

HUMAN RESOURCES HANDBOOK

INTERNAL MANAGEMENT
2019/2020



elsa

The European Law Students' Association

Foreword

Human Resources constitute the foundation and driving force of each association, institution and company. They are the basis on, by and for which an organisation is created and run. As the association starts involving more individuals and their target groups grow in number and variety, there appears a need for proper Human Resources Management aiming at ensuring the recruitment, engagement, development and appointment of the right people to the right positions.

One of the ways that strategic human resources management is beneficial to an organisation is the manner in which it can pave a way for growth and development, while keeping the driving force in high spirits and satisfied.

This Handbook was created to give a closer look into the Human Resources Model of ELSA, which substitutes the previously existed Human Resources Cycle. The decision to change our approach to Human Resources management was made during the LXXV International Council Meeting held in Baku, Azerbaijan.

We hope that this Handbook will guide you through the Human Resources Model of ELSA, and show you the ways of implementation of each process and step in your National and Local Groups. All practical examples were collected based on the best practices of the National Groups of ELSA by the Human Resources Team. The Handbook aims at providing you with practical advice and useful tips, and consequently inspiring you to create your own approach suitable for the needs and priorities of your National Group.

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

Sincerely yours,

Nana Gegia

Secretary General | The International Board of ELSA 2019/2020

Assistance in the drafting of the handbook by:

Kim Irrlitz

Assistant for Human Resources | ELSA International Team 2019/2020

Assistance in the collection of the material by:

Claudia Manová & Asmaa Maataoui

Human Resources Coordinators | ELSA International Team 2019/2020

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Human Resources in ELSA

Definition and Categories

Human Resources are usually defined as the people who make up the workforce of an organisation, business sector, or economy. In ELSA, this definition is used on a wider scale and includes the following categories:

- Potential members;
- Passive members;
- Active members;
- Alumni.

Bearing in mind that all the above-mentioned categories are engaged in different areas of activity, all ELSA officers should be aware of the Human Resources Model of ELSA and apply its core principles and provisions, while being able to adapt them to the conditions existing in their country and the needs of their respective National or Local Group.

The Human Resources Model of ELSA

According to the International Council Meeting Decision Book (and specifically Chapter 6. Human Resources, Part 3. Internal Management), the Human Resources Model of ELSA constitutes a framework that has to be implemented throughout the ELSA Network and in all areas of activity provided by the association on all levels, with the purpose of increasing the quality and quantity of ELSA members and officers in the countries where ELSA is present.

The current Human Resources Model of ELSA was introduced in March 2019 after its approval by the International Council during the LXXV International Council Meeting held in Baku, Azerbaijan. The focus on replacing the old Human Resources Cycles with the new Human Resources Model was triggered by the rising deficiency of Human Resources Strategies in the National and Local Groups of ELSA.

