## Induction Programme for School Executive Officers –

# An Overview of School Administration

25 September/2 October 2019

### **Topics**

- Introduction
- "One Executive Officer for Each School" Policy
- Operation of Incorporated Management Committee
- Financial Resources Management
- Accounting Arrangement and Procurement
- Human Resources Management
- More References on EDB Website (www.edb.gov.hk)
- Questions and Answers

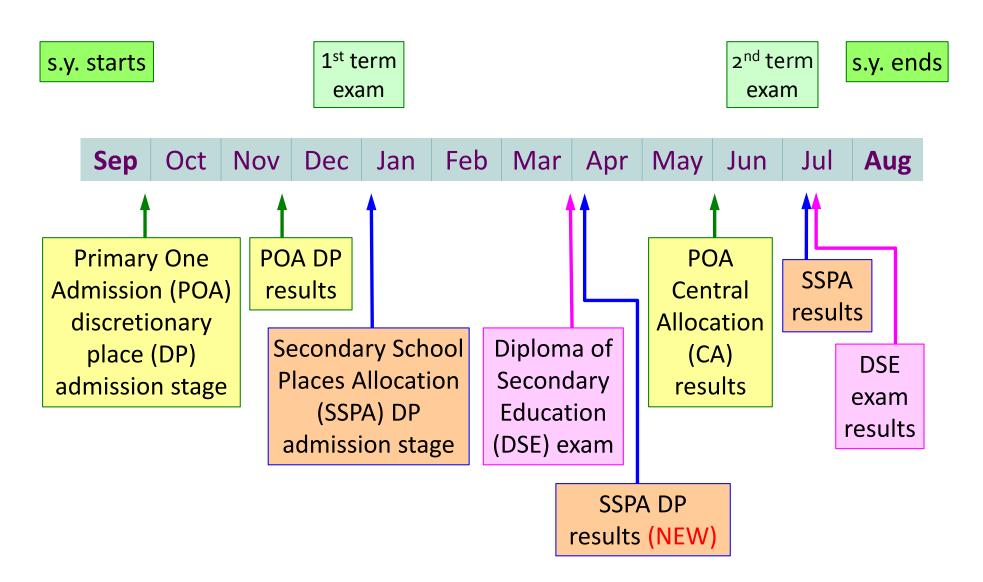
### Types of Schools in Hong Kong

### **By Finance Type**

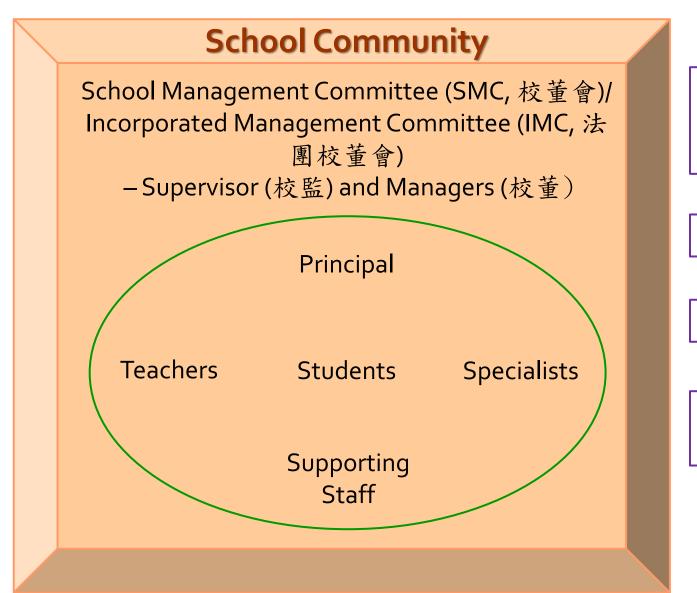
- Aided Schools (資助學校)
- Government Schools (官立學校)
- Caput Schools (按位津貼學校)

- Public sector schools 公營學校
- Direct Subsidy Scheme Schools (直接資助計劃學校)
- Private Schools (私立學校)

### Some Major Tasks in a School Year (s.y.)



### Stakeholders and Personnel in Schools



School Sponsoring Body (辨學團體, SSB)

**Parents** 

Alumni

Other Community
Members

### Rules and Regulations that Govern the Operation of Public Sector Schools

- Education Ordinance (EO, 教育條例), Education Regulations (ER, 教育規例) and other legislations, such as Employment Ordinance (EmO, 僱傭條例), etc.
- Codes of Aid (CoA, 資助則例)
- School Administration Guide (SAG, 學校行政手冊)
- Circulars and Circular Memorandum (通告及通函)
- Instructions given by Permanent Secretary for Education (PS(Ed), 教育局常任秘書長) from time to time

#### **Common Administration Issues in Schools**

- School Management
- Learning and Teaching
- Student Matters
- Home-school Matters
- Finance Matters
- Personnel Matters
- School Premises Matters

# "One Executive Officer for Each School" Policy

「一校一行政主任」政策

### "One Executive Officer for Each Sch" Policy

 Recommended by the Task Force on Schoolbased Management Policy

#### Aim:

- Enable schools to review their school-based administrative arrangements and requirements, streamline administrative procedures, strengthen school administrative support;
- Reduce the administrative work of teachers and principals

### "One Executive Officer for Each Sch" Policy (2)

- From 1.9.2019, each aided school will be provided with a school executive officer (Sch ExO) and may choose either one of the modes below:
  - Creating a regular Sch ExO post in the establishment of the school for employing a fulltime Sch ExO
  - ii. Receiving the **School Executive Officer Grant** (SEOG) to recruit at least one full-time Sch ExO or procure school administration-related service with at least one full-time school-stationed Sch ExO

### Proposed Scope of Responsibilities of Sch Ex0

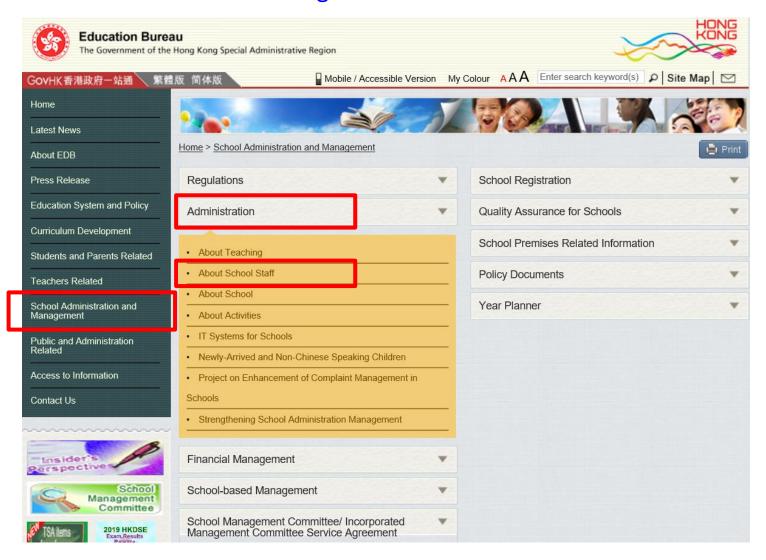
- EDBCM No. 37/2019 (Appendix I)
- To assist in supervising and coordinating school administrative matters, for example:
  - to assist the SMC/IMC to <u>put in place a proper internal</u> <u>control mechanism</u> for personnel and financial management;
  - to <u>support the operation of the SMC/IMC</u> (such as communicating with school managers and relevant parties, preparing documents for meetings, drafting minutes of meetings, assisting in election and registration of school managers, coordinating school-based, joint-school or school sponsoring body-based training for school managers, and seeking legal advice based on school operational needs);

### Proposed Scope of Responsibilities of Sch ExO (2)

- to assist in the <u>executive functions of financial resource</u> <u>management</u> (such as procurement of goods and services, handling school trading operations, acceptance of donations, budgeting and financial control, accounting and maintenance of records) and <u>human resource management</u> (such as staff appointment, regrading, promotion and acting appointment, termination of employment, leave arrangement and salary assessment);
- to <u>supervise</u> and <u>manage</u> duties of non-teaching staff;
- to assist in <u>reviewing school-based mechanisms</u>, <u>internal</u>
   <u>administrative arrangements and requirements</u> (such as handling of school complaints, crisis management, parent education, maintenance of school premises and safety issues);
- to assist in <a href="handling-of-routine-school">handling-of-routine-school</a> administrative matters;
- to <u>liaise with stakeholders</u> of the school.

