



**EGEA Human
Resource
Strategy
2020/2023**

*“The people make EGEA,
and somehow,
EGEA also makes the people.”*

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Preface

Hereby we present you the first version of a full Human Resource Strategy for EGEA. Attempts and drafts have been made in the past but this was never fully completed.

The heart and soul of EGEA are its members. Investing in the inclusion and personal development of its members can contribute to the further development of EGEA as a professional and impactful association. This is why the need for a consistent strategy to address our Human Resource Management has been brought forward several times. The strategy aims to give a general direction of how the personal development of EGEAns can be supported, thereby facilitating the growth of members into leaders, which in turn can contribute to the shaping of the Association.

This strategy is based on past work, like the [2012-13 draft](#) and the 2019 draft (full list in Appendix, page 16). It is approved by the GA 2020 as a non-binding document outlining the general direction and focus needed for improved HR management. The strategy is consistent with the Strategic Plan 2020-2023 and should be updated in the same cycle as the Strategic Plan. Similarly to the Strategic Plan, it can serve as an inspiration and guideline for the annual Policy Paper.

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And a big thanks to all contributors of all previous drafts and attempts on which this strategy could be based.

Introduction

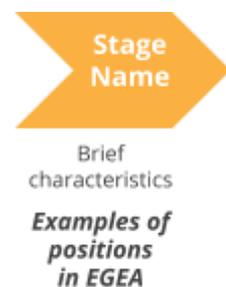
EGEA has evolved slowly from an international organisation into a pan-European network. While becoming bigger and more professional, however, also other challenges emerge. In recent times it has been noticed more than once, that even though EGEA has over 5000 members over Europe, only few of those members are actually actively engaged in the development of the Association. Therefore, it has been put forward that a more consistent and targeted focus on the opportunities for personal development in the Association is needed. If new members are included more smoothly, they are activated easier. Similarly, engaging active members more generally would create a larger degree of involvement. This way the impact of EGEA in general, both internally and externally, can increase and we could make an even more tangible difference, in our members' lives and in Europe – through connecting people, through exchanging cultures and values, and becoming active citizens and future leaders.

EGEA Life Cycle model

In the past, the model of **EGEA Life Cycle** has been created and re-evaluated to visually represent how EGEAns progress or get more involved. The model is based on general life cycles that can be found in many organisations. Under each 'level', an example is given how it fits in EGEA. Important is to realise that **one person can be in several stages** of the model at once if they have multiple positions in EGEA in different teams; i.e. they can be an active member of an entity, a member of event organising team and a newbie to a Regional Team. The different steps in the EGEA Life Cycle are used as a main structure throughout the HR Strategy and it is key to understand that the main aim of the HR Strategy (and of HR in EGEA in general) is **to facilitate and improve the transition stages between stages.**

MODEL BUILDING BLOCKS

There are two different terms that the model is built upon – a stage and a transition phase; single stages are connected with transition phases.



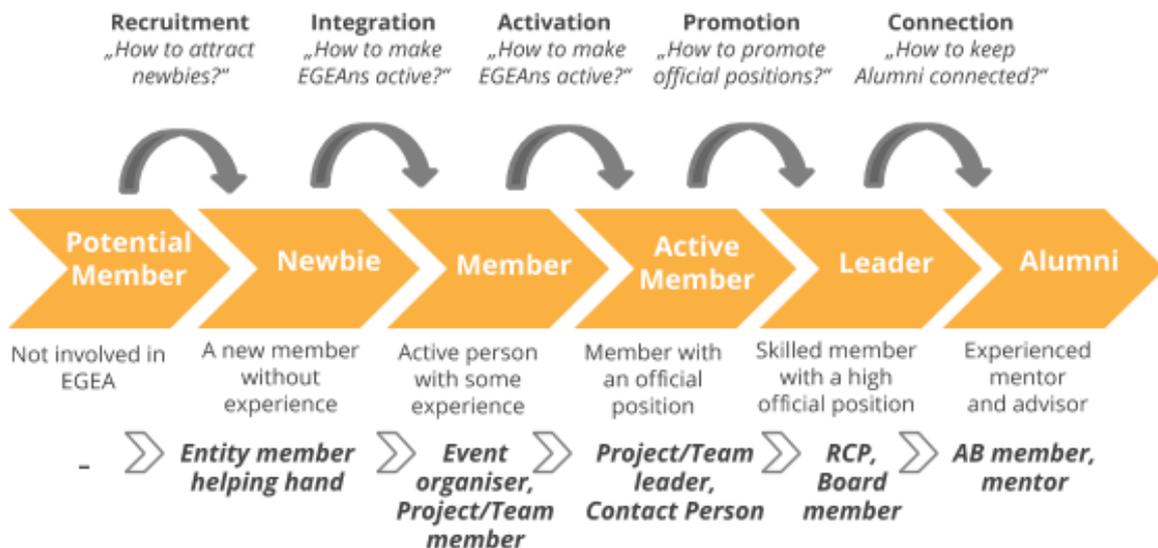
A stage is the level on which is the person currently appearing in the respective social group/team. It can be characterised by the time how long the person has been part of the social group/team, by the person’s activity in the group/team and by the person’s position. It is natural that one person will experience multiple stages during their group/team membership or during their EGEA career. There are two different scales of the EGEA Life Cycle – a ‘small’ scale within one team and a ‘big’ scale within the whole Association.

