

## UPDATE

Week of October 17, 2011

### **THE CLIMATE OF FEAR AT BEAUDRY**

Earlier this week an AALA member, a supervisory administrator, sent a particularly cogent and poignant e-mail message to the AALA office describing the climate of fear that seems to be pervasive in some District offices. When asked if we could publish the e-mail in *Update* with or without attribution, the member declined, explaining he was fearful of retaliation for expressing his views. Something is seriously wrong in LAUSD when AALA members are so afraid.

The District's financial crisis over the past three years has caused AALA members a great deal of stress because the resulting reductions-in-force, Basis changes and furlough days have dramatically increased their workload and reduced their pay. At the same time, administrators have experienced heightened pressure to improve student performance with greatly diminished resources to do the work. Understandably, all employees are anxious to hold onto their jobs. They worry that formerly plentiful advancement opportunities are currently scarce. It is precisely in these difficult circumstances that District leaders must increase their sensitivity to the needs of those they supervise and provide a higher level of support at all levels.

We all learned in Educational Administration 101 that building trust is essential to getting the best work from those we supervise. Leaders of successful organizations focus on goal achievement, promote teamwork, foster consensus, establish clear and timely communication, encourage problem solving and respect individual contributions to the work. They listen to the concerns of individual employees and are attuned to the tone of the culture.

When secrecy, isolation, cronyism, self-protection and a "gotcha" attitude prevail, teamwork is impossible. If people feel continually threatened, fear begins to fester and grow. Fearful employees focus on survival and stop contributing their best work to the organization. They do the minimum necessary to get along and oftentimes turn on their colleagues. Cynicism increases. Allowed to go unchecked, fear can be insidious, damaging the health of individuals involved and, ultimately, the organization itself.

In the spirit of supporting both our members and LAUSD, AALA urges District leaders to reflect on their own treatment of hardworking administrators. Address directly the climate of fear that has permeated too many LAUSD offices and departments. Do everything possible to restore to the workplace a sense of trust and efficacy. Promote transparency. Be equitable and fair by promoting personnel based on merit, not friendship or politics. Ensure department heads manage their staff members by engaging their talent and energy as opposed to demanding sheeplike compliance.

To avoid dealing with the issue of fear will put every significant District initiative at risk and may indicate that the climate of fear is but a symptom of an underlying institutional illness. Plagues are contagious. Fear breeds fear. We are hopeful that District leaders will recognize the infection and treat it before it continues to spread.

**BARGAINING BULLETIN**

**Grievances**

Last week AALA members ratified the AALA/LAUSD Successor Agreement, 2011-2014, and the AALA/LAUSD Memorandum of Understanding (MOU) on Phase II of the *Educator Growth and Development Program, 2011-2012 (Update, week of October 10, 2011)*. When the Board of Education approves these ratified agreements later this month, both will become official legal contracts. The documents will be published on AALA's website soon. In the meantime, here are the newly negotiated provisions of AALA's grievance and arbitration procedures in the Successor Agreement:

*ARTICLE VIII*

*Grievance and Arbitration Procedures*

*Revise Section 1.0 as follows:*

- 1.1 Grievance and Parties Defined: This grievance procedure is applicable to grievances arising under, and subject to the limitations contained within, the following:*
- a. Article II, Sections 2.0 and 3.0;*
  - b. Article III;*
  - c. Article VI;*
  - d. Article VII, with the exception of Sections 3.1, 3.2, and 10.0;*
  - e. Article VIII;*
  - f. Article IX, Section 4.0;*
  - g. Article X, 1.3;*
  - h. Article XI;*
  - i. Article XII;*
  - j. Article XIII, except Section 7.0;*
  - k. Article XV;*
  - l. Article XVI; and*
  - m. Any Article or provision so indicated elsewhere in the text of the Agreement and subject to any exclusion or limitation indicated elsewhere in the text of this Agreement.*

*A grievance is defined as a claim that there has been a violation of one of the above referenced Articles and Sections and that by reason of such violation the grievant's rights under the Article or Section have been adversely affected. Grievances as so defined may be filed by: . .*

**Explanation:** The Agreement provides for seven additional articles of the contract to be subject to the grievance procedure, giving our members substantially increased protection. **Article VIII, Section 1.1 Grievance and Arbitration Procedures** has been expanded to include nearly the entire contract. The earlier language limited grievances to only five articles, which made it difficult to ensure due process for members who were treated unfairly. In many cases, AALA was unable to file grievances on behalf of members because the narrow contract language prevented us from finding any contractual violations, and grievances must be tied directly to the contract language. Arbitrators, who rule on contract violations, make their decisions based on language expressly written in the negotiated articles and avoid interpreting what the parties did not agree on. In AALA's case, this tendency gave the District a distinct advantage. The Successor Agreement levels the playing field.

