

Leadership Huddles Handbook

**COLLABORATIVE PROBLEM SOLVING FOR
CONTINUOUS IMPROVEMENT**

A focus on Student Physical Aggressive Behavior

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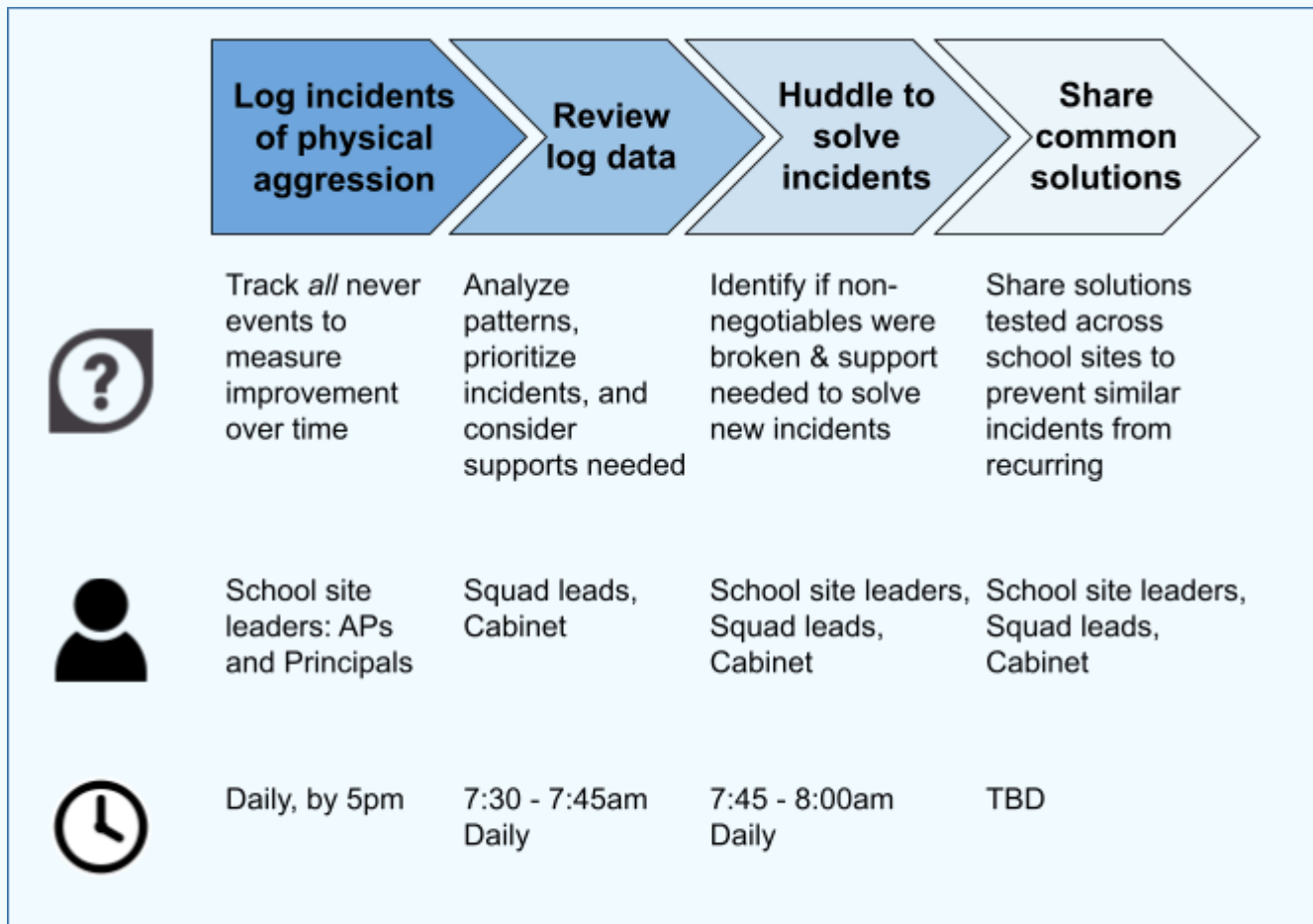
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Quick Links:

- [Aggression Log](#) - COPY
- [Huddle Notes](#) - COPY
- [Non-Negotiable Expectations for Site Leaders](#)

Overview of Physical Aggression Huddles

All school sites will be tracking incidents of physical aggression and participating in huddles with all other sites, squad leads, select directors, and cabinet. The purpose is to understand and meet school site's daily needs in safety and student behavior; to work collaboratively to reduce incidents of physical aggression; and to create a strong culture of safety and problem-solving that supports our district’s vision.





Logging Incidents of Physical Aggression

What is it?

A [spreadsheet](#) that tracks all acts of **physical aggression** for every school. While all acts of aggression will be documented, only a subset will be addressed due to constraints on people's time.

- **Physical Aggression** is defined as aggression with intent to harm that is referred to administration.

Why do it?

The purpose is to work collaboratively to reduce incidents of physical aggression and to create a strong culture that supports our district's vision. This will be accomplished by creating a daily, transparent record on student aggression that will be used to understand site needs and make informed decisions to improve safety.

What is expected of me?

Principals: Update [Aggression Log](#) every afternoon by 5:00 pm; designate an Assistant Principal (AP) to log events if unable to log

Assistant Principals: Update log for Principal if they are unavailable

Directors & Squad Leads: Train Principals and APs on how to complete the log

Cabinet: Train Squad Leads to support site leaders to complete the log

Aggression Log FAQ

When will Logging of Aggressive Behaviors begin?

Logging will begin the first day of school - by 5:00PM.

How do I bookmark my school's tab in the log for easy access?

1. Go to your school's tab in the [aggression log](#)
2. Click the *star* icon at the end of the search bar in your browser (note: this might look a little different depending on the browser); alternatively: select the settings icon in your browser (usually denoted by three dots or lines in the top right corner of your browser),

and in the dropdown menu select "Bookmarks" > "Bookmark this tab"

3. Select and save a relevant name for the bookmark (e.g., "Aggression Log")

How do I limit the entries I am viewing so I don't have to scroll so much?

Each month you should hide (not delete) the rows of entries for the month in order to limit how far you have to scroll to enter a new entry.

- To hide rows, right click on the brown number on the left of the spreadsheet and choose Hide row. To hide multiple rows, click on the first row and drag across the rows you wish to hide, or hold the Shift key and click on the last row you want to hide, then right click and choose Hide rows.

What if I have no acts of physical aggression occur in a day?

Update log with the date and then enter "0" in "Number of Incidents" column for that particular day.



Review Log of Physical Aggression Data

What is it?

Time for site leaders, directors, and cabinet to review aggression incidents across the district for trends (i.e., shared challenges among schools) and to help prioritize resources.

Why do it?

In some instances, school sites may share similar challenges. We would want to ensure these schools collaborate in problem solving and share solutions that worked for them. Additionally, if schools across the district are facing similar challenges, it informs cabinet and squad leads that collective action needs to be taken at a greater scale. In other instances, the severity of aggression incidents may vary across school sites. Seeing this allows squad leads and cabinet to prioritize resources to contain the highest need problems.

What is expected of me?

Principals and Assistant Principals: Review the log before daily huddles for 5-10 minutes. Suggest reviewing the data in the morning prior to meeting to ensure you see the most updated information and are primed before the whole group discussion.

Cabinet, Directors and Squad Leads: Reviewing the data in the morning prior to meeting from 7:30-7:45 am to ensure you see the most updated information and are primed before the whole group discussion. Analyze log entries to support sites in problem solving incidents; optional resource: [coaching questions](#). Also, look for barriers you can remove to enable schools to test change ideas.



Huddle to Problem Solve

What is it?

