



# Human resource Strategy

2023 – 2027

2023

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



# Preface

Hereby we present you the second version of a full Human Resource Strategy for EGEA. EGEA has Human Resource projects and drafts since a long time. In 2020 the first full Human Resource Strategy for EGEA was created out of drafts, HR strategies and projects which were active beforehand and approved by the General Assembly 2020. Now, three years later we evaluated, added, deleted and updated the [HR Strategy 2020 – 2023](#) and here we have the Human Resource Strategy 2023 – 2027.

The heart and soul of EGEA are EGEAs 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](#), the [EGEA HR cycle 2012 – 2013](#) the 2019 draft and the [HR Strategy 2020 – 2023](#) (full list in Appendices, page 28). It will be voted on at the GA 2023 as a non-binding document outlining the general direction and focus needed for improved HR management. The strategy is consistent with the Strategic Plan 2023-2027 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.

## **Contributors 2023:**

Josefa Loreth - EGEA Mainz (Vice President of EGEA 2022/2023)

Moses Peter Gordon Wani – EGEA Izmir (Inclusion Team representative)

Uğur Eren Daştan – EGEA Izmir (Inclusion Team representative)

Victoria Faulstich – EGEA Augsburg (Training Team Representative)

Henrik Stein (President of EGEA 2022/2023)

## **Contributors 2020:**

Rhune Van Cleemput – EGEA Leuven (TC representative 2018/2020, RA for West 2019/2020, BoE Vice President Elect)



Jakub Růžička – EGEA Praha (BoE Vice President 2019/2020)

Luana Schena – EGEA Zürich (European Geographer Chief Editor  
2019/2020) Carola Hintz – EGEA Innsbruck

Henrik Stein – EGEA Marburg (EGEA Podcast Representative 2019/2020)

Vesna Kotnik – EGEA Ljubljana (TC Representative 2019/2020)

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## Introduction

EGEA has evolved slowly from an international organisation into a pan-European network. While becoming bigger and more professional, also other challenges emerge. In recent times, it has been noticed more than once that even though EGEA has over 2000 members over Europe, only few of those members are 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 and introduced more smoothly to the opportunities for personal development, they tend to be more active within EGEA. Similarly, engaging active members more generally would create a larger degree of involvement. This way, the impact of EGEA, both internally and externally can increase. Thus, we could make an even more tangible difference, in our members' lives and in Europe – through connecting people, experiencing different 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 within the association. The model is based on general life cycles that can be found in many organisations. For each 'level', an example is given on how it fits in EGEA. It is important to realise that **one person can be in several stages** of the model at the same time if they have multiple positions in EGEA i.e., they can be an active member of an entity, a member of an event organising team and a newbie to a team/a member of a Regional Team. The different steps in the EGEA Life Cycle are used as a main structure throughout the HR Strategy. It is essential to understand that the main aim of the Human Resource Strategy and management in EGEA is **to facilitate and improve the transition 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** (Figure 1) is the level on which a person is currently at in the respective social group/team. It can be characterised by the amount of time the person has been part of the social group/team, by their activity, and by their position in the group/team. It is natural that one person can experience multiple stages 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.

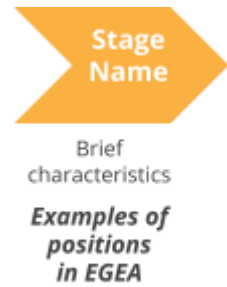


Figure 1: Stages in EGEA

**A transition phase** (Figure 2) is a process of going from one phase to another one. Transition phases are important because it is crucial that the person has all the information and tools they need to smoothly evolve into the next stage and to stay motivated. Lacking support for transition phases will eventually result in individuals leaving the new stage or phase again because they might feel overwhelmed, in a shortage of more experienced EGEAns (leaders) and in EGEAns being less motivated to take on new responsibilities and positions.

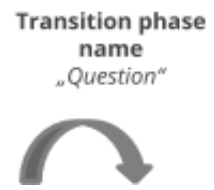


Figure 2: Transition Phases

In the scheme in figure 3, single transition phases are characterised with a question to outline a wider topic which helps to understand how EGEAns can support the transition of a person from that stage to another stage.