A transition phase is a process of going from one phase to the next (higher) one. Transition phases are important because it is during them when people learn and improve the most. Lacking support for transition phases will eventually result in a shortage of more experienced members (leaders), as newbies don’t progress within a team and become more engaged. In the scheme, single transition phases are characterised with a question to outline a wider topic, which is closely connected with it.



EGEA LIFE CYCLE MODEL

The EGEA Life Cycle describes the progress of membership in EGEA. Each individual starts as a potential member and works themselves up into an alumni. However, not all persons experience all stages during their EGEA career and can (deliberately or not) skip one or more stages.



EGEA HR Strategy 2020-2023

EGEA does already have a diverse portfolio of HR projects and programs. Therefore, this strategy drafts a roadmap on how to improve current practices rather than being focused on introducing new elements to the EGEA HR System. Still, some new ideas will be introduced, too. The four basic pillars of this EGEA HR Strategy are briefly described below.

It has been known for a long time that EGEA needs a good **Information Management** (e.g. SP 17-20, SP 20-23). Knowledge transfer is a basic building block for people to become more involved and engaged in a new team or association. Therefore, also in EGEA it is a crucial topic to look at more closely.

The second pillar is the **EGEA Training System**. Besides hands on experience, soft skill and other trainings are the go-to strategy to gain skills and develop yourself. By oldies and alumni, soft skills are seen as the most valuable thing they learned during their EGEA time. Also in corporate environments, trainings and soft skills are highly valued.

EGEA's **HR Projects and Programs** are the third pillar. Many have been implemented in the last years and we see it in EGEA's strategic interest to continue and constantly improve those projects and programs.

The last pillar is the **organizational development of the HR System**. Personal development should be more structured and looked after, preferably by a single body or a responsible person.

I. EGEA Information Management

With an average EGEA life time of 3-5 years, and annual changes in almost all leading positions, knowledge transfer is our number one challenge. Both the maintaining of knowledge as lessons or ideas from the past, and information flow to all members are key issues here. In different stages of the EGEA Life Cycle different information/knowledge is important for EGEAns to take the next step in their EGEA career.

HOW DO EGEANS GENERALLY PARTICIPATE IN THE DIFFERENT STAGES?

