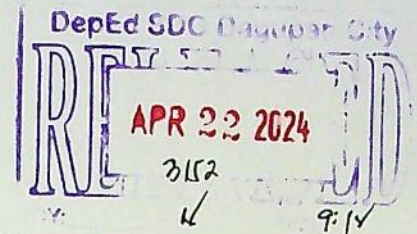Republic of the Philippines
Department of Education
REGION I
SCHOOLS DIVISION OFFICE DAGUPAN CITY

**Office of the Schools Division
Superintendent**

April 19, 2024

DIVISION MEMORANDUM
No. _167_, s. 2024

OFFICE FUNCTIONS (Ver.3) IMPLEMENTATION AT SDO DAGUPAN CITY

To: Assistant Schools Division Superintendent
Chief Education Supervisors
Education Program Supervisors
Public Schools District Supervisors
Others Concerned

1.   Attached is a copy of the Office Functions (ver. 3) of all the functional divisions of SDO Dagupan City, for information. All concerned employees and officials are advised to calibrate their IPCR and OPCR to align with new objectives as indicated in the said document.

2.   For guidance and compliance.

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Schools Division Superintendent

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Name of Office/ Division: **Curriculum Implementation Division**
Strand/Governance level: **Schools Division Office**

Statement of Purpose

The Curriculum Implementation Division continuously improves the management of curriculum implementation in the schools and learning centers towards the achievement of quality basic education.

Outcomes	Outcomes Indicators
• Schools and learning centers can implement the curriculum effectively and efficiently	• Percentage of schools and learning centers implemented the curriculum effectively and efficiently
• Schools and Learning Centers can continuously improve management of instruction for the attainment of desired learning outcomes	• Percentage of schools & learning centers that have attained the desired learning outcomes

Key Results Areas	Objectives	Outputs	Output Indicators
Instructional Supervision and Management	To ensure the effective and efficient implementation of Basic Education Curriculum, Programs/Projects/ Activities (PPAs), and Special Curricular programs (SCPs) through regular instructional supervision and monitoring	• Instructional Supervisory Plans	• Number of implemented approved Instructional Supervisory Plans
		• Instructional Supervisory Reports	• Number of submitted analyzed Instructional Supervisory Reports
		• M&E Systems and Tools	• Number of monitored schools implementing the Basic Education Curriculum, SCPs and learning centers in compliance to quality standards
		• Consolidated Results of M&E and Analyses	
			• Number of schools implementing needs based curricular PPAs (Programs,

Key Results Areas	Objectives	Outputs	Output Indicators
			Projects, Activities) compliant to standard • Number of M&E results analyzed
		• CID MEA reports	• Number of CID MEA Reports consolidated and submitted to the top management
	To capacitate School Heads and teachers in the curriculum implementation of Basic Education and Special Curricular Programs (SCPs) in collaboration with the HRD/SGOD	• Training Needs Assessment • Individual Plan for Professional Development (IPPD) • School Plan for Professional Development (SPPD) • Master Plan for Professional Development (MPPD) • Training Proposal, Training Design and Activity Completion Report	• Number of capacitated school heads • Number of conducted trainings
		• Job-Embedded Learning (JEL) Contract	• Number of employees implemented Job-Embedded Learning contract
		• Report on the submitted Re-entry Action Plan (REAP)	• Number of monitored implemented REAP
		• Coaching and Mentoring Plan	• Number of Coaching and Mentoring plan implemented • Number of school heads and teachers under approved Coaching and Mentoring Programs • Number of school heads and teachers coached and mentored

Key Results Areas	Objectives	Outputs	Output Indicators
	To conduct basic and/or action research or innovations on curriculum /instructional management and supervision	• Basic and/or Action Research and curriculum innovations	• Number of approved basic and/or action researches or curriculum innovations implemented in school levels • Number of proposed and completed Basic and/or Action Research and curriculum innovations
Assessment of Learning	To ensure effective implementation of the management of learning assessment in schools and learning centers for better learning outcomes	• FGDs and Needs-Assessment Accomplishment Reports	• Number of conducted approved FGDs/ Orientations/ Re-Orientations/Coaching/ Mentoring sessions
		• Compendium of instructional interventions/ best practices based on analyzed Quarterly Assessment results per learning • Report on instructional interventions implemented in schools/LCs	• Number of Schools and LCs implementing and utilizing the Consolidated Quarterly Assessment Result/Analysis Report per learning area • Number on instructional interventions implemented in schools/LCs
	To lead in the development of contextualized assessment tools to diagnose learners and determine their mastery level in the different learning areas	• Inventory/list of Localized/contextualized assessment tools (diagnostic, and summative, tests)	• Number of developed localized/contextualized assessment tools
Learning Resources Management and Development	To conduct needs assessment on type/kind of learning resources to be developed	• Inventory of learning resources needs	• Number of book inventory of learning resources needs updated

