

BOARD REFORM IMPLEMENTATION HANDBOOK

INTERNATIONAL BOARD
2020/2021



elsa

The European Law Students' Association

FOREWORD

Dear Network,

Like any organisation, ours is also constantly developing. We try to keep up with changing trends, technology, needs and the expectations of our members. Usually, small amendments are enough, but from time to time it is necessary to prepare a comprehensive reform that significantly changes our functioning. This year, the time has come for ELSA to discuss the restructure of the International Board of ELSA referred to as Board reform. As one of the most important recent decisions of the Council, it will allow us to create a new reality within ELSA and facilitate the sustainable development of the organisation.

However, each reform requires preparation and proper implementation. Thus, we are excited to present you the Board Reform Implementation Handbook - a document that will be your guideline when working on introducing changes in National and Local Groups. It is the first comprehensive presentation of all changes that will be reflected in the structure of the International Board over the next two years and is intended for information and advisory purposes only. We hope you will find useful information here and dispel your doubts. Should something still be missing, remember that you can always contact the members of the International Board of ELSA for help and clarification.

Enjoy reading,

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International Board of ELSA 2020/2021

FOREWORD.....	1
GENERAL REMARKS.....	4
Why did we introduce the Board reform?.....	4
What is Board reform?	5
ABC OF THE IMPLEMENTATION	6
Create an action plan.....	6
Timeline distribution	6
RISK ASSESSMENT.....	8
Vice President in charge of Competitions.....	8
Introduction	8
1. International Moot Court Competitions (JHJMCC and HPMCC)	8
a. Introduction.....	8
b. Potential Risks.....	8
c. Steps to be taken.....	9
d. Calendar	9
2. Academic Competitions (including the ELSA Negotiation Competition (ENC) and National and Local Moot Court Competitions (NLMCC)).....	10
a. Introduction.....	10
b. Potential risks - European Final Round of the ELSA Negotiation Competition (ENC)	10
c. Steps to be taken.....	10
d. Calendar	10
Vice President in charge of Academic Activities	11
Introduction	11
1. Legal Writing	11
2. Social Responsibility initiatives	11
3. IFP and Human Rights	12
Potential Risks.....	12
Steps to be taken.....	13
1. Clarity of the area.....	13
2. Communication.....	13
3. Organisation & Implementation.....	13
4. ELSA International Team	14
Conclusion.....	14
Vice President in charge of Professional Development & ELSA Traineeships.....	14
Introduction	14

Professional Development.....	15
1. Introduction.....	15
2. Potential Risks	15
a. Losing focus of the main Traineeship and Flagship Project, STEP/ELSA Traineeships	15
b. Losing momentum and achievements due to an unclear direction.....	15
c. Potential confusion of partners and members.	16
Steps to be taken.....	16
1. Area projects.....	16
2. Organisation & Implementation.....	17
3. ELSA International Team	17
Conclusion.....	17
ELSA Traineeships	18

GENERAL REMARKS

Why did we introduce the Board reform?

Over the last few years, our Association has been discussing structural changes. It has been known for a long time that the management and division of responsibilities within the International Board is often not only ineffective, but also hinders the proper functioning of the organisation. The structure is incomprehensible to both new and more experienced members. We have significant problems in communication, explaining the differences between respective positions, and showing how we all implement the vision of the Association. In addition, some officers are overloaded with work, others deal with a disproportionately small section of activity, often leading to problems with motivation during the year and a decrease in work efficiency, or even to resignation. There is no room for sustainable development of new initiatives and projects corresponding to the changing needs of our members. The scale and exact characteristics of the problem differ depending on which level (international, national or local) we take into account, but there is no doubt about one thing - the current formula has practically been exhausted.

