

STAMP - Shared Training Activities for Music Professionals

Output 2 - YEMP Guidelines



GUIDELINES on what is a YEMP (Young Event Management Programme) And how to organise it



1. Introduction:

- Background information
 - The European Choral Association - Europa Cantat
 - The EUROPA CANTAT Festival

2. What is YEMP?

- Basic description, short history
- Why YEMP in STAMP?
- Why is YEMP a „win-win“ training model for managers?

3. How to organise a YEMP

- Timing, planning, preparation, partnership with festival
- Steering Committee and coaches
- Recruitment, choice of YEMPs, online training, schedules
- The Webinar to prepare the YEMPs
- Other online tasks
- Training weekend, training on the job, coaching, evaluation
 - ideas for contents of training weekends / Evaluation

4. Concrete example: YEMP 2018

5. Adapting YEMP to different needs

6. Sample documents and useful links

Imprint

Annex - Toolbox for (Young) Managers

1. Introduction:

The “Young Event Management Programme” (YEMP) is a training programme for young managers, combining a digital learning period, an intense training weekend as well as training on the job in the frame of a festival. The programme was first developed by the European Choral Association - Europa Cantat, in connection with the tri-annual EUROPA CANTAT Festival.

In the frame of the STAMP project, the aim was to develop a handbook with guidelines on how to organise a YEMP, including sample documents, and to analyse how the YEMP could be adapted to other music sectors, other countries as well as smaller events.

As an annex to the guidelines there is a “toolbox for (young) managers” which can be used for YEMP as a service to the young managers, but can also stand for itself.

This guidelines and toolbox were developed by the team of the European Choral Association - Europa Cantat in cooperation with and with input from:

- the partners in the STAMP project (<http://bit.ly/YEMP2018-imprint>)
- the participants of a Workshop for trainers on how to organise a YEMP, Tallinn, July 2018
- the Steering Committee and the participants of the 2018 YEMP programme
- the Youth Committee (2016 - 2018) of the European Choral Association - Europa Cantat

- Background information

One Voice for Collective Singing in Europe

We are a network of organisations, choirs and individuals in the field of collective singing in Europe. Through our membership, we directly represent more than 2,5 million singers, conductors, composers and managers in over 40 European countries, and reach out to more than 37 million people in continental Europe active in the field of collective singing.



The European Choral Association – Europa Cantat is the result of a merger between Europa Cantat – European Federation of Young Choirs (EFYC), founded in 1960/1963 and the ArbeitsgemeinschaftEuropäischerChorverbände (AGEC), founded in 1955. The merger was completed in January 2011. In 2014, following an intensive cooperation process, ECA-EC incorporated the archives and history of IDOCO (Internationale des OrganisationsCulturellesOuvrières) which dissolved at the end of 2013.

www.EuropeanChoralAssociation.org



The EUROPA CANTAT Festival

- organised every three years since 1961 (in Passau, DE)
- the last festival was in Pécs (HU) 2015
- the festival in relation to which the YEMP and training workshop for trainers took place in the frame of the STAMP project took place in Tallinn (EE) 2018
- the festival gathers 3.000 to 4.000 paying participants from 50 countries in Europe and beyond
- plus invited choirs, guests, staff & up to 200 volunteers
- “Ateliers” (workshops) for choirs and singers with 3-hour-rehearsals each morning
- a programme for conductors and composers as well as “discovery ateliers”
- about 100 concerts, plus lectures, workshops & Expo
- trainingprogrammes (including YEMP)

More information about the 2018 festival on www.ectallinn2018.ee

General information about the festival on www.EuropaCantat.org

2. What is YEMP? (Basic description, short history)

- How did YEMP start?

First of all a short historical overview: The first youth event leading up to the YEMP was a “Youth Forum” in Caen (FR) 2008. At this forum with workshops and lectures, one feedback from participants was that they lacked practical training opportunities in an international context. A first YEMP was then offered in the frame of the EUROPA CANTAT Festival 2009 in Utrecht (NL), developed with the help of the Youth Committee of the association. It was followed by YEMP 2 in Torino (IT) 2012, and YEMP 3 in Pécs (HU) 2015. The YEMP which was part of the STAMP project was offered in connection with the EUROPA CANTAT Festival in Tallinn (EE) in 2018.



- Who can profit from YEMP?

So why did we develop YEMP and why do we think it is a useful training model that could also be interesting for others. There are three different sides that can profit from YEMP:

- **the organisers**, which is the European Choral Association – Europa Cantat in our case. The advantages for them are:
 - they train managers at event of the association
 - on the long run they get well-trained managers
 - they can discover organisational talents
 - they can find future decision-makers, develop network
 - the project helps them to promote youth participation
 - the project gives the youth in the organisation visibility
 - for some countries, where there are no strong members:
 - they can build stronger links to the national choral network through the YEMPer
- **the festival**, which is the EUROPA CANTAT Festival (we are also part of the festival organisation, but we also have local partners for it)
 - they get highly motivated young volunteers for the event
 - they can receive valuable feedback from the YEMPer on the event
- **the YEMPer themselves**
 - they get a (free) practical training („on the job“), which is rare
 - they have the possibility to test management skills
 - the YEMP is a special experience they will not forget

- Why is YEMP a „win-win“ training model for managers?

