Effective Mentoring in Initial Teacher Education: What works and why? Case Studies from The Open University Partnership in WALES PGCE Programme

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Effective mentoring in Initial Teacher Education:
What works and why?

Case studies from The Open University Partnership in Wales PGCE Programme

June 2022
Acknowledgements

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Contents

Acknowledgements .................................................................................................................. 1
Introduction ............................................................................................................................. 3
The case studies ....................................................................................................................... 4
  1 Burry Port Community Primary School, Carmarthenshire ............................................... 5
  2 Coedpenmaen County Primary School, Rhondda Cynon Taf ............................................. 6
  3 Eveswell Primary School, Newport .................................................................................... 7
  4 Golftyn Primary School, Flintshire ..................................................................................... 8
  5 Llanbister Primary School, Powys ..................................................................................... 9
  6 Maesteg School, Bridgend ................................................................................................. 10
  7 Mount Pleasant Primary School, Newport ........................................................................ 11
  8 Severn Primary School, Cardiff ........................................................................................ 12
  9 The John Frost School, Newport ....................................................................................... 13
  10 Ysgol Gyfun Bryn Tawe, Swansea ................................................................................... 14
Mentors’ reflections and artefacts ......................................................................................... 15
Further information ............................................................................................................... 18
Introduction

This collection of case studies showcases some of the effective mentoring approaches taking place across The Open University Partnership in Wales PGCE Programme. At the end of the first year of the programme, feedback from school-based staff highlighted the need to co-construct further resources with schools which reflect the current reforms in Initial Teacher Education and specifically the role of the mentor. There was also a desire to see resources which considered the unique contexts of schools within this pan-Wales programme. This project arose from wider work focused on the creation of mentor training materials which seeks to offer both synchronous and asynchronous development opportunities accessible online and throughout the year. These include course overviews and induction, effective mentoring approaches and support in assessing the student teacher’s progress.

The case studies form part of a wider research project that investigated effective mentoring approaches in Initial Teacher Education. In early 2022 mentors were interviewed, practice tutors and school co-ordinators submitted written or audio reflections, and student teachers and curriculum tutors participated in separate group discussions to gather views on the qualities reflected in a good mentor, effective mentoring approaches and the successes and challenges experienced during the mentoring process.

One element of the research project requested mentors to use an artefact of their choice to support their reflection of effective mentoring. A sample of some of these artefacts along with the mentors’ comments are presented after the case studies.

For more information on this research project and / or the programme’s approach to supporting our mentors, please feel free to contact the academic leads for mentoring at the Open University PGCE in Wales.

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## The case studies

The schools, their location and the theme of each case study.

<table>
<thead>
<tr>
<th>Case study</th>
<th>School</th>
<th>Case study title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Burry Port Community Primary School, Carmarthenshire</td>
<td>‘The future’s so bright I gotta wear shades’</td>
</tr>
<tr>
<td>2</td>
<td>Coedpenmaen County Primary School, Rhondda Cynon Taf</td>
<td>Handing over the reins: a student-centred approach</td>
</tr>
<tr>
<td>3</td>
<td>Eveswell Primary School, Newport</td>
<td>With greatness comes responsibility</td>
</tr>
<tr>
<td>4</td>
<td>Golftyn Primary School, Flintshire</td>
<td>Reciprocal learning during the mentor-student experience</td>
</tr>
<tr>
<td>5</td>
<td>Llanbister Primary School, Powys</td>
<td>Embracing opportunities and challenges</td>
</tr>
<tr>
<td>6</td>
<td>Maesteg School, Bridgend</td>
<td>Collaborate, defend and protect</td>
</tr>
<tr>
<td>7</td>
<td>Mount Pleasant Primary School, Newport</td>
<td>Finding the joy</td>
</tr>
<tr>
<td>8</td>
<td>Severn Primary School, Cardiff</td>
<td>Developing independence and professional identity</td>
</tr>
<tr>
<td>9</td>
<td>The John Frost School, Newport</td>
<td>Supporting a range of experiences for student teachers</td>
</tr>
<tr>
<td>10</td>
<td>Ysgol Gyfun Bryn Tawe, Swansea</td>
<td>The importance of empathy and building relationships</td>
</tr>
</tbody>
</table>
Case study 1:
‘The future’s so bright I gotta wear shades’

Burry Port Community Primary School
English-medium primary
216 pupils

The school
Burry Port Community Primary School is in Carmarthenshire, south west Wales.

