



EUROPEAN CENTRAL BANK

EUROSYSTEM

Update on HRC activities

63rd ESCB/SSM Social Dialogue meeting

14 March 2024

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Overview

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To recall: HRC work programme strategic pillars

PEOPLE (talent, skills & capabilities)

- **Attract and develop** leaders & staff by
 - Shaping a **value proposition to work for the ESCB/SSM** and
 - Identifying and **developing key capabilities** for the future

SHARED VALUES/CULTURE

- Fostering **learning and sharing**
- Leveraging on common strengths to **increase effectiveness, agility, resilience, and cost-effectiveness** of initiatives
- Promoting **collaboration and cohesion** via mobility
- Defining **shared values** for the ESCB and SSM

BELONGING (Equality, Diversity, Inclusion)

- Building and promoting a working environment where **everyone has a voice**,
- Enabling (also cross cultural and hybrid) **teams to work effectively together in an inclusive way**
- Leveraging **diversity and equality**

RESILIENCE & CHANGE

- Strengthen a **change mindset & change management**,
- Developing **strategies and measures increasing resilience** of institutions
- Promoting **wellbeing of people incl. mental health and psychological wellbeing**
- **Exchange information** regarding policies and practices across ESCB and SSM

Snapshot of activities per strategy pillar

PEOPLE

(talent, skills & capabilities)

- **ESCB&SSM Learning and Development strategy (2025-2030)**, Reflection and design ongoing (TFTD workshop and meeting in Feb/Mar)
- **Multilateral swaps** – proposal being developed – more details will be shared in one of the upcoming SD meetings
- **Mobility statistics** will be collected from NCBs for the first time this year
- **Employee value proposition and employer branding at the ESCB and SSM level** (in addition to the local approaches)

SHARED VALUES/CULTURE

- **Defining shared values for the ESCB/SSM** – TF CEB started the discovery phase of the project; survey on the topic of values/EVP/employer branding to be circulated soon to NCBs and NCAs HR departments; first technical meeting with the TUs to be expected in the second half of 2024

BELONGING

(Equality, Diversity, Inclusion)

- **D&I Charter** follow up (ESCB/SSM Diversity Network taking care)
- **Two D&I surveys** – responses being analysed – summary results will be shared in one of the future SD meetings

RESILIENCE & CHANGE

- **Annual Operational Risks and Resilience Update** completed for year 2023/2024. Based on the input from all ESCB committees ODC prepares an aggregated report later in the year.
- **Introduction of the HRC Excellence Award** to incentivise exchange of information about innovative projects that can benefit the wider ESCB/SSM

Zoom on the People pillar

Transition between current and the new ESCB&SSM L&D strategy

Continuous learning offer across leadership, behavioural and technical pillars

Behavioural: Until April 2024:

- Enhancing your Emotional Intelligence
- Design and Deliver Engaging Training
- Digital Fluency
- Master Critical Thinking
- Transnational Cultural awareness

Leadership: Until Q3-2024:

- Leadership Programme Leading and Enabling
- Leadership Programme Managing and Developing

Technical: Ongoing:

- Central banking and banking supervision Executive Education Programme: Understanding trends, preparing for the future – recruitment of a new cohort to start in March 2024
- Audit Report Writing
- Auditing banking supervision under the SSM
ESCB Information Systems Risk Management Framework
- Eurosystem accounting and reporting framework
- Introduction to ESCB Operational Risk Management
- IT Auditing in the IAC context
- Economics for Non-Economists

Other activities in 2024

- Conference for Board members – autumn 2024
- Leadership masterclass series in Q2 2024
- ESCB/SSM hackathon
- ESCB/SSM wide onboarding serious game

Zoom on the People pillar

NEW Mobility statistics

In 2024 we will pilot collecting mobility statistics across the ESCB and SSM to further inform the activities of the Mobility Task Force in terms of barriers to and opportunities for increasing ESCB/SSM wide mobility