## THE ROAD TO BECOMING A PRINCIPAL

For years, LAUSD has provided a promotional examination process for administrators wishing to become principals. While the process has varied, the road to promotion was always well-defined. Historically, the process included such items as a writing sample, an objective exam, an oral interview and, on occasion, a practicum, to assess candidates' ability to handle decision-making in a school. Ranked lists were established and successful candidates were assigned when vacancies occurred. Some years ago ranked lists were eliminated and an unranked list of eligible candidates was created. The District also has alternate routes to the principalship. Administrative Regulations 4213 and 4214 provide for District appointments for individuals who have unique skills and who meet the job qualifications, including the minimum required years of teaching and administrative experience.

Some schools have the right to interview and recommend candidates based upon an annual waiver process that initially began with the School-Based Management (SBM) reform effort at the close of the 1988-1989 school year and continued with the subsequent LEARN reform model of the early 1990s. The names of recommended candidates are forwarded to their respective Local District Superintendent who makes the initial selection. Any such candidate must be approved by the Superintendent of Schools. While much more history could be described, let's fast forward to the 2011-2012 school year.

During July, August and September, AALA received numerous e-mails and phone calls from assistant principals regarding the assignment of a principal in a Local District who had limited administrative experience. These experienced and successful assistant principals voiced concerns about collusion, lack of transparency and "it's who you know, not what you know that counts." While the position was flown and over 30 applicants applied, most of the applicants were not even given an interview. Because there is no current secondary principal eligibility list, the assignment was made consistent with Administrative Regulation 4213. The Local District Superintendent recommending the assignment failed to contact **Dr. Judith Perez**, President of AALA, for her input prior to forwarding the assignment to **Superintendent Deasy** for his approval. The failure was in direct violation of the AALA/LAUSD agreement.

AALA staff brought the assistant principals' concerns and the violation of the authorized AR 4213 process to Dr. Deasy's attention at our regularly scheduled meeting on September 13, 2011. Dr. Deasy's response was that he would again remind the Local District Superintendents to contact the President of AALA about potential AR 4213 and 4214 appointments, but that he supported the Local District Superintendent's principal assignment. In an effort to gain clarity for AALA's members who felt a lack of fairness and transparency in the selection process, AALA filed a public records request with the District on September 19, 2011. The public records request sought the following information:

1. The total number of applicants for the vacancy of principal, which was announced at the end of July 2011.
2. The total number of District-approved applicants for the vacancy of school principal.

**THE ROAD TO BECOMING A PRINCIPAL (Continued)**

3. The years of teaching experience for each of the District-approved candidates.
4. The years of administrative experience for each of the District-approved candidates.
5. The paper-screening process used by the Local District Superintendent and staff to determine which candidates would receive further consideration for the principalship.
6. A list of the assigned Local District personnel who did the paper screening.
7. The specific criteria used by the Local District Superintendent and staff to determine the candidates that would be approved for an interview for further consideration.
8. A listing of those individuals who made up the interview panel or review team for those candidates to receive further consideration for appointment to the vacant position.
9. The number of candidates that “passed” the “final” screening process and each individual’s prior years of teaching experience and years of administrative experience.
10. The rubric or other measurements used by the Local District Superintendent and staff that led to the final recommendation(s) forwarded to the Superintendent of Schools for approval.

