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To ensure the governance of the organisation, it is important to put emphasis on the diversity among Board members, both by representing the various Member Organisations, the knowledge they bring to the organisation but also in terms of skill-set and competencies to ensure that the individual Board members complement each other and come together to become a strong, strategic and effective Board.

For this reason we have divided the application form in different sections.

The first identifies the general information and availability of candidates.

The second one focuses on the individual candidates experience as well as vision for the organisation. Please ensure in this section that no answer is more than a page.

The third section looks at the different skills and competencies that the Board as a whole should have when they come together as one body. This is to ensure that the Board as a body has all the necessary skills and competencies through the various individuals that compose it.

This means that no one individual needs to have all the necessary elements, but by bringing together these 11 individuals the board as a whole would. Good governance starts with a well-rounded board, meaning that the Board skills composite, or Board as a whole, should ideally have strength in each of the areas. The last section is therefore a self-reflection exercise on these skills and competencies.



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FORM TO APPLY FOR THE POSITION OF

Vice-President of the European Youth Forum

This form must be filled in and sent back (in pdf and doc format) to the Secretariat (governance@youthforum.org), together with the nomination and acceptance letters by **Tuesday 06 October 2020 (23:59 CET)**.

This form will be published on the European Youth Forum website after the deadline for application and be accessible to Member Organisations and the general public.



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SECTION 1 - General information & availability

NAME	Piccavet
SURNAME	Frédéric
MEMBER ORGANISATION	Vlaamse Jeugdraad (VJR)
NOMINATING MEMBER ORGANISATION	Vlaamse Jeugdraad (VJR), Forum des Jeunes (FJ) & Rat der deutschsprachigen Jugend (RDJ)
DATE OF BIRTH	19/10/1990
GENDER	Male
PRONOUN	Him

Would you be able to attend at least 20 meetings per year (on average 2-3 days each) on weekends or weekdays – and be available on other occasions on an ad hoc basis?

YES – **NO**

Are you fluent in English or French, with preferably knowledge of the other language?

YES – **NO**

Are you available to travel extensively?

YES – **NO**



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SECTION 2 - Experience & vision

1. What is your proudest achievement in the youth space (either individually or as part of a team)? Why is it so meaningful to you?

In my decade long experience as youth representative and student representative, I have learned that meaningful achievements always come when working as a team. It's only when working together, shoulder by shoulder, that true progress can be achieved. That's true because the results of team efforts are always shared and carried out by more people. That's true because achievements are not about individual visions but about the movement. That's true because the expression of youth participation is when you have to negotiate and find a common vision. Therefore, when thinking about the achievements I'm the most proud of, I want to argue that they would never have been possible without the help of many.

My proudest achievement in the youth space is on the topic of unpaid internships. As long as I can remember, I have been advocating to ban unpaid internships, in the European Union and across Belgium, which is a very relevant country, with many European institutions active in the capital. Most young people enter the labour market in a precarious economic position. In order to gain the experience that the labour market expects, many young people are forced to do one or several internships. In Belgium as well as in the rest of Europe, a lot of these internships were not remunerated. I experienced it myself when doing an internship at the Belgian representation of the Council of Europe in 2016.

As youth representative in the Flemish youth council, I was leading the process to put the topic as the [core priority off the organisation](#). I was holding the pen when writing our [position paper on unpaid internships](#). Together with other youth representatives, we have been marching the streets in Brussels, to ban the practice in the European institutions and beyond. Our team was involved in lodging a collective complaint towards the Council of Europe to [ban unpaid internship in Belgium](#). It was the very first collective complaint of the European Youth Forum. As a YFJ board member, responsible for social and economic affairs, I have followed up on the issue for the last two years. It is due to the excellent work of the whole team of the European Youth Forum that we could announce that no more unpaid internships would be happening in the [European Parliament](#), nor in the [Council of Europe](#). Although the work on unpaid internships is still not over, these were key steps in ensuring more quality transitions for young people. In the next few years, I'm ready to continue fighting to ensure full recognition and implementation of interns' rights. For me, the banning – albeit slowly – of unpaid internships is meaningful because it makes sure young people don't fall into precarious forms of work and that every young person, regardless of his, her or their financial situation, has access to an internship. Moreover, for me personally, it was unique because I have followed the whole process, from beginning to end. For me, this is not only an achievement, but youth participation in the making.

I am fond of two other achievements within the youth space. The next achievement that I feel a particular attachment to concerns my campaign in ensuring meaningful youth and student participation in universities. For years, students across Belgian universities have lacked the necessary framework that provides them with the autonomy to sit around the decision making tables and to represent the visions of students. More specifically, there was no requirement by law that required universities to include student participation when making binding decisions. In order to combat that, myself and my colleagues worked within the course of three years and wrote a policy paper with recommendations for the national union of students, which included recommendations that the Flemish governing body on education should implement. It is with pleasure to say that since 2019, it is legally enshrined that higher education institutions need to ensure that meaningful youth participation is visible within their policy plans.

