



SUBSTITUTE HANDBOOK

2026 – 2027

**SAU #2,
Inter-Lakes and Ashland School Districts
103 Main Street, Suite 2
Meredith, NH 03253**

Telephone: (603) 279-7947

Website: <https://sau2.k12.nh.us/>

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INTRODUCTION

WELCOME

Welcome to SAU #2, Inter-Lakes and Ashland School Districts! Whether you are new to our Districts or a returning substitute, we want to take this opportunity to thank you for choosing our school communities and for providing a valuable service to our learners.

The purpose of this handbook is to provide you with a guide to policies, procedures, necessary employment information and performance expectations for you to be successful in your role.

The information within this handbook applies to all substitutes of the Inter-Lakes and Ashland School Districts, unless otherwise stated. This handbook is not a contract, expressed or implied, nor does it guarantee employment for any specific length of time or entitlement to any benefits. Policies included in this handbook are guidelines and subject to change. All district policies can be found on our websites at <https://www.interlakes.org/school-district-policies> and <https://sau2.k12.nh.us/ashland-policies>. This handbook may be amended at the discretion of the SAU Office. If any part of this handbook is amended, the SAU Office will notify employees in a timely fashion.

You are responsible for reading, understanding and complying with the provisions of this handbook and the substitute teacher quick tips.

INTER-LAKES SCHOOL DISTRICT

VISION STATEMENT

The Inter-Lakes School District, in partnership with its communities, will provide outstanding educational opportunities and resources for all students to achieve academic excellence in order to reach their highest potential and to succeed as responsible, contributing citizens in a global society.

MISSION STATEMENT

We will inspire and sustain learning and achievement by providing:

- ❖ Quality teaching practices
- ❖ Student-centered learning
- ❖ A safe environment
- ❖ Community connections
- ❖ Access to resources

CORE VALUES

We believe that...

Personalizing each student's education, while focusing on effective communication and critical and creative thinking, inspires learning and maximizes success.

The purpose of education is to produce responsible citizens through developing self-aware and self-reliant learners by extending beyond core academics to include the arts, cultural awareness, and physical, social, and emotional well-being.

People learn best when their intellectual, social, and physical needs are met, where students feel supported in a structured and collaborative environment.

Active commitment of family, community and schools is essential for a quality learning experience.

Quality learning requires the attraction and retention of exceptional teachers and staff members who are continually supported by relevant professional development and provided with necessary resources.

ASHLAND SCHOOL DISTRICT

BELIEF STATEMENT

Regarding students and learning, we believe:

- ❖ All students can learn.
- ❖ Success is earned through achievement.
- ❖ Learners progress at different paces and learn in a variety of ways.
- ❖ Students need to feel valued, safe and be part of a group.

Regarding teachers and teaching, we believe:

- ❖ Teachers build relationships that engage students in learning.
- ❖ Teachers are dedicated/innovative, enthusiastic lifelong learners.

Regarding learning communities, we believe:

- ❖ Parents are the students' first teachers.
- ❖ Interactive communication fosters community support.
- ❖ Community partnerships are essential.
- ❖ Our learning community provides a sense of family.

COMMITMENT STATEMENT

Regarding learners and learning, we expect:

- ❖ All learners will learn.
- ❖ Learners to earn success through their achievements.
- ❖ Learners to progress at different paces and learn in a variety of ways.
- ❖ Learners will demonstrate our core values.

As teachers, we will:

- ❖ Continue to be dedicated, enthusiastic lifelong learners.
- ❖ Build relationships that engage students in learning.
- ❖ Create a learning community where learners feel valued, safe and part of a group.

As a learning community, we will:

- ❖ Build parent and community partnerships in support of our learners.
- ❖ Provide a sense of family among our members.
- ❖ Communicate interactively with all stakeholders to foster community support.

CORE VALUES

Our core values provide the foundation upon which members of our learning community build their lives.

HONESTY	Honest people are truthful and sincere.
RESPECT	People who treat others with respect enable members of the community to feel valued. Respectful people treat others as they want to be treated.
INTEGRITY	People with integrity behave ethically and lead by example.
CARING	Caring people demonstrate empathy for others which builds positive relationships.
LOYALTY	Loyal people are supportive, dependable and reliable.
CITIZENSHIP	Citizens care for the community and consider the needs of others as well as their own.
RESPONSIBILITY	Responsible individuals are reliable, self-sufficient and take ownership of their actions.
FAIRNESS	Fair people are committed to justice, equal treatment of others and acceptance of diversity.