Why can the YEMP be called a „win-win“ training model?

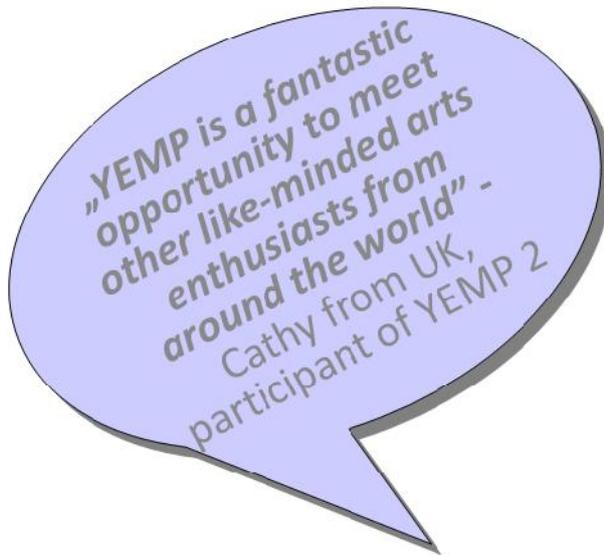
What is the „winning aspect“ for the different side involved?

- **YEMP brings together 2 networks to be shared**
 - The YEMPer get access to professionals such as conductors and organisers
 - The Festival gets access to an active youth network
- **YEMP increases capacities on both sides**
 - For the festival it means an enlargement of festival team capacity
 - The YEMPer experience a large team and also learn a lot from the others
- **YEMP is a low-cost training model for both sides:**
 - The YEMPer cover only their travel and get a free training „au pair“
 - The organisers cover mostly food & accommodation, do not have to pay travels and do not have to pay any salaries, though they get a great international core to their team
- **YEMP is a flexible training model.**

It was developed specifically for the EUROPA CANTAT Festival and for young and choral managers. However through the STAMP project and with the help of the STAMP partners, the idea was tested for adapting it

 - in size and structure
 - to other, smaller and also national events
 - to managers of different ages and backgrounds
 - to different national realities
 - to other parts of the music sector and to other sectors

YEMP – some quotes



“YEMP changed my life! It might sound like a cliché, but after taking part in YEMP, I realized what I wanted to do with my professional life. Learning and working at the festival EUROPA CANTAT gave me an excellent sense of what it means to organise a large international festival, and how complex yet exciting it is. I became aware of my strengths and weaknesses, and learned a lot about other people—as well as generally having a wonderful time!” Kristel from Estonia, YEMP 1

“YEMP3 was something we all will remember for the rest of our lives. Now, you return to "the real world" again, where it may be difficult for your friends and family to understand what you have experienced during these weeks.” Kjetil from Norway, Coach, YEMP 3

“Over 2 weeks in Choral World... Hours of work, joy, high temperatures, music and international meetings. How to organise the Festival, getting to know (almost) all of the problems, managing my venue, managing the Choir to Choir concerts, being surrounded by music. Everywhere and everytime... And, making everything possible with a group of passionate and super professional people- Young Managers” Katarzyna from Poland, YEMP4

3. How to organise a YEMP

For details and documents from 2018 see [chapter 4](#)

•Timing, planning, preparation, partnership with festival

- The **first planning** for the YEMP starts at the moment when the planning for the festival starts. E.g. costs for the YEMP have to be included in the budget (in our case food and accomodation for all YEMPers plus coaches plus YEMP Steering Committee for a bit more than 2 weeks, for training weekend, preparatory week and festival week, plus travel for coaches, at least the international coach, and for the steering committee in as far as they are not covered through other sources, and maybe rental costs for rooms, and fees and travel, accommodation and meal costs for external experts for the training weekend)
Sample budget (maximum budget, see remarks below):
<http://bit.ly/YEMP2018-samplebudget>
- In our case the number of YEMPers is fixed, but in case of other festivals this would also include the question of how many YEMPers can/should be accepted, which possible positions there are for YEMPers in the festival, which kind of accommodation can be offered to them (student accommodation? Or maybe home stays with staff of the festival?), whether the YEMPers should be locals, people from the country of the festival and/or international young managers, which skills (language and others) are needed, which rooms will be needed for the training weekend, etc.
- The next step is to put together a steering committee (see next point) and find the two coaches
- **About 1,5 years before the festival** we start working on the advertising material (in our case published in our own brochure with the programme for the following year, as well as in the festival brochure, both published a bit more than 1 year before the festival), plus on the Festival Website. During the coming 6 months additional promotion through Website, Facebook and newsletters
- **In autumn the year before the festival** we publish detailed information (including “Frequently Asked Questions”) and an application form for YEMP
- **Deadline for applications** is January 31st of the year of the festival
- The Steering committee **selects** the YEMPers in February the year of the festival, through a live meeting or - if there is no budget for this - through a Skype meeting. All applications are saved in a dropbox or google drive folder, there is an excel or google sheet into which all members of the steering committee can add their remarks and their personal ranking before the meeting, and into which we mark the final decision during the meeting
- Then the YEMPers are **informed** (selected, not selected, waiting list) and asked to confirm their participation and submit a copy of their booked travel as “guarantee” that they are seriously planning to come (since they do not have to pay a participation fee)
- The steering committee prepares **online tasks** for the selected YEMPers between March and June/July in the year of the festival. These can include online presentations, writing a letter to a friend to convince them to join the festival, developing a quiz etc. (seeexamplesfrom 2018 underchapter 4)
- In parallel the steering committee **prepares the training weekend** for the YEMPers, making a programme and schedule, inviting external experts etc.
- In late spring, about 6 weeks before the festival **the management team of the festival should have a retreat** during which they are also prepared for how to integrate the YEMPers into their team the week before the festival, always a crucial and touchy point, which tasks to give to them, how to prepare them, how to supervise them and how to make use of the coaches. (The weekend is also used for team-building and to mentally prepare for the festival by trying to go through all the aim groups and try to think what each person related to the festival may need in advance and once they have arrived ...)