## EGEA LIFE CYCLE MODEL

The “EGEA Life Cycle Model” (figure 3) describes the progress of individuals in EGEA. Each individual starts as a potential member and can eventually become an alumni. However, not all persons experience all stages during their EGEA career and can (deliberately or not) skip one or more stages.



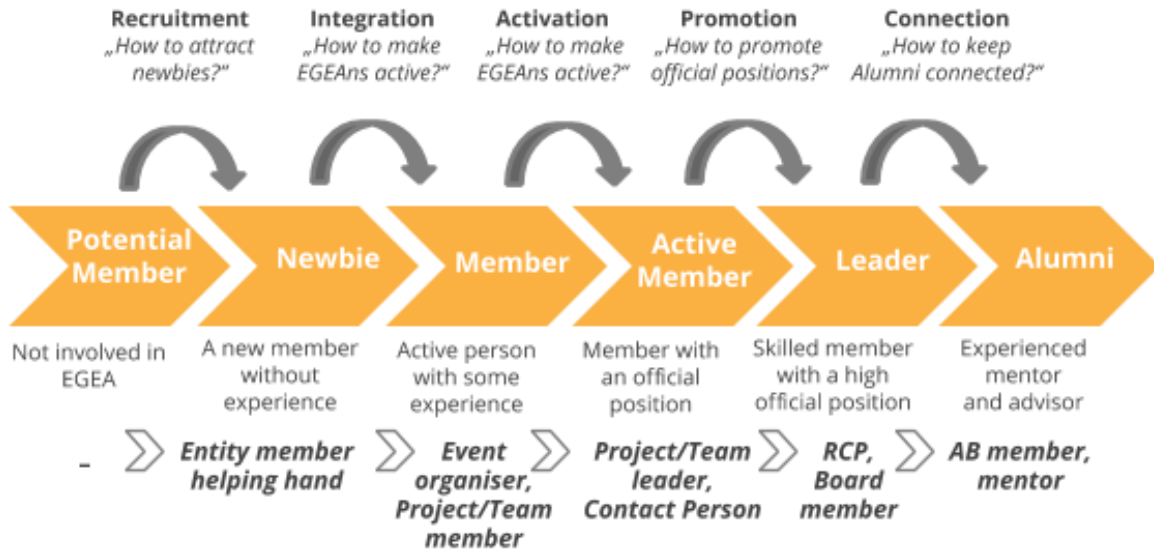


Figure 3: EGEAs life cycle model

### COMPATIBILITY OF POSITIONS IN EGEA

As mentioned above, often people combine several positions in EGEA, and can therefore be in several stages at the same time. Especially when taking up several positions at once, it is important that the member considers their work-life balance in terms of EGEA-work-studies-hobbies, to avoid burn-out throughout the year. In the table below (figure 4) different positions are categorised to advise people on combining positions in terms of workload, based on observations from past years. This overview is an indication, to be used as a precaution for over-commitment. Of course, everyone can make personal decisions based on their own time-availability, energy and motivation. But keep in mind: if you lose your motivation during the year and quit, there are always other individuals taking over your work. And sometimes it is better to do one position after the other instead of doing all of them at the same time.

Legend:

Not compatible  
 compatible

position	Board of EGEA	Regional Contact Person	Regional Assistant	Team Coordinator	Congress Main Organiser	Contact Person*	Advisory Board**	Supporting Role
Board of EGEA								
Regional Contact Person								
Regional Assistant								
Team Co-ordinator								
Congress Main Organiser								
Contact Person*								
Advisory Board**								
Supporting Role								

Figure 4: Compatible Positions.

\*We strongly advise you to not be a CP and Regional Team at the same time, but there are some situations where it is not possible to do it in another way.

\*\*Protocol "11B.2.3. During their term, the members of the Advisory Board cannot hold any other position in the Association except the entity Contact Person." In this context, members of a team, project or working group are not considered a position.

