

STEP HANDBOOK



elsa

The European Law Students' Association

Table of Contents

Acknowledgment	4
Foreword	5
Glossary	6
ELSA	7
STEP	8
STEP in a nutshell	8
STEP history	8
The structure of STEP	9
Job Hunting (JH)	9
Student Hunting (SH)	9
Matching	9
Selection	9
Reception	9
Evaluation	9
STEP Calendar	10
JH Deadline	10
STEP Countdown and STEP Launch	10
STEP Week	10
External SH Deadline	10
Internal SH Deadline	10
Matching	10
Selection Results Deadline	10
Earliest Traineeship Start	10
Useful tools	11
The International Council Meeting Decision Book (DB)	11
The Statutes and Standing Orders (SSO)	11
ELSA Officers Portal	11
STEP Family	12
The Director for STEP Coaching	12
STEP Expansion Team	12
STEP Trainees Team	12
Director for STEP Promotion	12
Director for Professional Development	12
Communication checklist	12
EI <> NG	12
NG <> NG	13
NG <> LG	13
LG <> LG	13
Communication tools	13

STEP mailing list	13
Facebook	14
Job Hunting (JH)	15
Remote Traineeships	15
New TNPs	15
Scope of search	15
Tips	15
JH contact database	16
Approaching a prospective TNP	16
Email	16
Phone call	19
Personal meeting	20
Arguments	21
The benefits of becoming a STEP Traineeship Provider	21
Frequently heard arguments against STEP	21
Existing TNPs	25
Traineeship Specification Form (TSF)	26
TSF, step by step	26
General information	26
Contact Person	26
Type of organisation	26
Information about the Traineeship	27
Educational level	27
Language skills	27
Legal skills	28
Trainee tasks and additional information	28
Student Hunting (SH)	29
STEP promotion	29
SH frequently asked questions	30
SAF, step by step	32
Membership	32
English language	32
Substantial connection	32
Number of applications	32
Personal information	32
Educational background	33
Language skills	33
Legal skills	33
CV and additional documents	33
Motivation letter	33
Verification of applications	34

Matching	34
Selection	34
Reception of STEP Trainees	36
Preparation	36
Preparing the trainees	36
Preparing the TNPs	36
Integration	38
First days	38
Reception programme	38
Evaluation	39
Evaluation documents	39
Pre-Traineeship Evaluation Form (Pre-TEF)	39
Post-Traineeship Evaluation Form (Post-TEF)	39
Evaluation Form (EF)	39
Transition	40
General ELSA transition	40
STEP transition	40
Transition tips	40
Lack of STEP transition	42
Contacts	43
Vice President in charge of STEP	43
ELSA International	43
Other useful information	43

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2. Foreword

Dear STEP Officer,

Congratulations!

The fact that you are reading this Handbook means that you have already made the excellent choice of becoming a STEP Officer. It is my pleasure to have you in our big and ever-growing STEP family!

This STEP Handbook is a collective effort stretching over generations, updated by ELSA International on a yearly basis (and even during the term, if necessary). This reflects the true nature of STEP perfectly as a dynamic Project of ELSA where we, the STEP Officers, always take lessons from the past, innovate for contemporary solutions, and plan for a brighter future. I hope this updated version of the STEP Handbook will help you through every step of your ELSA journey.

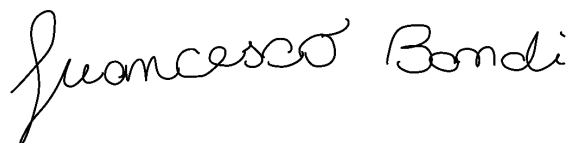
Bear in mind that this Handbook is not meant to be an exhaustive source of information. Thus, rely on our big Network of over 300 STEP Officers in the 44 different ELSA National Groups for answers, ideas for solutions, and support whenever necessary.

I hope you enjoy what you are about to lay your eyes upon. Please do not hesitate to get in touch if you have any questions or ideas for improvement – all input is always highly appreciated.

STEPfully yours,

Francesco Bondi

Vice President in charge of the Student Trainee Exchange Programme
ELSA International 2020/2021



3. Glossary

DB	International Council Meeting Decision Book
EF	Evaluation Form
EI	ELSA International
IB	International Board
ICM	International Council Meeting
IFP	International Focus Programme
JH	Job Hunting
KAM	Key Area Meeting
ISM	International Strategy Meeting
ITM	International Training Meeting
LB	Local Board
LG	Local Group
NB	National Board
NG	National Group
OYOP	One Year Operational Plan
SAF	Student Application Form
SH	Student Hunting
SOS	STEP Online System
SSO	Statutes and Standing Orders
STEP	Student Trainee Exchange Programme
TA	Traineeship Agreement
Pre-TEF	Pre-Traineeship Evaluation Form
Post-TEF	Post-Traineeship Evaluation Form
TN	Traineeship
TNP	Traineeship Provider
TPI	Traineeship Provider's Interface
TSF	Traineeship Specification Form
VP	Vice President

4. ELSA

ELSA, the European Law Students' Association, is the world's largest independent law students' association. It is an international, independent, non-political, non-profit organization established in 1981 by and for law students and young lawyers.

ELSA offers law students and aspiring legal professionals across the 44 member countries the perfect platform to develop their interpersonal, academic and professional skills, and create a diverse network of like-minded individuals.

Vision

A just world in which there is respect for human dignity and cultural diversity.

Purpose

To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers.

Means

- To provide opportunities for law students and young lawyers to learn about other cultures and legal systems in a spirit of critical dialogue and scientific co-operation;
- To assist law students and young lawyers to be internationally minded and professionally skilled;
- To encourage law students and young lawyers to act for the good of society.

5. STEP

5.1. STEP in a nutshell

ELSA's activities fall into three Key Areas, namely (1) Seminars and Conferences; (2) Academic Activities; and (3) the Student Trainee Exchange Programme, **STEP**.

STEP offers bi-annually opportunities for ELSA members to gain first-hand legal work experience at a variety of organisations (*inter alia* law firms, companies, banks, universities, public and private institutions, and courts) in different jurisdictions in and even outside of Europe.

Recently, STEP has also enacted the possibility to partake in such experiences in a remote manner.

Consequently, STEP complements the general recruitment schemes of organisations by providing them candidates matching their specific needs and interests.

STEP is internationally harmonised, i.e. all Local Groups (**LGs**), National Groups (**NGs**), and ELSA International (**EI**) follow the same [STEP Calendar](#) and conform to the same regulations concerning e.g. quality standards.

5.2. STEP history

STEP is the oldest project of ELSA. STEP was launched in its initial form in 1984 when law students from different European countries got the opportunity to go to Canada through the “Canadian Training Programme”. The first STEP traineeship in Europe was organised in Greenland, and soon thereafter STEP spread across Europe.

In the early days, Job Hunting (**JH**) and Student Hunting (**SH**) had to be finished before the International Council Meetings (**ICMs**) since that was the occasion where the matching of the applications to the offered STEP traineeships could take place. In the late 1980's this method was found to be challenged by the increasing volume of traineeships and applications.