- Before the beginning of the YEMP the festival organisers and the steering committee should agree to the positions which will be available for YEMPerS during the festival. A first tentative distribution can be made in advance, on the basis of the written applications, but the final distribution should be done at the end of the YEMP weekend, after having seen the YEMPerS in action.

•Steering Committee and coaches

We usually set up a **steering committee** for the project which takes care of the preparation of the YEMP and takes all important decisions. The Steeringcommittee in our case included:

- 2 people from our Youth Committee, both former YEMPerS, one of them chosen as chair of the committee, one of them also working in the festival office
- the SEcretary General of the European Choral Association - Europa Cantat
- Somebody from the festival office (ideally the person dealing with staff issues)
- Somebody from the Estonian Academy of Music which was the partner for the YEMP offering free rooms for the YEMP training weekend and workshop for trainers, plus their expertise in cultural management studies
- The two coaches (see below)

For each YEMP we choose two **coaches**, ideally one coach from the host country, one coach from uproad who has experience with the EUROPA CANTAT Festival, more ideally a man and a women - which was not possible for 2018, for example. They:

- must be available for more than 2 weeks before and during the festival
- are volunteers (not paid, but all costs for travel, accommodation and meals covered for any preparatory meetings as well as the 2,5 weeks with the YEMP training weekend, the preparatory week, the festival itself and the evaluation day with staff party the day after the end of the festival)
- join the steering committee to prepare the YEMP (see above)
- attend the YEMP training weekend and are there the full time of the YEMP until the day after the festival
- Observe the YEMPerS during the training weekend and take first notes on how they can help them / coach them, and help with the distribution of YEMPerS to their tasks
- Partly offer sessions during the training weekend
- Support the staff office the week before and during the festival
- Mostly support and coach the YEMPerS during the two weeks of their “training on the job”. We usually distribute the YEMPerS to the two coaches (according to language skills, experience etc.). The coaches regularly meet them and ask how things are going, also sometimes give them tasks and make a final evaluation with them, discuss with the steering committee in case of bigger problems what to do (e.g. change the position of a YEMPer, give them some extra support etc.)

• recruitment, choice of YEMPerS

Who can be candidates? Profile

- in our case YEMPerS can come from anywhere, Europe or outside Europe, and we always fix a certain amount of YEMPerS who should come from the host country (maybe 25 to 30%, depending also on the language skills needed)
- Specifically for 2018 we chose 5 “non-choral” YEMPerS from the STAMP partners, in this case the candidates had to come from STAMP countries
- they must be between 18 and 30 years old
- they should study cultural management OR be interested /experienced in event management
- Usually (except for the 5 candidates from the STAMP partners in 2018) YEMPerS in our case should also have a connection to choral music / collective singing, and explain this in their application form
- they should be motivated to learn and develop their skills in international event management
- they must be able to communicate well in English

Selection

The candidates have to send in applications with a motivation letter, a CV and some concrete information to their skills and knowledge (language skills, previous experience in cultural management etc. The Steering Committee then makes the choice - first by individually rating all candidates with "yes", "no", "maybe" and then during a live or online meeting agreeing on the candidates to be chosen as well as a waiting list.

• the Webinar to prepare the YEMPers

In 2018 for the first time we added to the Online tasks a Webinar to prepare the YEMPers better for their training. The aim was to:

- present the coaches
- present the basic structure of the Webinar
- Explain what is STAMP and what is the connection to the STAMP project
- Run the YEMPers through the programme of the 2-week-programme in Tallinn
- Explain their online tasks for the time before Tallinn to them (including doing the quizzes, watching the STAMP Webinars, consulting the STAMP database)
- Teach them what a Webinar is and what they can do (show presentations and videos, do polls, add calls for action, chat, share the screen etc.)

For details see example from 2018 under chapter 4

• Other online task

Other Online tasks can consist of:

- Creating a **closed Facebook group** for the participants
 - Asking all participants and Steering Group members to **present themselves there** with some pictures and some fun facts about themselves / their lives / their passion for music -> this means the group can already connect to each other, some may even meet live before the training course because they happen to be at the same place at the same time and find this out via Facebook
 - Splitting the YEMPers into 2-3 groups and asking them to formulate **quizzes** (which will force the participants to look at different Websites and Social Media Channels and thus mentally prepare for the training and the festival).
- *For details see example from 2018 under chapter 4*

The groups have to find their own group dynamics and methods they want to use (Facebook, Mail, real time digital meetings etc.) and they have 2 or 3 weeks time to prepare the quizzes. Then they share the quizzes with the others and everybody has to answer the questions of the other two groups within another 2 weeks. The task should end at least 1 week before they leave for the festival. The development of the task will also tell you something about the YEMPers, their leadership qualities etc.