Considerations initiated under the previous Strategic Goals resulted in dozens of workshops, Working Groups and open discussions on our needs and expectations towards positions in the Board, starting with the international level. The lack of satisfactory implementation of the strategic plan for 2013-2018, where one of the reasons indicated was the lack of a real possibility of taking the actions described therein, forced us to question the status quo and look for a new work system. Several key moments of this process can be distinguished. During the 56th International Presidents' Meeting in Malta in February 2018, the strategic workshop defined areas for improvement and the main priorities of the new strategic plan. One of them was described as "simpler governance." Participants made it clear that systemic challenges such as complex governance, covering both the functioning of the Board and our internal meetings, should be addressed. Similar conclusions were reached by the participants of another strategic workshop during the 73rd International Council Meeting in Lviv, in April 2018: the need for increased efficiency in governance, thus making ELSA an organisation to engage with easier. They diagnosed the problem of a procedure-centered rather than a content-focused culture, and the lack of time and effort invested in long-term planning. Even then, the number of the Board members, their division of duties and the possibility of outsourcing certain services were considered.

Another important meeting was the 58th International Presidents' Meeting in Tallinn, in February 2019, fully devoted to work on the new Strategic Goals. Many hours of discussions and brainstorming sessions were aimed at clear and definitive indications of the Network's views on priority issues, including Board reform. Although the ideas were diverse, everyone agreed on one thing - a thorough reform should be carried out. The current long-term development strategy of the Association (Strategic Goals of ELSA 2019-2023 adopted during the 75th International Council Meeting in Baku in March 2019) therefore directly refers to the need to conduct a binding analysis of the status quo and prepare the implementation of the new Board structure (Goal I. Good Governance, Aim: Board reform). Due to the complexity of this issue and the multifaceted implementation process, the full duration of the Strategic Goals was selected as the implementation time, i.e., the years 2019-2023, with the clear goal of implementing changes before adopting the next strategic plan.

The evaluation of the first year of the strategy's implementation and the results of discussions during the transition of the International Boards of ELSA 2019/2020 and 2020/2021 confirmed the need to start preparations and discuss specific solutions as soon as possible. In the 2019/2020 term, the focus was on reforming the International Internal Meetings cycle, the first element of

the governance system, so work on the Board reform was a natural consequence, which was reflected in the One Year Operational Plan for the term 2020/2021.

What is Board reform?

For the sake of clarity of this document, it should be precisely defined what we mean by the term "Board reform" as it can cause some misunderstandings. Board reform is the general term for the process of changes in the structure of the International Board and collateral changes in order to achieve a logical and understandable division of duties between officers and a balance of work and responsibilities, as well as to fully implement the Association's purpose: *"to contribute to legal education"* (academic initiatives), *"to foster mutual understanding between law students and young lawyers"* (professional development) and *"to promote social responsibility of law students and young lawyers"* (social responsibility).

In practice, these changes include:

- a number of adjustments in the regulations concerning the International Board of ELSA (change of the nomenclature, scope of duties, adding new initiatives, removing others)
- adjusting the structure and agenda of International Internal Meetings (changed division of workshops and their adjusted content)
- adapted communication system of the International Board with the Network,
- an adapted system of knowledge management in the organisation (alignment of priorities in the scope of conducted training, created materials at the international level)

As you can see, the vast majority of changes are closely related to the activities of the International Board of ELSA. Decisions made during the 79th International Council Meeting Online in April 2021 oblige to take specific steps only at the international level within the set deadlines, which means that National Groups are free to make their own decisions to reflect the new structure of the Board or not. It is the duty of everyone, however, to get acquainted with the details of the introduced changes and to ensure that the National Group still cares about the effective flow of information and actively participates in the life of the Association.

ABC OF THE IMPLEMENTATION

For obvious reasons, the implementation of the Board reform will take place in two ways. On the one hand, we observe the actions of the International Board concerning transformations at the international level, on the other hand, we are dealing with National Groups working on adapting national and local structures. These processes, although aimed at achieving the same goal, nevertheless include various activities in separate time periods. This is not due to the shortcomings of the solution, but our organisational structure and work practices. Thus, we will maintain a similar structure in this document. Here you will find both a list of tasks to be carried out by the International Board and tips on how to plan and introduce effective implementation in your National Group.