Key Results Areas	Objectives	Outputs	Output Indicators
		• Division Learning Resource Technical Assistance Plan	• Approved and implemented DLR TA Plan
	To lead in the development and quality assurance of contextualized learning resources by learning area for schools and learning centers	• Developed quality assured and validated contextualized learning resources	• Number of developed quality-assured and validated contextualized learning resources
	To lead in the uploading of the validated and finalized contextualized learning resources in the official LR Portal	• Uploaded and published contextualized LRs in the official LR Portal	• Number of uploaded and published contextualized LRs in the LR portal
	To monitor and evaluate the utilization of learning resources based on needs and standards.	• M & E Tool in the utilization of contextualized learning resources	• Updated M&E tool
		• Consolidated Monitoring and evaluation reports on utilization of LRs	• Number of utilized LRs based on the M&E report
Technical Assistance on Curriculum Implementation	To provide technical assistance to school heads, and instructional managers on curriculum and special curricular programs (SCPs)/programs, projects, activities (PPAs) implementation for the improvement of instructional leadership competence, learning resource management, learning delivery, and assessment of learning	• Consolidated TA Needs Assessment Report • Approved TA Plan • TA contract/agreement • TA Accomplishment report	• Number of schools and LCs with TA needs assessment/analysis report • Number of submitted accomplished TA Plans • Number of school heads, teachers, and instructional managers provided with TA along their identified needs • Number of approved TA Plans

Key Results Areas	Objectives	Outputs	Output Indicators
	To provide Technical Assistance (TA) on classroom management to school heads, teachers, and instructional managers, inclusive of the development skills, instructional competence, and action research	• TA Needs Assessment Report ~~on Classroom Management~~	• TA Plan submitted and stamped received • Consolidated TA plan result arrayed and analyzed • Number of TA accomplishment reports submitted to the appropriate office
	To provide technical assistance in the conduct of basic and/or action research on curriculum management and instructional supervision	• Proposed and Completed Basic and/or Action Research and curriculum innovations	• Number of school heads and teachers provided with TA on action research and curriculum innovations across subject areas/grade levels
		• Identified needs on Curriculum management and Instructional supervision for basic and/or action research	• Number of Curriculum management and Instructional supervision need included in basic and/or action research
Office Administration and Performance Management	To establish and maintain systems and processes geared towards administrative effectiveness and efficiency	• Operations Manual and/or Citizens Charter • Document Tracking System	• Streamlined Processes/Services and Procedures as declared in the Operations Manual and Citizen Charter • Operational document tracking system
		• Administrative and Financial Reports	• Number of pertinent forms and documents accomplished and stamped received on time by the appropriate offices.
	To promote a culture of excellence, innovation, and collaboration	• List of employees given rewards and recognition	• Number of recognition initiatives conducted • CCSS rating received

		• Report on actions taken relative to the Citizen/Client Satisfaction Survey (CCSS) Results, if any	
		• Report on Actions taken relative to the CCSS results (if there's any)	• Number of satisfied clients/ customers based on feedback received
	To conduct periodic monitoring and evaluation of office/staff performance for the provision of relevant learning and development programs	• IPCRF/OPCRF Accomplishments • Capacitated staff • Training Completion/Terminal Reports • Summary of developmental needs as reflected in the OPCRF/IPCRF	• Percentage of achievement of IPCRF/OPCRF • Number of personnel who attended learning and development programs • Approved Annual Learning and Development Plan for teaching and non-teaching personnel
		• Report on performance coaching	• Number of performance coaching activity conducted • Number of Performance reviews conducted

Name of Office/ Division: **School Governance and Operations Division**
Strand/Governance level: **Schools Division Office**

Statement of Purpose

The School Governance and Operations Division (SGOD) supports and capacitates schools and Learning Centers in ensuring a safe and conducive learning environment and compliant to policies and quality standards of Governance and Operations.

