



中華人民共和國香港特別行政區政府總部教育局  
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The People's Republic of China  
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31 August 2023

To: Chairpersons/ Presidents/ Executive Directors of School Sponsoring Bodies  
Operating Aided Schools/ Schools under the Direct Subsidy Scheme with  
Incorporated Management Committees

Dear Chairpersons/ Presidents/ Executive Directors,

### **Training for School Supervisors and School Managers**

To deliver quality education, the Education Bureau (EDB) invited the Education Commission to set up the Task Force on School-based Management Policy (Task Force) in 2017 to thoroughly examine the implementation of the school-based management (SBM) policy in aided schools, and submit the Review Report to the Government. A number of recommendations have been put forward by the Task Force in the Report, which include setting soft training targets for school supervisors and school managers.

### **Enhancement Measures**

The soft training targets were implemented in the four school years from 2019/20 to 2022/23 on a trial basis. EDB will maintain the soft training targets set for school supervisors and school managers (see **Annex 1**) for the time being until further notice. Starting from the 2023/24 school year, EDB will implement various enhancement measures so that school supervisors and school managers can better grasp their roles and functions and have a better understanding of school operation and the latest developments in education, thereby enhancing school governance. Relevant enhancement measures include:

- (1) Starting from the 2023/24 school year, incorporated management committees

(IMCs) are required to, with due regard to the schools' actual circumstances, as well as the training needs of school supervisors and school managers, draw up a school-based Annual Training Plan for School Supervisors and School Managers (Annual Training Plan) in accordance with the requirements of the soft training targets and the Suggested Learning Areas for School Supervisors and School Managers provided by EDB (see **Annex 2**) so as to facilitate their continuing professional development and exchange, thereby promoting effective school governance with concerted efforts. IMCs have to endorse the Annual Training Plan at the first meeting in each school year, and ensure the full implementation of the planned training, as well as review its effectiveness at the last meeting at the end of the school year. Schools are also required to keep a record of the Annual Training Plan for inspection by EDB. A template of the Annual Training Plan which sets out the areas to be covered is available at **Annex 3**;

- (2) To gain a better understanding of the training status of school supervisors and school managers, starting from the 2023/24 school year, IMCs are required to submit records of the training status of individual school supervisor and school manager in addition to the school-based record of "Training Status of IMC School Managers" (see **Annex 4**) to EDB on or before 15 October each year so that EDB can follow up on the training of school supervisors and school managers in a timely manner;
- (3) A new column will be added in the Primary School Profiles and the Secondary School Profiles published by the Committee on Home-School Co-operation for schools to publish the overall training attainment rates of their IMCs so as to enhance transparency and accountability; and
- (4) EDB will issue a Certificate of Appreciation in each school year to IMCs having school supervisors and school managers attaining the required training hours in recognition of their spirit of continuous learning and commitment to improving the quality of school management.

## **Good Practices**

EDB encourages school sponsoring bodies (SSBs) to help pre-service, newly registered and serving school supervisors and school managers to develop their training plans, so that they can effectively implement the SBM policy by achieving synergy through stakeholders' joint participation in school governance, and therefore promote the schools' sustainable development. To facilitate the meeting of the training targets by school supervisors and school managers, SSBs and IMCs may make reference to the following practices:



- (1) Through proper deployment of the School-based Management Top-up Grant (please refer to EDBC20/2019 for details), IMCs may organise for school supervisors and school managers a wide range of school-based, joint-school

or SSB-based training activities such as seminars and workshops, and form cross-school learning circles, etc. to facilitate exchange and learning among school supervisors and school managers;

- (2) On the days when meetings are held, IMCs may arrange appropriate school-based training for school supervisors and school managers to fit their schedules for continuous learning;
- (3) SSBs may assume a co-ordinating role in arranging training matters for the supervisors and school managers of their sponsored schools by, for example, co-ordinating centralised procurement of legal advisory services and organising joint-school manager training programmes so as to reduce the administrative workload of individual schools. That said, the procurement procedures and implementation details should be in compliance with the principles and requirements set out in the relevant guidelines; and
- (4) Schools may strengthen the role of the School Executive Officer in supporting IMCs in areas, including disseminating training programme information to school supervisors and school managers, assisting in signing up for training, coordinating training surveys and collating training records.