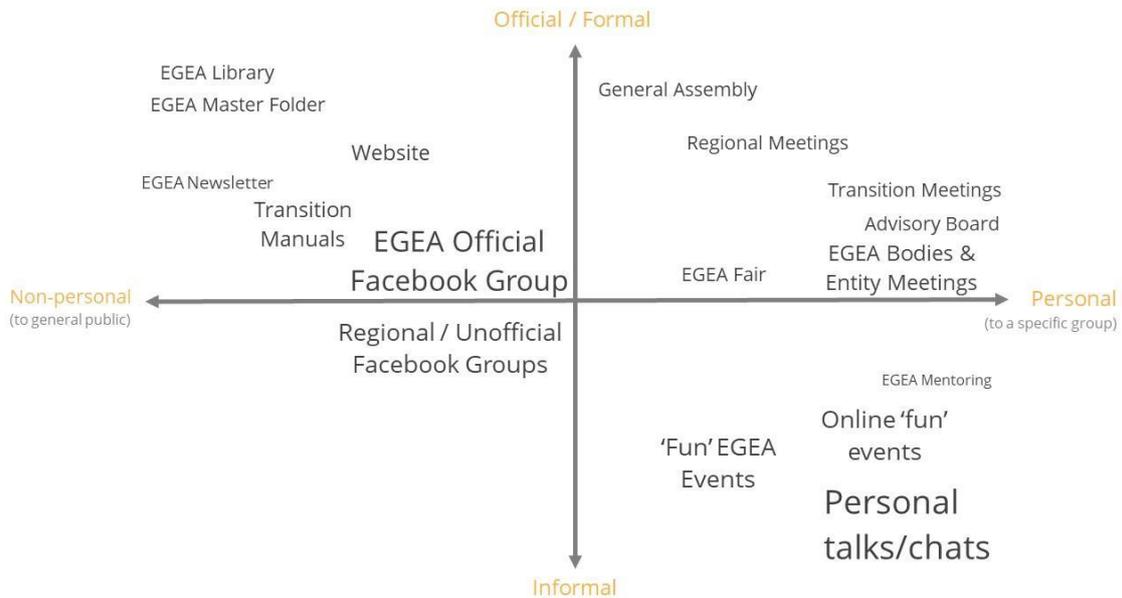
The answer to this question helps understand what information is relevant for EGEAns in the different stages of the EGEA Life Cycle. An overview of how EGEAns generally participate is given in the following table.

EGEA Life Cycle stage	Information sharing strategies	Goal
Newbie	<ul style="list-style-type: none"> ✓ Information leaflets & presentations in entities ✓ Newbie dictionary ✓ Newbie weekend ✓ Local & European events 	Getting to know EGEA, falling in love with it
Member	<ul style="list-style-type: none"> ✓ Congresses ✓ CP Trainings ✓ Facebook Official Group, Website, Master Folder, Newsletter ✓ Local & European events ✓ Event organizer support 	Getting to know EGEA further, becoming engaged in current issues, getting motivated to take up responsibility
Active member	<ul style="list-style-type: none"> ✓ CP Trainings ✓ OSM ✓ (transition) manuals ✓ Website, Master Folder, Official Facebook Group ✓ Team/Entity/Project drive ✓ Mentoring program & event organiser support ✓ Newbie Area & Buddy system (as facilitator) 	Engaging others, being up to date about current issues, contributing to the development of EGEA (being able to realise your own projects and ideas)
Leader	<ul style="list-style-type: none"> ✓ Team Management Training ✓ Transition manuals & meetings 	Engaging others, being up to date and updating others,

	<ul style="list-style-type: none"> ✓ website, Master Folder, Official Facebook Group ✓ OSM ✓ Mentoring program 	ensuring continuity in EGEAs management, supporting others to realise projects and ideas
Alumni	<ul style="list-style-type: none"> ✓ Advisory board ✓ EGEA Mentoring (as mentor) ✓ Oldie weekend & Alumni congress ✓ EGEA Alumni 	Supporting and advising others, transferring knowledge to new generations

HOW CAN EGEANS RECEIVE THIS INFORMATION?

The following graph shows different examples of current methods used to spread information, graded in terms of how personal/non-personal the information is delivered and how formal/informal the method is.



HOW CAN WE IMPROVE INFORMATION TRANSFER ON ALL LEVELS?



Currently, new projects or ideas are highly situated amongst leading positions or more experienced members in EGEA, because of the high importance of informal relations to get information or to get an idea started. Therefore, more focus is necessary on strategies to get new members involved easier.

Such systems can diminish barriers and help enthusiasts get involved in EGEA more easily.

Examples of such possible approaches can be:

- ⇒ A single point of contact for new members who want to become involved (a button on the website, a single e-mail for this purpose, a single contact person, ...)
- ⇒ Some places on OSM reserved for new members/members without any official function
- ⇒ More 'fun', unofficial ways to get to know other EGEAns (e.g. more hikes or other activities on newbie weekends, making EGEA Fair more engaging and less official, ...)
- ⇒ Making official positions more approachable (approachable attitude of EGEA officials, "my EGEA life" campaign sharing the personal life of EGEA officials, podcasts, ...)

An Information Management Tool might be useful to keep an overview of all kinds of information there is to spread, and how it reaches which members.