When the ELSA House was founded in 1994 in Brussels, Belgium, all the members of the ELSA International Board (**IB**) could finally work together in a fixed location. Alongside growing know-how and technological advancements, managing the volume of traineeships and applications became easier with the introduction of the “STEP Newsletter”. This Newsletter listed all the available STEP traineeships, and it was distributed to all STEP Officers across the ELSA Network. What is more, new STEP forms were introduced in an effort to continuously improve the programme, *inter alia* the “Flexibility Sheet” which introduced the possibility of applying for up to three STEP traineeships at a time in the order of preference.

The STEP Online System (**SOS**) was consequently introduced to address some of the persisting procedural challenges. However, instead of solving the problems as planned, the SOS collapsed due to a technical malfunction after only a couple of years of use, which obliged ELSA International to resort again in the “good old” system of matching up until the current version of the SOS was finally launched.

To this day, STEP continues to be an attractive programme for both ELSA members and organisations alike across the 44 NGs. STEP never stopped evolving, and with the input of all the active and determined STEP Officers, STEP will remain the most dynamic Key Area of ELSA for the years to come.

5.3. The structure of STEP

Each STEP calendar year starts on the first day of August and finishes on the last day of July., and it is divided into two periods known as the **STEP Cycles**. Each Cycle consists of the following parts:

5.3.1. Job Hunting (JH)

JH refers to the acquisition of new STEP Traineeship Providers (**TNPs**) and the maintenance thereof as part of the programme. JH is conducted throughout the year on local, national and international levels. There is one **JH Deadline** per Cycle (see below).

5.3.2. Student Hunting (SH)

SH refers to the promotion of the STEP Traineeships to both law students and young lawyers, and the encouragement of applications. SH is conducted mainly on local and national levels. There is one **External SH Deadline** and one **Internal SH Deadline** per Cycle (see below).

5.3.3. Matching

Matching refers to the process of verifying applications and pre-selecting those applications which meet the criteria set by the respective TNPs. Matching is conducted by EI. There is one **Matching Deadline** per Cycle (see below)

5.3.4. Selection

Selection refers to the ranking of the matched applicants, and the final selection of the applicants to whom the traineeship offer shall be sent. Selection is conducted by TNPs on the Traineeship Providers' Interface (**TPI**). There is one **Selection Results Deadline** per Cycle (see below).

5.3.5. Reception

Reception refers to the preparation for the trainees' arrival and the integration of the trainees during their traineeships. Reception is conducted by the Hosting Group, i.e. the ELSA Group in charge of the communication with the TNP. Inline with the recent implementation of Remote Traineeships, EI has also introduced [Quality Standards](#) for on-site and digital reception.

5.3.6. Evaluation

Evaluation refers to (1) the initial expression of the expectations of the future trainee through the [Pre-Traineeship Evaluation Form](#) (Pre-TEF) and (2) the final rating and evaluation of the of the STEP experience by both trainees through the [Post-Traineeship Evaluation Form](#) (Post-TEF) and TNPs through the [TNP Evaluation Form](#). The Hosting Group is responsible for reminding the respective TNPs and trainees to fill in the final evaluation forms, whilst EI is responsible for sharing the Pre-TEFs with the selected applicants. EI sends certificates directly to trainees and TNPs who have completed both evaluation.

5.4. STEP Calendar

The life of a STEP Officer is structured around the [STEP Calendar](#). The STEP Calendar is published by EI at the beginning of each term, and it sets the deadlines which shall be respected by STEP Officers on every level across the ELSA Network.

5.4.1. JH Deadline

The date by which each [Traineeship Specification Form \(TSF\)](#) must be submitted to EI in order for the respective TNP to take part in the STEP Cycle.

5.4.2. STEP Countdown and STEP Launch

An international marketing campaign coordinated by EI throughout the week before the STEP Launch, i.e. the date when all STEP traineeships are published and the Student Application Form (**SAF**) becomes available on the STEP website.

5.4.3. STEP Week

An international promotion campaign coordinated by EI throughout a week during both Student Hunting Periods. The STEP weeks showcase general information regarding the programme, as well as experiences and testimonials from Trainees, Traineeship Providers and events at the local and national level.. The schedule and guidelines for the STEP weeks are shared by EI before each STEP Launch.

5.4.4. External SH Deadline

The date by which the SAFs must be submitted online.

5.4.5. Internal SH Deadline

The date by which local and national STEP Officers must have verified and approved all applications by their respective ELSA members in the SOS.

5.4.6. Matching

The period during which EI shortlists the applications meeting the requirements specified by TNPs. After Matching is completed, a list of qualified applicants is provided by EI to the TNPs, available in the TPI.

5.4.7. Selection Results Deadline

The date by which TNPs must have completed the final selection of applicants to whom they wish to send a traineeship offer. EI notifies directly the applicants about the selection results via email.

5.4.8. Earliest Traineeship Start

The date of the earliest possible start of STEP traineeships. Traineeships may start flexibly any time after this date.

5.5. Useful tools

5.5.1. The International Council Meeting Decision Book (DB)

The [DB](#) is an official record of all the decisions adopted by ELSA at ICMs, and it binds ELSA as a whole from local to national and international levels.

Make sure to read the STEP part of the DB! It includes important regulations concerning the STEP procedure, STEP responsibilities, and the penalty system. It is a good idea to familiarise yourself with the **external relations** part of the DB, too.

5.5.2. The Statutes and Standing Orders (SSO)

The [SSO](#) is comparable to the “constitution” of ELSA, laying the foundations and purpose of ELSA (and STEP). It is shorter and more generic than the DB, yet it is crucial to familiarise yourself with the SSO.

5.5.3. ELSA Officers Portal

The [STEP section of the ELSA Officers Portal](#) is the holy grail of any STEP Officer. It contains useful documents (e.g. the TSF, agreement templates with TNPs and applicants, the evaluation forms, etc.), statistics, handbooks (e.g. the STEP Calendar, how to upload a TSF, how to approve a SAF, etc.), presentations, and marketing materials.

5.6. STEP Family

As a STEP Officer, you can be sure that there are other local and/or national STEP Officers facing similar issues as you are throughout the year. There is a lot we can learn from each other, and thus effective communication and collaboration is crucial for securing sustained mutual STEP success.

5.6.1. The Director for STEP Coaching

The Director for STEP Coaching is the primary point of contact for all training needs or questions.. They are the contact persons between EI and NG/LGs.

The Director focuses on the overall strategy and coordination of Network Coaching. The Director shall be the first point of call for general STEP queries. The Director for STEP Coaching also ensures that the network is updated on all relevant discussions and news.

5.6.2. STEP Expansion Team

Previously known as the “Job Hunting Team”, the STEP Expansion Team of EI searches for new prospective TNPs outside the realm of NGs in different regions of the world, The STEP Expansion team, works in unison with the External Relations team of ELSA International and as part of the overall external relations strategy.

