

Panel: Substitute Management Advisory Council Insights



January 30, 2024

Our Panel Participants



ANDY MOORE

Director of Human Resources
Shelby County Schools
KY



MARLA GUTIERREZ

Director of Human Resources
St. Lucie County Schools
FL



DR. ERICA CHRISTMAS

Director of Classified Employment
Clarksville-Montgomery Schools
TN



ANDY MOORE

**Director of Human Resources
Shelby County Schools
KY**

**Equipping Subs to maintain a
safe, structured and productive
learning environment**

About Us

Shelby County Public Schools



- **13 Schools (2 High Schools - 3 Middle - 6 Elementary - 1 Pre-School - 1 Alternative School).**
- **7,100 Students P-12.**
- **105 Subs (45 Classified - 60 Certified Subs)**
- **1,250 Employees (980 Full Time)**



Substitute Teacher Retention: Setting Them up for Success

DR. ERICA CHRISTMAS

Director of Classified Employment
Clarksville-Montgomery Schools
TN

About Us

Clarksville-Montgomery County School System (7th Largest in TN)

- **Students: 39,300**
- **Employees: 5,600**
- **Schools: 45**



Challenges to Retention:

- **In-House Program Staffing**
- **Poor Student Behavior or Unwelcoming School Environment**
- **Lack of Training in Classroom Management and Special Education**

Our Response:

- **Substitute Academy/Training**
- **Substitute Mentors/Job Shadowing**
- **Substitute Teacher Coach**
- **Weekly Open Office Hour via Zoom**



Substitute Compensation

MARLA GUTIERREZ

Director of Human Resources
St. Lucie County Schools
FL

About Us

St. Lucie Public Schools

- 39 schools
- Over 5,000 employees
- Serve over 40,000 students
- 29 staff members in HR



2021-2022 School Year

Total Number of Subs = 349

Average Annual Fill Rate = 62.01%

Average of Positions Filled = 139.97

Average of Positions Unfilled = 91.06

During the second semester, I was providing a daily report to our executive leadership on the substitute fill rate at each school site.

The spring of 2022 brought a legislative mandate that required all school districts in Florida to pay employees at least \$15 an hour by October 1, 2022. The legislative requirement was an opportunity for us to come in with attractive sub rates.

A Diverse Compensation Structure

While we had a diverse compensation structure in place, it wasn't enough.

- **High school diploma rate**
- **60 credits/AA degree or higher degree rate**
- **Critical needs rate: Sites that routinely have the highest percentage of unfilled absences/vacancies**
- **High needs rate: Isolated locations within the district, behavior challenges, etc.**

August 2022

SUB PAY RATE INCREASE PROPOSAL

Assignment	Current Daily Amount	New Daily Amount
Sub Food Service Hourly Rate	\$10.00 an hour	\$15.00 an hour
Sub Site Maintenance Hourly Rate	\$10.00 an hour	\$15.00 an hour
Sub Bus Aide Hourly Rate	\$10.00 an hour	\$15.00 an hour
Sub Bus Driver Hourly Rate	\$13.00 an hour	\$16.00 an hour
Sub Para Daily Rate	\$75.00 (\$10.00 an hour)	\$112.50 (\$15.00 an hour)
Sub Teacher Daily Rate (high school diploma or equivalent)	\$80.00 (\$10.66 an hour)	\$123.75 (\$16.50 an hour)
Sub Teacher Daily Rate (60 credits, AA degree, or higher)	\$97.50 (\$13.00 an hour)	\$150.00 (\$20.00 an hour)
Sub Teacher Critical Needs Daily Rate	\$126.00 (\$16.80 an hour)	\$157.50 (\$21.00 an hour)
Sub Teacher High Needs Daily Rate	\$150.00 (\$20.00 an hour)	\$165.00 (\$22.00 an hour)
Sub Teacher for Absence/Vacancy After 10 days (Long Term)*	\$160.00 (\$21.33 an hour)	\$172.50 (\$23.00 an hour)

Substitute Teacher Salary in United States

How much does a Substitute Teacher make in the United States?

Average base salary ?

\$19.57 Per hour ▾

Average \$19.57

Low \$12.55 **High \$30.51**

 Non-cash benefit
401(k)

[View more benefits](#) →

The average salary for a substitute teacher is \$19.57 per hour in the United States. 18.3k salaries reported, updated at January 25, 2024

Source: Indeed.com [Substitute teacher salary in United States \(indeed.com\)](#)

Gaining Momentum

2022-2023

Total Number of Subs = 766

Average Annual Fill Rate = 84.43%

Average of Positions Filled = 224.28

Average of Positions Unfilled = 40.24

2023-2024 (as of December 2023)

Total Number of Subs = 996

Average Annual Fill Rate = 93.82%

Average of Positions Filled = 372.06

Average of Positions Unfilled = 26.98

Outcomes

Pros

- **No daily report to executive leadership**
- **A healthy pool of subs ready and willing to work**
- **Schools feel supported**

Cons

- **Impact on HR staff (almost tripled our sub count)**
- **Not enough jobs for a pool this large so it's difficult to enforce the two-day a month work requirement**
- **586 still moving through onboarding, so we've had to learn new techniques to slow things down**

The Ripple Effect

	2021-2022	2022-2023	2023-2024
Application Processing	1,170	2,398	1,949
Long-Term Substitutes	97	241	280
Substitute Orientation Count	276	728	281
Vacancy Requests	372	459	469



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TEAM
HEROES

Contact Information



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Thank you!