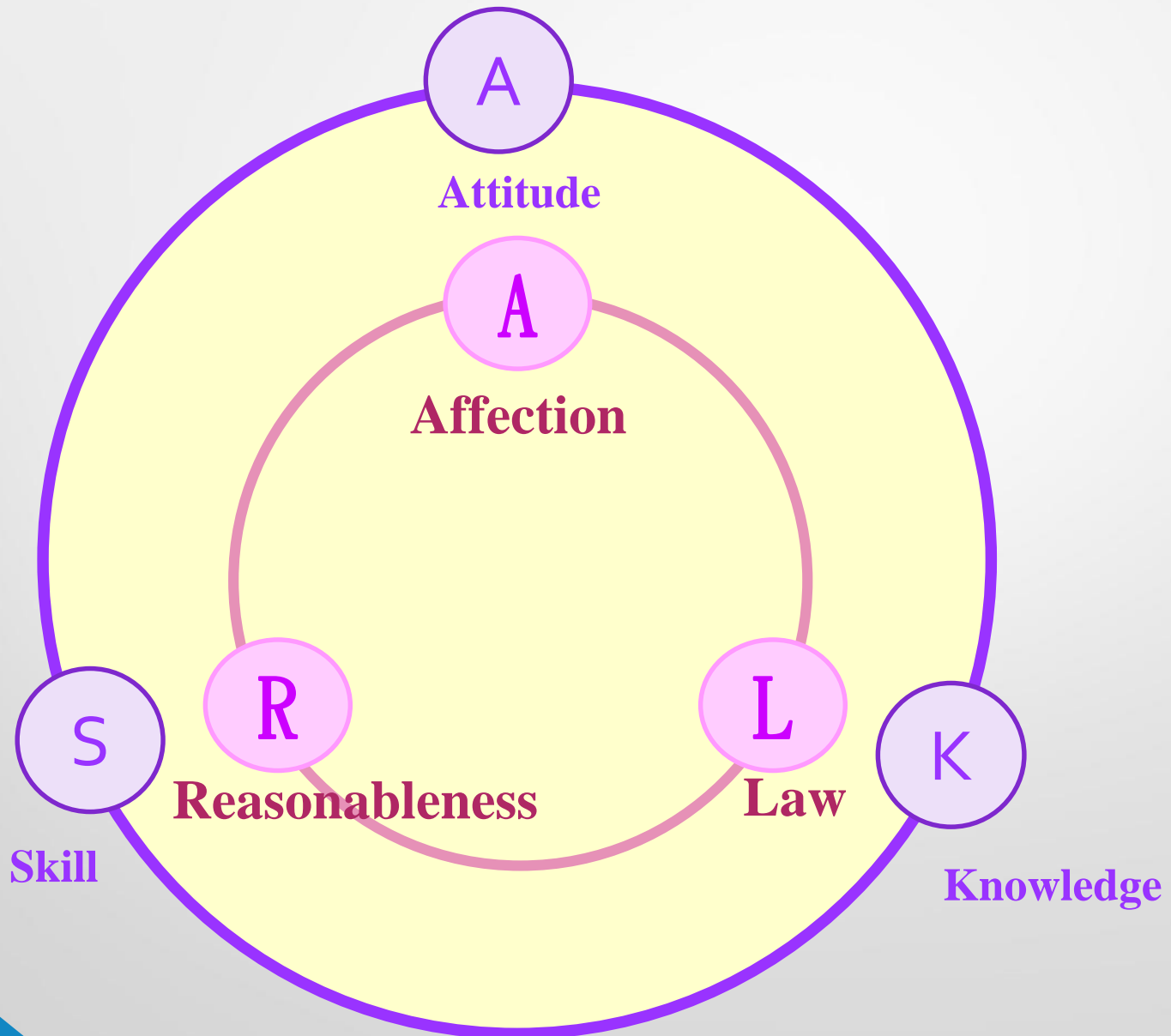


Foundation Learning for School Managers (I)

