

NATIONAL TRAINERS' POOL HANDBOOK

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elsa

The European Law Students' Association

THREE SIMPLE STEPS TO SET UP YOUR OWN NATIONAL TRAINERS' POOL

Many National ELSA Groups feel the need to set up a pool of trainers to support their activities and Local Groups. Experienced members of our Association are an inestimable source that needs to be well-preserved, valued and integrated in order for their knowledge to be transferred to the next generations. During the term 2014/2015, the International Board formed the Working Group on National Trainers' Pool to draft a handbook that will help National Groups to set up their own National Trainers' Pool (hereinafter NTP).

The NTP Handbook has been created to report the *best practices* followed in those – not many – National Groups, in which a National Trainers' Pool already exists, namely ELSA Germany, ELSA Italy, ELSA Poland and ELSA Romania. It also includes the experience of running the International Trainers' Pool.

Only three steps are keeping you away from setting up your own NTP. If your National ELSA Network asks for training, if you want to educate your members and officers, if you want to maintain and pass on knowledge and skills, the NTP is your solution. The three steps – as well three sections of our handbook – are:

1. Setting regulations;
2. Organising an event to train new trainers; and
3. Maintaining the NTP.

Establishing and maintaining your NTP will demand a lot of work and funding from your National Group. Therefore, before deciding to proceed, please read through this handbook and evaluate the needs of your ELSA Group. Keep in mind that it is better not to have a NTP, and use the ITP instead, if the number of your training requests is less than 10 per year!

We hope that this handbook will help those Secretaries General and National Groups, willing to set up a NTP, to get useful and accessible advice in order to facilitate their work.

Yours sincerely,

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STEP 1: SETTING REGULATIONS

The first step to establish your National Trainers' Pool is to set its regulations. In the following section we will talk about the main topics that need to be regulated and we will give our perspective on how this can be done.

What is a National Trainers' Pool and why we need it

A **National Trainers' Pool** (hereinafter NTP) is a structure limited within the borders of a National Group, destined to contribute to the quantitative and qualitative expansion of knowledge within the respective National Network. A NTP ensures the development of ELSA members by providing training sessions within the respective National Network delivered by the NTP trainers.

The **NTP trainers** are current and former ELSA members and officers that are able to share their knowledge and experience in the format of a training session and have undergone themselves training which allows them to deliver training sessions. The trainers are the core support of our Association and help keep knowledge and skills among our members.

A NTP is an investment in the perspective of your National Group and the ELSA Network as a whole. However, before deciding to establish your own NTP, please look through advantages and disadvantages of having one.

Advantages:

- Filling up knowledge gaps;
- Enhancing solidarity among members and officers;
- Assuring a higher level of skills;
- Encouraging members and officers to think practically, not only theoretically;
- Lower costs due to geographical proximity; and
- Native language as the working language of a training session.

Disadvantages:

- The Local Group that requests training should pay the travel and the accommodation costs of the trainer;
- The National Group may have the tendency to use only the NTP trainers – and not the ITP ones – due to the low costs; and
- Such a structure needs maintenance. This, of course, requires a wise distribution of the budget in the sense of organising specific events for training new trainers and refreshing the knowledge and skills of the trainers who are already members of the NTP.

Who can become a NTP Trainer and how

An admission into a National Trainer's Pool is only possible after the person has gone through his or her education. Such training should be arranged by the National Board every two years or whenever there is a need for new trainers. Nevertheless, just the aforementioned education is not yet enough for an admission to the NTP; after all, the National Board makes its decision for the appointment of new trainers based on the judgement and recommendation – positive or negative – of the instructor(s), responsible for the training of new trainers.

The ideal means for becoming a trainer is an event that will determine the candidates that have the proper basis for becoming a trainer for the ELSA Network. Most frequently the event that examines who has the potential of becoming a trainer comes in the form of a Train the Trainers event, according to the terminology of the International Council Meeting Decision Book.

A **Train the Trainers** (TtT) event is an event meant to bring new highly skilled trainers to the NTP. This event is meant to prepare the potential trainers for the challenging responsibility of delivering training sessions for their National Network in a comprehensive and efficient way.

The **participants of the TtT** should be experienced individuals from the Network that have gained enough knowledge, experience and skills in order to share them in a constructive and structured way. The participants are chosen by the National Board and/or by the trainers who work as instructors and host the event. The selection is based on an application form (see Annex 1) and a motivation letter.

