Application information for Mentors

# Overview:

The aims of the mentoring programme are:

* to support the Museum Transformer Leader Mentees to embed anti-oppression practice in their organisations through sharing your lived experience of marginalisation and your professional experience of working in heritage.
* to support you to better understand the role and responsibilities of leadership positions
* to develop your career through networking and opportunities to develop your own knowledge and experience.

# The role of the mentor is to:

Support your mentee to understand and embed anti-oppressive practice into their organisation through:

* Listening and reflecting
* Questioning
* Challenging
* Providing constructive and honest feedback

# What we are looking for in a mentor:

* The willingness to share knowledge and expertise
* Values ongoing learning and development
* Active questioning and listening skills
* Ability to challenge in a supportive way
* Has a good understanding of anti-oppression

# The benefits to being a mentor:

* Impact and influence anti-oppressive change in museums
* The opportunity to gain a qualification in Leadership
* Being part of a cohort of future leaders with intersectional identities
* Opportunity to build up networks with senior leaders in museum sector

# Process

This reciprocal mentoring and training programme forms the Leadership strand of the wider [Delivering Change programme](https://www.museumsgalleriesscotland.org.uk/project/delivering-change/). There will be an opportunity for 12 out of the 19 [Delivering Change: Museum Transformers](https://www.museumsgalleriesscotland.org.uk/projects-research/projects/delivering-change-museum-transformers-programme/) to put forward a senior leader in their organisation to participate in this reciprocal mentoring programme. They will submit an application with information about what they would like to focus on and the changes they hope will come from the process. All those interested in mentoring will submit a mentor application (details in the file ‘Systemically Excluded Mentor Application form’) detailing their experience and knowledge. Mentors will be shortlisted and selected for interview based on the skills and attributes listed above (“What we are looking for in a mentor”) alongside consideration of needs identified by the Transformer organisations.

**Interviews are due to take place between Monday 13th October – Thursday 23rd October 2025.**

There will be an in-person event to begin the project where mentors and mentees will meet. Peer-to-peer groups will also meet and connect here. This event will take place on **Tuesday 27th January 2026** in Edinburgh, and attendance is mandatory. Travel will be reimbursed for this event.

Following this event, the mentors will arrange an introductory meeting with their mentees through their requested contact method. The first meeting will set ground rules which will include the type of contact you will have and how often and will identify shared goals going forward. Mentors are expected to meet at least six times with their mentee during the programme (this can be online or in person) but we would encourage you to meet monthly.

Mentors will be offered remuneration for their participation in the programme. This will be offered at an hourly rate of £75 (in line with our remuneration policy), at a maximum of 18 hours per mentor across the 9 months of the programme. This can either be paid to you as a freelancer or paid to your employer to backfill your time. Please get in touch with the Delivering Change team if you want to find out more about this ahead of applying.

Both mentors and mentees will have the support of the Leadership Coordinator. The mentors will also be invited to six peer-to-peer meetings which are facilitated by an external facilitator. The purpose of these meetings is to discuss how things are going and provide peer to peer support to one another. Mentors are expected to follow the Code of Conduct (detailed below).

# Code of Conduct for Mentors

This code of conduct acts as a framework in which to work.

## In general:

* The mentor and mentee will create an equal relationship which is used to the benefit of the mentee and mentor.
* Mentees and mentors are responsible for the choices they make and the actions they decide to take
* The mentor is responsible for creating an environment in which the mentees can explore the issues they bring, understand them more fully and clarify ways of working that improve their current situation and longer time performance. You will be supported to develop your approach to this through the training within the programme.
* The mentee is responsible for supporting the mentor with their career ambitions and championing them through their career.

## Mentor’s and mentee’s responsibilities:

* To observe this code of conduct
* To facilitate the self-development of the mentee/mentor using the mentee’s/mentor’s network of relationships.
* To be centred on and respond to the mentee’s/mentor’s needs and level of ability.
* To set the boundaries of the relationship and to ensure a contract is in place.
* To provide feedback as requested on the process to MGS
* To speak to the Leadership Coordinator if they feel out of their area of competence.
* To attend the peer-to-peer meetings.
* To prepare for each meeting by reflecting on previous meetings and critically review their own contribution.
* To maintain the confidentiality of the relationship.
* To work with the mentee/mentor to plan the next steps after the agreed number of sessions have been completed.
* To participate in the evaluation of the programme.

# Key dates

* Applications open for Mentors and Mentees: **Monday 4th August 2025**
* Applications close for Mentors and Mentees: **Monday 15th September 2025**
* Interviews for Mentors and Mentees: **Monday 13th October – Thursday 23rd October 2025**
* Beginning event in Edinburgh: **Tuesday 27th January 2026**
* Programme runs: **January 2026 – October 2026**

# Get in touch

If you have any questions, or require support with your application, please get in touch with us via [deliveringchange@museumsgalleriesscotland.org.uk](mailto:deliveringchange@museumsgalleriesscotland.org.uk).