

HUMAN RESOURCES STRATEGY

2024-2026



The European Law Students' Association

Foreword

Dear Network,

It is with great pleasure that we present the Human Resources Strategy of ELSA 2024-2026. This strategy is the culmination of extensive efforts and collaboration within our Association. Through diligent analysis and numerous meetings with different parties, we have gathered invaluable insights and perspectives that have shaped this comprehensive HR strategy. Reflecting on our past and present Human Resources management practices, we identify areas of improvement and set a course for future advancements.

Our Association has always prided itself on being a dynamic and engaging community, and this Human Resources Strategy is a testament to our commitment to continuous improvement and excellence. The Strategy outlines our vision for the future, focusing on Human Resources addressing the International Board of ELSA, the ELSA International Team and ELSA as an engaging Association.

The structure of our 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 that will guide our decisions over the next three years. The implementation cycle is carefully planned to ensure that each phase is executed systematically and includes regular reviews to adapt to evolving needs and circumstances.

Our first goal is to maintain and enhance ELSA as an engaging Association. We aim to foster a vibrant community where members feel valued and motivated to contribute actively. The second goal focuses on supporting the ELSA International Team which is paramount. The aim was to provide all team members with the resources, support, training, and guidance they need to perform their roles effectively and with confidence. Finally, we aspire to make the experience of serving on the International Board a rewarding journey. By providing a supportive environment and communicating opportunities, we aim to cultivate a culture of empathy, respect, understanding and mutual support within our Association.

The implementation of this Human Resources Strategy will yield significant benefits and impact for our Association. **By investing in our human resources, we are investing in the future of ELSA.** Thank you for everyone's participation in this journey.

ELSAfully Yours,

Yordan Kyurkchiyski
Secretary General
International Board of ELSA
2023/2024

Benita Steger
Director for Human
Resources
ELSA International Team
2023/2024

Silvia Nemchuk Shulzyk
Assistant for Human
Resources Strategies
ELSA International Team
2023/2024

Table of Contents

Foreword.....	1
Table of Contents.....	2
The Human Resources Strategy of ELSA 2024-2026.....	3
Structure.....	3
Implementation Cycle.....	3
ELSA as an Engaging Association.....	4
Human Resources Management Yesterday, Today and Tomorrow.....	4
Knowledge (is the key) Management.....	4
Ambition and Commitment.....	5
ELSA International Team to the Fullest Support.....	6
Structural Consolidation.....	6
Recruitment Standards.....	6
Communication and Cooperation.....	7
Team Engagement.....	8
The International Board as a Worthwhile Experience.....	9
Transparency and Information.....	9
A Supportive Environment.....	9
Benefits and Impact.....	10

The Human Resources Strategy of ELSA 2024-2026

In accordance with the International Council Meeting Decision Book, the aim of the Human Resources Strategy of ELSA International is to align our Human Resources practises with our strategic objectives and to ensure the sustainable management of our Human Resources.

Structure

The Human Resources Strategy is divided into three main focus areas, which each address a general problem within the organisational and human resources structures of our Association - “ELSA as an Engaging Association”, “ELSA International Team to the Fullest Support” and “The International Board as a Worthwhile Experience”. Each of these focus areas then has specific goals and respectively implementation points.



ELSA as an Engaging Association



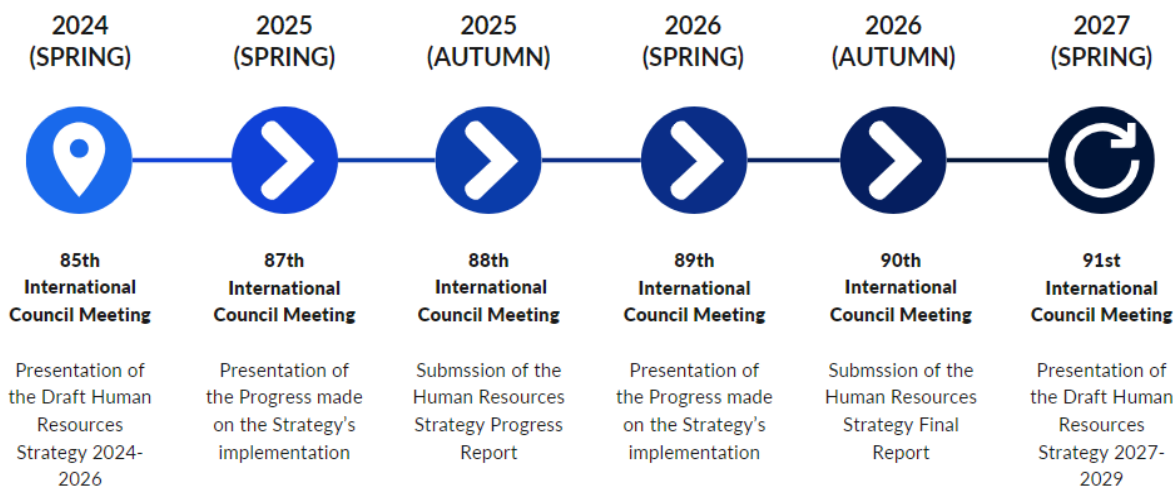
ELSA International Team to the Fullest Support