After the selection process, the candidates are entitled to participate in the TTT, where they are supervised and trained by more experienced trainers, the instructors. Based on the results of the TtT and after the evaluation of the participants by the instructor(s), the National Board proceeds with the decision about the appointment of the trainers to the NTP.

Taking into consideration the experience of ELSA Poland, ELSA Romania and ELSA Italy, we want to present you the **criteria** which might help you **select the appropriate candidates** for the NTP. These criteria should be freely adapted to the needs of each National Group and may be viewed below:

1. *Being an active member of the Association for at least two years.*

The reason of limiting the range of potential candidates for the NTP is quite obvious: the NTP is the internal ELSA training body of the National Group. The appointed trainers should have enough ELSA-based experience to share. Time spent on the work for the Association is the only way that this can be ensured. This is because training in ELSA incorporates both soft skills training

and officers' training, with the latter aiming at providing key ELSA-related knowledge. Non-ELSA trainers can share knowledge narrowed to soft skills.

However, there are few precedents when the International Board appointed non-ELSA members as trainers of the International Trainers' Pool in order to bring diversity and inspiration from outside the Network.

It is important here to mention that each National Group defines active members in a different way. Therefore, it is up to you to assess the involvement in ELSA of the applicants for a TtT event.

2. *Having coordinated at least one national or local project, or having been a National or Local Board member or member of any other structure, team, group in the Association.*

Coordinating events and having a position in a Board or another Association structure (e.g. auditing committee) are great sources of skills, knowledge and experience. To become a trainer, the applicant shall present deep knowledge of the Association and its structure in order for him or her to ensure further development of ELSA if appointed as a trainer, as well as preservation of already acquired experiences. Therefore, we believe that becoming a NTP trainer is an inside opportunity to extend ELSA members' activity period in the Association.

As mentioned above, each National Group can freely provide non-ELSA members with an opportunity to become NTP trainers, but we recommend that it happen only in extraordinary situations.

3. *Having the knowledge and skills which guarantee the appropriate execution of a trainer's duties.*

It is not enough for a trainer to have notable ELSA experience, but he or she also needs to be able to train and pass on knowledge to other people. Some of the skills that an applicant should demonstrate are public speaking, presentation skills, training leading skills and basic ELSA training modules. You may feel free to add other prerequisites to this list.

In order to check the practical skills of an applicant, you should ask the related questions in the application form for the TtT events, or request that the applicants deliver a short training session before the National Board members or two or more NTP trainers. If the TtT event includes the task of delivering a training session before the TtT participants, you can rely on the opinion of the instructors.

4. *Being distinguished by engagement and responsibility confirmed with a reference letter.*

A reference letter is the only possibility for an applicant to actually prove his or her involvement in the Association. Such a letter may include information about the work of the applicant for the Association, organization of projects, acquisition of skills, etc.). It is necessary for the NTP recruitment process.

In case there is still a doubt about the applicant, you might invite him or her for an interview with the members of the National Board and/or the TtT instructors or NTP trainers, if of course a NTP already exists. You may even check the level of ELSA knowledge by asking him or her to take a test.

Concluding this section, we strongly recommend that you include some provisions regarding the incoming NTP trainers in your overall NTP regulations.

Appointment of NTP Trainers

The appointment of NTP trainers is done by the National Board members with a simple or absolute majority of the votes based on the recommendations from the TtT instructors. After the decision is made, the Secretary General or the person responsible for training – if such a person is appointed – informs all the participants of the TtT event about the results. Those who are selected are obliged to sign the regulations of your NTP and follow them from that point on. It is strongly recommended that you then update the NTP trainers' database that you may be keeping with their names and information, and that you notify all the officers of your National Network about the new NTP trainers.

NTP Trainers' Duties

The NTP members, who are the trainers appointed to the NTP, are responsible for delivering training sessions to the National ELSA Network. They should make their availability known when a training request is sent to them and have sufficient time at their disposal to travel and prepare the training sessions they are to deliver. After a training session is delivered by a trainer, but no later than a month, the trainer should prepare a training report, which should include the following data:

- a. when and where the training session took place;
- b. who hosted it;
- c. what was the topic;
- d. how many participants there were;
- e. how much time was allocated;
- f. how satisfied the trainer is with it; and
- g. how satisfied the participants were with it.

If it is possible, the trainer should also include in his or her report the evaluation forms filled in by the participants. The report should be sent to the person responsible for the NTP.