5.6.3. STEP Trainees Team

Previously known as the “STEP Matching Team”, the STEP Trainees Team of EI is in charge of various aspects and procedures relating to applicants and trainees, including, *inter alia*:

1. Conducts matching;
2. Liaises with all prospective applicants and trainees, including external applicants;
3. Focuses on the Evaluation Framework for the Project.

5.6.4. Director for STEP Promotion

The Director for STEP Promotion works towards the renewal of the overall STEP marketing strategy and ensures the smooth implementation thereof internationally.

5.6.5. Director for Professional Development

The Director for Professional Development focuses on the overall strategy and coordination of the Professional Development Strategy. The Director ensures the smooth operation and implementation of Professional Development projects.

5.7. Communication checklist

5.7.1. EI <> NG

- NGs must contact EI through the [Contact Approval Form](#) when they want to approach an **international contact**.

- EI must contact the NG when it wants to approach that NG's **national contact**.
- EI sends important updates to all NGs via the **STEP mailing list**.
- NGs should first try approaching the Director for STEP Coaching with any questions they might have, and then reach directly to EI via **email** or on **Slack** if necessary

5.7.2. NG <> NG

- Most National STEP Officers may be facing the same problem, and thus it may be beneficial to share the problems and potential solutions with others by contacting the respective STEP Officer directly, messaging the STEP mailing list, or in the ELSA STEP Team Facebook group.
- You will meet most of the National STEP Officers at ICMs, and you may consider visiting the National Council Meetings (**NCMs**) of other NGs.

5.7.3. NG <> LG

- National STEP Officers should keep a close track of the activities of the Local STEP Officers in order to be there to support and maintain quality standards, which could happen through e.g. a national STEP mailing list, a messenger group, a Slack workspace, or a Facebook group.
- NCMs are a good way to provide STEP training, and it is beneficial to try to meet Local STEP Officers in person whenever possible and organise different training events (even online).
- Local STEP Officers should communicate any problems and questions first to the National STEP Officer who may refer the matter further to EI if necessary.

5.7.4. LG <> LG

- Local STEP Officers should keep closely in touch with each other, sharing problems and the solutions as the challenges faced may be very similar for the LGs of a NG.

5.8. Communication tools

5.8.1. STEP mailing list

The STEP mailing list (ELSA-STEP@listserv.elsa.org) reaches the inbox of each local, national and EI STEP Officer. To subscribe to the mailing list, simply send an email to the VP STEP of EI (step@elsa.org). Generally, only national STEP Officers write to the list, and thus local STEP Officers wanting to reach out to the list should approach their respective national STEP Officer first.

Be cautious when responding to a message sent from the list – your reply is sent to everyone on the list as default. Avoid attaching large files to your emails and rather provide a link to any documents, if possible.

Examples when to use the STEP mailing list:

- Introducing yourself to the other STEP Officers;
- Disseminating your NGs autumn and spring activity reports before the ICMs;

- Sharing events available to international participants in your country; and
- Discussing STEP-related proposals before an ICM.

5.8.2. Facebook

The [ELSA STEP Team Facebook group](#) is open for all local and national STEP Officers. The group is used to post STEP-related reminders, information, and more informal content. However, please avoid contacting the VP STEP of EI on Facebook, and rather resort to sending the message on Slack or via email to avoid your message being unattended.

Moreover, whenever EI shares a publication on Facebook (and other social media alike), make sure to share the post with your ELSA network!

6. Job Hunting (JH)

JH refers to the acquisition of new and the maintenance of old TNPs which are promoted on the STEP website twice a year when the application period is open.

JH is conducted on all levels by STEP Officers throughout the year.

Ideally, JH starts as soon as you start your term in office as this may help you to establish good professional relations with the TNPs.

All the JH documents are available under the [STEP section of ELSA Officers Portal](#).

▪ Remote Traineeships

Due to the recent circumstances and challenges presented by the outbreak of the novel COVID-19 virus, remote STEP Traineeships were introduced as a means of continuing the STEP Programme in a socially responsible way. You may refer to the new [Annex for Online Traineeships](#) for further information and guidelines.

6.1. New TNPs

6.1.1. Scope of search

STEP traineeships must be offered in a law-related area, yet the TNPs do not have to be law firms. The general rule is that the TNP must be able to provide legal work of some kind to a trainee.

STEP Officers can freely contact organisations which are located in their respective territory. If you wish to approach an “**international contact**”, i.e. law firms situated in five (5) or more countries with over 100 legal professionals (as stated on their website), or other organisations active in more than five (5) countries, you must first request for the permission of EI (see the “External relations” part of the DB).

Similarly, if you wish to approach an organisation located in another country, you must first request for the permission of the NG active in that country or EI.

6.1.2. Tips

- Check what types of STEP traineeships have been offered previously in other countries;
- Contact your local/national ELSA alumni;
- Check with which organisations your ELSA Group is already collaborating/partnering;
- Use personal contacts of your own and the members of your ELSA Group;
- Get support from your university (a recommendation from a professor for ELSA is valuable and persuasive in JH); and

- Check different legal directories (e.g. Legal 500, Chambers & Partners, Martindale-Hubbell International Law Directory) and LinkedIn for inspiration who to contact.

6.1.3. JH contact database

Creating and maintaining a database of organisations and contacts is strongly encouraged for proper and sustainable knowledge management purposes.

- The database could be created on the national level and shared with all the LGs.
- The information included in the database should cover *inter alia* whether the organisation has been contacted already (when, by whom, what was the outcome), the area in which the organisation is active, etc.
- It is beneficial to collaborate with the President in creating and maintaining the database to avoid unnecessary collusion in external relations strategy. Moreover, when the President is negotiating partnership packages, note that STEP can be incorporated therein.
- The Secretary General can assist in gathering information about your alumni network.

6.1.4. Approaching a prospective TNP

As the representative of ELSA, you enter negotiations with prospective TNPs as an equal (cf. B2-B2), having something of added value to offer to them.

- Do your research! Familiarise yourself with the organisation's history, work, expertise, and method of recruiting its staff (interns in particular). This enables you to personalise the contact and directly draw the organisation's attention to the reasons why getting a STEP trainee will be so beneficial to them specifically.
- STEP has the potential for establishing wider future cooperation between the organisation and ELSA (e.g. judging a moot court competition, providing a lecture at an ELSA Winter or Summer Law School, etc.). Thus, it may be a good idea to model your approach with this in mind, reflecting the organisation's interests on the basis of your ground research.
- There are various options regarding who to contact from an organisation. If you have a personal contact, approach them directly or ask them who is the best suited person to approach. Alternatively, look for the contacts in charge of the human resources and recruitment, or the managers of the given organisation/department.

6.1.5. Email

For the first email to a prospective TNP:

- Prepare a short description about STEP and ELSA (our reach and diversity, facts and figures, prestigious partnerships, etc.);
- Explain how the organisation's role as a TNP would look like;
- You can attach informative promotional material to the email in order to cover the basics more efficiently (collaborate with the Marketeer to create a strategy and promotional materials to grasp the attention of the prospective TNPs even more effectively);

- Use a formal tone and keep it concise – organisations generally grant only a glance to unsolicited emails like these, so you must work to catch their attention;
- Avoid using abbreviations and mass campaigns as much as possible (serial emails frequently end up in the junk folder automatically).