Daily Zoom meetings, from 7:45–8:00 am, where site leaders, directors, and cabinet discuss successes and challenges meeting non-negotiable expectations around the physical aggression incidents that arose the prior day. Meetings will roughly follow an agenda:

- 7:45 - 7:47 am: Whole group welcome and share any district-wide information
 - Share out any high level celebrations/bright spots and/or district-wide solutions
- 7:47 - 7:48 am: Transition to small group breakout rooms
- 7:48 - 7:50 am: Bright spots & successes [small groups]
- 7:50 - 7:53 am: Meeting [non-negotiable expectations](#) [small groups]
 - Admin visible and supervising
 - Staff actively supervising (passing periods and recess)
 - Meeting daily with supervision team to calibrate
- 7:53 - 8:00 am: Challenges, immediate site needs, and problem solving (see [HHS's huddle protocol](#)) [small groups]

Why do it?

Structured, daily time to synchronously discuss safety incidents is fundamental to prevent these incidents from recurring. Understanding what happened, why it happened, and brainstorming how we can avoid these incidents from recurring is how we plan to make our district safer.

Huddles FAQ

When will Huddles begin?

Huddles will begin the second day of school at 7:45 am.

Which District Administrators attend the Huddle?

Executive Cabinet, Squad Leaders, and select District Leaders, inclusive of:

- Director of Security

- Director of Student Support Services
- Directors of Human Resources, Certificated and Classified
- Director of Compliance (HR)
- Executive Director and Director of Special Education
- Director of Expanded Learning Opportunities Programming (ELOP)

Directors designed to assist with real-time problem solving will stay in the main room until called upon by a small group breakout to support. Cabinet/Squad Leader will text Director(s) when needed to join the small group breakout.

Which Site Administrators attend the Huddle?

Principals and Assistant Principals, inclusive of Athletic Directors, should attend the daily huddle.

As a Site Administrator, which small group breakout room do I join?

PreK & Elementary 1* (*starts 9/11/23)	Elementary 2* (*starts 9/11/23)	Middle & K-8	High & Alt. Ed.
Preschool	Bautista Creek	Cottonwood K-8	Hamilton Secondary
Cawston	Fruitvale	Idyllwild K-8	Hemet High
Harmony	Hamilton El.	Hemet Dual Lang. Acad.	Tahquitz
McSweeny	Hemet El.	Acacia	West Valley
Valle Vista	Jacob Wiens	Dartmouth	Academy of Innovation
Whittier	Little Lake	Diamond Valley	Alessandro (+ LifeWorks and Adult Ed.)
Winchester	Ramona	Rancho Viejo	
		Western Center Academy	

Will Huddles be held on District training days for leaders, such as Leadership, Lead Learner, or AP Academy?

Yes. The start time of the Leadership and Lead Learner agendas will be adjusted to allow time for the Huddle. At Leadership and Lead Learner, Principals and select Directors who attend can join Zoom from a location of your choice around the District Office or from the following prearranged locations:

LEADERSHIP (held in Board Room) Day Breakout Room Spaces:

1. PreK & Elementary 1: Room 304
2. Elementary 2: Room 401
3. K-8 & Middle: Board Conference Room
4. High & Alt.Ed.: Room 305

LEAD LEARNER (held in Titan and Mustang Rooms of P.D.) - Breakout Room Spaces:

1. PreK & Elementary 1: Mustang Room
2. Elementary 2: Titan Room
3. K-8 & Middle: Student Support Services Conference Room
4. High & Alt.Ed.: Fogerty Room (Transportation)

For AP Academy, the agenda does not start until the afternoon, so Assistant Principals can join the Huddle from their respective school site in the morning and then report later in the day to the District Office for AP Academy.

Will notes be taken? Who will record the notes?

Yes, notes will be captured on [this shared document](#). Squad Leaders will assist with capturing notes for each small group. Newest notes will always be added to the top of the document.

