

Republika ng Pilipinas  
(Republic of the Philippines)  
KAGAWARAN NG EDUKASYON AT KULTURA  
(DEPARTMENT OF EDUCATION AND CULTURE)  
Manila

December 9, 1975

DEPARTMENT MEMORANDUM  
No. 221, s. 1975

SEC-CSC JUNIOR EXECUTIVE TRAINING PROGRAM

To the: Bureau Directors  
Regional Directors  
Chiefs of Services and Heads of Units

Conformably to a Memorandum of Agreement signed by the Chairman, Civil Service Commission and the Secretary of Education and Culture, and approved by the President of the Philippines, the Civil Service Commission and the Department of Education and Culture are undertaking a massive Junior Executive Training program to reorient school administrators and supervisors to new concepts and managerial effectiveness as well as the discipline and dedication required of public service in the New Society.

There will be three phases of the program: national, regional, and division or local. A description of the program, the objectives, and other details, are given in the inclosure to this Department Memorandum.

The first phase, a national institute, will be held on January 12-23, 1976 at the Marikina School of Arts and Trades, Marikina, Rizal. Participants to this institute shall be division chiefs in the regional offices or in the General Office, national school administrators, heads of schools or colleges, or school superintendents or assistant superintendents who possess leadership abilities and essential qualities of good trainers, and will be able to conduct the program on the regional level. Preferably, they should not be more than 50 years old.

Each regional office and four participants; each bureau, office or unit in the General Office, etc. Names of the participants, together with a copy of Form 812 of each, duly accomplished, should be sent to reach this Office not later than January 4.

A training fee of \$300 will be charged each participant to cover cost of materials and honorarium for resource persons. Expenses incident to attendance at this institute shall be charged against local funds subject to the usual accounting and auditing regulations.

As indicated in the brochure, participants in the national institute will be expected to conduct the training institute at the regional level for division supervisors and other officials; participants in the regional institute will likewise conduct the division training program for principals, supervisors and head teachers.

(SGS.) JAMES L. MANUEL  
Secretary of Education and Culture

Incl.:  
as stated

(Inclosure to Department Memorandum No. 221, s. 1975)

THE DDC-DEC JET (JUNIOR EXECUTIVE TRAINING) PROGRAM

I. RATIONALE OF THE PROGRAM

The current sweeping reorg of the civil service provides a most opportune time to intensify and better integrate service-wide training efforts to reorient the bureaucracy to the new realities of Philippine public administration.

The public school system employs almost fifty per cent of the total government workforce. Its tremendous size coupled with its pivotal role in the education of the citizenry, makes it a potent agent in disseminating the goals and programs of the New Society as well as in reorienting thoughts and values within the framework of the new social order.

II. TRAINING STRATEGY

To reach each and everyone in the system directly involved in the educational process - the classroom teachers, head teachers, principals, supervisors, and other higher school officials, the critical mass strategy will be utilized.

The first phase of the program will be the national institute in January, 1976. Participants in this institute will be four officials from each of the twelve regions, a total of 48, and twelve representatives from the Central Office of the DDC.

The second phase will be regional institutes which shall be conducted in February and March, 1976. The training team for these regional institutes shall be the four participants in the national institute from the region, and one representative from the Central Office. Participants to the regional institutes shall be ranking provincial/city school executives.

The third phase will be the provincial/city institutes to be conducted in Summer, 1976. The trainers in these provincial/city institutes will be the participants in the regional institutes. Participants in these provincial/city institutes shall be supervisors, principals, and head teachers.

It is expected that by the end of the program, at least 5,000 school executives shall have been trained.

To compensate the participants for their investment of personal time and effort, the DDC shall recognize successful completion of the program as equivalent to six (6) units of academic study in the graduate program or one (1) year of supervisory experience for purposes of admission to relevant civil service examinations and in cases of promotion and other personnel actions. Participants will be awarded certificates of completion jointly signed by the Secretary of Education and Culture and the Chairman of the Civil Service Commission.

### III. OBJECTIVES

The program aims:

- To reorient school officials to the managerial effectiveness required of them by the program thrusts of the New Society
- To arouse a new spirit of professionalism, discipline and dedication in the public service.
- To install a awareness of the overall goals of the Department of Education and Culture and of the Civil Service Commission in support of the national development programs.

More specifically, after the successful completion of the program, the participants are expected:

- To gain a working knowledge of some modern concepts of effective management, administration and supervision
- To apply management tools and techniques to improve the efficiency of their respective units
- To improve their communication and interpersonal skills for efficacious leadership of their work group
- To deepen their sense of responsibility for the development of moral values through educational reforms

### IV. COURSE CONTENT

#### A. The New Orientation

- Development Perspectives
- Program Thrusts of the New Society
- New Structure of 1) the Civil Service; 2) the School System
- Roles and Functions of School Executives
- Ethics and Conduct in the Public Service

#### B. Action-Centered Leadership

- Leadership Behavior
- Work Motivation
- Decision-Making
- Situational Change

#### C. Management by Objectives and Team's Evaluation (MBO)

- Systems Approach to Management

- Defining Objectives and Results
- Establishing Performance Standards
- Tools and Techniques of Managerial Coordination and Control

D. The Administrative Context

- Program Planning and Evaluation
- Personnel Policies and Procedures
- Accounting and Auditing Regulations
- Property Procurement and Utilization Procedures and Practices
- Records Management

E. The Societal Milieu

- Filipino Values and Value Conflicts
- Crisis Management
- Accountability to the People

V. TRAINING METHODOLOGY

The national institute shall have a residential program for two weeks. The regional and provincial/city institutes may be residential or non-residential. Time allotment for the learning blocks in the course content may be adjusted to fit specific training targets provided the total number of training hours is not less than 105.

Learning centers and instructional techniques, as well as concomitant activities, shall focus on the value orientation of the New Society. Attitude change shall be actualized together with the understanding of concepts and the development of skills.

Reading materials in each area shall be distributed in advance of scheduled sessions. Additional materials may be distributed during the course. Together with lectures given by chosen speakers, they shall constitute the core of the discussions.

Lectures-discussions, group work, individual exercises, case studies and workshops will be the main learning methods. Participants will be encouraged to express their views and comments on what is presented to them. They will be given special assignments and projects to work on.