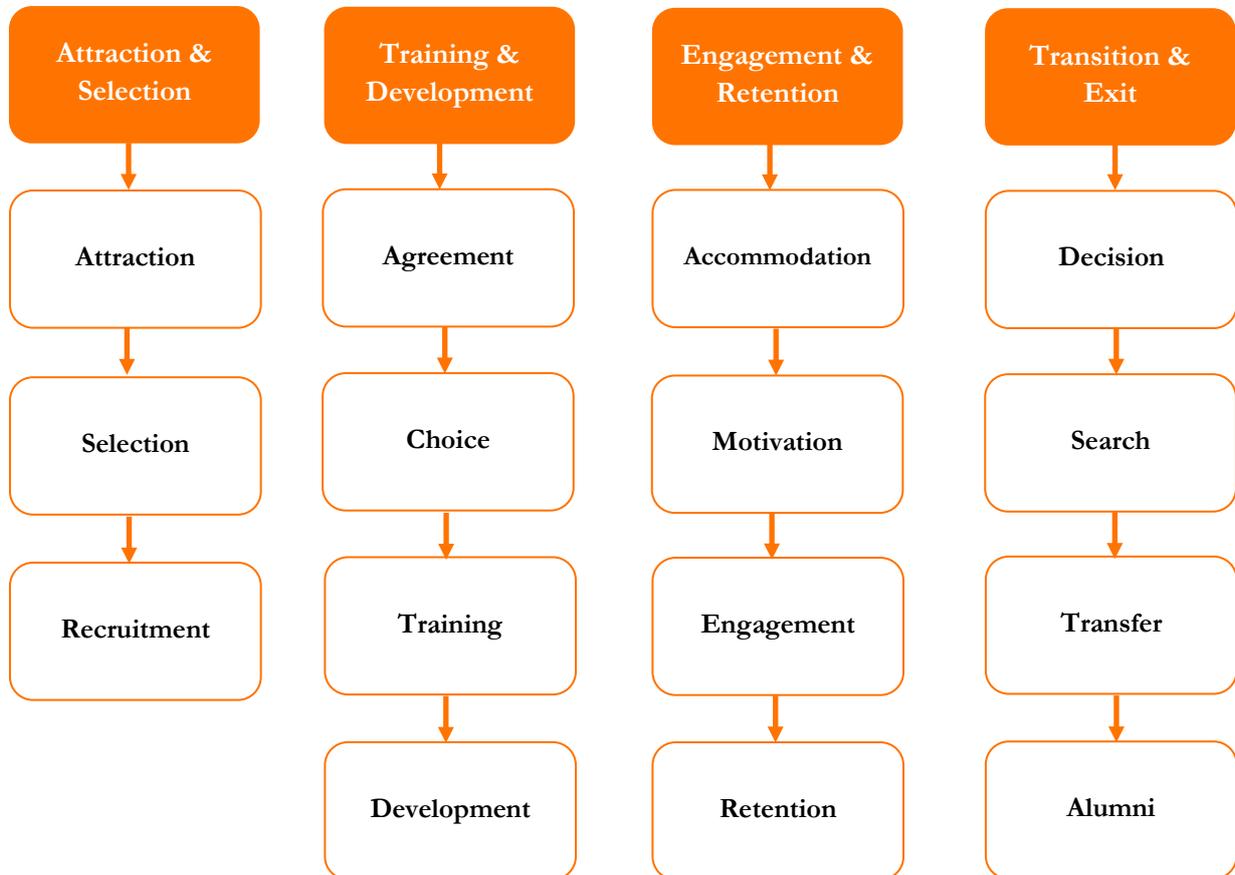
The Human Resources Model is to be implemented by all National and Local Groups and their Board members throughout all projects, activities and events. The Secretary General and/or the officer in charge of Human Resources, if one is appointed, is responsible for the administration and overview of the implementation of the Human Resources Model on their level of the mandate, be it local, national or international. Besides, even though the person responsible for the Internal Management in a board undertakes the main task of the application of the Human Resources Model, Human Resources are all individuals involved one way or another in the association.

The Human Resources Model has different stages of involvement in the activities and work of the association. The Human Resources Model is divided into four processes:

1. Attraction and Selection,
2. Training and Development,
3. Engagement and Retention and
4. Transition and Exit.

Each process is subdivided into further steps which are further explained in this handbook. The processes are followed by the next one to foster further engagement in the association.

The Human Resources Model of ELSA



First Process: Attraction and Selection

According to the International Council Meeting Decision Book of ELSA, the Attraction and Selection process takes place across all levels of ELSA. It concerns every current and potential ELSA member and is subdivided into:

- a. Attraction;
- b. Selection; and
- c. Recruitment.

General

What?

Attraction and Selection is the first step to approach potential new members or board members.