The District denied requests 5, 7 and 10, citing California Government Code Sections 6254 (b), (c) and (g), which are as follows:

- (b) Records pertaining to pending litigation to which the public agency is a party, or to claims made pursuant to Division 3.6 (commencing with Section 810), until the pending litigation or claim has been finally adjudicated or otherwise settled.
- (c) Personnel, medical, or similar files, the disclosure of which would constitute an unwarranted invasion of personal privacy.
- (g) Test questions, scoring keys, and other examination data used to administer a licensing examination, examination for employment, or academic examination, except as provided for in Chapter 3 (commencing with Section 99150) of Part 65 of Division 14 of Title 3 of the Education Code.

**The District’s General Counsel’s Office responded to questions 1-4 and stated, for questions 6, 8 and 9, “The search for potentially responsive documents is ongoing. I anticipate that they should be available shortly.” AALA will await the District’s response to these questions. This information, along with a summation of the District’s response to questions 1-4, will appear in next week’s *Update*. Please stay tuned!**

**ADDITIONAL ALLOCATIONS TO SCHOOLS:**

**Superintendent Deasy has allocated the following additional amounts to schools' TPA 1824 Accounts:**  
- Traditional Calendar Schools - \$5.00 per pupil based on norm-day enrollment  
- Year Round Schools - \$7.00 per pupil based on norm-day enrollment

**HEALTH BENEFITS FAQ**

*Topic: Preparing for Open Enrollment – November 1 through November 20, 2011*

**What is Open Enrollment all about?**

Open Enrollment is the annual period when you make changes to your medical, dental and vision plans and/or when you enroll in a flexible spending account (FSA). All changes and/or new elections become effective on January 1, 2012, and are binding for the entire calendar year.

**When will the District notify me about Open Enrollment?**

You should receive your Open Enrollment packet on or about October 24, 2011. The packet will include a cover letter and other materials outlining your plan options, based on your eligibility for the plans. For example, the active employee packet will include information about FSAs, while the retiree packet will not. The enrollment guide will have a new format. Active employees will receive a foldout chart with side-by-side plan comparisons. Retirees will receive a slimmed down booklet with information about retiree plans only.

**Will my packet tell me which plans I currently have?**

Yes, along with your cover letter, you will receive a personalized worksheet that identifies your 2011 plans and any dependents covered by your plans. You will also see a list of 2012 plans that are available to you, based on whether you are an active employee or a retiree. Please read all the information on your worksheet, including the back page. Valuable information about provider selection, instructions for adding or changing dependents and Medicare information, if retired and over 65 years of age.

**What if I don't want to make any changes to any of my plans?**

You do not need to take any action or make an election if you wish to stay enrolled in your current medical, dental and vision plans.

**If I want to make changes, what processes are available?**

As in previous years, you make changes online at <http://benefits.lausd.net> or by calling the automated telephone enrollment system at 800.527.1482. Your cover letter will provide access information for both systems. If you enroll by telephone, you may view your selection online. During Open Enrollment, you can make changes as often as you like. However, your final changes must be made by November 20, 2011.

**I am anticipating some life changes during 2012 that may affect my health benefits. What options will I have?**

IRS regulations identify nine events that qualify for making midyear changes. They are: 1) begin or end full-time employment; 2) begin retirement; 3) marriage, divorce or death of a spouse; 4) birth or adoption; 5) death of a covered child; 6) spouse's adding or losing employer health plan eligibility; 7) spouse's loss of employment; 8) gain or loss of Medicare eligibility; 9) employee or dependent moving in or out of his or her plan's service area.

## FRIENDS OF AALA LAUNCH LOGO PIN SALE

During the 2010-2011 school year, AALA started a 501(c)(3) nonprofit corporation, FRIENDS OF AALA, to raise funds for student scholarships while providing donors an approved tax deduction. By the close of the year, FRIENDS OF AALA raised enough money to support scholarships for 21 LAUSD students. Our hope this year is to be able to increase that number. With your help, we will be successful in achieving our goal. The scholarships will be awarded at the Scholarship and Community Awards Banquet on May 23, 2012, at the Millennium Biltmore Hotel.

To begin its fundraising efforts this year, FRIENDS OF AALA has launched the sale of a distinctive logo pin, designed by retired Local District 4 Superintendent **Richard Alonzo**, for \$5 each. Pins may be purchased directly from AALA by contacting **Gema Pivaral** at [gpivaral@aala.us](mailto:gpivaral@aala.us).