Having a follow-up strategy is crucial, since the organisations do not often respond to the first email. For example, it is recommended to call the organisation some workdays after your first contact.

Below is a **sample email** for reference:

<i>Title</i>	E.g. “Interns from the European Law Students’ Association”
<i>Introduction</i>	<p>Dear Mr./Ms. _____,</p> <p>My name is _____ and I am the Vice President in charge of the legal recruitment and traineeship programme of the European Law Students’ Association in _____.</p> <p>I am contacting <u>[name of the organisation]</u> since you actively work with <u>[the area of activity, e.g. human rights advocacy and medium-length projects in different jurisdictions]</u>. I am confident that your organisation would substantially benefit from a greater exposure to ELSA members.</p> <p>ELSA is the world’s largest independent association for law students and young lawyers. We are present in 44 countries and reach over 55,000 members at more than 300 universities in Europe. Although non-political, ELSA stands for human rights and cultural diversity, and campaigns internationally for causes such as the rule of law.</p>
<i>Body</i>	<p>One of the most popular initiatives of ELSA is the Student Trainee Exchange Programme (STEP) whereby we provide organisations like yours for free with a streamlined recruitment method for the best talent in accordance with your needs and preferences. You will view only the applications of the candidates fulfilling your requirements which you specify simply by filling the Traineeship Specification Form.</p> <p>There are two intakes for organisations per year, the next deadline approaching in <u>[amount of time]</u> on <u>[the JH deadline]</u>. <i>[You can explain the time-line more in detail here.]</i></p>
<i>Conclusion</i>	<p>How does this all sound to you? For further information, please do not hesitate to contact me – I am happy to discuss matters further with you. Attached to this email you can find more information about STEP and its benefits. I look forward to hearing from you soon and wish you a great rest of the day!</p>

6.1.6. Phone call

A phone call might be more efficient and effective than an email, and beneficial when you are seeking for the right person to approach at the organisation.

- If you have sent an email before, referring thereto creates a good ground to proceed.
- During the call, try to arrange a personal meeting or get permission to send further information via email as a follow-up.
- Preparing a script to sell STEP and ELSA before the call is a good idea, as you should aim to keep the call again as concise and professional as possible.

6.1.7. Personal meeting

Have in mind what you want to get out of the meeting – the goal of a personal meeting should be to close the deal and fill out the TSF with the organisation.

- You represent ELSA, a professional and prestigious Network, so dress up and prepare accordingly!
- Have some promotional materials with you at the meeting, including e.g. your business card and brochures of your Group's events of interest to the organisation.
- Consider taking your fellow board member (e.g. the President, the Marketeer) or a member from your STEP team to the meeting with you.

6.2. Arguments

6.2.1. The benefits of becoming a STEP Traineeship Provider

- Visibility and access to the ELSA Network of an active and aware-minded future generation of legal professionals from 44 different NGs by being advertised on the STEP website (featuring their logo and description);
- A streamlined recruitment tool customised to the needs and preferences specified by the TNP (the TNP may be very specific and e.g. require a certain language skill or expertise in a certain field of law);
- Only the best applications fulfilling the specifications of the TNP are short-listed by ELSA and presented to the TNP;
- Internationality of the STEP trainees provide many benefits, as cultural exchange is crucial for any organisation to endure rapid globalisation;
- Participating in STEP is completely free – there is no fee for being featured as a TNP on the STEP website twice a year;
- The TNP may interview or test the short-listed applicants before deciding on the final selection and the traineeship offers; etc.

6.2.2. Frequently heard arguments against STEP

“We are not a law firm” / “we do not do any legal work”

- STEP traineeships do not have to be purely legal. Trainees may be recruited for general support work or even a specific project (e.g. researching about data privacy compliance, analysing different strategies, etc.).
- Check for examples of similar “non-law” organisations which have engaged in STEP successfully.
- If the organisation does not seem to be able to provide any law-related work, try not to lose the contact nevertheless as they might be interested in cooperating with ELSA in the future.

“Our company is too small to offer any meaningful work for an intern”

- Check for examples of similar “small” organisations which have engaged in STEP successfully.
- Emphasise how getting a STEP trainee is very beneficial since it is very resource-efficient and enables the organisation to expand their portfolio.

“We are not international” / “we work with national law only”

- An international trainee can diversify the work environment, contributing with more innovative ideas through e.g. comparative legal research.
- The organisation can specify in the TSF the exact legal and language skills they require from a trainee, thus ensuring that the short-listed applicants forwarded by ELSA are fit to handle the line of (even jurisdiction specific) work at the organisation.
- Inquire whether the organisation has any ambition to expand to new markets and networks, as getting a STEP trainee contribute towards the achievement of that objective.
- Some STEP trainees have a special experience and interest in getting acquainted further with the specific jurisdiction and legal culture.

“We do not speak English”

- Organisations may require in the TSF any language skill, requiring English is not mandatory.
- Having a trainee with different language skills, including English, may be beneficial for diversifying the organisation’s portfolio.

“Having a STEP trainee creates more losses than benefits”

- Identifying the right tasks right from the beginning brings benefits both ways, and this is where your initial research about the organisation is so important (create the need for a STEP Trainee).

“We have already created the budget for this business year”

- Getting a STEP Trainee is a resource-efficient way of recruiting talent, as the procedure is simplified and streamlined for the TNPs’ net benefit.
- The remuneration for a STEP trainee should simply cover the costs of living in the given country (i.e. accommodation and food).
- If interns are generally not paid (at the specific organisation, or in the jurisdiction at issue), a STEP trainee may be paid in-kind with fringe benefits (e.g. providing lunch, accommodation, transport, etc.) or fully unpaid.
- In any case, the organisations could include a STEP Trainee for the next year’s budget – schedule another meeting in advance of fixing the budget.

“We have had a bad experience with ELSA/STEP in the past”

- Familiarise yourself with the story beforehand, and/or listen attentively to the organisation’s view on the story.
- Prepare yourself to explain what the possible reasons were (e.g. miscommunication, human mistake, *force majeure*, etc.), and assure how these issues can now be handled professionally as STEP has evolved more professional since the stated incident.
- Refer to and display the testimonials of satisfied TNPs (especially of those similar to the organisation at issue).
- Even if the organisation is not willing to cooperate with ELSA/STEP again, insights about their experience is valuable to improve STEP in your respective NG and generally (make sure to record this information in the JH database for your successors’ reference).

“We have our own internal recruitment system which works perfectly well”

- Familiarise yourself always with the way the organisations you approach recruit staff/interns.
- STEP reduces the administrative burden of organisations, and thus it can be a valuable supplement to the organisation’s own recruitment system.
- STEP reaches talent from 44 NG’s and even beyond, thus expanding and diversifying the pool of qualified candidates to recruit.
- STEP promotion makes the organisation’s brand and work known across the ELSA Network.

“We already collaborate with other student associations”

- Research with which student associations does the organisation at issue collaborate. Explain how unique ELSA is in comparison to other student associations.