Create an action plan

As in any long-term strategy, the most important thing is the action plan. Before you start changing the structure, make sure you have thought everything through. One of the best ways is to discuss it together. Sit with your Board and start analysing the impact of change in each area, including those that potentially seem disengaged. Take into account all internal projects and activities, customs and good practices not only in the National Board, but also in the entire National Group and see what needs to be changed. On this basis, you will be able to create a complete action plan with a clear division of tasks and their justification. We recommend that you take into account:

- a. Internal regulations
Do a careful review of the regulations to identify all parts that need to be changed or removed and what needs to be added. In addition, take into account the different procedures of changing different regulations and make sure that you are able to meet all deadlines and that you minimise the effect of confusion.
- b. Knowledge management
Plan ahead how you will help your Network get acquainted with the new structure. Examine the current tools and materials and make a list of any necessary changes as well as new helpful documents. Think about meetings and conversations with the Network, but adapt this strategy to your national habits.
- c. Procedures and established operating practices
To be sure that you are aware of all the consequences and to plan comprehensive solutions, you must also decide on all those activities that you will not find in the regulations i.e. traditions of taking over certain duties, cooperation between individual officers, greater or lesser responsibility for carrying out specific management duties. Check if all these unwritten habits can still exist after the regulatory changes - they are logical and do not cause unnecessary burdens.
- d. Internal and external communication
What, how and when you communicate has a significant impact on the reception of information by third parties, so think about how you want to talk about changes with members of your National Group and with the external environment. The schedule and the form of the message are particularly important. Significant structural changes should be communicated in advance, gradually and patiently.

Timeline distribution

The timing of individual activities can be crucial to the final result of the implementation, so you cannot skip it. Include the typical timing of your National Group revision, consultation period, and communication to the local level. If it is necessary, for example, to register a new version of the statutes, check the official deadlines. Take into account the planned calendar of events - with high intensity of projects and meetings, there will be less time and energy to work on the internal structure, which automatically prolongs the entire process. In addition, we also have all kinds of

breaks, holidays, and exam periods, so be flexible, for there will be weeks when you will be fully devoted to this work, and there will be weeks when you won't even think about it.

RISK ASSESSMENT

Vice President in charge of Competitions

Introduction

The International Council has positively voted upon the transformation of the Moot Court Competitions area to Competitions and the introduction of the Vice President in charge of Competitions instead of the Vice President in charge of Moot Court Competitions of the International Board of ELSA. The officer in charge on the international level would be responsible for both international Moot Court Competitions as well as for other academic competitions. Based on discussions, not only with the Network but with previous IB members responsible for these Moot Court Competitions, the decision was made with the idea that this would render the structure clearer and would undoubtedly be possible based on an initial implementation and collaboration between the two members of the International Board in order to optimise and prepare both competitions to pass under one Vice President.

1. International Moot Court Competitions (JHJMCC and HPMCC)

a. Introduction

At the end of the implementation of the accepted Board reform (2023), the Vice President in charge of Competitions of the International Board of ELSA will be in charge of both international moot court competitions - John H. Jackson Moot Court Competition (JHJMCC) and Helga Pedersen Moot Court Competition (HPMCC - previously EHRMCC - the European Human Rights Moot Court Competition). Considering the importance of these projects, smart distribution of the workload will be important, especially during the first year of implementation (2022/2023). Thus, a lot of thinking needs to be done during the preparation process, starting from 2021, as a transition period.

b. Potential Risks

Although putting the responsibilities connected to both international moot court competitions under one Vice President is a logical solution, several risks need to be taken into consideration.

Firstly, there is a possibility that the Officer in charge will focus more on one competition, hence the quality of the other one (or both competitions) might be endangered. All the necessary steps need to be taken in order to maintain the quality of both competitions and significant attention needs to be given to the external supporters of competitions - the Council of Europe (CoE) and the World Trade Organization (WTO). Endangering the collaboration with those institutions might harm ELSA's external image significantly, as well as its financial situation, considering the fact that the joint budget of both competitions equals around 160.000 euros (for the physical editions).