<i>as of 31 December 2022 (in Headcounts)</i>	HOST INSTITUTION					
HOME INSTITUTION 2022	ECB (excluding SSM)	ECB SSM	NCBs	NCA's	TOTAL ESCB/SSM	Other International organisations (IMF, BIS, EBA,...)
Unpaid leave (>= 3 months)						
Less than or equal to 12 months					0	
More than 1 year, less than 3 years					0	
3 years or more					0	
Sub-total Unpaid leave	0	0	0	0	0	0
Secondments (>=3 months)						
Standard secondments	0	0	0	0	0	0
<i>less than or equal to 6 months</i>					0	
<i>more than 6 months, less or equal to 12</i>					0	
<i>above 12 months</i>					0	
Swaps					0	
Schuman Programme					0	
Virtual Teams					0	
Sub-total Secondments	0	0	0	0	0	0
TOTAL Unpaid leave and Secondments	0	0	0	0	0	0
TOTAL STAFF end 2022						
% Total Staff						

Zoom on the Culture pillar

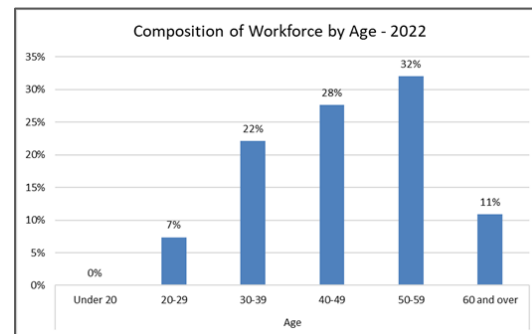
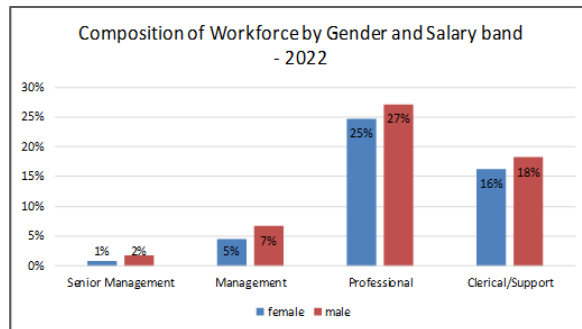
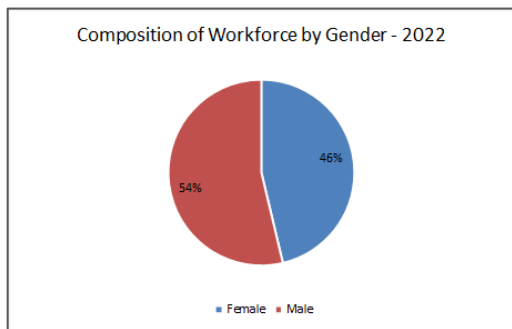
TF on Culture and Employer Branding is running a survey with the NCBs and NCAs to take stock of:

- values and related artefacts currently defined by the different institutions
- various EVP elements available across institutions

First technical meeting with the TUs to be expected in autumn 2024

Zoom on the Belonging pillar

- Two D&I survey outcomes will be shared in the future SD meetings
- ESCB Annual HR report 2022 was finalised in autumn 2023. The report includes gender related figures for the whole ESCB



Updated set of statistics will be ready in the summer 2024

Zoom on the Resilience and change pillar

Incentive for increased sharing and exchange of best practices and policies that can add values across the ESCB: HRC Excellence Award

Why?

To recognise, celebrate and share the latest and innovative HR solutions and initiatives introduced across the ESCB and SSM institutions

What?

An annual award (a dedicated symbolic trophy) given to the selected HR project/initiative to each of the categories recognised during the HRC offsite meeting in June. The winning projects will also be mentioned in the HRC Annual report going to the GovC.

Categories

Three HRC strategic pillars: (a) People (talent, skills & capabilities), (b) Shared culture, (c) Belonging (E,D & I)

Selection committee

HRC co-chairs, TF chairs, external/independent expert

Selection criteria

Projects/initiatives going live in the last 12 months meeting the objectives of the strategic pillars. Projects should demonstrate the key principles of innovation, collaboration across different teams including ESCB/SSM institutions, agility and added value of the solution to the ESCB/SSM.

Q&A

Thank you for your attention!