### Support Measures

EDB will continue to take forward various support measures in the 2023/24 school year to promote continuous learning among school supervisors and school managers to facilitate them keeping professionally up-to-date. The measures include organising Structured Manager Training Programmes, thematic seminars, workshops and briefing sessions on a regular basis, and providing online self-learning resources “SBM Learning Channel”. The details are as follows:

Training resources	Access path to the webpage	QR code
Structured Manager Training Programmes, thematic seminars, workshops and briefing sessions	<a href="#">EDB Homepage</a> > <a href="#">School Administration and Management</a> > <a href="#">School-based Management</a> > <a href="#">Training Courses for School Managers</a>	
“SBM Learning Channel”	<a href="#">EDB Homepage</a> > <a href="#">School Administration and Management</a> > <a href="#">School-based Management</a> > <a href="#">SBM Learning Channel</a>	

Besides, if SSBs require assistance in identifying suitable candidates to be school managers, EDB maintains the “Information Bank of Persons who are Interested to Serve as School Managers in IMCs of Aided Schools”, which comprises professionals from different fields, for reference. SSBs should make proper plans for the succession and transition of school managers. Suitable

successors should be identified the soonest possible and suitable training should be provided to them to facilitate the smooth transition of school managers.

The optimisation of SBM policy hinges on the tripartite collaboration among EDB, SSBs and IMCs and their duly performing their respective duties, thereby promoting training for school supervisors and school managers, enhancing the quality of school governance and facilitating schools' sustainable development. Should you have any enquiries about the above-mentioned matters, please contact the School-based Management Section of EDB on 3509 8478.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'R. Cheung', is positioned below the closing text.

(Ms Rio CHEUNG)  
for Permanent Secretary for Education

w/ encl.

**Soft Training Targets for School Supervisors and School Managers**

	Training hours		Training programmes
	Newly registered	Serving/ Re-nominated	
<b>School supervisors</b>	At least a total of 6 hours within the first year of service as a school supervisor	At least a total of 2 hours each year	<p>Newly registered supervisors may select training programmes or activities provided by school sponsoring bodies (SSBs), incorporated management committees (IMCs) or the Education Bureau (EDB), and those offered by EDB are compulsory.</p> <p>Serving/re-nominated supervisors shall enrol in refresher training programmes or activities provided by EDB.</p>
<b>School managers</b>	At least a total of 3 hours within the first year of service as a school manager	At least a total of 2 hours each year	Newly registered/serving/re-nominated managers may select training programmes or activities provided by SSBs, IMCs or EDB.

### **Suggested Learning Areas for School Supervisors and School Managers**

The suggested learning areas 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 school managers, school context and concerns of SSBs.

I	School-based Management	<ul style="list-style-type: none"> <li>• Spirit of school-based management and school governance framework (operation and composition of IMC)</li> <li>• Roles and responsibilities of EDB, SSB and IMC</li> <li>• Roles and responsibilities, and core competences (attitude, skill and knowledge) of, code of ethics for, and declaration and disclosure of interests by school managers</li> <li>• Planning of training for, professional exchange among and succession of school managers</li> </ul>
II	Human Resource Management of Schools	<ul style="list-style-type: none"> <li>• Staff appointment, regrading of posts, promotion and acting appointment</li> <li>• Administrative procedures for the appointment of school staff</li> <li>• Rights and benefits of school staff</li> <li>• Staff appraisal, training and development</li> <li>• Staff conduct and discipline</li> <li>• Handling staff complaints</li> <li>• Staff resignation, dismissal, retirement and extension of services</li> </ul>
III	Financial Management of Schools	<ul style="list-style-type: none"> <li>• School revenue</li> <li>• Trading operations</li> <li>• Procurement of stores and services</li> <li>• Accounting and financial control</li> <li>• Annual audited accounts and retention of accounting records</li> </ul>
IV	School Development and Policy	<ul style="list-style-type: none"> <li>• Vision and mission of the school</li> <li>• School development planning</li> <li>• School policy</li> <li>• Curriculum policy</li> <li>• Student matters</li> <li>• Essential skills for handling complaints, crises and conflicts at school, media enquiries, etc.</li> </ul>