II. EGEA Training System

The second pillar of the EGEA HR Strategy is to have a strong training system within EGEA. This way high quality training opportunities exist for all EGEAns. Non-formal education can generate many benefits, as it is an engaging form of learning new things, and the soft skills which are usually covered often lack in university education yet are highly valuable in professional contexts.

A good Training System ensures its own progress: **high quality trainings motivate people to attend trainings** and to deliver trainings. In this system, it is always important to strive towards a good balance between how many training opportunities there are, and how many trainers and participants there are. The EGEA Training System consists of three elements.

1. Organising training events (mostly by Training Committee¹)
2. Delivering Trainings (mostly by EGEA Trainers)
3. Attending Trainings (mostly by EGEAns)

Currently, there is not yet a highly successful training system: there are few trainers, resulting in few training opportunities engaging few EGEAns to become a trainer. Several **strategies** are possible to strengthen the training system:

- ⇒ Support Training New Training (TNT) graduates to increase their development and engagement in the Trainer Community
- ⇒ Ensure sufficient training opportunities, and engage more experienced trainers to also look for external training opportunities
- ⇒ Support trainers who didn't attend a TNT to ensure quality and to motivate them
- ⇒ Look after the variety in training topics
- ⇒ Try organise trainings for Advanced Trainers to improve training techniques
- ⇒ Focus on science based trainings
- ⇒ Promote trainings by highlighting the external value of soft skills (e.g. in corporate settings)
- ⇒ Use network of alumni trainers to support younger trainers

¹ This is the current (2019-2020) name of the body. If the name would change, the point still refers to the same body.

TRAINING EVENTS IN THE PAST & IDEAS FOR THE FUTURE

An overview of the current training possibilities can help identify gaps. This table shows, for instance, that there is a high focus on trainings for specific target groups, but relatively few training opportunities for the general public (only congresses). Therefore, it might be opportune to increase the amount of trainings on local events, or e.g. offer trainings to local entities.

Training event	For who	Organised when
Team Management Training	BoE & RTs	Annually since 2018
CP Trainings	CPs	Annually (also online in summer 2020)
Committee Management Training	Committee Representatives	<i>Not yet organised (only single sessions at Winter OSM)</i>
Training New Trainers	Prospective trainers	Annually since 2017
Workshop Leader Bootcamp	Workshop leaders (online)	ERC18, AC19, AC20 (cancelled)
Trainings on congresses	All EGEAns	Annually to varying degrees
Trainings on Newbie Weekends	Newbies	Depending on the organising entity
EGEA Trainer Tour	Participating entities	2018
Online Trainings	All EGEAns	<i>Not yet organised</i>

EGEA TRAINER COMMUNITY

All EGEAns can participate in Training New Trainers, organised every autumn. After this event, all participants are “TNT Graduates”. Only after delivering one “Graduate Training” after the event, they become “EGEA Junior Trainer”. As long as they are a Junior Trainer, or the first year after their TNT, these people should have a more experienced trainer acting as a mentor, to give advice in general, to give feedback on training preparations, and to evaluate training sessions. This should result in a more in-depth learning process, engaging and motivating young trainers better. Next “trainer levels” are “EGEA Advanced Trainer” and “EGEA Senior Trainer” for which you need respectively 15 and 60 training hours delivered. Ideally, a Trainer Community Responsible is there to facilitate and guide this whole system.

III. HR Projects and Programs

These are just some of the existing projects that were evaluated during the working phase of this strategy. A list of all current projects, classified according to the relevant EGEA Life Cycle phase, can be found in the annex (page 16). Also the list of ideas is for inspiration and not complete.

EXISTING PROJECTS

Newbie Area

- ✓ **What?** Newbies get introduced to the basics of EGEA in the beginning of congresses.
- ✓ **Why?** Because being new can be scary, and all of the different EGEA bodies and abbreviations can be confusing and intimidating
- ✓ Target group: Newbies
- ✓ **Next steps:** Evaluate and find ways to make it more engaging and fun.

Buddy System

- ⇒ **What?** A buddy is assigned to the newbies so they already know someone at the beginning of the event.
- ⇒ **Why?** Because being new can be scary, to already know someone from the start.
- ⇒ Target group: Newbies
- ⇒ **Next steps:** AC19 tested out a different system of secret friend. Should be evaluated what works best.