Pins will also be available at upcoming AALA events. AALA very much appreciates the contributions to this worthy cause by our active and alumni members.

## EDUCATIONAL LEADERSHIP SUMMIT AT USC

The USC Rossier School of Education and the USC Chapter of Phi Delta Kappa International are presenting the second annual: *Leadership Summit 2011 - Mirrors of Excellence, Windows of Opportunities*. The summit will be held Wednesday, November 2, 2011, at the USC Davidson Conference Center. We encourage you to bring teams of teachers and other school leaders to expand the number of presentations you can attend and the learning you can take back and share with your faculty. USC students and alumni and PDK members of any chapter receive a discount on registration. Register online at <http://www.regonline.com/USC-PDK2011>.

## ATTENTION EDUCATIONAL LEADERS

Advance your career in urban education with a USC Ed.D.! Our 3-year program equips practitioner-scholars with the skills needed to lead high-performing organizations and connect research with practice, helping all students learn. The program is for working professionals who want to be leaders in education. Concentrations are offered in K-12 Leadership in Urban School Settings, Educational Psychology, Teacher Education in Multicultural Societies and Higher Education Administration. To RSVP for a USC Ed.D. event, visit our Upcoming Events website: <http://rossier.usc.edu/admission/events.html>. Questions? Contact us. USC Rossier School of Education at [rossier.info@usc.edu](mailto:rossier.info@usc.edu), 213-740-0224. Visit our website at <http://rossier.usc.edu>.

**TRANSFORMATIONAL LEADERSHIP, Cohort 2**

ACSA Region 16 is once again offering their two-year Transformational Leadership professional development program to LAUSD administrators, starting on October 28, 2011. The program is appropriate for K-12 administrators. The following information may be used for any required updates in the school's Single Plan for those planning to use professional development funds to pay for the program.

Transformational Leadership will focus upon building and supporting site leadership capacity to transform schools into learning communities filled with academic optimism. Recent research has demonstrated that schools that develop such optimism are places where students perform at high levels. The direction of this work will be based upon construction of three common traits: (1) Collective Efficacy (belief that the faculty can make a positive difference in student learning); (2) Relational Trust (faculty trust in one another, in students and parents, fostering cooperation to improve learning); (3) Academic Press (enacted behaviors focused upon student success, valuing hard work, learning and achievement). Leaders who complete all trainings and who achieve success in moving their school toward achievement of the above traits will be granted an *ACSA Advanced Leadership Certificate in Transformational Leadership*.

**Dates:** Four days in 2011-2012 (October 28, 2011; December 7, 2011; February 22, 2012; April 20, 2012) and four days in 2012-2013

**Location:** William Anton Elementary School, Los Angeles

**Registration:** \$500/year

For further information, contact **Jessaca Downing** in ACSA's Educational Services Department at 916.329.3843, 800.608.2272, or via e-mail at [jdowning@acsa.org](mailto:jdowning@acsa.org) or view our website at: [www.acsa.org/transformationalleadership](http://www.acsa.org/transformationalleadership).

**SAVE THE DATES**

**WEDNESDAY, OCTOBER 19, 2011** – Classified Administrators will celebrate becoming a bargaining unit and part of AALA at Taix Restaurant, 1911 W. Sunset Blvd., Los Angeles, from 4:30 – 6:30 p.m. Come meet colleagues, learn about the unit and provide input. RSVP to **Cathy Vacca** at [cvacca@aala.us](mailto:cvacca@aala.us) or 213.484.2226 by Monday, October 17, 2011.

**FRIDAY, OCTOBER 21 – SUNDAY, OCTOBER 23, 2011** – **The Council of Black Administrators (COBA)** will be holding its **Annual Professional Development Seminar** at the Embassy Suites Hotel, 1325 East Dyer Road, Santa Ana, CA. For more information contact **Sharon Brown** at 310.225.4227 or [sib8612@lausd.net](mailto:sib8612@lausd.net), or **Simone Charles** at [simone.charles@lausd.net](mailto:simone.charles@lausd.net).