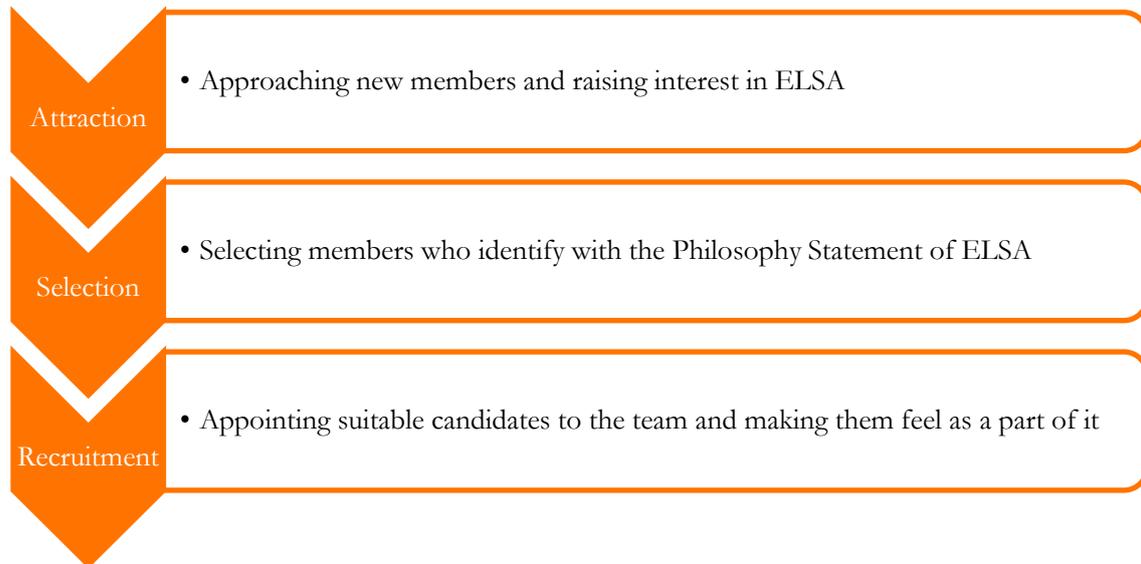
Why?

To find the right people who fit in ELSA.

When?

Continuously, recruit new members especially at the beginning of the semester and before the National and Local Council Meetings.

Attraction and Selection



First Step: Attraction

“Attraction is the first step in approaching new members. It is an ongoing process with a special focus at the beginning of the term.”

In ELSA Attraction means evoking interest in ELSA in general.

Good Practice

Unified Strategy

We understand that each National Group is different and unique, and yet we recommend a consistent cohesive approach for Local Groups. The concept is very simple; National Board may establish a unified strategy for the Local Groups on how to attract members e.g. all Local Groups will have ELSA desk and organise a social event for newcomers at the beginning of each academic year, etc.

University Introduction/Orientation Day

If your university or faculty organises an introduction/orientation day when the first-year students have a chance to learn more about the campus, facilities, professors and opportunities offered, try to be a part of it and start promotion of ELSA already then.

Studies Information Events

Organise events to provide freshers with clarifications and explanations about their studies. You can share with them how to keep notes, how to pass an exam, how to write a term paper, and generally provide them with best practices and advice. Through these events, students will get to know ELSA better and explore the opportunities it offers.

Social Events

Organise events to give a chance to freshers to socialise. Some ideas include city tours, one-day excursions, freshers' cocktails, pub crawls and parties. Through these events, students will get to know the association better and will meet new people, which is one of the most important aims of ELSA. At the national level, the kind of organised events is not as long as people from all over the country come together to get to know each other better and have a good time together.

ELSA Information Office or Desk

If there is enough space in your university or faculty, ask for a room or place to have your office or desk and make sure that the board members of your ELSA Group are present there at least once a week for potential members to be able to meet you in person throughout the academic year and ask for more information in regards to the association, activities and projects to be organised, and the opportunities they can look forward to. In this context, you may also host events in your office, invite people who are interested, offer them snacks and drinks, and therefore create a more friendly and unofficial atmosphere which will help you relax and give information about upcoming international, national and local events and projects. For example, you might have a small place in the foyer and offer students coffee and tea and call this "Wake up with ELSA".

Facebook Group for freshers

If there is no one else responsible for creating such Facebook groups, you may take the initiative and launch a Facebook group for the freshers of every academic year so that they exchange news and information related to their studies, and you further promote your events.

Buddy System

In your university or faculty, there may be students coming from different countries, usually for their exchange semester or year. Since ELSA promotes internationality, it is highly recommended that you also try to approach these students and provide them the same information and opportunities as the ones from your own country. In the end, they may bring the ELSA Spirit back home to their own university. To achieve that, you can create a buddy system for them, meaning that you can team up one foreign student with a local one for mutual help and exchange.

