



SEC/EB/14/906/45

DIRECTORATE GENERAL HR, BUDGET & ORGANISATION

108654112

To: The Executive Board
Via: P. Praet [*approved*], S. Keuning [*approved*]
From: [REDACTED]
Cc: [REDACTED]
Date: 10 December 2014
Subject: **REVIEW OF THE ECB MENTORING PROGRAMME**

This memo provides an overview of the ECB Mentoring Programme and presents a proposal for establishing the ECB Mentoring Programme as a standard offer.

The note has been endorsed by the Management Committee in its meeting of 30 October 2014.

1. Background

The ECB Mentoring Programme was introduced as a pilot scheme of two years in September 2012 with a view to be converted into a permanent offer should the pilot be successful. This has proven to be the case. In addition, the intention was to relax the eligibility criteria for the programme and allow a wider target group of staff members (in terms of salary bands) to be part of the programme as mentees.

2. Assessment

During the two years of the pilot, which ended on 31 August 2014, 71 mentees and 51¹ mentors participated in the programme², with the 54 female mentees accounting for 76% of all mentees. The mentees in salary band H accounted for 28% of all mentees and 75% of them were women; the mentees in salary band F/G accounted for 72% of all mentees and 76% of them were women. 17 of the 54 female mentees (so almost one third) were promoted since their participation in the mentoring programme, out of which 6 were promoted to positions in I band. By contrast, only 2 of the 17 male mentees were promoted in the meantime. Looking at the applications (presented in detail in Annex 2), 45 female mentees applied 232 times while 10 male mentees applied 21 times.

The evaluation of the pilot was very positive. In particular, the feedback received from the participants of the mentoring programme who responded to the evaluation survey revealed that the programme had encouraged 58 % of female mentees to apply for a higher position; also, 27% of female mentees in salary

¹ The figure of 51 mentors refers to the mentors who were matched with one or more mentees in one or both of the pilot years (13 mentors matched with mentees in both years were counted twice). It should be noted that the total pool of potential mentors includes 40 managers who attended the mandatory training on mentoring skills.

² An overview of the participants of the pilot mentoring scheme (mentors and mentees) is provided in Annex 1.

band F/G and 44% of female mentees in salary band H indicated that they had applied for a managerial position. Moreover, the survey respondents supported the idea of continuing the mentoring programme and of broadening the eligibility criteria.³

3. Proposal for the way forward

Taking into consideration the positive feedback and high participation rates, and in line with the implementation of the Gender Diversity Action Plan, DG/H proposes to (i) convert the pilot programme into a permanent offer and (ii) while preparations for launching the permanent offer are being carried out, to continue the next session of the programme under the same eligibility criteria as for the pilot phase. For the permanent offer, DG/H would recommend that both genders continue to be eligible for the programme, while the focus should remain on female mentees until the gender targets are achieved. In addition, in order to allow a wider target group of staff members to become mentees in the programme and support the ECB in achieving its gender targets for managerial positions, DG/H proposes to extend eligibility to staff in salary bands I and J and, as for other eligible salary bands, to give priority to female mentees.

DG/H expects that as a result, the mentoring programme would support and encourage female staff to apply for higher banded positions, thus positively contributing to increasing the number of internal female applicants for higher-banded positions at the ECB. Eventually this could aid reaching both the overall gender target for I-L positions and the gender target for K-L positions: I band jobholders constitute the pipeline for J band positions and will support the overall gender target achievement, while J band jobholders who constitute the pipeline for K band positions will support reaching both gender targets for I-L and K-L positions. The other eligibility criteria would remain unchanged. The main modifications to be introduced to the permanent ECB mentoring offer are presented in Annex 3.

