<table>
<thead>
<tr>
<th>Restructuring/Re-distribution of Work</th>
<th>School-based Administration Guidelines</th>
<th>Appraisal Mechanism</th>
<th>Handling of Attendance and Training Matters</th>
</tr>
</thead>
<tbody>
<tr>
<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>1) School sponsoring bodies formulate or update the relevant policies and administrative measures to lie in with social development, as well as enactment or amendment of laws or rules (e.g. the Minimum Wage Ordinance and the amendment of the Sex Discrimination Ordinance), so as to enhance governance and reduce duplication of administrative work in sponsored schools.</td>
<td>Schools should establish a multifaceted appraisal mechanism. The appraiser should collect the assessment scores of the appraiser 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 input by the appraiser 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.</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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<td></td>
<td>2) Schools recruit administrative staff/substitute teachers to replace teachers from some of their previous teaching/administrative work, so as to complete/update/simplify the Administration Guide, Teacher’s handbook, work procedures and guidelines so as to enhance work efficiency.</td>
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<tr>
<td>Administrative Structure/Mechanism and Workflow Re-organisation</td>
<td>3) Document Management and Circulation</td>
<td>Action Calendar and Meeting Arrangements</td>
<td>Handling of Students’ Attendance</td>
</tr>
<tr>
<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 school’s 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>To organise meetings through an electronic system with electronic action calendar function to co-ordinate meetings and identify a suitable time slot and venue to avoid clashes. Meeting notifications 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 organizing students’ activities. Some systems can even streamline the meeting arrangements follow up on meeting discussions and circulate minutes of meetings. This includes enabling different sections and units to suggest meeting agenda together, thus facilitating the upload of documents required; simplifying the procedures for circulating minutes of meetings; enabling the taking of meetings on the spot; and requesting the action officer of individual agenda items to give response at the next meeting, etc.</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 to 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/vanities 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></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.</td>
<td>2) To develop an Electronic Platform in some special schools for School Bus Arrangements connected with the attendance system for compiling passenger lists and reports for different routes (e.g. routes taken by boarders and by various classes after school every day), calculating school bus fees and notifying parents of any special circumstances related to school bus service (e.g. delayed arrivals) via short messages. This can save manpower and minimise errors.</td>
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<td><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>
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<td>3) 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 committee/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>
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**Pilot Project on Strengthening Schools’ Administration Management**

**Summary of try-out items**

1. 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.

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3. 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 committee/school sponsoring body. This helps enhance the efficiency of school administration, and strengthen the incorporated management committee/school sponsoring body’s governance of schools.

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**Administrative Structure/Mechanism and Workflow Re-organisation**

**Document Management and Circulation**

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 school’s 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.

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3. 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 committee/school sponsoring body. This helps enhance the efficiency of school administration, and strengthen the incorporated management committee/school sponsoring body’s governance of schools.
### Financial Management

1. To create a procurement mechanism, flow charts, supplier lists and tender documents according to government guidelines and school-based needs, to enable staff to save 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 the instructions when prompted by the system, teachers can successfully carry out a procurement task without any error.

For details on the electronic plattorm/system for procurement and points to note for users, please refer to the Powerpoint slides of the “Central Procurement of School Uniform” held by Yuen Chau Hospital Law Chan Choi Si Primary School on 3 March 2016 (which are 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 for easy follow-up actions. Maintenance consultants should also be commissioned to provide training for staff and induce teachers/heads with the relevant knowledge.

Three schools should join together in recruiting an officer with building maintenance and management expertise to inspect on a regular and rotating basis the three schools’ facilities (including the service equipment) and structures, monitor and follow up on both major and minor maintenance works to ensure that such facilities and structures are in good condition. Without any teaching task, this officer should be able to keep close contact with maintenance workers and relevant departments to enhance work efficiency.

Upon completion of the project, the three schools may invite another two schools under the same school sponsoring body to hire this officer on a joint basis.

For details about the item, please refer to the Bulletin (Second Issue - November 2015), which is available on this website.

### Information Management and Communication

To procure a short message service/message management system for disseminating to parents important messages, such as alerting parents of the special activities of the school and arrangements under unexpected circumstances. Some systems can even issue notices and collect reply slips from parents. The systems will then work ou the statistics, thereby saving teachers’ time in collecting late returns and counting the number of replies. Parents will also find it more convenient to handle school-related matters of their children through the system.

