Dear Substitute Employee,

Welcome to Carroll County Public Schools. This handbook is intended to provide general information about our system that will be useful to you as a substitute employee.

Your job as a substitute employee is an important factor in the quality of instruction offered to students. We feel that students have a right to learn whether the regular teacher is present. Most ideally, instruction should proceed without interruption. The substitute should make every effort to facilitate the sequence of planned activities for all students.

On the following pages, you will find guides and suggestions to help you become an effective participating member of the staff. Our administrators stand ready to assist in any way possible. Please do not hesitate to request assistance.

Thank you for your assistance and support. We hope that you will find your experience with Carroll County Public Schools to be professionally satisfying.

Sincerely,

Chantress Baptist
Director of Human Resources
Carrol County Public Schools has implemented a new substitute placement system that utilizes current technology to automate most of the assignment process. Absence Management is an integrated telephone and Internet system that users simply log onto via the web or the phone anytime, anywhere. Substitutes will search for available assignments either by calling the toll free number at 1-800-942-3767 or by logging onto the web at www.aesoponline.com. Substitutes will also be able to:

- Accept or Reject assignments
- Select preferred schools
- Absence Management will also call substitutes for unfilled assignments

Upon notification of approval from the Human Resources Office to begin substituting, substitutes will receive an Absence Management “Welcome Letter” which will contain a login ID and pin number and a “Phone Guide”. Substitutes will then be expected to review these documents for instructions on how to access Absence Management, voice record a name, select preferred schools, and identify non-working days. The assigned pin number can also be changed, if desired.

If you need assistance, please contact:

Wendy A. Ruch  
Human Resource Associate  
(410) 751-3176  
waruch@carrollk12.org
TABLE OF CONTENTS

General Information

I. Substitute List
II. Procedures for Searching/Accepting Substitute Assignments via Absence Management
III. Hours of Work
IV. Long-Term Substitutes
V. Payment
VI. Pertinent State and Local Policies
VII. Termination of Employment
VIII. Additional Required Procedures
IX. Portable Electronic Devices
X. Workers Compensation

Responsibilities of the Substitute

I. Professionalism
II. Confidentiality
III. Preparation
IV. Reporting
V. Safety and Security
VI. Reporting Cases of Child Abuse/Neglect
VII. Human Relations
VIII. Long-Term Assignments
IX. Equipment

Hints About Classroom Management

I. Classroom Rules
II. First Impressions
III. Discipline and Student Behavior

Appendix

A. School Hours
B. Pay Scale
I. Substitute List
The Human Resources Department maintains a list of eligible persons to serve as substitutes in the absence of classroom teachers and contracted instructional assistants/paraprofessionals. Only those persons whose names appear on the official substitute list may be assigned to work as substitutes. This list is updated prior to the start of each academic year, revised periodically during the school year, and is valid from July 1 through the end of the academic year.

Substitutes are required to work at least five (5) days each semester. Substitutes who do not work at least five (5) days each semester (September 9-February 1 and February 2-June 16) will be removed from the list and required to re-apply for a substitute position.

Substitutes will receive a Letter of Reasonable Assurance prior to the end of each academic year. This letter serves two purposes:

- Inform substitutes that their assignment will end on the last day of the academic year
- Inform substitutes of CCPS’s intention to allow them the ability to work the following academic school year.

This letter is not a guarantee of employment. It simply states an intention. There will be no need to return this letter.

II. Procedures for Searching/Accepting Substitute Assignments via Absence Management
Substitutes will search for available assignments either by calling the toll free number at 1-800-942-3767 or by logging onto the web at www.aesoponline.com. Substitutes also have the option of waiting for Absence Management to notify them via a phone call.

III. Hours of Work
The opening and closing hours of a school will be available on the Absence Management homepage or when a call is received from Absence Management. A copy of the bell schedule for each school is also available in the appendix of this handbook.

IV. Long-Term Substitutes
Long-term substitutes work the same hours as the teacher for whom they substitute, attend all faculty meetings, and generally assume all the duties of the teacher. A request for approval to be placed in a long-term substitute position must be forwarded by the principal of the school to Wendy Ruch (waruch@carrollk12.org) as soon as it is determined that the assignment will exceed ten (10) consecutive working days.

V. Payment
Daily rates of pay are listed in the appendix.
VI. Pertinent State and Local Policies
Substitutes must be fingerprinted for the F.B.I. and Maryland State Police Criminal background check conducted under the Criminal Justice Information System. Information regarding the fingerprinting process will be provided at the time of hire. An Applicant’s Statement on Drug Abuse must be reviewed and signed, electronically by the substitute.

Additionally, substitutes must review appropriate “Safe Schools” training videos according to an announced deadline date in order to maintain their substitute position.

