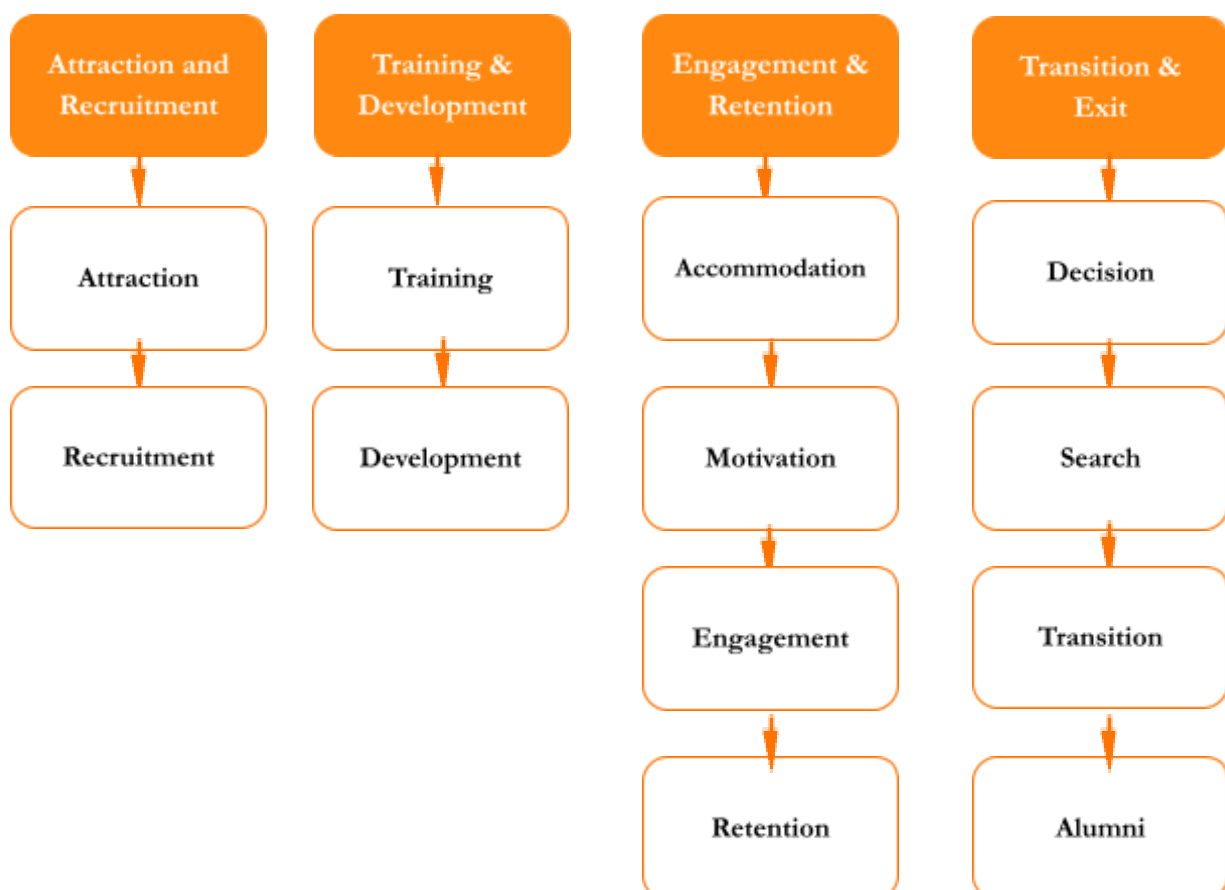
1. **Attraction and Recruitment;**
2. **Training and Development;**
3. **Engagement and Retention;** and
4. **Transition and Exit.**

Each process is further broken down into steps, which are all explained in this handbook. The steps are arranged in a logical sequence to encourage further engagement within the association.

Additionally, for each step, the possible actions that a National Group could take have been categorised based on whether that National Group:

- a. Has established Local Groups; or
- b. Has no Local Groups or has Local Groups in development.