- STEP may be the stepping stone opening doors for TNPs to collaborate with ELSA more generally in other areas and projects of interest to the organisation.
- STEP promotion makes the organisation known across the global ELSA Network.

“The procedure is too long”

- When explaining how the STEP procedure works, try to simplify it as much as possible. Focus specifically on what are the deadlines relevant to TNPs (selection results) and what is the earliest date for the STEP Trainees to generally start at work.
- Focus on the positive – the procedure may seem lengthy, but it is all due to promoting the TNP as extensively and effectively across the Network and ensuring that only qualified candidates are presented to the TNP in the end.

“We already have access to an international pool of applicants”

- Emphasise how ELSA members to whom STEP Traineeships are actively promoted are not just “international” but so much more.
- ELSA members are unique in the sense that they *inter alia* share ELSA’s vision for a just world and human rights, and often have a demonstrated set of transferable soft skills having been involved in other amazing ELSA projects.

“Students in the country need traineeship more than the international ones”

- A STEP trainee does not necessarily compete with same terms as the nationally sourced trainees, as the assignments suitable to the two may differ substantially (e.g. conducting a comparative legal research assignment as opposed to analysing national legislation).
- Applying for STEP opportunities is likely also available to the students of the country in which the TNP is located.

“The STEP trainee can just cancel its participation the last minute”

- This is a legitimate concern, but ultimately a normal risk involved in business generally (cf. the internal recruitment system of the organisation faces likely the same risk).
- The STEP Trainees need to sign the Traineeship Agreement (**TA**) with the TNP, and if this is done before starting to work, there is a contract to rely on when e.g. claiming for restitution against some damage caused by the last minute cancellation as specified in the terms and conditions of the said contractual document. Moreover, the TNP may require the STEP trainee to sign any other contract (conforming to respective law and standards) to safeguard the former against cancellations.
- When ranking the applicants, the TNP should think about creating a waiting list from which ELSA can swiftly notify another candidate in case of a cancellation.

“We cannot be sure if the candidates actually possess the alleged skills and qualities”

- Each application is verified and approved on local, national and international levels.
- TNPs may request for *inter alia* recommendation letters, transcripts, and even a sample of legal writing (by specifying this in the TSF).
- Before confirming their final selection by the Selection Results deadline, TNPs may request for an interview (e.g. a video conference, a phone call) with the short-listed candidates, and/or arrange a test which these candidates must complete (e.g. writing a case summary or an input paper on a given topic within a fixed time-frame).

“We cannot pay” / “we do not want to pay more”

- Mention unpaid traineeships as the last resort – emphasise the possibility of providing in-kind payment/fringe benefits where the organisation cannot offer monetary payment.
- Emphasise how well-paid traineeships attract more applicants, thus offering the organisation a greater pool of qualified candidates to choose from.
- Depending on the organisation, it might be impactful to say that the vision of ELSA centres around a “just world” which requires us to offer opportunities which are not limited to the resourceful minority of the world.

6.3.Existing TNPs

Take good care of your TNPs – make them feel appreciated!

- Engage TNPs with progress reports and remind them about the upcoming deadlines (this may help minimising the risk of unwanted cancellations by the TNP).
- Keep TNPs informed about ELSA and encourage them to get involved in other projects and events in which they could potentially be interested.
- Provide TNPs with updates about their promotion to the Network (e.g. how many applications were received in the end, etc.).
- Invite them to your NCMs or other events organised by your NG/LG.

At the end of the Cycle (e.g. when the selection is completed, or the Trainee has already arrived to work), slip the question whether the TNP would like to continue receiving STEP Trainees in the next Cycle. Remember to request the TNP to fill in the evaluation form (and provide a testimonial e.g. for future marketing purposes).

6.4. Traineeship Specification Form (TSF)

The TSF is filled in by TNPs. Nevertheless, a STEP/ELSA Officer may complete the TSF on behalf of the TNP with an explicit permission to do so. The TSF should be filled in and submitted online by the JH Deadline.

The TSF constitutes a **contract between ELSA and the TNP**. The contract requires the TNP to fulfil a set of specified obligations of due diligence when filling in the TSF (*inter alia* providing a copyright-free images and materials) and in case the TNP chooses to have STEP trainees.

In case the TNP does not fill in the TSF themselves, STEP Officers should make them sign the TNP Contract separately.

6.5. TSF, step by step

6.5.1. General information

- **Name of the organisation** = The full name, including the relevant department/branch (e.g. (“University of Hollywood, Department of Law”). Request for the permission to translate the name in English, if the name of the organisation is not in English (e.g. “Kansaneläkelaitos” could be promoted better as “KELA – the Social Insurance Institution of Finland”), or even if it is complicated/ambiguous (better and more informative promotion could be to add a descriptive tag line after the firm name, e.g. “a leading Ukrainian M&A law firm”).
- **Short description of the organisation** = The more informative and engaging the description, the more attractive the TNP is for the applicants. Thus, remind the TNP to provide a good yet concise description of their organisation and activities, or write one yourself (e.g. year of establishment, notorious for what, the size, expertise in, etc.).
- **Country + city** = Make sure to choose correctly from the drop-down list.
- **Address + phone + email** = This information is not publicly visible, but necessary for ELSA to establish contact the organisation if necessary.
- **Website** = Not required, but highly encouraged, as it provides more information and thus may persuade more applicants to apply.
- **Logo** = Not required, but highly encouraged as well. All images uploaded must be copyright-free (i.e. the permission of the copyright owner to use the image), as ELSA releases itself from any third-party claims of intellectual property infringements.

6.5.2. Contact Person

- **Name + surname + phone + email + ELSA alumni** = None of this information is publicly visible, but necessary for ELSA to establish contact if necessary.

6.5.3. Type of organisation

- **Academic/educational institute** = An academic or professional training institution
- **Commercial enterprise** = A business unit
- **Consultancy** = An organisation providing professional expert advice

- **Financial institution** = A financial institution providing different financial services
- **Intergovernmental organisation** = A supranational organisation of States or organisations
- **Law firm** = An organisation providing professional and qualified legal advice
- **NGO** = A local/national/supranational non-governmental organisation which are independent of governments and governmental organisations (usually also non-profit)
- **Notary** = An organisation/person providing legal formality services (e.g. certification)
- **Public institution** = A local/national/supranational executive body
- **Other** = Anything else not mentioned above, e.g. “charity”, “legal advice centre”, “court”, etc.

6.5.4. Information about the Traineeship

- **Location of the Traineeship:** The Traineeship may take place either “on-site” physically or “remotely.”
- **Starting and ending date** = If the TNP has a flexible timeframe in mind during which it could receive trainees, mark down the earliest and latest dates of this timeframe (“preferred start date”, “preferred end date”).
- **Trainee duration** = If the TNP has a flexible duration in mind, mark down the minimum and maximum length of duration of this scale, indicating the relevant time unit (i.e. week, month).
- **Number of hours per week** = The indicative workload of trainees
- **Number of Trainees you want to take** = The indicative hosting capacity of the TNP during the whole Cycle (not simultaneously necessarily)
- **Payment after deductions** = If the remuneration amount is flexible, mark down the minimum and maximum amounts of this scale, indicating the relevant currency of payment and the time unit (e.g. €100/week).
- **Other benefits** = In-kind payments in fringe benefits, which the TNP should further specify at the bottom of the TSF under “additional information”.