NTP Trainers' Status

Even though the training system takes into consideration the busy life of the NTP trainers who may be pursuing their legal education or professional career, the training needs of the respective National Network should be satisfied. The person responsible for the NTP (namely the Secretary General, the Director for Training, or the NTP Coordinator) must be aware of the number of NTP trainers who are active and available. Hence, it is necessary and important to define the status of each trainer according to certain criteria. Furthermore, the different kinds of trainer's status should be regulated in the Decision Book and/or the NTP Regulations of the National Group, as presented below:

- **Active trainer's status**

This status is given to a trainer who delivers at least two training sessions in 18 months and takes part in an event aiming at refreshing the knowledge and skills of the NTP trainers or educating them further.

- **Passive trainer's status**

This status is given to a trainer who does not fulfill the conditions of the active trainer's status.

- **Inactive trainer's status**

This status is given to a trainer who wishes to freeze his or her NTP membership for a period of time. This request must be sent by the trainer to the person responsible for the NTP and must include the duration of the inactivity period, which shall not last more than one year, as well as some information explaining the reason for such a request. Some reasons leading to the decision of a trainer to freeze his or her NTP membership are studies abroad, exam preparations, career entry or family issues. The National Board members decide upon the approval of the request and can also accept other reasons to freeze the NTP membership if they deem appropriate. The inactive trainer's status starts only after the confirmation by the person responsible for the NTP is sent to the trainer.

Duration of NTP Membership

The NTP membership may last for two years or, should the National Board prolong it, three years maximum. The person responsible for the NTP should revise every two – or three – years the trainers' engagement and bring a list of passive and inactive trainers before the National Board members, who then decide upon the NTP membership of those trainers. The trainers may voluntarily terminate their NTP membership by notifying the person responsible for the NTP

about his or her decision. In case a trainer violates the NTP regulations or does not fulfill his or her duties, the National Board can proceed with his or her expulsion from the NTP.

Expulsion from the NTP

Expulsion from the NTP is possible if a trainer has not responded to training requests five times in a row as well as if the person responsible for the NTP could not successfully get in touch with the trainer. This regulation is not applied to those trainers who have contacted the person responsible for the NTP and tagged themselves as inactive, since they have no obligation to answer training requests. Besides, the possibility of expulsion exists when a trainer has delivered no training sessions without asking to freeze his or her NTP membership for a period of two years. In addition, expulsion can also take place in case of extraordinary occasions, such as damaging behavior towards the association. The decision regarding the expulsion of a trainer is made by the National Board. If an expelled trainer wishes to be part of the NTP again, he or she can apply for the resumption (without the need for him or her to attend a TtT event again) of his or her NTP membership to the National Board members, who may approve his request if they deem appropriate.

Coordination

According to the International Council Meeting Decision Book, the Secretary General of a National Group is responsible for the area of training. However, he or she may appoint a person to be solely responsible for that area; such a person may be a Director/Assistant for Training or Director/Assistant for Human Resources. This person shall, therefore, be responsible for the NTP as well. In some National Boards, there is also a Vice President for Human Resources; in these cases, the NTP coordination falls under the responsibility of this position. Moreover, there is also the possibility that the Secretary General appoints a NTP Coordinator, who is one of the NTP trainers and is responsible for the coordination of the NTP, the administration of training requests and the communication with the Secretary General. The person responsible for the NTP may assign further duties among the NTP members. This person represents the National Board towards the NTP.

Communication with the NTP Trainers

The communication between the National Board and the National Trainers' Pool is conducted by the person responsible for the NTP. As far as the means of communication are concerned, you may consider the creation of a NTP mailing list, to which all NTP trainers should be subscribed, as well as Skype, Facebook or phone. You may also think about establishing a whole new platform that will serve the needs of your National Network.

Expenses Allocation for Training Sessions

It is of high importance to regulate the expenses for a training session delivered by a NTP trainer. The expenses include his or her accommodation, transportation and training materials. Basically,

the NTP trainers shall not cover any of these expenses. It is up to the National Group to decide whether the expenses should be covered by the National Board or by the Local Board who requested the training session, or whether the expenses will be split between the National and the Local Board.

In case a NTP trainer covers expenses himself or herself, the National and/or Local Board should provide reimbursement. The NTP trainer can invoice the costs directly to the Treasurer of the National and/or Local Group.

The costs for the NTP trainers' continuing education shall be taken over completely by the National Group, proportionally for travel expenses and catering. The National Board should provide the NTP trainers with the necessary training materials. You may also consider giving a training toolbox to the NTP trainers including the related materials that they may need when delivering a training session.

STEP 2: ORGANISING AN EVENT TO TRAIN THE TRAINERS

A Train the Trainers event (hereinafter TtT) is entitled to attract and train people wishing to become trainers. In this section, we will talk about the organisation of a TtT event by your National Group.