To introduce an electronic asset management system to which the school may input data such as name of rooms and type of assets, and import data of school equipment and teaching resources by category with the use of barcodes and scanners. The system also allows submitting/attaching records to indicate the date of purchase, source of fund, invoice number, warranty period and write-off date, etc., thereby facilitating bookkeeping and improving the management and utilisation of school resources.

To introduce an electronic entrance security system for efficient management of access to school to enhance security. As门禁 can be set at the school entrance, they may be flexibly deployed to perform additional duties at the school administration office so that better support will be provided for teachers. Some systems can even record the attendance of teachers and students with the use of smart cards.

To set up an automatic digital/infrared thermometer 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 minimize the manpower for checking students’ temperature reading.

### Procurement

#### Creating Procurement Procedures, Templates and Database

<table>
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<tr>
<th>Inviting Tenders Centrally</th>
<th>Management of School Assets/Stores</th>
<th>Management of School Resources and Accounts</th>
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<td>To introduce an electronic asset management system to which the school may input data such as name of rooms and type of assets, and import data of school equipment and teaching resources by category with the use of barcodes and scanners. The system also allows submitting/attaching records to indicate the date of purchase, source of fund, invoice number, warranty period and write-off date, etc., thereby facilitating bookkeeping and improving the management and utilisation of school resources.</td>
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<td>2) To set up an automatic digital/infrared thermometer 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 minimize the manpower for checking students’ temperature reading.</td>
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#### School Premises Maintenance (Procedures, Templates and Database)

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<tr>
<th>Joint Recruitment of School Premises Management Staff</th>
<th>Borrowing/Managing Venues/Facilities</th>
<th>Entrance Security</th>
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<tr>
<td>Three schools should join together in recruiting an officer with building maintenance and management expertise to inspect on a regular and rotating basis the three schools’ facilities (including the service equipment) and structures, monitor and follow up on both major and minor maintenance works to ensure that such facilities and structures are in good condition. Without any teaching task, this officer should be able to keep close contact with maintenance workers and relevant departments to enhance work efficiency. Upon completion of the project, the three schools may invite another two schools under the same school sponsoring body to hire this officer on a joint basis.</td>
<td>To set up an electronic management system for reserved venues and teaching equipment and assigning supporting staff to provide necessary assistance to supporting and organisation of other activities. The system will facilitate the efficient use of existing resources and support available to the school. Usually connected with the electronic regulation calendar and the school asset management/activity organising system, it can help monitor the use and movement of school assets, and coordinate activities in terms of time and venue arrangements, thus ensuring a smooth process.</td>
<td>1) To introduce an electronic entrance security system for efficient management of access to school to enhance security. As门禁 can be set at the school entrance, they may be flexibly deployed to perform additional duties at the school administration office so that better support will be provided for teachers. Some systems can even record the attendance of teachers and students with the use of smart cards.</td>
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#### Home-school Communication (Issuing/Acknowledging Notices, Important Message Alerts)

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<tr>
<th>Internal Dissemination of Messages</th>
<th>Information Technology Management and Support</th>
<th>Display of Messages in Schools</th>
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<tbody>
<tr>
<td>1) To overcome the limitations of fixed telephone lines and increase the number of usable telephone lines by setting up an IP Phone system with the existing computer network of the campus. The system is able to enhance internal communication, especially under emergency situation, and facilitate the co-ordination of work among different units when organising large-scale activities. However, costs on the actual traffic and load capacity of the school’s network need to be conducted before consideration is given in implementation.</td>
<td>To consolidate different information platforms of the school by setting up a portal site to enable single login to different school systems, thereby minimising teachers’ processing work and distributing a large number of websites and passwords, and making it more user-friendly for students. The management, maintenance and upgrade of different information platforms can also be streamlined this way.</td>
<td>To install an electronic notice board/display so that students and parents can be instantly aware of the school’s most up-to-date news and information, latest videos and activity highlights, etc. Apart from reducing the number of enquiries from parents by enhancing and standardising the dissemination of school information, this can also serve as a medium for recognising students achievements/displaying students work.</td>
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#### Procedures, Templates and Database

