



# ***AEGEE Toolkit***

## ***Human Resources Cycle***



## INDEX

Introduction.....	3
Recruitment.....	4
Integration.....	6
<i>How do you include the new members? .....</i>	8
Maintenance.....	8
Development and knowledge management.....	9
<i>What are the most important steps to keep your local sustainable and strong? ....</i>	11
Farewell and Alumni .....	13
Timeline.....	15

## Introduction

The human resources is defined as a set of individuals which are building up the organisation, thus their presence and added value to the organisation mean the existence of the local. This is why it is really important to pay attention to the development of the members which is in correlation with the constant improvement of your local.

Developing your members is also an investment: you need strategy and tools for it but the outcome will be not only long-lasting but it will also have a huge, positive impact on your local!

The sustainability of the whole association is based on the well-working management of human resources: if you have enough (and well-trained) members who are able to organise quality projects, do fundraising and prepare the next generation, your local will be sustainable on the long run; the results of your efforts won't vanish right after you leave your local.

The most important part of the investment in human resources is the development of your own human resources strategy. You need to know what do you aim for, and you need to plan the exact steps to reach it. In order to build a human resources strategy, you need to bear in mind the lifecycle of the membership of your members in the organisation.

The Human Resources Cycle (HR Cycle) consists of different stages, starting from recruitment through integration and constant development, maintenance and knowledge management, and the farewell in the end.



## Recruitment

Recruitment is the starting point of your HR management: this is the moment when you get those people who are going to strengthen your local in the future through their activities, skills and knowledge. That is why it is really important to get the right people!

Recruitment can happen in an ad-hoc way, but its efficiency is less than a well-thought strategy of getting new members. The quantity and quality of the new people joining depends mainly on how much time and resources you invest in recruitment, such as the experienced members who are helping you, financial resources for promotional materials and so forth. Due to its high need of resources, you cannot do it all year long: focus on a 2-3 weeks **recruitment period**. Of course, you should accept new members throughout the year.

### **What do you have to do exactly?**

First of all, you need to know **who you are** and **what do you offer**. By defining how your local works, you will know what kind of people you are looking for.

The identity of your local which should be in accordance with the identity of AEGEE:



How to define your local? Consult the identity document of AEGEE, check your past activities, do different analysis such as SWOT (Strengths, Weaknesses, Opportunities and Threats); or you discuss this with your current active members.



**Do you need a selection procedure?** It depends on each local. Selection has pros and cons: by selecting people, you can get the ones who can fit more to your organisation, you can focus on less people the resources for training them, and they can meet your expectations easier; however, you will have fewer members, you will for sure miss some great people who could have done much for the organisation, and you risk creating an exclusiveness feeling that can have negative effects.

Whenever you are not sure how to recruit new people and how to maintain them, remember to only one thing: **how were you recruited** in the past, what was the most attractive in AEGEE for you? What were the most important things what kept you active?

There are several **reasons why young people want to join associations**, for example:



## Integration

After getting new members, you need to introduce them to the unique culture of your association, and help them unleash their potential in AEGEE. Pay special attention to all those abbreviations and specific processes that you are using on a daily basis; they will not understand them, and this can make them feel lost and discourage them quite early.

### **What are the benefits of integrating them in AEGEE?**

- It ensures that everyone gets the same picture
- It sets the basic expectations about the way we work (they will know how much effort and time they should put in the local in order to keep up with the pace and make the local grow)
- Build excitement / interest / curiosity about AEGEE

During the process of recruitment the newbies only get a really small part of the association. So once they are in, they need to learn more about AEGEE. You can use information emails, presentations, further info evenings... But nothing can be comparable to personal contacts – some locals have implemented a **mentorship system** and take advantage of the experienced members as mentors or “angels”.

During the mentorship period, the newbies can efficiently be introduced to the different processes in AEGEE: they can get to know about the structure, the projects and activities... It can also help you to get to know them better, and help you to identify their proper role in your local. This is important: if you have the right people in the right places, everyone will be satisfied on the long run! This means, if you have a person who enjoys recruiting new people and being in close contact with students, don't force him or her to deal with IT stuffs of fundraising. If the members enjoy what do they do, they will be more motivated and work even better!

Setting goals together can help them to see their development and career path, which serve as further motivation!

In AEGEE, currently 4 different methods are used, based on the following things:

### Mentorship system

- The mentors, who usually have 1-6 new members for whom they are responsible for, are welcoming them to the antenna, reply to their questions and help them with all their needs concerning the local.

### Knowledge transfer

- The new members, during their first months in AEGEE, receive knowledge transfer from older members or from the local board, which means providing a document with the most important information and explaining everything in person.

### Alumni network

- This is mostly an 'unofficial' method that relies on older members to welcome the new members to the local and help them with their questions. In its most structured versions, the board arranges some kind of events that work as get-togethers for old and new members, during which the new members can ask questions from the experienced ones.