**WEDNESDAY, OCTOBER 26, 2011** – The **Benjamin Banneker Association** invites all Math Colleagues from K-12 to a meet and greet "**Happy Hour**," 4:30 – 6:30 p.m., at the California Science Center, 700 Exposition Park Drive, Los Angeles. Scholarship and Grant information to Math Conferences 2011-2012, a Panel Discussion and Math Raps will be provided. For more information contact Benjamin Banneker Association at 424.234.3585 or [www.bennekermath.org](http://www.bennekermath.org).

## POSITIONS AVAILABLE

**Minimum Qualifications:** Candidates are responsible for making sure all the District requirements have been met. Do not contact AALA for information regarding positions. Use the listed contact phone number.

### CERTIFICATED POSITIONS

#### ***PRINCIPAL, CITY OF ANGELS***

**City of Angeles School, MST 43**, 1449 S. San Pedro Street, Los Angeles, CA 90015 (**Main Office**)  
 City of Angeles is an E Basis independent study school on a single track with multiple sites throughout the District. For information and application procedures contact **Jan Davis**, Administrative Coordinator, Secondary Programs, at 213.241.7510 or [jdavis02@lausd.net](mailto:jdavis02@lausd.net). **Filing deadline is Wednesday, October 26, 2011.**

#### ***SITE OPERATIONS COORDINATOR***

**Valley Region HS #5 (2) MST 40 (Temp. Adv.)**, 1001 Arroyo Avenue, San Fernando, CA 91340  
 Valley Region #5 is a D Basis school. For information and application procedures contact **Jose Rodriguez**, Principal Leader, at 818.252.5400. **Filing deadline is Friday, October 21, 2011.**

#### ***PRINCIPAL, ELEMENTARY***

**156<sup>th</sup> Street ES (8) MST 40**, 2100 West 156<sup>th</sup> Street, Gardena, CA 90249  
 156<sup>th</sup> Street is an E Basis school. For information and application procedures contact **Akida Long**, Principal Leader, at 310.354.3400. **Filing deadline is 3:00 p.m., Friday, October 21, 2011.**

**Bonita Street ES (8) MST 40**, 21929 Bonita Street, Carson, CA 90745  
 Bonita is an E Basis school. For information and application procedures contact **Akida Long**, Principal Leader, at 310.354.3400. **Filing deadline is 3:00 p.m., Friday, October 21, 2011.**

The following positions are available to view in their entirety by going to [http://certificated.lausd.k12.ca.us/admin\\_vacancies](http://certificated.lausd.k12.ca.us/admin_vacancies). Select School-Based and Non-School-Based positions and click on any position to view the specific flyer.

POSITION	DEADLINE
<ul style="list-style-type: none"> <li>• <b>SPECIALIST, PRE-K–12 SCIENCE, MST 38 (Temp. Adv.), B Basis, Office of Curriculum, Instruction and School Support.</b> Contact <b>Graciela Gonzalez</b> at 213.241.5333 or <a href="mailto:graciela.gonzalez@lausd.net">graciela.gonzalez@lausd.net</a>.</li> </ul>	<b>5:00 p.m.                      Thur., Oct. 20,                      2011</b>
<ul style="list-style-type: none"> <li>• <b>COORDINATOR, LOCAL DISTRICT RESPONSE TO INSTRUCTION AND INTERVENTION (Rtl2), MST 41 (Temp. Adv.), B Basis, Office of Curriculum, Instruction and School Support.</b> Contact <b>Graciela Gonzalez</b> at 213.241.5333 or <a href="mailto:graciela.gonzalez@lausd.net">graciela.gonzalez@lausd.net</a>. <b>(FOR LOCAL DISTRICT 1)</b></li> </ul>	<b>5:00 p.m.                      Fri., Oct. 28,                      2011</b>

### **JOB OPPORTUNITY –**

#### ***Induction Director of the Los Angeles Urban Teacher Residency (LAUTR)***

The Induction Director of the Los Angeles Urban Teacher Residency will be responsible for overall design of the induction period for new teachers as part of a team to successfully launch the Los Angeles Urban Teacher Residency. For complete job description, please visit [www.ccebos.org](http://www.ccebos.org). Interested applicants should send a cover letter and resume to W. Willis at [wwillis@ccebos.org](mailto:wwillis@ccebos.org) **no later than October 19, 2011.**