

## **1. Format for empirical research article**

### **Implementation of annual school plan in Hong Kong problems and coping strategies**

#### **Abstract**

**Background:** Hong Kong adopted the principles of School-based Management (SBM) as a basis for initiating its project of “School Management Initiative” (SMI) in 1991, and imposed the SBM scheme in all primary and secondary schools in 2000. An essential feature of the scheme is the requirement of all schools to produce an Annual School Plan to guide its activities during the year. This study investigated the difficulties encountered by school teachers in their writing up and implementation of annual school plans.

**Aims:** To investigate the difficulties encountered by school teachers in their writing up and implementation of annual school plans as identified through the author’s consultancy services in primary and secondary schools and the written responses in questionnaires, and describe some useful techniques introduced to schools.

**Sample:** Questionnaires were sent to 55 primary and 55 secondary schools, and a total of 1,251 questionnaires filled in by teachers were collected from 36 primary and 27 secondary schools.

**Method:** Surveys were conducted and the general written responses received from the respondents were tabulated.

**Results:** The results found that it usually takes one planning cycle (one year) of experience together with proper staff training and guidance before school teachers really get the confidence of implementing school planning.

**Conclusion:** From the experience of the author gained so far in this type of work, the most effective method is to provide a relevant training programme for teachers as early as possible and then review their work of writing up the annual school plan for at least one cycle. In that way, school teachers would be able to master their planning techniques in a more formal and effective way and make real changes in schools for improvement.

(Within 300 words)

**Keywords: (3 keywords)**

## **2. Format for article with conceptual discussion**

### **Implementation of annual school plan in Hong Kong problems and coping strategies**

#### **Abstract**

**Background:**

**Aims or focus of discussion:**

**Arguments / comments / suggestions:**

**Conclusion:**

(within 300 words)

**Keywords: (3 keywords)**