

UPDATE

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Week of April 23, 2012

LEADERSHIP 101: DELEGATION OF TASKS

The last two issues of *Update* have featured articles on some essential components of leadership, creating sustained change and thoughtful decision making. Recent events in the District and the treatment of administrators this year necessitate a review of the appropriate delegation of tasks at all levels. Seasoned leaders are aware that the Lone Ranger model of leadership is not viable. Issuing one directive after another does not insure that critical responsibilities are completed wisely or well. Nevertheless, it is simply impossible for a single individual to get everything done alone. A corollary to that statement is that leaders need other individuals to help carry out many important responsibilities. In other words, they must share their leadership. Careful delegation is one form of shared leadership.

Delegation takes place at all levels of the organization. Ideally, the leader should avoid thoughtlessly dumping piles of work on others and make assignments in an equitable and reasonable manner, while maintaining oversight. The Superintendent of Schools, for example, usually delegates certain responsibilities, such as evaluation of principals, to a local district superintendent. The LD superintendent usually delegates such duties to their principal leaders. A principal may delegate specific tasks, such as evaluation of certain teachers, to an assistant principal. Such delegation does not absolve the leader of responsibility for the quality of all evaluations.

Capable leaders weigh the strengths of subordinates and delegate accordingly. At the same time, they balance assignments based on competence with those designed to build the learning and experiential base of subordinates, making sure to provide coaching and support to build subordinates' leadership skills. For example, for a new AP the principal should assign the most straightforward and least challenging teacher evaluations. As the AP's expertise increases, the principal should consider assigning more challenging evaluations. However, while a seasoned AP may be well-prepared to handle particularly demanding teacher evaluations, it may be best in some cases for the leader to carry them out, especially when sensitive issues are involved.

The delegation of tasks is, thus, far more complex than at first glance. We all know that the leader must exemplify the organization's vision and goals. Successful achievement of both depends upon structuring the work of subordinates to move the work of the organization forward. A principal, for example, must meet regularly with assistant principals to review delegated tasks with their attendant timelines, schedule ongoing consultation and monitoring, share additional information as the task proceeds, insure that the AP maintains accurate written documentation, provide regular feedback and maintain general oversight. Successful completion of delegated tasks is ultimately the responsibility of the principal. So is provision of professional growth opportunities for the AP. When problems arise with delegated tasks, the principal must work with the AP to resolve them.

The same principle holds true for local district superintendents and the Superintendent of Schools. Publicly blaming subordinates when the media attack District personnel or policies is weak leadership. At the same time, blind acceptance of a subordinate's actions may lead to serious problems or unintended consequences. Avoiding responsibility for the actions of subordinates and rationalizing actions taken may do serious damage to the organization at all levels. That is why the development of strong leadership is in the best interest of all of us.

AALA OFFICER ELECTION RESULTS

Voting for new officers and a constitutional amendment began on Monday, April 9, 2012, and ended on Monday, April 16, 2012. Of AALA's active membership, voter turnout was 48%, which is considered high for elections with only one candidate for each office. In the at-large election for AALA President, **Dr. Judith Perez** was reelected by a 99% vote. The results for all positions are shown below:

Office	Name	Percent of Votes	Votes Cast
President	Dr. Judith Perez	99%	907
Elementary Vice President	Dr. Angel Barrett	98%	317
Secondary Vice President	Margaret Prietto	100%	261
Supervisory Director	Kevin Kilpatrick	93%	191
Adult Director	Dominic Shambra	71%	80

The Adult Director position was contested by **Gina Hayes**, write-in candidate, who received 29% of the votes cast. All of the above officers were elected to three-year terms, beginning July 1, 2012, through June 30, 2015.

AALA CLASSIFIED MEMBERS NOW OFFICIAL!

AALA members, with a 95% vote, ratified the amendment to their Constitution to add Unit M, Classified Managers, to the AALA bargaining unit. Classified Managers are now permanently memorialized as active AALA members. The next step will be the election of three classified officers—a Vice President and two Directors who will sit on the AALA Executive Board.