ELSA Promotion Video

If possible, you can create a promotional video of your ELSA Group that explains what ELSA is and what it can offer. It is well known that audio-visual materials are more appealing than just words.

National Internal Meetings

If possible, freshers' workshops or training can be organised during the National Internal Meetings to introduce freshers to ELSA in general and the ELSA spirit. People who have participated in an internal event are likely to become active members as well.

Second Step: Selection

"Selection is the next step in approaching members who identify with the Philosophy Statement of ELSA."

In ELSA, Selection means finding the right people who fit into ELSA and its vision.

Good Practice

Selection process

In some National Groups the following procedure is used:

- a. Membership candidates have to fill out a questionnaire, it might include personal information, motivation letter, experience etc.
- b. Membership candidates have an interview with the Secretary General of the Local Group and their team to get to know the candidates better, share with them all necessary information about ELSA, such as obligations, perks of being a part of this association etc.;
- c. The Local Board holds a board meeting and decides which candidate fits in with ELSA, or sometimes it is a discretion of the Secretary General to accept membership candidates.

Third Step: Recruitment

"Recruitment is the final step of the Attraction and Selection process. This is realised by appointing the members and integrating them into the activities of ELSA."

In ELSA, Recruitment means appointing or electing the best-qualified candidate for a certain position. Main difference between Selection and Recruitment is that Selection is for general membership and those members usually do not have an obligation to organise events, they are participating in them; however in case of Recruitment active members are appointed as team members, directors, assistants or elected as board members.

Good Practice

“ELSA talks”

“ELSA talks” is organised for potential active members to get to know all the areas of ELSA better and have an opportunity to get to know their predecessors or responsible board members and to ask some questions. Also, the board gets to know potential active members and can invite them to board meetings to appoint them as directors etc.

Call for Organising Committee

This is a nice opportunity to share motivation and knowledge with people, who are not yet ready to commit their free time to ELSA as team members working during the entire term, but they wish to participate in organising a certain project. You can open a call for Organising Committee for one specific event and share ELSA Spirit with the Organising Committee members which will result in their increased willingness to be involved.

Call for Teams

If you wish to recruit new active members and prepare them potentially for being a part of the board, opening the call for a team and appointing motivated individuals as team members is one of the best ways to educate them, let them learn by doing and establish continuity. Usually, the Groups open calls for area teams and ask for CV and motivation letter in addition to personal information.

Council Meetings

If a new active member decides to run for the board, they obviously need to be elected during a Council Meeting.

Second Process: Training and Development

According to the International Council Meeting Decision Book of ELSA, the Training and Development process takes place across all levels of ELSA. This process aims at creating a sense of solidarity towards ELSA and supporting the development of personal and professional skills. It is subdivided into:

- a. Agreement;
- b. Choice;
- c. Training; and
- d. Development.

General

What?

Training and Development is the first step to educate newly appointed or elected active members of ELSA.

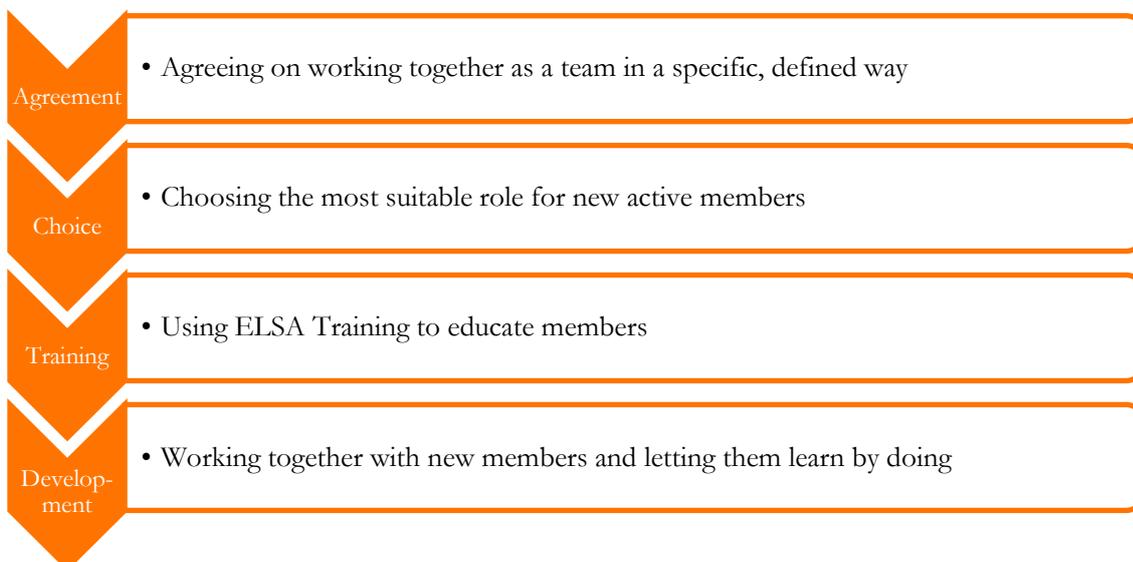
Why?