School Name: \_\_\_\_\_

**Annual Training Plan for School Supervisors and School Managers**  
for the \_\_\_\_\_ School Year

Points to note: Incorporated Management Committee (IMC) has to endorse the Annual Training Plan for School Supervisors and School Managers at the first meeting of each school year, and ensure the full implementation of the planned training, as well as review its effectiveness in the last meeting of the school year. Schools are required to keep a record of the Annual Training Plan for inspection by the Education Bureau (EDB).

**I. Training status of school supervisors and school managers in the last school year and reflections**

- (Example: School supervisors and school managers reached a satisfactory level of 93% attainment rare of the training targets in the last school year. However, some school managers were not available for training activities organised by external organisations due to their busy work schedules. Therefore, it is desirable for the IMC to deploy the School-based Management Top-up Grant to arrange its own training before/ after IMC meetings so that a higher attendance rate can be achieved.)
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**II. Training arrangements for school supervisors and school managers for this school year**

Activity	Date and time	Venue and mode	Content	Learning areas covered*	Organiser and/or speaker	Estimated expenditure	Resources required
(Example 1) The IMC will invite a speaker to conduct a training activity.	10 May 2024 6 p.m. to 8 p.m.	Venue: School hall Mode: Seminar with a Q&A session	“Building a positive school culture” ❖ Through sharing of school experience, explain how to include positive psychology	IV School Development and Policy	Organiser: IMC Speaker: XXX, retired principal of XXX School	\$XXX (the speaker’s travelling expenses)	Handouts and feedback questionnaires

			<p>education in school development strategies on the basis of the concepts of positive psychology</p> <ul style="list-style-type: none"> <li>❖ To build a positive school environment from the perspectives of parents, students and teachers as well as the schools' needs</li> </ul>				
<p>(Example 2) School managers are required to study learning material provided in the “SBM Learning Channel” for at least 2 hours, and share what they have learned in the last meeting</p>	N/A	N/A	<p>Suggested content: Continuous Learning for School Managers (Staff Appointment)</p> <ul style="list-style-type: none"> <li>❖ Reflect on the role that IMCs play in human resource management and the points to note when formulating human resource management</li> </ul>	II. Human Resource Management of Schools	Organiser: EDB	N/A	Web page materials on the “SBM Learning Channel”



<p>of the school year as well as register their learning hours with the School Executive Officer.</p>			<p>policies through videos, thought-provoking questions and related reference materials</p> <ul style="list-style-type: none"> <li>❖ Learn how IMCs can maintain equal employment opportunities and whether penalty clauses can be included in employment contracts</li> </ul>				
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\* Note: Reference can be made to the Suggested Learning Areas for School Supervisors and School Managers provided by EDB ([EDB Homepage > School Administration and Management > School-based Management > SBM Learning Channel](#)).

## **Guidance Notes on “IMC School Manager Training Record” Submission**

To collect relevant data for reviewing the implementation of training for school supervisors and school managers, School Executive Officers are required to submit the necessary records through the Education Bureau (EDB)’s “Fast Information Transmission System - School Messaging Module” (SMM) by 15 October after the completion of each school year. For instance, the record for the 2023/24 school year should be submitted by 15 October 2024 and so on. A reminder will be sent to schools closer to the deadline to submit the records. To facilitate data collection, schools may utilise the “School Manager Training Record Tool” (in Excel format) provided by EDB. Please rename the file as “[School ID]” (e.g. 123456.xls) when saving the record and submit the relevant file via the SMM to the School-Based Management Section of EDB.

Steps for submitting the record via SMM are as follows:

- In the “Incoming Message” section of SMM, schools can click on the relevant message regarding the “Training Status of IMC School Supervisors and School Managers” and click “Reply”;
- Attach the required files (i.e. the completed record in Excel format) and click “Add File”;
- After saving the outgoing message, go to the “Outgoing Message” section in SMM and send the message.