The Human Resources Model of ELSA



First Process: Attraction and Recruitment

General

The Attraction and Recruitment process is applicable to all levels of ELSA. It concerns every current and potential ELSA member and is subdivided into:

- a. **Attraction;** and
- b. **Recruitment.**

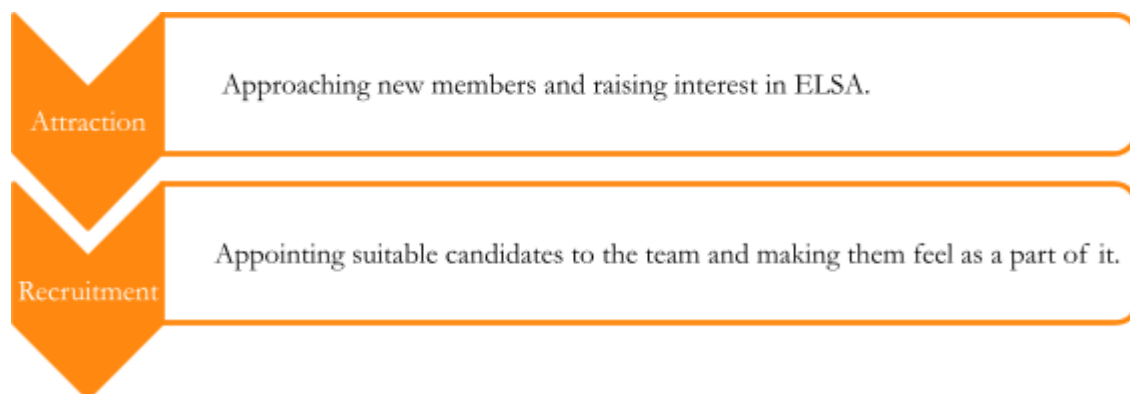
What?

Attraction and Recruitment is the first step to approaching potential new members or board members. This process involves proactive efforts to present ELSA as an Association that is to young lawyers.

Why?

To find the right people who not only fit in and align with ELSA but also share common ground concerning the role they take on. Our Association relies on dedicated Board members willing to commit to *performing* specific tasks. That's why they need to *want to be* a part of ELSA.

Attraction and Recruitment



First Step: Attraction

Attraction is the most critical stage where we show *why it is worth being part of ELSA*. It is here that we raise interest in the Association among students and young lawyers who are not part of ELSA.

During this step, the order of possible actions to be taken is typically not critical (unless otherwise indicated). You can use and arrange them in an order according to your academic calendar's suitability.

Additionally, although Attraction is significant at the beginning of the academic year, it is essential to stress that this process should be ongoing throughout the whole ELSA term,

especially for National Groups with developed Local Groups, who are less dependent on the semestrial schedules of a University.

National Groups with developed Local Groups

1. Prepare and/or update a unified HR Strategy for your National Group;
2. Coordinate the creation of Attraction and Recruitment Strategies in your Local Groups;
3. Conduct training(s) about the implementation of the HR Strategy in your Local Groups;
4. Monitor the implementation of the HR Strategy in your Local Groups;
5. Create and/or update an ELSA Welcome Package to be used for recruitment by your Local Groups;
6. Promote the projects and activities of your National Group on your social media, website, newsletter, etc.;
7. Showcase success stories and benefits from membership in ELSA on your social media, website, newsletter, etc.;
8. Post testimonials of existing ELSA members on your social media, website, newsletter, etc.;
9. Share and promote the activities of your Local Groups on your social media, website, newsletter, etc.;
10. Set common standards for both marketing and activities directly related to the attraction of potential members; and
11. Facilitate the creation and maintenance of marketing strategies in your Local Groups.