### Information about Sch Ex0

School Administration and Management > Administration > About School Staff

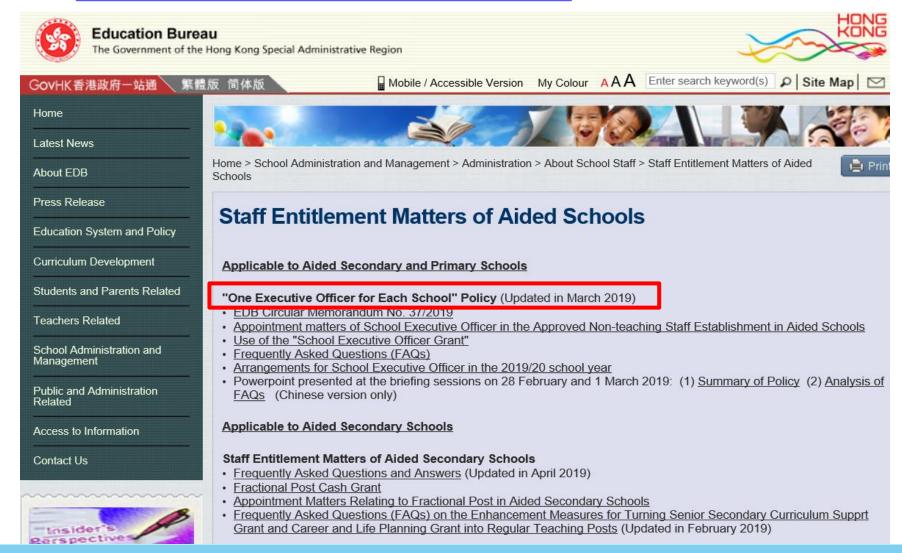


### Information about Sch ExO (2)

.... About School Staff > Staff Entitlement Matters of Aided Schools >

"One Executive Officer for Each School" Policy

WebPage



## Operation of Incorporated Management Committee

法團校董會的運作

### School-based Management (SBM, 校本管理)

**Student-oriented** 

Transparency and Accountability



Participation in decision-making

**Self-improvement** 

### School-based Management (2)

### 2004 Education (Amendment) Ordinance

- Effective date: 1 January 2005
- All aided schools shall set up Incorporated Management Committees (IMCs)
- This forms a legislative basis for <u>participatory</u> governance framework with major stakeholders' participation in school policy decision making and school management

Incorporated Management Committee (IMC)



Education Bureau (EDB)

School
Sponsoring
Body (SSB)

# Part IIIB of the Education Ordinance (Section 40AA – 40CB)

### IMC Constitution of the school



https://www.elegislation.gov.hk/hk/cap279!en-zh-Hant-HK?INDEX\_CS=N



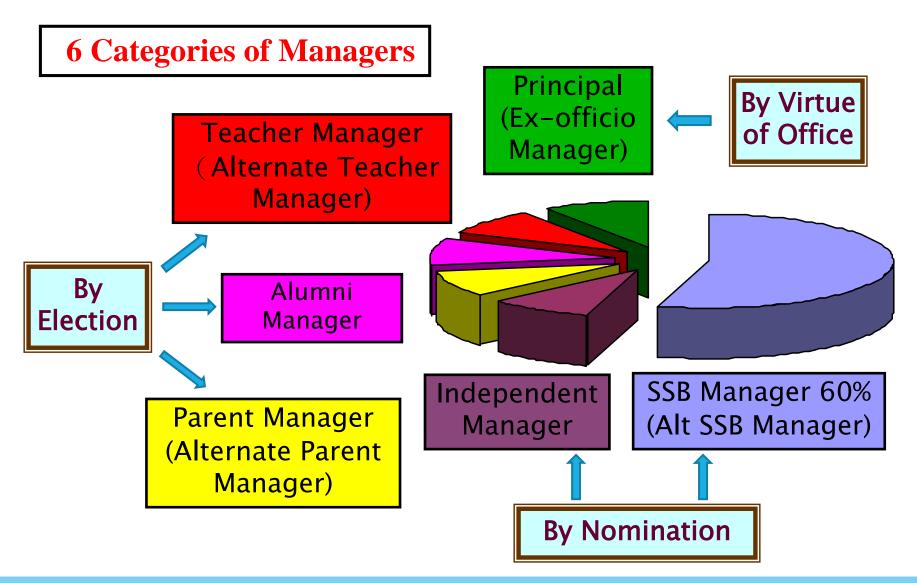
## Governance Framework — Composition of IMC in Aided Schools

(Section 40AL of Education Ordinance)

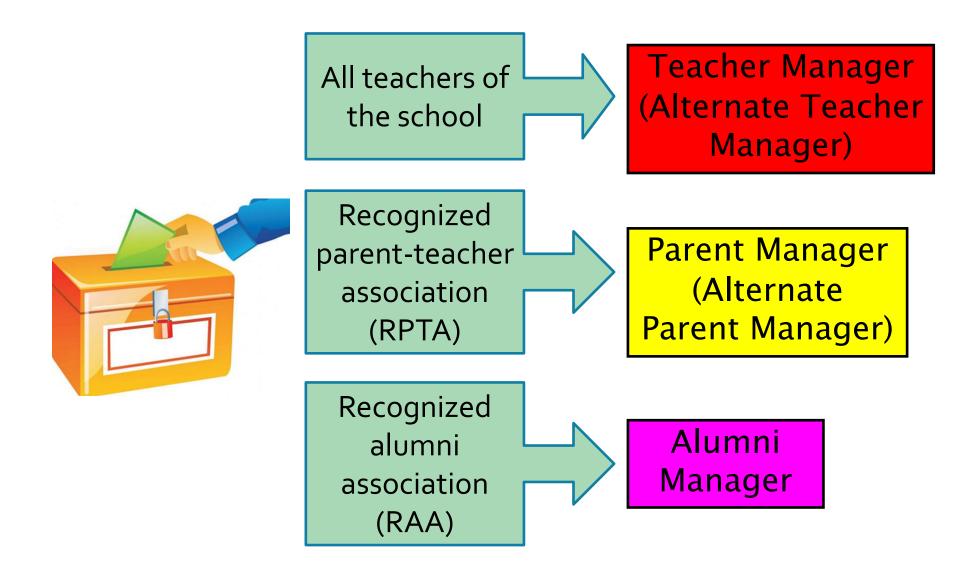
Composition of IMC	Number
Sponsoring Body (SSB) Manager	Maximum 60% of the maximum number of all managers
Ex-officio manager (Principal)	One
Teacher Manager	Not less than one
Parent Manager	Not less than one
Alumni Manager	One or more
Independent Manager	Not less than one

### **Composition of IMC**

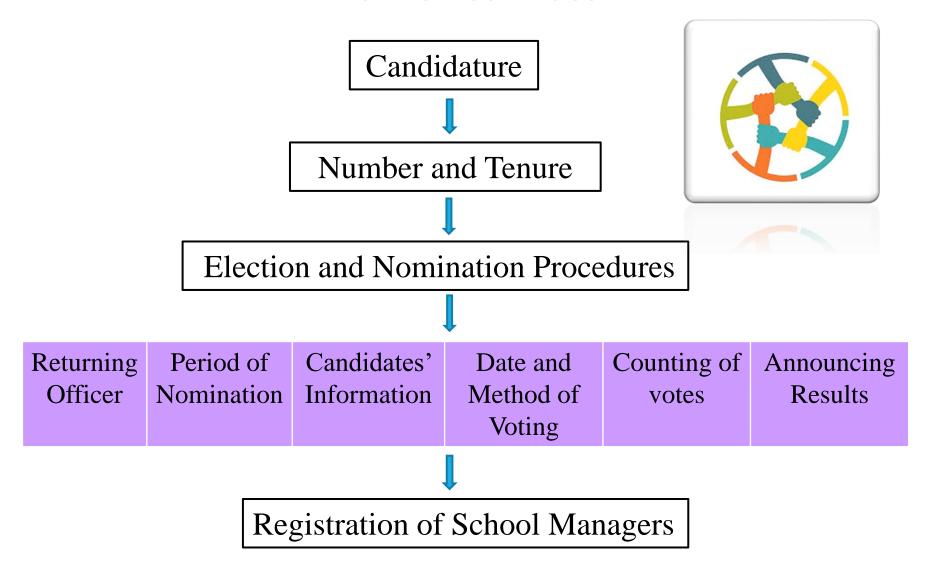
(Section 40AL of Education Ordinance)