The preparations for the TtT event should begin at least half a year before the start of the event. Keep in mind that you will need some funds to organise it; in case you are considering applying for grants or looking for sponsorships, you need to start the preparations even earlier.

Selection of the Host

The first step on your way to organise a TtT event is to look for a host. The host can be the National Board, a Local Group or an organising committee appointed for this specific purpose. The host of the event is responsible for the accommodation, transportation and catering of the TtT participants. It is recommended that the National Board delegate these arrangements to a Local Group or organising committee, because it is easier for people, who live in certain location to make them.

The National Board decides upon the appointment of the host and, for this reason, issues a call for applications, including a draft budget, with which the host estimates the costs of the event. When the National Board members make their decision upon the host, they should keep in mind the location and the costs for the TtT event. The location should be accessible and inexpensive for participants to get there.

Accommodation

Accommodation includes both the place where the participants stay and the place where the sessions are held. It is recommended to find one venue for both of them or to find venues not far from each other.

Transportation

The host should be responsible for meeting the participants of the TtT event upon their arrival as well as providing them with information on how to get to their accommodation, or even bringing them there.

Fundraising

Fundraising for a TtT event is not solely the responsibility of the host, even though using local resources to get more funds may be highly beneficial. The person responsible for the NTP along with the Treasurer of the National Board should help submit sponsorship proposals and/or apply for local grants.

Programme

When the dates and the location of the TtT event are set, the person responsible for the NTP can select the instructor(s), who is/are to lead the sessions and prepare the participants to become NTP trainers. The instructor(s) can be picked from the International Trainers' Pool, the National Trainers' Pool of the National Group – if one already exists, the National Trainers' Pools of other National Groups, a professional training organisation, the trainers of other students' associations and the alumni. The number of instructors needed depends on the number of participants. Consider having one instructor for every five participants.

When the instructors are selected, they can draft the programme for the event. We recommend the mix of both theoretical and practical sessions. We also suggest that each participant should deliver a training session himself or herself at the end of the programme as a task. The programme may include sessions on presentation skills, audience management, motivation, team work etc.

Promotion

The promotion of the TtT event is highly important not only in order to attract participants, but also to make your National Network aware of an intention to create or expand your NTP. Potential participants of the TtT event are your alumni and current or former ELSA officers. The promotional campaign should be launched as soon as possible, but no later than three months before the start of the event.

The promotional materials should include information about the dates and the location of the event, the deadline for applications, where to find application form, where to get additional information about the event, the contact details of the responsible person in case of questions and, if possible, the names of the instructors and the programme. In order to promote your event, you can write an article in the magazine of your National Group, create online presentations and brochures, send emails etc.

You may consider different kinds of channels for the promotion of your event, since they differ from National Group to National Group. However, some suggestions from our side include mailing lists, social networks, website, and presentations at meetings. For a more effective promotion, we recommend the use of more than one way to raise awareness about the event and the help of the Vice President for Marketing or the Director/Assistant for Public Relations – if such a person is appointed – of the National Board, so that he or she makes the promotion more diverse.

STEP 3: MAINTAINING THE NATIONAL TRAINERS' POOL

When the NTP regulations are set and the NTP trainers are appointed, your NTP can fully function. Thus, maintaining a pool of trainers is the hardest work to be done. Therefore, we will give you some advice on how to do it in the most efficient way.

Number of Trainers in the NTP

When it comes to the quantitative element of a National Trainers' Pool, the needs of the specific National Network need to be taken into consideration. The most efficient formula is to assure the active participation of the whole group of trainers. We recommend you to start with 10 trainers and then proceed according to needs of your National Group.

Before making a decision upon the number of trainers in your NTP, take into consideration the following information:

- a. the number of Local Groups that your National Group has;
- b. the number of training requests submitted by your Local Groups and your National Board;
- c. the frequency of training requests; and
- d. the availability of your NTP trainers.

A medium-sized National Network of approximately 15 Local Groups shall work properly with 25 trainers in the National Trainers' Pool. Keep in mind one aspect: assure the quality of your NTP trainers and training sessions they deliver, and do not be afraid of expelling the ones that are not active. It is not about hard feelings, but about being professional and thinking as a representative of your National Network.