National Groups with no Local Groups or Local Groups in development

1. Prepare and/or update a unified HR Strategy for your National Group;
2. Ensure ELSA's presence at your University's Introduction or Orientation Day(s) in order to attract first-year students and freshers;
3. Prepare and execute an information event ("ELSA Talks") to introduce potential members to ELSA and its activities;
4. Ask your professor(s) for permission to present ELSA during your University's lecture(s);
5. Organise a social event for freshers and/or potential members in order for them to get to know each other in an informal setting;
6. Implement an ELSA buddy system for first-year students and freshers;
7. Create a marketing strategy for the attraction of potential members;
8. Create a social media group/chat/channel for freshers;
9. Promote the projects and activities of your National Group on your social media, website, newsletter, etc.;
10. Showcase success stories and benefits from membership in ELSA on your social media, website, newsletter, etc.;
11. Post testimonials of existing ELSA members on your social media, website, newsletter, etc.;
12. Create a promotional video for your National Group and its activities; and
13. Continuously prepare events during the academic year directed to potential members.

Second Step: Recruitment

Recruitment, in general, is the process of finding people to work for a company or become new members of an organisation.

In ELSA, recruitment means finding and convincing people to join the Association by showing opportunities and advantages of becoming either active or passive members. The proposed actions below provide an overview of *how* recruitment can be organised within a National Group. The selection of the actions for your National Group's HR Strategy will ultimately depend on the level of uniformity and coordination amongst your Local Groups, if applicable.

National Groups with developed Local Groups

1. Prepare unified/example conditions for recruitment in your Local Groups and other documents or materials which would be your identification marks;
2. Conduct workshops related to both recruitment itself and how to prepare a marketing strategy for recruitment purposes;
3. Set clear targets in terms of recruitment and membership in your National Group as a whole;
4. Prepare unified templates for marketing purposes - potentially basing them on your marketing strategy in the National Group;
5. Share clear points and requirements that each Local Group shall fulfil to comply with your guidelines;
6. Coordinate the recruitment and activities in your Local Groups;
7. Be present - your Officers in a Local Group will need your help to prepare materials, workshops and individual meetings to better communicate with Local Officers and to coordinate better actions taken during recruitment;
8. Open up applications for individual direct membership to your National Group (if appropriate and in agreement with your Local Groups);
9. Open up calls for recruitment of a National Team with a level of intensity that reflects the experience you require for the Team and which may include:
 - a. A written application/questionnaire;
 - b. An interview with one or more Board Members;
 - c. A mandatory training session; and/or
 - d. A project proposal;
10. Open up calls for Organising Committees for specific projects of your National Group;
11. Collect evaluation forms from your Local Groups and prepare statistics which would help your successors; and
12. Periodically evaluate recruitment as a whole in your National Group.

National Groups with no Local Groups or Local Groups in development

1. Evaluate your projects and events to determine what you can offer to potential members or potential Board members.
2. Prepare a Recruitment Strategy for your National Group focusing on the following:
 - a. Who do you want to recruit?
 - b. Why do you need new members?
 - c. What types of events can attract new people?
 - d. What can your National Group offer to new members?

- e. When do you want to recruit new members?
 - f. Can you cooperate with your universities?
3. Prepare a marketing strategy which would include both online and offline ways to intensify the application of new members;
4. Prepare stands at your university, where your current members will have an opportunity to have a conversation with other students;
5. Inform potential members where they can find you - no matter whether it will be at your section meeting or an information meeting prepared especially for those potential members;
6. Prepare and distribute a member registration form at the beginning and /or throughout your term;
7. Open up calls for recruitment of a National Team with a level of intensity that reflects the experience you require for the Team and which may include:
 - a. A written application/questionnaire;
 - b. An interview with one or more Board Members;
 - c. A mandatory training session; and/or
 - d. A project proposal;
8. Open up calls for Organising Committees for specific projects of your National Group; and
9. Establish different channels of communication with your potential and established members, including group chats and mailing lists.

While recruiting board members, both in the case of National Groups with developed Local Groups and National Groups with no Local Groups or Local Groups in development:

1. Develop and/or update job descriptions for the positions in the National Team prior to advertising in order to attract and choose the most suitable people for their role;
2. Develop and/or update clearly defined roadmaps of the responsibilities of each person in the National Team so they are aware of them coming into the role;
3. Develop and/or update template job descriptions and roadmaps to be used by Local Groups;
4. Allow time for questions from applicants during interviews (where applicable);
5. Develop and/or update an accessible description of the role of each position in the National Board;
6. Advertise the elections for the National Board openly and offer insights into the different positions in advance of elections; and
7. Organise an inaugural meeting after appointments/elections to coordinate and agree on each team member's responsibilities.

