

An Overview of Roles, Functions, Responsibilities and Ethics of School Managers

The Education Ordinance clearly stipulates that a school with an incorporated management committee (IMC) shall be managed by its IMC. An IMC shall be composed of sponsoring body managers, the principal (ex-officio manager), teacher managers, parent managers, alumni manager(s) and independent manager(s). This enables participatory school governance by different stakeholders and manifests the spirit of school-based management. The roles, functions, responsibilities and ethics of school managers are highlighted in the table below for reference purposes:

Roles	Functions
<p>Under the school-based management framework, the roles of school managers are to:</p> <ul style="list-style-type: none"> • co-participate in school governance for providing quality education to students; • ensure that the mission of the school set by its sponsoring body is carried out; • formulate educational policies for the school in accordance with its vision and mission; • determine and map out the school’s development direction, prioritise development projects and draw up relevant strategies; • plan and manage the school’s financial and human resources; • establish and refine management systems for overseeing the school’s self-improvement; and • support professional development of teachers and help them to assume leadership in teaching. 	<p>The functions of school managers are to, among others:</p> <ul style="list-style-type: none"> • approve school development plans, annual school plans (including budgets and staff training and development plans) and school reports (including school profiles and financial statements) in light of the school’s vision and mission; • evaluate the compatibility of plans and budgets with the overall educational objectives and school policies, and make adjustment as appropriate; • ensure provision of a coherent, flexible, broad and balanced curriculum that is in line with the aims of education in Hong Kong, and review school policies in light of the school’s curriculum development to create a conducive learning environment for students; • formulate and regularly review personnel management policies (including those pertinent to appointment, promotion, dismissal, performance management and professional development) for building an effective team and enhancing teaching and learning efficacy, and establish effective communication channels and complaint handling mechanisms for creating a harmonious and inclusive ambience; • establish an accountability mechanism for financial management, which covers budgeting, monitoring of expenditure, auditing, reporting procedures, etc., manage well the use of government and non-government funds, and regularly monitor the school income and expenditure to ensure proper deployment of resources; • maintain good relationships with families, the school and the community, and acquire community resources for fostering students’ whole-person development; and • fulfil their roles in discharging duties, and provide school staff with sufficient flexibility and authority to implement specific duties and plans involved in the day-to-day operation of the school.

Responsibilities	Ethics
<p>An IMC shall be accountable to the Education Bureau, the school sponsoring body and the public for the school’s performance; school managers have the responsibility to:</p> <ul style="list-style-type: none"> • understand the mission of the school and be in grasp of school’s stage of development ; • ensure that the school’s decisions and management are in compliance with relevant legislation and requirements; • participate in discussions and decision-making at IMC meetings; • engage in school activities and affairs, and get to know the stakeholders of the school; and • equip themselves with knowledge and skills necessary for school governance through training programmes/ activities. 	<p>To effectively discharge their duties, school managers should:</p> <ul style="list-style-type: none"> • act in good faith in a personal capacity, and make decisions in the overall interests of students; • ensure fairness, justice and impartiality; • adopt an open attitude and be collectively accountable for all decisions and actions made by the IMC; • refrain from using their position for personal gain or the gain of other outside parties, and take steps (e.g. declaring interests and withdrawing from meetings) to avoid any conflict of interests; • respect the collective decisions of the IMC and acknowledge that such decisions are binding on them; and • adhere to the principle of confidentiality by not disclosing any classified or proprietary information of the school to anybody.