Secondly, should the Vice President in charge of Competitions focus exclusively on their project management tasks, their role as an executive board member could be put aside, which might lead to conflicts within the International Board, as well as to the lack of engagement with the Network. Due to the tight schedule and international travels this officer will be facing, giving special attention to their tasks as an executive director of the Association must be one of the priorities.

c. Steps to be taken

Considering the nature of the above-mentioned risks, the following steps need to be taken in order to ensure the best possible quality of both international moot court competitions as well as the internal governance of the Association:

- Both competitions need to have a ***common calendar*** - both for the preparation phase (first semester) and for the execution of the projects (second semester);
- The ***preparation*** for both competitions needs to be done for a better part before the next term and ***finalised during the transition of the International Board*** - Case Authors shall be appointed and first drafts of the competitions' cases shall be drafted, Regional Round Organisers shall be appointed; meetings with the sponsors shall be held, and potentially recruitment of the ELSA International Team members shall take place;
- The Vice President in charge of Competitions shall not take care of the administrative tasks (e.g. questions from the participating teams, calendars, etc.);
- The ***ELSA International Team*** needs to be strengthened, especially when it comes to the JHJMCC and some positions can be created for shorter periods of time (3 to 6 months instead of a year)
- ***Assistant for Regional Rounds*** shall be given more responsibilities and powers to represent ELSA International during Regional Rounds taking place in Europe and they shall be accompanied by one IB member;
- The ELSA International Team members can be recruited out of the participants of the previous edition during the transition, after discussion with the incoming Vice President;
- The ***budget*** of both competitions needs to be restructured - the allowances of the Vice President in charge of Competitions need to be covered by the HPMCC budget, leaving the possibility of covering allowances of other International Board members under the budget of the JHJMCC.

d. Calendar

First steps were already taken during the IB Transition 2021, such as - the incoming Vice President in charge of Moot Court Competitions has received an appropriate transition on HPMCC and the calendars of both moot court competitions has been created strategically. Subsequently, the optimisation of administrative work of both moot court competitions needs to be continued, following the work done during the term 2020/2021.

During the term 2021/2022, it is suggested that the Vice President in charge of Moot Court Competitions of the International Board attends at least one of the Regional Rounds of the HPMCC as well as the Final Oral Round of the same competition. Furthermore, the Final Oral Round of the HPMCC shall be attended by the Vice President elect in charge of Competitions of the International Board 2022/2021. Finally, the 21st edition of the JHJMCC and the 11th edition of the HPMCC need to be prepared jointly by the Vice President in charge of Moot Court Competitions as well as the Vice President in charge of Academic Activities of the International Board of ELSA 2022/2023.

Lastly, the IB Transition in July 2022 needs to be well thought-through and delivered by both officers in charge of international moot court competitions.

2. Academic Competitions (including the ELSA Negotiation Competition (ENC) and National and Local Moot Court Competitions (NLMCC))

a. Introduction

Following the Board reform voted during the 79th International Council Meeting of ELSA held online, all the responsibilities regarding Academic Competitions will be shifted to the area of Competitions, hence within the scope of responsibilities of the Vice President in charge of Competitions of the International Board of ELSA, starting from the 2022/2023 term. Subsequently, the officer in charge of the European Final Round of the ENC will be the Vice President in charge of Competitions, however, they would be just coordinating the project and the organisation will be delegated to the ELSA International Team and the organising group, in accordance with the International Council Meeting Decision Book. The coaching system for Academic Competitions (ENC, CIC, MCCs, etc) will also be centralised in one coaching system that will be a responsibility of the ELSA International Team, as it was done in previous years.

b. Potential risks - European Final Round of the ELSA Negotiation Competition (ENC)

Considering the fact that the first edition of this project is planned for spring 2022, several real risks need to be taken into consideration:

- Lack of an organising group, the respective organising committee and involvement from the Network;
- Creating a situation where the Vice President in charge of Competitions of the International Board of ELSA would need to take over the organisation of the competition would endanger two international moot court competitions.
- Creating a situation where the Vice President in charge of Competitions of the International Board of ELSA would have to take over the Academic Competitions coaching would significantly endanger other projects, considering the already heavy workload of the Officer in charge.

c. Steps to be taken

Taking into account the above-mentioned risks, the following steps need to be taken:

- The first edition of the European Final Round of the ELSA Negotiation Competition (ENC) needs to be organised in spring 2022 by an ELSA Group i.e. dedicated Organising Committee;
- ELSA International Team needs to be restructured in a way that the NLMCC coaching is incorporated in the Academic Competitions coaching;
- A unified database shall be created.

d. Calendar

A proper implementation calendar needs to be created in order to ensure a quality implementation of the Board reform and the above-mentioned changes, starting from the term 2021/2022.

