



EUROPEAN CENTRAL BANK

EUROSYSTEM

Item 16

SEC/EB/12/777/16

DIRECTORATE GENERAL HR, BUDGET & ORGANISATION
HR POLICIES & STAFF RELATIONS DIVISION

To: The Executive Board

Via: P. Praet [*approved*], S. Keuning [*approved*]

From: [REDACTED]

Cc: [REDACTED]

Date: 3 April 2012

Subject: PILOT MENTORING PROGRAMME: OUTCOME OF THE CONSULTATION WITH STAFF REPRESENTATIVES

On 20 December 2011, the Executive Board approved in principle the introduction of a pilot mentoring programme and requested DG/H to initiate the consultation process with the staff representatives on the eligibility criteria and the policy approach of the mentoring programme, i.e. no impact on existing recruitment and promotion policies. The purpose of this memo is to inform the Executive Board about the outcome of the consultation and to seek the Executive Board's approval of the general framework of the (pilot) mentoring programme, with the implementation then starting in the coming months.

This memo requests the Executive Board to approve a slight change of the eligibility criteria, which is proposed following the consultation process, and summarises other comments from staff representatives in so far as they specifically relate to the mentoring proposal and were not yet clarified during the consultation process. SEC/EB/12/777/16a contains the general framework of the (pilot) mentoring programme, with revision marks in the version that was previously considered by the Executive Board. SEC/EB/12/777/16b contains the full documentation of the consultation with the staff representatives.

The Executive Board is invited to:

- a) take note of the outcome of the consultation of the Staff Committee and IPSO (SEC/EB/12/777/16b);**
- b) approve the general framework of the (pilot) mentoring programme (SEC/EB/12/777/16a);**
- c) request DG/H to implement the mentoring programme and to revert to the Executive Board with a review of the pilot programme after two years.**

Amendment to eligibility criteria

Initially, for the pilot programme, three eligibility criteria for mentees were envisaged: (i) holding a position in salary bands F/G, G or H; (ii) holding a permanent contract for at least three years; and (iii) having received at least seven ASBR steps on average on the last two occasions. Following comments received from staff representatives in the first round of the consultation, DG/H considers that a strict application of the ASBR-related eligibility criterion could imply that exceptionally a staff member who might belong to the programme's target group would not be able to benefit from it. It is therefore proposed that an ASBR progression above average in the last two rounds (with the ECB average being six ASBR steps) will be considered as an asset, but no longer a requirement when selecting mentees.

DG/H views on second-round comments of Staff Committee and IPSO

In the closing letters DG/H intends to respond to the points raised by the Staff Committee and IPSO in the second round of the consultation along the lines indicated below.

The Staff Committee has suggested an alternative approach to mentoring ("Mentoring Upside-Down"), in which junior female managers are assigned to mentor senior male executives, coaching them on issues ranging from work-life balance to generation differences in workplace motivation or diversity in managerial styles. While the idea is of interest in the context of fostering a diverse culture at the ECB, it could easily be taken up in the mentoring programme as designed by clarifying that the mentoring could work in both directions. Additional approaches to mentoring could be further considered at a later stage in light of experience gained.

Following IPSO's proposal of "mosaic mentoring" where participants benefit from networking with peers, DG/H suggests that the names of mentors and mentees will be communicated to their participating peers so as to facilitate the establishment of an informal network. While the Staff Committee highlighted that the names of the specific mentor-mentee combinations should also be communicated, DG/H is of the opinion that such full transparency may not be appreciated by all mentees/mentors. Concerning IPSO's request to open the programme to all female staff, and not only the high-performing ones, this may not meet the programme's purpose to attract more women to higher-ranked positions in the ECB.

IPSO reiterated that any initiative intended to promote gender diversity needs to be specifically targeted at female staff. They also requested the ECB to have recourse to professional external advice with respect to the design of a mentoring programme. While understanding IPSO's wish to unequivocally target ECB female staff as mentees, DG/H proposes a more inclusive programme that is open to both genders, while still giving priority to women. This was requested by the Executive Board in December last year and also meets the preference of the Staff Committee. While being open to ideas and experiences of others, DG/H does not see a particular need to obtain external advice at this stage, before introducing a pilot mentoring programme. Further requests from IPSO concerning implementation aspects will be addressed by DG/H in the coming months and may also be reconsidered as part of the envisaged review of the pilot programme after two years.