



Strategic Substitute Management



Jim O'Halloran, Red Rover

Jessie Weiser, Substantial Classrooms

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Today's Agenda

1

Why do you need a strategic approach to substitute management?

2

How can you be strategic?

3

Where do you start?

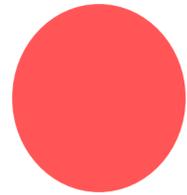


**Why Do You Need a
Strategic Approach
to Substitute
Management?**

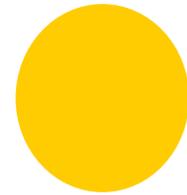


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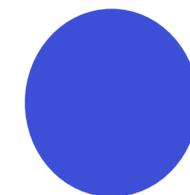
The Scale of Substitute Teaching



375,000
working subs



10% of
student time



\$4 billion spent for
substitute pay

More Jobs, Fewer Subs

More Subs are Needed:

- Employee illness & self-care
- Teacher PD days
- More vacant teacher roles
- State & federal leave programs

Fewer Subs are Working:

- Gig economy
- Risk calculations
- Cultural narrative



Impact of Substitute Shortages

1

Teachers cover for absent colleagues, get overloaded

2

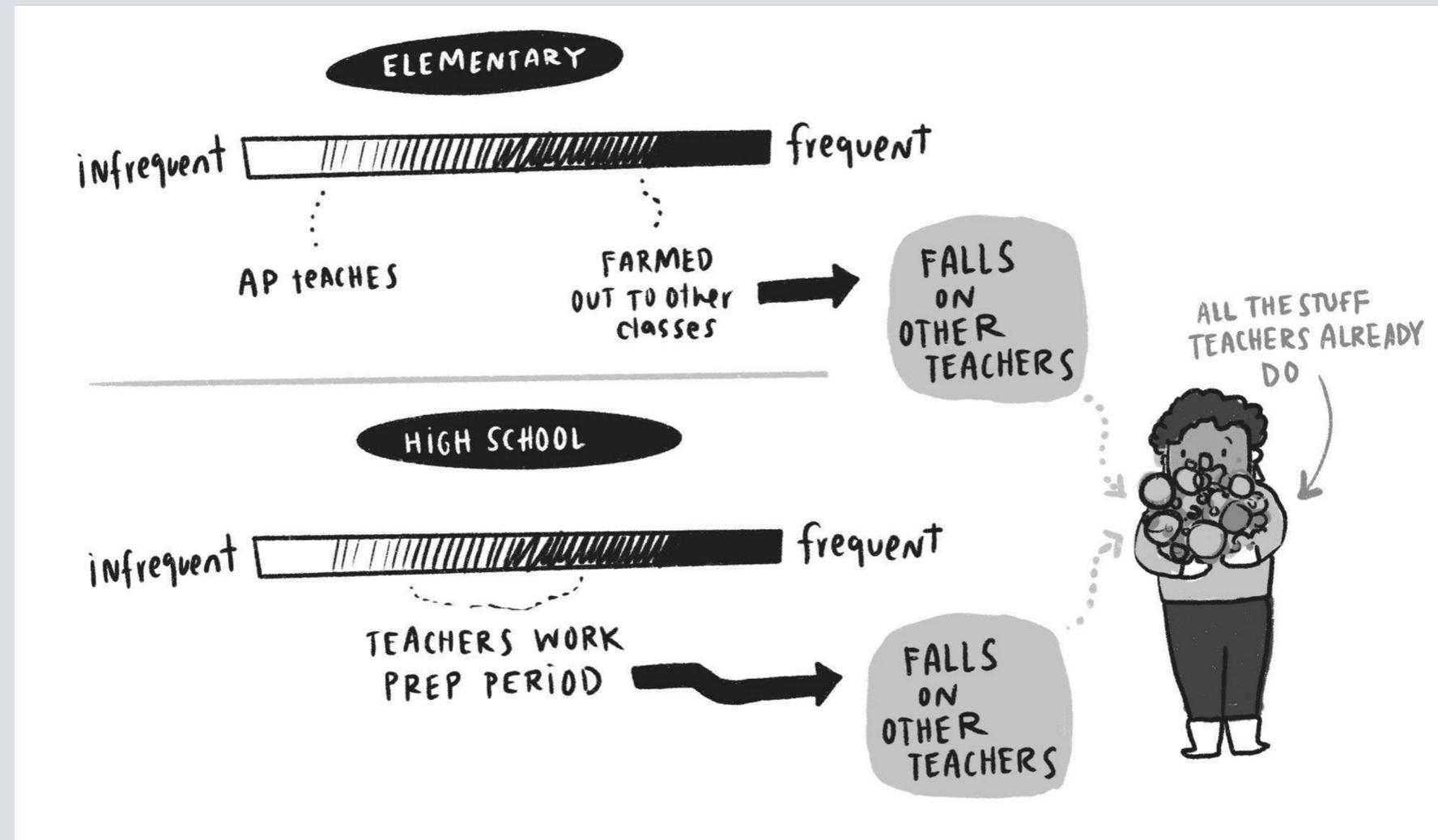
Principals, counselors and staff diverted from normal duties