The last achievement I am sharing with you is on mental health. For many years now, we have seen how our generation is suffering from mental health issues. 20% of young people experience a mental health condition. However, still in 2020, there continues to be a stigma around mental health conditions, which can lead to the exclusion of those young people. Still, at the same time, there is little data on what exactly is causing mental health issues and how issues can be relieved. About one year ago, I started to write a grant application on



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mental health issues with students in Belgium. Some months ago, we received the news that the grant application has been approved and that we will be able to start a survey on mental health with students.



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2. What do you consider key principles of teamwork? How would you resolve a disagreement between team members?

Having had the honour and opportunity to be part of multiple teams, both in a supporting as in a leading role, allowed me to detect what the key ingredients are to resilient, high performing and well-functioning teams. Moreover, it has allowed me to acquire a deep understanding of the key principles of teamwork.

Let me first tell you that one of the key ingredients of effective teamwork is to acknowledge that building and forming a team doesn't come naturally. Building a team takes energy and time. It means investing and adapting. Investing in the whole group, in interpersonal relations and in every individual. Adapting, when you observe that your team is not fully functioning the way you were hoping it would work. Investing time in a team doesn't need to be heavy or boring. On the contrary, one of the most important key ingredients here is to have fun. That's simple but true, especially in the volunteering world! It means: taking time to have a nice evening, to have energizers and empowering ourselves.

Another key principle of highly effective teams and a high performance culture within such teams is trust and respect. For any team to be successful, it is critical that team members trust and respect each other. This is even more the case when the team is part of a governing body, such as the board, where people often have to work with others that come from different backgrounds and have very different opinions on specific topics. As a team, it's essential to understand that you don't need to agree on the opinion of another team member but that you need to show respect for her, his or their opinion. Moreover, it's needed that team members are able to trust each other when being active in the team. Trust is essential since it provides a sense of safety. When members of a team feel safe with each other, they feel comfortable to expose vulnerabilities, open up and take appropriate risks. When and if becoming vice president of this organisation, I'm committed to invest in a safe environment where all members of the team feel respected.

A third important ingredient in team work is to have a division of tasks that works for all (because it is and stays volunteering work). Of course ideally, it would divide equally and all the topics would be covered, but it is important in the process of dividing the portfolios board members must have personal motivation so that it can be reflected back with the development of the portfolio. You can never forget the YFJ values, but in the end, we are all volunteers, doing things for free and the largest motivation is the impact, interest and fun of working together - important not to miss some people (when assigning the portfolios), that way you can lose them completely.

Some other key principles of effective teamwork are the following: a team based on values (where all team members understand the values of the Forum and stand for them); listening and recognizing that you understand each other (where you don't need to agree with other but can acknowledge that you understand where the other person's thoughts are coming from) and clear communication (where all team members understand the shared message in the same way).

I believe that the leadership (the president and the vice-presidents) has a crucial and active role to play in conflict management. When you're working with a big team, it's nearly impossible to ensure that everybody will get along. Given competing interests, needs, and agendas, there's a big chance of having conflicts within the board. Therefore, I would want to start a discussion within the leadership and within the board to set up a conflict management system. In that system, it's crucial to have some principles in place, such as solving the issues as quick as possible and with as few people as possible, acknowledge that there is a conflict, reassuring the partners you understand their position, agreeing to a cooperative process, finding common ground with both partners and then finally finding a solution that works for all.



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3. Vice-presidents are the trusted 'ears' of the Board. How will you ensure you are accessible and trusted? How would you bring a concern to the President / Secretary-General that had been shared with you?

I believe this question might be the most important question of this application form, as it revolves around the key function of the vice-president: to be the person the board members can go to when they need somebody to listen to and to be there for the president in the case that's needed.

For me, to be accessible and trusted means several things. First of all, being accessible means that you have the ability to put people at ease, that you are a person that can have honest and open conversations with your team members and that you provide team members with coaching and guidance. For me, it's crucial in all of this that you don't stand on hierarchy or title.

Next, I believe that, to be accessible, is in the small details. It's in making sure that the group dynamic is good, asking everybody some questions in the breaks or at the dinner. We don't have to be friends, but attention and thoughtfulness are important to be seen as somebody that you can trust and that is accessible.

Moreover, it doesn't help that much to talk that you are accessible and trusted and everybody can come to you. It's also about action. You have to build this connection through action and behaviour - listening to others, addressing their doubts or issues. In other words: to be accessible and trusted, it is needed to be seen as accessible and trusted. Sometimes it can be little things, like repeating a question that has been overlooked during the board meeting and therefore giving confidence to other board members. I'm sure I want to be that Vice-President that makes these kinds of personal connections. The reason I'm sure about it, is because that's already how I function, as a board member, as a friend, as a brother, as a human being. All of this is about being there for other people, to be reliant, to be trustworthy.