Second Process: Training and Development

General

The Training and Development process is implemented at all levels of ELSA, with the aim of creating a sense of solidarity and unity within ELSA and among its members. That process provides members and officers with the necessary knowledge to perform their tasks and supports the development of personal and professional skills. It is subdivided into:

- a. **Training;** and
- b. **Development.**

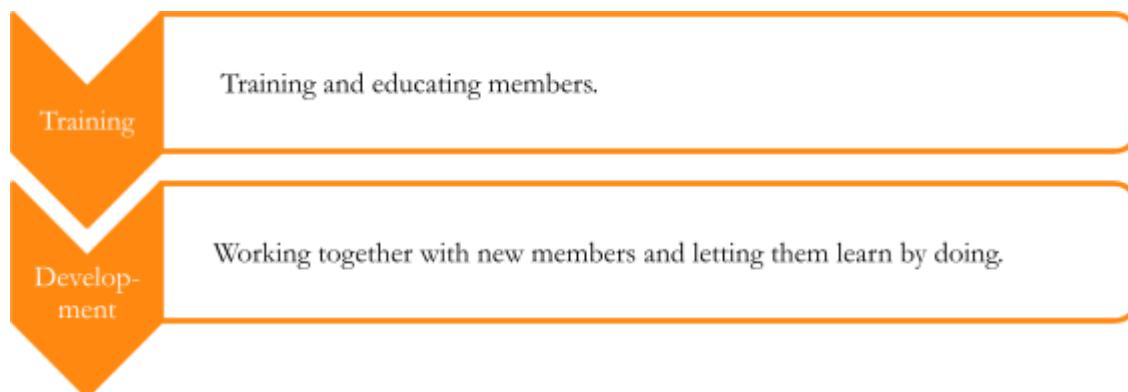
What?

Training and Development are the first steps to educate new active members/Officers. This phase is especially relevant at the beginning of their term.

Why?

Active members/Officers must gain a deeper understanding of the Association to effectively fulfil their responsibilities properly.

Training and Development



First Step: Training

Training means developing skills and knowledge of ELSA members. This step aims at enhancing the potential of our active members/Officers, and helping them to work more effectively. It can take one of two forms:

- a. General training, delivered by other Officers in the format of a workshop or presentation, for example; or
- b. [ELSA Training](#) sessions with specific quality standards, delivered by professionally-certified Trainers from the International Trainers' Pool ('TIP') or a Group's National Trainers' Pool ('NTP').

The following actions may be undertaken:

National Groups with developed Local Groups

1. Organising ELSA Training sessions for National Board Officers and National Team Members focusing on:
 - a. The skills necessary for the successful execution of their tasks ('Officers' Training'); and/or
 - b. Soft Skills relevant for their career aspirations and professional development;
2. Organising Team weekends and Camps to help develop a team spirit;
3. Organising a National Officers' Meeting / National Training Meeting;
4. Encouraging participation in International Internal Meetings and specifically the International Training Meeting ('ITM');
5. Training Local and National Officers during National Council Meetings;
6. Developing a National Trainers' Pool;
7. Promoting the utility of the ELSA Officers' Portal; and
8. Inviting experienced Officers and Alumni to deliver workshops on different occasions.

National Groups with no Local Groups or Local Groups in development

1. Organising ELSA Training sessions for National Board Officers and National Team Members focusing on:
 - a. The skills necessary for the successful execution of their tasks ('Officers' Training'); and/or
 - b. Soft Skills relevant to their career aspirations and professional development;
2. Organising Team weekends to help develop team spirit and enhance teamwork;
3. Organising a mutual transition/training weekend with the Board of Local Group(s) (where applicable);
4. Promoting the utility of the ELSA Officers' Portal; and
5. Encouraging participation in International Internal Meetings and specifically the International Training Meeting ('ITM').