## EGEA HR Strategy 2023-2027

EGEA has a diverse portfolio of Human Resource projects and programs for a long time already. In 2020 the first full Human Resource Strategy (HR Strategy) was written down including the HR projects and programs from beforehand. This Strategy is an overworked and evaluated version of the HR Strategy 2020-2023.

This strategy drafts a roadmap on how to improve current practices rather than focussing on introducing new elements to the EGEA HR System. However, some new ideas will be introduced. The five basic pillars of this EGEA HR Strategy, namely information management, training system, HR projects and programs, the organisational development of the HR system and the rewarding and resignation guidelines are briefly described below.

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

The second pillar is the **EGEA Training System**. Besides hands-on experience, soft skill trainings are the go-to strategy to gain skills and develop yourself. Oldies and alumni see soft skills as the most valuable thing they learned during their EGEA time. Also in professional 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 in our opinion, it is in EGEA's interest to continue, strengthen and improve these projects and programs.

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

The last pillar is about **rewarding and resignation guidelines**. Since it happened many times that individuals left their positions earlier, we included some guidelines on 'how to act if you think about leaving your position'.

## I. EGEA Information Management

With an average active participation in EGEA of 3 to 5 years, and annual changes in almost all leading positions, knowledge transfer is EGEAs' main challenge. Both the preservation of knowledge and the flow of information to all members are key issues. At different stages of the EGEA Life Cycle, different aspects of that knowledge are important for EGEAns to take the next step in their EGEA career.

HOW DO EGEANS GENERALLY PARTICIPATE AT THE DIFFERENT STAGES?

The answer to this question helps to understand what information is relevant for EGEAns at the different stages of the EGEA Life Cycle. An overview of how EGEAns generally participate is given in the following table. The table was collected, updated and evaluated and is based on knowledge of experienced EGEAns.

EGEA Life Cycle stage	Source of Knowledge	Main Goal
Newbie	<ul style="list-style-type: none"> <li>✓ Information leaflets &amp; presentations in entities</li> <li>✓ Newbie Area</li> <li>✓ Newbie weekend</li> <li>✓ Local &amp; European events</li> </ul>	Getting to know EGEA, falling in love with EGEA
Member	<ul style="list-style-type: none"> <li>✓ Congresses</li> <li>✓ CP Trainings</li> <li>✓ Website</li> <li>✓ Master Folder</li> <li>✓ Instagram</li> <li>✓ Facebook EGEA – Official Group</li> <li>✓ Newsletter/Blog</li> <li>✓ Local &amp; European events</li> <li>✓ Event organiser support</li> </ul>	Getting to know EGEA further, becoming engaged in current issues, getting motivated to take up more responsibility
Active member	<ul style="list-style-type: none"> <li>✓ CP Trainings</li> <li>✓ OSM</li> <li>✓ (transition) manuals</li> <li>✓ Website</li> <li>✓ Master Folder</li> </ul>	Engaging others, being up to date about current issues, contributing to the development of EGEA (being able to realise your own projects and ideas)

	<ul style="list-style-type: none"> <li>✓ Instagram</li> <li>✓ Facebook EGEA – Official Group</li> <li>✓ Team/Entity/Project members</li> <li>✓ Mentoring program &amp; event organiser support</li> <li>✓ Newbie Area &amp; Buddy system (as facilitator)</li> </ul>	
Leader	<ul style="list-style-type: none"> <li>✓ Team Management Training</li> <li>✓ Transition manuals &amp; meetings</li> <li>✓ website, Master Folder, Official Facebook Group</li> <li>✓ OSM</li> <li>✓ Mentoring program</li> </ul>	Engaging others, being up to date and updating others, ensuring continuity in EGEAs management, supporting others to realise projects and ideas
Alumni	<ul style="list-style-type: none"> <li>✓ Advisory board</li> <li>✓ EGEA Mentoring (as mentor)</li> <li>✓ Oldie weekend &amp; Alumni congress</li> <li>✓ EGEA Alumni</li> </ul>	Supporting and advising others, transferring knowledge to new generations

Figure 5: Overview of 'how do EGEAns participate at the different stages'

## HOW CAN EGEANS RECEIVE THIS INFORMATION?

The following graph (figure 6) 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. The bigger the method is written, the more impact does it have and thus the more important it is to emphasise.

