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# QAAP Workshop 1

## Session 3

### Mentoring

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**A Mentor is an experienced and  
trusted advisor**

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- Mentors should offer the following support:

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- Be a model of good professional practice.
  - Use appropriate exemplars of how to undertake roles and produce required work.
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- Provide guidance on the roles and methods of working in engagements, and concerning the limits of authority of chairs and peer reviewers who are engaged with institutions.
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- Where necessary, and within the time-constraints available, provide on-the-job training, coaching and reflections of performance to enhance the “learning through experience” approach.
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- Establish early a professional relationship based on mutual trust and shared values about the importance attached to developmental engagements and the roles of peer reviewer and review chair as well as those of facilitator and faculty member.
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- Maintain contact, but in the back seat, from first to final stages (see handout).
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- Act as the first point of contact during an assigned developmental engagement on matters concerning the interpretation and implementation of the professional role of reviewer, review chair and facilitator. Examples are given in the Handout
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- Offer advice on implementing the published method of review. Examples are given in the Handout
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- Provide an independent, constructive view in critical or unprecedented situations, and support the decision-making by the review chair.
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- Give constructive feedback on the performance of peer reviewers and review chairs to inform further professional development and review of the effectiveness of the published method.
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- Intervene as necessary (but only rarely) to clarify the published method and the processes that lead ultimately to a developmental review report.
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## A mentor should not:

- Act as a supervisor or line manager.
  - Make executive decisions on policy or operational matters.
  - Take over from a review chair or peer reviewer at any stage unless extreme circumstances require it and then only with the agreement of the Director of QAAP.
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- Reach conclusions on the grading of institutions on behalf of the reviewers.
  - Report evaluative comments on individual performances without sharing these evaluations with the individuals.
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