Second Step: Development

Development means offering opportunities to active members of ELSA and Officers for both personal and professional growth. This includes the acquisition of new hard and soft skills and the promotion of their progression from Local to National and National to International Officers.

The following actions may be undertaken:

National Groups with developed Local Groups

1. Developing a National Skills Academy;
2. Enhancing the quality, value and recognition of certificates given within ELSA, whenever courses for such certificates are delivered by externals;
3. Promoting accountability and recognition in the work of the National Team pattern;

4. Allowing Officers to present their own work and achievements in the Network; and
5. Engaging National Team members and Local Officers in the delivery of workshops in National Council Meetings.

National Groups with no Local Groups or Local Groups in development

1. Enhancing the quality, value and recognition of certificates given within ELSA whenever courses for such certificates are delivered by externals;
2. Promoting accountability and recognition in the work of the National Team pattern; and
3. Allowing Officers to present their own work and achievements in the Network.

Third Process: Engagement and Retention

General

The Engagement and Retention process takes place across all levels of ELSA with the primary aim of motivating and encouraging active members to continue their engagement and work for successive terms. It is further divided into four components:

- a. **Accommodation;**
- b. **Motivation;**
- c. **Engagement;** and
- d. **Retention.**

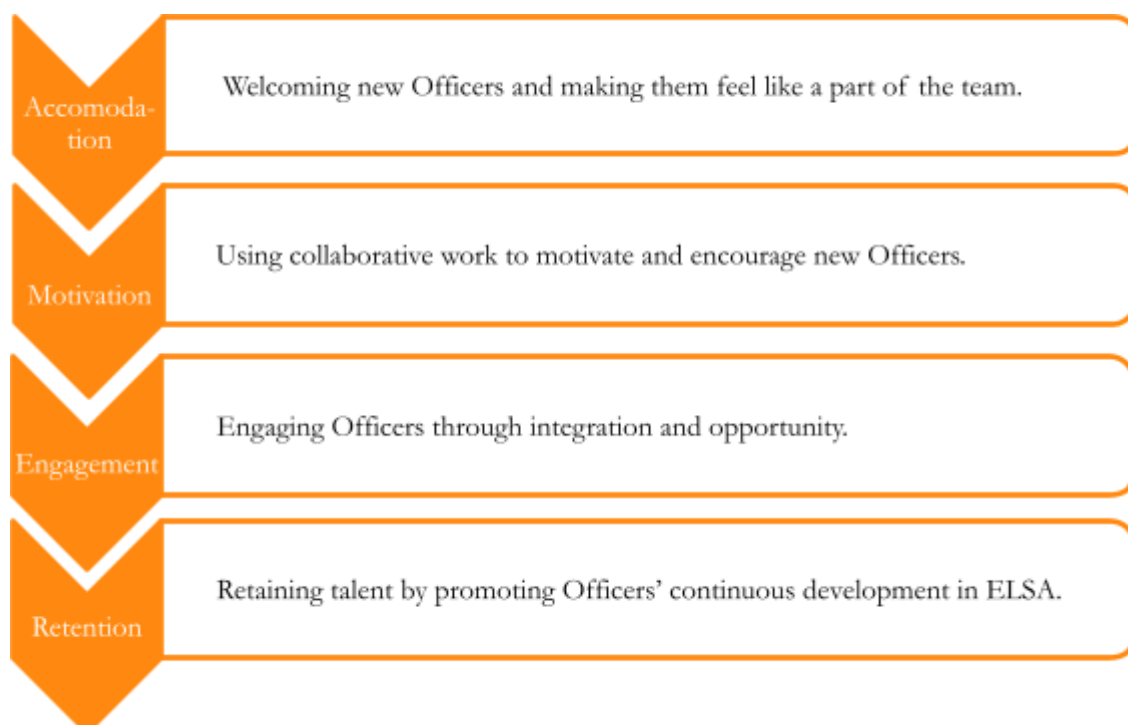
What?