Another way of making sure you are being seen as accessible and trusted is to be transparent. When you share how you are seeing the situation and how it is impacting the future goal of the organisation, it allows other people to see where your thoughts are coming from and why you are coming up with that thought. In my term as Vice-President, I would very much like to focus on understanding each other more clearly, in seeing where the other person is coming from.

Obviously, there will be a lot of new people and "old" people in the next board. In this process it is important to have the transfer of knowledge, but also to be open to the new ways of doing things, new approaches & perspectives, new personal interest etc. I believe that also in the process, there is a role to play as Vice-President. I'm very much up to play my role and do my part.

Lastly, I think it's important to point out that, to be trusted and accessible, it is absolutely crucial that the leadership focuses on "encouraging" people to do things, more than on "commanding" people to do things. I believe I have seen all too many boards where the difference between managing and leading was not clear. All of this is even more true, given the current COVID situation where all communications are done through distance and where miscommunication can happen easily. As Vice-President, I definitely would want to start a discussion on how to have a culture of encouragement, rather than a culture of leading.

So, how then, should I bring a concern to the President / Secretary-General that had been shared with me? I refer to the question above where I raised how important it is to have a well-functioning conflict management system in place. Besides the fact of having such a system in place, I believe that it's crucial that every single board member can come with his, her or their concern to me without fearing the fact that I would share this with the President or the Secretary-General. It will only be when the person involved would ask me to resolve it, that I would start to find a solution. Being a board member of the European Youth Forum for two years, I have had several issues, where I raised a concern towards the leadership. I have learned a lot in the past years about how such issues can be best resolved. Finding common ground, ensuring all parties involved that a solution will be found and truly listening to the person is crucial here.



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4. What is the best public speech you have ever seen/watched? Why? What is your personal experience in public speaking?

I believe the best public speech I ever saw was [Obama's rousing 2004 convention speech](#). The keynote speech, intended to prepare the stage for John Kerry, the then Democratic presidential candidate, has been the national breakthrough for the - until then - unknown Barack Hussein Obama. Obama, running for a seat in the 2004 US Senate, could become the only African-American in the Senate. The speech slingshot him directly into the consciousness of the modal American. Instantly, he became famous and was named as candidate for the subsequent presidential elections.

I was still quite young when I saw how Obama changed the course of a nation. How he energized millions of people that hadn't seen such oratory gifts in a long time. In the speech, called "Obama's love letter to America" by David Axelrod, Obama's friend and senior advisor, he coincided his personal story with the story of the everyday American. He showcased the public how he could be seen as the personalization of the American dream.

It's this speech that became the start of the daring "manifesto of hope" that would change the world and would form the foundation of his 2008 presidential campaign. In no less than 20 minutes, he managed to create a movement, to portray himself as the messenger of hope, to let young people believe again that change could happen, when they wanted it bad enough.

For me, this public speech was a true eye opener. It showed me that I was not only a young person, struggling with life and discovering what I wanted to do on planet Earth. That speech, that night, by Obama gave me the feeling I was more than some individual. For the first time, I had the feeling I could take an active role in society. I had the feeling that my voice mattered. Obama made me dream about a better society. And he got me thinking about my role in it. Ever since, I have tried to be a positive force in society.

Being a youth representative and student representative for almost a decade now has given me ample opportunities to be active as a public speaker in privileged spaces with all types of decision makers and policy makers. It has given me extensive occasions to address large audiences and to practice, through experience and training, how I could speak up for a whole generation and to represent my constituents, young people in Europe.

As is the case with many of you, youth representatives, external representation and public speaking runs through my veins and is present in everything I do and I did for the past few years. Moreover, my positions, both as a student and a youth leader, in a national and international environment, gave me many opportunities to improve myself and to refine the skills that I need for external representation and public speaking.

Amongst others, I did external representation and public speaking for the last two years, as board member of the European Youth Forum. In that position, I represented the Forum when visiting members of the European Youth Forum, had numerous external representations on the topic of social and economic inclusion as responsible Board Member of the European Youth Forum, had quite a few missions, speaking about the European Youth Capital, as responsible Board Member of the European Youth Capital and had some TV debates and interviews on topics, related to my portfolio. In January this year, I opened the European Youth Capital in Amiens in front of 5000 young citizens of Amiens and in the CoMem of November 2019, I presented our policy paper on the Future of Work, defended the content of it and was the contact person for that policy paper. Also in the period leading up to my position in the Youth Forum, I was involved in many external representation missions. Amongst others, I did external representation and public speaking for numerous events on television debates on youth issues, in stand-ins for political debates at national television, in national radio debates, at European Parliament hearings and at EU Youth Conferences.