### Election/Nomination of School Managers

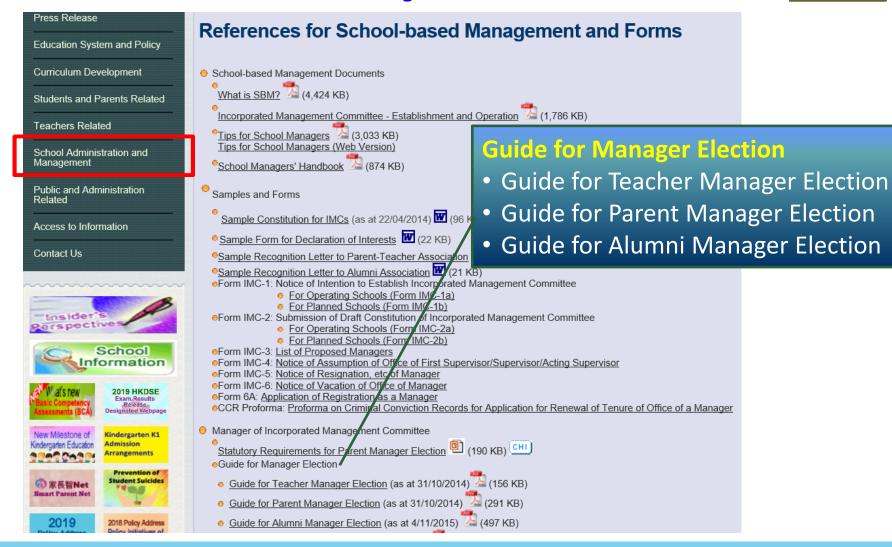


## Election and/or Nomination of School Managers Points to note



### **Elections of School Managers**

School Administration and Management > School-based Management (SBM) > References for School-based Management and Forms WebPage



### **IMC Forms**

WebPage



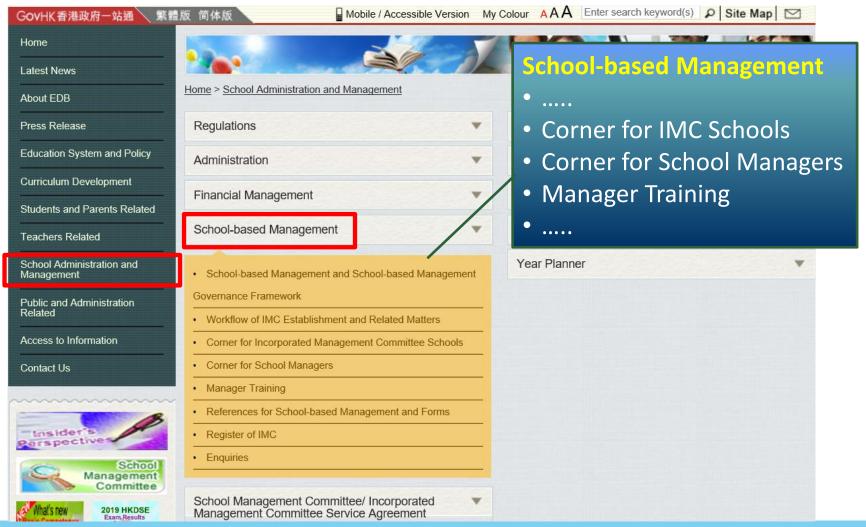
### **Procedures of IMC Meetings**



### More Information about IMC Operation on EDB Website

School Administration and Management > School-based Management

WebPage

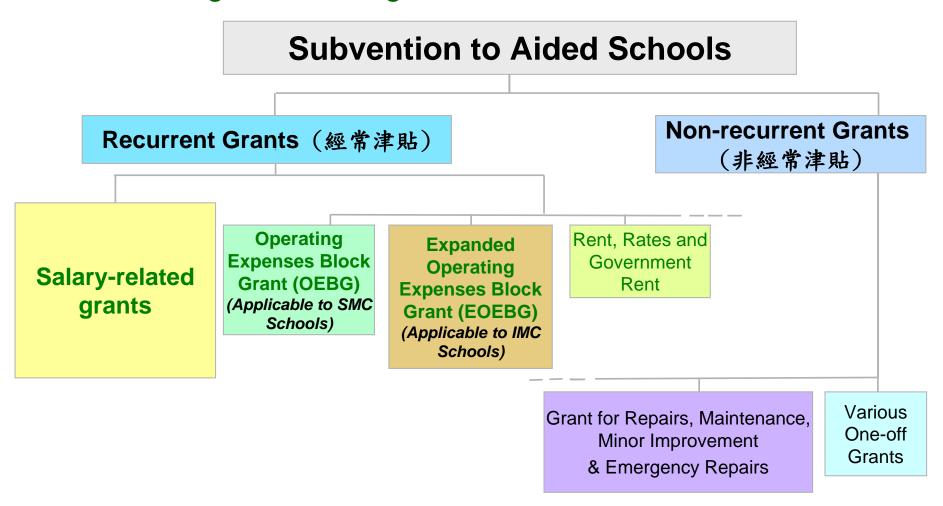


### Financial Resources Management

財政資源管理

### **Subvention to Aided Schools**

 In general, the operating expenses of aided schools are met from government grants



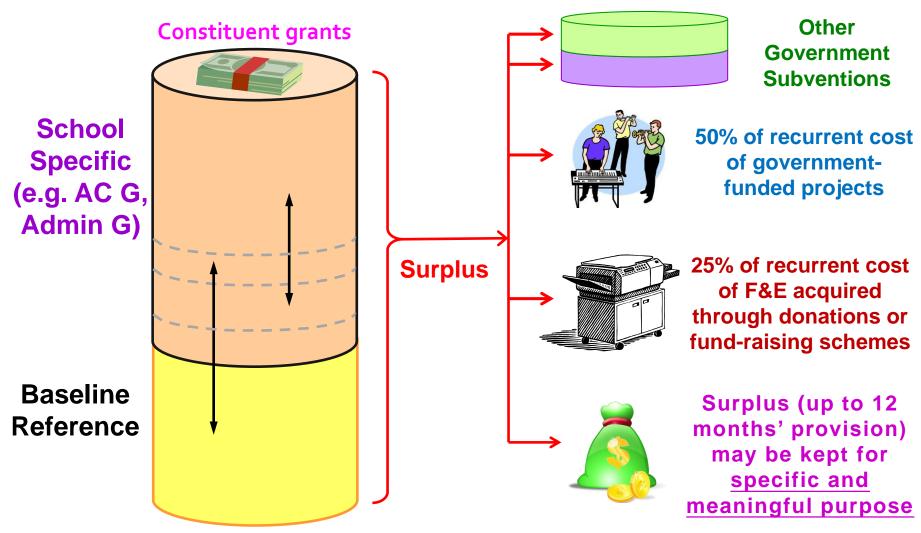
## Expanded Operating Expenses Block Grant (EOEBG, 擴大的營辦開支整筆津貼)

- Provided to schools in the school year following the establishment of the IMCs
- Include virtually all non-salary recurrent grants
- Provide schools with greater flexibility in using resources
- The computation and adjustment of provision are simplified
- Surplus can be retained up to 12 months' provision

#### Surplus can be used to top up:

- 1) non-recurrent expenses for projects approved/funded by EDB
- 2) 50% of recurrent cost arising from government-funded projects
- 3) 25% of recurrent cost arising from furniture and equipment and other facilities or educational service acquired through private donations or other fund-raising schemes

### **Expanded Operating Expenses Block Grant (2)**



(Annual Adjustment -- June-on-June movement of the Composite Consumer Price Index (CCPI))

### Rent, Rates and Government Rent

 Provided to eligible schools to refund the rent, rates and government rent of premises for school purposes

(For details, please refer to EDBC014/2007 Refund of Rates and Government Rent)

### **Non-recurrent Grants**

- Capital Cost for Building, Furniture and Equipment
- Grant for Repairs, Maintenance, Minor Improvement & Emergency Repairs
- Furniture & Equipment Grant

Replacement of Furniture and Equipment cost due to fire, natural disasters or theft

#### Other One-off Grants

For special programmes/projects, e.g. Grant for Establishment of Incorporated Management Committee (IMC), Provision of One-off Grant to Schools for the Promotion of STEM Education, etc.