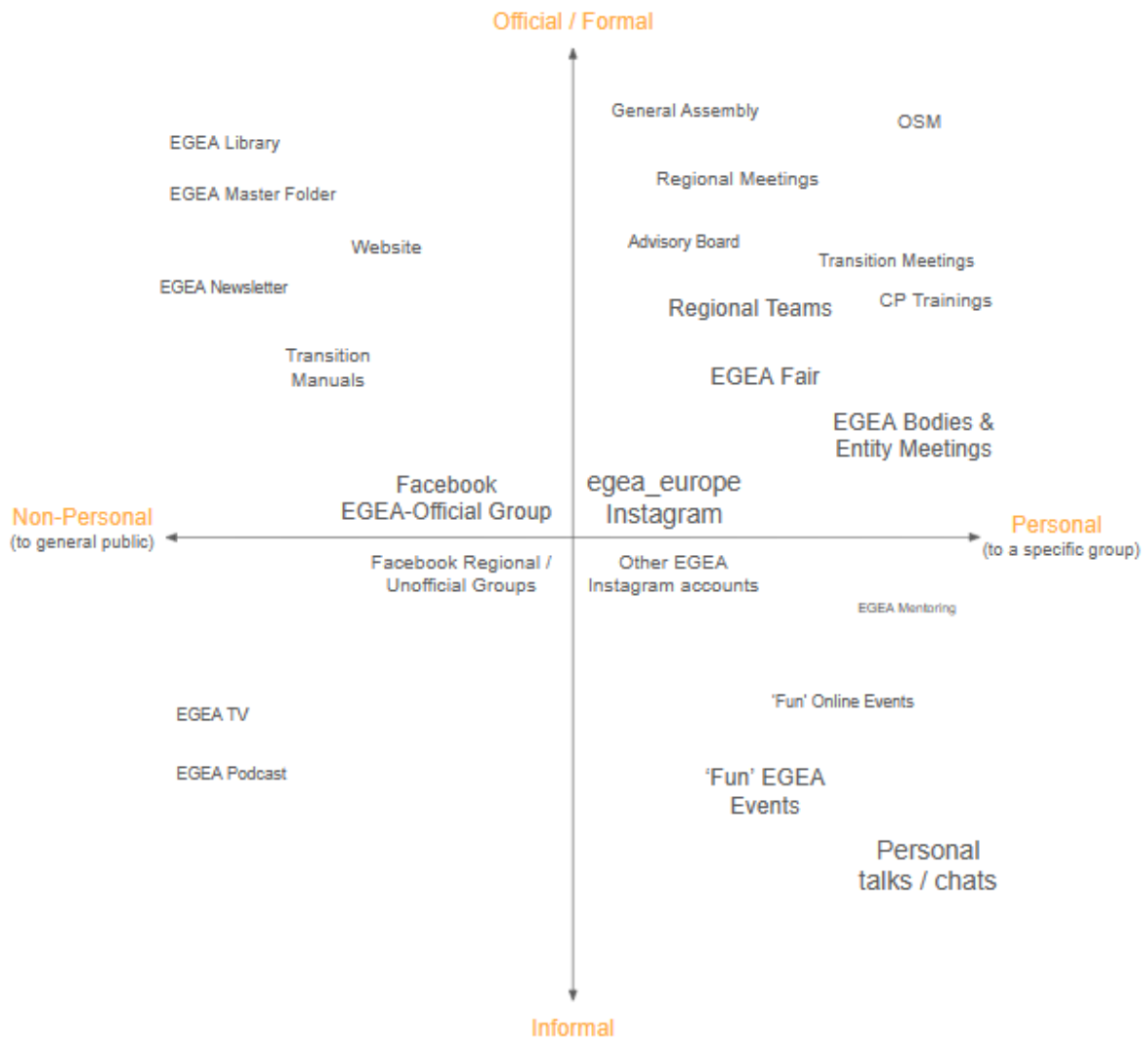


Figure 6: Information management of EGEA

HOW CAN WE IMPROVE THE INFORMATION TRANSFER ON ALL LEVELS?