Outcomes	Outcome Indicators
• Schools and Learning Centers (LCs) effectively and efficiently deliver education services	• Implementation Rate of the Programs/Projects/Activities reflected in the Division Annual Implementation Plan/PMIS • Percentage of disseminated and utilized quality assured basic education research • Percentage of schools with improved SBM rating/level of practice • Percentage of schools with improved ESIP/AIP level of implementation • Percentage of Schools and Learning Centers (LCs) are monitored, evaluated, and validated in terms of its compliance to quality standards of governance and operations
• Teaching, teaching-related, and non-teaching personnel at the SDO are competent in performing their respective duties and functions.	• Percentage of Teaching, teaching-related, and non-teaching Personnel performing their duties and functions based on competency level with improved performance rating.
• Schools and Learning Centers maintain a safe and conducive learning environment	• Percentage of schools and learning centers evaluated as safe, conducive, and responsive using the standard DepEd tools

Key Result/s Area	Objectives	Outputs	Outputs Indicators
Support for School Management and Operations	To capacitate schools and learning centers in the delivery of basic education program support services	• Approved OPCRF of School Heads, DEDP/SIP/AIP, Training Designs, Project Completion Reports, SBM Report, Learning and Development Plans and Programs	• Number of approved and implemented OPCRF, DEDP/SIP/AIP, Training Designs, Project Completion Reports, SBM Report, Learning and Development Plans and Programs • M&E results of PPAs implemented
		• Competency Assessment Results	• Implementation Rate of approved needs-based capacity-building activities for different job groups • Number of competency assessment conducted
		• Program/Project/ Activity accomplishment reports	• Number of schools submitted and validated program/ project/activity accomplishment reports
		• Basic Education advocacy program	• Numbers of schools with available IEC materials and facilities • Evaluation Report on Information education advocacy campaigns • Number of advocacy materials/IEC developed and utilized
		• Materials and Facilities Monitoring Checklist	• Numbers of schools monitored using the checklist • Number of schools with improved facilities

Key Result/s Area	Objectives	Outputs	Outputs Indicators
	To implement and manage learner support services such as youth development, sports development, health, and nutrition, DRRM programs, and the Child-Friendly School System with emphasis on right-based education (RBE)	• Orientation on Child-Friendly School System (CFSS) conducted • Institutionalization of the CFSS	• Number of schools oriented on CFSS • Accomplishment report in the conduct of CFSS orientation • Number of schools compliant with the standards of CFSS
		• Status of CFSS: School Rating	• Number of schools with CFSS rating • Number of schools qualified as CFS • Number of schools with improved CFSS rating
		• Preventive Maintenance Plan	• Number of schools with approved preventive maintenance Plan • Number of schools with maintained, monitored, and inspected learning equipment and facilities
		• Preventive Maintenance Report	• Number of schools with submitted validated Preventive Maintenance Report
		• DRRM Action Plan & Monthly Report	• Number of schools submitted DRR action plan and monthly report
		• Program implementation reports on various learner support services (Youth Formation Development Program, Sports Development, Health, and Nutrition Program)	• Number of Schools with implemented YFD Programs • Number of Schools with implemented Health and Nutrition Programs • Number of implemented learner support services activities

Key Result/s Area	Objectives	Outputs	Outputs Indicators
Planning and Research Management	To facilitate the preparation of the Division Education Development Plan (DEDP) and assist the schools in the preparation of responsive and BEDP-aligned School Improvement Plan (SIP), the Annual Improvement Plan (AIP)	• Approved DEDP	• Approved and implemented DEDP
		• List of quality-assured and approved SIP, AIP, and WFP	• Number of approved SIP, AIP, and WFP • Percentage of AIP activities implemented in schools and learning centers.
	To validate, consolidate and process timely, accurate, and relevant basic education statistics for budget, planning, policy, research, and resource allocation.	• Validated and processed basic education statistics • Forwarded Estimates • Validated BEIS/School Profile	• Percentage of schools participated and validated in BEIS • Number of schools that complied with LIS requirement
	To provide technical assistance to increase the capacity of personnel in the conduct of policy evaluation researches	• Approved and completed research on policy evaluation	• Number of BERF and non-BERF completed research • Number of disseminated research • Number of research outputs archived
	To provide TA in the conduct of BERF research studies	• TA Plans on Research • TA Needs Assessment Results • Accomplishment report	• Number of TA Plan submitted and approved • Number of TA on research provided • TA Results and Analysis