Please note:

Schools should be aware that only SMM administrators and users with the access rights of “Add” (Outgoing Message) and “View” (Incoming Message) functions are able to reply to the incoming messages. For technical support regarding SMM, please contact the SMM Help Desk at 3464 0550.

### **Instructions for using the “School Manager Training Record Tool”**

When using the “School Manager Training Record Tool” (in Excel format) to create the report, please refer to the following instructions:

#### **Overview**

The “School Manager Training Record Tool” consists of six spreadsheets (Figure 1 to Figure 6). Among them, three reports, namely “Training Status of School Managers” (Figure 1), “School Manager Data” (Figure 2), and “Input Training Data” (Figure 3), need to be submitted to the School-Based Management Section of EDB. These reports will be used for reviewing school manager training policies.

After completing the required information in the three spreadsheets, please verify the accuracy of the displayed numbers and text. Once the data is confirmed to be correct, save the file and rename it as “[School ID]” (e.g. 123456.xls). Then submit the relevant file to the School-Based Management Section of EDB through the SMM. The remaining spreadsheets are provided for schools’ reference.

(i) **Spreadsheet “Training Status” (see Figure 1):**

Please enter the appropriate school year for the title as well as the school name and school number at the bottom of this spreadsheet. The statistical results will be automatically displayed after the school inputs the data in the following two spreadsheets:

- Spreadsheet “School Manager Data” (Figure 2); and
- Spreadsheet “Input Training Data” (Figure 3)

Figure 1

Upon completion of the required information in the three spreadsheets: "Training Status of IMC School Managers", "School Manager Data" and "Input Training Data", please check whether the data and text displayed are correct. After confirming the accuracy of the information, please save the file, rename it to "[School ID]" (e.g. 123456.xls) and send it to the School-based Management Section of the EDB through "Fast Information Transmission System - School Messaging Module (SMM)".

**Training Status of IMC School Managers (Training Status)**  
2023/24 School Year

**Please enter the appropriate school year here.**

Please submit to the School-based Management Section of the EDB through SMM on or before 15 October after completion of the school year.

Category of school managers	Number	Distribution of learning hours														
		Organiser				Delivery mode					Learning hours in each learning area					
		EDB	SSB	School	Others	Face-to-face programme	Seminar/workshop	Sharing session	Learning circle	SBM Learning Channel online learning	Others	I	II	III	IV	
School supervisor	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total learning hours	#N/A															
Newly registered/ Re-nominated	#N/A															
Target achieved (Yes/No)*	#N/A															

Category of school managers	Number	No. of managers having achieved the target	Distribution of learning hours													
			Organiser				Delivery mode					Learning hours in each learning area				
			EDB	SSB	School	Others	Face-to-face programme	Seminar/workshop	Sharing session	Learning circle	SBM Learning Channel online learning	Others	I	II	III	IV
SSB manager#	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ex-officio manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Teacher manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parent manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Alumni manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Independent manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total learning hours			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total no. of managers	0															
No. of managers having achieved the target <sup>a</sup>	0															
% of manager having achieved the target	#DIV/0!															

\* Whether the target is achieved or not is determined by the meeting of the soft training targets in the circular letter regarding "Training for School Supervisors and School Managers" issued by the EDB in August 2023.  
# Since the data of school supervisors is processed separately, such data are excluded from the statistics of SSB managers.  
<sup>a</sup> It refers to the number of school managers who have achieved the soft training targets (including those on training hours and programmes).

School Name : \_\_\_\_\_ School Code : \_\_\_\_\_

Training Status | School Manager Data | Input Training Data | Soft Training Targets ...

(ii) **Spreadsheet “School Manager Data” (see Figure 2)**

Schools are required to input data of the following 7 items only: school manager number, name of school managers, category of school managers, newly registered/re-nominated, tenure start date, tenure end date, and reason(s) for not meeting the training target (if applicable). The information of the remaining columns will be generated automatically after filling in the required information. It is important to input the correct date format and ensure that the school manager numbers are **in ascending order**; otherwise, the content in the “Input Training Data” spreadsheet will not be generated correctly.