Currently, new projects or ideas are highly situated amongst leading positions or more experienced members in EGEA. Here, informal relations play an important role for the transfer of information, crucial for the development of new ideas. Therefore, more focus is necessary on strategies to get new members involved more easily.

Strategies that create systems can lower 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 that could look like the following:
  - a button on the website,
  - a single email for this purpose,
  - a single contact person in entities,
  - a concise summary of the most important information for new members
- ⇒ 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 etc.)
- ⇒ Making official positions more approachable (approachable attitude of EGEA officials during events, introduction campaigns when EGEA officials start their positions ...)

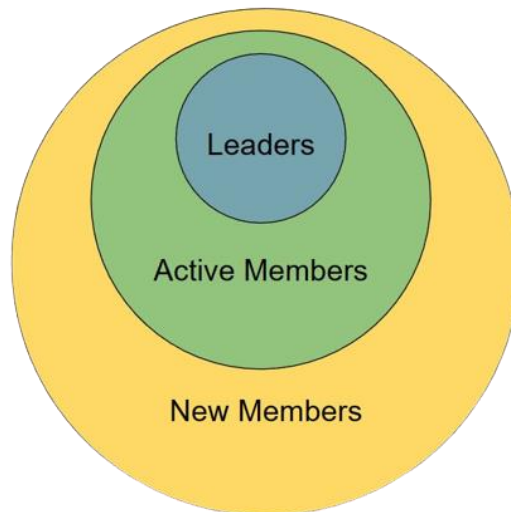


Figure 7: Distribution of members in the 3 different stages

## II. EGEA Training System

The second pillar of the EGEA HR Strategy is to have a strong training system within EGEA. Trainings aim to improve the soft skills of EGEAns. Soft skills are attributes and interpersonal skills which are beneficial for both personal and professional life. Trainings can help EGEAns acquire all the skills they need to take up different positions within EGEA, which inevitably leads to an improvement of the organisation itself.

Therefore, it needs a working training system in EGEA. This way high quality training opportunities exist for all EGEAns. A good Training System ensures its own progress: A high quality motivates people to attend and organise 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 Team)
2. Delivering Trainings (mostly by EGEA Trainers)
3. Attending Trainings (mostly by EGEAns)

### TRAINING EVENTS IN THE PAST & IDEAS FOR THE FUTURE

An overview of the current training possibilities can help identify gaps and possibilities (figure 8). It can show which target groups the current training possibilities focus on and it is a good basis to assess if there could be more training sessions organised for a particular target group.

Furthermore, it can be a good guideline for the training team members to ensure that those trainings take place according to current capacities.

Training Event	For whom	Organised when
Team Management Training	BoE and RCPs	2017, 2018, 2019
CP Trainings	CPs	Annually by regional teams, more involvement of EGEA Trainers needed.
Training New Trainers	Prospective trainers	2017, 2018, 2019, 2022
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	Autumn 2020, spring and autumn 2021, July 2023
<i>Team Management Training</i>	<i>Team Coordinators, (Main) Congress organisers</i>	<i>Not yet organised (only single sessions at a WOSM)</i>

Figure 8: List of training events in the past and ideas for the future

The current training system can be improved: 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:

- ⇒ Organise high-quality Training New Trainer (TNT) events, possibly in cooperation with other (partner) organisations.
- ⇒ Support TNT-graduates to increase their development and their engagement in the EGEA Trainer Community, through a personal mentor and Trainers Coordinator/ Chief Trainer/....
- ⇒ Ensure that EGEAns are aware what trainings are:
  - talk early enough to congress organisers.
  - promotion at EGEA fair.
  - offer enough trainings.
  - use "soft skill training" as a concept (to differentiate from sports and other trainings).
  - active use of social media, website, blog, ...
- ⇒ Ensure sufficient training opportunities (congresses, CP trainings, newbie weekends, online trainings, ...) with a variety of topics.
- ⇒ Motivate more experienced trainers to also look for external opportunities to run training sessions.
- ⇒ Support prospective trainers who didn't attend a TNT yet to ensure quality and to motivate them to become a qualified trainer.