Firstly, a team within the ELSA International Team that would be responsible for NLMCCs and the Academic Competitions coaching shall be created.

Secondly, both the Vice President in charge of Academic Activities and the Vice President in charge of Moot Court Competitions of the International Board of ELSA 2021/2022 shall be responsible for the organisation of the I European Final Round of the ENC. First steps have already been taken and the call for the organising group has officially been opened in July 2021. This shall be done in order to ensure smooth transition between the Academic Activities and Moot Court Competitions and the first Vice President in charge of Competition during the IB Transition in July 2022.

Thirdly, based on the success of the I European Final Round of the ENC and the workload of the Vice President in charge of Competitions, removal of the European Final Round of the ENC shall be considered during the term 2022/2023 and the terms after.

Vice President in charge of Academic Activities

Introduction

Following the decision taken during the 79th International Council Meeting held online, Academic Activities as an area will also undergo several changes. Firstly, the Vice President in charge of Competitions will be in charge of organisation of the Helga Pedersen moot Court Competition (formerly known as the EHRMCC), as well as the ELSA Negotiation Competition and all the other Academic Competitions organised in the ELSA Network. Secondly, the Vice President in charge of Academic Activities will be responsible for the coordination of the International Focus Programme (IFP) and all other human rights initiatives of the Network. Thirdly, the Rule of Law Education Campaign (ROLE), ELSA4Schools and other social responsibility initiatives will be organised and/or coordinated by the Vice President in charge of Academic Activities. Finally, legal writing projects remain the responsibility of the Vice President in charge of Academic Activities, however, the International Legal Research Group will not be organised annually by ELSA International.

This part of the general Board reform project will come into force on 1 August 2022, however, the International Board of ELSA will enter a “slow” transition period during the 2021/2022 term. Please find below further information and guidance regarding the implementation of these changes.

1. Legal Writing

The coordination of Legal Writing projects remain unchanged and the Vice President in charge of Academic Activities will remain the Editor in Chief of the ELSA Law Review, as well as the main coordinator of the Legal Research Groups in the Network. However, the International Legal Research Group will not be organised annually by ELSA International.

2. Social Responsibility initiatives

In accordance with current Strategic Goals of ELSA (2019-2023), ELSA should engage in activities which encourage social responsibility. Thus, AA officers of ELSA Network should be the main coordinators of social responsibility initiatives such as ELSA4Schools or ROLE Campaign.

Although the Network discussed the potentially low workload of the future Vice President in charge of Academic Activities, coordination of the ROLE Campaign demands significant time

and dedication, considering the fact that this is the project that is eligible for many grants funded by European Commission and involves various external stakeholders.

Following the regulation of Social Responsibility initiatives in the International Council Meeting Decision Book during the 79th International Council Meeting Online, the Social Responsibility initiatives of the ELSA Network should significantly expand and the transformation of the Vice President in charge of Academic Activities to the Vice President in charge of Social Responsibility should be the next logical step of the Board reform.

3. IFP and Human Rights

The International Focus Programme (IFP) is ELSA's advocacy campaign that aims to raise awareness on a specific topic during a fixed period of time. Although human rights shall be implemented by all Key Areas of ELSA, serious issues arose due to the decentralised approach and the blurred division of responsibilities regarding IFP and Human Rights in ELSA. Following the decision made by the International Council on the 79th International Council Meeting, the Vice President in charge of Academic Activities shall be the main coordinator of Human Rights initiatives of the ELSA Network.