Figure 2

School manager number	Name of school managers	Category of school managers	Newly registered/ re-nominated*	Tenure start date	Tenure end date	Training hours required based on the soft training targets	Total learning hours completed by each school manager	Target for training hours met (Yes/No)*	Reason(s) for not meeting the training target (if applicable)
123456	Billy Chan	School supervisor	newly registered	15/8/2023	31/8/2033	6.0	11.0	Yes	
126795	Ann Ho	Alternate teacher manager	newly registered	1/9/2023	31/8/2025	3.0	1.0	No	long-term absence from Hong Kong
196486	Joey Au	Parent Manager	newly registered	1/9/2023	31/8/2025	3.0	3.0	Yes	
197852	Harry Au	Alternate parent manager	newly registered	1/9/2023	31/8/2025	3.0	3.0	Yes	
238975	Susan Wong	Sponsoring body manager	re-nominated	24/5/2013	31/8/2024	2.0	3.0	Yes	
321596	James Mak	Independent manager	re-nominated	1/9/2022	31/8/2024	2.0	2.0	Yes	
324879	Eric Yu	Independent manager	re-nominated	1/9/2022	31/8/2024	2.0	3.0	Yes	
325647	Peter Wu	Teacher manager	re-nominated	1/9/2022	31/8/2024	2.0	3.0	Yes	
336895	Vivian Cheung	Ex-officio manager	re-nominated	1/9/2022	31/8/2024	2.0	3.0	Yes	
457853	Betty Li	Teacher manager	re-nominated	1/9/2022	31/8/2025	2.0	3.0	Yes	
463997	David Chow	Alumni manager	newly registered	1/9/2020	31/8/2024	3.0	2.0	No	busy schedule
568912	Fanick Ma	Independent manager	newly registered	1/9/2022	31/8/2024	3.0	2.5	No	busy schedule
576642	Emma Tsang	Alternate teacher manager	re-nominated	24/5/2013	31/8/2024	2.0	3.0	Yes	
579029	Kelly Tung	Sponsoring body manager	newly registered	24/5/2023	31/8/2024	3.0	2.0	No	Tenure starting from the end of school year
601308	Paul Lam	Sponsoring body manager	re-nominated	24/5/2023	31/8/2024	2.0	3.0	Yes	
634521	Sun Wong	Alternate sponsoring body manager	re-nominated	24/5/2023	31/8/2024	2.0	6.0	Yes	

School Manager Data

(iii) **Spreadsheet “Input Training Data” (see Figure 3)**

Schools are required to input data of the following 6 items only: **school manager number, date, course title, organiser, delivery mode, and learning hours for each learning area.** The information of the remaining columns will be generated automatically after filling in the required information.