- ⇒ Focus on science-based trainings.
- ⇒ Promote trainings by highlighting the external value of soft skills (e.g., in corporate settings).
- ⇒ Collaborate with external partners (e.g., Youth NGO Training Network, Salto trainings, ...), especially on TNT's and online training events.
- ⇒ Consider mandatory trainings for CPs, Workshop leaders, Team Coordinators, (Main) Congress organisers, RCPs, BoE, AB.
- ⇒ Use network of alumni trainers to support younger trainers.

## EGEA TRAINER COMMUNITY

All EGEAns can participate in EGEA's TEL-1 event (Training Level 1, usually called "Training New Trainers"). EGEA Training Team attempts to organise this annually, according to the agreed standard (40 hours training, specific topics detailed in TNT manual & Trainers' certificates).

EGEA recognises 4 certifications for trainers:

- "TNT Graduate": fully and successfully participated in TNT event (can also be external TNT).
- "EGEA Junior Trainer": delivered 2 hours of training after participation in TNT, with support of mentor or Advanced/Senior Trainer.
- "EGEA Advanced Trainer": delivered +15 hours of training.
- "EGEA Senior Trainer": delivered +60 hours of training.

Further requirements to receive a certain certificate are detailed on the certificate templates.

TNT Graduates and Junior Trainers should be connected to an Advanced or Senior trainer for support and mentorship, at least during the first year after their TNT. EGEA should work towards establishing a mentoring program for new trainers. Cooperation with other organisations is essential for this.

The network of the training team goes beyond EGEA. For various training events, EGEA already has cooperated with other training organisations. This has the advantage that trainers from different organisations can be brought together, that there can be training opportunities for external trainers and that the right amount of trainings within EGEA can be assured to keep a good balance of the EGEA Training System. At last, members of EGEA's cooperating partners

can also participate in EGEA trainings, given enough capacity, ensuring benefits for all parties involved.



### III. HR Projects and Programs

These are among 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. Also, the list of ideas is just for inspiration and are not so completed.

#### 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?** Getting integrated into a new social/academic/cultural environment can be a little challenging. As such, the Inclusion Team Buddy System aims to provide EGEA'ns with the possibility of already knowing Oldies and how to be active in EGEA in general.
- ✓ **Target group:** Newbies.

#### 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.

#### EGEA Passports

- ✓ **What?** Is a document in which EGEA'ns could collect and write memories and contacts of other EGEA'ns with whom they established a bond during congresses and related events and it serves as a reference document through which EGEA'ns can further strengthen their relationship with each other.

- ✓ **Why?** Aside from being a document that captures fun and friendly memories, the passports are also an extra source of funding for congress organisers through selling them.
- ✓ **Target group:** newbies, active members.

## 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 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 bigger/international events.
- ✓ **Target group:** All EGEA members.
- ✓ **Next steps:** Promoting English speaking culture in most EGEA events (for instance EGEA Bar etc.).
- ✓ EGEA PenPal is quite effective in improving English language competency. However, its popularity among EGEA'ns is rather limited and therefore increasing awareness about the PenPal Project would be beneficial to all EGEA'ns with regards to personal development.

### EGEA Reach Beyond

- ✓ **What?** A working group that gathers contacts with possible new entities, while giving priority to 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 rejuvenate dying entities more actively and spread EGEA love.
- ✓ **Target group:** Struggling entities and if possible potential members of a new entity.
- ✓ **How?** While there is not one proper way to reach new interested people to establish entities, there are some ideas:
  - Friends at other universities and to have exchanges with them.
  - Contact international associations and partner up with them.
  - Go on their congresses.
  - Entities can act as older siblings to newly found entities.
  - CPs must be able to inform interested people in a responsible way.

