



## CENTRAL BOARD OF SECONDARY EDUCATION

(An Autonomous Organization under the Union Ministry of Human Resource Development, Govt. of India)

"Shiksha Sadan", 17-Rouse Avenue, New Delhi-110 002

CBSE/ACAD/DIR(TRG)/M&M/2012

Dated: 09.7.2012  
Circular No. Acad-31/2012

Sub.: **Important changes in CCE Mentoring and Monitoring Framework– Updation and upgradation of Mentoring Corner in the Board's Academic Website i.e. [www.cbseacademic.in](http://www.cbseacademic.in)**

Dear Principal,  
Mentor/Mentee schools,

Continuous and Comprehensive Evaluation (CCE) in its strengthened form was initiated by Central Board of Secondary Education at Secondary Stage in all schools affiliated to it from the academic session 2009-2010. The CCE scheme has been implemented in its schools successfully with the cooperation and untiring efforts of various stakeholders in general and that of the Mentors in particular. During the last 2-3 years, the Mentors appointed by the Board have significantly contributed **positively towards implementation of CCE scheme in CBSE schools**. Now we need to give further impetus to the implementation of CCE scheme and carry mentoring further through handholding and collaboration. Mentors can now access the CBSE Academic Website ([www.cbseacademic.in](http://www.cbseacademic.in)) to reach Mentoring-Monitoring Framework under the Mentoring Corner.

- In the above website an exclusive corner for Mentoring has been provided in which all documents related to Mentoring and Monitoring are available. The **Mentoring Corner** as on date contains:
  - All about Mentoring and Monitoring
  - Notifications about Mentoring and Monitoring Workshops
  - Circulars regarding Mentoring and Monitoring
  - Mentors Data
  - Contact details
  - User Manual
- The above information is accessible to every user.
- As you are aware the Board started Mentoring and Monitoring exercise in the year 2009-10 and to monitor the progress of implementation of CCE in the Board's affiliated schools, willing principals from across the country were trained as Mentor and Monitors and were allotted Mentor Codes to operate online with the Board.
- **Now, to streamline the process and further automate its Mentoring and Monitoring activities, it has been decided that all the Mentor/Mentee IDs allotted earlier and now onwards be named as Mentor/Mentee Code(s). Online interaction with Mentor/Mentee schools has now been made operational through a new Login ID for every Mentor/Mentee school.**
- **This Login ID for any school whether it is a Mentor or a Mentee will be its "School No." which is allotted by the respective Regional Offices of the Board.** The guideline for allotting Login IDs and generating Password is explained in **Annexure-1**.
- Each Mentor and Mentee school will also be allotted **Mentor/Mentee Code** which represents the school as a Mentor or as a Mentee and will be used by them after properly logging into the Mentoring Corner for accessing specific material related to mentoring. The method for allotting Mentor/Mentee Codes is explained in **Annexure-2**.