- Currently 39 per cent of all pupils are eligible for free school meals.
- Nearly all pupils are white British. A few pupils have English as an additional language and very few speak Welsh at home (Estyn, 2014).

The school has mentored student teachers from different universities across the region for many years. Since September 2021, the school has supported one salaried student teacher’s placements as part of The Open University Partnership.

Mentoring student teachers
The school sees the potential in everyone and believes that everyone in the organisation has something to offer. They want to ensure that the potential of developing teachers and leaders is nurtured and is not lost.

Student teachers are supported by mentoring and coaching methods that are applied appropriately, depending on the student teacher’s experience, their progress and the context of the discussion.

The importance of reflection is reinforced by the school. Student teachers are given time to reflect on their practice before discussions where the mentor uses coaching and growth model styles of support i.e. ‘What’s your current issue? Let’s prioritise! How can we break this down? What I hear is that you’re saying……have you thought about doing more of…?’

Ensuring that student teachers feel safe to make mistakes and take risks is of importance to the school’s mentoring approach.

Student teachers are supported with the balance of employment, practice learning and module studies. Expectations are managed in a reassuring and realistic manner whilst maintaining transparency on the profession’s requirements.

The school values the importance of research projects and student teachers are encouraged to record themselves teaching and watch it back. Giving student teachers the opportunity to watch themselves and watch the children’s learning is an interesting and effective strategy to gaining more knowledge of practice.

Mentor and student teacher ‘work alongside each other’ during lessons where the mentor works with groups of learners ‘what I’m picking up on about the children is helping me as a teacher to plan their learning as much as watching what [the student] is doing’.

Within the school, attachment is an important principle which students are encouraged to develop first before concentrating on their teaching. Understanding how to build those attachments and ensuring children feel safe in their classes is key.
Case study 2:
Handing over the reins: a student-centred approach

Coedpenmaen County Primary School
English-medium primary
263 pupils

The school
Coedpenmaen County Primary is Pontypridd, Rhondda Cynon Taf, South Wales.

- The school serves an area that is neither economically advantaged nor disadvantaged. About 16 per cent of pupils are eligible for free school meals, and approximately 13 per cent of pupils have additional learning needs (Estyn, 2012).

The school has mentored student teachers from different universities for many years. Since September 2020, the school has supported salaried and part-time student teachers as part of The Open University Partnership.

Mentoring student teachers
Enjoying being a mentor and passing on knowledge to future teachers is a privilege and brings with it personal satisfaction and supports the mentor in their teaching role too.

Even though student teachers draw on the knowledge and skills of their more experienced mentors in the school, it is important that mentors ‘let the students have a go’. Some teachers can find this difficult as they ‘like to keep hold of things and keep control’.

The critical factor for student teachers is the ‘self-analysis’ and the mentor’s role is to help them to identify where they went wrong and what went well.

Student teachers are also supported to develop important ‘softer skills’; such as having healthy relationships with other members of staff – if these exist the job of a teacher is easier. This is achieved by ensuring student teachers are in the staff rooms.

Feedback on lessons is immediate as soon as the lesson finishes and the mentor usually begins the conversation with ‘How do you think that went?’ and similar to teaching the children other questions include – ‘What do you think was a good bit? Is there anything that you think you could do better?’

The mentor meetings are very ‘mentee-lead’, with the student teacher bringing tasks they need to complete to the sessions – such as areas that they require more evidence for and the mentor and student teacher work out what is required together.
Case study 3:  
With greatness comes responsibility

Eveswell Primary School  
English-medium primary  
500 pupils

The school

Eveswell Primary School is in Newport, South Wales.