New active members of ELSA need to become more familiar with the association in order to properly undertake their responsibilities. Also, ELSA Training is highly recommended for acquiring soft skills necessary for a professional.

When?

Whenever new active members are appointed or elected, and especially at the beginning of the term.

Training and Development



First Step: Agreement

“Agreement is a necessary step to ensure that the active member and the board remain dedicated towards their work for ELSA.”

In ELSA, Agreement means that the tasks of members are defined and that the recruited members agree on the terms and conditions.

Good Practice

Inaugural Meeting

When new active members get appointed or elected, it might be helpful to organise an inaugural meeting to coordinate each team member’s responsibilities and obligations. All team members can agree on specific tasks, deadlines, paths of communication etc.

Second Step: Choice

“Choice is a necessary step to enable the active member to make an informed decision in regards to the most suitable role in ELSA.”

In ELSA, Choice means choosing one of the open positions, which the respective board is offering, and consequently deciding in which area an officer wishes to work.

Good Practice

In most of the National Groups, a potential active member chooses the position they want to apply. However, as an exception, in some Groups the respective board chooses the positions for the applicants after they had interviews with them. This is how the board ensures that only suitable candidates become a part of the team. Also, the board might know better which positions are more suitable for the candidates after evaluation of their skills.

Third Step: Training

“Training is a necessary step to develop the skills and knowledge of members that relate to specific useful competencies in regards to their chosen ELSA role.”

In ELSA, Training means developing skills and knowledge of ELSA members. ELSA Training aims at enhancing the potential of our members and officers, helping them to work more effectively.

Good Practice

ELSA Training

ELSA Training is the best way to educate ELSA members. ELSA offers Officers’ and Soft Skills Training to develop necessary skills of its officers and the needed knowledge in their respective

area. For further information about ELSA Training please check the following website: <https://training.elsa.org/>. Additionally, ELSA Training can be financially supported by the ELSA Development Foundation. Please contact the Treasurer of the International Board at treasurer@elsa.org for details.

Training in general

Also, many partners might offer soft skill training that might be helpful for the new active members or current active officers.

Team Weekends

Team Weekends will help to develop team spirit and group dynamics that encourages the entire team to grow together. Furthermore, working procedures, communication and internal rules can be discussed then. It is recommended to travel to another city to do so, in order to get out of the “comfort zone”.

Fourth Step: Development

“Development is a necessary step to encourage inclusivity of the active member by way of working effectively with the responsible board member.”

In ELSA, Development means improving the knowledge within the specific area by working together with the respective board member.

Good Practice

Work on the same tasks together

Working together ensures that mistakes are not made or found early to be corrected. The new active member has an opportunity to ask as many questions as possible about the tasks they have from an experienced officer and obtain the necessary information for the better performance of their duties.

Monthly team calls

It might be useful to have monthly team calls to ensure that the entire team is on the same page. Especially when the team is spread all over the country, it is important to keep in touch, to update and motivate each other.

Common group chats

In common group chats it is easier to keep in touch and also share information about the work. Choose a communication channel that suits the majority of team members, e.g. WhatsApp, Facebook or even Email. We recommend using Slack as a communication tool, since it has many features that make work easier and more efficient.