### Other Sources of School Income

- Tong Fai (Senior Secondary)
- Collection of fines, charges and fees for specific purposes
- Fund raising/Donations
- \*Schools must observe the Education Regulations, Circulars/Circular Memorandum and Guidelines issued by EDB from time to time

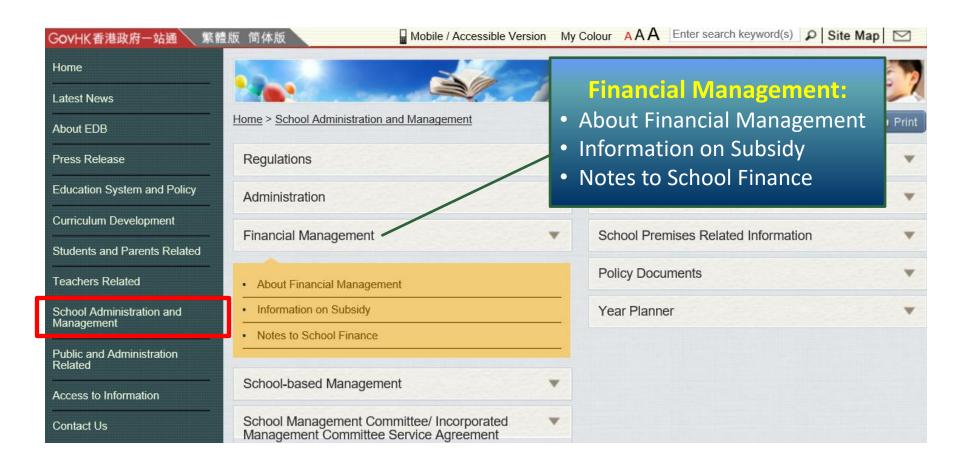
### Some Guiding Principles of Using Subvention

- Be good employer and set reasonable remuneration for staff while complying with the requirements of related Ordinances
- Set aside part of the grants for payment of Severance Payment/Long Service Payment as outstanding commitment for staff employed under constituent grants of OEBG/EOEBG
- Should not use the provision on fringe benefits for staff
- Observe related guidelines in procurement
- Observe COA, SAG, Circulars/CM and guidelines issued from time to time

### References on Financial Management

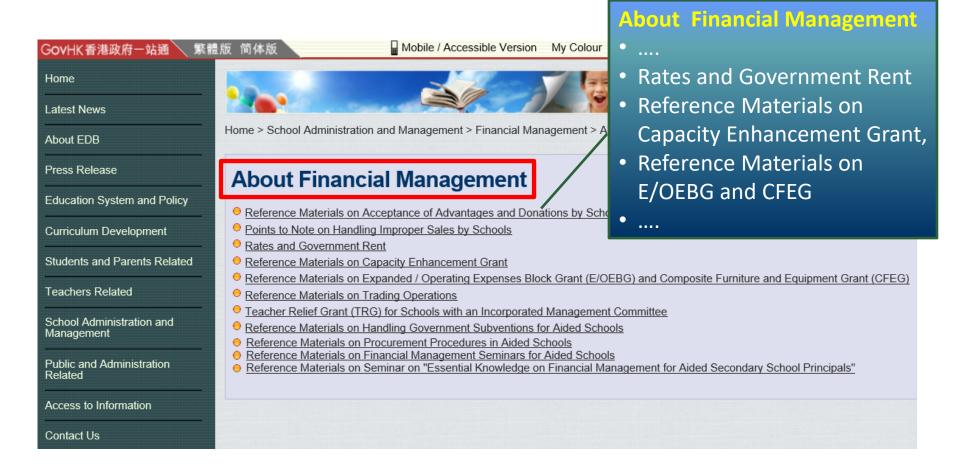
School Administration and Management > Financial Management

WebPage



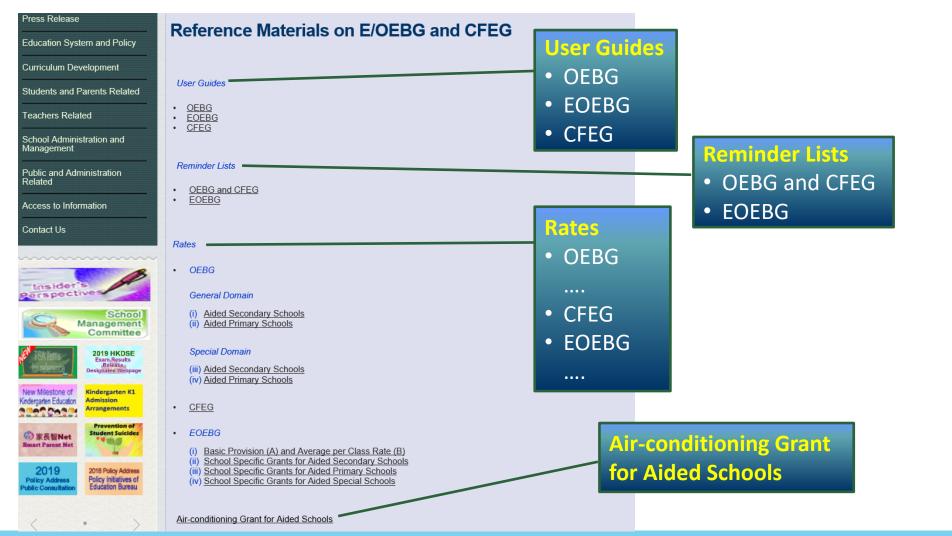
## References on Financial Management (2)

School Administration and Management > Financial Management > About Financial Management



## References on Financial Management (3)

School Administration and Management > Financial Management > Information on Subsidy > Reference Materials on E/OEBG and CFEG WebPage



# Accounting Arrangement and Procurement

會計安排和採購

## **Accounting Arrangement**

- Statutory requirements
  - R64 of the ER and S40BB of the EO
    - IMC must keep proper books of accounts and other financial and accounting records
- Separate bank accounts should be maintained for govt and school funds
- IMC should open and maintain, in its name, at least 2 accounts (one for govt funds and the other for non-govt funds), all bank accounts should be operated by jointly authorized signatories, same arrangement for internet banking

## Accounting Arrangement (2)

- A set of proper books of accounts should comprise items such as payment vouchers, fixed assets register, etc. (para.1 in Ch. 6.5.2 of SAG)
- All entries should be validated by vouchers with supporting documents
- An annual income and expenditure account and balance sheet should be prepared for external auditing
- The accounting system should be transparent to facilitate internal and external control

## Accounting Arrangement (3)



- IMC is required to prepare its annual financial statements
- IMC is required to appoint an accountant as the auditor (S.40BB of the EO)
- The audited financial statements together with the auditor report shall be submitted to the PS(Ed) within 6 months after the year end date of the school (S.40BB of the EO, EDBCM No. 160/2019)

#### **Procurement of Stores and Services**

#### **Guiding principles**

- As the stores and services are procured out of public funds, IMC is publicly accountable for the conduct of its affairs and related expenditures
- IMC should ensure their schools have put in place
  - a fair, open and transparent system of procurement procedures and
  - there are adequate checks and balances

### Procurement of Stores and Services (2)

#### **Guiding principles (cont')**

- The designated purpose(s) of each government grant must be met
- The "Guidelines on Procurement Procedures in Aided Schools" (EDBC 4/2013) must be observed and strictly followed

## Procurement of Stores and Services (3)

Financial limits	Procurement arrangements	Approving authorities
\$5,000 or below	Competitive bidding not required for procurement of any stores or services provided that a member of school staff at an appropriate level certifies that such procurement is essential and the prices are fair and reasonable	Principal/Deputy Head [Note: For schools without Deputy Head, the approving authority rests with the principal.]
Above \$5,000 to \$50,000	By oral quotations (at least two)	
Above \$50,000 to \$200,000	By written quotations (at least five)	Principal
Above \$200,000	By tenders (at least five)	TAC comprising the SV/Manager, the Principal, a teacher and a rep of the PTA or a parent manager