- Most pupils live close to the school. Around 12 per cent of pupils are entitled to free school meals. English is the main home language for the majority of pupils (Estyn, 2014).
- Around 30 per cent of pupils come from an ethnic minority background. The school has identified nearly 14 per cent of pupils as having additional learning needs. Around 25 per cent of pupils receive support for English as an additional language (Estyn, 2014).

The school has mentored student teachers from different universities across the region for many years. Since September 2020, the school has supported two part-time student teachers’ placements as part of The Open University Partnership.

Mentoring student teachers

Mentoring is seen as an honour, something to be proud of and celebrate when the opportunity arises as it is an opportunity to share expertise with future teachers. The responsibility and impact mentors have on a student teacher’s early experiences is acknowledged and taken seriously by those who mentor student teachers in the school.

Building a relationship based on mutual trust and respect early on is seen as essential so that students know who they can turn to.

I think it’s important to be approachable, always on hand to offer advice and support when needed.

It’s important to get them [student teachers] out of their comfort zone, so that they embrace opportunities to develop their own growth mindset.

While mentors should give clear structure, guidance and support early on, there is a clear sense that student teachers should also be given space and time to make mistakes so that they might be used as learning opportunities and reflection points.

Mentors should encourage and challenge student teacher to step out of their comfort zone.

Feedback is identified as critical in the process in that it enables both short-term and long-term targets to be set. There is a focus on evaluating what went well, what did not, and what has been learnt from previous lessons to set focused and realistic targets. Honesty is seen as crucial to having real impact.

Mentor sessions are planned a week ahead so that student teachers can come prepared with what they need support on, ensuring this time is productive and meaningful.

The mentor – mentee relationship is seen as mutually beneficial in that the mentor can learn as much from observing the student teacher and their work in the class as the student teacher can learn from taking over.

Good mentors are identified as having a range of personal qualities:

- A sense of empathy – all teachers have been there!
- An ability to model; both in terms of teaching but also in how you behave and act and approach the role
- An approachable manner
- A good sense of humour
- Good listening skills
- An ability to put someone at ease
Case study 4:
Reciprocal learning during the mentor-student experience

Golftyn Primary School
English-medium primary
423 pupils

The school

Golftyn Primary School is in Connah’s Quay, Flintshire, north east Wales.

- Around 17 per cent of pupils are eligible for free school meals. The school has very few pupils who are looked after by the local authority (Estyn, 2016).
- About 13 per cent of pupils have additional learning needs. English is the main home language of most pupils. Very few pupils come from an ethnic minority background. No pupils use Welsh as their first language (Estyn, 2016).

The school has mentored student teachers for many years, and supported a part-time student teacher as part of The Open University Partnership since September 2021.

Mentoring student teachers

Mentoring is an opportunity to share experiences and learning. There is a need to create a comfortable and supportive environment and establish a trusting relationship. Talking about what went well is the easy part but having the relationship to discuss key areas for development and targets can be a challenge for all mentors. There is very much a sense of mutual learning. Staff acknowledge that despite many years in teaching that they are still learning and want student teachers to know that. There is a desire to share past experiences (both success and failure) and emphasise the learning opportunities from these. It is important to offer student teachers the strategies to overcome perceived failures for example: being able to adapt your lesson plan mid lesson should things not be going to plan. Constructive feedback is necessary to support student teachers to move forward in their practice. But allowing them to reflect on their experience first is important before being critical or unpicking areas for development. Setting SMART targets is crucial in making small steps to success manageable.

It’s a two-way process and I feel that when you listen to them [student teachers], you’re helping them to reflect on their own teaching, and helping them learn from their mistakes. It’s important to share those experiences with whoever you’re mentoring, because then they know how you’ve overcome those failures and how it hasn’t stopped you because we’ve all had those lessons.

There is a clear sense that mentoring skills, just like teaching and learning, need to be honed and developed over time but also revisited periodically by accessing training. There is an acknowledgement that there can be a reluctance by some experienced mentors to revisit and engage in training materials. However, this can be dangerous in that it can lead to stagnation and apathy and a lack of forward thinking and approach in terms of supporting the teachers (and thereby the pupils) of tomorrow.