Key Result/s Area	Objectives	Outputs	Outputs Indicators
Community Level Linkages and Partnerships	To capacitate schools in forging partnerships and linkages	• TA needs and plan in partnerships and linkages • Training Designs • Activity Completion Report	• Number of TA needs identified • List of Approved Training Designs, Activity Completion Report submitted • Number of orientation/ meeting and advocacy conducted • Number of schools provided with capacity building activities and technical assistance
	To establish and/or strengthen linkages, engagements, and partnerships with stakeholders to ensure continuous support for basic education	• Directory of Partners/ Database of donors and partners	• Number of established partnerships • Number of donors and partners
		• MOUs and MOAs	• Number of MOA/MOU forged • Resource Mapping Report • Number of Partners with sustained linkages • Number of notarized MOUs and MOAs
		• Accomplishment Reports	• List of submitted and approved accomplishment reports
	To accept donations (e.g. equipment, tools) from program/project partners for proper utilization	• Certificates of Acceptance of project/program equipment/tools turned over to the SDO • Directory of donors and partners	• Number/Amount of donations in the DPDS/ Deed of Donations and Acceptance • Number of Certificates Acceptance of project/program/classroom/ equipment/tools turned over to the SDO • Updated list of donors and partners

Key Result/s Area	Objectives	Outputs	Outputs Indicators
Human Resource Development	To provide strategic direction in operationalizing the HRD system in the SDO and in the schools	• Human Resource Development Plan • HRD Consolidated Needs	• Approved Human Resource Development Plan
		• Database of Individual Professional Profile of SDO Personnel • Consolidated IPP of school personnel (Training Needs Assessment) • Approved Training proposals, (including required attachment designs, session guides, and completion reports)	• Number of conducted division and school- initiated trainings • Number of trained teaching, teaching-related, and non-teaching personnel • Number of quality assured proposals including required attachment i.e., designs, session guides and completion reports • List of Approved Training proposals, designs, and reports
		• Approved Learning Resource Packages • Activity/Program Completion Report • Approved Learning and Development Need Assessment (LDNA)	• Number of Learning Resource packages approved and validated • Number of activity/program completion report submitted • Number of approved Learning and Development Need Assessment (LDNA)
		• Established pool of SDO and school Learning Facilitators	• Number of qualified members of pool of SDO and school Learning Facilitators
	To establish and manage rewards and recognition system and activities in collaboration with Personnel Section	• PRAISE System document approved by the CSC • Approved rewards and recognition activity proposals and completion	• Number of activities relative to reward and recognition managed/implemented

Key Result/s Area	Objectives	Outputs	Outputs Indicators
		• Localized rewards and recognition activities	
	To design, develop and implement timely, relevant, and responsive Professional Development Programs intended to meet the competency need of teaching and related teaching, and non-teaching personnel	• Approved Professional Development Programs	• List of Approved Professional Development Programs
		• Training Needs Assessment	• Learning and Development Plan • Number of approved and implemented Professional Development Program • Number of trained teaching, and related teaching personnel
		• Needs assessment result of the teaching personnel in the SDO based on the Electronic Self-Assessment Tool (eSAT)	• Submitted eSAT of the teachers to the online collection system of BHROD.
		• Summary of the Individual Development Plan (IDP) of the teaching, teaching-related and non-teaching personnel in the SDO	• IDP summary of all the teaching personnel
		• List of Learning and Development Providers for the needs of the teaching personnel based from the eSAT	• List of L&D providers
	To assist the SDO Units/functional divisions, and schools in the development of a Performance Management monitoring and evaluation mechanism	• Performance Management M&E Mechanism for the Teaching, Teaching Related and Non-Teaching Personnel	• Approved Performance Management M&E Mechanism • Record of Performance Management Data of teaching, teaching –related and non-teaching personnel gathered, reviewed, and analyzed