Trainer's Motivation

The NTP trainers need to be motivated with formal and informal means of contact and the organisation of events where they can participate and deliver training sessions. Firstly, it is important to appoint a person that will be responsible for the permanent contact with each trainer, such as a Director/Assistant for Training. This person keeps the trainers motivated by maintaining contact with them at all time, not only in matters that concern training, but also in other matters and discussions that enable the trainers to open up and be sincere. We would recommend delegating these tasks and not having the Secretary General to deal with all the responsibility and the tasks, because it is a consistent amount of work.

Secondly, it is advisable to take into consideration some academic and social events that will strengthen the solidarity amongst the NTP trainers. For example, trainers' get-together events,

refreshment events, National Council Meetings, Local Council Meeting, etc. The context in which they would communicate on a personal level is the one where they would feel comfortable and exchange information and experiences.

Thirdly, involve your trainers in projects that concern them. Do not do all the work by yourself, but seek for their knowledge and experience because, after all, this is why they are there as trainers. Communicate with them when it comes to the structure and issues related to the NTP, because they can provide you with much valuable information.

Fourthly, we recommend the person responsible for the NTP initiate educational Skype calls, during which the trainers can exchange their experiences and best practices on specific topics while giving advice to each other. You can also invite external trainers or speakers in order to eliminate problematic areas and widen your trainers' knowledge. Such Skype calls should be minuted and saved in an NTP archive. The person responsible for the NTP should notify the trainers about such calls as early as possible and send them an agenda, so that they have time to confirm their participation and prepare. Do not forget that they are busy people studying, working or taking care of their families. We recommend you have either one or several speakers during the meeting.

The last, but the most important, thing is to have enough training requests for as many NTP trainers to deliver training sessions. The more active they are, the higher their motivational level.

Keeping the Trainers Active

The classic and efficient way to keep the trainers active is to organise periodical meetings during which they are encouraged to brainstorm and exchange their experiences, ideas and strategies that they apply. Keep in mind that competition is constructive up to one point. The trainers must understand the vitality of sharing their experiences and techniques in order to enhance the quality of training as a whole. On the international level, the event that ensures the high quality of training sessions delivered, promotes the networking element and fosters the exchange of knowledge is the Refreshment Weekend. Do not underestimate the potential of such a gathering. Managing the National Trainers' Pool is just as important as initiating the structure. Also, consider secondary systems that ensure the exchange of ideas within the group of trainers, such as mailing lists, Facebook groups, internal newsletters and databases, and other communication channels and IT solutions that enhance the solidarity among the trainers.

Refreshment Weekends

Refreshment Weekends are training events, which should take place once per year, for example at each autumn/winter National Council Meeting in order to foster exchange of best practices among the current NTP trainers, refresh their soft skills, revise their knowledge about ELSA regulations, etc.

Local Training Events

Each Local Group should organize – at least twice a year – a weekend event for their members and freshers. It should have two aims, the social and the training ones. It can provide the participants with the possibility to experience the ELSA Spirit and an opportunity to develop their skills as well as acquire new ones. It will also create another chance for your NTP trainers to get engaged.

National Training Weekends

Each National Board is encouraged – with the help of a Local Group – to organise, twice a year, a training event for the members of the whole respective National Network. Such an event gives the participants an opportunity to attend training sessions and meet people from other Local Groups. The training sessions shall be delivered by the NTP trainers or external trainings institutions, such as Human Resources outsource companies, etc.). This is a chance to extend the members' activity period by building up an emotional bond with the Association.

Developing the Trainers' Skills

The NTP Trainers need to keep enhancing their skills, which is achieved with their active and consistent participation in the internal meetings of ELSA on all levels, by delivering training sessions and by fostering internal exchange among themselves. External contribution is encouraged in order for the NTP trainers to have a broader experience and receive new inputs, but is not as vital as internal preparation.

Trainers' continuing education

The event aiming at the trainers' continuing education, namely the Refreshment Weekend (hereinafter RW) should take place once every year for a full weekend with the aim that the NTP trainers learn new skills and gain new experiences from each other. This weekend should also be supported by external trainers in order to maximize the benefit which offers, namely the actual development of the respective National Network.

It is obligatory for all NTP trainers to attend the RW, apart from those, who have been tagged as inactive, or those, who face extraordinary circumstances connected to health, family and job. Neglecting the RW may cause the expulsion from the NTP.

Organisation of the Refreshment Week

The organization of the trainer's continuing education event falls under the responsibility of the person responsible for the NTP. However, the National Board shall overview the preparations or may make a decision to outsource the organisational part to a Local Group or an organising committee, appointed for this specific purpose, and take care of the programme only. Most of the sessions can be delivered by experienced NTP trainers, but the advanced training is recommended to be carried out exclusively by an experienced external trainer.