For details see example from 2018 under chapter 4 - in 2018 we added some further tasks connected to the STAMP project

• training weekend, training on the job, coaching

The actual YEMP programme starts for the YEMPers with a Training weekend during which they are offered team-building activities, workshops on different topics to help them discover the city, and some insight into how the festival works.

Examples of trainings include sessions on working in an intercultural context, teambuilding, how to set up a big team of 200 people within one week, event safety, how to apply for EU funding, how to design an event, preparing for difficult situations that may happen during the festival etc. Ideally the weekend could end with the YEMPers being informed about their tasks / positions in the festival organigramme and their heads of departments spending an evening with "their team" to get to know each other a bit before the beginning of the stressful preparation week

For details see example from 2018 under chapter 4 - in 2018 we added some further tasks connected to the STAMP project

On the Monday before the start of the festival the YEMPers then join the team and work on their specific tasks, partly also helping with last-minute tasks that may not be related to their specific position such as packing bags, sorting meal ticket, etc. During the preparatory week and during the festival itself, they can regularly speak to their coaches (who distribute the YEMPers among themselves so that each takes special care of half of the group, but both can speak with all YEMPers if needed).

The programme ends with an evaluation on the last day, where the YEMPers can also share their specific experience with the others, comment on the YEMP itself and give their input to the general evaluation of the festival.



• Evaluation

Evaluation happened in many different forms during the YEMP

- Evaluation of the skills of the YEMPers by the Steering Committee at the end of the weekend in order to prepare distribution of YEMPers to their tasks
- Direct evaluation of YEMP Training Weekend at the end of the weekend, both with an evaluation form and an oral evaluation round
- regular feedback / evaluation talks of coaches with YEMPers during the 2 weeks of training on the job
- evaluation day on the day the festival participants leave - YEMPers evaluating both the festival itself (interesting for the festival organisers) from their perspective, as well as their experience in the team and with the tasks they had. This also allows them to exchange experience between different departments.
- Written evaluation by YEMPers afterwards (allows for anonymous evaluation)
(For concrete example of evaluation form see [chapter 4](#))
- Written evaluation of YEMPers by the coaches



YEMP 2015

YEMP 2018:



4. Concrete example: YEMP 2018 at the EUROPA CANTAT Festival in Tallinn in the frame of STAMP

Short description of the YEMP 2018:

The Young Event Management Programme (YEMP) connected to the Festival EUROPA CANTAT XX in Tallinn 2018 (see www.ectallinn2018.ee):

- a project with 25 young people aged 18 to 30 selected as “YEMPers”, including 5 nominated by partners of the STAMP project, not having a choral background (pre-condition: good knowledge of English, background or interest in management, deadline for applications: 31/1/2018)
- free for the participants (no participation fee, food and accommodation covered by the festival, travels to be covered by participants)
- a “blended learning mobility” with online tasks in spring and early summer 2018 (Facebook group, preparatory online tasks and games, obligation to follow or watch in the archives at least the Webinar of the European Choral Association - Europa Cantat on “Networking and cooperation within Europe and beyond”, and with the recommendation to follow/watch further webinars)
- plus a 2-week-training course connected to the EUROPA CANTAT Festival in Tallinn, 27/7 - 5/8/2018, gathering 3.000 to 4.000 people in the choral field
 - starting with a weekend with lectures & workshops
 - followed by training on the job with the YEMPers joining the organising team in different departments and offices of the festival
 - accompanied by 2 coaches: RékaBalog (HU), festival manager of the festival EUROPA CANTAT XIX in Pécs, Hungary, 2015 & KaisaLõhmus (EE)

Schedule of the YEMP 2018:

- Autumn 2017: Publication of detailed information including application form (see above), recommendation to watch Webinars of STAMP
- December 2017: Obligation to participate live or watch later the Webinar of the European Choral Association - Europa Cantat on “Networking and cooperation within Europe and beyond”
- 31/1/2018: Deadline for applications
- End of February 2018: Selected candidates informed
- March - June 2018: Online preparations
- Friday, 20/7/2018 – arrival in Tallinn
- 21 & 22/7/2018 – training weekend
end of weekend: distribution to festival positions
- 23/7 – 4/8/2018 training on the job
23 – 26/7/2018: Preparation Phase
27/7 – 4/8/2018: Festival
- 5/8/2018 – Evaluation day
- 6/8/2018 – Departure (Obligation to participate in the full programme)

YEMP 2018 calendar including preparations:

<http://bit.ly/YEMP2018-timing>

Special feature of YEMP 2018 in the frame of STAMP: Training Workshop for Trainers