EGEA Mentoring

- ✓ **What?** Older EGEAns support younger EGEAns in anything they'd want: a new project, a new function, writing a master thesis and graduating, etc.
- ✓ **Why?** To give back to EGEA, to use our network to learn from each other and help new EGEAns forward.
- ✓ **Target group:** newbies, members, active members
- ✓ **Future:** More promotion and mentors

Transitions

- ⇒ **What?** Transition processes like transition meetings and updating transition manuals
- ⇒ **Why?** Passing on knowledge about the current state of affairs, as well as about the working process, is important to ensure continuity and improve our activities

- ⇒ **Target group:** leaders taking up a new function or position
- ⇒ **Future:** Transition processes should be better coordinated, and processes should exist to compensate if transitions are not great or even lacking. The quality and efficiency of transitions should increase as they are a strategic action.

IDEAS FOR THE FUTURE

EGEA English lessons / tandems

- ✓ **What?** EGEAns support EGEAns to improve their English through language tandems (cause practice makes perfect).
- ✓ **Why?** Because English can be a barrier for some on bigger/international events.
- ✓ **Target group:** All EGEA members
- ✓ **Next steps:** To promote this idea and find EGEAns who would like to implement it.

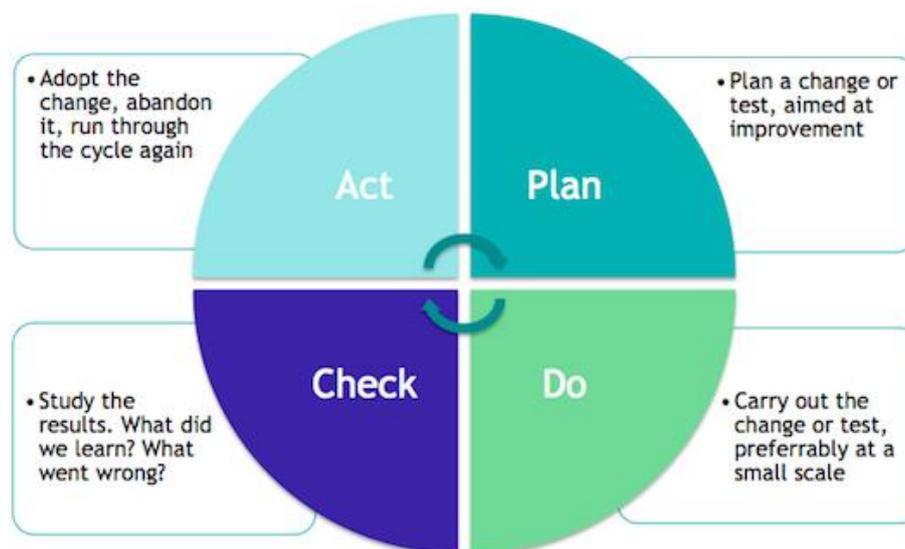
EGEA Reach Beyond

- ✓ **What?** A working group that gathers contacts with possible new entities and dying entities that can use a bit of support. An open call is then made for a team to visit this city and spread the EGEA spirit.
- ✓ **Why?** To spread EGEA love and support dying entities more actively
- ✓ **Target group:** Potential members of new or struggling entities.

IV. Organisational development of the HR System

Currently, personal development in EGEA is included in the mandate of different bodies and spread over different people. Therefore, it often lacks consistency and coordination as well as a coherent strategy. To improve personal development in EGEA, it is therefore suggested that one person, preferably the Vice President, is responsible for its evaluation, maintenance and continuous improvement. Through this approach, more efficient communication and coordination between the different bodies responsible for HR-related processes, is facilitated. This can also be fortified in further organisational restructuring processes.

For structural quality maintenance, it is suggested to follow the principle of plan-do-check-act. This principle, developed by Deming, is often used in organisational management and is known for its great potential in quality management. The use of the principle is suggested because of its easy understanding. Until present, in EGEA the 'check' and 'act' part is often lacking. **This HR strategy document tries to offer various ways to improve this, for instance through more qualitative transitions and better knowledge management, as well as supporting mechanisms for personal development.**



V. Rewarding and resignation guidelines

INTRODUCTION

Like in every organization, also in EGEA, persons sometimes leave their position. This happens at any level in the life cycle stage: Contact Persons, Team members, Team Coordinators, Congress Coordinators, Regional Team members and Board members; all of those positions experience early-leaving, resignation and disappearing. Positions in EGEA are fulfilled voluntarily, however they are not without obligations; EGEA needs volunteers to function. Persons leaving positions have a big impact currently on how well EGEA can operate and it increases pressure to other volunteers. Despite those issues, the organization does not have much means to persuade persons to do their job. This means **internal motivation, capacity of the person** and **the life cycle stage** of a person are important factors on successfully operating as volunteer.