Third Process: Engagement and Retention

According to the International Council Meeting Decision Book of ELSA, the Engagement and Retention process takes place across all levels of ELSA. This process aims at motivating and encouraging the active member to continue their work for successive terms. It is subdivided into:

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

General

What?

Engagement and Retention is the Process of becoming an independently working active member of ELSA. In this process the new active member is not considered as “new” anymore, because they are now integrated.

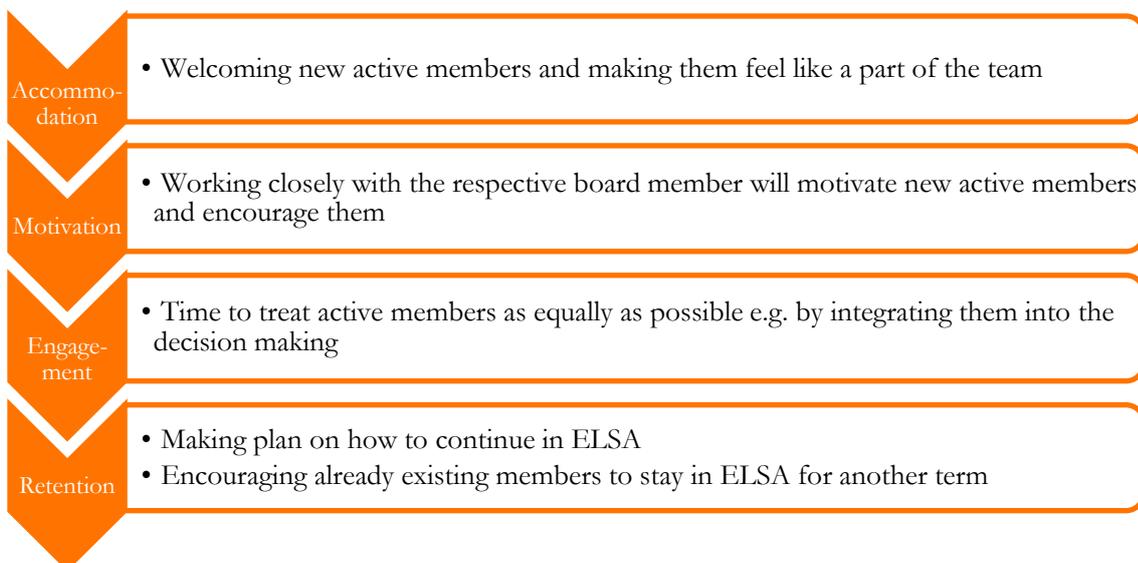
Why?

In this process, active members are encouraged to run for another term in order to retain their ELSA experience on the next board. If active members leave ELSA after just one term, their expertise will be transferred to their successor, but experience will be lost.

When?

Continuously throughout the entire term by motivating active members, but especially at the end of the term.

Engagement and Retention



First Step: Accommodation

“Accommodation is a necessary step to establish the active member as a part of the team. This is realised through integration, inspiration and encouragement.”

In ELSA, Accommodation means making active members feel welcomed and like a part of the team after the integration is completed.

Good Practice

Teambuilding

It is important to raise the team spirit to make everyone feel welcomed and as a part of the team. Teambuilding might be a good first step to grow together and to develop group dynamic processes.

Second Step: Motivation

“Motivation is a necessary step to encourage independent growth of the active member by working effectively with the responsible board member.”

In ELSA, Motivation means giving people reasons to stay in the association and to actively participate in the events and work.

Good Practice

Communication and ELSA Spirit

We need to create motivating conditions for our members. To make this happen, a whole range of tools needs to be implemented – mainly communication, and the fundamental source of the motivation in our organisation – ELSA Spirit! Additionally, offering reasons to stay motivated, such as benefits, diplomas, certificates and opportunities for growth. Feeling valued is important to all members. Ensuring that training and career development opportunities exist is one way to demonstrate how you value all members. Promoting the advantages of being an active ELSA member is also hugely beneficial. Show members that working in the board is fun and rewarding.