- 20 – 25/7/2018 in Tallinn Estonia, in connection with YEMP
- partly only with the group of trainers, partly observing the YEMPers and participating in their training weekend
- each STAMP partner is invited to send 2 participants
- In the frame of the Workshop the participants:
 - Learn what is the YEMP
 - Hear testimonials of previous YEMPers
 - Get the first draft of the YEMP guidelines and the toolbox for (young) managers and can contribute to them
 - See the beginning of YEMP 2018
 - Work on transferring the knowledge gained to their own field of work
- The workshop is led by a pedagogical international team, with people who experienced the YEMP since the beginning, with coaches, and with former YEMPers

Invitation document: <http://bit.ly/YEMP2018-workshop>

Partners for the YEMP 2018:

Coordination STAMP: European Music Council
Coordination YEMP: European Choral Association – Europa Cantat
Hosting YEMP weekend and workshop for trainers: Estonian Academy of Music and Theatre
Hosting YEMP: EUROPA CANTAT Festival

Steering Committee for YEMP 2018:

Chair: Silviya Prockyte (LT – member of ECA-EC YC)
Kristiina Veerde (EE – ECA-EC YC)
Marko Lõhmus (EE – Estonian Academy of Music and Theatre)
Mare Zaneva, later replaced by Gerttu Alteberg, staff manager (EE – EC Festival Tallinn 2018)
Réka Balog (HU – EC Festival Pécs 2015, YEMP coach)
Sonja Greiner (DE – ECA-EC)
Kaisa Lõhmus (EE - YEMP coach)

Advertising for YEMP 2018

The advertising for YEMP 2018 began in summer 2017. It was done through a combination of advertising tools: In the brochure of the EUROPA CANTAT festival, in the brochure with the 2018 annual programme of the European Choral Association - Europa Cantat and through Social Media

Advertising page YEMP4: <http://bit.ly/YEMP2018-advert>

Further details were published in autumn 2017 on the Festival Website (Press Release, Frequently Asked Questions and application form).

Press Release: <http://bit.ly/YEMP2018-pressrelease>

Frequently asked questions: <http://bit.ly/YEMP2018-FAQ>

Application form: <http://bit.ly/YEMP2018-application>

In addition we sent an invitation to the Workshop for trainers to the partners in the STAMP project

Selection procedure

Deadline for applications was January 31st 2018, then the Steering Committee had a skype meeting for the selection in February 2018. The selection was prepared with the help of a google list.

Overview for selection (sample, empty): <http://bit.ly/YEMP2018-selection>

Agenda of the Skype meeting: <http://bit.ly/YEMP2018-skype>

The YEMPers were then informed (yes, no, waiting list) and a Facebook group was created.

Online tasks

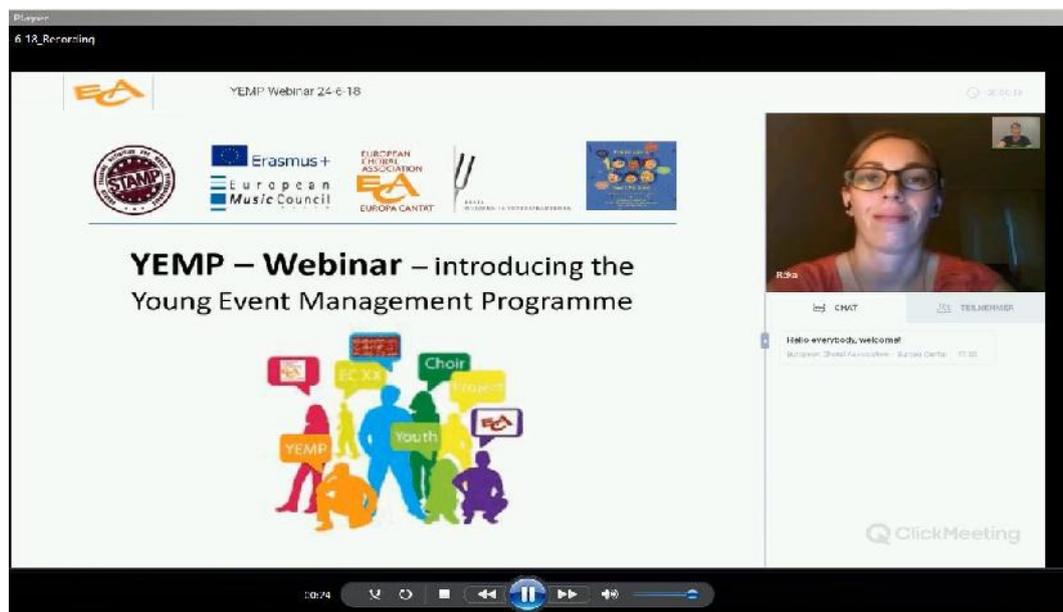
The Steering Committee worked on the online tasks which included:

- Asking each YEMPer to shortly **present himself/herself in the Facebook Group** with a text, picture, video or whatever else they want to use - over a period of 2 weeks, each day 2 YEMPers are thus presented
- Asking them to develop **quizzes** (this helps them get familiar with the information in advance) - we randomly made 3 groups and asked each group to design 1 quiz: one about ECA-EC (using the Website, Facebook page and Youtube channel to find information), one about the Festival in Tallinn (checking the Website, reading the newsletters, checking Facebook) and one about the city of Tallinn and the main festival venues (using google maps and Streetview to ask questions). -> then they published the quizzes in the Facebook group and the others had to answer the questions, using the same tools as help
 - QUIZ about ECA-EC: <http://bit.ly/YEMP2018-Quiz1>
 - QUIZ about Festival in Tallinn: <http://bit.ly/YEMP2018-Quiz2>
 - QUIZ about City and Venues: <http://bit.ly/YEMP2018-Quiz3>