I do feel that sometimes mentors, if they have been doing it for a long time, don’t feel the need to engage in material. I think that’s the danger because things are moving and changing with the times. We’re teaching the children of today for tomorrow’s jobs and I feel everything’s evolving. So if we do things the same way we’ve always done them, there’s a danger of being a little bit stagnant and not moving with the times.

‘You’ve got to immerse yourself in all of the training materials available…. I never feel that I’ve got to that point where I don’t need to develop.’
Case study 5: Embracing opportunities and challenges

Llanbister Primary School
English-medium primary
61 pupils

The school

Llanbister Primary School is in Powys.

- The three-year average for pupils eligible for free school meals is around two per cent (Estyn, 2019).
- Very few pupils speak English as an additional language or come from an ethnic minority background. No pupils speak Welsh at home. Around seven per cent of pupils are identified as having additional learning needs (Estyn 2019).

The school has supported a salaried student teacher as part of The Open University Partnership since September 2021.

Mentoring student teachers

Approaches to mentoring mirror approaches used in the classroom where student teachers are encouraged to .... ‘go out explore, investigate and come to their own pedagogical conclusions’.
These are then explored in a collaborative and safe environment where the student teacher is able to unpick their findings in supportive mentoring sessions.

Embracing opportunities

As a small rural school, the opportunity to mentor is not one that comes a long very often and is seen as a chance to learn as well as to support the development of future teachers.

The mentor is seen as a guide who steers the student teacher in the right direction but also allows them space to develop by providing opportunity as well as challenge highlighting that mentors should also not be afraid to put students out of their comfort zone.

There is very much a growth mindset informed ethos which allows students to make their own mistakes and learn from them.

Embracing challenges

The challenge of timetabling is overcome for this small rural school with meticulous planning and clear communication with all. Honouring the hour for a mentor session is deemed crucial otherwise it would not happen. There is a clear positive attitude to immersing the student teacher development into the school.

Undertaking many roles within the school, the mentor is enabled to talk and support the student teacher on a range of issues and concepts with authority and experience. In a smaller environment there are less staff, but this can work as an advantage rather than a hindrance as all staff know all pupils and policy well and are able to offer support easily.

Responsibility for the student teacher is then shared and thus so is the workload. Mentors support class teachers and vice versa in observing and mentor sessions.

It’s the same with children isn’t it? They don’t always learn in the same way and that’s the same for adults as well. But it’s good to have an arsenal, armoury or something like that. It’s good to have these pieces of equipment in your toolbox.

There is a clear feeling that staff can dedicate a lot of attention to supporting the student teacher despite perceptions that this would be a greater challenge in a school of this size ‘it’s not just my ideas as well, it’s that whole wider school support and sharing of ideas’.
Case study 6: Collaborate, defend and protect

Maesteg School
11-18 English-medium mixed comprehensive
1075 pupils

The school

Maesteg School is located to the north of Bridgend, South Wales.

- About a quarter of pupils are eligible for free school meals, with just over half of pupils living in the 20 per cent most deprived areas in Wales (Estyn, 2019).
- Just under a third of the pupils have a special educational need. A very small number have English as an Additional Language. There are very few pupils who speak Welsh at home (Estyn, 2019).

The school has mentored student teachers from different universities across the region for many years. Since September 2021, the school has supported four salaried student teachers’ placements as part of The Open University Partnership.

Mentoring student teachers

The school-based mentors operate a ‘my door is always open’ policy supported by a comforting hot beverage and a listening ear to help develop a mutual and respectful relationship.

There are varying aspects to the mentoring role, that require different approaches and sometimes different personas – ‘my observer and feedback persona is very different to my questioning persona and knowing when to apply them needs skill and tact’.

There is a responsibility to ‘care for’ and ‘do the best by’ the student teachers. The school has a culture of creating independent, self-reflective teachers who are ‘empowered individuals, confident enough to progress when they are established’. The mentors have a sense of responsibility toward the student teachers and to defend their best interests.