NEW HAMPSHIRE DEPARTMENT OF EDUCATION - CODE OF ETHICS AND CODE OF CONDUCT

The Code of Ethics and Code of Conduct make explicit the values and standards that New Hampshire's educators have exemplified over the years. The Code of Ethics and the Code of Conduct are both divided into the same four basic principles: *Responsibility to the Education Profession and Colleagues*; *Responsibility to Students*; *Responsibility to the School Community*; and the *Responsible and Ethical Use of Technology*. Together these two documents seek to provide guidance to the educational field while also supporting and elevating teaching as a profession. While the Code of Ethics and Code of Conduct should be read in conjunction with one another, it is important for the field to understand the vital differences between these two documents. As a substitute you may not meet the Department of Education's criteria, however our districts' expectation is that you uphold these values and standards regardless of your credential status.

The Code of Ethics is intended for all school personnel, regardless of whether the individual is a credential holder. The Code of Ethics is a set of guiding principles that articulate the responsibilities which are common to all members of the education profession. It is designed to provide guidance to educators in the daily decision-making process involving their interactions with students, the school community, colleagues, parents, and the public.

The Code of Conduct is intended for credential holders and establishes boundaries of permissible and impermissible conduct for educators, whether inside or outside the classroom. The purpose of the Code of Conduct is threefold: 1) to help educators navigate through the ethical issues that inevitably arise in the course of a teaching career; 2) to establish clear standards for the education community and for the public to understand the expectations of the teaching profession; and 3) specifies the unprofessional conduct which would warrant disciplinary action to be taken against a credential holder.

It is the responsibility of the employee to become familiar with these documents. The documents can be located on our district website or by clicking the links below.

Code of Ethics

https://www.education.nh.gov/sites/g/files/ehbemt326/files/inline-documents/code_ethics.pdf

Code of Conduct

https://www.education.nh.gov/sites/g/files/ehbemt326/files/inline-documents/code_conduct.pdf

Please be reminded that personal and political opinions should be kept out of the school environment; our individual thoughts and beliefs should not filter into our work and practice. In our work/learning environments, it is our responsibility to foster independent life-long thinkers.

FRONTLINE ABSENCE MANAGEMENT

Frontline Absence Management is an automated placement program for substitutes. You will be able to search for available jobs 24/7 online and by calling into Absence Management. Substitutes will also receive calls from the system up to two days in advance from when jobs are available.

CREATE A FRONTLINE ACCOUNT

New substitutes will receive an email from Frontline inviting you to create a Frontline account.

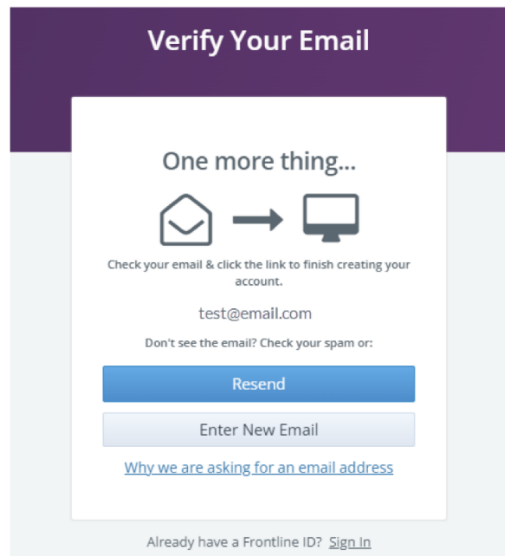
Select **Create a Frontline ID** within the invitation email. Enter account information. **Your Username must be an email address.** A sample is provided below. The system will validate that the username is in email format and then you may click **Create Frontline ID**.

NOTE: If you already have an existing account, you should click on **Sign In with your Frontline ID** and enter your existing login credentials.

