The Salem School District is a dynamic organization dedicated to quality lifelong education.

THE SALEM SCHOOL DISTRICT does not discriminate on the basis of sex, race, creed, color, national origin, sexual orientation, or handicap in its educational programs or activities, including admission and employment, in compliance with Title IX (Educational Amendments 1973) and Title VII (Civil Rights Act 1964). Inquiries concerning application of Titles IX and VII may be referred to the Superintendent of Schools, School Administrative Unit #57 at the above address.
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## ADMINISTRATIVE STAFF

<table>
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<tr>
<th>Position</th>
<th>Name</th>
<th>Office</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent of Schools</td>
<td>Michael W. Delahanty</td>
<td></td>
<td>893-7040 ext. 3020</td>
</tr>
<tr>
<td>Assistant Superintendent for Academics and Support</td>
<td>Maura Palmer</td>
<td></td>
<td>893-7040 ext. 3020</td>
</tr>
<tr>
<td>Assistant Superintendent for Business Operations</td>
<td>Deborah Payne</td>
<td></td>
<td>893-7040 ext. 3031</td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Diana Darnstaedt</td>
<td></td>
<td>893-7040 ext. 3011</td>
</tr>
<tr>
<td>Director of Human Resources</td>
<td>Cindy Palermo</td>
<td></td>
<td>893-7040 ext. 3022</td>
</tr>
<tr>
<td>Human Resource Assistant</td>
<td>Heather Demers</td>
<td></td>
<td>893-7040 ext. 3010</td>
</tr>
<tr>
<td>Payroll</td>
<td>Diane Dogherty</td>
<td></td>
<td>893-7040 ext. 3027</td>
</tr>
<tr>
<td>Director of Literacy &amp; Instructional Assessment</td>
<td>Jennie Marshall</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Mathematics</td>
<td>Angela Markley</td>
<td></td>
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<tr>
<td>Director of Special Services</td>
<td>Margaret Bentley</td>
<td></td>
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<tr>
<td>Director of Maintenance</td>
<td>Jack Messenheimer</td>
<td></td>
<td></td>
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<tr>
<td>Director of Food Service</td>
<td>Michael Ouellette</td>
<td></td>
<td>893-7077</td>
</tr>
<tr>
<td>Food Service Secretary</td>
<td>Pamela Quigley</td>
<td></td>
<td>893-7077</td>
</tr>
<tr>
<td>William T. Barron School</td>
<td>Anna Parrill</td>
<td>Principal</td>
<td>893-7067</td>
</tr>
<tr>
<td>55 Butler St.</td>
<td></td>
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<tr>
<td>Salem, NH 03079</td>
<td></td>
<td></td>
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<tr>
<td>Mary A. Fisk School</td>
<td>George Murray</td>
<td>Principal</td>
<td>893-7051</td>
</tr>
<tr>
<td>14 Main St.</td>
<td></td>
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<tr>
<td>Salem, NH 03079</td>
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<tr>
<td>William E. Lancaster School</td>
<td>Adam Pagliarulo</td>
<td>Principal</td>
<td>893-7059</td>
</tr>
<tr>
<td>54 Millville St.</td>
<td></td>
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<tr>
<td>North Salem School</td>
<td>Janice Wilkins</td>
<td>Principal</td>
<td>893-7062</td>
</tr>
<tr>
<td>140 Zion Hill Road</td>
<td></td>
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<tr>
<td>Dr. Lewis F. Soule School</td>
<td>Christine Honey-Nadeau</td>
<td>Principal</td>
<td>893-7054</td>
</tr>
<tr>
<td>173 South Policy St.</td>
<td></td>
<td></td>
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<td>Salem, NH 03079</td>
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</tr>
</tbody>
</table>
Woodbury School
206 Main St.
Salem, NH 03079