3

Schools are temporarily closed

4

Student learning is jeopardized

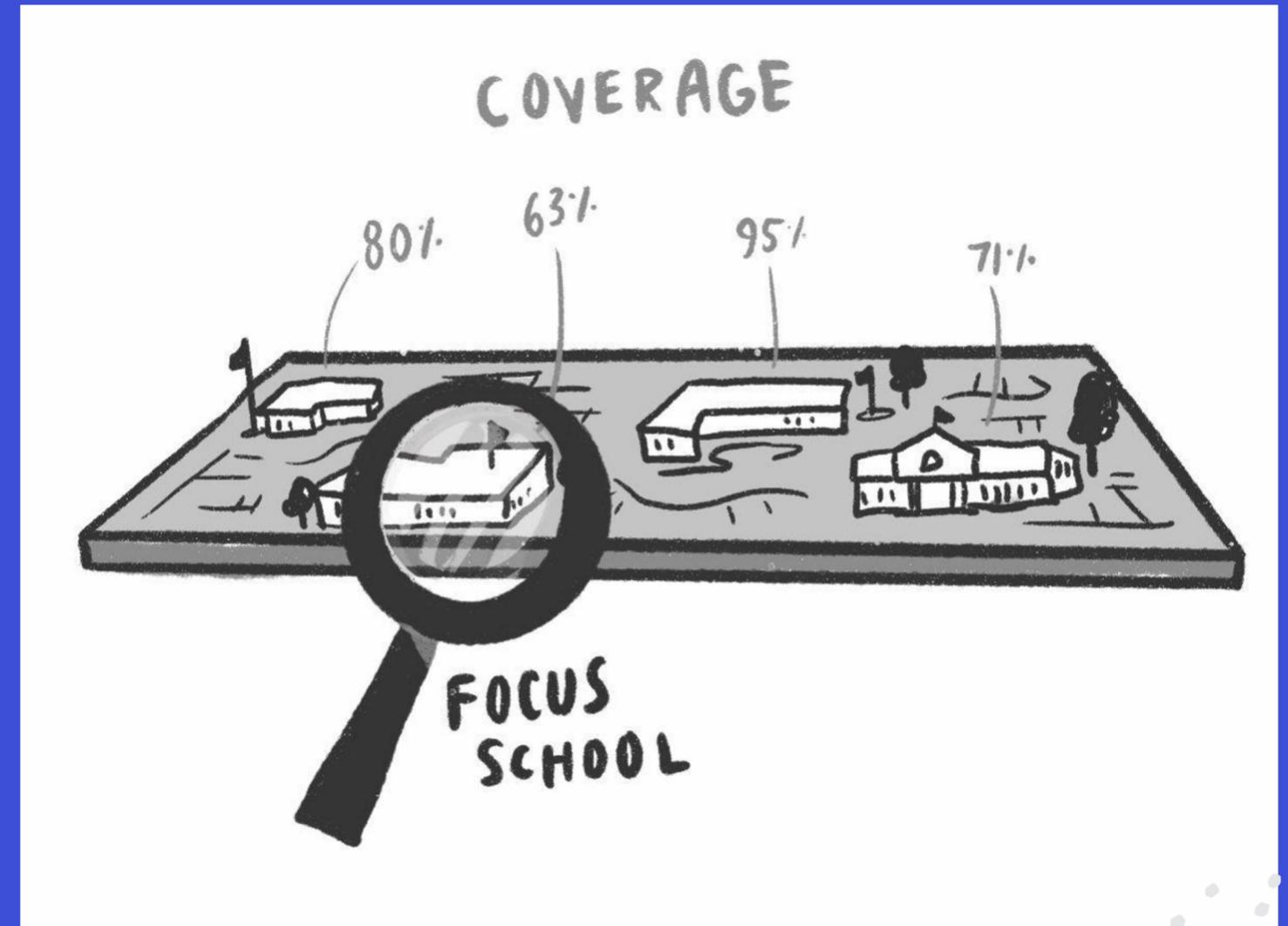


Fill Rate Focus

Coverage is critical

Tactical approaches aren't working

100% fill rate doesn't necessarily mean students are learning



School Objectives & Challenges

Student learning is the overarching mission