### HR responsible / advisory board

- New members are assigned to HR responsible or to other older members who are responsible to answer their questions and help with with what they need

### ***How do you include the new members?***

The majority of AEGEE locals foster the inclusion of the new members by involving them in organising activities, and delegating (small) tasks to them. Once you see what they are able to manage, you can gradually increase the responsibility!

Once your new members are part of the antenna's daily life and participate in the activities, don't forget to keep them informed! Information flow is very important!

### ***Maintenance***

If you want to keep your members motivated, you can start by identifying what is that works to keep you and your current members active in the association. There are many possible answers, because for every person there are different factors involved.



It is really important to connect with their internal/intrinsic motivation (more info here: <http://www.youtube.com/watch?gl=BE&v=u6XAPnuFjlc>), which means that you will not need to keep them motivated. Their motivation will become self-sustained through their work in AEGEE.



Even when motivated members do not need an external push, it doesn't mean that can forget to practice gratitude: the **culture of appreciation** is really important in your local! Did they do something valuable? Don't forget to thank them! Have you thought on creating a member of the month award for your local?

It is important to establish a methodology to **evaluate your members on a regular basis**. This helps monitoring and tracking your members, which can be used for impact measurement and placing the right people to the right places.

When you try to maintain the quality and quantity of your members on a high level, you shouldn't forget two important things: the first, how to deal with your members in the different stages of their membership; and the second, how to develop them to take the local to a higher level.

## ***Development and knowledge management***

Through our work in AEGEE we learn and develop ourselves, and, at the same time, we bring a new added value to the management of the organisation.

It is really important to make possible for our members to learn all those basic methods and tools which are already developed in AEGEE, and **best practice sharing** is also crucial among organisations. For that reason, we encourage locals to organise **Local Training Courses**, or even better **Regional Training Courses** (you can get financial support from AEGEE-Europe). We also organise **European Schools** (1 week trainings on different topics) and **Network Meetings** (for sharing knowledge between locals).

When you attend a training don't forget to share with your local what have you learned: write **reports** and **share the materials** (important especially for the next generation, since they may not know who to approach for specific questions. However, after writing down the relevant information and contacts, think about how sharing this with your

local members: give sessions at the Local Training Course or put the things you learned into practice!

**What are the most important steps to keep your local sustainable and strong?**

Write handbooks for events, projects and Summer Universities and update them after each edition

Create a template for reports for each project/event/meeting

Re-evaluate the projects together with the responsible, the board and members

Live meetings and discussions

Keep track of tasks and previous responsables

Find future possible generation and involve him as much as possible - delegating, discussing, inspiring

Board to board Knowledge Transfer

Local board knowledge transfer weekend

Sharing on functions

Sharing together with all the board

Finding a successor - delegating, discussing, inspiring

(Regular) meetings or coaching sessions with previous boardie

Specific board trainings

History of the local

SWOT analysis of the local group

Initiatives for the past term – how was the implementation, what were the main bottlenecks

Key learning points from their experience

Functional area preparation

Handing over all the materials – knowledge management

Alumni's role in knowledge management

## Farewell and Alumni

After you have spent your best years in AEGEE, made great friendships, getting valuable knowledge and skills, and travelled all around Europe, it is really difficult to say goodbye. Have you thought about joining the Alumni of your local? Oh, you don't have one? It's high time to work on it for when you are ready to step out!

What are the benefits of having a platform for the "oldies"? The most important is the previously mentioned **knowledge management**: it will be people who most probably lived through the same issues what you are facing now, so by asking them, you can start immediately from a higher level!

The impact measurement of AEGEE-Europe showed that many Alumni members work in management positions: wouldn't it be awesome to have their contacts and maybe even get support from them and their companies, such as internships for your members, support in kind and financial sponsoring for your activities?

How can you involve Alumni in knowledge sharing?

Invite them for the events

Informal sharing sessions and unofficial KT (stories about the local)

Invite them to parties and meetings

Invite them to make presentations

Encourage younger people to talk to alumni

Organise alumni meeting

Ask them to organise trainings

Constant communication with alumni or experienced older members

Ask for knowledge and experience

## Timeline

There are different timelines which can be followed successfully by your local in order to recruit your members efficiently. You can either recruit in the beginning of the scholar year, using the opportunities what for example a Fresher Fair or the university fair can give or either during the Summer University application period. However, it is important to match the demand for human resources (such as for the events and projects we want to organise throughout the year) with the supply.

The planning should start even before the board term starts: the board members and the leaders should already discuss in advance the priorities and the activity plan for the year in order to match the human resources strategy with all of them.

Despite the fact that the academic year differs from local to local, we encourage you to balance all of your activities, break down the whole picture into smaller steps, monitor the process and evaluate constantly for the great success!

And last but not least: enjoy every moment of working with your members! 😊