Organising a **Webinar** in which YEMP was presented to the YEMPers, the online tools were explained and they got a preview on how the YEMP weekend and the introduction to the team the week before the festival would run, and how the steering committee would decide about who would have which task / would be in which department and asking the YEMPers to join the Webinar live or watch the recording afterwards

Watch the Webinar: <http://bit.ly/YEMP2018-webinar>

Download the Webinar Slides: http://bit.ly/YEMP2018-webinar_slides



Slides made for the Webinar: http://bit.ly/YEMP2018-webinar_slides

Tipps:

- Don't wait too long to fix the date and time for the Webinar, it is rather difficult to get together 30 people (YEMPers plus Steering Committee) within a few week's time
 - Make sure to practice in advance how to run a Webinar, choose your software, buy the registration for 1 month or longer, make some test-runs
 - Record the Webinar so that the participants who are not free on the day itself can watch it later (and make sure to tell the participants you will be recording it)
 - Send out an invitation with clear instructions, especially (in an international context) about the timeslot and which time zone you are using to indicate this
 - Example of a invitation mail:
*Dear YEMPers and members of the YEMP Steering Committee,
I know you may not all be able to join our Webinar on Sunday, nevertheless I have decided to send the invitation to all of you.
If you are somewhere with a good internet connection, you can also follow the Webinar on your mobile phone - this is how I followed my first Webinar ever ;-)*
If you want to join the Webinar:
 - **When?** Sunday, 19:30 Western European Summer time (German, Italian, French time)
This means that for Estonia, Latvia, Lithuania and other countries it is 20.30!
 - **How?** Click on the following link a bit before the starting time of the Webinar.
*Follow the instructions and wait in the "Waiting Room" or lobby until I will open the virtual door to the Webinar room:
<https://ecaec.clickmeeting.com/yemp-webinar-24-6-18>
Most of you will be listening - and you can ask questions via the chat. At some point we may also invite you to talk.
For this please make sure you have a headset and a webcam or you can use your mobile phone camera.
One of your coaches, Réka, will host the Webinar together with me, and we will take you through what will happen in Tallinn and what should happen before. At the same time you will learn what is a webinar and which possibilities you have (on the example of Click-Meeting) to integrate Powerpoint presentations, films, polls etc.)
Your second coach, Kaisa, will connect to us as well and will speak to you during the Webinar, so you will meet both of your coaches on Sunday evening.***REMINDER:** *We will record the Webinar and share the link with you next week, as well as the Powerpoint presentation if you want. Those who cannot watch live will have to watch the recorded Webinar some time next week - it should just take you one hour or so, but it will be important!*
- You can consult the guidelines on Webinars from the toolbox for managers:
<http://bit.ly/YEMP2018-webinar-howto>
- Watch the recording of the 2018 Webinar for YEMPers:
<http://bit.ly/YEMP2018-webinar>
- PDF slides shown:
http://bit.ly/YEMP2018-webinar_slides

Specifically in 2018, because of the STAMP project:

- Asking everybody to **watch the STAMP Webinars**
 - with an obligation to watch the Webinar of the European Choral Association - Europa Cantat on networking and cooperation (*You will find a little advertising film here: <http://bit.ly/STAMP-webinar-ad> and the actual Webinar here: <http://bit.ly/STAMP-webinar>*)
 - and the strong recommendation to also watch other Webinars of the series <https://tinyurl.com/STAMP-Webinars>
- Asking everybody to **consult the STAMP database** and think how they could contribute www.stamp-music-training.org
- Suggesting to the YEMPers to **look at the toolbox for (young) managers** and see how they could learn from it and/or contribute <http://bit.ly/YEMP2018-toolbox>

The YEMP Training weekend

- In spring 2018 the Steering Committee also prepared the YEMP training weekend. A special aspect in 2018 was the combination of the STAMP workshop for trainers with the YEMP, which meant that the schedule for the training weekend had to be done more carefully than usual, defining what should be done combining both groups, when they should work in parallel or where the participants of the STAMP workshop may be able to contribute. It was especially important also to let the YEMPer have some time to come together as a group. The schedule was sent out together with practical information to all participants some weeks before the event

<http://bit.ly/YEMP2018-schedule>

Concretely the 2018 YEMP training weekend included:

- different team-building and icebreaker games (memorizing names with what each person likes best, always repeating the ones who speak before / playing emotions with nonsense language / speed-dating with a set of questions to discuss)



- a game on how to develop a new festival or major concert / event in a working group and speak to different departments (artistic, administration, possible funding bodies) etc. with your needs and questions. (In 2018 we asked the participants of the STAMP workshop to play the roles of local authorities, sponsors, musicians, etc.)