- The Mentor Codes will be allotted to only those School Principals who attend the Mentoring and Monitoring Orientation Programme and Mentees will also be allotted to these trained Mentors after the Orientation Programme only.
- However, the information specific to Mentor school and the Mentee school has been made accessible only after entering through Unique Login IDs in the Login window and entering valid Password. Guidelines to login as a User school are also given in the home page of Mentoring Corner of Board's academic website [www.cbseacademic.in](http://www.cbseacademic.in) which may be read very carefully before logging in.
- **All documents to be used by the Mentors such as Appointment letter as Mentor, letter to the Chairman/Manager of the Mentor school, Mentee list and Mentor Report etc. can be accessed through properly Logging in with Login IDs and getting a password and then clicking on latest Mentor Codes. Guidelines to login through Login IDs are given in Annexure-1, Points 5,6 & 7-A.**
- **The format of On-line Report (Handout-3F) which is to be sent to the Board by the Mentor has been modified. It has been made more objective and analytical in character. This would enable quality monitoring and effective implementation of CCE in the affiliated schools of the Board and help in identifying the resourceful and competent Mentors. The outcome analysis of these reports shall be one of the criteria for the CBSE Mentor Award selection process.**
- **All documents to be used by the Mentee schools i.e. i) Mentee letter which contains information about the Mentor allotted to them, ii) Self Review Form (SRF) to be downloaded, filled-in and sent to the Mentor allotted to their school and iii) Mentee Feedback Form about improvement in implementation of CCE after mentoring by the allotted Mentor is also accessible to the Mentee schools which shall be submitted online to the Board. Guidelines to login through Login IDs are given in Annexure-1, Points 5,6 & 7-B.**
- Through this upgraded mentoring website efforts have been made to make Mentoring and Monitoring activities transparent and to ensure access to every school and a kind of responsiveness among the schools. Now on one hand every school which is a Mentor or a Mentee can get to know online about their Mentor/Mentee through Login IDs and Password generated by them and on the other hand the Board also can take stock of the Mentee through Mentor Report and about the Mentor through the Mentee Feedback.
- **The mentee schools where no new Mentors have been appointed or changed, will continue to take Mentorship of old mentors until they are contacted by the New Mentor or receive any communication from the Board about change of Mentor. However, their Mentee Codes will now stand changed as per new Method given in Annexure-2 and to submit their online Mentee feedback they are requested to follow new guidelines as given in Annexure-1.**
- **Old Mentors who have not been changed or retrained are requested to continue to Mentor as many schools as can be mentored by them until they receive any communication following a fresh training programme, if any, attended by them or otherwise. However, their Mentor Codes will now stand changed as per new Method given in Annexure-2 and to submit their online reports they are requested to follow new guidelines as given in Annexure-1.**
- **All the Mentors are requested to visit the Mentees allotted to them twice in an academic year with one visit performed in each term.** After the Mentee schools are visited and mentored, the Mentors are requested to submit separate Online Reports at the earliest in respect of each school mentored by them in the newly developed format i.e. Handout-3F, available on website. **No combined report in respect of all the schools mentored should be sent.** They may also submit their Bills for token Honorarium and actual conveyance/TA/DA as the case may be, duly certified and

supported with documents as per guidelines contained in appointment letter issued to them. Token Honorarium Form, Conveyance Form and TA/DA Form can be accessed through Mentor IDs allotted to the Mentors.

- All the Mentors are requested to undertake the Mentoring work with above information/guidelines into perspective and continue to extend their valuable cooperation in the effective implementation of CCE scheme in all the schools affiliated to the Board.
- **It is important to mention that allotment of Mentors to newly affiliated schools may take some time. Therefore, these new schools and those schools which have not been allotted Mentor so far may take help of Board appointed neighbouring Mentor schools or from the Experts of CBSE Sahodaya school Complex of their area to ensure proper implementation of the CCE in their schools. The Mentor Data is available in the Mentor corner of Board's academic website i.e. [www.cbseacademic.in](http://www.cbseacademic.in).**

*The Board has appointed about 3000 mentors with each mentor allotted 3 to 5 schools for mentoring in the neighborhood/nearby cities. Taking cognizance of efforts, hard work and improvement in quality of education through mentoring by mentors, the Board has decided to Award such outstanding Mentors w.e.f. academic session 2011-12. The details shall be made available on above website soon.*

For further information, if any, they may kindly contact Mr. Shekhar Chandra, Desk Officer (M&M) through e-mail on: [cbsemnm@gmail.com](mailto:cbsemnm@gmail.com) or on telefax No. 011-23231667.

With regards,

Yours sincerely,



**(Dr. Sadhana Parashar)**  
**Director (Training)**

**Copy to :**

1. The Commissioner, Kendriya Vidyalaya Sangathan, 18-Institutional Area, Shaheed Jeet Singh Marg, New Delhi-110 016.
2. The Commissioner, Navodaya Vidyalaya Samiti, A-28, Kailash Colony, New Delhi.
3. The Director of Education, Directorate of Education, Govt. of NCT of Delhi, Old Secretariat, Delhi-110 054.
4. The Director of Public Instructions (Schools), Union Territory Secretariat, Sector 9, Chandigarh-160 017.
5. The Director of Education, Govt. of Sikkim, Gangtok, Sikkim – 737101.
6. The Director of School Education, Govt. of Arunachal Pradesh, Itanagar – 791 111
7. The Director of Education, Govt. of A&N Islands, Port Blair - 744101.
8. The Secretary, Central Tibetan School Administration, ESSESS Plaza, Community Centre, Sector 3, Rohini, Delhi-110 085.
9. All the Regional Officers of CBSE with the request to send this circular to all the Heads of the affiliated schools of the Board in their respective regions.
10. The Education Officers/AEOs of the Academic Branch, CBSE.
11. The RO (Technology) with the request to put this circular on the CBSE website.
12. The Library and Information Officer, CBSE
13. EO to Chairman, CBSE
14. PA to CE, CBSE
15. PA to Secretary, CBSE
16. PA to Director (Acad.)
17. PA to Director (Spl. Exam)
18. The Joint Director, CBSE
19. PRO, CBSE