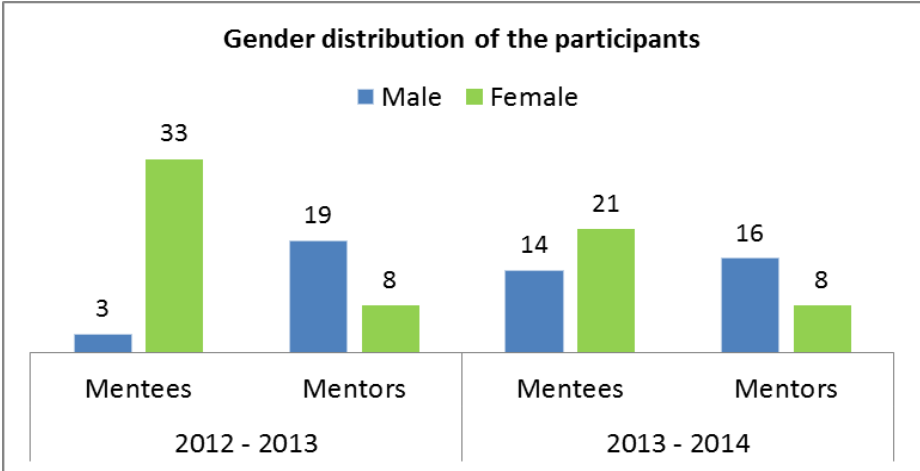
The Executive Board is invited to:

- (a) approve that the ECB mentoring programme becomes a permanent offer and that, while preparations necessary for the permanent offer are being carried out, the next session of the programme continues under the same eligibility criteria as for the pilot phase;**
- (b) approve that the focus of the permanent offer remains on female mentees until the gender targets are achieved;**
- (c) request DG/H to initiate a consultation on the proposed widening of the mentoring eligibility criteria with the staff representatives.**

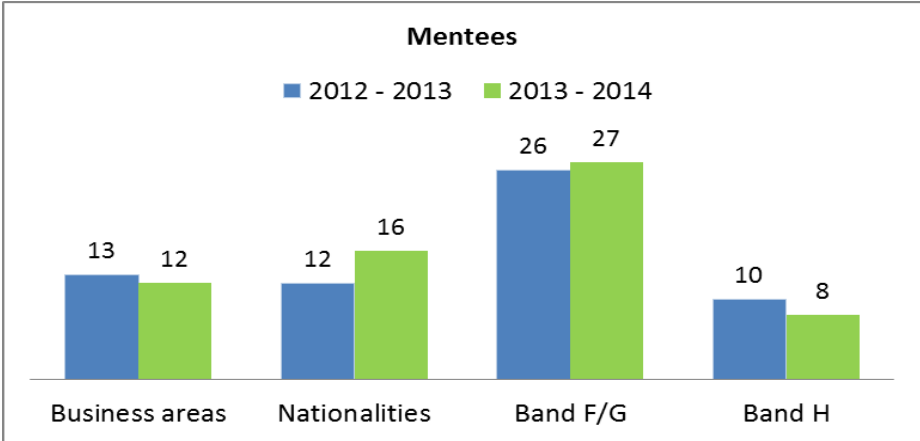
³ In the pilot of the mentoring programme, the eligibility criteria were: for mentees: staff (i) in salary bands F/G, G and H; (ii) holding a permanent contract for at least three years; for mentors: (i) ECB managers and advisers (who act as coordinators or have previous management experience); (ii) attending a mandatory training on mentoring skills.

Annex 1 - Participants in the pilot mentoring scheme 2012 - 2014

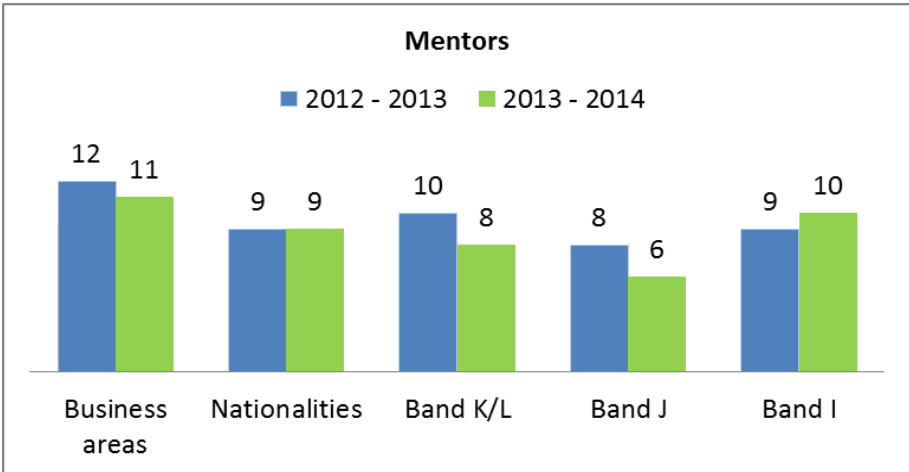
Gender distribution of the participants (mentees and mentors):



