



EUROPEAN CENTRAL BANK  
EUROSYSTEM

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## **The ECB mentoring programme**

### **What is mentoring?**

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.

### **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 intended to be also rewarding and valuable for mentors and beneficial for the organisation as a whole, since it enhances cross business area and cross functional exchanges.

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

### **Mentees**

DG/H will initiate the programme by communicating the offer to all staff and issue a call for expressions of interest. Participation in the programme takes place on a voluntary basis and an expression of interest should include the mentee’s motivation, expectations and particular objectives, as well as any preferences concerning the gender and/or nationality of the mentor.

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

During the first two years of the mentoring programme (the pilot phase), in light of the low number of female managers at the ECB, the programme aims at strengthening women’s personal and professional development by giving them insights into the skills needed to become managers and into ways to optimise their chances to achieve professional goals at the ECB.

Thus, for the pilot phase, female staff members who fulfil the three following criteria may apply for participation in the programme:

- holding a position in salary bands F/G, G or H;
- holding a permanent contract for at least three years;<sup>1</sup>
- having received at least seven ASBR steps on average on the last two occasions.

After the pilot phase or in case of spare mentoring capacity (which shall be duly announced by DG/H), the mentoring programme may be opened up to males as well.

In case selection of mentees will be needed among those meeting the above eligibility criteria, priority will be given to females and within each gender group to those applicants with the highest average of ASBR steps received on the last two occasions.

## **Mentors**

Participation in the mentoring programme is voluntary for mentors. The pool of mentors is formed by a group of ECB managers and advisers (who act as coordinators or have previous formal management experience), initially from band I upwards<sup>2</sup> and including area heads. Both females and males are included.

Mentors are offered a training covering information on the programme and on mentoring skills.

## **Establishment of mentor-mentee tandems**

The process of matching mentees and mentors is carried out by DG/H on the basis of the following criteria:

- expectations and preferences, if any, expressed by mentors and mentees;
- mentor and mentee must belong to different business areas;
- mentor and mentee shall preferably have different nationalities;
- a difference of at least one salary band between mentor and mentee.

Both mentee and mentor will be asked if they agree with the initial match proposed by DG/H. Should this not be the case, DG/H will propose a different match, which would again be presented for agreement.

Every mentor is free to decide, depending on availability, how many mentees he/she would like to support. At the end of the pilot, the Executive Board will receive an overview of the mentors and of how many mentees they have supported.

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<sup>1</sup> This period only refers to the time after the conversion of their contract into one of an indefinite duration.

<sup>2</sup> In line with a possible widening of the mentoring programme in the future, staff members in lower salary bands might become mentors as well.

Should, during the mentoring relationship, either the mentee or the mentor report that they are not satisfied with the mentoring relationship, DG/H will seek a different match for the mentee, provided that the remaining time for a mentoring relationship under the programme is still sufficiently long.

### **Main components of the programme**

The formal mentoring relationship lasts one year, with the possibility to extend it by another year if agreed by both mentee and mentor. Naturally, an informal relationship between mentor and mentee may continue.

In the first month of the programme, DG/H will invite all mentoring pairs to take part in an informal kick-off event. Afterwards, mentoring pairs meet at least once every two months, with an agenda set by the respective mentoring pairs in a confidential way. As they wish, mentors and mentees may agree on a different meeting pattern.

At the end of the year, a final evaluation session with DG/H takes place. In addition, mentors and mentees shall provide feedback via a questionnaire.

### **Duration of the programme**

The pilot programme will last two years. In case of a successful pilot, the mentoring programme may be converted into a permanent offer for a wider population of mentees and mentors. The main measures for assessing the success of the pilot programme will be the feedback received as well as the participation rate.