Are you still not fully satisfied with this list of my public speaking events? Do you want to know about my vision for the Youth Forum? Or do you just want to reach out to me? You can do that by sending me a

Questions? governance@youthforum.org



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message on [Facebook](#), [Twitter](#) or [Instagram](#). Of course, you can always text me as well on +32 476 30 80 16. Hope to see or hear you soon!



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SECTION 3 - Self-assessment

This section looks at the different skills and competencies that the Board as a whole should have when they come together as one body. This is to ensure that the Board as a body has all the necessary skills and competencies through the various individuals that compose it.

This means that no one individual needs to have all the necessary elements, but by bringing together these 11 individuals the board as a whole would. Good governance starts with a well-rounded board, meaning that the Board skills composite, or Board as a whole, should ideally have strength in each of the areas. The last section is therefore a self-reflection exercise on these skills and competencies.

How to fill it in?

7 competencies are presented and explained in the matrix below. Each candidate is invited to self-assess their competencies by rating from **1 to 5**, meaning:

- 1 - Expert**
- 2- Experienced**
- 3 - Ok**
- 4 - Less experienced**
- 5 - No experience**

The candidate can provide further explanation if needed in the last column.

Competencies	Explanation	Why	Self-assessment	Short justification of your response
Leadership	<i>Ability to provide vision to the organisation and to lead by example.</i>	The Board will have to lead the conversation to develop the next Strategic Priorities.	1-2	Managed and led multiple organisations and groups: <ul style="list-style-type: none"> • The Flemish Union of Students • The European Apprentices Network • A university magazine • A student council • Different working groups Had multiple trainings on leadership skills
Governance	<i>Understanding of the principles of</i>	The Board will need to ensure	1	Managing governance changes & statutory changers in multiple organisations:



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	<i>good governance, the organisation's structure and functioning & the distinction between the roles of the Board, Management and Secretariat.</i>	oversight of the work of the different bodies of the organisation (CBMA, FCC, Secretariat etc.)		<ul style="list-style-type: none"> • Flemish Youth Council • The Ghent Student Council • The Flemish Union of Students • Active as part of the Governance Review team in the European Youth Forum.
External representation	<i>Ability to represent the organisation and bring key messages to relevant events and meetings.</i>	The Board is the public face of the organisation. Board members are invited to attend and represent the organisation at numerous events and meetings.	1	<p>Eight years of experience in external representation:</p> <ul style="list-style-type: none"> • Ghent student council: one year • Flemish Union of Students: two years • Flemish Youth Council: two years • European Youth Forum: two years
Financial management	<i>Ability to interpret financial documents and trends to assess financial health of an organisation.</i>	The Board is financially and legally responsible for the organisation and has oversight of the finances.	1	<ul style="list-style-type: none"> • Master Student in Economics • Member of the Financial Control Commission in 2017-2018 • Board member responsible for Financial affairs in 2019-2020 • Student job at Deutsche Bank
Policy & Advocacy	<i>Ability to provide strategic direction to the development of the organisation's policy positions and advocacy actions.</i>	The Board has to provide direction to the development of policy positions (policy papers, resolutions, positions etc.) based on the Work Plan and	1-2	<p>Writing dozens of policy papers, including policy papers on unpaid internships, future of work, youth participation, language policy in higher education and many others:</p> <ul style="list-style-type: none"> • Student representative for four years • European youth representative at the Flemish youth council for two years • Board member on social and economic inclusion at the



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		Strategic Priorities, adopted by the Member Organisations		<p>European Youth Forum: two years (Future of Work, Youth Guarantee, ...)</p> <ul style="list-style-type: none"> • Policy Officer at Flemish Union of Students: two years
Team work	<i>Ability to work in a constructive manner within teams and with different people bodies of the organisation.</i>	The Board is made of 11 volunteers and has to interact with various other actors (other Board members, Management, Secretariat, working structures, Member Organisations etc.)	1-2	<p>Being part in numerous teams, working at ensuring effective teams:</p> <ul style="list-style-type: none"> • Youth representative Flemish Youth Council • Vice-president student council • Editor in chief student magazine • Secretary General Flemish Union of Students • Board member European Youth Forum
Members & Stakeholders relations	<i>Ability to engage with a wide range of actors with different interests.</i>	The Board is the main interlocutor of the organisation and the main contact point for Member Organisations. It also has to engage with various stakeholders (institutions, partners, media etc.).	2-3	<ul style="list-style-type: none"> • Youth representative Flemish Youth Council • Person responsible for the external affairs at the Ghent student council • Did in internship at the Council of Europe • Worked in the media sector (at the public broadcaster and in a student magazine)