Engagement and Retention are two key parts of preparing members to become independent in carrying out tasks within ELSA. Through engagement, new members become integrated into the Association, which ultimately leads to their retention.

Why?

Being a part of ELSA, whether at the National or Local Group level, should not be based on and limited to Board members alone. Successful prepared and executed projects require *engaged* members who have experience and know how to work in ELSA.

Engagement and Retention



First Step: Accommodation

Accommodation is a term related to each and every action taken to make members feel included in the day-to-day life of the organisation. It is a key step to empowering members to become actively involved or to convince passive members to transition into active ones.

The following actions may be undertaken:

1. Introduce members to what is going on and what your plans are.
2. Organise social events for active members such as:
 - a. Movie nights;
 - b. One-day trips;
 - c. Night-outs;
 - d. Sport activities;
 - e. Escape Rooms; etc.
3. Prepare or invite members to team building workshops and activities;
4. Invite members to meetings related to projects and present them as active members;
5. Prevent discrimination and improve welfare not only by workshops but also by specific actions in real life such as:
 - a. Defining an anti-discrimination policy in your National Group;
 - b. Formulating a Code of Conduct in your National Group;
 - c. Appointing an independent Officer in charge of Welfare in your National Team or National Board;
6. Provide mental health support from trained individuals and/or partner specialised organisations.

Second Step: Motivation

Motivation is an ongoing process that should be conducted independently and consistently implemented throughout the term. This step should provide reasons to members to stay in the Association and encourage them to continue the cooperation within your National Group.

The following actions may be undertaken:

1. Validate members' work in front of other members of the Association:
 - a. During section/area meetings;
 - b. During Local or National Group meetings; and/or
 - c. Individually.
2. Help members solve problems throughout their work;
3. Communicate peacefully with members about their success and failures;
4. Evaluate members' work with them;
5. Recognise their effort and think about the reward system - in case of rewards remember to choose them according to individual needs of members. It can be:
 - a. Going out for a coffee;
 - b. Buying chocolate;
 - c. Going for a walk;
 - d. Giving them positive feedback;
 - e. Handing out letters of appreciation;

- f. Handing out formal letters of recommendation that can be used for future job applications, etc.
6. Develop an internal protocol of actions to recognise the work of members of the National Team;
7. Show members realistic ways for them to receive self-development; and
8. Organise internal social events.

Third Step: Engagement

Engagement is the step that seeks to integrate active members into decision-making processes concerning project preparation, events, and the day-to-day life of your National Group. This engagement can also be formed by coordinating or leading teams or organising committees.

The following actions may be undertaken:

1. Create common group chats where you can share important information and use this tool as a way of integration;
2. Conduct regular team calls and set clear dates for those meetings;
3. Work together with members so they can feel your presence during work;
4. Encourage members to create a One Year Operational Plan;
5. Listen carefully to their ideas and, if possible, add them to your plans;
6. Consider giving active members such as directors and assistants voting rights according to your National Group internal regulations; and
7. If giving voting rights is not possible in your National Group, remember to always listen to the feedback that active members are giving you.

Fourth Step: Retention

Retention is, in fact, the desired outcome of the previous steps, aimed at maintaining active members and their level of engagement for the next term. Their retention will benefit our Association due to their knowledge and experience.

The following actions may be undertaken:

1. Show additional ways for active members to acquire new skills and abilities;
2. Get members' feedback about the environment and work ethic of your National Group:
 - a. Let them have days off;
 - b. Adjust tools that you are using to meet the needs of you and your team members;
 - c. Schedule periodic review meetings where they will be able to give you feedback about working together as a team.
3. Communicate planned changes that you want to introduce during the upcoming term;
4. Encourage members' to try out new ways to develop in ELSA;
5. Prepare calls for your team with clear conditions to join;
6. Show your appreciation and validate members' previous work while being inclusive - they need to feel accommodated within your National Group; and
7. Promote good practices that should be undertaken during your term.