6.5.5. Educational level

The education requirement is a minimum requirement, i.e. where the TNP requests for “graduate bachelor”, undergraduate students are not eligible to apply whereas both graduate bachelor, graduate master, and postgraduate PhD applicants may all apply.

- **Undergraduate** = The applicant has not received his/her first Bachelor’s degree yet and is still enrolled in the Bachelor studies by the start date of the Traineeship.
- **Graduate Bachelor** = The applicant has graduated with a Bachelor’s degree by the start date of the Traineeship.
- **Graduate Master** = The applicant has graduated with a Master’s degree by the start date of the Traineeship.
- **Postgraduate PhD** = The applicant is pursuing or has completed higher education (PhD).

6.5.6. Language skills

The TNP may request under this section for up to three (3) language skills. Like the other sections, this selection is considered as mandatory requirements during Matching. Thus, any preferences, which are not strict requirements, should be further elaborated under the “additional information”.

- **Basic** = Cf. A1/A2; the applicant has an overall understanding of the language and can communicate in simple terms, engage in routine tasks, etc.
- **Good** = Cf. B1/B2; the applicant has deeper understanding of the language and can communicate concrete matters and even some analytical and abstract concepts.
- **Fluent** = Cf. C1/C2; the applicant can understand complex communication and communicate with spontaneity and ease, including technical discussions in the field of his/her professional/academic specialisation, with native speakers.

6.5.7. Legal skills

A new limitation was introduced at ICM Baku in 2019. For traineeships requiring undergraduates, the TNP may specify up to two (2) advanced legal skills. Furthermore, the TNP may specify a total of five (5) legal skills required. If the TNP requests the possibility of adding more, they should do so in the “Additional Information” section of the TSF.

- **General** = The applicant has completed a basic/introductory course on the subject, and thus is familiar how to navigate the contingent themes of this legal subject.
- **Advanced** = Building on the “general” level, the applicant has deeper knowledge in the subject by having taken an additional course to study the subject, conducted legal research on the topic (e.g. thesis, ELSA Legal Research Group, etc.), completed additional activities on the topic (e.g. work experience, essay competition, moot court, etc.).

6.5.8. Trainee tasks and additional information

- **The tasks and responsibilities of the Trainee(s)** = The better the overview, the more informed applicants the TNP receives.
- **Additional requirements/information** = The TNP should elaborate here anything that was left unsaid in the form before.

7. Student Hunting (SH)

SH comprises of (1) promoting the STEP traineeships to ELSA members, law students, and young lawyers generally, and (2) verifying the submitted SAFs. Similar to JH, SH runs around the year in terms of STEP promotion, but it intensifies between the STEP Launch and the External SH Deadline.

7.1. STEP promotion

Plan ahead! Create a strong STEP promotion strategy with the Marketeer at the beginning of the term in advance of the most intense SH period.

- **STEP Countdown** = The week before the STEP Launch, EI publishes countdown posters on social media channels to create a hype. Thus, these posts should be shared on national and local levels to spread the message as extensively and effectively as possible.
- **STEP marketing kit** = EI publishes a zip file with STEP marketing materials (e.g. templates for social media posts and physical copies of promotional material, Facebook cover photos, etc.) around the STEP Launch.
- Organise different events and campaigns on national and local levels to encourage the prospective applicants to apply for the opportunities, e.g. workshops on writing CVs and cover letters.
- Use the testimonials of your ELSA members who had done a STEP Traineeship in the past.
- Be creative with the use of social media channels.
- Seek agreements with external platforms to have them post about the STEP opportunities (e.g. university websites, students' portals, career websites, your ELSA group's partners, etc.).

7.2. SH frequently asked questions

Almost all Members of the Network recognise the name of STEP. Unfortunately, only few of them know STEP in detail, including the procedure. Consequently, a great number of questions arise. STEP Officers should be able to immediately answer the questions of the prospective applicants, including the examples listed below.

“I am afraid my application will be rejected since everyone can apply for three Traineeships.”

- Applicants can see the number of applications received for each Traineeship when the applications are open. This way, they may avoid positions that have received already many applications. Also, STEP Officers may provide further information about the “availability” of the Traineeships.
- Applicants should focus on the quality of their application, including the motivation letter, and performing well during the interviews which may be conducted by the Traineeship Provider.

“I am too young/still an undergraduate applicant.”

- Undergraduate students should not be afraid of applying for STEP! A great percentage of the Traineeships are open for undergraduate students, cf. the requisite minimum level of educational level.
- STEP Officers should have some testimonials of previous undergraduate Trainees to display.

“The STEP procedure takes too long.”

- STEP gives every applicant the best opportunity from a large pool of Traineeships in and outside of Europe. Thus, STEP Officers need to follow a serious and professional procedure in order to give fair consideration for each application.
- Moreover, Trainees are given the flexibility to choose the best place to apply and to agree the most convenient time for the period of doing the Traineeship with the Traineeship Provider.

“There is no personal contact with the Traineeship Provider during the process.”

- The Traineeship Providers are known by ELSA and the respective STEP Officers.
- If a Traineeship Provider had been problematic or not trust-worthy in the past, it would not be able to be part of STEP any longer.
- STEP Officers should have at hand testimonials about Traineeship Providers by previous Trainees.

“I am afraid of living and working abroad for such a long time.”

- Trainees are welcomed by an ELSA Hosting Group in charge of the preparing and helping the Trainees before and throughout their stay.
- This means that the Trainees may get help when looking for housing, getting from the airport to the accommodation, finding Internet access, and so on.
- The Hosting Group organises events for the Trainees and may even invite them to general ELSA events in order to foster mutual understanding between different cultures and to assist the Trainees to get familiarised with the surroundings of the Traineeship.

“There are other exchange programmes than STEP.”

- STEP is ELSA's oldest project and targeted exclusively to law students and graduates. Thus, the Traineeship Providers have legal focus and STEP enables the Trainees to familiarise with the legal science and culture in general.
- The Trainees have the chance to broaden their horizons and connection through connecting with other ELSA members and Trainees.
- Moreover, STEP usually has more financial benefits in comparison with other exchange programmes.

"I do not have the financial capacity to participate in STEP."

- All Traineeships, apart from the "pro bono" ones that generally only hire volunteers, are paid to the level that they should cover the general living expenses (i.e. modest accommodation, food) in the respective country of the Traineeship.
- Applicants, however, need to cover the expenses related to *inter alia* their travels and visa.
- Note that STEP enables you to apply for external funding in many cases (e.g. Erasmus+ if your Traineeship is longer than eight weeks in duration).