**Director (Training)**

**GUIDELINES FOR MENTORS AND MENTEE SCHOOLS FOR LOGGING IN AND ACCESSING VARIOUS DOCUMENTS FROM THE CBSE ACADEMIC WEBSITE i.e. [www.cbseacademic.in](http://www.cbseacademic.in) or CBSE MENTORING CORNER [www.mnm.cbseacademic.in](http://www.mnm.cbseacademic.in)**

The following guidelines may kindly be read by every Mentor/Mentee school very carefully:-

- As you are aware the Board initiated Mentoring and Monitoring exercise in the year 2009-10 to monitor the progress of implementation of CCE in affiliated schools. Willing principals from across the country were trained as Mentors and were allotted Mentor Codes to operate online with the Board.
- Now, to streamline the process and further automate its Mentoring and Monitoring activities, it has been decided that all the Mentor/Mentee IDs allotted earlier and now onwards be named as Mentor/Mentee Code(s). Online interaction with Mentor/Mentee schools has now been made operational through a new Login ID for every Mentor/Mentee school.**
- This Login ID for any school whether it is a Mentor or a Mentee will be its "School No." which is allotted by the respective Regional Offices of the Board.**
- Each Mentor and Mentee school will also be allotted **Mentor/Mentee Code** which represents the school as a Mentor or as a Mentee and will be used by them after properly logging into the Mentoring Corner for accessing specific material related to mentoring.
- While accessing Mentoring Corner of the Board's Website, please remember to login with the **correct User/Login ID i.e. your school Number**.
- First get your password by clicking on 'Generate your Password' option and follow the steps given therein. On completion of given steps you will get your password and you will become a Registered User of the Board for Mentoring and Monitoring. You are requested to preserve this password and use it for all online interactions related to Mentoring and Monitoring with the Board. **Until and unless the correct User/Login ID (your school no.) and password is entered, you will not be able to access documents related to Mentoring and Monitoring.****
- After the password is generated, as a registered user you will have access to view and download the Mentoring documents related to your school as a Mentor or as a Mentee as the case may be. The webpage, after entering the User/Login ID and the Password, will show the content as per the status of the school as a Mentor as well as Mentee or a Mentee only.

**A) If the school is a Mentor as well as a Mentee the webpage will show the following contents:**

Welcome User 'Sch. No.': 'School Name and address'					
Details of all Codes allotted so far to User (please click on the corresponding Codes for viewing Documents)					
Codes as Mentor					
Sl. No.	Mentor Code		Workshop Venue	Date of Workshop	Report Details about Mentee
01	*M_M(RegionCode)_Affln. No.		Name of School	date	Summary of Reports
02	M_M(RegionCode)_Affln. No.		Name of School	date	Summary of Reports
Codes as Mentee					
Sl. No.	Mentee Code	Code of Mentoring School	Venue of Mentor Training	Date of Training	Feedback Details about Mentor
01	M_M(Region Code)_Sch. No.	M_M(RegionCode)_Affln. No	Name of School	date	Summary of Feedback
02	-	-	-	-	-