Key Result/s Area	Objectives	Outputs	Outputs Indicators
		• Accomplished Performance Assessment Tool	• Number of Performance Assessment Tool accomplished
		• Accomplished Coaching Form	• Number of Personnel coached
Quality Assurance	To lead in ensuring the completeness of documents pertinent to application in the operation/establishment/ conversion/closure of both public and private schools	• Directory/List of schools with complete documentary requirements based on the type of request applied • Directory of Private Schools with Status as to permit/recognition • List of newly established/renamed/ converted/closed public and private schools	• Number of schools with complete documentary requirements based on the type of request applied. • Number of schools endorsed for establishment/conversion/closed and approved by RO • Number of private schools/ TVI/ non-DepEd schools endorsed for Special order
	To ensure access to adequate, disaster resilient and safe buildings and ground facilities compliant to the prescribed standards	• Inventory of Buildings/School buildings • Annual Inspection Plan and Monthly Inspection Report	• Number of schools with adequate, disaster resilient and safe buildings • Number of school buildings inspected • Number of schools/buildings that are already old and needing major repair
		• Report on safety school buildings and ground facilities in partnership with the LGU	• Number of schools with safe school buildings and hazard free ground facilities co-signed by the LGU or other concerned authorities
	To quality assure learning and development programs	• Accomplished QAME tools per activity	• Number of accomplished and implemented QAME tools
		• QAME Plan and Reports	• Number of Approved QAME Plan and Reports

Key Result/s Area	Objectives	Outputs	Outputs Indicators
		• Analysis of QAME Reports	• Number of recommendations to program owners based on the analysis
	To ensure the continuous improvement of schools and learning centers thru School-Based Management (SBM)	• List of schools validated per SBM Level of Practice • SBM Progress Report • Accomplishment Report on Technical Assistance provision to schools pertinent to school-based management • Consolidated SBM Progress Monitoring Report	• Number of technical assistances provided based on SBM • Number of schools with improved SBM Level of Practice • Number of submitted and approved SBM Progress Report
		• Report on CI projects fully implemented in schools and in the SDO • Established school best practices along SBM	• Number of fully implemented and recognized CI projects • No of school best practices along SBM
	To properly utilize/enhance existing tools and develop new tools to monitor and evaluate the implementation of approved PPAs	• M&E tools/instrument	• Number of M&E tools/instruments submitted & utilized
		• M&E Plans and Reports	• Number of M&E Plans and Reports submitted
		• Annual Accomplishment Report	• Approved and submitted annual accomplishment report
	To analyze M&E result for appropriate intervention	• Consolidated findings and recommendations	• Number of consolidated findings and recommendations submitted

Key Result/s Area	Objectives	Outputs	Outputs Indicators
Provision of Technical Assistance	To provide technical assistance to the SDO Units/functional divisions, schools, and learning centers in relation to governance and operations	• Consolidated TA Needs Assessment Report • Approved TA Plan • TA contract/agreement • TA result and analysis • TA Accomplishment report	• Number of SDO Units/functional divisions, schools, and LCs with TA needs assessment/analysis report • Number of submitted accomplished TA Plans • Number of teaching, teaching-related, and non-teaching personnel who received TA • Number of impact evaluation report of TA provided to SDO personnel and school • Number of approved TA Plans
Office Administration and Performance Management	To establish and maintain systems and processes geared towards administrative effectiveness and efficiency	• Operations Manual and/or Citizens Charter • Document Tracking System	• Streamlined Processes/Services and Procedures as declared in the Operations Manual and Citizen Charter • Operational document tracking system
		• Administrative and Financial Reports	• Number of pertinent forms and documents accomplished and submitted on time (e.g., WFP, PPMP, APP)
	To promote a culture of excellence, innovation, and collaboration	• List of employees given rewards and recognition • Citizen/Client Satisfaction Survey (CCSS) Results and Analysis	• Number of recognition initiatives conducted • CCSS rating received

Key Result/s Area	Objectives	Outputs	Outputs Indicators
		• Report on Actions taken relative to the CCSS results (if there's any)	• Number of satisfied clients/ customers based on feedback received
	To conduct periodic monitoring and evaluation of office/staff performance for the provision of relevant learning and development programs	• IPCRF/OPCRF Accomplishments • Capacitated staff • Training Completion/Terminal Reports	• Percentage of achievement of IPCRF/OPCRF • Number of personnel who attended learning and development programs
		• Report on performance coaching	• Number of performance coaching activity conducted • Number of Performance reviews conducted