Business areas, nationalities and salary bands of the mentees:



Business areas, nationalities and salary bands of the mentors:



Annex 2 - Overview of applications of mentees and success rate

From 54 females, 9 (7 F/G and 2 H) did not apply & from 17 males, 7 (6 F/G and 1 H) did not apply

Number of applications of mentees						
	E/F	F/G	H	I	J	Total
Female F/G (34 applicants)*	1	48	105	45	1	200
Female H (11 applicants)		2	5	20	5	32
Male F/G (6 applicants)		1	7	2		10
Male H (4 applicants)			3	8		11
Total	1	51	120	75	6	253

**3 applicants account for 89 of the total applications for this group*

Promotions						
	E/F	F/G	H	I	J	Total
Female F/G			10*			10
Female H			1	6**		7
Male F/G			2			2
Male H						
Total			13	6		19

** from which 4 temporary promotions for more than a year*

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Annex 3 - Main modifications from the pilot to the permanent ECB mentoring offer

Proposed changes are marked in italics

	Item	Pilot Offer	Standard Offer
1.	Eligibility criteria for mentees	Staff members <ul style="list-style-type: none"> - in salary bands F/G, G and H - holding a permanent contract for at least three years 	Staff members <ul style="list-style-type: none"> - in salary bands F/G, G, H, <i>I and J</i> - holding a permanent contract for at least three years
2.	Additional selection criteria if mentor pool insufficient	In the selection of mentees, an ASBR progression above average in the last two rounds will be considered an asset.	<i>If after the application stage, mentor capacity is found to be insufficient, priority will be given to eligible female applicants until the gender targets are achieved.</i> In the selection of mentees, an ASBR progression above average in the last two rounds will be considered an asset.
3.	Process (application and matching)	Application: <ul style="list-style-type: none"> - Call for applications for mentors and mentees - Eligibility check - Information sessions (for mentees) and training on mentoring skills (for mentors) Matching: <ul style="list-style-type: none"> - Mentor and mentee should <ul style="list-style-type: none"> · hold a position in different business areas; · have different nationalities; - Mentees in the F/G band should be assigned a mentor in bands I and J; - Mentees in the H band should be assigned a mentor in bands J, K and L; - If possible, expressed preferences on the counterpart should be respected. 	Application: <ul style="list-style-type: none"> - <i>Call for expression of interest for mentors and mentees</i> - Eligibility check - Information sessions (for mentees) and training on mentoring skills (for mentors) - <i>Call for applications</i> Matching: <ul style="list-style-type: none"> - Mentor and mentee should <ul style="list-style-type: none"> · hold a position in different business areas; · have different nationalities; - Mentees in the F/G band should be assigned a mentor in bands I and J; - Mentees in the H band should be assigned a mentor in bands J; - <i>Mentees in the I and J band should be assigned a mentor in bands K and L;</i> - If possible, expressed preferences on the counterpart should be respected. - <i>Matching mentees' specific learning objectives with mentors' strengths and experience as well as preferred ways of communicating/working.</i>
4.	Programme implementation: monitoring & networking	End-year evaluation	- <i>Mid-year check in sessions for mentees (facilitated by DG/H) to take stock of suggestions for minor improvements to the successive session of mentoring; mid-year e-mails to individual pairs to revive mentoring relationship; end-year evaluation.</i>