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<td>#1 To create a procurement mechanism, flow charts, supplier lists and tender documents according to government guidelines and school-based needs, to enable staff to save time in reading and collecting relevant information, increase the success rate of procurement and reduce unnecessary administrative work.</td>
<td>#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 the instructions when prompted by the system, teachers can successfully carry out a procurement task without any error. For details on the electronic platform/system for procurement and points to note for users, please refer to the Powerpoint slides of the “Central Procurement of School Uniform” held by Yuen Chau Hospital Law Chan Choi Si Primary School on 3 March 2016 (which are available on this website).</td>
<td>#3 School administration staff has to issue an average of 30 cheques every week and record these transactions in reports. It is a time-consuming process. Procurement of an electronic cheque system can contribute to the computerisation of school finance and save manpower and time. The whole process of issuing an e-cheque only takes about 15 to 20 minutes, saving time by as much as about 75% when compared with the past.</td>
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### Summary of try-out items

The Pilot Project on Strengthening Schools’ Administration Management has successfully tried out various items, including:

1. Joint recruitment of school premises and management staff.
2. Joint procurement of school premises and management equipment.
3. Production of a portal site for the electronic management of school premises and management.
4. Development of an electronic entrance security system to enhance the school’s security management.
5. Establishment of an automated temperature reading system to improve epidemic prevention work in schools.
6.舒适温度读数

These projects have been successfully implemented, providing significant benefits to school administration and management.
<table>
<thead>
<tr>
<th>Supporting the Administrative Work Related to Students/Teaching</th>
<th>A platform for information sharing between primary and secondary schools</th>
<th>Tracking of graduates’ information</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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 attitudes 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. <em>The item has been implemented in some schools participating in the Pilot Project. For details, please refer to the PowerPoint slides of the briefing session held by Tin Shui Wai Methods College on 6 October 2015, which are available on this website.</em></td>
<td>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. <em>The item has been implemented in some schools participating in the Pilot Project. For details, please refer to the PowerPoint slide of the experience sharing session held by Po Leung Kuk Lo Kit Ying (1965) College on 6 October 2015, which are available on this website.</em></td>
</tr>
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| (1) To procure an electronic system for consolidating the non-academic performance results of students over the years, including students’ 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 Universities Programmes Admission System (JUPAS). Some systems may be used together with the WebSAMS. | To procure the software and associated devices for electronic marking and data analysis to enable teachers to mark papers on slides and the reports with considerable time savings. Besides, the system saves the time for manual calculation and inputting of scores and minimises the likelihood of making errors. *For details about the item, please refer to the PowerPoint slides of the experience sharing session held by Tin Shui Wai Methods College on 6 October 2015, which are available on this website.* | 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. |

| (2) To procure an electronic system for consolidating non-academic performance results of students over the years, including students’ 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 Universities Programmes Admission System (JUPAS). Some systems may be used together with the WebSAMS. | To procure the software and associated devices for electronic marking and data analysis to enable teachers to mark papers on slides and the reports with considerable time savings. Besides, the system saves the time for manual calculation and inputting of scores and minimises the likelihood of making errors. *For details about the item, please refer to the PowerPoint slides of the experience sharing session held by Tin Shui Wai Methods College on 6 October 2015, which are available on this website.* | 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. |

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**Consolidating the Performance Results of Students (Academic)**

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

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.

**Records of Award and Punishment**

1) To procure an electronic system for consolidating the non-academic performance results of students over the years, including students’ 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 Universities Programmes Admission System (JUPAS). 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 slides and the reports with considerable time savings. 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.

**Consolidating the Activity History of Students (Application, Occasion, Participants, Records, Comments, etc.)**

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’ administration work.

*For details, please refer to the PowerPoint slides of Lok Sin Tong Yu Kan Hing Secondary School at the experience sharing sessions held on 11 June and 17 September 2014, as well as those of Kuen Tong Government Primary School (Sau Ming Road) at the sharing session held on 6 October 2015 (available on this website).*

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**Summary of try-out items**

- **Pilot Project on Strengthening Schools’ Administration Management**

  - **Consolidating the Performance Results of Students (Academic)**
  - **Consolidating the Performance Results of Students (Non-academic)**
  - **Records of Award and Punishment**
  - **Consolidating the Activity History of Students (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 administrative 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 rented and caput schools does not cover their legal liability for damage to loss of any person - a property arising from the use of electronic/onlines 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 dispute.

- (5) Schools should comply with the provisions of the Unauthorised Electronic Messages Ordinance in sending short messages.