The International Board as a Worthwhile Experience

Implementation Cycle

The Human Resources Strategy shall be implemented over the course of three years - between 2024 and 2026. As illustrated below the implementation cycle includes two separate dedicated evaluation periods - firstly via a Human Resources Strategy Progress Report in the second year of the implementation cycle, and finally via a Human Resources Strategy Final Report at its end.



ELSA as an Engaging Association

Human Resources Management Yesterday, Today and Tomorrow

To ensure consistency and being efficient in Human Resources Management, ELSA International will strive to integrate Human Resources systems across the entire network and establish dedicated Human Resources positions in every National Group. This approach aims to standardise Human Resources practices, streamline processes, and provide consistent support and resources to all Groups within the Association.

Our goal is:

To integrate comprehensive Human Resources systems across the entire network and establish dedicated Human Resources positions in every National Group in order to standardise and enhance practices.

Thus we aim to implement the above goal by:

- **establishing dedicated HR roles:** ensuring each National Group has a dedicated Human Resources Officer responsible for managing their local Human Resources with the flexibility to adapt practices to meet specific needs;
- **providing a Human Resources transition:** offering transition for newly appointed Human Resources Officers to ensure they are well-equipped to handle their responsibilities;
- **implementing the unified Human Resources system:** introducing a structured Human Resources management system that facilitates data sharing and communication across the network with procedures that can be adopted by all National Groups;
- **regular communication:** creating platforms for regular communication and collaboration between Human Resources Officers across different National Groups to share insights and best practices; and
- **monitoring effectiveness:** regularly assessing the implementation and effectiveness of our Human Resources practices and systems while making necessary adjustments based on feedback.

Knowledge (is the key) Management

In the coming years of the strategy, ELSA International aims to focus on identifying and addressing the Human Resources problems and issues faced by individual National Groups. By creating a comprehensive knowledge base, ELSA International seeks to enhance information sharing and support across all levels of the Association.

Our goal is:

To develop a robust internal knowledge management system that captures valuable Human Resources insights and best practices from National Groups, ensuring consistent Human Resources management throughout ELSA.

Thus we aim to implement the above goal by:

- **identifying common HR challenges:** conducting National Relations Interviews (e.g., by SWOT analyses and surveys) with National Groups to identify common HR issues and challenges they face;
- **collecting best practices:** Gathering successful HR strategies and solutions from different National Groups to create a repository of best practices;
- **developing a knowledge base:** creating an accessible online knowledge base that houses all collected HR information, resources, and best practices;
- **facilitating regular workshops:** organising workshops and meetings where National Groups can share their experiences and solutions to HR challenges;
- **providing training on knowledge management:** offering training sessions to ensure all team members are proficient in using the knowledge management system and tools; and
- **monitoring and evaluating the system:** regularly evaluating the effectiveness and usage of the knowledge management system, making improvements based on feedback and evolving needs.

Ambition and Commitment

To cultivate a culture of high ambition and strong commitment across the entire ELSA Network, it is essential to implement initiatives that support these values among all members. By fostering an environment where ambition and commitment are valued and rewarded, ELSA can ensure that its members are motivated and dedicated to achieving the Association's goals.

Our goal is:

To foster a culture of ambition and commitment throughout the entire ELSA Network, ensuring all members are motivated and dedicated throughout their term and streamlining the varying levels of ambition and commitment.

Thus we aim to implement the above goal by:

- **building a strong community:** encourage collaboration and support between different Officers and Groups within in the Network to strengthen relationships and share best practices;
- **fostering recognition programs:** continuing and finding new regular recognition programs that celebrate the achievements and contributions of individuals and teams;
- **developing the ELSA Skills Academy with Professional Development opportunities:** offering workshops, seminars, and training sessions that provide members with opportunities to develop new skills and advance their careers;
- **enhancing feedback mechanisms:** further improving our systems for regular feedback and suggestions, ensuring members feel heard and involved in decision-making processes; and
- **introducing well-being initiatives:** introducing initiatives that promote physical and mental well-being, such as stress management workshops and access to resources for support.

ELSA International Team to the Fullest Support

Within ELSA International we recognise the dynamic nature of our Association, but it has become evident that our existing system is outdated, leading to an underutilisation of the immense potential residing within the team dedicated to supporting the International Board of ELSA. Recognising the need for change, we are committed to advancing the capabilities and effectiveness of our team.