## Teambuilding

- ✓ **What?** Support new teams in their teambuilding and development.
- ✓ **Why?** In EGEA, newly formed teams are supported in knowledge transfer (transition) and skill development (TMT). However, any new team needs time and support to move from being a bunch of individuals to being an actual team. Tuckman's model of Team development illustrates this (figure 9). Ideally, the stages of "forming" and "storming" mainly occur already BEFORE the start of the team's duties (i.e., between June and September for BoE elect, Regional Teams elect, between August and October for new Team coordinators, ...).
  - Teambuilding and team development not only increases the team's performance, but team spirit is also in personal commitment and motivation (Rutger Bregman, Humankind: A hopeful story, 2019).
- ✓ **Who (target group):** new teams such as Board, Regional Teams, Teams, Projects, Congress Orga Team, ...
- ✓ **How?** E.g., through mandatory teambuilding activities

## Tuckman's Stages of Team Development

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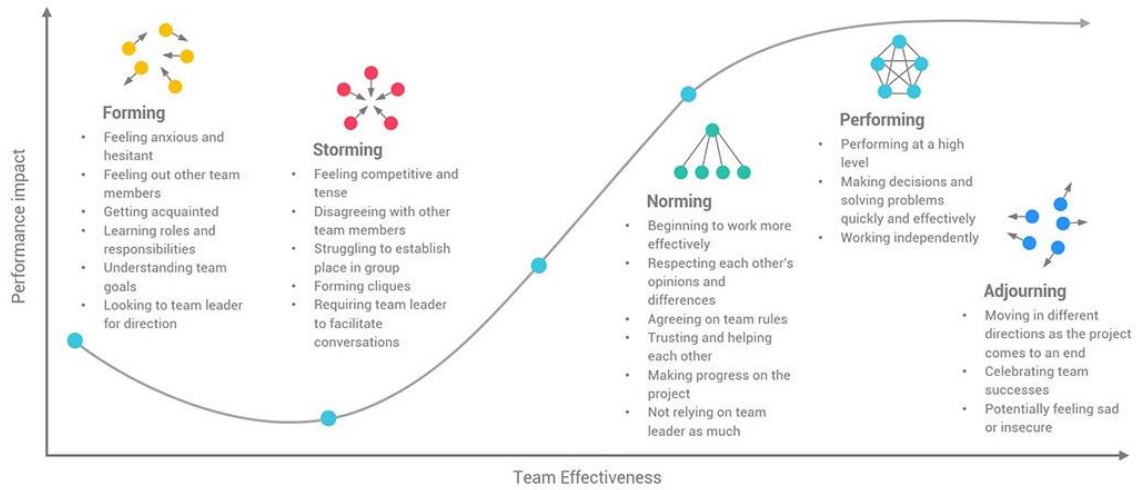


Figure 9: Tuckman's Stages of Team Development

## 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.

To make the HR System of EGEA more efficient and visible, transition processes (such as RT's and BoE) should also include parts of HR Strategy. This is crucial to reach every entity in the matter of the HR System. As such, particular parts of the HR Strategy could be included in CP trainings. Moreover, parts of this HR Strategy document could be coherently used together with the transition manual during transitional meetings.

For structural quality maintenance, it is suggested to follow the principle of plan-do-check-act (figure 8). 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. 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. Special focus should be given to the phases "check" and "act", as this is currently, to some extent neglected.

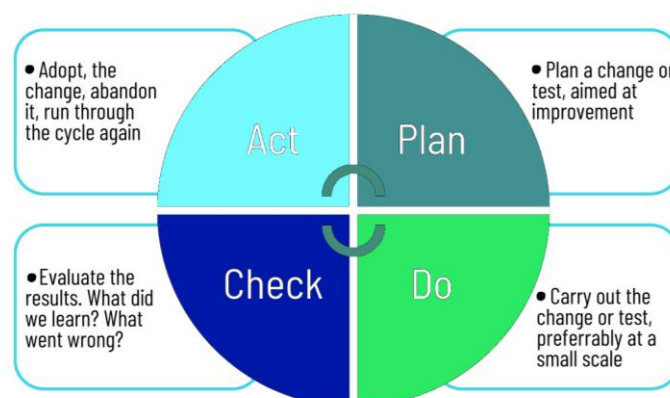


Figure 10: Principle of plan-do-check-act



## V. Rewarding and resignation guidelines

Like in every organisation, also in EGEA, **individuals sometimes leave their position**. This happens at any level in the life cycle stage: Contact Persons, Team members, Team Coordinators, Congress Coordinators, Supporting Roles, Regional Team members and Board members; all of those positions experience early leaving, resignation and disappearing. To minimise this problem, we want to **give some guidelines for people who want to leave their position before the end of their term**.