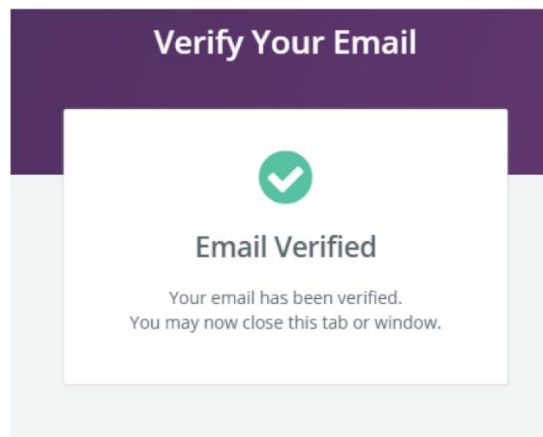
The screenshot shows a web form titled "Create a Frontline ID" with a purple header bar. The form fields include:

- First Name:** Input field with "John".
- Last Name:** Input field with "Smith".
- Create a Username:** Input field with "Test@email.com". A green checkmark is visible to the left of the text. A tooltip message "Your username must be an email." points to this field. Below the input is a link: "Why we are asking for an email address".
- Create a Password:** Input field with masked characters "*****" and a green checkmark. A "Show" link is to the right.
- Confirm Password:** Input field with masked characters "*****" and a green checkmark.
- Terms and Conditions:** A checked checkbox followed by the text "I accept the terms and conditions.".
- Submit Button:** A blue button with a speech bubble icon and the text "Create Frontline ID".
- Footer Link:** A link "Go to Sign In" at the bottom.

Next, verify your email address.



Once you have verified your email address, you will receive the message below. You have completed the account creation process. You may now login to your Frontline account.



EXPLORE YOUR ACCOUNT

Within Frontline Absence Management, you will be able to:

- ❖ View your schedule
- ❖ Create non-workdays
- ❖ Leave feedback
- ❖ Set calling preferences
- ❖ Set school preferences
- ❖ View training/user guide materials (*Frontline Support*>*Search for: Substitute Basic Training Video* | *Substitute Advanced Training Video* | *Substitute QuickStart Guide*)

WHAT DO I DO IF I NEED TO CANCEL A JOB?

- ❖ If canceling a job within 12 hours before your scheduled start time, please contact the school Main Office.
- ❖ If canceling more than 12 hours before your scheduled start time, please login to Frontline and cancel your job.

WHAT SHOULD I DO PRIOR TO THE END OF MY ASSIGNMENT?

- ❖ Learners should straighten up the classroom and area around their desks prior to dismissal;
- ❖ Complete the Substitute Feedback form in Absence Management;
- ❖ Checkout with the Main Office.

FRONTLINE ABSENCE MANAGEMENT QUESTIONS

Please contact Karen Koch, HR Coordinator, at:

Telephone: (603)279-7947

Email: karen.koch@interlakes.org

General Information

SUBSTITUTES (TEACHER, SUPPORT STAFF, NURSE)

Substitutes are employed on an as needed basis. Substitutes will be assigned to serve in the absence of a teacher, support staff or school nurse depending on qualifications and skill set. Employee absences are unpredictable and fluctuate greatly; therefore, it is impossible to predict how many days a substitute will work in any school, week, or year. Substitute employees are encouraged to make themselves available daily and be flexible to various grades and subjects. Substitutes are limited to 29 hours per week.

MULTI-DAY/WEEKLY COMMITMENT SUBSTITUTES

Substitutes are employed with a four day a week commitment. Mondays and Fridays are typically required. Principals will make every effort to provide a weekly schedule, two weeks in advance, however there is mutual understanding that the schedule is subject to change.

SUBSTITUTE RATE INFORMATION

The substitute rates for 2026-2027 are as follows:

Inter-Lakes School District

Teacher and Support Staff Substitute - \$100 per day

Multi-Day/Weekly Commitment Substitute - \$125 per day

Nurse Substitute - \$225 per day

Nurse Substitute Overnight Field Trip: 2.5 times Nurse Substitute Daily Rate

Ashland School District

Teacher and Support Staff Substitute - \$125 per day

Nurse Substitute - \$225 per day

If you sub for ...	Your building administrator is ...	Arrival ...	Dismissal ...
Inter-Lakes Middle/High School Grades 7-12	Mr. Donnelly (603) 279-6162	8:00 a.m.	3:00 p.m.
Inter-Lakes Elementary School Grades Pre-K – 6	Mr. Biche (603) 279-7968	8:00 a.m.	3:00 p.m.
Sandwich Central School Grades K-6	Mr. Hillger (603) 284-7712	7:45 a.m.	2:45 p.m.
Ashland Elementary School Grades K-8	Ms. Sanborn (603) 968-7622	7:30 a.m.	2:30 p.m.