VII. Termination of Employment
Substitute teachers, upon notice, may be excluded from working at particular schools and/or from service with CCPS at any time it is deemed necessary and appropriate to do so.

Substitute teachers who have been excluded from three (3) schools in any one year will automatically be terminated.

Substitute teachers may terminate employment with CCPS at any time, as well, by informing Human Resources in writing. Written communication should be directed to Wendy Ruch at: waruch@carrollk12.org.

VIII. Additional Required Procedures
Due to heightened security measures, it is essential that all substitutes adhere to the following:
• Sign in using confirmation number for the assignment.
• Sign out of schools.
• Sign a pass out each day from the main office. This pass will allow ingress and egress during the school day and must be returned (signed in) at the end of the assignment. Failure to return the badge will result in a call from the school administrator to ascertain its whereabouts and if necessary require you to respond back to the school to return the badge.
• Become familiar with emergency exits. The administration of each school or designee will advise substitutes of any emergency.

IX. Portable Electronic Devices
The Board of Education recognizes that the use of personally owned portable electronic devices plays a beneficial role in the educational process. Carroll County Public Schools allows for the use of portable electronic devices owned by adults and students in grades 3-12 during the school day when used within established guidelines. Examples of portable electronic devices include, but are not limited to laptops, tablets, netbooks, mobile phones, mp3 player, and eReaders. Contact building administration for questions regarding the appropriate use of portable electronic devices owned by students. Do not confiscate a student owned device nor should a substitute teacher assist students with troubleshooting problems with personally owned devices.

Substitute teachers should not use cells phones for personal use in the presence of students.
X. **Worker’s Compensation**

CCPS provides Worker’s Compensation Insurance coverage for its employees. The provisions of the benefits involve injury resulting during the performance of a work assignment. All injuries must be reported to the office immediately. The employee and the administrator at the school must complete the Employer’s First Report of Injury form.

---

**Responsibilities of the Substitute**

I. **Professionalism**

The most important responsibility of a substitute is to adhere, at all times, and to the same high standards of conduct and professionalism expected of all staff members. Every attempt should be made to be available for all assignments accepted. Personal information should be maintained in Absence Management to reflect availability. The school system anticipates that substitutes will dress properly for classroom/gym, keep his/her personal life out of classroom discussions, and use appropriate language when communicating with stakeholders.

It is the substitute’s responsibility to move the learning process forward and maintain continuity in the instruction during the teacher’s absence. Substitute teachers must set the tone and pace for the class while following the outline of lesson plans as closely as possible. Substitutes who accept instructional assistant positions are also expected to assume the duties associated with the job.

If there are problems, consult with a teacher in your immediate area or call for the administrator through the intercom system or via classroom phone. If necessary, send a dependable student to the office for help. Students are never to be left unsupervised.

II. **Confidentiality**

Student information is confidential. It is inappropriate to share personal information about a student to anyone other than CCPS staff. Questions pertaining to students or staff members should be directed to the appropriate building administrator.

III. **Preparation**

When accepting an assignment, substitutes should be certain to obtain the following information:

- Name of the person substituting for
- Name and location of the school
- Expected arrival time (arrive early enough to become oriented before class begins)
- Grade or subject area
- Confirmation number

Upon arrival, the following information should be obtained from the school’s administration or secretary:

- Location of classroom, lesson plans, student attendance procedures, and supplies
- Names of teachers in nearby rooms for assistance, if needed
- Any special duties you will have
- Teacher planning time assignment
- Necessary documents from the teacher’s mailbox
IV. Reporting
   It is essential for continuity that the teacher be fully apprised of classroom activity during his/her absence. Report attendance and collect all written work assigned per class period. Also, leave the teacher or instructional assistant feedback via Absence Management or handwritten communication.

V. Safety and Security
   Substitutes are responsible for the safety and welfare of the students during the teacher’s absence.
   
   - Windows on the ground level floors offering easy access to the interior shall remain closed and locked.
   - Classroom and instructional space doors shall remain locked during the school day. Occupied interior classroom doors may remain open or have the magnet in place; however, the magnet shall be removed and the door closed and locked whenever unoccupied.
   - Exterior doors shall not be propped open for any reason unless the door is monitored by faculty, staff, or a responsible adult. Actively teaching in a classroom does not constitute monitoring a door.
   - Directing the use of specialized equipment should be avoided because of safety to students and damage from improper use. Locked and unlocked equipment stored in the classroom should be monitored.
   - Lifting and toileting of students must always be conducted with the help of another staff member. Contact the building administrator if questions arise.

Report accidents/injuries immediately to the main office.
   Any student injured at school must have an accident report completed and filed in the main office. Documentation of the time and circumstances under which the accident or injury occurred is extremely important. The school has the responsibility to render first aid, make a sick or injured student as comfortable as possible, contact emergency services if necessary, and to notify the parent/guardian. The school administrator will take care of these items as needed once the accident is reported.

