### Strengthening School Administration Management

#### Examples of improvement measures

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<th>Restructuring/Re-distribution of Work</th>
<th>School-based Administration Guidelines</th>
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<td>To streamline the administrative structure through recruiting executive officers or re-organising the work previously undertaken by administrative teachers, and to delineate responsibilities clearly to ensure that individual roles are well defined and avoid overlapping of administrative work and confusion of responsibilities. Administrative work can then be carried out more smoothly and other teachers can focus more on teaching or subject-related matters.</td>
<td>Schools should establish a multifaceted appraisal mechanism. The appraiser should collect the assessment scores of the appraisee from the relevant section for consolidation. Setting up an electronic system can facilitate the collection of scores and tracking of assessment progress, etc., thus enhancing the efficiency in processing appraisals. The system may also serve as a platform for capturing the personal data inputted by the appraisee and for self-reflection, so that the appraiser does not need to input such data again each year. Proper retention and accumulation of data can facilitate self-evaluation and professional development of staff. The system may also provide important reference data for staff management and deployment. To protect the private personal data of staff, access control should be built into the system according to the level of rank and involvement in the assessment. <em>The item has been implemented in some schools participating in the Pilot Project. For details, please refer to the Bulletin (First issue June 2015).</em></td>
<td>By designing an electronic platform to process leave applications and training matters, time to fill in paper application forms can be saved and approval can be made online anywhere, thus expediting various administrative arrangements for following up on teachers’ absence. Besides, the system can effectively consolidate and analyse teachers’ attendance, training and study records.</td>
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#### Document Management and Circulation

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<th>Action Calendar and Meeting Arrangements</th>
<th>Handling of Students’ Attendance</th>
<th>Lunch/Collection of Fees</th>
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<td>To organise meetings through an electronic system with electronic action calendar function to co-ordinate meetings and identify suitable time slot and venue to avoid clashes. Meeting notification can be sent to participants through the system to streamline various internal meeting arrangements. The action calendar function may also support the booking of venues for organising student activities.</td>
<td>1) To procure an electronic system for processing students’ attendance records, which not only reduces the time required for class teachers and school administration staff to take attendance and consolidate relevant information, but also facilitates the timely provision of attendance records for parents. Some schools further develop an attendance system for cross-boundary students to meet their specific needs. The system connects the mobile phones of parents and staff/vans of cross-boundary school bus companies with school offices to facilitate timely notification of the presence/absence and location of students so as to strengthen communication among different parties and ensure students’ safety.</td>
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<td>2) To design a Lunch Management System connected with the school’s attendance system for determining the quantity of daily lunch order based on students’ attendance and their activity/medical treatment schedules, with a view to reducing administrative work of special schools in making lunch arrangements and enhancing work efficiency. Various reports can be generated to minimise duplicated efforts in inputting and avoid data errors. Efficiency in everyday lunchbox distribution can then be enhanced.</td>
<td>1) To promote electronic payment by using Octopus cards or other smart cards to save the time for counting cash and making change by class teachers and school administration staff. Parents can add value to smart cards at convenience stores and check their previous payment records on the school’s management system.</td>
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<td>1) To procure services/high-speed scanners, with the aid of an electronic document management system, to release storage capacity of school premises by digitalising schools’ paper documents (e.g. students’ profile records and literature on school history) and storing them on the server systematically for proper retention and easy retrieval.</td>
<td>2) To procure an electronic document management system to sort and organise scattered electronic documents and records, with the appropriate access control, for proper categorisation and retention. Document retrieval is possible by means of keyword search. Some systems may even support circulation and revision tracking and can speed up the circulation of test papers, collection of questionnaires, submission of students’ conduct record, etc. <em>The item has been implemented in some schools participating in the Pilot Project.</em> For details, please refer to the Bulletin (First issue June 2015).</td>
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<td>To develop an electronic document submission system or a joint school document management system for speeding up document transmission between schools and their incorporated management committees/school sponsoring body. This helps enhance the efficiency of school administration, and strengthen the incorporated management committee/school sponsoring body’s governance of schools.</td>
<td>3) To conduct the electronic circulation of student conduct records, gathering and recording students’ conduct records, etc., through the Internet. <em>The item has been implemented in some schools participating in the Pilot Project.</em> For details, please refer to the Bulletin (First issue June 2015).</td>
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#### Administrative Structure/Strategy and Mechanism and Workflow Re-organisation

- **Restructuring/Re-distribution of Work**
  - To streamline the administrative structure through recruiting executive officers or re-organising the work previously undertaken by administrative teachers, and to delineate responsibilities clearly to ensure that individual roles are well defined and avoid overlapping of administrative work and confusion of responsibilities. Administrative work can then be carried out more smoothly and other teachers can focus more on teaching or subject-related matters.