Note: Every attempt will be made to give a substitute ample notice. However, it should be understood that, at times, substitutes may be called on very short notice.

REPORTING TO A SCHOOL

Arrive at the assigned school 30 minutes before the assignment start time. Absence Management will inform you of the expected start time.

- ❖ Report to the school main office for instructions.
- ❖ Request the substitute folder and the name of the administrator responsible for behavior management.
- ❖ Go to the assigned room, write your name on the board and begin preparations for the learners.
- ❖ Follow the day's schedule and lesson plans provided.
- ❖ Become familiar with safety and emergency procedures.
- ❖ At the end of the day, fill out the Substitute Feedback in Absence Management. Specific detailed messages or concerns should also be verbally communicated to a building administrator.
- ❖ Leave the room neat and orderly.
- ❖ Checkout with the school main office.

Substitutes work under the supervision of the school principal and his/her designee during the school day.

SUBSTITUTE FOLDERS

The purpose of this folder is to provide the substitute with information necessary for establishing a safe classroom atmosphere that is conducive to learning. The substitute is responsible for implementing the lesson plans as completely and thoroughly as possible.

Although folders will be different from classroom to classroom and school to school, all folders should contain the following information:

- ❖ Daily schedule
- ❖ Attendance instructions
- ❖ Class rosters
- ❖ Important procedures (i.e. emergency, behavior, etc.)
- ❖ Lesson plans

CLASSROOM MANAGEMENT

In an effort to promote a positive and productive experience, our Districts expect the following of all substitutes:

- ❖ Follow established classroom rules.
- ❖ Be consistent.
- ❖ Make expectations clear.
- ❖ Follow the class routine as closely as possible.
- ❖ Engage learners in lessons and actively monitor student work by walking around the class.
- ❖ Be aware of learners' needs.
- ❖ Listen to learners.
- ❖ Use humor appropriately. Sarcasm and profanity will not be allowed.
- ❖ Remove temptations such as allowing students to change normal seating assignments.
- ❖ Gain control calmly and quickly, if order is disrupted: change seating arrangement, discuss incident with learner privately, and not in a whole group setting.
- ❖ Keep notes to the teacher objective.

Procedures

ACCIDENT REPORTING

Any injury to a staff member or learner regardless of the severity must be reported to the respective supervisor or Building Principal. The main office or school nurse will assist you with completing the job related injury form. Important safety reminders:

- ❖ Wear appropriate footwear for weather conditions.
- ❖ Stepladders are conveniently located throughout the buildings. Please do not stand on chairs or tables!
- ❖ Report any injuries or medical problems to building administration.
- ❖ Bring safety concerns to building administration.

CONFIDENTIALITY

Student records (i.e. Individual Education Plan, 504 Accommodation Plan, progress report, report card), academic performance and information regarding student behavior, health and social/emotional status are all confidential. Confidential information shall not be disclosed.

CONFLICT OF INTEREST

Inter-Lakes and Ashland School Districts permit the employment of qualified relatives of employees as long as such employment does not, in the opinion of the Superintendent, create actual conflicts of interest. The School District will use sound judgment in the placement of related employees.

REPORTING OF SUSPECTED CHILD ABUSE OR NEGLECT

NH Law requires that any person who suspects that a child under age 18 has been abused or neglected must report that suspicion immediately to DCYF (New Hampshire RSA 169-C:29-31). To report child abuse or neglect, please call (800) 894-5533 (in-state) or (603) 271-6562. Intake lines are staffed 24 hours a day, including weekends and holidays. If this is an immediate emergency, please call 911.