7.3. SAF, step by step

7.3.1. Membership

- Only ELSA members may apply for STEP.
- Individuals from countries not covered by an ELSA Group may apply to STEP through the External Applicant status subject to the payment of the External Applicant Fee. The Fee is decided at the discretion of EI.
- Local and National STEP Officers must be in contact with the applicants and check their alleged membership in the LG/NG at issue (collaborate with e.g. your Secretary General).

7.3.2. English language

- The SAF must be filled in English in its entirety, including the motivation letter and the CV.
- Any additional documents, as requested by the TNP, may be in another language than English if so specified or appropriate in the circumstances.

7.3.3. Substantial connection

Applicants cannot apply for STEP opportunities hosted in the country of their respective ELSA Group (e.g. a member of ELSA United Kingdom could not apply for a STEP traineeship organised in the UK even if the applicant was not a UK citizen), unless:

- If the STEP traineeship is an “international” one (TN code “EI”) and organised in a country where a NG exists, the members of that NG are also eligible to apply for that STEP opportunity (e.g. the Council of Europe STEP traineeships organised in France are available for members of ELSA France as well).
- If the member of a NG is an exchange student or a postgraduate student who studied elsewhere prior, that applicant may apply for STEP opportunities in the country where the NG exists.

7.3.4. Number of applications

- Each applicant may submit one SAF per each Cycle.
- Each applicant may apply for up to three different STEP traineeship opportunities per SAF.

7.3.5. Personal information

- The personal information, including the contact details, will be forwarded to the respective STEP Officers on the local, national and international levels, and the respective TNP. This way the STEP Officers can verify the application and inform the applicant about the results, and the TNP can contact the candidates for an interview where necessary.

- By choosing the NG and the LG, the application is forwarded automatically in the SOS to the respective STEP Officers' review.

7.3.6. Educational background

- The names of the universities written by the applicant will be visible to the TNP directly.
- Ensure that the applicants' study level matches with the minimum requirements of the TNP. It is sufficient that the applicant reaches the required study level by the time of starting at the traineeship (e.g. an undergraduate applying in the spring for a STEP traineeship requiring "graduate bachelor" and starting after the applicant's graduation date).

7.3.7. Language skills

- Ensure that the applicants' language skills match with the minimum requirements of the TNP.
- For each language skill claimed by an applicant, local or national STEP Officers must verify the alleged level by collecting certificates or other proof (cf. section below on verification).

7.3.8. Legal skills

- Ensure that the applicants' legal skills match with the minimum requirements of the TNP.
- For each legal skill claimed by an applicant, local or national STEP Officers must verify the alleged level by collecting certificates or other proof (cf. section below on verification).

7.3.9. CV and additional documents

- Each application must contain a CV attachment (PDF) written in English.
- Additional documents, as requested by the TNP, may be in English or any other language as required in the circumstances.

7.3.10. Motivation letter

- For each STEP traineeship applied, there must be one customised motivation letter written in English for each. The motivation letter is written into the free-text space in the SAF.
- The maximum length of each ML is 5,000 characters including spaces.

7.4. Verification of applications

After the SAF has been submitted by the applicant, the respective local/national STEP Officer can view it in the SOS. Thus, it is important that you actively log into the SOS and keep an eye on the new applications appearing for your review between the STEP Launch and the External SH Deadline.

When there is a new SAF, it needs to be reviewed and accepted by both local and national STEP Officers in the SOS. The local STEP Officer should contact the applicant as soon as possible after noticing the SAF in the SOS, and verify at least the following before approving the SAF:

- **Membership status** = Check that the applicant is actually a member of the LG;
- **Minimum criteria** = Check that the skills that the applicant alleges to possess meet all or most of the minimum requirements of the TNP(s).
- **Study level** = Check that the applicant's educational level by the start date of the traineeships applied for meets the minimum requirements of the TNP(s).
- **Language skills** = Check that the applicant has proof for each skill claimed.
- **Legal skills** = Check that the applicant has proof for each skill claimed. (Be cautious where the applicant claims to be advanced in multiple legal skills.)
- **Motivation letter + CV** = Check that the documents fulfill the necessary stylistic and professional requirements (e.g. political correctness, etc.).

In order to complete the verification process, please refer to the [Verification & Matching Guidelines](#) released by EI before each Cycle.

Once reviewed and approved by the local Officer, the SAF can be reviewed and approved by the national Officer. Only after the national Officer has approved the SAF in the SOS by the Internal SH Deadline, the SAF is forwarded to EI and the TNPs.

The SAF can be altered until the Internal SH Deadline by the respective local/national STEP Officers if necessary (e.g. fixing the language skills, etc.).

7.5. Matching

Matching is conducted by EI after the Internal SH Deadline. During Matching, the applicants meeting the criteria of the TNPs are shortlisted and eventually forwarded to the TNPs to do the final selection.

Once Matching is finalised, the lists of qualified candidates appear in the TPI to which each TNP has their own login details. These login details are sent by EI first to the respective NG which shall forward the details to either the TNP directly or the responsible LG.

7.6. Selection

The final selection of STEP Trainees is done by the TNPs independently of EI. The TNPs choose the number of Trainees they wish to receive and rank the candidates in the TPI in the

order of preference. Remind the TNPs that they can rank even more candidates than they would like to take, since this way the TNP has a waitlist of candidates securing against any potential cancellations.

The selected applicants are notified via email by EI the latest by the Selection Results deadline.

8. Reception of STEP Trainees

Reception starts the moment an applicant is selected by a TNP and notified thereof by EI, and it continues until the end of the traineeship. Reception can be divided into (1) Trainee Preparation and (2) Trainee Integration.

The STEP Officer of the Hosting Group is the main responsible person for Reception, acting as the contact person between the trainees, the Hosting Group, and the TNP. The STEP Officer of the Hosting Group should refer to the [Reception Quality Standards](#) in order to prepare their Reception Strategy and be aware of their responsibilities.

8.1. Preparation

Preparation of trainees runs from the moment when a trainee has been selected for a traineeship until the trainee arrives in the country/city for the traineeship.

8.1.1. Preparing the trainees

- Get in touch with the trainees and put them in touch with the TNP in order for them to settle the dates of the traineeship and fill out the TA.
- Send the trainees more information about the traineeship, the TNP, the city, the culture generally, etc.
- Maintain communication with the trainees after the initial contact (e.g. email, WhatsApp, Facebook Messenger, etc.). You can also create a group for the trainees arriving at the same time to your country/city.
- Help the trainees with administrative procedures where necessary (e.g. visa, insurance, work permit, taxes, etc.).
- Help the trainees to look for accommodation where necessary. You may e.g. provide suggestions for budget-friendly options, contact agencies, and go visit places on the trainees' behalf. Inquire whether any member of your ELSA Group would be prepared to host any trainees.
- Inquire when the trainees arrive and whether they need to be picked up.
- Inquire what are the trainees' interests in order to prepare the most suitable Reception programme for their stay in your city/country.
- Prepare some Reception events (e.g. a cultural night), and/or a calendar of social events in which the trainees could participate. Create suggestions for the trainees places in your country (and cities with LGs) to visit.
- Prepare a welcome package consisting of e.g. ELSA marketing materials, maps, transportation information, cultural information, etc.