Considering the fact that the majority of our human rights initiatives are organised in cooperation with the Council of Europe, the importance of proper implementation and coordination of such initiatives is crucial for ELSA.

Potential Risks

Potential risks following the above-mentioned change are not radical, however, several of them may occur.

Firstly, the important change is that the Vice President in charge of Academic Activities will not be in charge of the Helga Pedersen Moot Court Competition nor the coordination of all Academic Competitions of the Network. Thus, the workload of the Vice President in charge of Competitions might be too overwhelming for that officer and the large portion of workload and responsibilities might be shifted back to Academic Activities, which can lead to an inconsistent area, as experienced currently and in the past. This step can hold the ELSA Network back on its road to becoming a real NGO that actively participates in civil society.

Secondly, considering the fact that the ROLE campaign is imagined as the campaign of the entire ELSA Network and ELSA Alumni, the Vice President in charge of Academic Activities might be too focused on this project and there is a risk that the human rights initiatives will be put on hold. Thus, a motivated and competent ELSA International Team shall be established, especially for ROLE. The ELSA International Team and their role will be explained in more detail in the following parts of the document.

Thirdly, the change in the Academic Activities area and including the coordination of social responsibility and human rights initiatives while moving the coordination of competitions to another area might lead to the blurriness of the area, especially considering the fact that the legal writing projects remain the responsibility of the Vice President in charge of Academic Activities. This unclarity is closely connected with the name of the area, Academic Activities, which remained unchanged by the decision of the International Council during the 79th ICM Online. Thus, the suggestion would be to shift legal writing projects to the Vice President in charge of Seminars and

Conferences and rename both areas to Social Responsibility and Academic Development, respectively.

Fourthly and finally, confusion of officers within the Network due to various different timeframes for the implementation of Board reform in different National and Local Groups might cause significant issues with knowledge management and the information flow. Hence, the current Academic Activities and Moot Court Competition officers must ensure a quality transition and information management to their successors in a timely manner and communicate with the International Board as much as possible, in order to preserve all the information and make the transition as smooth as possible.

Steps to be taken

1. Clarity of the area

As mentioned above in the risks part, the clarity of the area is a problem that demands a solution. The list of tasks and responsibilities of the Vice President in charge of Academic Activities remains illogical, considering the fact that legal writing, social responsibility and human rights initiatives do not have common denominator, except the officer in charge of them. Thus, unclarity is closely connected with the name of the area, Academic Activities, that remained unchanged by the decision of the International Council during the 79th ICM Online. Thus, the suggestion would be to shift legal writing projects to the Vice President in charge of Seminars and Conferences and rename both areas to Social Responsibility and Academic Development, respectively.

2. Communication

Ensuring a quality transition and proper information flow will be challenging at first but manageable with good communication channels. Implementation of monthly newsletters and organisation of monthly open calls for AA officers (and all the other officers of the network that need the AA-related information) should become a practice followed on all levels of ELSA, especially in the groups that do not have the AA and/or Competitions Officer. Once communication channels are established, knowledge management should not be an issue.

3. Organisation & Implementation

Organisation and implementation of above-mentioned changes should come naturally. Please find below certain primary points regarding the changes to keep in mind.

- Specific attention will be paid to the biggest projects in the area - ELSA Law Review, ROLE and IFP
- All materials will be updated and released at the beginning of the 2021/2022 term to reflect the changes for both the project and area and provide more details to the Network about projects such as ROLE;
- Constant and reliable communication channels should be established;
- International Board 2021/2022 shall prepare a quality transition and be involved in the respective projects to ensure smooth transition to the International Board 2022/2023.

Furthermore, during the implementation period and discussions, collaboration with the other areas and specifically the S&C and Moot Court Competitions area will be key in order to share experience, expertise and knowledge and ensure smooth transition to the new board structure.

4. ELSA International Team

Below, you will find further information concerning the implementation strategy regarding the support of the ELSA International Team and what possible changes could occur.