To organize a RW, you will need:

- a. accommodation;
- b. venue for the sessions to take place;
- c. materials to be used in the sessions, such as paper, pens, markers, etc.;
- d. catering; and
- e. transportation.

The expenditures for the event are fully covered by the National Group. We recommend to revise your budget and to include the Refreshment Weekend as a yearly expenditure. The costs may vary from country to country and are dependent on the number of participants, accommodation level, number of externals joining etc.

To make the event more attractive for the NTP trainers, we recommend that you cover their accommodation and part of their transportation if the budget allows. The means of transportation that can be used and are covered by the National Group should be clearly defined by the National Board.

Possible topics that might be covered during the event should be chosen by the NTP trainers themselves. The person responsible for the NTP can create a simple questionnaire and send it on the NTP mailing list or via other means of communication to all NTP trainers. This might help to distinguish the topics for the event. We also recommend that you allow the NTP trainers to deliver a short training session in front of the other trainers with the opportunity to receive feedback on their performance. This will help the trainers' attention to be focused on the ways they can be improved.

The National Board members have the right to attend the RW. We recommend that at least one National Board member attends some of the sessions in order to get to know all the NTP trainers personally and to present the current state of the National Group and the NTP itself.

Internal exchange

The NTP trainers are specialised in different topics, have different performance levels and have gained different experiences. Therefore, it is of high importance that the NTP trainers share everything they know in order to grow together.

The means of internal exchange are meetings in person, such as the RW, and online meetings. We recommend that you use both of these means to get the NTP trainers to trust each other and share more.

Some online solutions for educational purposes are Skype meetings, webinars, mailing lists, groups in social networks. Initiate topics for meetings, provide necessary tools for that and encourage the trainers to share. For example, the trainers of the International Trainers' Pool of ELSA tend to

organise Skype calls open only to them and have a specific topic addressed by one of them and discussed by all the participants. In case you feel there is a need for fresh ideas, you can always invite an external trainer from a professional training company, a public organisation or another students' association.

Quality of Training Sessions

A high training quality is a key factor of the existence and prosperity of a NTP. When a National Network receives good quality training, the number of training requests will increase. However, if the Network is not satisfied, this number is going to decrease, which might lead to shutting down the NTP in your National Group. In order to avoid that, you need to take care of the quality of the training sessions by using a training request form, training evaluation and further education of the NTP trainers. The quality of training is also dependent on the number of participants, amount of hours allocated for a training session and the selected topic.

Training Request

The quality of training is often taken for granted, but sometimes it happens that officers do not feel satisfied by the training sessions they have attended. The reasons for that might be different; though, it is to be kept in mind that trainers can only help officers if the latter are clear on their needs and wishes. In order to get to know the needs and wishes of the group, it is recommended to ask all participants of the training session to fill in a training request form sent to them before the session if this is possible, or otherwise to ask a person responsible for the organisation of the training session to fill it in. When trainers are working in a closed group of people (e.g. the members of the Local Board only), it is recommended to initiate a Skype call with all the participants and the trainer. The request should be sent by the person responsible for the NTP to the group that asks for training. After the members of the group have filled it in, the same person forwards it to the NTP trainer who will deliver the training session. Using the data collected by the training request, the trainer is able to adjust the training session to the needs of the group rendering it as efficient and successful as possible. It is of high importance that the training request be sent at least one month and a half before the start of the training session. We strongly recommend you set a deadline for it in your NTP regulations. You may find a sample of a training request in Annex 2.

Number of Participants, Amount of Hours allocated and Training Topic

It is an obligation of the person responsible for the NTP to look through the filled in training inquiry from a group that requests training. This person should notify the group in case something is not clear in their training request responses before it is sent to the NTP trainers. The main focus of this person should be on the number of participants to attend the session, the amount of hours allocated and the training topic.

- **Number of Participants**

If you want high quality training with practical tasks, there shouldn't be more than 20 participants attending when only one trainer delivers the sessions. In case a training session provides only theoretical knowledge, you can raise the number to maximum 25-30 participants. If the person responsible for the NTP observes that the number of participants stated in the inquiry is higher than the limits mentioned before, he or she can recommend either that the number be lowered or that the session be divided into two with an equal number of people or that two – instead of one – trainers deliver it.

- **Number of Hours allocated and Training Topic**

The numbers of hours allocated to a training session and its topic are interlinked. The wider the topic, the more time is needed for a trainer to deliver the session to the participants in a way that they learn something new and can actually practice it. When the group requests training on a too wide topic for a short amount of time, the person responsible for the NTP should contact the group and ask them to either specify the topic by narrowing its extent to one or some aspects only, or to extend the duration of the session. Three hours are the minimum amount of time to be allocated for a training session, otherwise you will attend a lecture, and not a training session.

