The ECB mentoring programme

(Proposed changes compared to the pilot are indicated in Italics)

1.   Introduction

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 in the programme takes place on a voluntary basis.

In 2012, the ECB introduced a pilot mentoring programme. Taking into consideration the positive feedback and high participation, and in line with the implementation of the Gender Diversity Action Plan, the Executive Board approved in December 2014 its conversion into a permanent offer.

2.   Programme objectives

The general objective of the mentoring programme is to support the personal and professional development of mentees by sharing knowledge and experience within the organisation. Even if the development of the mentee is the main focus of the programme, a mentoring relationship is also rewarding and valuable for mentors and beneficial for the organisation as a whole, since it enhances cross business area and cross functional exchanges.

The aim is also to support the ECB in achieving its gender targets for managerial positions. In light of the low number of female managers at the ECB, the programme particularly aims at strengthening the personal and professional development of women who may qualify for such positions. At the same time, the programme is open to eligible males as well. It is expected that 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.

Beyond gender targets, the programme is also open to staff who have reached the top of their salary band and may be looking for further development opportunities for which mentors could support them.

Nevertheless, mentoring will not impact the ECB's recruitment and promotion policies, which remain firmly based on merit and competition, and participation in the programme is not considered as an advantage when taking recruitment- or promotion-related decisions.

3. Eligibility criteria

Mentees in the programme can be staff members *with a permanent contract* and who hold a position:

- in salary bands F/G, G, H, *I and J, or*

- *in salary bands A to F and who have reached the top of their salary band*.

Mentees who participate in the mentoring programme may participate again at a later stage if they have moved to a higher salary band and meet the criteria.

If after the application stage, mentor capacity is found to be insufficient, then:

  i)   *(where applicable)* priority will be given to eligible female applicants until the gender targets are achieved, and

  ii) an ASBR progression *(in terms of steps)* above average in the last two rounds of the exercise will be considered an asset.

The pool of **mentors** is comprised of ECB managers, advisers (who act as coordinators or have previous formal ECB management experience) *and non-managerial appraisers after* they have attended the mandatory training on mentoring skills.

4. Matching criteria

Matching is based on motivations, general expectations and particular objectives of mentors and mentees. Matching should link mentees' specific learning objectives to mentors' strengths and experience as well as preferred ways of communicating/working.

DG/H matches on the basis of the following criteria:

- Mentor and mentee should hold a position in different business areas and have different nationalities;

- *Mentees should be preferably[1] assigned a mentor 2 salary bands higher*;

- If possible, expressed preferences should be respected.

5. Duration and follow-up of the programme

The formal mentoring relationship lasts one year, with the possibility to extend it by another year if agreed by both mentor and mentee. At the end of the mentoring year, DG/H will perform an evaluation via a survey to mentors and mentees.

---

[1] Unless mentor capacity is found to be insufficient.