

SEC/EB/15/942/15

Directorate General HR, Budget & Organisation  
HR Policies & Staff Relations Division

129754167

**To:** The Executive Board

**Via:** S. Keuning [approved]

**From:** [REDACTED]

**Cc:** [REDACTED]  
[REDACTED]

**Date:** 16 September 2015

**Subject:** ECB mentoring programme – Outcome of the consultation with staff representatives

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*This memo informs the Executive Board on the outcome of the consultation with the staff representatives on the mentoring programme and requests approval of the reviewed ECB mentoring programme<sup>1</sup>.*

*On 10 December 2014 the Executive Board approved that the ECB mentoring programme becomes a permanent offer (with the focus remaining on female mentees until the gender diversity targets are achieved). The Executive Board further requested DG/H to initiate a consultation with the staff representatives to relax the criteria upon which staff members can join the programme as mentees.*

*Whilst the staff representatives acknowledged the value of the mentoring programme, they suggested incorporating in the programme staff in salary bands A to E. However, the programme is primarily targeted towards potential female managers. Yet, as a compromise to also partially answer to the career development concerns expressed in the staff survey, DG/H proposes to include all permanent staff members who have reached the top of their salary band. As permanent staff from F/G to J would be eligible anyway, this proposal will de facto increase the number of potential mentees by a limited number.*

**The Executive Board is invited to:**

- (a) take note of the outcome of the consultation of the staff representatives;**
- (b) approve the reviewed ECB mentoring programme (Annex 1) which foresees that staff members holding a permanent contract can be eligible as mentees if they are:**
  - (i.) in salary bands F/G, G, H, I and J, or**
  - (ii.) in salary bands A to F and have reached the top of their salary band.**

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<sup>1</sup> Mentoring is a longer-term mutual relationship between an individual ("mentor") willing to share knowledge and experience with a usually less experienced colleague ("mentee") who is ready and willing to benefit from this exchange. Participation is voluntary.

## **1. Background**

The ECB mentoring programme aims to support the personal and professional development of mentees by sharing knowledge and experience within the organisation.

The programme was introduced as a pilot of two years in 2012 with a view to be converted into a permanent offer should the pilot be successful. Given the positive feedback and high participation rates, and in line with the Gender Diversity Action Plan, the Executive Board approved in December 2014 that the programme becomes permanent, with the focus remaining on female mentees until the gender diversity targets are achieved. To support the ECB in achieving these targets for managerial positions, DG/H further recommended to extend eligibility to staff in salary bands I and J to become mentees. Finally, in line with a recommendation by the Project Crescendo, it was proposed that all eligible staff holding a permanent contract could access the programme immediately (as opposed to waiting three years as it is the case now). On this basis, DG/H launched a consultation with the staff representatives.

## **2. Assessment of the comments of the Staff Committee and IPSO**

Generally, the Staff Committee and IPSO support the initiative as well as the proposed changes. In addition, they suggested widening even further the eligibility criteria to incorporate all staff in salary bands A to E arguing that all staff should be supported in their career and that this could allow experts from the F/G level to act as mentors. In turn, that is also perceived as an opportunity for the latter to grow.

Considering the very large increase of eligible population this would entail among mentees and the dilution of the main objective of the programme (more female managers), DG/H does not favour stretching the eligibility criteria that far, also taking into account the need to find enough volunteering mentors with the appropriate skills and mind-set.

Nonetheless it is proposed to also open the mentoring programme to permanent staff who have reached the top of their salary band (currently there are circa 100 such staff members in salary bands A-F). These staff may be looking for further development opportunities whereby mentors could support them. It is also proposed that their mentors would be staff members acting as non-managerial first appraisers (thus with some experience in coaching/developing). This would bring the total eligible population of mentees to approximately 1000 staff members.

List of annexes:

- The ECB mentoring programme (Annex 1)
- Outcome of the consultation of the Staff Committee and IPSO (Annex 2)