- **Document Management and Circulation**
  - To organise meetings through an electronic system with electronic action calendar function to co-ordinate meetings and identify suitable time slot and venue to avoid clashes. Meeting notification can be sent to participants through the system to streamline various internal meeting arrangements. The action calendar function may also support the booking of venues for organising student activities.
  - To develop an electronic document submission system or a joint school document management system for speeding up document transmission between schools and their incorporated management committees/school sponsoring body. This helps enhance the efficiency of school administration, and strengthen the incorporated management committee/school sponsoring body’s governance of schools.

- **School-based Administration Guidelines**
  - Schools should establish a multifaceted appraisal mechanism. The appraiser should collect the assessment scores of the appraisee from the relevant section for consolidation. Setting up an electronic system can facilitate the collection of scores and tracking of assessment progress, etc., thus enhancing the efficiency in processing appraisals. The system may also serve as a platform for capturing the personal data inputted by the appraisee and for self-reflection, so that the appraiser does not need to input such data again each year. Proper retention and accumulation of data can facilitate self-evaluation and professional development of staff. The system may also provide important reference data for staff management and deployment. To protect the private personal data of staff, access control should be built into the system according to the level of rank and involvement in the assessment.

- **Appraisal Mechanism**
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- **Handling of Attendance and Training Matters**
  - By designing an electronic platform to process leave applications and training matters, time to fill in paper application forms can be saved and approval can be made online anywhere, thus expediting various administrative arrangements for following up on teachers’ absence. Besides, the system can effectively consolidate and analyse teachers’ attendance, training and study records.

- **Lunch/Collection of Fees**
  - To procure an electronic document management system to sort and organise scattered electronic documents and records, with the appropriate access control, for proper categorisation and retention. Document retrieval is possible by means of keyword search. Some systems may even support circulation and revision tracking and can speed up the circulation of test papers, collection of questionnaires, submission of students’ conduct record, etc. *The item has been implemented in some schools participating in the Pilot Project.* For details, please refer to the Bulletin (First issue June 2015).
Financial Management

1) To create a procurement mechanism, flow charts, supplier lists and various templates, etc. according to government guidelines and school-based needs, to enable staff to save the time in reading and collecting relevant information, increase the success rate of procurement and reduce unnecessary administrative work.

2) To set up an electronic platform for processing and approving procurement applications to save the time in document delivery and overcome time and space constraints in handling such matters. The electronic platform should be developed according to the procurement requirements of the Education Bureau and the school. Simply by following instructions when prompted by the system, teachers can successfully carry out a procurement task without any error.

3) For details on the electronic platform/system for procurement and points to note for users, please refer to the PowerPoint slides of the experience sharing seminars held on 11 June and 17 September 2014 as well as the Reference Materials for Sharing Sessions (also available on this website).

School Premises Management

Schools should hire experts/consultant firms with building maintenance/management experience to review the arrangement and workflow of school premises management, develop guidelines and service provider database, and sort out school premises plans and follow-up actions. Maintenance consultants should also be commissioned to train teachers/staff/janitors with the relevant knowledge.

1) To set up an electronic management system for efficient management of access to school to enhance security and minimize the possibility of unauthorised access to school facilities. As janitors can be spared at the school entrance, they may be freely deployed to perform additional duties at the school office, to ensure that such activities are refocused, and therefore more efficiently used.

2) To set up an automatic digital/infrared thermometer system at the school entrance and main access points for instant monitoring of students’ temperature. Such a system enables the school to step up epidemic prevention work and minimise the manpower for checking students’ temperature reading.
**Consolidating the Performance Results of Students (Academic)**

1. To procure an electronic system for consolidating the academic performance results of students over the years and tracking their previous achievements in individual subjects to gain a comprehensive understanding of students’ learning. This will assist schools in taking follow-up actions and communicating with parents. The system should be able to generate an overall student performance profile by subject, class or group for assessment purpose to provide feedback for teaching. Some systems may be used together with the WebSAMs.

2. To procure the software and associated devices for electronic marking and data analysis to enable teachers to mark papers on the spot. The system is capable of automatically calculating scores inputted by teachers and performing an analysis so that teachers will have a good grasp of the performance of individual students as well as the overall performance of all students to form the basis of feedback to learning and teaching. Besides, the system saves the time for manual calculation and inputting of scores and minimises the likelihood of making errors.