BE ALERT TO SOCIAL MEDIA USAGE

As you may recall, AALA recently published a legal brief reviewing the new LAUSD social media policy which governs use of electronic communication by District employees and associated persons (parents, parent-elected leaders of school committees, representatives and volunteers, consultants, contracted employees, walk-on coaches, child care/enrichment providers, vendors and after-school providers). Bulletin No. 5658, dated February 1, 2012, *Social Media Policy for Employees and Associated Persons*, prohibits what can be shared, responded to or posted on District and all other equipment or resources. We encourage administrators and supervisory personnel to ensure that their staffs are aware of this policy and to routinely remind them of their roles and responsibilities as delineated in the bulletin. An overview of recent news articles shows school personnel throughout the country being reprimanded and even terminated for things that have been posted through social media. It is imperative that we all remember that nothing on the Internet or in e-mail is private, irrespective of individual privacy settings. While AALA supports the intent of this policy, we hope that it will be applied equitably to all District employees and associates.

HEALTH BENEFITS FAQ

Topic: The Role of the Health Benefits Committee

The Health Benefits Committee (HBC) is composed of representatives of all District bargaining units. Each union has one representative per 5,000 members. Currently, AALA has one seat, filled by **Dr. Lillian Utsumi**. The District also has a representative on the committee. The HBC meets monthly throughout the year, with additional meetings, as necessary. Besides reviewing and selecting health plan options and modifications, the committee addresses constituent concerns, legal guidelines/legislation involving health care, Medicare requirements, usage reports, vendor contracts and all other issues involving the District's health plans. Decisions are made through consensus.

What is the process for reviewing and selecting health plans for the next calendar year?

During spring and early summer of each year, health plan insurers bring their proposed premiums and plans before the Health Benefits Committee. Historically, premiums have increased each year and insurers typically present the costs of maintaining current health plans and then provide options for cost containment. This process begins as early as the June or July meetings. For 2013, the HBC will be reviewing contracts for 12 vendors, including all of the medical plans.

What leverage does the HBC have to offset proposed increases in premiums?

For each of the years since 2009, the HBC has worked with a union-negotiated budget for health care benefits. Through 2011, the budget contained a 3.5% contribution cap. For three years, faced with escalating health care premiums, the HBC managed to stay within the 3.5% cap, and in fact, implemented cost savings during the three-year period that resulted in a \$200 million surplus. This surplus is now part of the new three-year health benefits budget package to offset anticipated premium increases over the next three years.

How do employees and retirees benefit from having a union-represented Health Benefits Committee?

As it is comprised of representatives of each bargaining unit, the HBC's sole function is to serve the collective interests of their members and retirees. Despite the ongoing budget crisis in LAUSD and beyond, the HBC negotiated a new three-year Memorandum of Understanding with guaranteed funding for health benefits through 2014, and possibly through 2015.

How do AALA members address concerns?

AALA provides support throughout the year, answering questions and interfacing with the District or health plans administrators as needed. Members may contact AALA for answers to immediate questions and concerns by calling 213.484.2226, e-mailing aalaooffice@aala.us or by U.S. Mail, 1910 W. Sunset Blvd., Suite 850, Los Angeles 90026. When AALA learns of similar concerns being voiced by many, they are brought before the HBC.

IMPORTANT SURVEY ARRIVING IN YOUR INBOX!

On Monday, April 23, 2012, school-site administrators will receive a survey via e-mail asking them to rate the level of support they have received from their respective Principal Leaders and Local District Superintendents. This survey is the result of a motion passed by the Representative Assembly on March 22, 2012. AALA urges all site administrators to participate in this survey.

A RESPONSE TO QUESTIONS TO DR. DEASY

In last week's *Update*, an article titled "Communication to Dr. Deasy" listed eight questions posed to the Superintendent by **Dr. Judith Perez** and **Dan Isaacs** at a meeting on March 30, 2012. The questions were in reference to version 6 of the RIF list and the implications for those AALA members whose names are on it. AALA wishes to thank **Enrique Boull't**, Chief Operating Officer, for compiling this information on behalf of **Dr. Deasy**.

