

Suggested Learning Areas for School Managers

The suggested learning areas for school managers are designed mainly according to school operation and management. The training content, mode of delivery and number of training hours may be determined by IMCs in light of the genuine needs of school supervisors and managers, school context and concerns of SSBs.

I	School-based Management	<ul style="list-style-type: none">• Spirit of School-based Management and School Governance Framework (Operation and Composition of IMC)• Roles and Responsibilities of the EDB, SSB and IMC• Roles and Responsibilities, and Core Competences (Attitude, Skill and Knowledge) of, Code of Ethics for, and Declaration and Disclosure of Interests by School Managers• Planning of Training for, Professional Exchange among and Succession of School Managers
II	Human Resource Management of Schools	<ul style="list-style-type: none">• Staff Appointment, Regrading of Posts, Promotion and Acting Appointment• Administrative Procedures for the Appointment of School Staff• Rights and Benefits of School Staff• Staff Appraisal, Training and Development• Staff Conduct and Discipline• Handling Staff Complaints• Staff Resignation, Dismissal, Retirement and Extension of Services
III	Financial Management of Schools	<ul style="list-style-type: none">• School Revenue• Trading Operations• Procurement of Stores and Services• Accounting and Financial Control• Annual Audited Accounts and Retention of Accounting Records
IV	School Development and Policy	<ul style="list-style-type: none">• Vision and Mission of the School• School Development Planning• School Policy• Curriculum Policy• Student Matters• Essential skills for handling complaints, crises and conflicts at school, media enquiries, etc.

Soft Training Targets for School Supervisors and Managers¹

	Number of training hours		Training programme
	Newly registered	Serving/ renominating	
Supervisors	At least a total of six hours in the first year	One training programme of at least two hours each year	<p>Newly registered supervisors may select training provided by (i) the EDB, and (ii) SSBs or IMCs.</p> <p>Serving/renominating supervisors should enrol for training provided by the EDB for refreshment.</p>
School managers	At least a total of three hours in the first year	One training programme of at least two hours each year	<p>Newly registered managers may select training provided by SSBs, IMCs or the EDB.</p> <p>Serving/renominating managers should enrol for training that is related to school governance.</p>

Since schools have different development in provision of training for school managers, SSBs and IMCs may make adjustments according to the actual circumstances. The above recommendations are to be implemented on a trial basis of four school years. The EDB will collect data and feedback on training of school managers during and upon the close of the trial period for the purpose of reviewing the provision of training for managers and mapping out the way forward.

¹ Extracted from "[Review Report of Task Force on School-based Management Policy](#)" (July 2019)