2023-2024 Squad Leaders

PreK & Elementary 1	Elementary 2	Middle & K-8	High & Alt. Ed.
Lauren Armijo	David Howland	Kim Romeril	Janice Jones
Kristen Anderson			

Who will be facilitating the Huddle and small group breakouts?

Superintendent will start each meeting, whole group. Assistant Superintendents will facilitate the small groups in breakout sessions using the following rotational schedule.

2023-2024 Huddle Facilitation Schedule

Week/Dates	Whole Group	PreK & Elem. 1	Elem. 2* (*starts 9/11/23)	Middle & K-8	High & Alt. Ed.
Wk. 1: 8/15-8/18	Christi	Christi		Darrin	Nereyda
Wk. 2: 8/21-8/25	Christi	Jennifer		Mary	Christi
Wk. 3: 8/28-9/1	Christi	Mary		Christi	Nereyda
Wks. 4-7: 9/5-9/29	Christi	Mary	Jenn	Derek	Nereyda
Wk. 8-11: 10/2-10/27	Christi	TBD			
Wk. 12-14: 10/30-11/17					
Wk. 15-18: 11/27-12/20					
Wk. 19-21: 1/9-1/26					
Wk. 22: 1/29-2/2					
Wk. 23: 2/5-2/9					
Wk. 24: 2/12-2/16					
Wk. 25: 2/26-3/1					
Wk. 26: 3/4-3/8					

Wk. 27: 3/11-3/15					
Wk. 28: 3/18-3/22					
Wk. 29: 3/25-3/29					
Wk. 30: 4/8-4/12					
Wk. 31: 4/15-4/19					
Wk. 32: 4/22-4/26					
Wk. 33: 4/29-5/3					
Wk. 34: 5/6-5/10					
Wk. 35: 5/13-5/17					
Wk. 36: 5/20-5/24					
Wk. 37: 5/28-5/31					
Wk. 38: 6/3-6/5					

What are the non-negotiables for Site Leaders?

- Admin must be visible - All site administrators to be actively supervising before school (when gate opens), passing periods, lunch, dismissal; for elementary admin, be present to supervise at least one lunch and one recess daily, rotating grade levels to visit all grade levels at least once throughout the week.
 - Stay in IEP meetings but reminder that sites should avoid scheduling multiple IEP's at one time and avoid scheduling during non-structured student times to the best of the site's ability (ie. lunch time)
 - Do not schedule ancillary meetings during student non-structured time
- Active Supervision & Duty Schedule - Each site will submit a plan for daily supervision expectations.
 - How/delivery is critical; leverage urgency; do this with people, not to people
 - Leverage contract language to ensure proper supervision during passing periods and before/after school (maximize certificated teacher duty minutes to ensure safety of students)
- Review Supervision Deployment Map with Site Supervisor/Security Team
 - Supervise to ensure active supervision
 - Hold a daily huddle with Supervision/Security Team
 - Review/re-evaluate PE/blacktop supervision schedule (for each period 0-7)
- Standardize hall pass system and hold students and staff accountable to use this standard pass
- Principal updates Aggression Log every afternoon by 5:00 PM
 - Assistant Principal designee can update for Principal if unavailable
- Daily Huddle with Cabinet Representatives, Squad Leader, Principals, Assistant Principals, Select Directors based on need
 - 7:45-8:00 am (virtual - 15 minutes); If principal cannot join, appoint an AP representative

- Daily Huddle Check-In Agenda:
 - Successes/Celebrations
 - Meeting Non-Negotiable Expectations
 - Challenges and Immediate Site Needs



Share Common Solutions

What is it?

How will schools who share similar problems organize the testing of solutions to make sure a) they're both not testing the same thing without coordinating process, b) they're sharing what they learn (what worked, what didn't), c) they're not recreating the wheel if someone has already come up with a solution to this problem? Are these things that are done within the daily huddle structure or separately? How do we include other related directors to problems in the log?



Need something?

Suggestions to improve this resource or questions can be directed to:

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