Dear Dr. Perez:

Please see our response to your letter dated March 30, 2012. The answers listed below are general in nature and could vary due to individual circumstances which may require different answers. Employees can be referred to the Personnel Commission for classified personnel questions, to the Human Resources Division for certificated personnel questions and to Benefits Administration for questions related to their benefits. Lastly, the aforementioned divisions are available to meet with AALA representatives to discuss areas of complexity.

Question #1: *Please provide a list of all AALA members who are listed on the version 6 – RIF list no later than Monday, April 9, 2012.*

Response: *This list will not be available until after April 17, 2012. Additionally, for classified employees, we will not know if a District-represented employee is bumping an AALA member until we finish the placements in early June.*

Question #2: *Are those members that do not retire on or before June 30, 2012, and are on the version 6 list covered by District health benefits?*

Response: *Active employee benefits terminate on the last day of the month in which the employee is separated from the District, meaning no longer in paid status.*

Question #3: *Do they need to plan to pay for COBRA for the twenty-six (26) days from July 1, 2012, to July 26, 2012?*

Response: *COBRA notification to the employee is automatically generated once an employee's benefits are terminated. LAUSD will notify the COBRA Administrator in the event of:*

- *Resignation or dismissal (except in cases of gross misconduct);*
- *Loss of benefits due to a reduction of your assigned hours (including taking an approved unpaid leave).*

Upon receipt of notification, you will be mailed a COBRA election packet. Failure to notify the District within 60 days will forfeit your right to elect COBRA. In general, employees may continue coverage under COBRA for 18 months, while dependents may continue for 36 months. Should you need assistance, contact: FBMC, the COBRA/AB528 Administrator, at 800.342.8017 or by visiting <http://www.fbmc.com>.

RESPONSE (Cont.)

Question #4: *If they have to purchase COBRA and the District rehires them, will the District reimburse them?*

Response: *No, the COBRA premiums are remitted to the employee's health plans to provide benefit coverage for the employee and qualified dependents during the coverage period whether or not the services are utilized. However, COBRA premiums can be remitted on a monthly basis.*

Question #5: *If they retire on or about June 30, 2012, will they be removed from the reemployment list?*

Response: *For certificated employees who are placed on a reemployment list but retire within the 39-month period prior to being selected from the list, their names will be removed from the reemployment list. If classified employees retire in lieu of layoff, their names will remain on the reemployment list for 39 months (Ed. Code, Sections 45115 and 45298).*

Question #6: *Can they collect unemployment benefits during this period?*

Response: *Claims for Unemployment Insurance benefits must be made by the employee and submitted directly to the Employment Development Department (EDD) via the web at www.edd.ca.gov or by calling 800.300.5616 on or after the day the layoff or reduction becomes effective. The EDD will determine if employees are eligible to receive unemployment compensation. Please provide your employer's mailing address to EDD as:*

*Los Angeles Unified School District
C/O TALX
UCeXpress P.O. Box 23020
Oakland, CA 94623-2302
(Do not use your work location address.)*

Question #7: *Must they retire by June 30, 2012, to retain health benefits?*

Response: *Eligibility for District-sponsored retiree benefits is dependent on several factors. Qualified employees who retire from the District receiving an STRS/PERS allowance for either age or disability and meet the following requirements shall be eligible to continue District-paid hospital/medical, dental and vision coverage in which the employee was enrolled at the time of retirement:*

- For employees hired prior to March 11, 1984, five (5) consecutive years of qualifying service* immediately prior to retirement shall be required in order to qualify for retiree health benefits for the life of the retiree.*
- For employees hired on or after March 11, 1984, but prior to July 1, 1987, ten (10) consecutive years of qualifying service* immediately prior to retirement shall be required in order to qualify for retiree health benefits for the life of the retiree.*
- For employees hired on or after July 1, 1987, but prior to June 1, 1992, fifteen (15) consecutive years of qualifying service* immediately prior to retirement shall be required, or (10) consecutive years immediately prior to retirement plus an additional ten (10) years which are not consecutive.*
- For employees hired on or after June 1, 1992, years of qualifying service* and age must total at least eighty (80) in order to qualify for retiree health benefits. For employees who have a break in service, this must include at least (10) consecutive years immediately prior to retirement.*

RESPONSE (Cont.)