8.1.2. Preparing the TNPs

- Stay in touch with the TNP throughout SH, Selection, and Preparation processes, and provide updates whenever appropriate.
- Maintain a shared calendar/Excel with the TNP about the trainees and their start dates. It is a good idea to share also a reception calendar with the TNP with the events and activities happening during the traineeship period.

- Remind the TNP at least one week before a trainee's first day at work and inquire whether everything is ready and in order for the TNP to receive the trainee.

8.2. Integration

Integration activities run from the moment when the trainees arrive to the country/city until the end of the traineeships. You should create a calendar for this period, and periodically evaluate the experiences of the trainee and the TNP.

8.2.1. First days

- Pick up the trainees or try to meet them otherwise.
- Provide the welcome package and the necessary materials about the city/country, including information about public transportation.
- Help the trainees to their accommodation and make sure everything is in order.
- Help the trainees to get a local phone number, if necessary, and ensure that the trainees have Internet access.
- Ensure that the trainees feel comfortable about starting at their traineeship.
- Show the way to the place where the traineeship takes place and its surroundings. On the first day of the traineeship, you should go together with the trainees to the traineeship place or give clear instructions about the address and the way there.
- Show where the shops, shopping centres, pharmacies, hospitals, cafes and restaurants, historical sights and other places worth visiting, parks etc. locate in the proximity of the trainees' accommodation and workplace.

8.2.2. Reception programme

The Hosting Group should create a list of possible reception activities and share it with the trainee. Only your own imagination is the limit, as this list could include information about e.g.:

- General activities that the trainees could do (*inter alia* museums worth visiting, cinemas, theatres, pubs, discos, concerts, swimming pools, fitness clubs, bowling alleys, billiard places, libraries, book stores);
- General events in which the trainees could be interested (*inter alia* festivals, parades, etc.);
- ELSA events (e.g. NCMs, conferences, social events, etc.)

Show hospitality, friendliness, and proper ELSA Spirit!

9. Evaluation

Evaluation refers to the initial collection of the expectations and wishes of the trainee before the STEP Traineeship begins and the subsequent collection of the final feedback from both the trainees and the TNPs.

Receiving evaluations is of crucial importance, since it is a way to ensure that STEP quality keeps on improving.

In addition to periodically evaluating the experiences of the Trainee and the TNP already during the traineeship, the Hosting Group should ensure that by the end of the traineeship both parties submit a detailed evaluation of their experiences.

9.1. Evaluation documents

9.1.1. Pre-Traineeship Evaluation Form (Pre-TEF)

- The [Pre-TEF](#) is filled in and submitted by the trainees.
- ELSA International responsible for reminding the trainees about filling in the Pre-TEF.
- Encourage the trainees to complete the evaluation by reminding them that they will receive a STEP Certificate from EI, and that good testimonials are published on the [STEP website](#).

9.1.2. Post-Traineeship Evaluation Form (Post-TEF)

- The [Post-TEF](#) is filled in and submitted by the trainees.
- The Hosting Group is responsible for reminding the trainees about filling in the Post-TEF.
- Encourage the trainees to complete the evaluation by reminding them that they will receive a STEP Certificate from EI, and that good testimonials are published on the [STEP website](#).

9.1.3. Evaluation Form (EF)

- The [EF](#) is filled in and submitted by the TNPs.
- The Hosting Group is responsible for reminding the TNP about filling in the EF. It may be a good idea to arrange an evaluation meeting in person or over the phone during which the EF could be filled, and the question of continuing as a TNP in the future could be smoothly slipped in.
- Encourage the TNP to complete the evaluation by reminding them that they will receive a Certificate of Appreciation from EI, and that good testimonials are published on the [STEP website](#).

10. Transition

Transition is crucial for smooth knowledge transfer and the maintenance of progress over the years and generations. Thus, transition has to be thoroughly planned, and the preparation goes on throughout the year to ensure that knowledge and the best tricks from each part of the year are properly accounted for.

10.1. General ELSA transition

The general transition should cover *inter alia*:

- ELSA knowledge (e.g. ELSA Vision, the Strategic Goals, the general tools, etc.);
- Information specific to your ELSA Group (e.g. the activity reports), NCMs, and other specific events;
- Creating the new general OYOP;
- Team Building activities;
- Training of soft skills (e.g. negotiation, project management, strategic planning, etc.)

10.2. STEP transition

STEP transition should start the moment your successor has been elected or appointed until the new term starts. However, you should be prepared to help your successor even after your term ends with any questions that may arise. **The new [STEP Transition Toolkit](#)** was prepared in order to aid officers in their transition procedures.

STEP transition should cover *inter alia*:

- Creating a STEP-specific OYOP and roadmap with timelines for actions;
- Tips how to plan the term, keeping in mind the STEP Calendar;
- Showing where and how to access information about STEP (e.g. the ELSA Officers Portal, the STEP website, the SOS, the STEP Coaching System, the ICM DB, etc.);
- Presenting information about the past STEP Cycles, TNPs, statistics, etc.;
- Reviewing the past year(s) in terms of STEP successes and challenges, and what are the new ideas how you could have improved your work;
- Evaluating the risks and obstacles which may arise in the future, and how to tackle them;
- Unfinished work and goals to achieve (e.g. JH strategy, Reception strategy, etc.);

10.3. Transition tips

- Throughout your term, write down notes and remarks about issues as they arise;
- Focus on realistic goals;
- Create concrete transition materials (e.g. a transition checklist, a transition handbook, etc.);
- Involve your successor in your work after his/her election or appointment in the role already ahead of the “actual” transition;

- Be creative! Teach, motivate, inspire, guide.

10.4. Lack of STEP transition

If you did not receive transition, you can try to alleviate the situation by *inter alia*:

- If you are a local Officer, contacting your national STEP Officer;
- If you are a national Officer, contacting the VP STEP of EI or your STEP Coach;
- Requesting the STEP Officers of other LGs and NGs for assistance, since there might be someone who has been in your shoes, and since everyone has at some point been completely fresh to ELSA and STEP;
- Going through the materials, email, and the archive of your Group;
- Educating yourself by reading the STEP materials as mentioned in this Handbook.

11. Contacts

11.1. Vice President in charge of STEP

Email step@elsa.org
Skype VP STEP ELSA International / step@elsa.org

11.2. ELSA International

Email elsa@elsa.org
Facebook [/elsa.org](https://www.facebook.com/elsa.org)
LinkedIn [/elsa_org](https://www.linkedin.com/company/elsa_org)
Instagram [/elsainternational](https://www.instagram.com/elsainternational)
YouTube [/elsainfo](https://www.youtube.com/channel/UCsainfo)
Telephone +32 2 646 2626
Address Boulevard Général Jacques 239, 1050 Brussels, Belgium

11.3. Other useful information

STEP website step.elsa.org
ELSA website elsa.org
ELSA Officers Portal officers.elsa.org
STEP Online System step.elsa.org/login
STEP mailing list elsa-step@listserv.elsa.org