



Republic of the Philippines  
**Department of Education**  
SOCCSKSARGEN REGION

March 25, 2024

REGION MEMORANDUM  
PPRD-2024-021

**CONDUCT OF ONLINE SURVEY QUESTIONNAIRE FOR THE RESEARCH STUDY  
ON SECONDARY SCHOOL HEADS' LEADERSHIP AND CURRICULUM  
MANAGEMENT PRACTICES, K TO 12 IMPLEMENTATION  
AND PERFORMANCE**

To: Schools Division Superintendents

1. This is an offshoot of the 4<sup>th</sup> Quarter Learning Action Cell (LAC) Performance Review in connection with Region Memorandum PPRD No. 2023-001 regarding *“Policy, Planning and Research Division 2023 Research Agenda as Mechanism in the Development of Research-Enabled Innovations,”* wherein based on the results of evaluation there is a need for PPRD to come-up with a research agenda focused on the pillar on quality.
2. This has reference as well to the letter request of gathering relevant education data for research purposes from a researcher (**Mr. Ranilo B. Guyano**) of Sultan Kudarat State University in line with the research titled, ***“Machiavellian Leadership and Curriculum Management Practices, K to 12 Implementation and Performance of Secondary School Heads in SOCCSKSARGEN.”***
3. Such research agenda is in line with one of the major recommendations of the recently completed policy research review titled, ***“Progress Monitoring and Evaluation of PPRD’s SPRING Flagship Program Based on Kirkpatrick’s Model Towards Development of an Enhanced Implementation Framework”*** vis-a-vis Region Memorandum PPRD-2024-005.
4. Considering that such research agenda is aligned to PPRD’s strategic direction for FY 2024 and as part of its responsive mechanism to fully institutionalize data-driven strategies through efficient and effective collaboration with interested parties, partner agencies and learning institutions, such research agenda is hereby adopted. This is also in alignment with PPRD’s Quality Management System (QMS) process on Policy Development focusing on policy implementation and review sub-processes. Hence, the findings of this research undertaking shall be utilized as basis for contextualization of policy recommendations based on the in-depth evaluation of the Machiavellian leadership and curriculum management practices, K to 12 implementation and performance of secondary school heads of the region.
5. Apparently, the focus of this policy research review agenda is to determine the region’s level of implementation of “Republic Act No. 10533: An Act Enhancing the Philippine Basic Education System by Strengthening its Curriculum and Increasing the Number of Years for Basic Education, Appropriating Funds Therefore and for Other Purposes.”



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6. Generally, this study aims to investigate the level of curriculum management practices of school heads in selected public secondary schools in Region XII and find out its relationship to the extent of implementation of the K to 12 Curriculum for SY 2022-2023.
7. Specifically, this study will seek to realize the following research objectives:
  - a. To determine the respondents' profile who are public secondary administrators and teachers in Region XII in terms of their educational qualifications, number of years in the service, and number of K to 12 related trainings.
  - b. To find out if there is presence of Machiavellian leadership among these school heads in terms of principles and practices.
  - c. To ascertain the level of curriculum management practices of school heads in terms of Framing the School Goals, Communicating the School Goal, Curriculum and Instruction, Student Progress, Professional Development, Strategies for Learning, Monitoring and Evaluation, and Collaboration.
  - d. To find out the extent of implementation of K to 12 Curriculum in terms of Teacher preparedness, Curriculum enhancement, Teaching strategies and techniques, Learning resources, and Student preparation.
  - e. To determine the performance of the respondent schools in terms of the awards and recognition they received.
  - f. To ascertain if there is significant relationship between the level of curriculum management practices of school heads to the extent of implementation of K to 12 curriculums among public secondary schools in Region XII.
  - g. To find out if there is significant relationship between the awards and recognition and the level of Machiavellian leadership principles and practices of school heads.
  - h. To determine if Machiavellian leadership significantly associated with their curriculum management practices.
  - i. To find out the challenges encountered by school heads in the implementation of K to 12 curriculum.
  - j. To determine the teaching approaches used in K to 12 programs for the enhancement of the lessons.
  - k. To propose a contextualized policy recommendation to better implement the K to 12 curricula in Region XII, based on the results of the study.
8. To realize this worthwhile endeavor, Research Study Timeline, Profile of Respondents/Participants, Mechanics of the Online Survey and Terms of References (ToRs) are provided to ensure efficient and effective collaboration towards the realization of this research undertaking. See the following attached enclosures for your references:

Enclosure 1: Research Study Timeline

Enclosure 2: Profile of the Respondents and Participants of the Study

Enclosure 3: Mechanics of the Online Survey Questionnaire and  
Administration of Survey Questionnaire

Enclosure 4: Terms of Reference (ToR) for Regional Functional Division  
Offices (RFDOs)

Enclosure 5: Terms of Reference (ToR) for School Division Offices (SDOs)



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9. To be presented before the end of the school year in line with the full implementation of the MATATAG Curriculum for the opening of SY 2024-2025, this online research survey is being administered until March 15, 2024. Hence, all expected participants are hereby directed to participate within such timeframe.
10. For inquiries and clarifications, you may reach Dr. Glenn A. Bisnar, CES through [glenn.bisnar@deped.gov.ph](mailto:glenn.bisnar@deped.gov.ph).
11. For dissemination, information and compliance of all concerned.