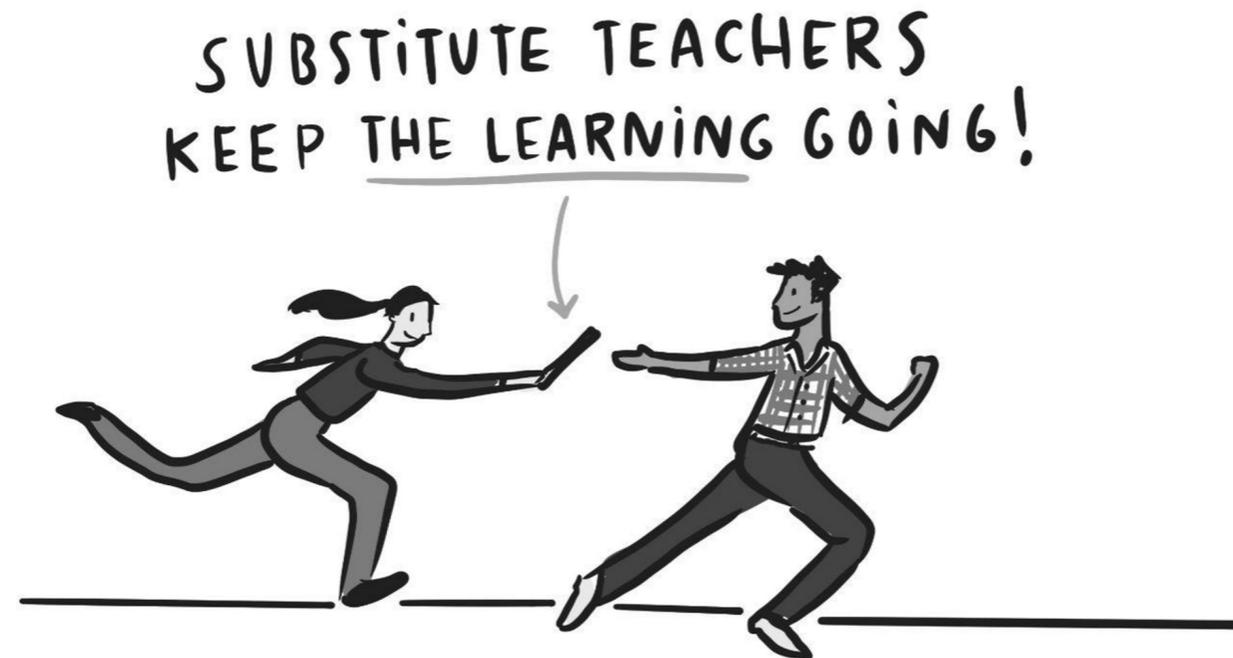
Pressing challenges:

- **Pandemic Learning Loss**
- **Weak Teacher Pipelines**



Strategic Substitute Management

An intentional, holistic approach to substitute management which is connected to and supportive of schools' broader objectives