### Procurement of Stores and Services (4)

#### Some DOs

- ✓ Inform suppliers/contractors in writing that the offer of advantages to school staff is illegal
- ✓ Declaration of conflict of interest
- ✓ Items of stores and services of the same category should be grouped in the same quotation/tender schedule before inviting suppliers to bid
- ✓ Selection of the lowest offer/highest overall score offer if marking scheme is adopted

### Procurement of Stores and Services (5)

#### **Some DON'Ts**

- Evasion of the financial limits by dividing procurement requirements into instalments or by reducing the usual duration of contracts
- **★**Based on the monthly instead of the overall amount in determining the financial limit when carrying out procurement
- Rejecting the lowest offer of written quotation/tender without reason(s)

### Procurement of Stores and Services (6)

#### Reference materials

- EDBC No. 4/2013
- School Administration Guide (S6.4)
- Guide to Financial Management for Aided Schools Operated by IMC EDB Homepage > Sch Admin and Mgt > School-based Mgt > Corner for IMC Schools > Financial Mgt
- Relevant reference on financial issues (3 documents)
   EDB Homepage > Sch Admin and Mgt > Regulations >
   Checklist on Common Admin Issues in Aided Schools
- Checklist on Procurement Procedures in Aided Schools
   EDB Homepage > Sch Admin and Mgt > Financial Mgt >
   About Financial Mgt > Ref Materials on Procurement
   Procedures in Aided Schools

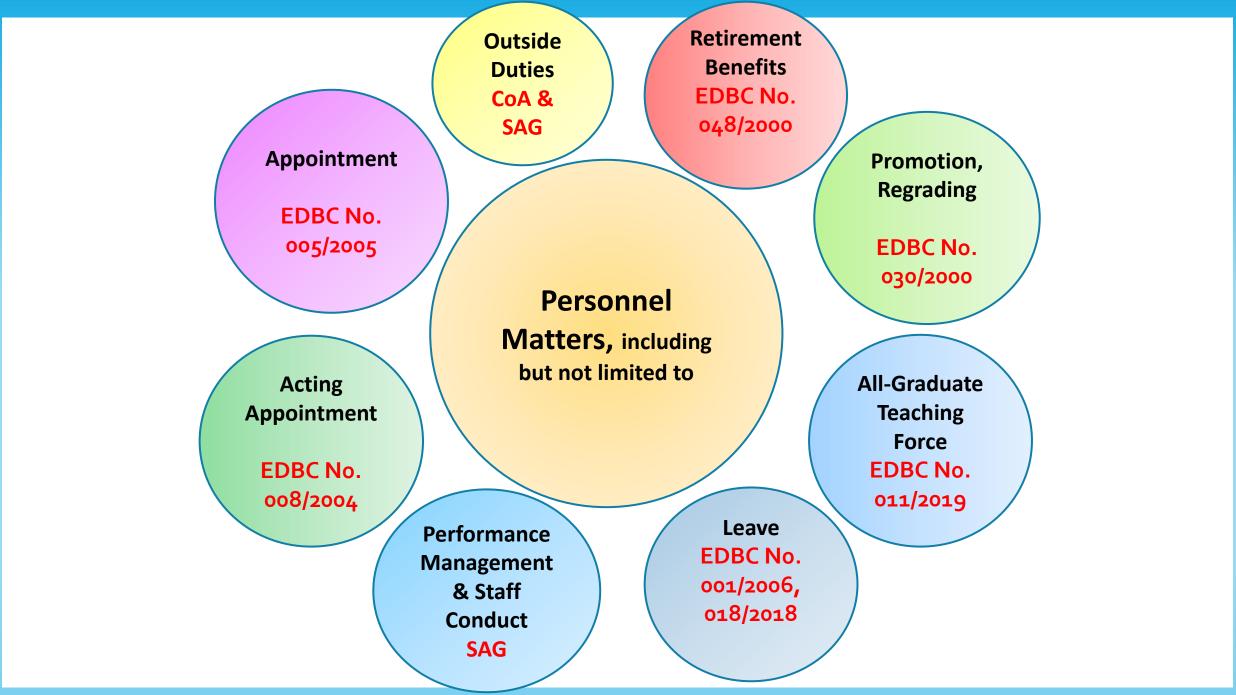
## Human Resources Management

人力資源管理

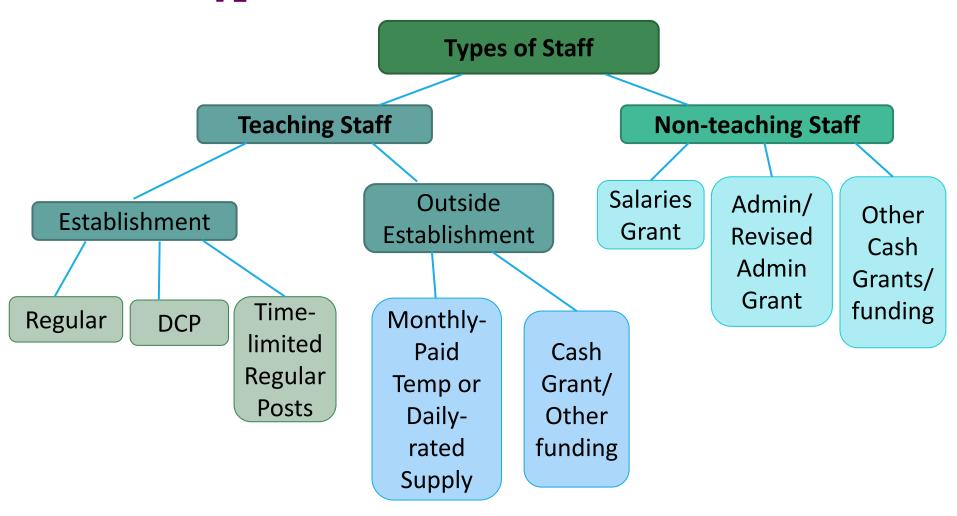
#### **Personnel Matters**

#### (I) General Principles

- The SMC (校董會)/IMC (法團校董會) is responsible for the management of a professional team of teaching and non-teaching staff in school.
- The SMC/IMC should exercise Employer's autonomy & responsibilities
- There should be explicit policies & procedures
- Policies & procedures must be fair and open
- Avoid any actual/perceived conflict of interest
- Avoid allegations of favoritism
- In accordance with relevant Ordinance, regulations,
   Codes of Aid, standing circulars and guidelines



## Types of Staff in Aided Schools



#### **Staff Recruitment**

#### (II) General Proper Procedures

- ✓ Formulate pre-determined and objective assessment criteria and specific procedures endorsed by SMC/IMC
- ✓ Conduct open recruitment
- ✓ Form an independent selection panel comprises a good representation of stakeholders (in odd number)
- ✓ Consider all eligible applications
- ✓ Assess the suitability of applicants
- ✓ Keep a proper record of the assessment results
- ✓ Form Review Panel to handle appeals

Please refer to Appendix 4 of Chapter 7 of SAG (學校行政手册)

- Checklist for recruitment procedures

## Staff Recruitment - Approval of PS(Ed)

	SMC Schools	IMC Schools
Appointment and promotion of staff, regrading of teachers	×	×
School Head	<b>√</b>	<b>√</b>
Direct Appointment of Staff to Promotion Ranks	<b>✓</b>	×
Staff above the age of sixty	<b>√</b>	<b>√</b>
Temporary Native English Teachers	<b>✓</b>	<b>√</b>