Name of Office/ Division: **Office of the Schools Division Superintendent**
Strand/Governance level: **Schools Division Office**

Statement of Purpose
The Schools Division Office (SDO) ensures the promotion of equity in access and continuously improves the quality of basic education in the schools division through leading in the development and implementation of the Division Education Development Plans (DEDP) consistent with the national and regional educational policies, plans and standards, building partnerships and networking with stakeholders of education, and effectively and efficiently managing the financial, human, and physical resources of the schools division

Outcomes	Outcomes Indicators
• Schools and learning centers implement the curriculum that is compliant to the quality standards for basic education	• Percentage of schools and learning centers that are compliant to the quality standards for basic education
• Schools and Learning Centers can ensure a child-friendly and healthy learning and working environment	• Percentage of schools and Learning Centers that are child-friendly school system compliant
• Public and private schools and learning centers are recognized/recommended/given permit to operate	• Percentage of schools and learning centers evaluated and recommended for: 1) application of new schools; 2) separation of annexes and extension; 3) integration of schools; 4) permit to operate; and/or 5) recognition of private schools and senior high school curricular offerings.
• All interested parties are equitably and equally provided with administrative, financial, and legal services.	• SDO units, schools, learning centers, and other interested parties are provided with appropriate administrative, financial, and legal services • Percentage of legal advice and opinions considered in decision making and other legal actions • Updated Transparency Board/ transparency seal as provided in the division website
• Schools and learning centers efficiently utilized the funds provided by the national government, local government units, and other education stakeholders and/or development partners.	• Percentage of SDO units and schools which efficiently utilized funds provided by the national government, local government units and/or development partners. • Percentage of funds provided by the national government, local government units, and other education stakeholders and/or development partners utilized efficiently and judiciously.

Key Results Areas	Objectives	Outputs	Outputs Indicators
Curriculum Implementation	To ensure effective management and implementation of curriculum in the SDO in compliance to quality standards	• Quality teaching and learning standards followed and implemented	• Number of schools which implemented and followed quality teaching and learning standards
		• Curriculum support programs, projects and activities implemented	• Number of Curriculum support programs, projects and activities implemented
		• Localized curricula crafted/developed per learning area	• Number of developed localized curricula per learning area
		• Consolidated results of M&E analysis on curriculum implementation	• Number of M and E results analysis utilized for policy recommendations to improve curriculum implementation • Number of policy recommendations formulated based on the M and E analysis
	To ensure effective management and/or implementation of learning assessments in schools and learning centers for better learning outcomes	• Quarterly assessment results from schools and CLCs per learning area	• Number of schools and CLCs with improved learning assessment outcomes per learning area per quarter
		• Consolidated report on assessment results per learning area	• Number of reports on assessment of learning outcomes submitted to the SDO
	To manage the implementation of policies, guidelines, and standards, in the development and/or contextualization of learning resources	• Report on the developed and/or contextualized learning resources • Consolidated report on the utilization of learning resources	• Inventory of developed and/or contextualized learning resources • Number of schools and learning centers that can access and/or utilize learning resources

Key Results Areas	Objectives	Outputs	Outputs Indicators
Support to school governance and operations	To establish a mechanism for effective implementation of PPAs in the SDO	• Implementing guidelines on the implementation of PPAs	• SDO units adapting the established mechanism
		• Monitoring and evaluation tool on PAPs implementation	• Number of accomplished PAPs M & E tool
		• Approved DMEA Report	• Number of approved DMEA Report
	To translate the National Education Development Plan and Regional Basic Education Plan (RBEP), and framework to operational plan that is aligned to the context and situation of the SDO	• Division Education Development Plan (DEDP)	• Copy of signed and approved DEDP
	To provide strategic directions on support for school management and operations	• OPCRF, DEDP/SIP/AIP	• Approved OPCRF, DEDP/SIP/AIP
	To ensure the operationalization of the L&D Systems in the SDO.	• L&D Systems	• Number of approved training proposals/resource package based on LDNA reports
		• Rewards and Recognition	• Number of implemented programs on rewards and incentives for service excellence
SDO Management • Administrative	To properly and promptly provide personnel action and compensation	• Personnel data information system	• Number of personnel qualified for application/implementation of ERF, step increment, loyalty award, etc. promptly identified
		• Duly signed payroll • Released salaries & benefits	• Number of personnel who are regularly and promptly provided with compensation