HCLE Standards

Human Capital Leaders in Education





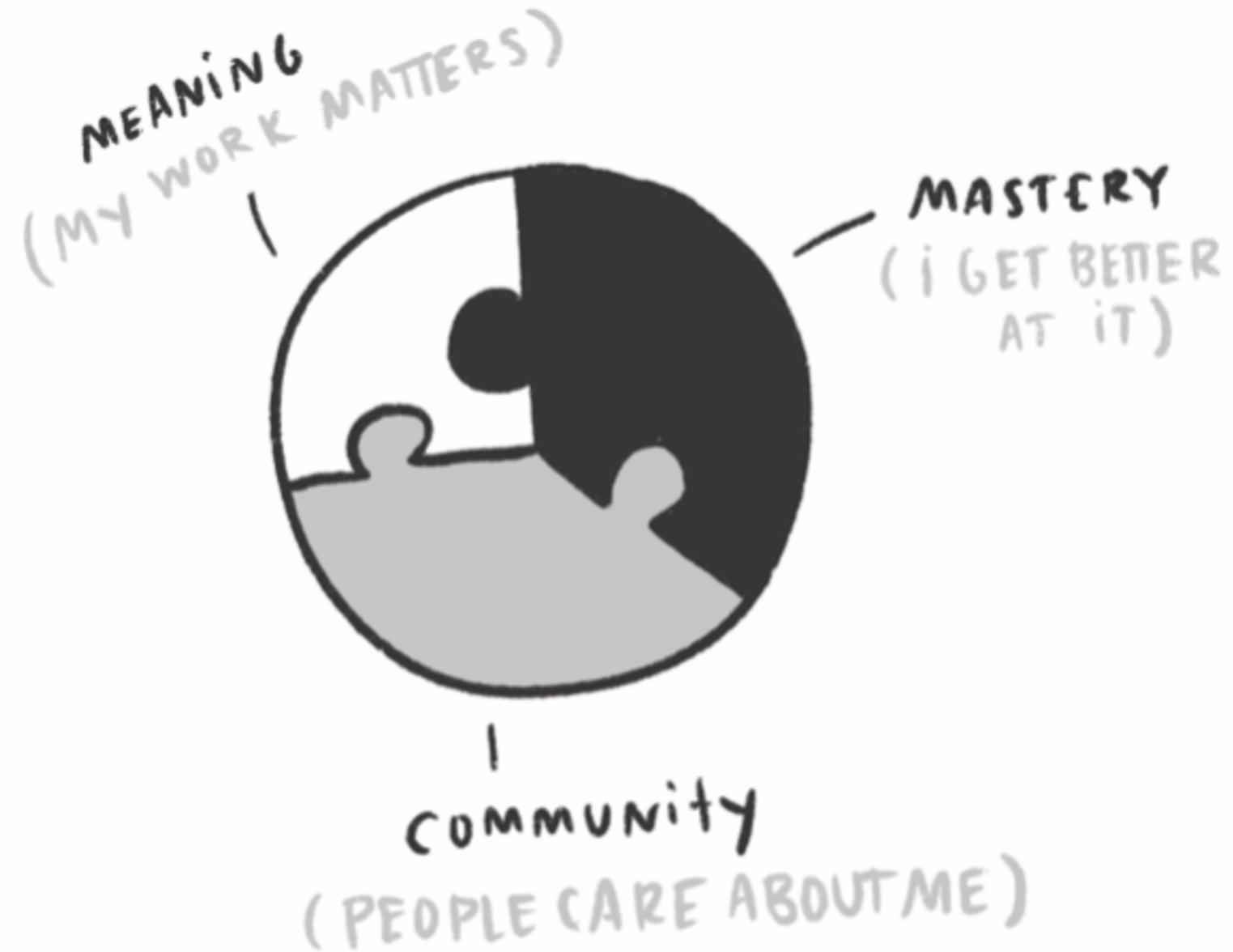
**How Can You Be
Strategic?**

The Sub's Job

Most subs have no:

Training
Manager
Support
Consistency
Colleagues
Career Pathway
Financial Incentive