Fourth Process: Transition and Exit

General

The Transition and Exit process spans all levels of ELSA and is geared towards maintaining the involvement of experienced members within ELSA. It is subdivided into:

- a. **Decision;**
- b. **Search;**
- c. **Transition;** and
- d. **Alumni.**

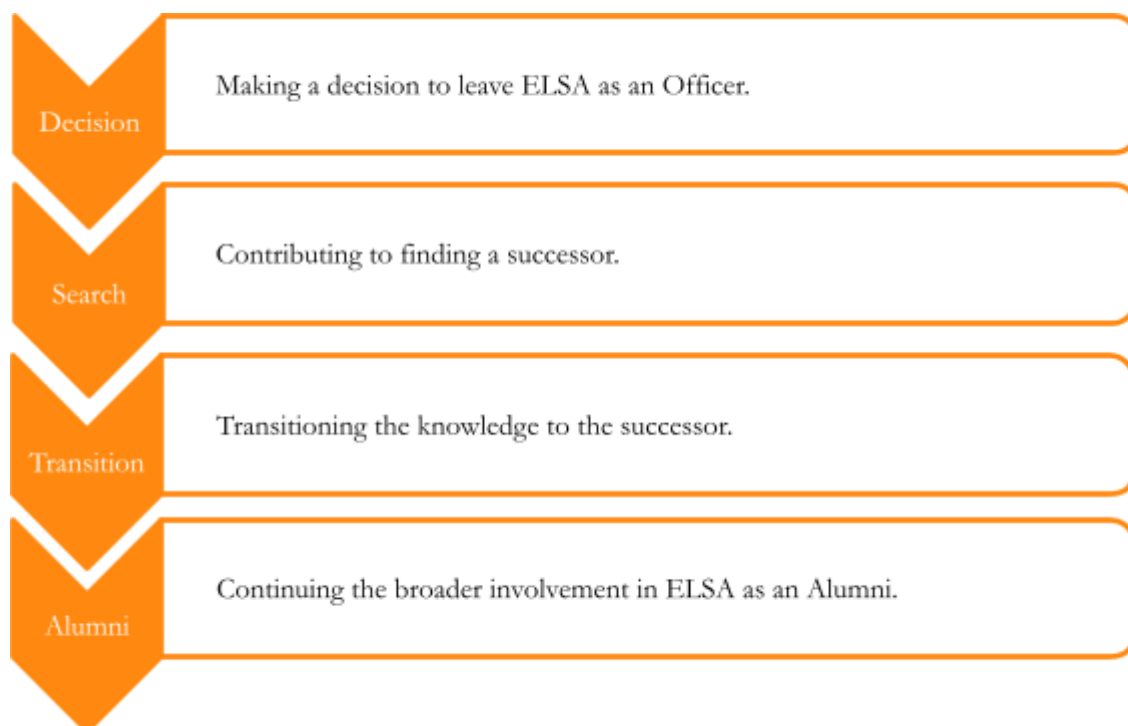
What?

Transition and Exit mark the end of an Officer's membership and active engagement in ELSA. However, they have the potential to be the starting point of involvement in ELSA Alumni or the National Group's own Alumni Network.

Why?

Alumni are invaluable Human Resources, possessing the knowledge and experience that can significantly help all Officers. Additionally, Alumni are most likely to assist and support active members who need financial, logistical or operational support for their projects.

Transition and Exit



First Step: Decision

Decision relates to the process of recognising and opting for disengagement from active involvement in ELSA as an Officer while also determining the future relationship with the Association.

The following actions may be undertaken:

1. Use National Board meetings to discuss and understand whether fellow Board members intend to continue their involvement in the Association or leave it;
2. Hold individual conversations with Board members as to their prospective plans;
3. Encourage Officers to think about their future plans; and
4. Appoint a responsible HR Officer who may:
 - a. Assist fellow Board members and national Officers in formulating their own professional development plans;
 - b. Communicate individually with Officers to understand their personal and professional needs;
 - c. Develop a promotional strategy for the retention of active members and / or transition to Alumni.