Internal social events

By organising internal social events like Christmas celebrations or aperitif before ELSA parties with the team members, everyone gets motivated to spend time with the team and work with its members as well. Also, little things like spending free time together or going to the cafeteria help to motivate each other. Still, ELSA doesn't need to be the only topic of conversation.

Rewards and Recognition

Competencies and skills are crucial in ELSA, but we also need to be sure that officers are motivated enough to use their knowledge for the Association. The best way to keep them active is teambuilding, rewards, recognition of officers who perform at a high level, appreciation of their contribution to making your work more successful. In ELSA, an effective recognition and reward programme should help to attract, retain and motivate officers. Recognition refers to acknowledging the fact that an officer has performed well.

Third Step: Engagement

“Engagement is a necessary step to involve the active member into decision making processes. This, furthermore, ensures the engagement and integration of the active member into the team.”

In ELSA, Engagement is a step in which active members are treated equally, for example by being involved in decision-making, depending on the internal regulations of the respective ELSA Group of course.

Good Practice

Voting rights

Where feasible, directors may have a right to vote at the board meetings so that they can take an even more active part in the decision-making process of the local group. If it is not possible (due to regulations, lack of trust etc.) they could have speaking rights to be able to take part in the discussions. By doing so, they have an indirect way to take part in the decision making.

OYOP

One of the ways to make team members feel involved in decision-making is to create an OYOP with them and let them participate in discussions while setting a plan.

Team calls

Board members can arrange calls with their teams to have their feedback on relevant topics and voice them during the board meetings, thus, ensuring that opinion of team members are also taken into consideration during the decision-making process.

Fourth Step: Retention

“Retention is a necessary step to effectively maintain ELSA knowledge across all levels of ELSA. The purpose of retention is to recognise the importance of continued progression and future involvement.”

In ELSA, Retention means preventing active members from leaving the association after the end of their term. It is to ensure that active members, who have acquired ELSA experience, will be able to use this knowledge for the good of the association in the upcoming term.

Good Practice

Board Members

When the term of an active member (team member, assistant, director etc.) comes to an end, it is time to decide if they want to go for another term as a board member. It is always beneficial for ELSA and its Groups having board members who have experience in their respective or another area and skills to undertake its responsibilities.

Fourth Process: Transition and Exit

According to the International Council Meeting Decision Book of ELSA, the Transition and Exit process takes place across all levels of ELSA. This process aims at maintaining involvement of experienced members within ELSA. It is subdivided into:

- a. Decision;
- b. Search;
- c. Transfer; and
- d. Alumni.

General

What?

Transition and Exit marks the end of an active membership in ELSA, but it may be the start of engagement in the alumni network.

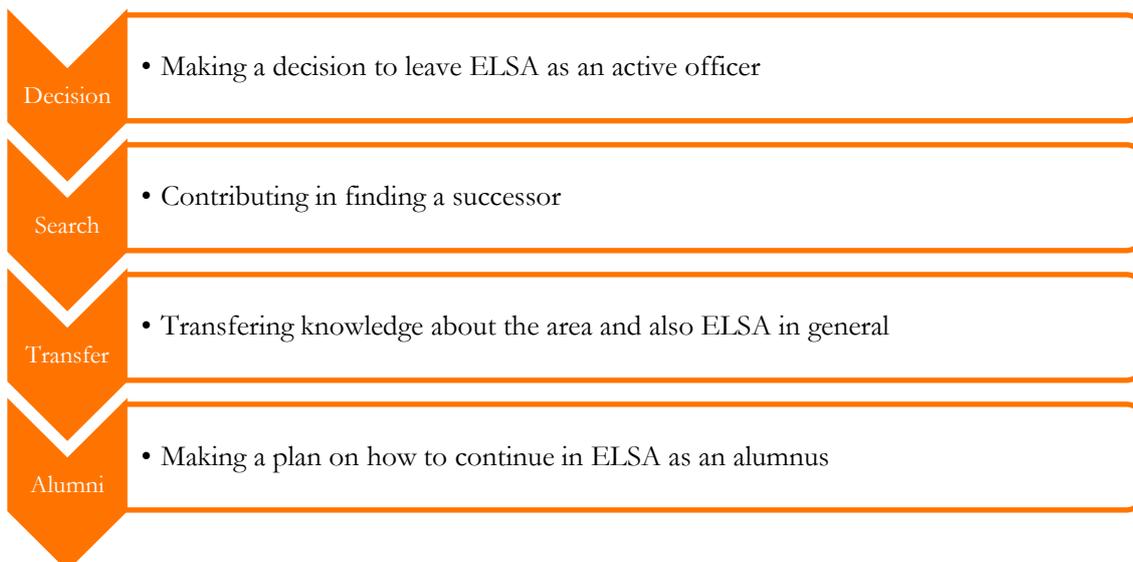
Why?