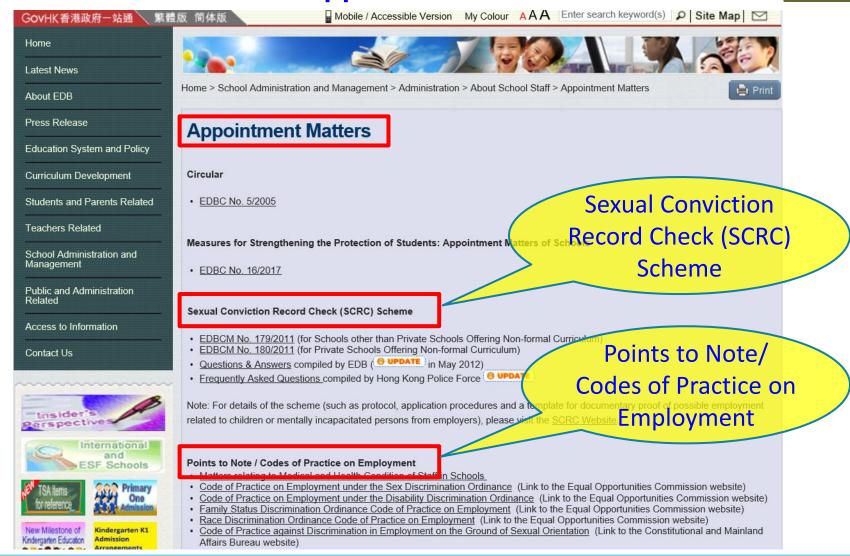
#### **Staff Recruitment**

## Related Legislation and Regulations governing appointment

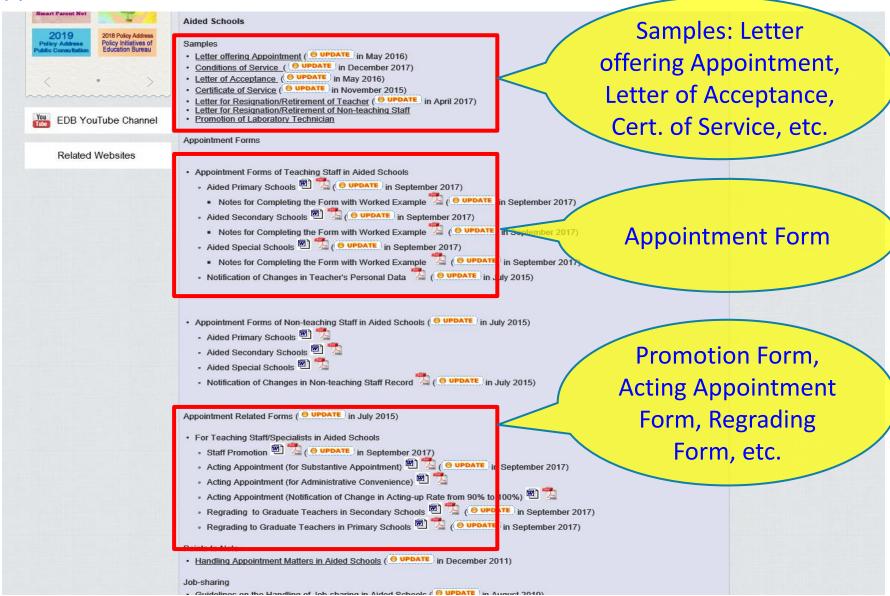
- Education Regulations (ER, 教育規例) (R76 & R77)
- Codes of Aid (CoA, 資助則例)
- Instructions issued by PS(Ed) from time to time (circulars, guidelines, SAG, letters, etc.)
- Employment Ordinance
- Other ordinances such as anti-discrimination ordinances, Personal Data (Privacy) Ordinance
- Sexual Conviction Record Check
- Policy for preventing sexual harassment

#### **Appointment Matters**

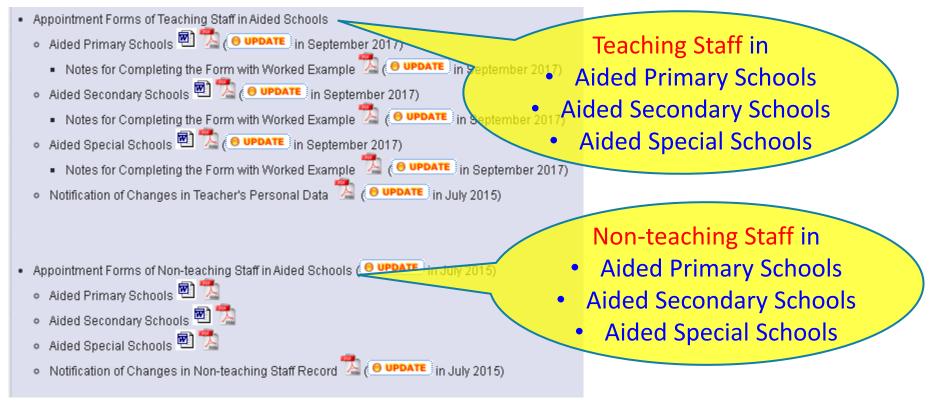
School Administration and Management > Administration > About School Staff > Appointment Matters WebPage



School Administration and Management > Administration > About School Staff > Appointment Matters



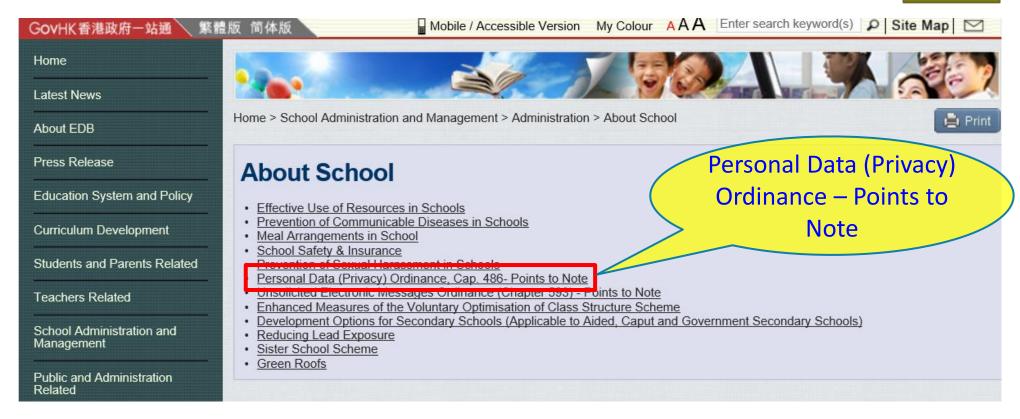
#### Notes for completing and submitting the Appointment Forms



- Complete and send the appointment form(s) for teaching and non-teaching staff to the Funds Section
- Forward a copy of relevant form(s) to respective Senior
   School Development Officers of school
- Keep school's own record(s)

### Personal Data (Privacy) Ordinance — Points to Note

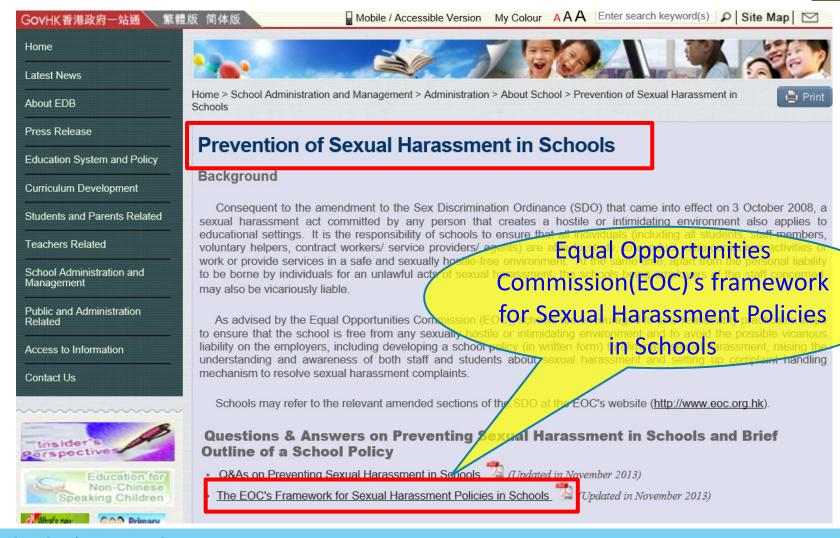
School Administration and Management > Administration > About School



#### **Prevention of Sexual Harassment**

School Administration and Management > Administration > About School > Prevention of Sexual Harassment in Schools

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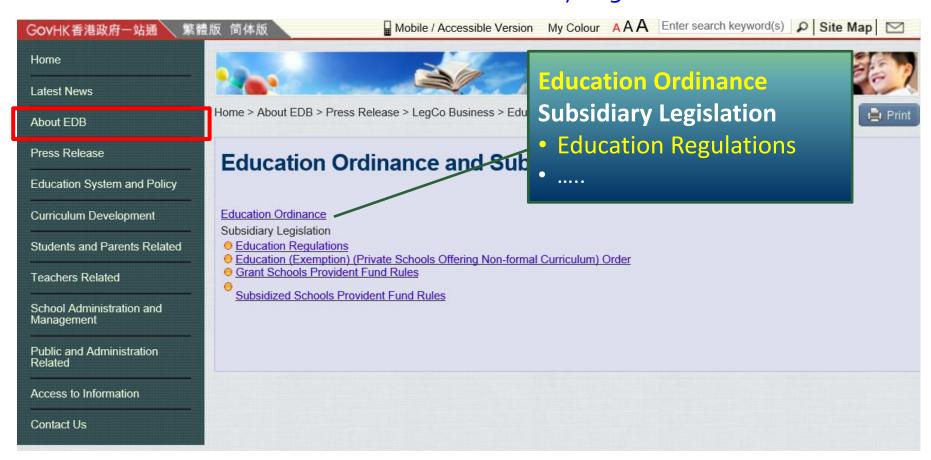