Job Satisfaction Framework





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Sub Management Toolkit



Policy Tools

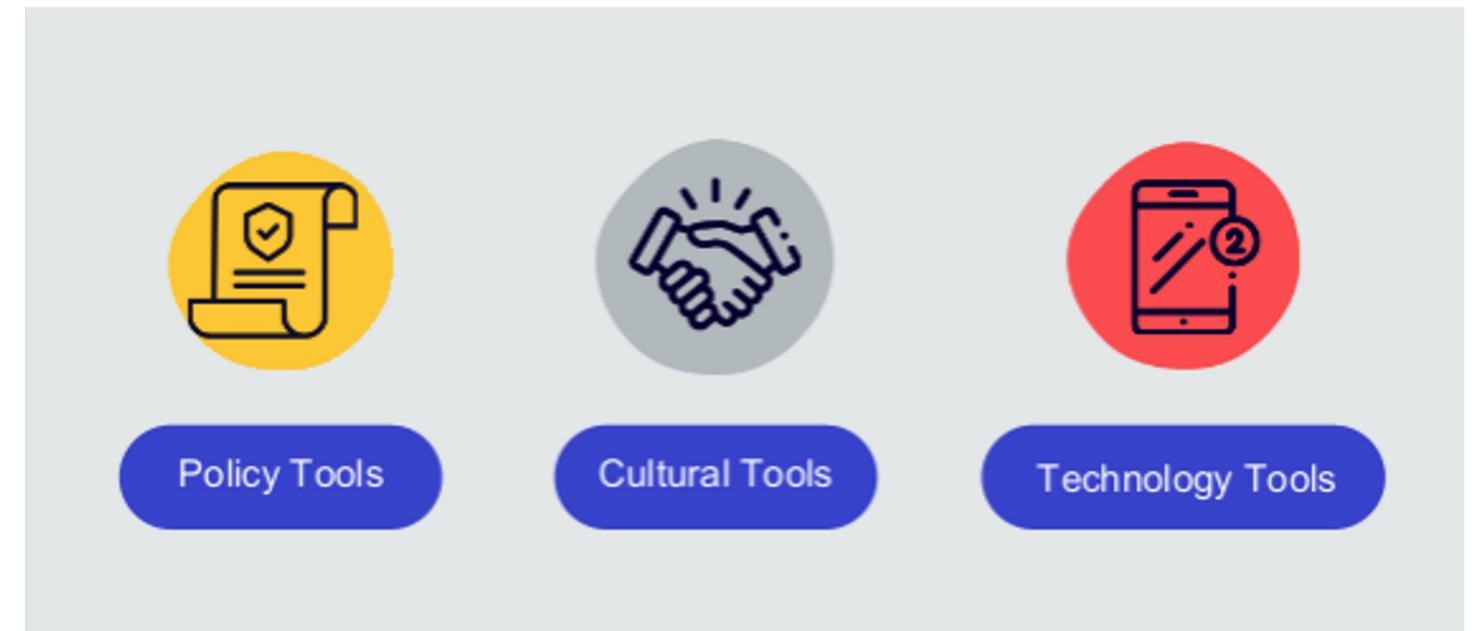
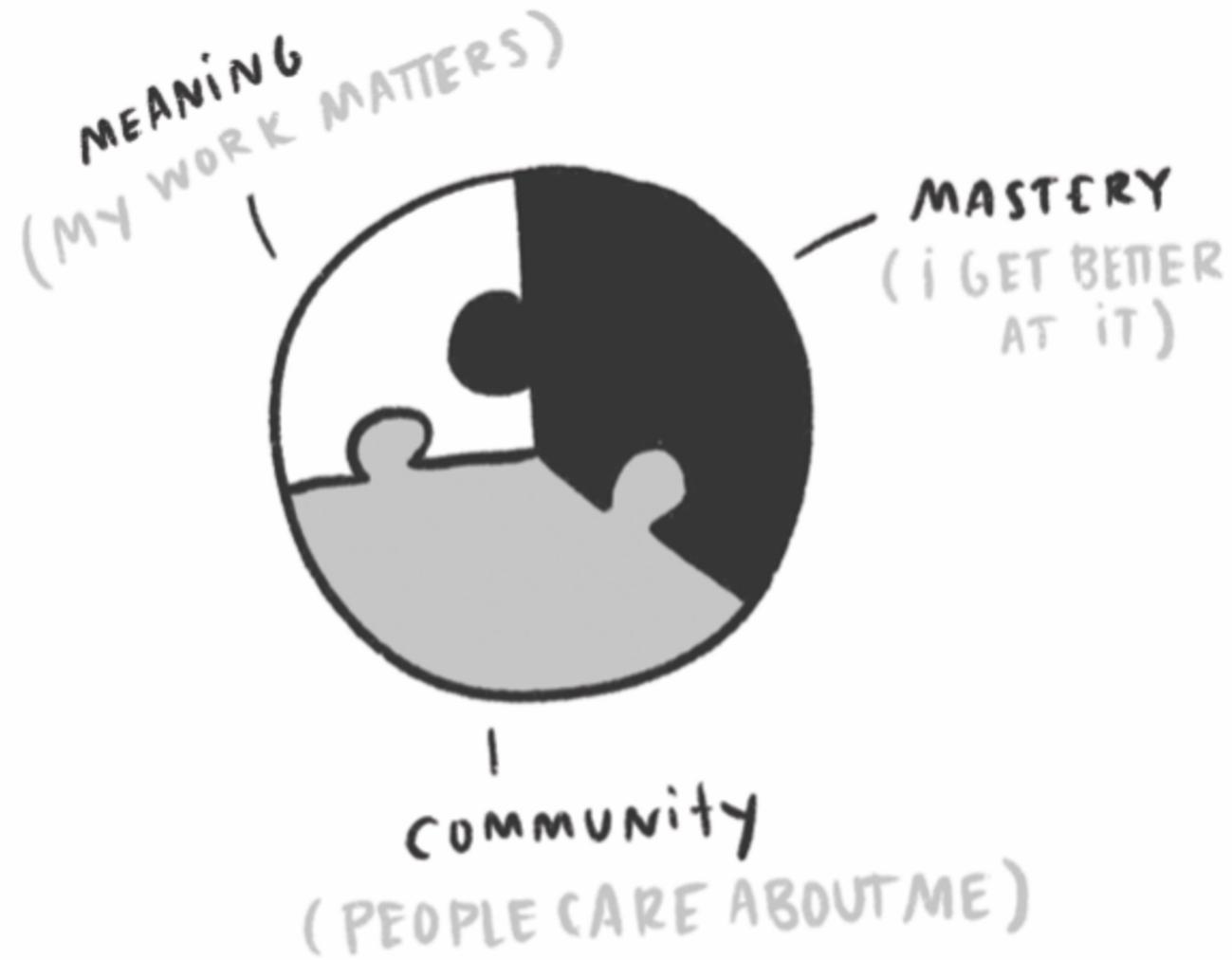