  
**CARLITO D. ROCAFORT**  
*Director IV*

*Enclosure:* Encl. Nos. 1-5

*References:* PPRD RM 2023-001; RA No. 9155 Governance of Basic Education Act of 2001 and Republic Act No. 10533

*Allotment:* None

*To be indicated in the Perpetual Index under the following subjects:*

CURRICULUM                      SCHOOL HEADS                      RESEARCH

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GAB/PPRD/RM – CONDUCT OF ONLINE SURVEY QUESTIONNAIRE FOR THE RESEARCH STUDY ON SECONDARY SCHOOL HEADS' LEADERSHIP AND CURRICULUM MANAGEMENT PRACTICES, K TO 12 IMPLEMENTATION AND PERFORMANCE /021 /March 25, 2024

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**Address:** Regional Center, Brgy. Carpenter Hill, City of Koronadal  
**Telefax No.:** (083) 2288825/ (083) 2281893  
**Website:** [depedroxii.org](http://depedroxii.org)  
**Email:** [region12@deped.gov.ph](mailto:region12@deped.gov.ph)



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*Enclosure 1 to Region Memorandum PPRD-2024-021*

**RESEARCH STUDY INDICATIVE TIMELINE**

<b>Phase No.</b>	<b>Research Activity</b>	<b>Indicative Timeline</b>
1	Survey Questionnaire Formulation	February 2024
2	Survey Questionnaire Validation	March 2024
3	Conduct of Online Survey Questionnaire to the Respondents of the Study	1 <sup>st</sup> to 2 <sup>nd</sup> Week of April 2024
4	Data Analysis and Interpretation	3 <sup>rd</sup> Week of April 2024
5	Firming-up of Research Study	4 <sup>th</sup> Week of April 2024
6	Presentation of Research Findings	May 2024
7	Dissemination of Research Findings through a Region Memorandum	June 2024



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Enclosure 2 to Region Memorandum PPRD-2024-021

**PROFILE OF THE RESPONDENTS OF THE STUDY**

School Division Offices (SDOs)	Number of School Head Respondents per SDO	Number of Teacher Respondents per School
Cotabato	197	394
General Santos City	27	54
Kidapawan City	17	34
Koronadal City	10	20
Sarangani	37	74
South Cotabato	65	130
Sultan Kudarat	53	106
Tacurong City	8	16
<b>Total</b>	<b>410</b>	<b>820</b>

**Note:**

1. Each school shall have **2 teacher respondents**.
2. The 2 teacher respondents can either be as follows depending on the availability of position in every school:
  - 2 Head Teachers
  - 2 Master Teachers
  - Combination of 1 Head Teacher and 1 Master Teacher
  - Combination of 1 Head Teacher and 1 Classroom Teacher
  - Combination of 1 Master Teacher and 1 Classroom Teacher
  - 2 Classroom Teachers
3. It is the accountability of the school head to determine 2 teacher respondents based on the conditions set above.



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Enclosure 3 to Region Memorandum PPRD-2024-021:

**MECHANICS OF THE ONLINE SURVEY FOR THE RESPONDENTS  
OF THE STUDY**

For efficient and effective data gathering through the online survey, all respondents, who are selected school heads and teachers shall do the following:

Step 1. Log-in the link: <https://bit.ly/Kto12-Implementation-Research>.

Step 2. After logging-in the link, you will be coursed through the Online Survey Site entitled: **“Machiavellian Leadership and Curriculum Management Practices, K to 12 Implementation and Performance of Secondary School Heads.”** Read thoroughly the general directions provided for.

Step 3: Click the button that corresponds to your respective SDO:

- Cotabato
- General Santos City
- Kidapawan City
- Koronadal City
- Sarangani
- South Cotabato
- Sultan Kudarat
- Tacurong City

Step 4: After filling-out the online survey, click the “submit” button.

**Note:** In case of some queries, contact **Glenn A. Bisnar** – PPRD Chief, through his email address: [glenn.bisnar@deped.gov.ph](mailto:glenn.bisnar@deped.gov.ph).