#### More References on EDB Website

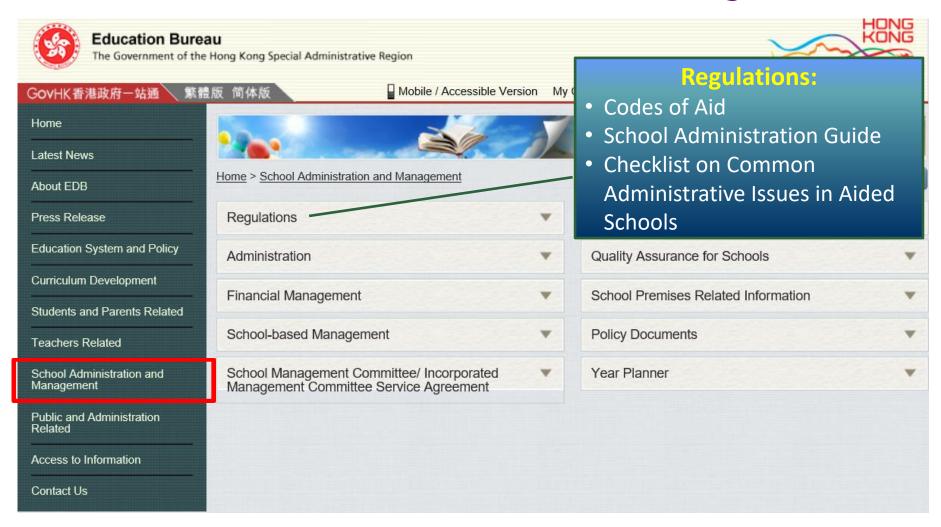
教育局網站的一些參考資料

## Education Ordinance (EO, 教育條例) & Education Regulations (ER, 教育規例)

Home > About EDB > Press Release > LegCo Business > Education Ordinance > Education Ordinance and Subsidiary Legislation



## School Administration and Management



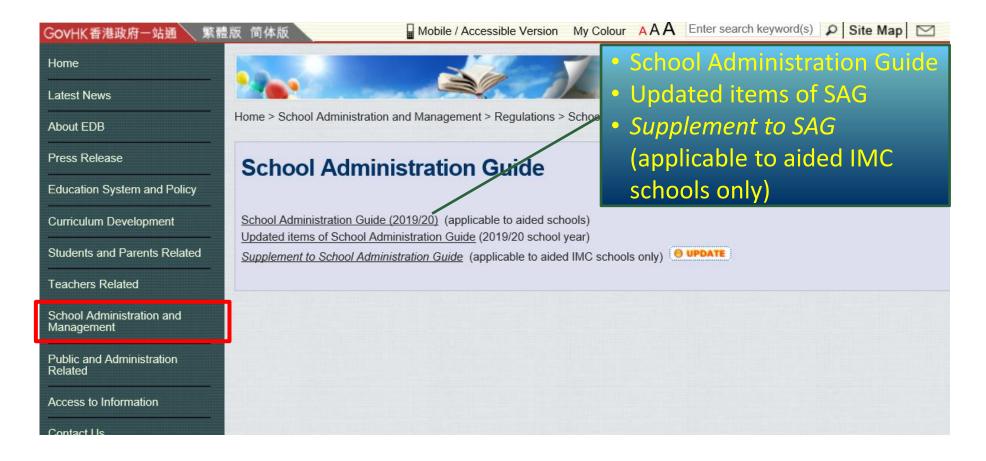
## Codes of Aid (CoA, 資助則例)

School Administration and Management > Regulations > Codes of Aid



#### School Administration Guide (SAG, 學校行政手册)

School Administration and Management > Regulations > School Administration Guide



#### **School Administration Guide (2)**

#### [Points to Note]

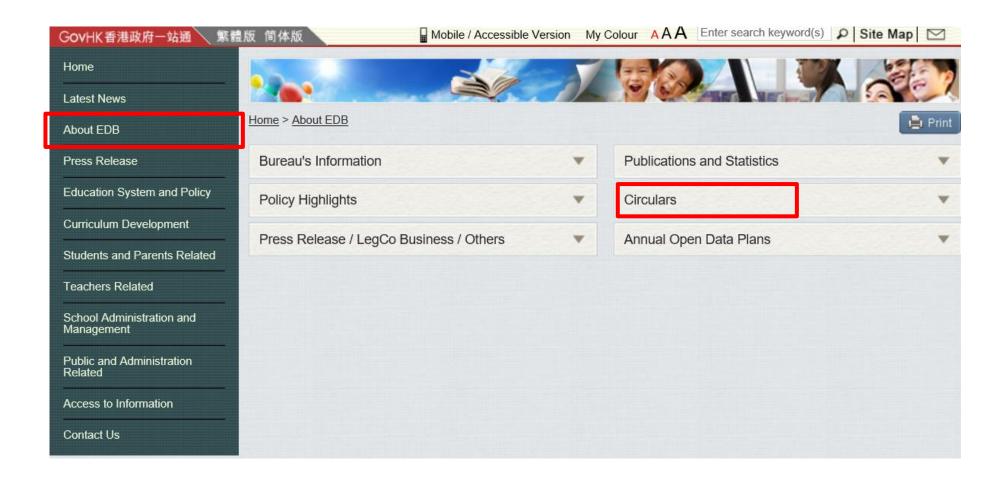
- This Guide is applicable to aided schools.
- The term "School Management Committee" (SMC) in this Guide covers the Incorporated Management Committee (IMC).
- Schools should also make reference to the Education Ordinance, Education Regulations, Codes of Aid and the relevant legislations in Hong Kong.
- Aided IMC schools should read this Guide in conjunction with the "Supplement to the School Administration Guide".
- The Education Bureau circulars/ circular memoranda mentioned in the various chapters of this Guide are highlighted in RED. The relevant circulars/ circular memoranda can be searched and retrieved via the "Circular" section in "About EDB" at EDB homepage.
- Hyperlinks provided in this Guide are highlighted in BLUE.

### **School Administration Guide (3)**

- 1. School-based Management
- 2. Learning and Instructional Matters
- 3. Student Matters
- 4. Home-School-Community Partnership
- 5. Planning, School Self-evaluation and Budgeting
- 6. School Finance Matters
- 7. Personnel Matters
- 8. School Premises and Safety