Key Results Areas	Objectives	Outputs	Outputs Indicators
		• Personnel e-data to cater all issues relative to salaries & benefits	• Number of users of e-feedback facility in all offices
		• Records of Personnel Action	• Number of approved appointments and deployments evaluated and recommended personnel actions • Number of vacant items that are filled-up
	To establish and maintain an updated, accurate, well-planned, and coordinated system for records management and general services	• Printed and electronic copies of records • Encoded data in a stand-alone computer junket to all systems • Functional Records Management System e.g., document tracking system	• Number of data and records available in printed and electronic copies • Number of developed systems and applications for speedy access to information and database • Number of documents received are routed/released and or retrieved/updated within the appropriate timelines as defined in the Citizens Charter
		• Established records and filing system	• Data/Records/Information are readily available as reference at any given time. • Data Information systems conforms with the prescribed format and properly signed by authorized officials.
	To provide SDO units, schools, and learning centers with necessary	• Updated inventory of supplies, materials and equipment	• Updated Inventory of Division Assets

Key Results Areas	Objectives	Outputs	Outputs Indicators
	supplies, materials, and equipment procured by DepEd	received/delivered to the SDO, Schools and Learning Centers	• Number of schools and learning centers with updated inventory of supplies, materials, and equipment • Number of schools and learning centers provided with necessary supplies, materials & equipment
	To ensure compliance to procurement laws/guidelines	• Project Procurement Management Plan (PPMP) • Bid/Request for Quotation (RFQ) • Notice of Award (NOA) • Contract • Notice to Proceed (NTP)	• Percentage of approved documents compliant with the specs • Number of transactions that are completely supported by the required procurement documents
• Financial Management	To provide economical, efficient, and effective financial management services to ensure the cost-effective utilization of financial resources of the division and schools	• Complete financial management records • Budgetary and Financial Reports • Financial Management Process Flow • Report on financial issues and concerns • Reports on fund utilization submitted regularly. • Liquidation Reports of Schools and LCs	• Number of PPAs implemented based on WFP • Percentage of obligated downloaded funds • Percentage of all obligated funds are disbursed on the required time • Mandatory deductions are remitted promptly • Percentage of addressed AOM by SDO and Implementing units • Percentage of statement of expenditures of SDO and Implementing units complied with in elementary period

Key Results Areas	Objectives	Outputs	Outputs Indicators
			• Number of financial reports submitted timely and accurately to the appropriate office
		• Reports on Training/ Budget-Planning workshops conducted • Monitoring report on budget obligation based on GAA/NEP	• Number of schools provided with trainings and orientation on procurement and financial management practices/processes • Percentage of financial issues and concerns addressed • Submitted monitoring report on budget obligation based on GAA/NEP
		• Guidelines on Fund utilization • Monitoring and Evaluation (M&E) Reports	• Number of schools and learning Centers that have liquidated cash Advances • Number of IUs and OUs with submitted financial reports are updated and validated • Number of schools monitored and evaluated • Monitoring report of SDO proper, Implementing, and Non-Implementing Units on fund utilization, disbursement, and liquidation in consonance with the auditing rules and regulations.
		• Payroll/Disbursement Vouchers	• Percentage of claims of payments of salaries, benefits, and

Key Results Areas	Objectives	Outputs	Outputs Indicators
			reimbursements processed within the intended time
		• Financial Accountability Reports (FARs)	• Percentage of the schools received their mandated fund allocation in full • Percentage of national fund allotments are equitably distributed to schools and learning centers (not applicable to SDOs) • Percentage of required financial reports submitted on time or as required • Timely, complete, and accurate submission of Financial Reports
		• Liquidation Reports of schools and Learning Centers	• Submitted financial reports • Number of the schools and learning centers submitted liquidation reports on the required schedule • Subsumed in Guidelines on Fund utilization
• Legal Services	To provide legal advice and opinion to the SDS, ASDS and other officials of the Division in relation to the performance of their functions	• Legal advice/opinions/ decisions	• Number of legal advice and legal opinions/ decisions rendered
		• Memorandum of Agreements (MOAs) reviewed	• Number of MOAs/MOVs reviewed
	To evaluate complaints and conduct investigation on cases filed against non-teaching personnel	• Report on complaints acted upon	• Percentage of complaints acted upon
		• Report on investigations conducted	

