

Formulating School-based Policies Enhancing Effective Governance

Roles of an Incorporated Management Committee (IMC)

The Education Ordinance stipulates that when an IMC has been established in respect of a school, the school shall be managed by the IMC. The IMC is responsible for planning the direction of school development, managing the school's financial and manpower resources, supervising the school in carrying out self-improvement, facilitating the development of students, and ensuring that the mission of the school set by the school sponsoring body (SSB) is carried out. It is also accountable for the performance of the school. Apart from these, the IMC should ensure the school's compliance with the Education Ordinance and other relevant ordinances and guidelines so as to establish a sound management system for providing students with quality education.

Functions of IMC

Planning Strategies

To formulate short-term and long-term school development strategies and determine the direction of school development according to the vision and mission set by the SSB and taking into account the overall aims of education in Hong Kong, the actual school circumstances and students' learning needs.

Formulating School Policies

To draw up school policies and priorities for development projects, plan and manage financial and manpower resources according to the needs of students and the direction of school development.

Personnel Management

- Formulating criteria and procedures for handling personnel matters (including appointment, promotion and succession), making the mechanism known to all staff and reviewing it regularly.
- Establishing a staff (including the principal) appraisal system to facilitate school development and the professional development of teachers.
- Establishing effective communication channels and a fair and reasonable mechanism for handling complaints.
- Formulating policies on the acceptance of advantages and donations, and providing staff with clear guidelines.

Financial Management

- Managing government and non-government funds to ensure appropriate use of resources, compliance with relevant rules and students' educational needs are catered for.
- Formulating financial management criteria and procedures, and installing an effective internal control and accountability mechanism to prevent malpractices for selfish ends.

Curriculum Policies

- Setting the direction for the development of a school-based curriculum that meets the overall aims of education in Hong Kong and the objectives of the school curriculum.
- Reviewing school policies to ensure that they are in line with the curriculum development of the school, and creating an environment conducive to learning.

Vetting and Approving School Issues / Documents

- Staff appointment, promotion and dismissal
- School budgets
- School development plans, annual school plans and school reports, proposals on Capacity Enhancement Grant, principal's continuing professional development plans/reports
- Inviting fewer suppliers than required in the procurement and tender exercises
- Trading operations
- Acceptance of donations

To know better the administrative arrangements for the above issues and their reference materials, please refer to the Checklist on Common Administrative Issues in Aided Schools at <http://www.edb.gov.hk/index.aspx?nodeID=7937&langno=1> (Path: www.edb.gov.hk > School Administration > Regulations > Checklist on Common Administrative Issues in Aided Schools).

Making Regular Assessment and Review

- Reviewing school plans and budgets, and making appropriate adjustments when necessary.
- Reviewing school income and expenditure regularly to ensure resources deployment is in line with school development.
- Establishing self-evaluation mechanism, monitoring its implementation, and examining the existing school circumstances and students' effectiveness in learning.

Supporting School Development

- Participating actively in school activities and getting to know the school community.
- Establishing a good relationship with relevant stakeholders and forming effective teams to create an environment and atmosphere conducive to learning.
- Strengthening ties among families, the school and the community so as to pool their efforts in enhancing teaching effectiveness.
- Supporting professional development of teachers and enhancing their leadership in teaching.

Reference Materials:

- § Education Ordinance (Sections 40AD, 40AE and 40AF)
- § School-based Management Documents: What is School-based Management; School Managers' Handbook; Tips for School Managers (2006)

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