- In general, the ELSA International Team should be strengthened to allow for more delegation and thus allow the VP in charge more time to focus on the implementation of the change, creation of the materials and a more holistic and strategic approach towards the area as a whole.
- Thus, naturally in the new area, general and specific positions focusing on the most important projects and initiatives in the area - ELR, ROLE and the IFP - shall be introduced.
- Further positions will be created based on the needs of the VP in the office in the current moment.
- It is possible that some positions will be created for shorter periods of time (3 to 6 months instead of a year) based on expected workload and the work of the EIT members shall be evaluated every two months.

Conclusion

The Board reform implementation starts on 1 August 2021 with the implementation of the Vice President in charge of Professional Development which already changes the scope of responsibilities of the Vice President in charge of Academic Activities. There is still much work and discussions to be carried out, and if the following points mentioned above are implemented properly, the change will lead to the renaming of the area to Social Responsibility, considering the fact that, first and foremost, ELSA is a Human Rights oriented association. Thus, with the reshaping of the area of Academic Activities, the idea is to pave the way for a stronger focus on social responsibility and prove our commitment to human rights, rule of law and other relevant topics.

Vice President in charge of Professional Development & ELSA Traineeships

Introduction

The 79th International Council Meeting held online saw two important changes for the STEP area and project. Specifically, the Council voted in favour of expanding the scope and goals of the STEP area by transforming it into the Professional Development area and thus modifying the name of the Vice President in charge. Furthermore, the STEP project saw a rebranding into ELSA Traineeships. This part of the general Board reform project will be the first one to take effect, with both changes entering into force on the 1st of August 2021. It is important that such a change is carried out and implemented in the most efficient way possible throughout the network to ensure that momentum isn't lost and the changes can act as a path towards a beneficial future of the

project and area. Please find below further information and guidance regarding the implementation of these changes.

Professional Development

1. Introduction

On the 1st of August 2021, the Vice President in Charge of STEP will become the Vice President in charge of Professional Development. This comes as a long awaited change and should not be seen as a revolution of the area, but rather as a statement towards the work that STEP officers have been carrying out for years now. The change of name, scope and goals will allow the area to flourish, be more clear towards our members and partners, and provide a clear path forward to develop and utilise an area of key importance for our members. Finally, it is important that momentum is not lost with this change. The first month and year of direct implementation will be key to ensure that the change brings positive changes and achievements. Although, there are still many discussions to be held regarding the future of this area and the specific path the network wishes to take, patience will be key. It is important that these discussions take place efficiently and in a timely manner.

Below you will find specific aspects to keep in mind whilst conducting or taking part in these discussions and in implementing the change on all levels that will also be the driving force of the change at the international level.

2. Potential Risks

a. Losing focus of the main Traineeship and Flagship Project, STEP/ELSA Traineeships.

With the expansion of the area, and therefore, the expansion of the scope and project portfolio of the area, it is important that we do not lose sight of STEP/ELSA Traineeships which remains a strong flagship programme and the main project and aim of the area. In partaking in discussions surrounding the change of the area and potential new projects and directions, specific focus shall lay on the Traineeship Programme and how any changes in projects or direction could impact this. In particular, any new additions to the area should not negatively impact the programme or its future development and should benefit the new area as a whole as opposed to a project specific focus.

With this in mind, time management and an efficient and carefully thought out introduction of other projects or directions shall be key. The aim is not to introduce as many new projects to the area as possible, but rather to slowly expand the scope and expertise of the area with a holistic area approach in order to grow all potential projects thereof.

b. Losing momentum and achievements due to an unclear direction.

As stated above, the change and any expansion of scope or project portfolio should be well thought out, discussed and implemented with patience. This being said, it is important to not lose the momentum of the change and the forward thinking nature of the implementation. Thus, whilst the initial discussions will be important to create common

vision and goals for the area, it is vital that these discussions are carried out in a timely manner and serve to bolster the implementation in creating specific timelines and time-oriented implementation goals.

Naturally, the new area will be a constantly developing one, as are all areas of the Association. However, both short-term and long-term goals should be kept in mind, and specifically the former should be created within the first few months of the change. On the international level, discussions are already ongoing regarding potential proposals for both categories of goals in order to prepare efficiently for the initial discussions in the new term.

c. Potential confusion of partners and members.