Leaving positions happen in multiple ways. A person could resign, by sending an official letter to the board and other bodies involved. A person could quit, by informally stating in a chat or call that this person intends to stop. Or a person disappears, which means that no notification of leaving the position was given, but the person just ignores the duties from a certain point of time and the persons cannot be reached anymore. Someone could resign, quit or disappear a position for one or multiple reasons:

Motivational issues

- ✓ **The work itself is found not interesting (enough).** Despite the will to contribute to EGEA the specific position is not fit for the person.
- ✓ The person feels unrewarded, underappreciated, excluded or insignificant. Every person experiences reward and appreciation differently, general motivation for EGEA fades if a person is feeling under appreciated or else.
- ✓ **Inter-personal issues with EGEA-colleagues.** It happens that persons could get in a conflict that, if not dealt with or mediated early enough, results in one of the persons leaving the position.

Capacity issues

- ✓ **Priorities change (e.g. university, work and family demanding attention or health issues come up).** Unexpected or expected other priorities might require more time and attention than anticipated in the beginning of the working year.
- ✓ **Expectations of time-investment were different from reality.** The time investment for a voluntary position differs significantly per position, without the right information a person could end up in a position that is over demanding.

- ✓ **Required hard-skills or soft-skills are lacking to fulfill the duties properly (English, team management, knowledge for a certain position).** A person can feel like it doesn't "work" due to missing skills or other persons around this person might feel like this person doesn't do its job, because this person is unaware that the lack of skills is leading to unfulfilled duties and obligations.

Life cycle stage issues

- ✓ **Someone takes up a big position too soon.** Stepping too soon from newbie to a late life-cycle stage in EGEA has proved to result in high chance of leaving a position early.

REWARDING & AVOIDING RESIGNATION

The first step in dealing with early-leaving positions is to mitigate risks for such event to happen. An important aspect is rewarding volunteers. Rewarding is done or could be done in the following ways:

Rewarding

- ✓ **Certificates.** Many people underline that EGEA has been beneficial in the professional life and certificates serve as a proof of a person's contribution.
- ✓ **Fixed places.** Many people taking up official positions love EGEA, so the reward of fixed places helps to grow this love.
- ✓ **Internships/ educational credit.** Currently it doesn't happen often, but some EGEAns received credits for their voluntary contribution in the past.
- ✓ **Appreciation.** Formal appreciation activities should be improved, e.g. a day to thank all volunteers or shout-outs at events. Informal appreciation should be encouraged, e.g. showing interest in colleagues, being kind, acknowledging and mentioning someone's successes.

Other ways

- ✓ **Interviews.** Interviews are not held currently, but for big positions it is worth checking this measure so applicants are becoming more aware of what work is expected of them.
- ✓ **Not pressuring into applying.** Encouraging the right persons to apply is a good practice, however, it is important it does not become pressuring someone into applying.
- ✓ **Check during transition.** During the transition of positions, it is important to check with the applicant if the function matches the expectations and which issues might be expected (time, skills) and how to deal with that.

- ✓ ✓ **Group agreements.** In bigger official positions, teams usually create a group agreement (mainly for the board and regional teams), in which everyone agrees what to expect from each other. Also, e.g. terms to take breaks from the work should be part of it.

MANAGING RESIGNATION

In case of suspecting someone would like to resign, it is advised to manage this process to avoid disappearing.

- ✓ **Talk about it.** Try first to talk one-on-one, but if it does not help consider to ask someone else to mediate, for example the Vice-President or the Advisory Board.
- ✓ **Find out.** Find out why currently the person would like to leave, and whether it is desirable for everyone if this person remains in the position or not (e.g. based on different terms, with less workload or other projects).
- ✓ **Elect a substitute.** If a person decides to leave a position, electing a substitute fast is desirable. Remaining in line with the Statutory Base is always required. Options are: To follow the election procedure with the shortest possible deadlines. The board appoints a representative to act on behalf of the role.