Instructions for YEMPer: <http://bit.ly/YEMP2018-game1>

Instructions for Workshop participants: <http://bit.ly/YEMP2018-game2>



- **playing different difficult situations** which may occur during the festival, with one group playing the difficult participant/conductor and the office trying to deal with him/her, the other group observing and them giving recommendations on what could have been handled differently.
<http://bit.ly/YEMP2018-LARP>
- A Workshop on Event Safety
<http://bit.ly/YEMP2018-safety>
- A workshop on team building
<http://bit.ly/YEMP2018-teambuilding>
- A workshop on working in an intercultural context
Slides: <http://bit.ly/YEMP2018-intercultural-slides>
Handout: <http://bit.ly/YEMP2018-intercultural-handout>
A short film showing some examples: <http://bit.ly/YEMP2018-intercultural-video>
- a City Discovery game: http://bit.ly/YEMP2018_DiscoverTallinn

For the STAMP workshop we had session that could also be interesting for YEMPers, a session on challenges of delegation and building a team:

Powerpoint presentation: <http://bit.ly/STAMP-presentation>

Task description: <http://bit.ly/STAMP-tasks>

Selection of pictures to use: <http://bit.ly/STAMP-pictures>

In the past we also offered workshops on topics such as:

- howtoapplyforfunding
- Howtobuild a budget
- How to build a team within a short period of time
 - Handout: <http://bit.ly/YEMP2018-team-handout>
 - Explanation: <http://bit.ly/YEMP2018-team-expl>
- **Tip:** At the end of the Weekend, Sunday evening, we started in 2015 to encourage the managers/heads of department to plan a free evening with their regular staff and the YEMPers as a teambuilding activity. This worked very well in 2015, though in 2018 it worked a bit less well with the regular staff being too stressed to take the evening off.

Preparing the YEMP tasks

At a management team retreat at the beginning of July 2018 the heads of department and parts of the Steering Committee worked on a first list of possible tasks for YEMPers. The list was updated and changed until the end of the YEMP weekend. At the end of the weekend the YEMPers were distributed to these tasks and informed about them.

Tasks available, with list of YEMPers below: <http://bit.ly/YEMP2018-tasks>

Training on the job:

The issue of when and how to distribute the YEMPers to different positions in the festival is a crucial and difficult one. The YEMPers would often like to know earlier, which department they would work in during the festival. On the other hand we have realized that we need to see / experience the YEMPers first to be sure we are taking the best decision. We have therefore chosen as method to tell the YEMPers at the end of the training weekend what will be their tasks in the festival team. This means that we can observe them during the sessions, exercises and games of the training weekend and see how they communicate, what is their approach to problem-solving etc.

Tip: For a YEMP at national or local level it may be better to do the training weekend a bit earlier and thus be able to tell them earlier where they will be working.

The first task is to prepare a list of possible positions for YEMPers during the event, and to do this in close cooperation with the local organisers. A careful balance is needed so that the tasks foreseen for YEMPers are not too simple and cannot be done by any volunteer, and that on the other hand they do not feel overstretched or do have too much responsibility. In 2018 we realized that we had a high quality of YEMPers and not enough positions with sufficient responsibility.

Task list 2018:

<http://bit.ly/YEMP2018-tasks-final>

Then on the Monday after the training weekend the YEMPers join the corresponding departments and start working for the festival. They will not be able to meet as full group of YEMPers until the evaluation after the festival, but they will meet in small groups regularly.

In the YEMP presentation video (<http://bit.ly/YEMP2018-doku>) we included a little film two YEMPers made with snippets from the preparatory week (go to minute 2 of the video).



You will see some of the YEMPers at work, sorting meal tickets, packing bags, designing the logistics of the check-in day, checking in participants.

Evaluation

- There were a number of possibilities for the YEMPers to evaluate their training and experience as well as what they saw in the festival organisation:
 - an evaluation form on the YEMP weekend (so that they would not forget this part during the festival)
<http://bit.ly/YEMP2018-workshop-eval>
 - a midterm personal evaluation by the coaches
 - an evaluation form on their experience during the festival and the week before
<http://bit.ly/YEMP2018-eval>
 - and a google doc in which they were able to add anything they wanted to remark on the festival and the YEMP..

In 2018: In addition there was feedback from the trainers during the workshop for trainers, both on the YEMP training weekend and the workshop itself

5. Adapting YEMP to different needs

(national & small events, different countries & cultures, other sectors, other ages)

A crucial aspect within the STAMP project in relation to YEMP was that so far only the European Choral Association - Europa Cantat organised such a training for young managers in connection with the big tri-annual EUROPA CANTAT Festival, and once a local partner organised a national YEMP programme in advance. So the aim was to present YEMP as a model, but also ask the question if this programme can also be used in the context of other music organisations, smaller events, national events, or for older managers.

The STAMP partners and the participants of the Workshop for Trainers in Tallinn in summer 2018 were thus encouraged to look at the YEMP as a model for training and to work on how to adapt this model to their own realities. The questions asked to them were:

- Can you imagine organising a YEMP at an event in your sector?
- If yes, what might have to be adapted? (size? duration? structure? Age group?)
- Should it be international or national?
- Where do you see the main challenges?
- Can the YEMP serve as model for you?
- If we tried now to develop the YEMP model for one activity in your sector – would it work?
Imagine you will offer a YEMP at your event
 - what makes your event special for you managers?
 - what is special about the festival and your staff team?
 - where could you use the energy, curiosity, network and capacity of young managers?
 - what will be the aims of a YEMP for your organisation?
 - what can be the structure and target group?
 - what would be challenges and pitfalls?
(when deciding about it / during the executive of it)

The result of the workshop for trainers was that most participants felt it would be possible to adapt YEMP to their own realities, and that it would give an added value to their event and offer an interesting training opportunity to (young) managers.