Structural Consolidation

With the exception of small modifications, the ELSA International has relied on its existing Team structure for the past half-decade. This has allowed the organisation to cater for different personalities, while also maintaining the effective organisation behind our Flagship projects. Nevertheless the continuous growth of the Team has inadvertently led to increasing bureaucracy and difficulties in team management from the perspective of the International Board, whereby Officers are left with a lack of knowledge management and supervision, ultimately resulting in demotivation and decreased productivity.

Our goal is:

To consolidate the existing structure of the ELSA International Team, taking into account the current needs and workload of the International Board of ELSA.

Thus we aim to implement the above goal by:

- **re-evaluating position utility:** evaluating the benefit of each position within the ELSA International Team, as well as their contribution to the overall Association and project management;
- **integrating similar positions:** identifying and merging positions with similar objectives and tasks in order to increase productivity and foster a motivated environment;
- **reducing bureaucracy:** simplifying and automating administrative processes to reduce unnecessary elements and allow team members to focus on their core responsibilities while implementing solutions to streamline workflows and improve efficiency;
- **improving supervisory support:** establishing clear supervisory structures, Human Resources Management training possibilities and support systems to ensure that all team members receive adequate guidance and instructions;
- **abolishing redundancies:** removing positions which no longer serve a meaningful purpose while ensuring that the removal process is transparent; and
- **rethinking recruitment timelines:** adjusting the timeline for recruitment of the ELSA International Team in accordance with the extended term in office until the 31st of August each year.

Recruitment Standards

The absence of unified recruitment standards can lead to inconsistencies and inefficiencies within the ELSA International Team recruitment. This variability can result in mismatched expectations, unequal assessment of candidates, and overall reduced team cohesion.

To address these issues, it is essential to establish robust recruitment standards and practices that ensure transparency, fairness, and clarity about what it entails to be part of the ELSA International Team. Such standards in turn will attract qualified and motivated candidates, who are both well-informed and well-suited to contribute to the Association's success.

Our goal is:

To establish robust standards and practices within the recruitment of the ELSA International Team, while being transparent and open about what being a part of the team is like.

Thus we aim to implement the above goal by:

- **projecting involvement:** showcasing what involvement in the ELSA International Team entails through revised and detailed job descriptions, as well as heightened social media presence;
- **making information accessible:** develop comprehensive recruitment materials, beyond job descriptions, that explain the benefits, opportunities and challenges of being part of the ELSA International Team which are accessible and shared through the relevant channels;
- **standardising the process:** further develop the recruitment process that includes clear timelines, steps, and evaluation methods and allows for thorough evaluation of the candidates while maintaining efficiency;
- **promoting diversity and inclusion:** ensuring that the process actively promotes diversity and inclusion by reaching out to a diverse pool of applicants;
- **enhancing transparency:** increasing the transparency of the ELSA International Team candidate selection process, by making the recruitment standards and guidelines publicly-available; and
- **evaluating regularly:** evaluating all recruitment standards and procedures periodically.

Communication and Cooperation

Inefficient communication and collaboration within the team can obstruct the effectiveness and productivity of the ELSA International Team. To address this, it is essential to implement an internal communication system that fosters better collaboration and enhances overall efficiency.

Our goal is:

To strengthen internal collaboration with a modern internal communication system, which will increase efficiency and effectiveness.

Thus we aim to implement the above goal by:

- **developing communication channels:** introducing communication channels for area-wide collaboration and communication;
- **encouraging open dialogue:** fostering a culture of open dialogue where team members feel comfortable sharing ideas, providing feedback, and discussing challenges;

- **scheduling regular area team meetings:** regular area team meetings as a opportunity to to discuss ongoing projects, developments and to address any issues;
- **fostering a collaborative culture:** maintaining a collaborative culture through regular team calls, team trainings and team-building activities; and
- **diversifying communication:** utilising various communication channels, such as social media, newsletters, and targeted email campaigns, to raise awareness about EIT vacancies and application deadlines.

Team Engagement

Ensuring sustained engagement and motivation of the ELSA International Team is crucial for the success of the Association. To achieve this, it is important to provide opportunities for personal and professional growth and an environment where our officers feel valued and engaged. By implementing initiatives that recognise achievements, provide opportunities and encourage active participation, we aim to boost the encouragement.

Our goal is:

To motivate Officers to increase their engagement with the ELSA International Team through opportunities for their personal and professional growth by creating a supportive and rewarding environment that recognizes contributions and fosters personal and professional development.