   Substitutes are asked to practice universal precautions to prevent the transmission of blood borne disease in the workplace. Gloves and other protective equipment are available as needed. Direct contact with another person’s blood or bodily fluid containing blood during the course of the workday must be reported on an Employee Report of Exposure Incident Form in the school office by the end of the day.

VI. Reporting Cases of Child Abuse/Neglect
   All CCPS employees are legally obligated to report any suspected cases of child abuse/neglect. Substitutes who suspect, either through visual observance, comments, or if the student himself/herself advises that he/she has been abused or neglected, must report that information to the local Department of Social Services or local law enforcement agency. A school administrator can assist in the reporting process.
VII. Human Relations
Carroll County Public Schools strives to establish and maintain an atmosphere in which students and staff can develop attitudes for effective, cooperative living, including:

- Respect for the individual, regardless of economic status, intellectual ability, race, creed, color, religion, sex, and age.
- Respect for cultural differences.
- Respect for the economic, political, and social rights of others.
- Respect for the right of others to see and maintain their own identity.

Substitute teachers are reminded to be aware of actions and words that may reflect biases. Teaching should be conducted with a philosophy that respects the individuality of each student and the right of each student to fulfill his/her potential.

VIII. Long-Term Assignments
Substitutes assigned to one teacher for more than ten days should, if at all possible, make an attempt to visit the school before the start of the assignment, become oriented to school’s procedures and become acquainted with the regular teacher’s pace and manner of instruction. Knowledge gained beforehand may result in greater self-confidence and a rewarding overall experience.

IX. Educational Materials and Equipment
The security of instructional materials is the responsibility of the substitute in the absence of the regular teacher. It is important to keep student attendance records and class grade book in a safe place. Instructional materials are not to be removed from the room unless directed to do so by the teacher and/or principal.
Hints About Classroom Management

I. Classroom Rules
In most classrooms, rules are posted, and it is advisable that they be reviewed with the class early in the day. Substitutes are expected to develop rules that are reasonable and appropriate in the event specific rules are unavailable.

II. First Impressions
Substitute teaching is an opportunity to work with and help young people. It should be looked upon as fun and challenging. When substituting, it is important to maintain an attitude that is positive, friendly, understanding, and firm. Students generally live up to what is expected of them. As one student remarked, “If the substitute is decent to the class, the class will usually be decent to the substitute”.

Young children in the primary grades may actually fear the new adult they see. Some may even cry. One substitute who specializes in these grades maintains that, “honesty, liberally laced with kindness and warmth will usually ease the situation”. She tells the children honestly, “Your teacher is not feeling well today, so I am here to be your teacher. I want you to help me”. If one child seems especially distressed, she will say, “You sit near me and be my special helper”. Temporarily taking the child away from the group prevents the apprehension from spreading. By the time students reach the upper elementary and secondary years, they may seek to find limits in hopes that those limits are reasonable and that things will not be so very different from their daily classroom routine.

III. Discipline and Student Behavior
If students are actively involved in the learning process, they most likely will not engage in off-task behavior.