- ❖ Abuse can be physical, sexual, or neglect. If you suspect physical abuse, please escort the student to the nurse's office.
- ❖ Neglect can be failure to care and protect (ex. health, medical, education).
- ❖ If you suspect that a person's physical or mental welfare may be adversely affected by abuse or neglect, you shall report this immediately to your Building Principal or Guidance Director **in person, NOT by e-mail**.
- ❖ All school staff are mandated reporters. If you suspect abuse or neglect, you are required to make a report to DCYF
- ❖ The Administration and School Counselors are a resource to assist you with the reporting requirement. Please be comfortable seeking assistance while recognizing that it is your responsibility to ensure the report is filed.

SAFETY

Employee and learner safety is important to our Districts! All employees are responsible for knowing and understanding safety protocols. The District provides safety information and guidelines for emergency procedures. Please make sure you are familiar with the following documents for your safety.

- ❖ Employee Safety Handbook (<https://www.interlakes.org/human-resources>)
- ❖ Emergency & Crisis Management Plan flipchart (located in each classroom)
- ❖ Emergency Operations Plan (see building administration)

SCHOOL DISTRICT INTERNET ACCESS AND TECHNOLOGY USE

Substitutes shall be responsible for the appropriate use of technology and shall use the District's technological resources solely for purposes related to their work. Substitutes are hereby notified that there is no expectation of privacy on district computers, computer files, email, internet usage logs, and other electronic data.

SCHOOL EMPLOYEE ATTIRE

School employees shall dress in an appropriate and acceptable manner that has a positive influence on the school community and provides a model for personal appearance. Jeans will be reserved for Fridays and field experiences.

WELLNESS

Good health and wellness are very important to our school communities. If you are not feeling well, please stay home. Cancel your assignment via Absence Management. If it is within 12 hours of the assignment's start time, also contact the main office to notify them of the cancelation.

Policies

The following policies have been summarized for the Inter-Lakes and Ashland School Districts. Inter-Lakes School District policies are referenced by number and Ashland School District by letters. For a complete copy of the policies, please visit the school district's website.

AMERICANS WITH DISABILITIES ACT (ADA)

To ensure equal employment opportunities to qualified individuals with a disability, Inter-Lakes and Ashland School Districts will make reasonable accommodations for the known disability of an otherwise qualified individual, unless undue hardship on the operation of the school would result. Employees who may require a reasonable accommodation should contact the Human Resources Department.

BULLYING AND CYBERBULLYING, PUPIL SAFETY AND VIOLENCE PREVENTION (POLICY JICK)

It is the policy of the Inter-Lakes and Ashland School Districts that its students have an educational setting that is safe, secure, peaceful, and free from bullying or cyberbullying. The School District will not tolerate unlawful harassment of any type and conduct that constitutes bullying or cyberbullying as defined herein is prohibited. Retaliation or false accusations against a victim, witness, or anyone else who in good faith provides information about an act of bullying or cyberbullying is prohibited. Any school employee, volunteer, or employee of a company under contract with the school or School District, who has witnessed or has reliable information that a student has been subjected to bullying or cyberbullying shall report the incident to the student's Principal.

DRUG AND ALCOHOL-FREE WORKPLACE (POLICY GBEC)

In accordance with the Drug-Free Workplace Act of 1988, it is the intent of the Inter-Lakes and Ashland School Districts to provide employees with a working environment that is free of the problems associated with the use and abuse of illegal drugs as outlined in Policy #4153 and GBEC. The use of illegal drugs is inconsistent with the behavior expected of employees and it subjects the Districts to unacceptable risks of workplace accidents or other failures that would limit the District's ability to carry out its responsibility of effectively educating its students.

ETHICS (POLICY GBEA)

Employees will strive to sustain the highest degree of ethical conduct as they work to provide educational opportunities for all learners. For a complete list of expectations, please visit the Inter-Lakes and Ashland websites.

FAMILY AND MEDICAL LEAVE ACT (POLICY GCCBC)

Employees may be entitled to family and medical leave under the federal Family and Medical Leave Act of 1993 (FMLA) and/or under RSA 189:73 when they meet all of the eligibility requirements of these laws. This policy sets forth several rules that must be applied uniformly to all employees who may be eligible for family and medical leave. This policy is not intended to

expand the District's obligations beyond the requirements of the FMLA and/or RSA 189:73. As used in this policy, "family and medical leave" means leave available under either or both the federal and state laws.