Second Step: Search

Search refers to the process of finding and selecting a responsible person who actively seeks out a successor for one or more open positions. It also involves the process of promoting the continuation of members' involvement and attracting individuals to advance within the Association.

The following actions may be undertaken:

1. Organise a call or meeting to explain the role of positions in the National Board and / or National Team to prospective interested members;
2. Select a national Officer responsible for the coordination of the search process;
3. Encourage members of the National Team to progress as members of the National Board of your Group;
4. Hold individual conversations with members of Local Boards showing interest in progressing as members of the National Board;
5. Develop clear outlines of the responsibilities of National Board members;
6. Support prospective candidates by promptly responding to queries about the work of the National Board and / or National Team; and
7. Establish an FAQ with frequent questions concerning the role of different National Board and National Team members.

Third Step: Transition

Transition means to deliver all the relevant ELSA knowledge to the successor to ensure seamless continuity.

The following actions may be undertaken successively throughout the term:

National Groups with developed Local Groups

1. Organise a general transition session for all newly elected National Board members, covering basic information about all areas, the current state of the National Group (including the relationship with Local Groups), collective Board responsibilities and international obligations;
2. Organise area-specific transitions for each newly elected National Board member with their predecessor;
3. Arrange for the transition of each National Team position;
4. Assist Local Groups with the planning and delivery of their transitions;
5. Organise a National Joint Transition Weekend together with the Local Groups;
6. Develop individual and project-specific Transition handbooks and guidelines for incoming National Board and/or National Team members;
7. Establish a Transition checklist for your successor; and
8. Organise general or ELSA Training sessions for your successors.

National Groups with no Local Groups or Local Groups in development

1. Organise a general transition session for all newly elected National Board members, covering basic information about all areas, the current state of the National Group, collective Board responsibilities and international obligations;
2. Organise area-specific transitions for each newly elected National Board member with their predecessor;
3. Arrange for the transition of each National Team position;
4. Establish a Transition checklist for your successor; and
5. Organise general or ELSA Training sessions for your successors.

Fourth Step: Alumni

Being an Alumni/Alumnae is the opportunity for ELSA Officers to stay connected with the ELSA community even after leaving their active role as Officers and transitioning into their professional life. In ELSA, Alumni are Officers who have completed their active time in ELSA, regardless of how long they have been active members.

The following actions may be undertaken:

National Groups with developed Local Groups

1. Develop a National Alumni database that is compliant with Data Protection regulations;
2. Establish an Alumni Association, which may be:
 - a. An independent legal entity with separate governance from your National Group;

- b. Connected to your National Group and being coordinated by the National Board;
3. Coordinate annual or bi-annual National Alumni meetings;
4. Promote the membership in [ELSA Alumni](#);
5. Promote the membership in the International Trainers' Pool of ELSA and/or your National Trainers' Pool (where applicable);
6. Organise Former Board Weekend to invite your predecessors and Alumni to exchange information and share ideas.

National Groups with no Local Groups or Local Groups in development

1. Develop a National Alumni database that is compliant with Data Protection regulations;
2. Organise various Alumni events, focusing on the social interaction between Alumni, as well as the prospect for their professional development;
3. Promote the membership in [ELSA Alumni](#);
4. Promote the membership in the International Trainers' Pool of ELSA;
5. Organise Former Board Weekend to invite your predecessors and Alumni to exchange information and share ideas.

Conclusion

This Handbook, along with the Human Resources Model and the Human Resources Strategy, provides you with the opportunity to deepen your knowledge and offers a comprehensive guide filled with step-by-step practices that can serve as fundamental building blocks for shaping your unique HR Strategy.

The work of every ELSA Officer is a piece in the puzzle that interconnects individuals across various roles and responsibilities. It is essential to emphasise that **Human Resources should never be perceived in isolation**. Accordingly, we must bear in mind that **it weaves together the past, present, and future of ELSA**.

Each phase in the journey, from welcoming new members to retaining experienced ones, contributes to our Association. This is a **final reminder that our strength lies not only in our individual contributions** but in the harmonised collaborations of all these *engaged people*, each playing an important role in the success of our Association.