

Good Governance Quality Education

☞ Participatory School Governance in the 21st Century ☞

Good School-based Governance

- involves collective participation of all key stakeholders in school management;
- lays a solid foundation for the long-term development of the school as it is the cornerstone of quality education;
- ensures that the use of public funds is appropriate and in the best interests of students and the community;
- enhances the efficiency, effectiveness and overall performance of administrative management, which are crucial to the continuous development of the school; and
- boosts the confidence of parents and the public in the school.

Basic Principles of Good School-based Governance

“Collective Participation”, “Accountability”, “Transparency” and “Integrity” are the spirit of SBM and crucial to the smooth operation of incorporated management committee (IMC).

Collective Accountability

- **Collective Participation and Collective Accountability:** An IMC comprises sponsoring body managers, the principal, parent managers, teacher managers, alumni manager(s) and independent manager(s). Collective participation of different stakeholders helps to enhance the transparency and accountability of school governance as well as the objectivity and fairness of administrative management.
- **Establishment of System and Review of Effectiveness:** The IMC should take full and ultimate responsibility for school performance, establish and implement a clear, comprehensive, rigorous and effective governance framework and an internal control system, and review their effectiveness regularly.
- **Formulation of Strategies and Monitoring of Performance:** The IMC should set broad directions and formulate overall strategies, monitor and supervise operational and financial performance, and carefully draw up appropriate policies after considering relevant factors so as to achieve the strategic objectives and continuous development of the school.
- **Clear Responsibility and Accountability Framework:** The IMC should establish a clear responsibility and accountability framework under which powers are properly delegated, set up committees, formulate their frameworks and clearly define their terms of reference, and monitor specific areas so as to facilitate the continuous development and operation of the school.
- **Compliance with the Requirements and Taking Practical Actions:** The procedures for taking actions should be in line with the Education Ordinance, Education Regulations, Code of Aid as well as the requirements and guidelines issued by the Education Bureau.

Transparency and Open-minded

- **Transparent Policy and Open Attitude:** The IMC should adopt a transparent policy and an open attitude towards disclosing information about school performance and operation (such as school development plans, annual school plans, annual school reports and financial situation of the school), evaluate the progress towards the targets and disclose other relevant information as required by the law.
- **Active Communication and Be Open to Different Views:** The IMC should adopt an open policy which encourages active communication. Stakeholders should be given adequate opportunities to express their views at meetings; websites and intranets should be set up for uploading school information; and views be heeded to and communication strengthened through various channels.
- **Attendance in Meetings and Dedication:** The IMC should meet regularly and at least three times a year. Additional meetings should be held when necessary. IMC managers should attend all the meetings and maintain a high attendance. They should be devoted to school administration and management. The IMC and its panels/boards should keep a detailed record of members' attendance and minutes of meetings for inspection at any time.

Acting in Good Faith

- **Act with Loyalty and Devotion:** IMC managers should act with loyalty and devotion and in the best interests of the school.
- **Draw Up Guidelines for Effective Control:** The effectiveness of internal control is closely related to the integrity and performance of every member of the school. The IMC should draw up a code of ethics for self-improvement purposes.
- **Declare Interests to Avoid Conflict of Interest:** The IMC should formulate a clear and comprehensive set of procedures on disclosure of interests to avoid any actual or potential conflict of interest. When a manager is appointed, he should make a general declaration to disclose his interests and should do the same every year afterwards. Should there be any change to the interests already declared or any potential conflict of interest, it should be reported immediately. If conflict of interest is anticipated or there is actual conflict of interest, the IMC managers concerned should refrain from attending the meeting and participating in any discussion and decision-making involving their own interests. Records on declaration of interests should be properly retained for public inspection.

☞ Establishing IMC to Optimise School Governance ☞

Reference Materials:

- § Education Ordinance (Sections 40AL, 40BB, 40BF, 40BG and 40BH)
- § Education Bureau Webpage: <http://www.edb.gov.hk/index.aspx?nodeID=180&langno=1>
- § Education Department Administration Circular No. 3/99 - "Implementation of School-based Management in All Public Sector Schools"
- § Education and Manpower Bureau Circular No. 14/2004 - "Education (Amendment) Ordinance 2004"
- § School-based Management Documents: What is School-based Management; Incorporated Management Committee-Establishment and Operation; School Managers' Handbook; Tips for School Managers (2006)

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