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Enclosure 4 to Region Memorandum PPRD-2024-021

**ToR FOR REGIONAL FUNCTIONAL DIVISION OFFICES (RFDOs)**

<b>Regional Functional Division Offices</b>	<b>Terms of Reference</b>
Office of the Regional Director	<ul style="list-style-type: none"><li>• Provides general directions of this research undertaking.</li><li>• Facilitates the conduct of this research survey through ICTU.</li></ul>
Policy, Planning & Research Division (PPRD)	<ul style="list-style-type: none"><li>• Firms-up the details of the research study.</li><li>• Takes charge in the validation and finalization of the online research survey questionnaire.</li><li>• Manages the completion of the research project by coming up with a research-based Learning and Development intervention.</li><li>• Leads in the formulation of the policy component of the research project.</li></ul>
Curriculum Learning Management Division (CLMD)	<ul style="list-style-type: none"><li>• Ensures alignment of the research-based intervention program with the region's strategic directions on quality.</li><li>• Provides technical support in the validation of the survey questionnaire to be used.</li></ul>
Human Resource Development Division (HRDD)	<ul style="list-style-type: none"><li>• Provides TA in the development of training modules based on the research findings.</li><li>• Provides support in the training component of the intervention for future BERF Recipients.</li></ul>
Quality Assurance Division (QAD)	<ul style="list-style-type: none"><li>• Quality assures the region memorandum of the Online Survey Questionnaire and relevant issuances.</li><li>• Conducts M&amp;E on the varied phases of the proposed research-based intervention program as major output of the study.</li></ul>
Field Technical Assistance (FTAD)	<ul style="list-style-type: none"><li>• Takes charge in providing technical assistance mechanisms at all governance levels.</li><li>• Documents innovative and best practices of this research-based project to form part the Knowledge Management System of the region.</li><li>• Provides technical support in the validation of the survey questionnaire to be used.</li></ul>
Administrative Division (AD)	<ul style="list-style-type: none"><li>• Takes charge in the administrative aspects of the research project.</li></ul>
Finance Division	<ul style="list-style-type: none"><li>• Provides TA in the financial component of the research</li></ul>
Education Support Services Division (ESSD)	<ul style="list-style-type: none"><li>• Provides educational support services in the effective implementation of the project.</li></ul>



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Enclosure 5 to Region Memorandum PPRD-2024-021

**ToR FOR SCHOOL DIVISION OFFICES (SDOs)**

<b>SDOs Functional Division Offices</b>	<b>Terms of Reference</b>
<b>Office of the SDS</b>	<ul style="list-style-type: none"><li>• Provides overall directions of this online research undertaking at the division level.</li><li>• Ensures effective support mechanisms of the proposed research-based intervention as the major output of the research project.</li><li>• Directs the maximum involvement of the ITO in this undertaking by letting them perform the tasks mentioned below:</li></ul>
	<ul style="list-style-type: none"><li>• <b>Information Technology Officer (ITO):</b><ul style="list-style-type: none"><li>- Facilitates the conduct of this undertaking by connecting closely with the FY 2022 BERF Recipients to ensure maximum response from the respondents.</li><li>- Collaborates closely with the SEPS for Planning &amp; Research.</li></ul></li></ul>
<b>Schools Governance Operation Division (SGOD)</b>	<ul style="list-style-type: none"><li>• Takes charge in monitoring the wide dissemination of this online survey among FY 2022 BERF Recipients.</li><li>• Facilitates maximum participation of the concerned personnel under his/her own supervision to take the lead in this endeavor:</li></ul>
	<ul style="list-style-type: none"><li>• <b>Division Planning Officer (DPO):</b><ul style="list-style-type: none"><li>- Ensures that the link for the survey is well disseminated to all respondents under his/her jurisdiction.</li><li>- Provides technical assistance to respondents that need special support especially those which are in far flung areas.</li><li>- Provides status updates to SGOD Chiefs as regards compliance of the concerned respondents.</li><li>- Disaggregates data as basis in planning and programming.</li><li>- Collaborates closely with the ITO and SEPS for Planning &amp; Research for successful conduct of this undertaking.</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• <b>SEPS for Planning &amp; Research (PR):</b><ul style="list-style-type: none"><li>- Coordinates with the concerned respondents and participants to actively participate in the Online Survey and/or Online FGD.</li><li>- Facilitates the harvesting, consolidation, processing of the data gathered within the context of the research agenda.</li><li>- Collaborates closely with the ITO and PO to ensure the implementation of the intervention from this research undertaking.</li></ul></li></ul>





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	<ul style="list-style-type: none"><li>- Disseminates the results of the research undertaking in varied fora to inform stakeholders and decision makers.</li></ul>
<b>Curriculum Implementation Division (CID)</b>	<ul style="list-style-type: none"><li>• Takes charge in ensuring that all respondents can participate in this online research survey in partnership with all the concerned PSDSs.</li><li>• Leads in formulating contextualized mechanisms for effective implementation of the major output of this research undertaking.</li></ul>