Contd...2

**As a Mentor you have to follow the guidelines given below:**

- i) (\*) mark at Sl. No.1 as shown in the table above indicates latest Mentor Code and it is to be used by the Mentor for future online interactions. On clicking on this Mentor code, a Mentor can view and/or download various letters and documents used by the Mentors. i.e.
- a) Mentor letter, letter to Chairman of Mentor school, Mentee list and Mentee letter.
  - b) Mentoring Tools – M&M checklist, Teacher Interaction Form, Classroom Observation Scale, Self Review Form, Mentoring Form and Mentor Report. **Mentor Report i.e. Handout 3-F to be submitted online to the Board separately for each Mentee school just after visit to the school. All other handouts will be kept in safe custody by the Mentor and should be sent to the Board only if demanded by the Board.**
  - c) Process of Mentoring and Monitoring
  - d) Collaterals used during the M&M Orientation Program
  - e) Claim/Bill Forms
- ii) The CBSE has reshuffled the original list where there were about 10 schools given to a Mentor. These schools are being reduced to 2-5 schools per Mentor. Kindly bear with us. Changes/additions in the old mentor list are also being done where necessary.
- iii) Each school has to fill in the **Self Review Form (SRF) for themselves only** and not for any other school.
- iv) The Mentor school will only observe evidence in case of the data filled in by the Mentee School in the SRF.
- v) Various tools to be used for the Mentoring & Monitoring of CCE are available to all the schools in Mentoring Corner of Board's Academic website.
- vi) CBSE is also addressing the concerns that have been raised by certain Mentee as well as Mentor Schools and these are being communicated to them on one-to-one basis.
- vii) Mentors are requested to understand and carry out the M&M initiative in the spirit of learning from each other as Peer Assessors. It should not be used as a brand building or advertising exercise for one's own Institution. **Any Mentor found to be doing so will be disqualified and will not be considered for the CBSE Mentor Award.**
- viii) There are certain procedures for Mentoring, which have to be followed by all the Mentor Schools. These have been shared in the various Mentoring Workshops conducted by the Board and are also available in the 'Tools for Monitoring & Mentoring of CCE'. These procedures should always be kept in mind while mentoring. These are also being reproduced here for reference and perusal.
- ix) **The Mentors who have been trained/retrained in the Mentoring workshops organized by the Board are requested to extend all possible help to mentor/guide newly affiliated schools of their area and other schools which have not been allotted Mentors by the Board as and when approached by such schools.**
- x) **Some Mentors who have undergone training in the Mentoring workshops have been kept as Reserve Mentors and their services will be utilized as per requirements.**

## CONVERSATIONAL AIDS TO PROVIDE EFFECTIVE FEEDBACK TO THE MENTEE SCHOOL THROUGH THE MENTORING REPORT:

WHAT TO DO	WHAT TO SAY
➤ State your assumptions and describe the data that has led to them.	➤ <i>"Here's what I think, and here's how I got there."</i>
➤ Explain your assumptions..	➤ <i>"I assumed that...."</i>
➤ Make your reasoning explicit..	➤ <i>"I came to that conclusion because..."</i>
➤ Explain the content of your point of view: Who will be affected by what you propose; How will they be affected, and Why?	➤ <i>"In my point of view....they will be affected like..."</i>
➤ Give examples of what you propose even if they are Hypothetical or metaphorical.	➤ <i>"To get a clear picture of what I am talking about, imagine that you are the student who will be affected."</i>
➤ As you speak try to picture the other people's perspective on what you are saying.	➤ <i>"I understand your perspective..."</i>
➤ Encourage others to explore your models, your assumptions and your data.	➤ <i>"What do you think about what I just said?" or "Do you see any flaws in my reasoning?" or "What can you add?"</i>
➤ Reveal where you are least clear in your thinking, rather than making you vulnerable. It diffuses the force of those who are opposed to you and invites improvement.	➤ <i>"Here's one aspect which you might help me thinking through..."</i>
➤ Even when advocating, listen, stay open and encourage others to provide different views.	➤ <i>"Do you see it differently?"</i>

### GROUND RULES FOR THE MENTORS

- ❖ Punctuality and time management.
- ❖ Do not interrupt the Principal/teacher if they would like to make a point.
- ❖ Ask questions one at a time.
- ❖ You can ask questions by writing them down on paper and putting them in the question box placed in the room.
- ❖ Non-judgmental approach – do not laugh at any person.
- ❖ Respect each other's feelings, opinions and experiences.
- ❖ **Respect the teacher and always seek permission before entering any class**
- ❖ During class observation it is best to quietly observe and not raise doubts there and then.
- ❖ Maintain confidentiality at all times.
- ❖ Under no circumstances should you or any member of the team be critical of the teacher in front of the students.