Training Evaluation

After every training session delivered by a NTP trainer, it is important that the participants are granted the opportunity to evaluate it by receiving by the trainer or an organiser evaluation forms to fill in at the end of the session. The responses will give you an idea of what happened in the training session and what can be improved, since it is hard for the person responsible for the NTP to be present at every training session held in his or her National Network. The filled-in forms should be scanned and sent to the person responsible for the NTP in order for him or her to process them. They should be archived and information on the quality of the training session, quality of the trainer and weak sides of the NTP overall should be processed. Moreover, they might help with distinguishing topics for trainers' continuing education.

By using evaluation forms, the person responsible for the NTP can create an internal ranking system for the NTP trainers that can only be used for internal purposes and shall not be disclosed to the NTP trainers. This system may allow you to work more with weaker trainers and encourage them to go through compulsory education or to expel trainers that harm the reputation of the NTP, in case they keep delivering unsatisfactory training sessions.

You may find a sample of a training evaluation form in Annex 3.

Management of Training

The person responsible for the NTP undertakes the management of training, which includes the promotion of the area of training, the communication with the group that requests training, the sending of training inquiries and their revision, the sending of revised inquiries to all the NTP trainers, the selection of a NTP trainer to deliver the training session requested, the collection of training evaluation forms and the preparation of statistics to be presented to the National Network at the end of the term.

Training Promotion

Training is an alternative way to educate your officers. It is a task of the person responsible for the NTP and the National Vice President for Marketing to create materials which will raise awareness within your National Network of the possibility to receive training from your NTP. The means of promotion are different and each National Group should choose the most effective ones. Here are some ideas to help you start the NTP promotion: present the NTP and the trainers at your events, send promotional emails to your whole National Network, organise training sessions at national events, issue a training magazine or newsletter, following the example set by the International Board of ELSA.

Training Request and Communication with the Requesting Group and the NTP Trainers

A group that wants to organise a training session should approach the person responsible for the NTP, who is going to support them on all the stages of the procedure. This person sends a training inquiry to the group and sets a deadline for them to fill it in. To simplify the process, you can create an online form and make it available to all your Local Groups to fill it in. After the form is submitted, the same person should revise it and then send it to all the NTP trainers. The NTP trainers should be given enough time to consider the training offer and a deadline should be set for them to reply. In case more than one trainer expresses his or her availability to deliver a training session, the person responsible for the NTP should decide upon the trainer who will deliver the session or should ask the requesting group to select which one they prefer while providing them with key information regarding their experience.

Selection of the NTP Trainer

To maintain the balance within the NTP and to give a chance to every trainer to deliver training sessions, the person responsible for the NTP should to keep statistics on the sessions delivered and choose the NTP trainers based on criteria that are set beforehand and are known to them.

When selecting a trainer, the person responsible for the NTP should take into consideration the active involvement of the trainers, the duration of their NTP membership and their topic specialisations. A NTP trainer less active should be prioritised to the one who delivers training sessions more often. In order to support incoming NTP trainers and give them a chance to practice recently obtained skills, the person responsible for the NTP should prioritise them.

Evaluation

The person responsible for the NTP or a member of the organising committee of a training session should distribute to the participants hard copies or electronic forms of evaluation after the training session has been concluded. The participants have to fill in the form and give it or send it back. The purpose of this form should be to ask how satisfying the training session and the trainer were. It is not allowed to make this information available to a third party, except for the National Board, the person responsible for the NTP and the trainer(s) who delivered the session.

Statistics

After the end of every term in office, the National Network should be provided with detailed statistics about the training sessions that were requested and the ones that actually took place. In particular, information about the kinds of the requested training sessions, the NTP trainers who delivered them and the inquiring groups should be included. It must also be evident which status each NTP trainer has.

Training Materials

Training materials are important in case the trainers want to get inspiration or data for their future sessions. We recommend that the person responsible for the NTP start gathering all the possible training materials available online, get the NTP trainers to share their own materials and initiate group work with the trainers to create further materials. The materials collected should be available online, so that the trainers are able to access them, be up-to-date and use them during the sessions. Such materials are also important for incoming trainers, who do not have so much experience and can temporarily use some of them in their first training sessions.

