# Mentorship Tool N°3

## **Terms of Reference for Mentors**

**Global Laboratory Leadership Programme**

**City, country, dates**

**Terms of Reference for Mentors**

**Context**

Laboratory directors, mid-level and senior laboratory managers and supervisors worldwide need specialized training in leadership and management. Such training will help ensure that laboratories can effectively perform their critical role in detecting, preventing, and controlling diseases. With this goal in mind, six leading organizations [the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the World Organisation for Animal Health (WOAH), the European Centre for Disease Prevention and Control (ECDC), the United States Centers for Disease Control and Prevention (U.S. CDC), and the Association of Public Health Laboratories (APHL)] have partnered to develop the Global Laboratory Leadership Programme (GLLP). The GLLP targets human, animal, and environmental health laboratories and other laboratories with health impact (e.g., agricultural, food or chemical laboratories).

The GLLP is a learning and mentoring programme based on the [*Laboratory Leadership Competency Framework*](https://apps.who.int/iris/handle/10665/311445). The programme aims at harmonizing and building global consensus on critical laboratory leadership competencies across human, animal, environmental and other health-related sectors, including:

1. Laboratory System
2. Leadership
3. Management
4. Communication
5. Quality Management System
6. Biosafety and Biosecurity
7. Disease Surveillance and Outbreak Investigation
8. Emergency Preparedness, Response, and Recovery
9. Research

The implementation of the GLLP in **insert country** will focus on strengthening the following competencies:

* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**
* **Insert competency**

The programme will take place over **XX year/months** from **day/month/year** to **day/month/year**, combining pre-training work with face-to-face learning, on-the-job assignments and projects supported by mentoring.

**Objectives of mentoring under the GLLP**

In the context of the GLLP, the mentorship component provides formal support to participants for developing their personal goals within the programme and aligning them with their career development goals.

Mentors play an important role not only in supporting mentees to develop and implement individual projects, but also in helping them to further develop their leadership and management skills and expand their professional networks.

**Role of the mentor**

In collaboration with the mentees, the mentor will identify their strengths and skills and their gaps and define specific learning objectives for the mentorship.

**1. Support mentees in defining personal development and career development objectives, including:**

* supporting mentees to develop a plan for achieving their goals using the Laboratory Leadership Competency Self-Assessment, available in the GLLP Implementation Toolbox;
* supporting mentees to strengthen the gaps identified through the *Laboratory Leadership* *Competency Self-Assessment*, available in the GLLP Implementation Toolbox.

**2. Assist mentees in the development of individual projects:**

* Individual project objectives include:
* putting learning into practice;
* supporting the mentee laboratory and/or country laboratory system strengthening.
* Support and communication modalities include:
* periodic face-to-face and/or virtual meetings;
* email and/or telephone conversations;
* written feedback from the mentor on mentees’ output/writings, particularly the draft of their individual project and the pre-final version of their project.
* Practical organization:
* Mentors and mentees agree on a mentoring programme, including key milestones and day, time, and frequency for meetings.

**Mentor selection criteria**

[Mentor selection criteria may be defined by each implementing country or region. The criteria below may be modified and are provided as a starting point.]

Education/qualifications:

* four-year degree or equivalent certificate in a relevant laboratory science field (e.g., biology, microbiology)
* higher education in the field of health (e.g. veterinarian, medical doctor, PhD) and/or health care management (e.g., public health) AND specialization in laboratory diagnosis (e.g., microbiology, hematology, biochemistry, blood bank)

Experience:

* at least 10 years of work experience in the laboratory
* management experience involving supervision of personnel (laboratory programme managers, laboratory scientists, laboratory directors)
* experience teaching, conducting training or mentoring laboratory employees or students

**Mentor commitments**

Mentors need to:

* be available as soon as they are selected for the entire duration of the programme (from day/month/year to day/month/year)
* dedicate one to two hours/week to support their mentee(s) throughout the duration of the programme
* attend the mentor induction session
* attend program learning sessions as possible
* support participants in the development and implementation of individual projects
* create a safe space
* provide nonjudgmental supervision
* seek and accept support from organization or programme staff as needed
* collaborate with other mentors as appropriate.

**Reference**

Laboratory leadership competency framework. Geneva: World Health Organization; 2019 (<https://apps.who.int/iris/handle/10665/311445>)