**B) If the school is a Mentee school the webpage will show the following contents:**

<b>Welcome User 'Sch. No.': 'School Name and address'</b>					
<b>Details of all Codes allotted so far to user (please click on the corresponding Codes for viewing Documents)</b>					
<b>Codes as Mentee</b>					
<b>Sl. No.</b>	<b>Mentee Code</b>	<b>Code of Mentoring School</b>	<b>Venue of Mentor Training</b>	<b>Date of Training</b>	<b>Feedback Details about Mentor</b>
01	*M_M(Region Code)_Sch. No.	M_M(Region Code)_Affln. No	Name of School	date	Status
02.	-		-	-	-

**As a Mentee you have to follow the guidelines given below:**

- i). After logging in, the Mentee school can access and download various letters and documents useful to the Mentee schools i.e.
  - a. Mentee letter
  - b. Self Review Form (SRF) to be filled and submitted to the Mentor as and when demanded by him/her.
  - c. **Mentee Feedback Form about improvement in implementation of CCE after mentoring done by the allotted Mentor is to be submitted *online* to the Board.**
- ii). Each Mentee school has to fill in the **Self Review Form (SRF) for themselves only** and not for any other school and **filled-in SRF has to be submitted to the Mentor as and when asked for by the Mentor allotted to the Mentee school.**
- iii). The Mentor allotted to the particular Mentee school will only observe evidence of the data filled in by the Mentee School in the SRF.
- iv). Various tools to be used for the Mentoring & Monitoring of CCE are available to all the schools in Mentoring Corner of Board's Academic website.
- v). CBSE is also addressing the concerns that have been raised by certain Mentee as well as Mentor Schools and these are being communicated to them on one-to-one basis. Changes in the old mentor/mentee list are also being done where necessary.
- vi). While the Mentors are requested to understand and carry out the M&M initiative in the spirit of learning from each other as Peer Assessors, the Mentee schools are also requested to cooperate with the Mentors allotted to them.

**The method for allotting Mentor/Mentee Codes**

i) The allotment method of Mentor/Mentee Code is given in the table below:-

Sl. No.	Region/Region Code	States covered under the region	Mentor Code (Region Code_Aff No.*)	Mentee Code (Region Code_Sch No.**)
01.	AJMER/ M_M01	Rajasthan, Gujarat, Madhya Pradesh, Dadra and Nagar Haveli	M_M01_AFF No.	M_M01_Sch. No.
02.	ALLAHABAD/ M_M02	U.P. and Uttaranchal	M_M02_AFF No.	M_M02_Sch. No.
03.	CHENNAI/ M_M03	Tamil Nadu, Kerala, Andhra Pradesh, Karnataka, Maharashtra, Goa, Puducherry, Andaman & Nicobar Islands, Daman & Diu	M_M03_AFF No.	M_M03_Sch. No.
04.	DELHI/ M_M04	NCT of Delhi and Foreign Schools.	M_M04_AFF No.	M_M04_Sch. No.
05.	GUWAHATI/ M_M05	Assam, Nagaland, Manipur, Meghalaya, Tripura, Sikkim, Arunachal Pradesh	M_M05_AFF No.	M_M05_Sch. No.
06.	PANCHKULA/ M_M06	Haryana, Chandigarh, Punjab, J&K, Himachal Pradesh	M_M06_AFF No.	M_M06_Sch. No.
07.	PATNA/ M_M07	Bihar & Jharkhand	M_M07_AFF No.	M_M07_Sch. No.
08.	BHUBANESWAR/ M_M08	West Bengal, Orissa and Chhattisgarh	M_M08_AFF No.	M_M08_Sch. No.

\* Aff No. is the number allotted by the Board to the school at the time of Affiliation.

\*\* Sch. No. is the number allotted by the respective Regional Offices of the Board for examination purposes.

ii) The Mentor Code for any trained Mentor school will be as "Region Code\_ School Affiliation Number". **(For example: the Mentor Code for a principal of school with affiliation No. 123456 falling in Patna Region who has attended Mentor workshop of the Board will be : M\_M07\_123456)**. The Mentor Code should be quoted in all correspondence to the Board while writing as a Mentor.

iii) The Mentee Code for any particular school will be as "Region Code\_School Number". **(For example: the Mentee Code for a school with school No. 12345 falling under Patna Region which has been allotted a Mentor will be: M\_M07\_12345)**. The Mentee Code should be quoted in all correspondence to the Board while writing as a Mentee.

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