Key Results Areas	Objectives	Outputs	Outputs Indicators
			• Recommendations of the Fact-Finding Committee are considered by the Disciplining Authority
	To draft actions/ endorsements on complaints and letters for signature of the SDS in accordance with the provisions of the law and DepEd rules and regulations	• Endorsements and draft action plan.	• Number of endorsements made vis-à-vis number of complaints received.
	To interpret laws and rules affecting the implementation of various Division programs	• Draft interpretation of laws and rules	• Percentage of documents interpreted vis-à-vis number of endorsements/referrals received.
	To prepare and review contracts, Memorandum of Agreements (MOA) and instruments to which the Division or any of its offices and schools is a party and interprets the provisions therein.	• Memorandum of Agreement • Reviewed Legal Instruments	• Number of MOAs and legal instruments reviewed within the target date vs. incoming requests
	To conduct investigations of complaints against teaching personnel as may be delegated by the Regional Office (RO).	• Investigation Reports/ Indorsements	• Number of investigations conducted versus number of complaints delegated
	To represent the SDO in court cases, when deputized by the Office of the Solicitor General (OSG)	• Pleadings, legal briefs	• Number of Legal representation/appearances before appropriate tribunals
	To continuously improve the services of the Legal unit	• Electronic Certification of No pending administrative case •	• Number of E- Certifications validated and issued/ released online within the required time

Key Results Areas	Objectives	Outputs	Outputs Indicators
• ICT Systems Management	To manage and maintain the Information and Communication Technology (ICT) Systems and Infrastructure of the Division to effectively support operations	• M&E Reports • Functional ICT System • Maintenance Monitoring Plan	• Approved Maintenance and Monitoring Plan • Number of regular maintenance check of the ICT systems and infra in the SDO and in schools
	To manage and implement ICT programs and projects in the Division to ensure data validity and effective utilization of the systems	• Approved (Localized) ICT Plan	• Number of schools and learning centers that implemented the ICT Plan • No. of ICT plans and narrative reports signed
		• Report on IT Account management	• Number of accounts administered and/or managed
	To provide technical support in the management of Learning Resource Management System (LRMS)	• Report on the utilization of /access to learning resources and the LRMS	• Number of reports submitted
	To coordinate with Central Office and other ICT Units across levels regarding the implementation of national ICT and ICT-related programs	• Report on all ICT related activities	• Number of submitted ICT related reports on time • Accomplished request for technical/ repair assistance form
Office Administration and Performance Management	To establish and maintain systems and processes geared towards administrative effectiveness and efficiency	• Operations Manual and/or Citizen Charter • Document Tracking System	• Streamlined Processes/Services and Procedures as declared in the Operations Manual and Citizen Charter • Operational document tracking system

Key Results Areas	Objectives	Outputs	Outputs Indicators
		• Administrative and Financial Reports	• Number of pertinent forms and documents accomplished and submitted on time (e.g. WFP, PPMP, APP)
	To manage the implementation of the Program Implementation Review and Performance Assessment (PIRPA) at the division level	• SDO Calendar and Targets	• Harmonized SDO Calendar with harmonized targets
	To promote a culture of excellence, innovation, and collaboration	• List of employees given rewards and recognition • Citizen/Client Satisfaction Survey (CCSS) Results and Analysis	• Number of recognition initiatives conducted • CCSS rating received
		• Report on Actions taken relative to the CCSS results (if there's any)	• Number of satisfied clients/ customers based on feedback received
	To manage the timely and accurate release of information, and communication materials	• IEC Materials/FAQs	• Number of developed IEC materials
	To conduct periodic monitoring and evaluation of office/staff performance for the provision of relevant learning and development programs	• IPCRF/OPCRF Accomplishments • Capacitated staff • Training Completion/Terminal Reports	• Percentage of achievement of IPCRF/OPCRF • Number of personnel who attended learning and development programs
		• Reports on performance coaching	• Number of performance coaching activity conducted • Number of Performance review conducted