Having a student teacher encourages mentors to self-reflect on their own practice. Mentors use questions to facilitate thinking and promote self-reflection as opposed to giving direct instructions.

Collaboration involves supporting student teachers with the teaching they receive from the university to modelling the skills needed to deliver the GCSE curriculum. Team teaching and live coaching also improves practice and strengthens relationships.

There is collaboration between the mentor and school-co-ordinator, and working jointly with others towards shared goals can be very satisfying.

‘Team teaching can include jumping in and supporting when I think something needs to be built on, but not in a patronising way, just in a ‘I’m-in-the-room-and-can-help-you’ way.’

There’s an element of protection in mentoring and it’s important to safeguard them [the student teacher] from doing more than is required of them too soon. It is important that everyone is looking after them, until they find their feet.

I thought at the beginning that direct feedback was what I should be doing and I realised what I needed to be doing was encouraging the students to be reflective practitioners and to use everything that they’re seeing and doing with the Open University and the experience in the classroom to promote self-progress.
The school

Mount Pleasant Primary School is in Rogerstone, near Newport, South Wales.

- The proportion of pupils eligible for free school meals is two per cent (Estyn 2018).
- Ten per cent of pupils have additional learning needs. Very few pupils have statements of special educational need. Most pupils are of white British ethnicity. Very few pupils speak Welsh at home (Estyn 2018).

The school has mentored student teachers for many years, and supported a salaried and a part-time student teacher as part of The Open University Partnership since September 2020.

Mentoring student teachers

Walt Disney’s ‘laughter is timeless’ reminds mentors, student teachers and pupils that laughter, having fun and a sense of humour is important for everyone. This mindset is also relevant in times of adversity, ‘even if things aren’t great, remember that it’s not the end of the world, and think ‘come on we can do this’’.

There is pride in student teachers feeling happy and connected as this can result in successful practice. Investing in the student teacher so that they feel valued and part of the school’s teaching team is important. Lines of communication are always open via, ‘open door policy’ and ‘just ask – that’s what we’re here for’, along with flexible drop ins and online meetings during Covid isolation times.

Positive relationships lead to effective collaboration and this encourages mentors to reflect on their own pedagogy. Student teachers are part of the school staff and this is supported by working with leadership groups across the school and student teachers being included in whole school INSET and training.

In addition to the daily learning conversations, formal mentoring sessions take place weekly to evaluate the student teacher’s progress against targets. It is an opportunity to engage with the Professional Standards and self-reflections from that week’s lessons. The mentor has checklists of ‘jobs’ to do, ensures all school resources are available, discusses research projects and looks for opportunities to build themes into lesson planning.

The student teacher is part of our school staff, so we make sure that we’re using the whole school and collaborating with a range of teachers, so they get the best from everyone.

When writing Practice Learning Reports, the mentor finds collaborating with other colleagues such as the school co-ordinator, practice tutor and colleagues across the school helpful.
Case study 8:
Developing independence and professional identity
Severn Primary School
English-medium primary
490 pupils

The school
Severn Primary is located close to the centre of Cardiff, South Wales.

- The school serves a multicultural community, approximately 23 per cent of pupils are White British (Estyn, 2016). There are 55 different languages and dialects spoken by pupils.
- About 24 per cent of pupils are eligible for free school meals (Estyn, 2016). Approximately 18 per cent of pupils have additional learning needs.

The school has mentored student teachers for many years, and supported a part-time student teacher as part of The Open University Partnership since September 2021.

Mentoring student teachers
Motivated by previous support received from others to develop professionally, the mentor welcomed the opportunity to help someone else with their career development. They draw on a range of mentoring approaches to provide support, but key to the whole process is not to be ‘over bearing’.

Some of the most important aspects of mentoring are for a mentor to:
- show good practice yourself
- make links with other teachers’ practice
- discuss possible approaches prior to a lesson
- evaluate the lesson afterwards

During the early stages of the placement, the mentor would offer suggestions as to how they would deliver an activity – as this is the familiarisation stage. So there would be examples and demonstrations. But then the mentor ‘steps back’ and encourages more ‘ownership of the lesson’ and also for the student teacher to take on the responsibility for organising resources.