Thus we aim to implement the above goal by:

- **setting goals and expectations:** Clearly defining team goals, roles, and expectations to ensure everyone understands their responsibilities and how their work contributes to the overall objectives;
- **implementing recognition programs:** establishing recognition programs to celebrate achievements and contributions through personal and public acknowledgements and a transparent system of member benefits;
- **providing professional development opportunities:** offering workshops, seminars, and training sessions that provide members with opportunities to develop new skills and advance their careers;
- **offering mentorship initiatives:** create mentoring opportunities where experienced team members provide guidance, support and advice to new team members;
- **celebrating successes:** regularly celebrating team achievements and milestones to build a positive and motivated team environment and highlighting both individual and collective successes;
- **improving the sense of ownership of our EIT:** encouraging team members to take ownership of their work and actively participate in the decision-making processes and strategic planning within ELSA International; and
- **developing satisfaction surveys:** further improving our systems for direct and structured feedback from team members regarding their experiences, engagement levels, and areas for improvement to make informed decisions about enhancing team dynamics and necessary adjustments.

The International Board as a Worthwhile Experience

The International Board of ELSA faces challenges in finding successors for vacant positions, due to perceived intimidation and lack of attractiveness. An often formal and stiff atmosphere coupled with a lack of concrete information hinders potential candidates' willingness to apply.

Transparency and Information

There is a lack of information regarding the roles, expectations, and commitments surrounding the positions on the International Board of ELSA. This lack of clarity prevents prospective candidates from making informed decisions about their candidacy. To address this, it is crucial to provide clear, detailed, and accessible information.

Our goal is:

To enhance the succession planning and the attractiveness of candidacy for the International Board's positions via increased transparency and information, ultimately ensuring a robust pipeline of qualified successors for International Board vacancies, thereby strengthening the organisation's leadership and continuity.

Thus we aim to implement the goal by:

- **facilitating information:** hosting informational sessions featuring current members of the International Board to share their experiences and provide insights into the responsibilities and benefits of serving on the International Board;
- **enhancing transparency:** improving transparency regarding the financial implications of membership in the International Board to dispel misconceptions and provide clarity for potential candidates;
- **being clear:** formulating clear job profiles outlining the roles, responsibilities, and expectations of members of the International Board to provide concrete information for interested candidates; and
- **diversifying communication:** utilise various communication channels, including social media platforms and newsletters, to reach a wider audience and raise awareness about candidacy opportunities in the International Board.

A Supportive Environment

The candidacy process for the International Board of ELSA can be challenging and overwhelming, with a lack of a supportive environment to guide candidates through the process. To address this issue, it is essential to create a comprehensive support system that helps candidates navigate the candidacy process with confidence and clarity.

Our goal is:

To foster a supportive environment throughout the candidacy process to the International Board of ELSA, mitigating perceived barriers and creating a sense of proximity.

Thus we aim to to implement the goal by:

- **facilitating contact:** facilitating communication with former members of the International Board through International Internal Meetings (IIMs) to allow potential candidates to gain broader insights and ask questions;
- **creating a mentorship culture:** establishing mentorship programs pairing past members of the International Board with potential successors to provide guidance, support, and encouragement throughout the application and transition process;
- **promoting inclusivity:** fostering a culture of inclusivity and support within the organisation, emphasising the value of diverse perspectives and contributions;
- **training officers:** organising training sessions and knowledge transfer opportunities to equip potential candidates with the skills and knowledge necessary for the Candidacy Process and their prospective future roles within the International Board;
- **formulating guidelines:** developing a supportive International Board Candidacy Guideline outlining the application process and providing resources for candidates;
- **addressing bureaucracy:** acknowledging and addressing concerns regarding intimidation and formality associated with the positions in the International Board, emphasising the inclusive and supportive nature of the Association; and
- **fostering resourcefulness:** providing resources and support to help potential candidates navigate the application process and overcome any challenges or barriers they encounter.

Benefits and Impact

Involvement in the International Board of ELSA can often seem daunting, and there is a lack of clear understanding amongst the Network about the concrete benefits and opportunities that arise from such involvement. To address this, it is crucial to clearly articulate and communicate the advantages and positive outcomes of serving on the International Board.

Our goal is:

To highlight the personal and professional benefits arising from serving on the International Board.

Thus we aim to to implement the goal by:

- **promoting opportunities:** showcasing the personal and professional development opportunities available to members of the International Board, such as skill-building workshops, networking events, and exposure to international perspectives;
- **emphasising impact:** emphasising the meaningful impact members of the International Board can have on advancing the Association's mission and goals;
- **showcasing stories:** sharing and highlighting success stories, testimonials and tangible outcomes of previous International Board members; and
- **promoting effectively:** creating visually appealing promotional materials that effectively communicate the benefits and rewards of serving on the International Board, incorporating testimonials and success stories from current and former members of the International Board.