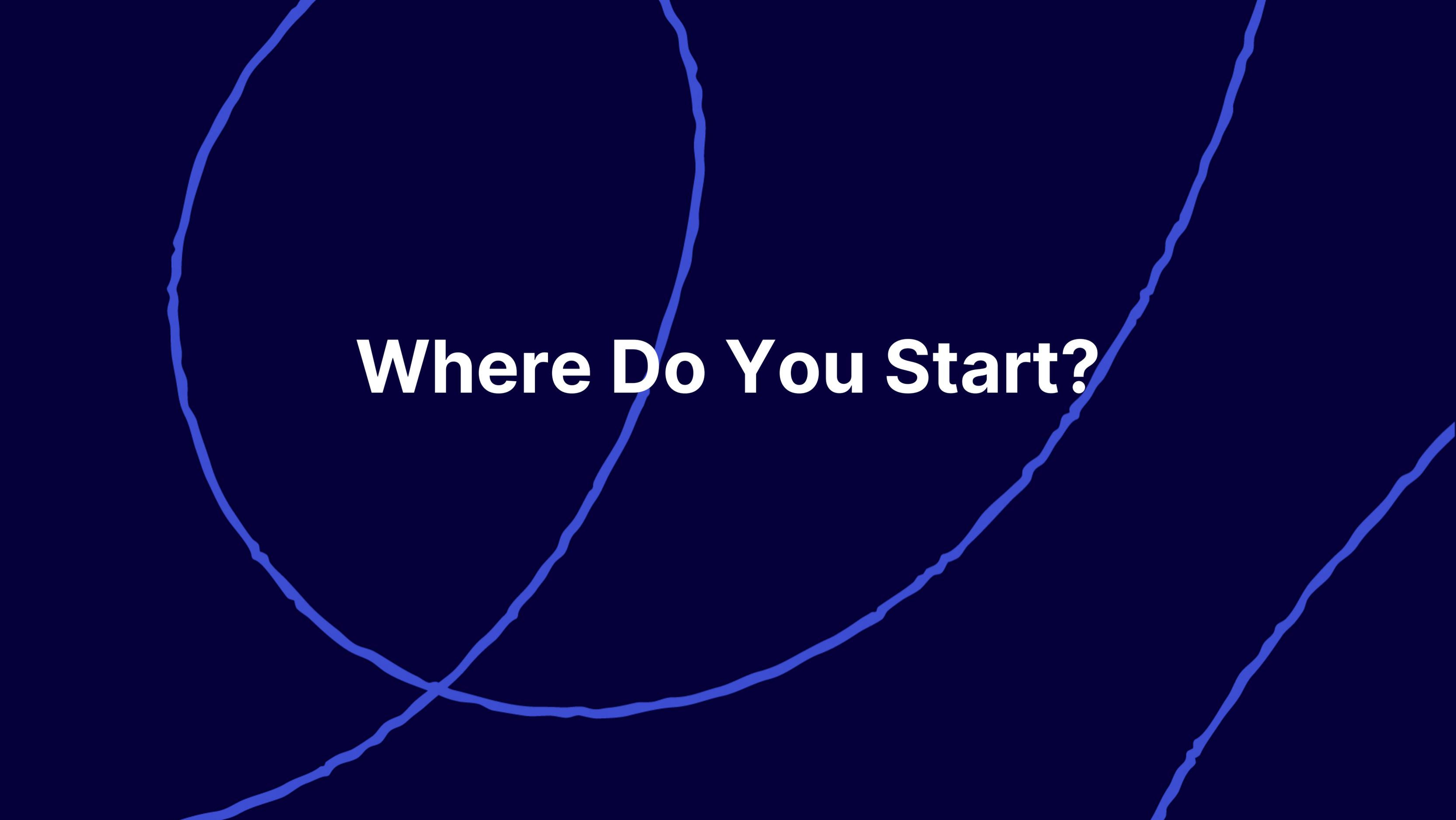
Cultural Tools



Technology Tools

Apply the Toolkit





Where Do You Start?

Three Areas of Focus

1

**Professional
Development**

2

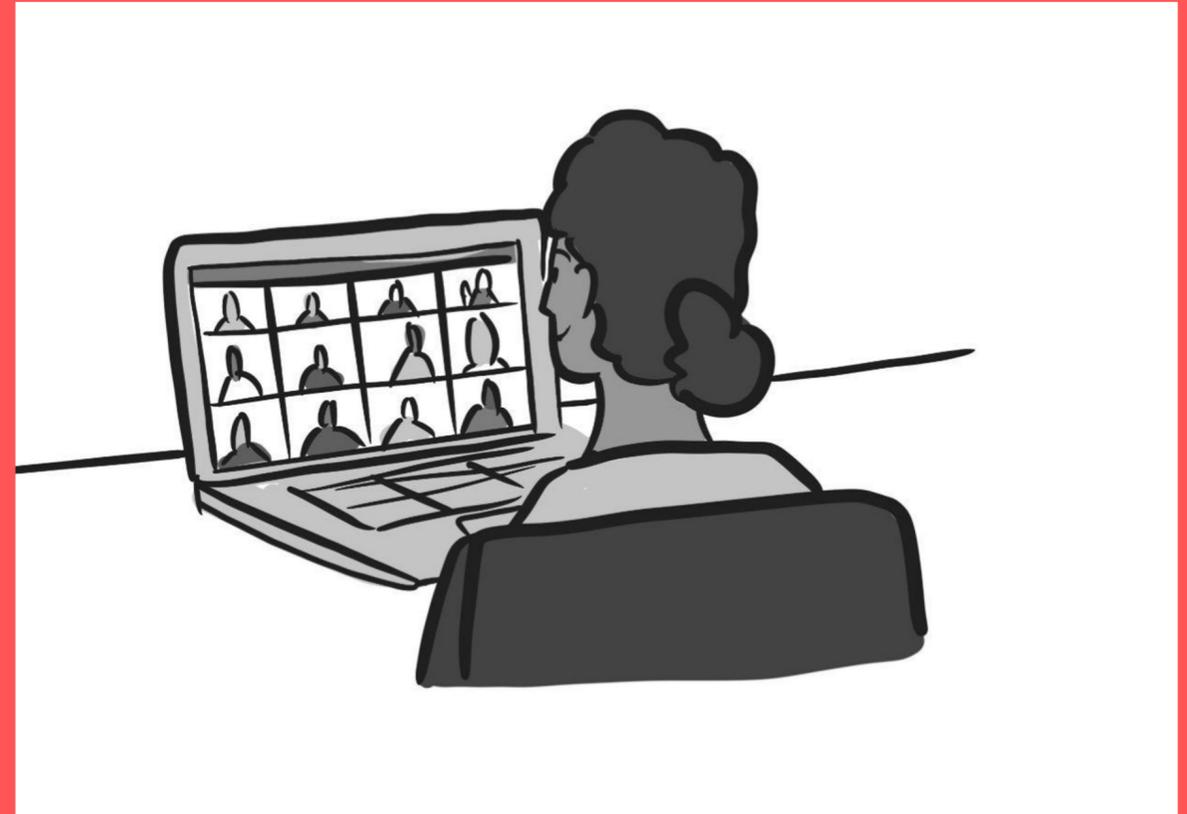
**School-Level
Practices**

3

**Intentional
Communication**

Professional Development

- **Skills Training**
- **Ongoing Coaching & Peer Collaboration**
- **Pathways to Education Careers**



School-Level Practices

- **Official or Informal Site Subs**
- **Processes for Sub Plans**
- **Welcoming & Appreciation**