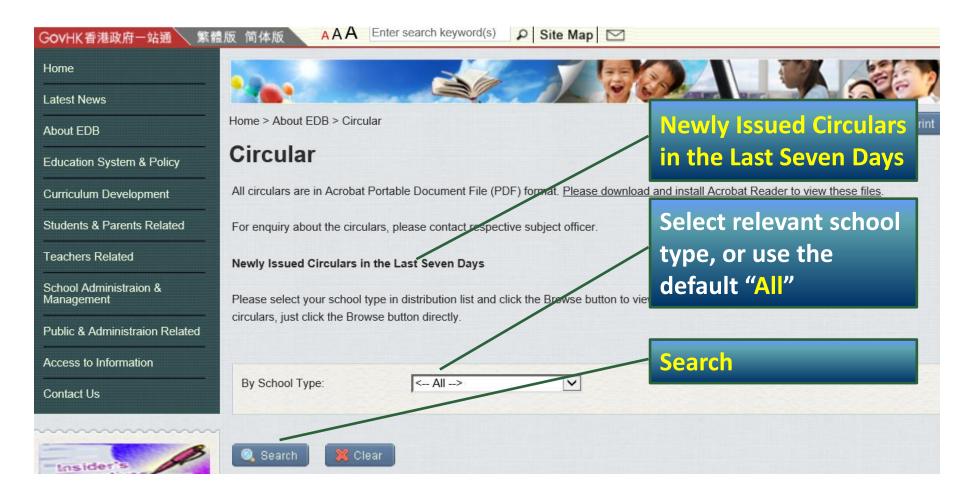
#### Circular Search

#### About EDB > Circulars

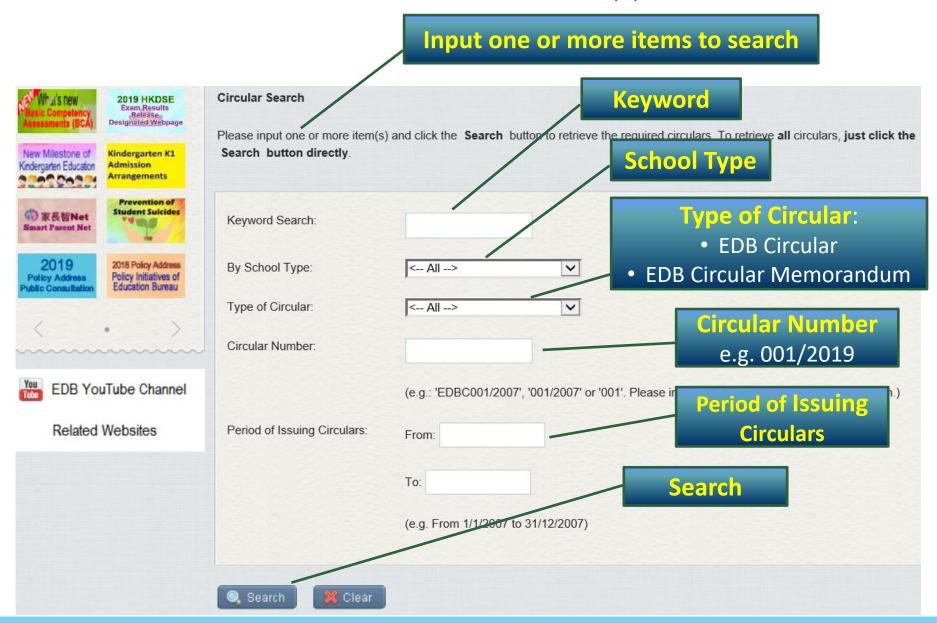


### Circular Search (2)

#### About EDB > Circulars > About Circular



### Circular Search (3)



## Checklist on Common Administrative Issues in Aided Schools

School Administration and Management > Regulations > Checklist on Common Administrative Issues in Aided Schools



## Checklist on Common Administrative Issues in Aided Schools (2)

#### I. Staffing Issues

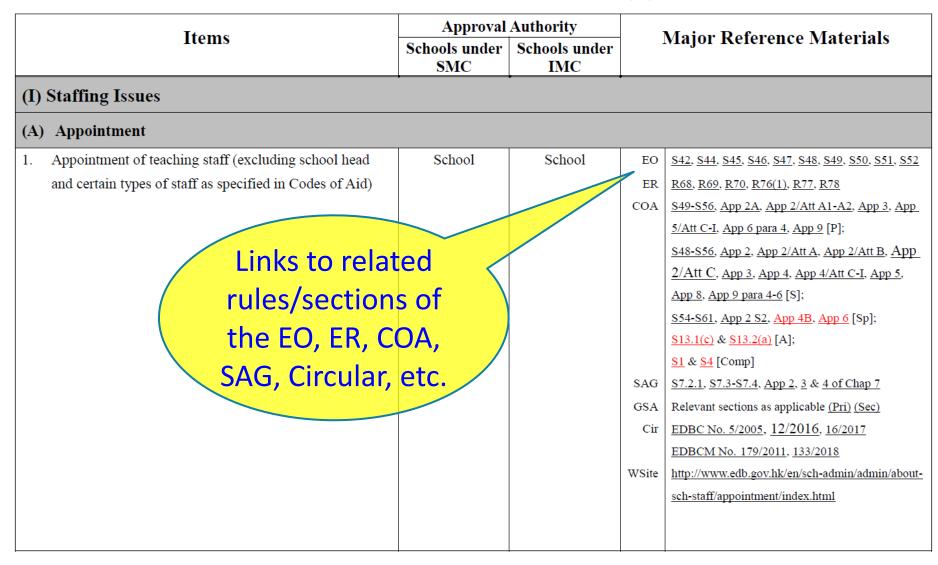
(appointment, acting appointment, regrading, promotion, leaves, remuneration, resignation, retirement, ...)

## II. School Administration Issues (school premises and facilities, other general items)

## III. Financial Issues (procurement, trading operation, school income, government subvention)

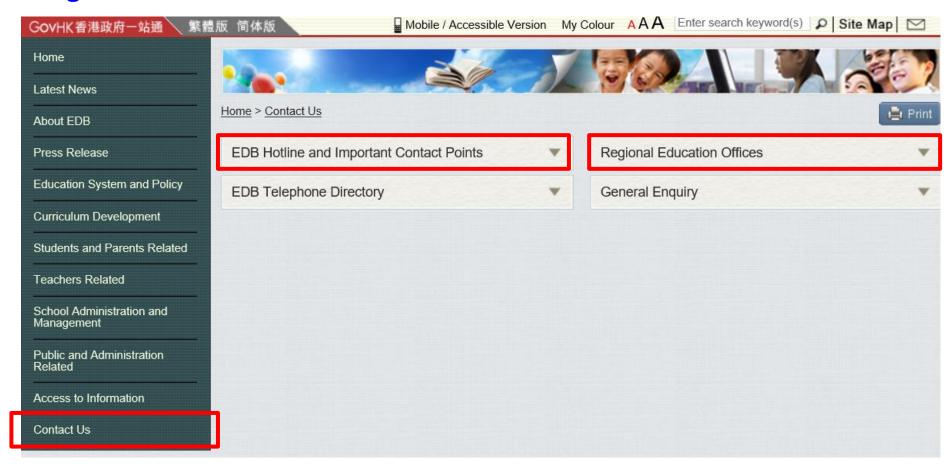
#### IV. Student Issues

## Checklist on Common Administrative Issues in Aided Schools (3)



#### **Contact Us**

Contact Us > Hotline and Important Contact Points / Regional Education Offices



## Regional Education Offices (REO)

+K REO:

•C&W

•Sou
•WCh
•Islands
•HKE

ı	Hong Kong Regional Education Office		
	Address	Enquiry	Fax
/	3/F, 14 Taikoo Wan Road, Taikoo Shing, Hong Kong	2863 4646	2865 0658
l	District School Development Sections	Enquiry	Fax
ı	Central & Western District	2863 4678	2543 3051
l	Southern District	2863 4664	2865 0491
	Wan Chai District	2863 4626	2572 0800
	Islands District	2863 4634	2865 1458
	Hong Kong East District	2863 4649	2865 1432
П			

ROWIOOH REGIONAL Education Office		
Address	Enquiry	Fax
Podium-1/F, East Block, Education Bureau Kowloon Tong Education Services Centre, 19 Suffolk Road, Kowloon Tong, Kowloon	3698 4108	2770 2012
District School Development Sections	Enquiry	Fax
Kowloon City District	3698 4141	2715 6249
Sham Shui Po District	3698 4196	2720 9699
Sai Kung District	3698 4206	2783 0354
Kwun Tong District	3698 4178	2783 7521
Wong Tai Sin District	3698 4219	2782 6043
Yau Tsim & Mong Kok District	3698 4163	2781 0206

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NTE REO:

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•ST

	NT East Regional Education Office		
/	Address	Enquiry	Fax
	22nd Floor, Landmark North, 39 Lung Sum Avenue, Sheung Shui, NT	2639 4876	2672 0357
	District School Development Sections	Enquiry	Fax
	Tai Po District	2639 4856	2672 3747
	North District	2639 4858	2676 0011
	Sha Tin District	2639 4857	2602 2214

Address	Enquiry	Fax
19th Floor, Chinachem Tsuen Wan Plaza, 457 Castle Peak Road, Isuen Wan, NT	2437 7272	2416 2750
District School Development Sections	Enquiry	Fax
Kwai Chung & Tsing Yi District	2437 5433	2480 3614
suen Wan District	2437 5457	2498 1923
Fuen Mun District	2437 5483	2416 5710
Yuen Long District	2437 7217	2416 3240

NTW REO:

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