Figure 3

School manager number	Name of school managers	Category of school managers	Newly registered/ re-nominated*	Date (not later than the closing form)	Programme title	Organiser (Other than SSB, SSB ...)	Other organisers	Delivery mode (Other than Face-to-face programme, Seminar/workshop...)	Other delivery mode	I School-based management	II Human resource management of schools	III Financial management of schools	IV School development and policy
123456	Billy Chan	School supervisor	newly registered	20/09/2023	Foundation training for school manager (I)	SSB		SSB Learning/Classroom-based learning		3	0	0	0
123456	Billy Chan	School supervisor	newly registered	20/09/2023	Shaping vision of school supervisor	SSB		Shaping vision		0	2	0	0
123456	Billy Chan	School supervisor	newly registered	20/09/2023	School-based strategic training programme	SSB		Face-to-face programme		3	1	1	1
126795	Ann Ho	Alternate teacher manager	newly registered	20/09/2023	Financial management seminar	School		Seminar/workshop		0	0	1	0
196486	Joey Au	Parent Manager	newly registered	20/09/2023	School-based financial management courses	SSB		Face-to-face programme		0	0	3	0
197852	Harry Au	Alternate parent manager	newly registered	20/09/2023	School-based management study group	School		Learning circle		3	0	0	0
238975	Susan Wong	Sponsoring body manager	re-nominated	05/03/2023	School-based management study group	School		Learning circle		0	0	0	3
321596	James Mak	Independent manager	re-nominated	10/12/2023	Shaping vision of school manager	Other (Please specify in I)	ABC Company	Shaping vision		0	0	2	0
324879	Eric Yu	Independent manager	re-nominated	31/03/2023	Foundation training for school manager (I)	SSB		SSB Learning/Classroom-based learning		3	0	0	0
325647	Peter Wu	Teacher manager	re-nominated	21/2/2023	Foundation training for school manager (I)	SSB		SSB Learning/Classroom-based learning		3	0	0	0
336895	Vivian Cheung	Ex-officio manager	re-nominated	20/09/2023	School-based management study group	SSB		Learning circle		3	0	0	0
457853	Betty Li	Teacher manager	re-nominated	20/09/2023	School-based management study group	School		Seminar/workshop		0	3	0	0
463997	David Chow	Alumni manager	newly registered	01/12/2023	Shaping vision of school manager	School		Shaping vision		0	0	0	2
568912	Fanick Ma	Independent manager	newly registered	21/2/2023	School-based financial management courses	SSB		Face-to-face programme		0	0	3	0
576642	Emma Tsang	Alternate teacher manager	re-nominated	21/12/2023	Shaping vision of school manager	SSB		School workshop		0	3	0	0
579029	Kelly Tung	Sponsoring body manager	newly registered	05/03/2023	School-based management study group	School		Learning circle		0	0	0	2
601308	Paul Lam	Sponsoring body manager	re-nominated	20/09/2023	Legal talk	SSB		Seminar/workshop		3	0	0	0
634521	Sun Wong	Alternate sponsoring body manager	re-nominated	01/12/2023	Foundation training for school manager (I)	SSB		Seminar/workshop		3	0	3	0

Input Training Data

(iv) **Other spreadsheets**

The spreadsheets “Soft Training Targets for School Supervisors and School Managers” (see Figure 4), “Suggested Learning Areas for School Supervisors and School Managers” (see Figure 5) and “EDB Training Courses” (see Figure 6) contain relevant information about training of school supervisors and school managers. These spreadsheets are provided for schools’ reference only.

Figure 4

**Soft Training Targets for School Supervisors and School Managers**

	Training hours		Training programmes
	Newly registered	Serving/ Re-nominated	
<b>School supervisors</b>	At least a total of 6 hours within the first year of service as a school supervisor	At least a total of 2 hours each year	Newly registered supervisors may select training programmes or activities provided by school sponsoring bodies (SSBs), incorporated management committees (IMCs) or the Education Bureau (EDB), and those offered by the EDB are compulsory.  Serving/re-nominated supervisors shall enrol in refresher training programmes or activities provided by the EDB.
<b>School managers</b>	At least a total of 3 hours within the first year of service as a school manager	At least a total of 2 hours each year	Newly registered/serving/re-nominated managers may select training programmes or activities provided by SSBs, IMCs or the EDB.

... School Manager Data Input Training Data Soft Training Targets Suggested Learning Areas EDB Training Courses

**Soft Training Targets for School Supervisors and School Managers**

Figure 5

**Suggested Learning Areas for School Supervisors and 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 content and concerns of SSBs.

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

Training Status School Manager Data Input of Training Data Soft Training Targets Suggested Learning Areas

**Suggested Learning Areas for School Supervisors and School Managers**

Figure 6

**School Manager Training Courses provided by the EDB**

Please click on the link below for details and enrolment:

<https://www.edb.gov.hk/en/sch-admin/sbm/about-sbm/corner-manager-courses.html>

Suggested Learning Areas EDB Training Courses

**EDB Training Courses**

For inquiries regarding the completion of the “Training Status of IMC School Supervisor and School Managers” record, please contact the School-Based Management Section of EDB at 3509 8478.