



**EUROPEAN CENTRAL BANK**  
**EUROSYSTEM**

SEC/EB/11/762/30  
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:** 14 December 2011  
**Subject:** **IMPLEMENTATION OF REPORT OF PROJECT GROUP ON GENDER DIVERSITY – PROPOSAL ON MENTORING PROGRAMME**

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In its meeting of 19 October 2010, the Executive Board requested DG/H to work further on gender diversity measures and revert to the Executive Board with concrete proposals prior to implementation. Whereas a number of actions linked to the diversity dossier have been undertaken in 2011<sup>1</sup>, DG/H now proposes the introduction of a (pilot) mentoring programme at the ECB. The concept as detailed below was discussed and generally supported by the Management Committee.

This memo briefly introduces the objectives and initial target group of the proposed mentoring programme, and outlines the next steps to be taken.

**The *Executive Board* is invited to:**

- (a) approve in principle the introduction of a mentoring programme as outlined in this note and the policy document (SEC/EB/11/762/30a), with an initial focus on female mentees fulfilling the specific eligibility criteria in that document (in terms of contract, the salary band and ASBR steps), while allowing for a programme for both genders after the pilot phase (of two years) or already earlier in case of spare mentor capacity;**
- (b) request DG/H to launch a consultation on the mentoring programme with the staff representatives on the following aspects: the initial focus on female mentees, the eligibility criteria and the policy approach that the mentoring programme as such has no impact on existing recruitment and promotion policies.**

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<sup>1</sup> E.g. more diversity statistics in relation to the ASBR round, hosting of a high-level ECB Diversity Forum in March 2011, and incorporation of a comprehensive set of diversity data in the Report on ECB Human Resources 2010.

## **Mentoring at the ECB: objectives and focus target group**

DG/H proposes to introduce a (pilot) mentoring programme in 2012, to be converted into a permanent offer in case of a successful pilot phase of two years. Since the idea of a mentoring programme was already incorporated in the report of the Project group on Gender Diversity, it is proposed to introduce mentoring from a diversity-related perspective. In particular, DG/H proposes to focus on strengthening the personal and professional development of women who already have a number of years of experience within the organisation and who may have the potential to become managers at the ECB (indicated by their current salary band and the number of ASBR steps received on the last two occasions). Positive side effects may also materialise as mentors become more aware of certain realities highlighted by the female mentees<sup>2</sup>.

DG/H proposes to clearly communicate to staff that the introduction of a mentoring programme has no impact on existing recruitment and promotion policies, which remain firmly based on merit and competition. However, DG/H expects that the mentoring programme will positively contribute to increasing the number of (internal) female applications for higher-banded positions at the ECB.

Participation in the mentoring programme will be voluntary for mentors and mentees. The formal mentoring relationship will last one year. After the pilot phase, the mentoring programme could be opened up to both genders or, in case of spare mentor capacity, already during the pilot phase. In case selection of mentees will be needed among those meeting the eligibility criteria, priority will be given to females and within each gender group to the applicants with the highest average number of ASBR steps received on the last two occasions.

DG/L has confirmed that an initial focus on females as the target population is legally sound in the current ECB context. In light of the low number and percentage of female managers at the ECB, an initial focus on female mentees is compatible with the principle of equal treatment and the respective case law with regard to positive action of the Court of Justice of the EU.

## **Way forward**

As the follow-up to the Report of the Project group on Gender Diversity has been part of the agreed joint work programme of DG/H and the Staff Committee, it is proposed to consult the staff representatives on the proposed mentoring programme, with particular attention on the initial focus on female mentees, the eligibility criteria, and the policy approach that the mentoring programme would have no impact on existing recruitment and promotion policies.

Once the consultation has been concluded, the Executive Board will be asked to take a final decision on the matter. Afterwards, DG/H would elaborate the implementation aspects of the mentoring programme.

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<sup>2</sup> This could be self-imposed hurdles, lack of equal opportunities given, and/or concrete issues linked to the existence or perception of a glass ceiling.