GUIDELINES FOR RESIGNING AND CONSEQUENCES

Leaving a position early goes differently often. However, some general guidelines apply about resigning and its consequences:

- ✓ **Resignation term.** To resign formally and correctly from a position, a few rules apply:
 - 4 Weeks' notice for Board members and RCPs.
 - 2 Weeks' notice for other official positions.

During these weeks a person is expected to wrap up & hand over running tasks so other persons involved can continue properly, e.g. access to the email account and other relevant accounts and knowledge about running projects.

- ✓ **Financial reimbursements.**
 - If a person fulfilled the resignation terms and fulfilled its duties before the deadline, a relative share of potential financial reimbursements could still be provided (e.g. if someone worked 4 of 12 months, 1/3 of an annual travel reimbursement).

- If resignation terms were not fulfilled, no financial reimbursement can be made anymore.
- ✓ **Certificate.**
 - If a person fulfilled the resignation terms and fulfilled its duties before the deadline, a certificate can still be given about the term the person was fulfilling its duties.
 - If resignation terms were not fulfilled, a certificate cannot be provided.

The final decision to provide a certificate is up to the official position in charge of it.

Final words

This document is partially based on the work of earlier working groups but has been updated and complemented in such a way that it reflects the current state of the Association. The authors hold various positions and tried to have these different experiences reflected in their work. The strategy presented is meant to serve as an orientation point for all levels and bodies and was therefore kept on a rather general level. The authors hope it will help to improve knowledge management and transfer as well as support members' inclusion and personal development. As EGEA is a dynamic association, the strategy as outlined in this document is timely limited and will need to be updated together with the Strategic Plan. The authors hope, however, that it will provide the next generation of EGEAns working on the topic with a starting point for further development.

Appendices

EGEA Manuals and strategic papers

These might be useful for reference, historic documentation, or inspiration for the further development of the further HR Strategy. This furthermore shows the history of the HR Strategy.

SOME OF THE EGEA MANUALS

2003: Entity set up manual	2015: Frequently asked questions, event organizers
2005: Entity Manual	2015: How to create an activity
2011: Contact Person Manual	2015: How to use the library
2011: Entity Manual	2015: How to write a GA proposal video
2011: Entity Support Committee Manual	2015: Technical Manuals for CPs
2011: Getting started with EGEA Manual	2016: Committee Representative Manual
2011: Workshop Leader Manual	2017: Congress guidelines
2014: Forum Guidelines	2017: EGEA Scientific conference guidebook
2014: Transition Manual North and Baltic	2017: Fundraising Manual
2015: Activity Management Manual	
2015: Activity registration manual	
2015: Entity transition Manual of EGEA entity X	

SOME OF THE EGEA STRATEGIC PAPERS

2009: Re-engineering EGEA's committees	2013: EGEA HR Strategy
2009: EGEA Strategic Plan 2009 - 2012	2013: EGEAs Training Platform
2010: EGEA University Concept	2013: EGEA Strategic Plan 2014 – 2016
2013: EGEA HR Cycle	2017: EGEA TC Information Booklet

Current HR activities & projects

1. Recruitment
Promo material for entities/newbies/committees
Newbie Weekends
Trainings on how to get newbies
Regional Teams supporting CPs
Welcome letters; Newsletters
EGEA Fair
2. Integration & Development (training)
Newbie Area
Buddy system/Secret Friend
Newbie Dictionary
EGEA PenPal
English Project
Secret Santa
Newbie Weekends
Newbie Coordinator in entities
CP Training
EGEA Events in general
EGEA Fair; Committee Promotion Week
Guest places at OSM/committee live meetings
Team Management Training
3. Activation & recognition
CP Training
Guest Places at OSM
Certificates for WS Leaders & Trainers at congresses,
Certificates for Committee Representatives
EGEA Awards
Fixed places & reduced fee for WS Leaders & trainers
Fixed places for officials and committee reps
4. Transition
EGEA Mentoring
CP Weekends;
Team Management Training
Manuals
EGEA Master Folder
EGEA Website library
Google Drives per team

Advisory Board
5. Adjourning & Inclusion
EGEA Mentoring
Internship Project
Alumni weekends & meetups; Alumni congress