GIFTS TO SCHOOL PERSONNEL (POLICY GBEC)

All employees are prohibited from accepting things of material value from companies or organizations that do business with the District. Exceptions to this policy are the acceptance of minor items that are generally distributed by the companies through public relations programs. Furthermore, school personnel shall not accept gifts from students and their families that are unduly expensive. School personnel shall not solicit gifts from students or parents/guardians.

HARASSMENT OF EMPLOYEES (POLICY ACAB/GBAA)

Harassment of school employees because of sex, gender identity, sexual orientation, race, creed, color, ancestry or national origin, marital status, familial status, physical or mental disability, religion, or genetic information are prohibited. Such conduct is a violation of Board policy and may constitute illegal discrimination under state and federal laws. Any employee who engages in harassment or sexual harassment shall be subject to disciplinary action, up to and including discharge. Any employee who believes they have been harassed or sexually harassed is encouraged to make a report to the Human Rights Officer/Title IX Coordinator. The Human Rights Officer/Title IX Coordinator is also available to answer questions and provide assistance to any individual who is unsure whether harassment or sexual harassment has occurred. All reports and complaints regarding harassment or sexual harassment of employees shall be addressed through *ACAB-R1 – Procedure for Employee Discrimination and Harassment* and *ACAB-R2 – Procedure for Employee Sex Discrimination and Harassment Complaints*.

NON-DISCRIMINATION POLICY STATEMENT (POLICY AC)

It is the policy of the Inter-Lakes and Ashland School Districts that no individual shall, on the basis of race/ethnicity, color, religion, national origin, age, sex, disability, marital status, genetic information, gender identity, gender expression, transgender identity and non-binary gender identify, sexual orientation, or on any other basis protected by federal, state and local law or ordinance be excluded from participation in, or denied the benefits of, or be subject to, discrimination under any educational program or activity of the School Districts. It is the policy of the Inter-Lakes and Ashland School Districts that there shall be no discrimination in the recruitment, selection, termination, compensation, job assignment, advancement, reduction or transfer, training, fringe benefits, and any other term or condition of employment. We are committed to providing learning and work environments in which all individuals are treated with respect and dignity. Each individual has the right to learn and work in an atmosphere which promotes equal opportunities and prohibits discriminatory practices, including harassment.

PROHIBITIONS REGARDING USE AND POSSESSION OF TOBACCO PRODUCTS (POLICY GADC/GBED/JICG)

No employee shall use any tobacco product, device, e-cigarette, e-liquid, or liquid nicotine, in any facility, in any school vehicle or anywhere on school grounds maintained by the Districts.

USE OF PHYSICAL RESTRAINT (POLICY JKAA)

No substitute shall be involved in physical intervention and will always notify building administration in an emergency situation.

WEAPONS ON SCHOOL PROPERTY/GUN-FREE SCHOOLS ACT (POLICY JICI)

Weapons are not permitted on school property at any time. Visitors, faculty, staff and students are prohibited from bringing any weapon, whether visible or concealed, into any school building, onto school property or a school bus or to any school-sponsored event. A violation of this policy by any person will result in an immediate report to the Principal who shall, in turn notify the Police and Superintendent. Faculty or staff who violate this Policy shall be subject to discipline, up to and including dismissal.

ACKNOWLEDGEMENT AND RECEIPT OF SUBSTITUTE HANDBOOK

This is to acknowledge that I have received a copy of the SAU 2, Inter-Lakes and Ashland School Districts 2026 – 2027 Substitute Handbook. I understand that this handbook contains information about the employment policies and procedures of the Inter-Lakes and Ashland School Districts. I agree to read and comply with this handbook.

I understand that this handbook supersedes and replaces any and all prior handbooks. SAU 2 reserves the right to revise, delete and add to the provisions of this handbook at any time and for any reason. I understand that no oral statements or representations can change the provisions of the handbook.

I understand that this handbook is not intended to create contractual obligations with respect to any matters it covers and that the handbook does not create a contract guaranteeing that I will be employed for any specific time period or receive any specific benefits.

I understand that this handbook refers to current policies and procedures of the Inter-Lakes and Ashland School Districts and that I must refer to the actual policies and procedures as these documents are controlling.

If I have questions regarding the content or interpretation of this handbook, I will ask school building administration or Human Resources.

SUBSTITUTE NAME

DATE

SUBSTITUTE SIGNATURE