Archive

A NTP archive should be established for the NTP trainers. In this archive, the trainers can make their working materials – such as worked-out training drafts or handouts – available for the other trainers. Moreover, minutes from Skype meetings, webinar materials and other information can be stored in the NTP archive as well.

Manuals

If requested, the different manuals can be sent to the NTP trainers, so that they can find exact information related to single areas, provided that this is required for the respective training topic. Therefore, for example, the Seminars and Conferences Manual can be used for a training session on project management.

ANNEX 1: SAMPLE APPLICATION FORM FOR A TRAIN THE TRAINERS EVENT

The following sample has been based on the application form used for the Train the Trainers' Week held in Thessaloniki, Greece, in June 2015.

Application Form Train the Trainers Event *Location, Dates*

Personal Information

| | |
|---------------------------|------------------------|
| First Name: | Profession: |
| Last Name: | Work Title: |
| Sex: M/F | Company: |
| Date of Birth: | Work Address: |
| Place of Birth: | Work Telephone Number: |
| Current Home Address: | Work Email Address: |
| Personal Telephone Number | Language Skills: |
| Personal Email Address: | _____ |
| Skype Username: | _____ |

Questions

1. What is your motivation for becoming a NTP trainer? Why do you want to join the NTP?
2. Please describe your ELSA journey. How does your journey lead to you serving as a NTP trainer?
3. Do you have any experience in delivering training sessions (within or outside ELSA)?
4. What training topics do you want to deliver sessions on and why?
5. In your opinion, what are the main characteristics of leadership? How do you see yourself as a leader?
6. Can you tell us about your experiences on working with others (within ELSA or outside of it, in a team or in any other way)?

7. Please consider the following scenario. You are asked to deliver a training session in one week to a Local Group you are not familiar with. How will you prepare?
8. Being an ELSA trainer requires creativity and openness to changing your initial plans aiming at serving the needs of the participants of your sessions. Can you describe a moment when you had to alter plans in order to meet the needs of a situation you faced? What did you do?
9. What are your expectations from the TtT event? How will you contribute to its success?

It is recommended that you include the NTP regulations in the call for applications, or maybe even as an Annex to the application form, and ask them some questions about them.

ANNEX 2: SAMPLE NTP TRAINING REQUEST FORM

The following sample has been based on the ITP Training Request, which you may view on elsa.org/training-request.

NTP Training Request

The NTP Training Request is considered as a request for a training session to be delivered by a Trainer from the National Trainers' Pool.

At this point, it is recommended that you specify the expenses policy that you have decided to follow, meaning which costs will be covered by the applicant ELSA Group and/or the National Group.

If you have any questions or comments about this form, do not hesitate to contact *the person responsible for the NTP on (email address)*.

| General Information | |
|---|--|
| Which is the topic of the requested training? | |
| When will the requested training be held? | |
| Where will the requested training be held? | |
| Which event will the requested training be part of? | |

| Applicant's Details | |
|--------------------------------|--|
| ELSA Group | |
| Contact Person | |
| Position of the Contact Person | |
| Email Address | |
| Phone Number | |

| Information about the Requested Training | |
|---|--|
| What is the aim of the requested training? Why did you choose this topic? | |
| What kind of venue will the training take place at? | |
| What materials are available for this training? (e.g. beamer, markers, coloured paper, flipchart, etc.) | |

| | |
|---|--|
| How much will be allocated for the requested training? | |
| Is there any budget for it? Which expenses will be covered by the applicant ELSA Group? | |

| Information about the Participants | |
|--|--|
| How many participants are expected to take part in the requested training? | |
| Do the participants know each other? | |
| How experienced are the participants within ELSA? | |
| Do the participants have any previous knowledge on the requested training topic? | |

| Additional Information | |
|--|--|
| Do you have a preference for a specific NTP Trainer? If yes, please specify. | |
| Do you have any further comments? | |

ANNEX 3: SAMPLE NTP TRAINING EVALUATION FORM

NTP Training Evaluation

Please help us in our work by sharing your feedback, experience and comments with us about the training session. Thank you very much.

ELSA Group:

Date:

Topic:

What expectations did you have of this training?

- a. _____
- b. _____
- c. _____

Please reply to the following questions by rating.

- | | <i>Not at all</i> | <i>Very much</i> |
|--|---------------------|------------------|
| a. To what extent did the training meet your expectations? | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | |
| b. Would you recommend the training to your colleagues/friends? | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | |
| c. To what extent would you put the skills learnt into practice? | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | |
| d. How satisfied were you with the games/group tasks you took part in during the training? | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | |

What did you like best in the training?

How could we improve the training?