### INTRODUCTION

Positions in EGEA are fulfilled voluntarily, however they are not without obligations; EGEA needs volunteers to function and taking up an official position comes with the commitment to fulfil these responsibilities for the term of one year. Persons leaving positions have a big impact currently on how well EGEA can operate and it increases pressure on other volunteers. Despite those issues, the organisation can not force individuals to do their job. This means **internal motivation, team feeling, capacity of the person** (time availability and personal prioritisation) and **the life cycle stage including the combination of positions** of a person are key factors in successfully operating as a volunteer.

Ways on how people leave their position:

- ⇒ Resign by sending an official letter to the board and other bodies involved.
- ⇒ Quit by informally stating in a chat or call that this person intends to stop.
- ⇒ Disappearing, 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 person 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 experience reward and appreciation differently, general motivation for EGEA fades if a person is feeling underappreciated 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 fulfil 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 a high chance of leaving a position early.

#### REWARDING & PREVENTING RESIGNATION

The first step in dealing with early-leaving positions is to mitigate risks for such an 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., international volunteer day (5 December), shout-outs at events, personalised thank you postcard/Christmas card, also showing appreciation during the process (e.g., congress organisers). Informal appreciation should be encouraged, e.g., showing interest in colleagues, being kind, acknowledging and mentioning someone's work, contribution and process.

### Preventing

- ✓ **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 people do not feel pressured/forced to apply.
- ✓ **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.
- ✓ More focus on **team development** (see section "III. - Team development").

### MANAGING RESIGNATION

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

- ✓ **Talk about the resignation thoughts.** Try first to talk one-on-one, but if a talk does not change the thoughts of the person (not help), consider asking someone else to mediate (for example the Vice President or the Advisory Board).
- ✓ **Understand.** Try to understand what the issue is and where this is coming from, and then look for the best solution together (staying and resolving the issue/taking a short break/leaving/...)
- ✓ **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 (For the Board of EGEA according to article 11.4.1 it is not allowed to elect a substitute). Options could be: (a) To follow the election procedure with the shortest possible deadlines. (b) The board appoints a representative to act on behalf of the role. A good transition is essential for the person taking up this position.

## 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 their duties until the end of the resignation period, 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 their duties until the end of the resignation period, a certificate can still be given for the term the person was fulfilling their duties.
- If resignation terms were not fulfilled, a certificate cannot be provided. This should be registered in case the (future) Board is asked for a professional reference. 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 try 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

Linked below are some of EGEAs Manuals and strategic papers. These might be useful for reference, historic documentation, or inspiration for the further development of the HR Strategy. Additionally, they might add to the knowledge and insight towards EGEA of readers of this strategy, as they all concern areas of this network where HR management is useful and needed.

### SOME OF THE EGEA MANUALS

The Manuals might not be fully up to date, as EGEA constantly evolves and develops further. The general overview and access to the EGEA Manuals can be gained through the [EGEA Master Folder](#). In case of any difficulties to access the Master folder or any of the Manuals please contact [egea@egea.eu](mailto:egea@egea.eu)

[The Congress Guidelines](#)

[The Entity Manual](#)

[The Manual for Event Organisers](#)

[The Team Coordinator Manual](#)

### SOME OF THE EGEA STRATEGIC PAPERS

Besides the Manuals, EGEAs strategic papers also offer valuable insight. As they are constantly being updated you can always find the latest strategic papers in the [EGEA Master Folder](#) as well.

[The Strategic Plan 2020 – 2023](#)

[The HR-Strategy 2020 – 2023](#)

## Current HR activities & projects

Here is a list with some of the current projects in EGEA.

[Newbie Area](#)

[Buddy System](#)

[EGEA PenPal](#)

EGEA Reach Beyond