General proposals on how to adapt the YEMP where:

- Reduce costs, e.g. hosting the YEMPer in families of locals / local staff members and volunteers so that you don't need to pay for a hotel
- Reduce the size of the programme, instead of choosing 25 YEMPer working with 5 or 10
- Opening the YEMP to managers over 30 (so it would become an EMP - Event Management Programme or MEMP - Music Event Management Programme or any other name the organisers would wish to choose), either without age limit or with a higher age limit
- give a workshop on the different steps of the organisation of an event (more details on budget, different tasks of different offices, preparation process)

Specific proposals were:

- Adapting the YEMP to preparing and training volunteers working at conferences (suggested by the European Music Council - EMC)
 - choosing 1 or 2 YEMPer to coordinate the volunteers at the conference
 - combining the management retreat and the YEMP weekend, thus having a group of 10 people, regular staff and YEMPer combined
 - sending out a specific open call for 10 participants for young managers interested in communication tools during a conference (filming, editing, social media, live stream, press releases) and how to delegate to the volunteers the preparation of the last minutes tasks (pack, greeting people, showing the way, changing the slides, moderate group discussions?, information stand)
 - defining clear tasks for the YEMPer beforehand (for example one responsible for Social Media + Media Coverage Coordination; one stage management + volunteer coordination)

- Organising an afternoon and explaining the different offices of the conference and maybe playing the game on organising:
 - Communication
 - Production
 - Technique
 - Sustainability
- Making sure the tasks match to the experience level of the yemper group and give them enough responsibility or a team to be responsible for (other volunteers)
- Including the yempers as observers in the decision making processes/solving problems
- Inviting participants of another YEMP programme to help prepare and coordinate the YEMP programme at another activity /event (ECA-EC can help find people in different European countries if needed)

- Adapting the YEMP to a school environment (suggested by a member of the European Chamber Music Teachers Association who herself works in a school in Greece)
 - YEMP (no age limit) could be used for the organisation of local high school choir or school orchestra festivals by adapting some parts of the YEMP
 - At such festivals it is also important to delegate tasks to other people (colleagues, parents or pupils who would like to help), so that, before and during the event, the main artistic organiser can be more concentrated in the artistic aspects than in smaller and practical details
 - The people who are interested in helping would be trained upon the YEMP model by the artistic organiser and then work as volunteers for the festival
 - One aspect of the YEMP training that would be useful in this context is the “problem solving” game with different situations participants have to react to, another one would be the project development game, since both games show the strengths and weaknesses of potential volunteers and tasks can then be delegated to them accordingly
 - Team building games may not be needed since in this case pupils, parents and colleagues know each other already

- Adapting the YEMP to activities of a girls choir (suggested by the Latvian Music Council)
 - YEMP could serve as a model for group work organisation applied to 'internal' activities of a girls' choir which aims at the promotion of the development of children's choirs.
 - For this the structure could be adapted, for example by organising a two- day camp just before an event (masterclass, festival etc.) organized by the choir.
 - The size of the group may be smaller - 5 to 10 persons
 - There could be small groups of two people who are responsible for a specific task, for example to meet with the event caterers
 - It could still be international since this may be a very valuable challenge for the singers (participants of adapted YEMP) - to learn different communication styles, to listen to fresh ideas from others, to try to express thoughts in a foreign language
 - There could be a similar schedule of activities as for the YEMP, with different group combinations for different exercises and time for common leisure activities to get a group feeling
 - The distribution of responsibilities should be adapted to the needs of the choir
 - There could be organised trips outside the city to find out personalities of YEMPers
 - The event has a small team with a high sense of responsibility
 - The YEMPers could help attracting high-level professionals to the event and getting information about the sponsors. They could carry out various small but responsible tasks and try out organizing events
 - The main challenges for such a YEMP would be:
 1. Stereotypical thinking about how to organize group work;
 2. It is necessary to invest extra time, energy and other resources in order to prepare such a YEMP camp;
 3. A very clear division of responsibilities which is one of the most difficult task for the head of the project
 4. That the way the work is done is not in line with the leaders' idea (if the idea was not clearly expressed);
 5. That the other side may not trust the YEMPers

6. Sample documents and useful links

See <http://bit.ly/YEMP2018-links>

- Further documents included / linked to the Guidelines

- Pictures from YEMP 2018 (& earlier YEMPs)
- Videos from YEMP 2018 & workshop for trainers
- Documents used in YEMP (2018 and before)
- Tool-Box for (young) managers (see next below)
- Links to existing management trainings, and useful websites
- Links e.g. to festival in Tallinn, to Webinars, etc.

Annex: Tool-Box for (young) managers

<http://bit.ly/YEMP2018-toolbox>

Imprint

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