Intentional Communication

- **Easy-to-Use Systems**
- **Regular Outreach (e.g. Newsletter)**
- **Seek Feedback**



Shifting Focus

Reactive



Proactive

Transactional



Transformational

Isolated



Integrated

Recruiting



Retaining



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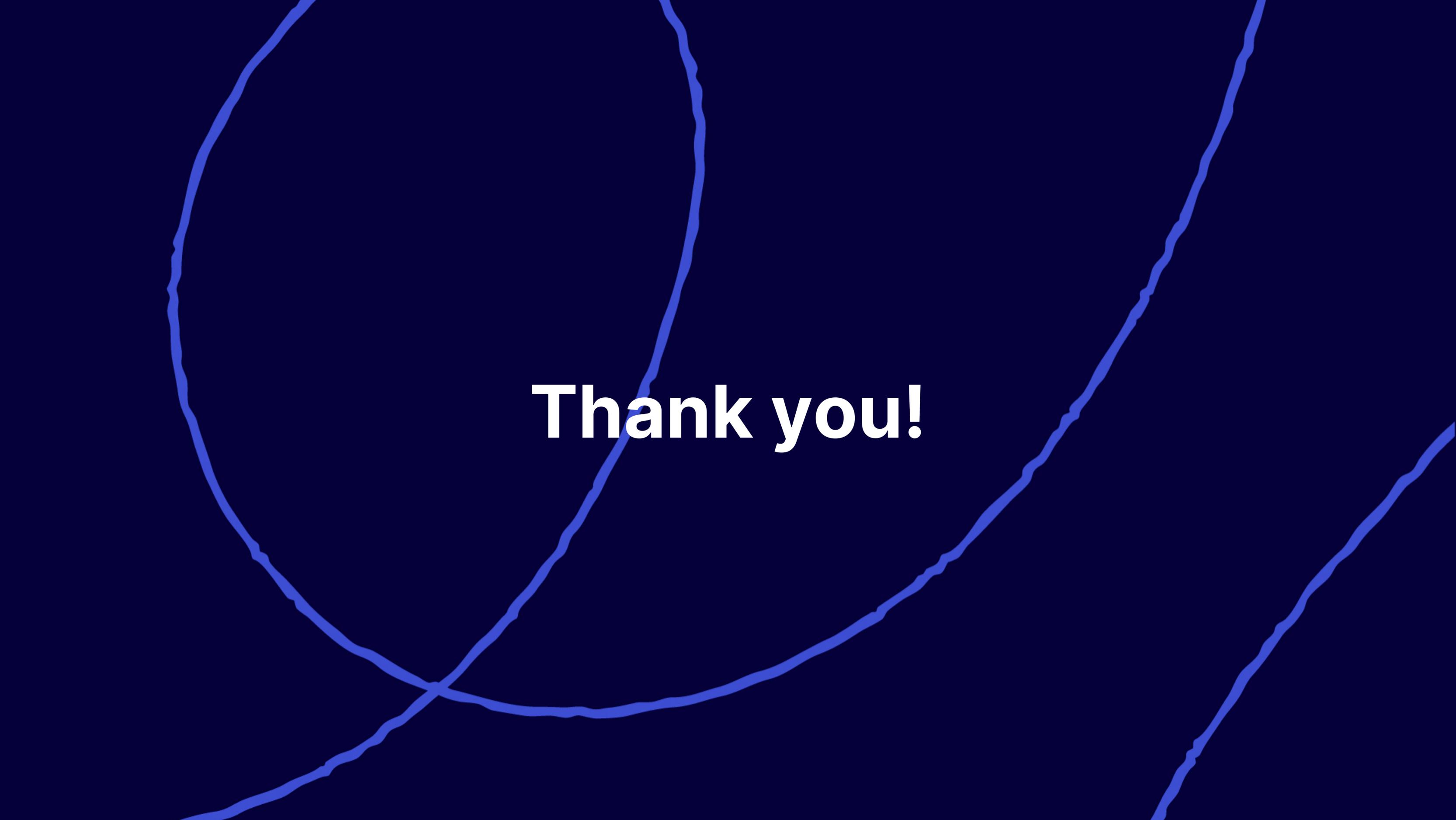
Hope for the Future



CONTACT INFORMATION

Jessie Weiser
Chief Operating Officer
Substantial Classrooms
jessie@substantialclassrooms.org

Jim O'Halloran
K12 Solutions Consultant
Red Rover
johalloran@redroverk12.com



Thank you!