Joint observations with the school co-ordinator are useful in supporting the mentoring process in the school. Along with receiving feedback from the Curriculum Tutor regarding the lesson observations completed.

The school is very supportive of the mentoring role and allocated additional non-contact time once a fortnight for both the mentor and student teacher, providing a protected hour for focused mentoring activity.
Case study 9:  
Supporting a range of experiences for student teachers

The John Frost School  
11-18 English-medium mixed comprehensive  
1307 pupils

The school

The John Frost School is located in the south-western part of Newport, South Wales.

- About a quarter of pupils are eligible for free school meals, with just over half of pupils living in the 20 per cent most deprived areas in Wales (Estyn, 2020).
- A third of pupils come from homes where English is not the main language and 40 per cent are from a minority-ethnic or mixed-race background (Estyn, 2020).

The school has mentored student teachers from different universities across the region for many years. Since September 2021, the school has supported two part-time student teachers as part of The Open University Partnership.

Mentoring student teachers

School-based mentors provide the ‘first port of call’ for student teachers when they have any queries or worries. Support with lesson planning can be particularly dominant for new student teachers.

It is equally as important to provide feedback on the proposed lesson plan and the delivery of the lesson. To deliver feedback effectively there are regular meetings between the student teacher and the mentor.

This regular contact includes a longer meeting at least once a week and incidental catch ups during the week too, as student teachers ‘really value a regular quick catching up or checking in’.

Student teachers also have opportunities to see other teachers in the department with a range of teaching styles teach, because it’s easy to just allow a student to see their mentor or see teachers that are a bit like their mentor.

Student teachers are also supported by mentors with suggested reading and by taking part in whole school training activities.

Sometimes, during observations, mentors take part in the lesson as if they are one of the pupils. This is to see that they understand the instructions and what sort of discussion could take place on the lesson content, or to help identify any barriers to success. This can also help to provide the student teacher with ‘more authentic feedback’.

‘Acting out’ what happened during a lesson is also an approach used – particularly if something did not go to plan during a student teacher’s lesson. The mentor and the student teacher try different approaches to what could have been said or done in the lesson. The student draws on that experience the next time a similar instance arises.
Case study 10: The importance of empathy and building relationships

The school

Ysgol Gyfun Bryn Tawe is located in the north of Swansea.

- Just over 10 per cent of pupils are eligible for free schools meals (Estyn, 2019).
- Around 10 per cent of pupils come from Welsh-speaking homes and nearly all pupils speak Welsh fluently. Very few pupils come from ethnic minority backgrounds. No pupils speak English as an additional language (Estyn, 2019).

The school has mentored student teachers for many years. Since September 2021, the school has supported one part-time student teacher as part of The Open University Partnership.

Mentoring student teachers

Professional development and the teacher growth process are important factors of effective mentoring within the school. The school is keen to gain a broader understanding of the training provided for student teachers through their university studies to gain a more holistic view of the provision needed. In order to reinforce effective mentoring approaches, mentors engage thoroughly with the training materials. The mentor is considered a facilitator; they are bridging the gap between the student teacher and the classroom. Mentors share knowledge and experience with their student teachers and they also facilitate in helping the student teachers to build relationships.

Empathy: The school values giving early career teachers experience as mentors. Student teachers are given an experience where mentors demonstrate empathy towards their progress, rather than concentrating on sharing negative aspects of their practice.

With their own experiences as student teachers in mind, mentors demonstrate an ‘understanding of what students are going through’. Students are encouraged to develop their own teaching style and put their own ‘spin’ on practice. A mentor session is a dialogue between the mentor and the mentee. Student teachers are encouraged to use two coloured highlighter pens on their written feedback which represent ‘what went well’ and ‘improvements needed’. These form the focus for the development targets and emphasise strengths.