Alumni are very important Human Resources who have knowledge and experience, that can help all active members to improve their work. Also, Alumni are most likely willing to support active members who need help in their projects.

When?

Whenever the active time in ELSA is coming to an end.

Transfer and Exit



First Step: Decision

“Decision is the step whereby the member defines the extent of their future involvement in ELSA. “

In ELSA, Decision means to decide whether to leave the association as an active member or not.

Good Practice

Board Meeting

At the end of the term, “Decision” might be on the agenda of a board meeting to get an overview on the candidates for the upcoming term. This way, everybody knows who will stay and who will leave the board.

Second Step: Search

“Search is a necessary step in taking responsibility for the continuity of ELSA. This is realised by actively seeking suitable candidates for relevant opportunities.”

In ELSA, Search means having a responsible person who looks for a successor for one or more open positions.

Good Practice

Responsibility

It is important to talk about responsibilities when it comes to finding successors.

Support potential successors

Arrange a meeting and answer the questions of the potential successors about their tasks and candidacy to help them make their decision. Also, ask your directors, assistants or helpers etc. if they might be interested in taking your position. Assist them with tips or some insights from your term.

Third Step: Transfer

“Transfer is a necessary step to ensure that previously gained knowledge and experience remains within ELSA. This is realised by providing a quality transition or an extensive archive.”

In ELSA, Transfer means to deliver all the relevant ELSA knowledge to the successor to ensure continuity.

Good Practice

Individual transition handbook

Write down everything you did in your term and add things that went well or badly. Add ideas on how to improve the things you did and explain all the tasks you carried out in your term. If you already received a handbook like this at the beginning of your term, make comments in it. Make sure that the handbook is always up to date.

Individual transition

Invite your successor to an individual transition and explain everything, the successor needs to know. Furthermore, explain how to use the handbook and add some basic information on ELSA, if needed. Answer all the questions the successor might have. Don't interfere in your successor's work! Offer help and advice and be responsive and supportive afterwards. Make sure to give your successor all the documents, passwords, and materials you have. If you need more tips and tricks on how to plan a transition, use [Transition Manual](#) provided by ELSA International.

General Transition Weekend

Besides having an individual transition, a general transition might be helpful for the new board to get to know each other better and to get a more complete overview on ELSA topics in general. In addition, it is very important for all board members to understand what responsibilities of their colleagues are to ensure smooth cooperation. This topics and general information about each area should be tackled during the general transition sessions.

Fourth Step: Alumni

“Alumni is a step that provides an opportunity to remain within the ELSA community.”

In ELSA, Alumni are officers who have completed their active time in ELSA regardless of how long they have been active members.

Good Practice

Alumni Database

On every level of ELSA, it is useful to create an Alumni Database to be able to ask for support of the Alumni of the respective group. Make sure to collect contact information of each former board member (or director, assistant etc.). But make sure to comply with the data protection regulations such as GDPR.

Alumni Events

Social events cannot only be used to attract potential active members, but also to attract Alumni. Since most of them might not study at the respective university anymore, it is helpful to invite them via a mailing list, social media etc. Also, academic events might help to integrate Alumni, so that the current board has a chance to get to know them better and reach out when necessary.

Alumni Association

The establishment of an Alumni Association might be very helpful to keep in touch with Alumni from all over the county and to enable Alumni to keep in touch with ELSA friends from the past.

Former Board Weekends

Boards can organise Former Board Weekends to invite their predecessors and Alumni to exchange information, brainstorm and share ideas. Alumni get a chance to meet the current board and other Alumni and to offer their help if needed.