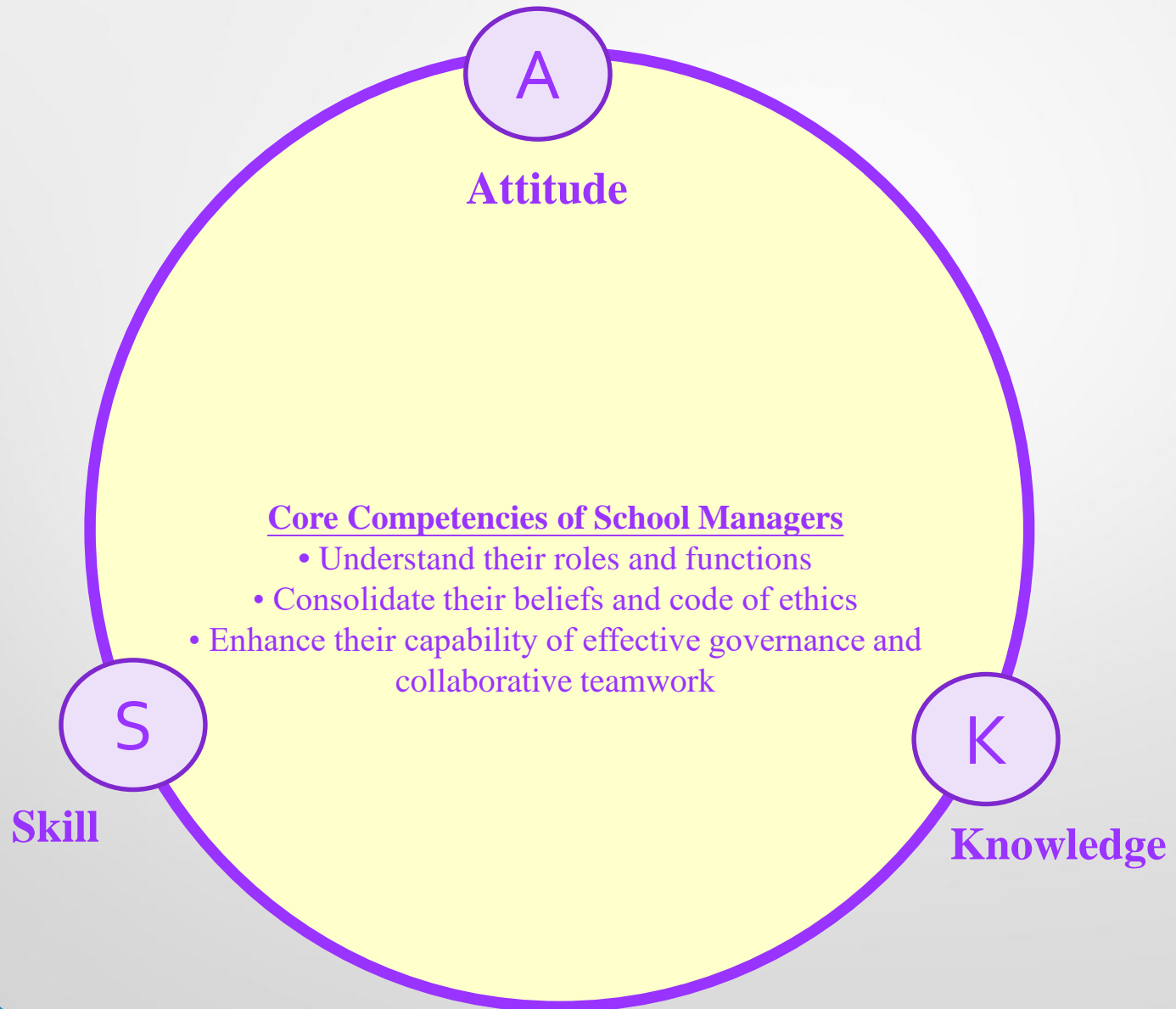
(1) ASK Model

Professor KWAN Yu Kwong Paula

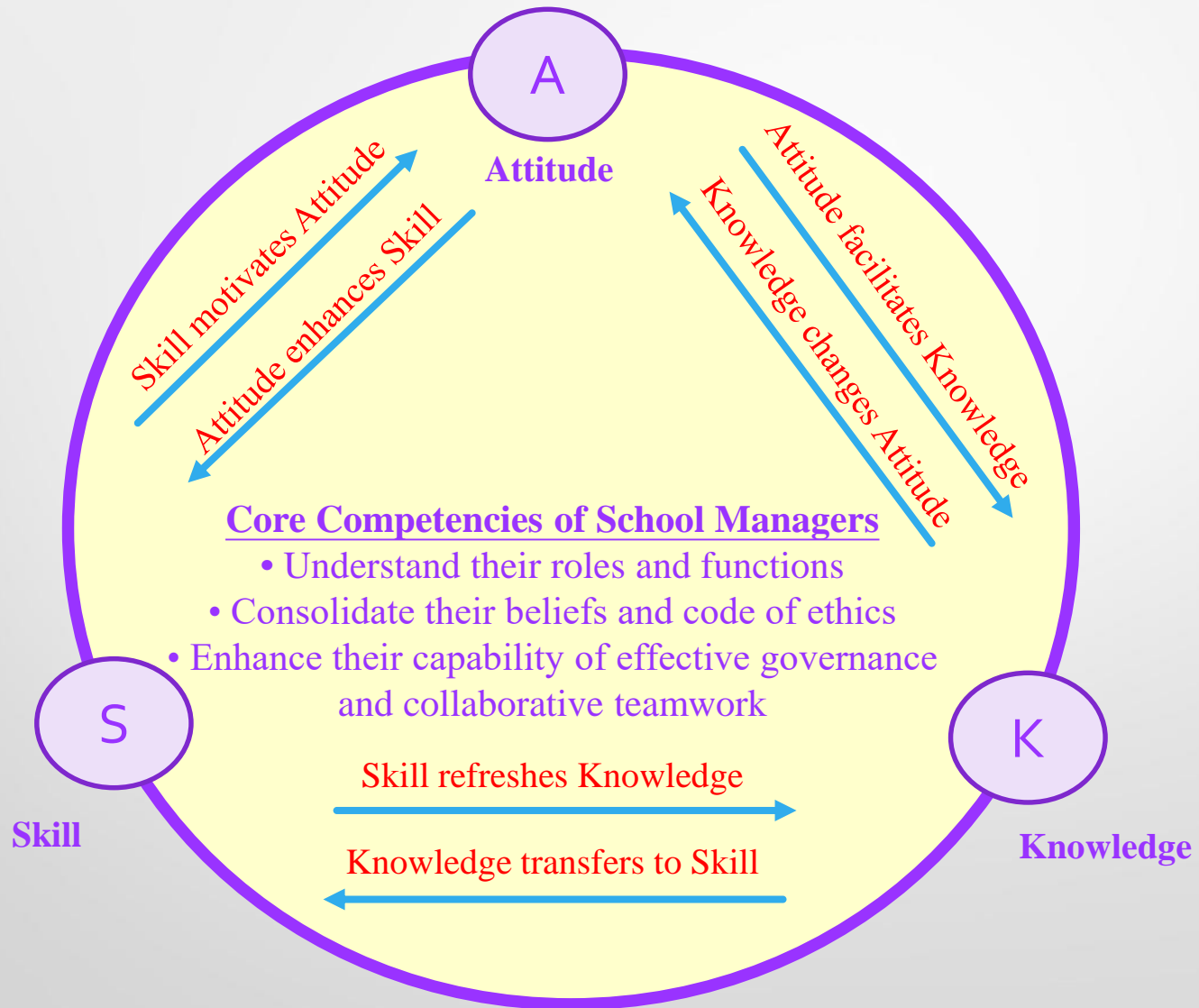
Roles and Functions of School Managers



“ASK” Model for School Managers



“ASK” Model for School Managers



Core Competencies of School Managers – “ASK” Model : Attitude, Skill and Knowledge

Core Competencies of School Managers refer to the necessary attitude, skills and knowledge of school managers, in particular at the school governance level.

- ① **Attitude** – Selflessness, integrity above private interest, impartiality, actively learning, acceptance of others etc.
- ② **Skill** – Strategic thinking, communication skills, problem solving skills, team work, etc.
- ③ **Knowledge** – School governance and management, education development, social evolution, legal knowledge, etc.

Core Competencies of School Managers – Promotion of School Development

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**Formulation of
Developmental
Strategies for
Schools**

**Formulation
of School
Policies**

**Promotion of
Self-directed
Learning**

**Setting up of
Personnel
Management
Guidelines**

**Ensuring of
Effective Use
of Financial
Resources**

**Assessment,
Monitoring and
Support of
School
Development**

**Review of
School
Development
Plans and
Reports**

ASK

Core Competencies of School Managers – Enhancing Governance Effectiveness

- Ensuring the mission of the school set by the sponsoring body being carried out.
- Planning the direction of school development to provide quality education for students.
- Respecting the independence and autonomy of school managers and promoting collaborative teamwork.
- Ensuring compliance with the Laws, the Education Ordinance, rules and regulations, as well as establishing a comprehensive school management system.