As with any change of name or scope, there is a potential for confusion that should be avoided. In the specific case of the change to Professional Development, albeit it is important to keep this potential risk in mind, the risk itself is limited. Specifically, the term Professional Development is one widely used amongst University students but also professional organisations and partners. As such, it is important that as with other communication strategies, the change is communicated in an efficient way. Please find below further advice and guidance as to how to communicate this to your members and partners in a clear and concise way.

In general, please keep in mind that the partners and members will start to understand the change slowly through new materials and communications throughout the term. Furthermore, due to the ongoing generational change within ELSA for officers and members, some may simply be introduced to the area of Professional Development not knowing about STEP at all.

Finally, in general, make sure you tailor your communication strategy to the other party and their knowledge, history and understanding of ELSA.

- Make sure that you don't dive too deep into the internal mechanisms of ELSA and how this change occurred and why. As stated, the term is one already widely used and known and as such, any in depth presentation of the name change would only confuse the other party.
- Use the opportunity of evaluation and transition meetings with partners to introduce the change in a simple way.
- One simple way of communicating this to all parties is with a simple email, explaining that your email will be changing and to add the new email to their contacts list due to this change.
- In regards to members, ensure that you communicate this efficiently and patiently, always avoiding ELSA terms and mechanisms.

Steps to be taken

1. Area projects

As mentioned above, it is important that the change in scope and project portfolios is done patiently and in a goal oriented manner. Thus whilst discussions occur for the future of the area, on the international level, the only official projects of the area, for the time being at least, will remain STEP/ELSA Traineeships, Lawyers@Work and Career Launch. Any future

projects, if any, should be added carefully, if developed and if there is a need. A change of scope and area name should not mean adding new projects.

On the local and national level, on the other hand, the discussion around which national/local projects should be included in the new area and thus supervised by the new officer should be a national/local one, as the circumstances are national/local and thus may differ from country and city. That being said, keep in mind that regulations of the International Council regarding international projects remain the same and take precedence.

2. Organisation & Implementation

In terms of organisational and implementation matters, please find below certain primary points regarding the change to keep in mind.

- Specific attention will be paid to the STEP/ELSA Traineeships Calendar and responsibilities during discussions regarding future projects or goals.
- All materials will be updated and released after the 1st of August 2021 to reflect the changes for both the project and area.
- Updated materials and guidelines will be released after they enter into force in order to provide guidance and a basis for discussions for the new area and project name.

Furthermore, during the implementation period and discussions, collaboration with the other areas and specifically the AA area will be key in order to share experience, expertise and knowledge.

3. ELSA International Team

Below, you will find further information specifically regarding the strategy for implementation regarding the support of the ELSA International Team and possible changes that might occur.

- In general, the ELSA International Team should be strengthened to allow for more delegation and thus allow the VP in charge more time to focus on the implementation of the change and a more holistic and strategic approach towards the area as a whole.
- Thus, naturally in the new area, general and specific positions focusing on STEP/ELSA Traineeships will be created to ensure that the project has the necessary resources and support to grow and develop.
- Further positions will be created for other aspects and projects of the new area as is the case with many of the other areas.
- It is possible that some positions will be created for shorter periods of time (3 to 6 months instead of a year) based on expected workload.

Conclusion

In general, although there is much work and discussions to still be carried out, if implemented following the points above, the change will bring a renewed drive to the area and project allowing us to look towards the future years and development. A collaborative and network approach will be key throughout the first period of implementation and beyond in order to achieve this goal.

Finally, as stated above the following points are to be kept in mind:

- Efficient, goal oriented and patient yet timely discussions;
- Collaborative approach;
- Tailored and uncomplicated communication strategies;
- Collaboration with the other areas and officers;
- Support of the ELSA International Team.

ELSA Traineeships

Specifically, regarding the name change from STEP to ELSA Traineeships that will occur concurrently with Professional Development on the 1st of August 2021, all points above are to be kept in mind and also concern this change. Specifically, those relating to