- Any employee hired on or after March 1, 2007, shall be required to have a minimum of fifteen (15) consecutive years of service with the District immediately prior to retirement, in concert with the “Rule of 80” eligibility requirement, to receive employee and dependent health and welfare benefits (medical, dental and vision) upon retirement.
- New Employees’ Retiree Benefits: Effective with employees hired on or after April 1, 2009, years of qualifying service* and age must total at least eighty-five (85) in order to qualify for retiree health benefits. This must include a minimum of twenty-five (25) consecutive years of service with the District immediately prior to retirement.
- For School Police (sworn personnel), if you were hired on or after April 1, 2009, to qualify for District-paid benefits at retirement, the employee’s age plus the number of consecutive qualifying years of service,* when added together, must equal eighty (80) and you must have twenty (20) consecutive years of qualifying service* immediately prior to retirement.

PLEASE NOTE: It is important to understand that if you take a deferred retirement (that is, leave funds on deposit with the retirement system for withdrawal at a later date) or a lump sum distribution, you are not eligible for District-paid retiree health benefits. Also, if you stop your monthly payments, you will lose your District-sponsored benefits. You must resign from the District with the intent to retire and retire from your retirement system the following day and continue to collect a retirement allowance.

**Qualifying years of service consist of fiscal years in which you were in “paid status” for at least 100 full days and eligible for District-paid health benefits coverage.*

Question #8: *Would the District consider holding in abeyance retirement papers until the end of July 2012, pending some of those on the version 6 list being retained by the District?*

Response: *For certificated employees, the Education Code requires us to complete a layoff by June 30, 2012. Otherwise, we are obligated to offer employees a position for the 2012-2013 school year. Classified employees may retire at any time during the year. Additionally, classified employees may withdraw their retirement request within 48 hours after it is submitted or they may rescind their retirement with CalPERS and return to work. As such, there is no reason to hold the retirement papers until the end of July 2012.*

RESOURCES FOR ADMINISTRATORS

Area of Concern	Contact	Telephone	E-mail
Lifetime Health Benefits	Priti Kapoor	213.241.4262	Priti.kapoor@lausd.net
Unemployment Benefits	Employment Development Department website		www.edd.ca.gov/unemployment
STRS Retirement Packet	Maria Voigt	213.241.6365	Maria.voigt@lausd.net
STRS Counseling	CalSTRS	800.228.5453	www.calstrs.com
Reemployment lists for Administrative Classes	Maria Voigt	213.241.6365	Maria.voigt@lausd.net
Reemployment lists for K-12 Classes	Regina Echols David Dill	213.241.6029 213.241.5553	Regina.echols@lausd.net David.dill@lausd.net
Reemployment lists for Adult Ed Classes	Alonzo Cienfuegos	213.241.3786	Alonzo.cienfuegos@lausd.net

BULLYING

As you are probably aware, the movie *Bully* was recently released and Superintendent **John Deasy** attended a screening with 6,500 LAUSD students last Tuesday. More and more media attention is being focused on the topic of bullying, especially in schools and has even been the topic of several “tweets” from Dr. Deasy and conversations on the District’s Facebook page. We would, therefore, encourage all site administrators to review and ensure compliance with the District’s policy regarding Bullying. This can be found in Bulletin 5212.0, *Bullying and Hazing Policy*, dated August 27, 2010. There are specific responsibilities delineated which should be reviewed and shared with all school staff members and students.

CONGRATULATIONS, TITLE I ACADEMIC ACHIEVEMENT AWARD WINNERS!!

On Wednesday, April 11, 2012, **Tom Torlakson**, State Superintendent of Public Instruction, announced that 117 California public schools were selected for the 2011-12 Title I Academic Achievement Awards. Of those, 9 were LAUSD schools and an additional 7 were charter schools attached to the District. These schools have doubled the achievement targets set for them for two consecutive years and all of their students are making significant progress toward proficiency on California’s academic content standards. They will be recognized at ceremonies in May along with the 2012 California Distinguished Schools. Congratulations to the students, parents, staff and principals of the following schools:

SCHOOL	PRINCIPAL	SCHOOL	PRINCIPAL
Amanecer Primary Center	Marianne Roberts	Dr. Olga Mohan High*	Janette Rodriguez
Animo Jackie Robinson*	Lori Pawinski	Herrick Elementary	Rosalinda Elmore
Aspire Lugo Academy*	Sarah Ali	KIPP Los Angeles College Preparatory*	Angella Martinez
Broadway Elementary	Susan Wang	Knollwood Elementary	Barbara Cohen
Burton Elementary	Roger Wilcox	Melrose M/S/T Magnet	Bernadette Lucas
CA Academy for Liberal Studies Early College*	Connie Rivas	One Hundred Fifty-Sixth Street Elementary	Sidra Dudley
California Academy for Liberal Studies*	Nancy Villagomez	Van Ness Avenue Elementary	Katty Iriarte
Center for Advanced Learning*	Nadar Ali	Vintage M/S/T Magnet	John Rome

* denotes charter school

TUTORING COMPANY SEEKS RETIRED ADMINISTRATORS FOR CONSULTANT POSITIONS

Part-time consultants are needed by one of the nation’s largest and most effective tutoring companies. Tutoring is offered in all academic subjects, as well as standardized test preparation, for students attending public or private schools. For more information concerning this LA based nationally recognized company, please contact **A. J. Duffy** at duffmanandcarol@verizon.net or call 213.880.3993.

UPCOMING EVENTS

EVENT	DATE	CONTACT
Administrative Professionals Day	April 25, 2012	
CalSTRS Workshop—General overview of CalSTRS	April 26, 2012 4:00 – 5:30 p.m.	Weemes ES, 1260 W. 36 th Place Los Angeles, CA 90007
CalSTRS Spring into Retirement	April 28, 2012 9:00 a.m. - Noon	www.calstrs.com or 800.228.5453
LA Federal Credit Union Scholarship Application Due	April 30, 2012	www.lafcu.org/site/scholarships
ACSA Administrator of the Year Awards Banquet	May 3, 2012 5:00 – 8:00 p.m.	Barbara Friedrich , bfriedri@lausd.net
California Day of the Teacher	May 9, 2012	Statewide celebration since 1982 patterned after <i>El Día del Maestro</i> in Mexico
Alliance of Asian Pacific Educators Scholarship Dinner	May 16, 2012 5:00 p.m.	Dean Tagawa , dtagawa@lausd.net or 323.223.2277
Association of Jewish Educators Scholarship Brunch	May 20, 2012 11:00 a.m.	Maralyn Soifer , mps1907@lausd.net or 818.903.6640
AALA Scholarship and Community Awards Banquet	May 23, 2012	Gema Pivaral , gpivaral@aala.us or 213.484.2226
Council of Mexican American Educators Scholarship Awards	May 31, 2012	Miguel Campa , mcamp13@lausd.net

POSITIONS AVAILABLE

Minimum Qualifications: Candidates are responsible for making sure all the District requirements have been met. Please do not contact AALA for information regarding positions; use the contact phone number provided in the announcement or go to http://certificated.lausd.k12.ca.us/admin_vacancies.

CERTIFICATED POSITIONS

Principal, Elementary

CRES #22 (Playa Vista) Elementary School (LD3), MST 40G, D Basis. For information and application procedures contact **Rene Robinson**, Principal Leader, at 310.914.2100, or rrobi3@lausd.net. Filing deadline is 5:00 p.m., Tuesday, May 1, 2012.

Instructional Specialist

South East High School (LD6), MST 40G, B Basis. For information and application procedures contact **Jose Hernandez**, Principal Leader, at 323.568.8500. Filing deadline is 5:00 p.m., Friday, May 4, 2012.

PREVIOUSLY ANNOUNCED POSITIONS

POSITION	LOCATION	CONTACT	DEADLINE
<i>PRINCIPAL—K-12</i> MST 42G, E Basis	Harry Bridges Span School (LD8)	Christine Cassidy , Principal Leader, 310.354.3400	3:00 p.m. Friday, April 27, 2012
<i>CURRICULUM SPECIALIST, Mobilize NSF Grant Program,</i> MST 38G, B Basis	Office of Curriculum, Instruction and School Support	Graciela Gonzalez 213.241.5333 graciela.gonzalez@lausd.net	5:00 p.m. Tuesday April 24, 2012