Relationships: Developing a strong mentor and student relationship is important for the school’s mentoring approach. Ensuring that student teachers feel comfortable enough to ‘open up’ during difficult times, and that they understand that the mentor is coming from a caring perspective is key to productive conversations. If a student was experiencing difficulties with their workload, empathy would be shown with an understanding of course commitments and teacher pressures. Students would be encouraged to reach out, be honest and ask for help as this is considered as a true reflection of what teaching can be like at times.

Early in their practice learning time, student teachers are encouraged to spend time developing relationships with their pupils because ‘half of teaching is that relationship’. Emphasis is placed on speaking appropriately to learners and ensuring they are comfortable with the student teacher, in order to potentially achieve the best response in their learning.
Mentors’ reflections and artefacts

The research study that informed the case studies collected data via interviews with mentors, discussion groups with student teachers and curriculum tutors, and written or audio recorded reflections submitted by practice tutors and school co-ordinators.

To support the discussion, mentors were requested to bring an artefact to the discussion; an object, photo, or a song title that they felt summed up their experience of effective mentoring.

The following presents the artefacts mentors brought and includes their commentary about their choice of artefact representing effective mentoring.

An example of the kindness, support and time the mentor tries to bring....

‘Having time carved out over something comforting like a cup of tea is essential to these relationships being formed well between mentee and mentor. So that they [mentees] will know that I will carve out time for them.

It’s also a good metaphor for a trainee teacher and for a mentor learning on the job like I am – that it just takes a bit of time to reach the optimum perfect spot.’

‘I brought the bar of chocolate because it’s nice, it’s a great experience being a mentor, but actually when you unwrap it, there’s like lots of little bits to it that go together to make it a holistic approach.’
‘There are lots of different aspects to the bicycle-tool.’
Mentoring is like this – there are different ways of doing things/different approaches that can be used to support a mentor session or the discussion following a lesson.’

‘It’s a coaster […] it was a gift from my very first student teacher. At the time [there was] an inside joke about teachers having to sort of be superheroes. It’s one of those things you can never be truly prepared for and how what we do on a day to day basis is sometimes indescribable […] I can be reminded that what we do is really clever.’

‘I just feel that this symbolises when you’re mentoring somebody the starting point really of where they are. Each little bubble is part of their potential and your job as a mentor is to unlock their full potential so that you can pop up as many of the little domes as you possibly can. I feel that is one of the main roles unlocking their full potential.’

‘If I have to choose someone that represents it [mentoring], it would be Atticus Finch. He’s patient, he educates, he’s kind, he doesn’t discriminate, he’s got time for everyone no matter who or what they are. I feel like the characteristics of that character really embody what it is to be a good, solid mentor for someone.’
I always say this – not only to the students that are coming to school, but to the children as well; that it doesn’t matter how old you are or what situation you’re in – to always keep making sure that you’re having fun [...]. Focusing on the positives and just having fun while you’re doing things I think is really important.

“Laughter is timeless”

Songs suggested by mentors that reflect effective mentoring

**Let it be** ... ‘asking for advice in the lyrics ... when I find myself in times of trouble. Being a student – you know what – it doesn’t matter if you make mistakes.’

**The future’s so bright I gotta wear shades** ... ‘it’s about identifying the next people to carry that flame on and making sure what you’ve learnt can be passed on. You also nurture their own spark because everyone brings something else.’

**A little help from my friends** ... ‘you’re not in this alone, that support network is there for you. Don’t be afraid to reach out, reaching out is not a sign of weakness. If anything it is a strength because you can tap into other people’s expertise. There are so many people within the school willing to help.’

**Don’t stop believing** ... ‘a journey song, life experiences and that belief in yourself.’

**The climb** ... ‘overcoming these struggles and adversities, talk about the importance of not giving up, continuing to try your best for yourself and the pupils.’
Further information

A free course – A mentoring mindset – is available to support anyone based in an education setting to develop understanding of effective mentoring of beginner teachers.

For more information about The Open University Partnership in Wales PGCE Programme please visit Postgraduate Certificate in Education in Wales | Open University

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