3. To procure an optical mark recognition analysis system for multiple-choice questions. Such a system enables the automatic marking of multiple-choice questions and the generation of analysis reports on student results so that teachers’ capacity can be unleashed to enhance teaching. Besides, the system facilitates the collection and analysis of data that questionnaire surveys need and helps improve the effectiveness of assessments.

**A platform for information sharing between primary and secondary schools**

To jointly establish an information sharing platform by primary and secondary schools under the same school sponsoring body, through which a secondary school may, with parents’ consent, retrieve learning data/activity records of new entrants coming from its nominated primary schools to know better these students’ strengths, weaknesses and aptitudes in learning. This helps the school make appropriate and timely arrangements for curriculum interface and remedial support, identify and develop students’ talents, interests and characteristics, arrange extra-curricular activities and provide more comprehensive support.

**Tracking of graduates’ information**

To establish a tracking system on further studies and employment of graduates, which is an online platform for graduates to provide such information as their latest particulars, contact details, year of graduation, study and employment position, and views on career guidance services provided by the school. The system may generate reports by department of tertiary institutions, by type of work and so forth to make it easier for teachers to consolidate information for life planning work, e.g. identifying graduates that can be invited to share their experiences with schoolmates by making reference to information in the database, and organizing talks on further studies by analysing data on graduates’ study pathways.

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**Consolidating the Performance Results of Students (Non-academic)**

1. To procure an electronic system for consolidating the non-academic performance results of students over the years, including extra-curricular activities and awards. As it is no longer necessary to check the activity record of individual student, mistakes and workload can be minimised. The system can print out records pertaining to the Student Learning Profile (SLP) of the Senior Secondary System, as well as the Other Experiences and Achievements in Competitions/ Activities (OEA) required by the Joint University Programme Admissions System (JUPAS). Some systems may be used together with the WebSAMs.

2. To procure a book management system for consolidating students’ reading records. This enables teachers of various subjects to keep track of the reading history of students for taking forward reading award schemes and relevant work.

**A platform for information sharing between primary and secondary schools**

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**Records of Award and Punishment**

1. To use an electronic system to automatically assign extra-curricular activities according to various factors/mechanisms. Some systems may support on-line application by students/parents and link with the school calendar, thereby enhancing the coordination and distribution of work among departments and school office. The system can capture data of student activities for the compilation of the Student Learning Profile. Some systems may support on-line verification of data by students/parents to enhance accuracy and reduce teachers’ workload.

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**Consolidating the Activity History of Students**

1. To generate chronological records by number and category of occurrence of students’ attendance, appearance and submission of assignments using data input to the electronic/online platform for identification of students with behavioural problems. Mapping the overall behavioural trend of students can help early follow-up actions.

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**Supporting the Administrative Work Related to Students/Teaching**

- **Strengthening School Administration Management**
  - **Examples of improvement measures**
  - **Application, Occasion, Participants, Records, Comments, etc.**

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**Note:**

(1) Security of the information system should be safeguarded when using information technology tools to strengthen administration management and communication. Please refer to the Guidelines on IT Security in Schools issued by the Education Bureau. If an information system is to be set up by or procured from an external service provider, appropriate security management procedures should be laid down to protect information and reduce any security risk associated with the information technology project/service in such a way that relevant security requirements and local legislation are complied with.

(2) The block insurance policy taken out by the Government for aided and caput schools does not cover their liability for damage caused to/loss of any person: a property arising from the use of electronic/online systems. If the implementation of an item might possibly involve any legal right or liability, a school sponsoring body and its affiliated schools should seek advice from legal professionals beforehand.

(3) Information about students and their parents is regarded as private personal data. When handling such information (including the processing by any electronic system), schools are required to comply with the provisions of the Personal Data (Privacy) Ordinance in respect of the purpose and means of data collection, use of data, data security and access to data.

(4) In facilitating home-school communication through electronic means, schools should explain clearly to parents their responsibilities in using the electronic system and remind them to use the system properly, e.g. keeping passwords safe, regularly changing login passwords, never using a communal computer for login, so as to protect the interests of both parties. For matters involving safety and/or rights and responsibilities schools normally require parents to give a reply in hardcopy to protect both parties and avoid any unnecessary disputes. Schools should comply with the provisions of the Unauthorised Electronic Messages Ordinance in sending short messages.