The key to good discipline is keeping to the task. Here are some key ideas to remember:
• Student misbehavior is rarely directed at the substitute personally, but has some other motive.
• Reacting with hurt feelings, or vengeance is inappropriate
• Students expect limits to be set and the rules to be enforced consistently.
• Students do not always have the experience to make wise decisions on behavioral choices and may be impulsive or do not think through the responsibility they have for their decisions.
• Positive reinforcement changes behavior, punishment does not.
• Appropriate behavior has to be taught and modeled.
• Consequences for misbehavior must fit the behavior.
• The use of physical force to separate students engaged in a physical altercation is unacceptable. Contact an administrator for assistance.
• Hall passes are required when a student leaves the classroom.
• Students should not be allowed to visit other classrooms without your prior communication with that teacher. Follow the teacher’s procedures on requests to leave the classroom for use of the bathroom or water fountain (may be due to health reasons).
<table>
<thead>
<tr>
<th>School</th>
<th>Grade</th>
<th>Reg. Time a.m./p.m.</th>
<th>2 ¼ Hour Early Dismissal</th>
<th>2 Hour Late Arrival</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrolltowne Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Cranberry Station Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Ebb Valley Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Eldersburg Elementary</td>
<td>K - 5</td>
<td>7:45 - 2:15</td>
<td>11:30</td>
<td>9:45</td>
</tr>
<tr>
<td>Elmer Wolfe Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Freedom District Elementary</td>
<td>K - 5</td>
<td>9:00 - 3:30</td>
<td>12:45</td>
<td>11:00</td>
</tr>
<tr>
<td>Friendship Valley Elementary</td>
<td>K - 5</td>
<td>7:45 - 2:15</td>
<td>11:30</td>
<td>9:45</td>
</tr>
<tr>
<td>Hampstead Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Linton Springs Elementary</td>
<td>K - 5</td>
<td>8:35 - 3:05</td>
<td>12:20</td>
<td>10:35</td>
</tr>
<tr>
<td>Manchester Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Mechanicsville Elementary</td>
<td>K - 5</td>
<td>9:30 - 4:00</td>
<td>1:15</td>
<td>11:30</td>
</tr>
<tr>
<td>Mt. Airy Elementary</td>
<td>3-5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Piney Ridge Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Parr's Ridge Elementary</td>
<td>K - 2</td>
<td>9:15 – 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Robert Moton Elementary</td>
<td>K - 5</td>
<td>8:30 - 3:00</td>
<td>12:15</td>
<td>10:30</td>
</tr>
<tr>
<td>Runnymede Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Sandy Mount Elementary</td>
<td>K - 5</td>
<td>9:30 - 4:00</td>
<td>1:15</td>
<td>11:30</td>
</tr>
<tr>
<td>Spring Garden Elementary</td>
<td>K - 5</td>
<td>7:45 - 2:15</td>
<td>11:30</td>
<td>9:45</td>
</tr>
<tr>
<td>Taneytown Elementary</td>
<td>K - 5</td>
<td>8:30 - 3:00</td>
<td>12:15</td>
<td>10:30</td>
</tr>
<tr>
<td>Westminster Elementary</td>
<td>K - 5</td>
<td>9:30 - 4:00</td>
<td>1:15</td>
<td>11:30</td>
</tr>
<tr>
<td>William Winchester Elementary</td>
<td>K - 5</td>
<td>9:15 - 3:45</td>
<td>1:00</td>
<td>11:15</td>
</tr>
<tr>
<td>Winfield Elementary</td>
<td>K - 5</td>
<td>9:30 - 4:00</td>
<td>1:15</td>
<td>11:30</td>
</tr>
<tr>
<td>East Middle</td>
<td>6 - 8</td>
<td>8:35 - 3:10</td>
<td>12:25</td>
<td>10:30</td>
</tr>
<tr>
<td>Mt. Airy Middle</td>
<td>6 - 8</td>
<td>8:25 - 3:00</td>
<td>12:15</td>
<td>10:25</td>
</tr>
<tr>
<td>North Carroll Middle</td>
<td>6 - 8</td>
<td>8:30 - 3:05</td>
<td>12:20</td>
<td>10:30</td>
</tr>
<tr>
<td>Northwest Middle</td>
<td>6 - 8</td>
<td>8:25 - 3:00</td>
<td>12:15</td>
<td>10:25</td>
</tr>
<tr>
<td>Oklahoma Road Middle</td>
<td>6 - 8</td>
<td>8:25 - 3:00</td>
<td>12:15</td>
<td>10:25</td>
</tr>
<tr>
<td>Shiloh Middle</td>
<td>6 - 8</td>
<td>8:25 - 3:00</td>
<td>12:15</td>
<td>10:25</td>
</tr>
<tr>
<td>Sykesville Middle</td>
<td>6 - 8</td>
<td>8:25 - 3:00</td>
<td>12:15</td>
<td>10:25</td>
</tr>
<tr>
<td>West Middle</td>
<td>6 - 8</td>
<td>8:35 - 3:10</td>
<td>12:25</td>
<td>10:35</td>
</tr>
<tr>
<td>Century High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Francis Scott Key High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Liberty High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Manchester Valley High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>South Carroll High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Westminster High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Winters Mill High</td>
<td>9-12</td>
<td>7:30 - 2:20</td>
<td>11:35</td>
<td>9:30</td>
</tr>
<tr>
<td>Carroll Springs</td>
<td>K-12</td>
<td>8:35 - 3:05</td>
<td>12:20</td>
<td>10:35</td>
</tr>
<tr>
<td>Gateway</td>
<td>6-12</td>
<td>7:35 - 1:52</td>
<td>11:07</td>
<td>9:35</td>
</tr>
<tr>
<td>CCC &amp; Tech Center</td>
<td>9-12</td>
<td>7:30 - 3:40</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B. Pay Rates

When Substituting for a Teacher:

Certified and Degreed (Bachelor’s)
$115.29 per day
$57.65 per half day

Long Term Substitute Assignments
Day 1 through Day 10 - $115.29 per day
Day 11 through end of assignment - $126.91 per day

Non Degreed
$87.64 per day
$43.82 per half day

When Substituting for an Instructional Assistant

$87.64 per day
$43.82 per half day

When Substituting for a Registered Nurse

$252.63 per day
$126.32 per half day

Permanent Building Substitute

$16.47 per hour