Brad St. Laurent
Principal
Office – 893-7055

Brent Whittaker
Assistant Principal

Amy Favreau
Assistant Principal

Salem High School
44 Geremonty Drive
Salem, NH 03079

Tracy Collyer
Principal
Office – 893-7069

Bradley St. Germain
Math and Science Director

Tracy McCaffrey
Humanities Director

Scott Insinga
Athletic Director

Liana Pioccone
Dean of Students

Jeffrey Dennis
Dean of Students

Matthew Barry
Dean of Students

Salem High School – CTE Center
44 Geremonty Drive
Salem, NH 03079

Christopher Dodge
CTE Director
Office 893-7073

Salem High School – Guidance Department
44 Geremonty Drive
Salem, NH 03079

Nicole Burke
Guidance Director
Office 893-7075

Salem High School – Alternative and Continuing Education
44 Geremonty Drive
Salem, NH 03079

Katherine Costa
Director of Alternative and Continuing Education
Office – 893-7074

IT/Media Department
44 Geremonty Drive
Salem, NH 03079

David Hasbany
Director of Information and Technology
Office – 893-7078
As a substitute teacher, you are an important member of our school family. As a teaching substitute, you are responsible for providing a continuity of instruction and management within the classroom in the absence of the assigned teacher. As a non-teaching substitute, you are responsible for providing assistance to staff members in the absence of the assigned employee.

This handbook is designed to familiarize you with the daily routines of our schools. All members of our school staff stand ready to offer assistance to help you as a contributing educational team member. If you have any suggestions on how we can be more helpful, please feel free to share your ideas with the school principals or the Human Resource Department.

Please be sure to thoroughly read this booklet. It is our hope that your experience with us is satisfying and rewarding. Your dedication to the children of Salem is greatly appreciated.

Sincerely,

Michael W. Delahanty
Superintendent
REQUIREMENTS

The following are the requirements to be a substitute in the Salem School District:

**Teacher Substitutes:**
- Substitute four (4) times as a classroom assistant and receive positive evaluations from administrators before being eligible to substitute as a teacher.
- Some college education or applicable experience. (Substitute teachers need not be certified).
- College students must be in their junior or senior year of college.
- Good communication skills

**Nurse Substitutes:**
- RN or LPN
- Good communication skills

**Assistant and Secretary Substitutes:**
- High school graduate
- Good communication skills

**All Substitutes:**
- Attend a brief screening with an administrator.
- Complete background check and fingerprinting as required by state law R.S.A. 189:13A.
- Complete the required new hire paperwork.

*The cost of the fingerprinting is $47.00, payable by check to “State of NH – Criminal Records”. You may start working once fingerprints have been taken, but continued employment is based on satisfactory results of the background check and fingerprinting, as well as reference checks, and successful performance of your responsibilities.*
PAY INFORMATION

The 2017-2018 rates are as follows:

- Teacher substitutes - $73.00/day
- Nurse substitutes - $150.00/day **Effective 10/01/2017**
  - Secretaries - $9.05/hour
  - Custodians - $10.50/hour
- Custodian – Summer Only Hire - $9.50/hour
- Special Education Assistants - $9.05/hour
  - Other Assistants - $8.30/hour
  - Food Service - $8.50/hour

SCHEDULE OF PAY PERIODS

2017-2018

<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
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<tbody>
<tr>
<td>09/01/2017</td>
<td>02/02/2018</td>
</tr>
<tr>
<td>09/15/2017</td>
<td>02/16/2018</td>
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<td>09/29/2017</td>
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<td>10/13/2017</td>
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<td>10/27/2017</td>
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<td>11/10/2017</td>
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<td>11/24/2017</td>
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<td>12/22/2017</td>
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<td>01/05/2018</td>
<td>06/08/2018</td>
</tr>
<tr>
<td>01/19/2018</td>
<td>06/22/2018</td>
</tr>
</tbody>
</table>

**Pay periods are every two weeks. Please note that direct deposit is available. If you do not have direct deposit, checks may be picked up at the Superintendent’s office between 9:00 a.m. – 4:00 p.m. on the Friday of the payroll week. Checks not picked up by 4:00 p.m. will be mailed to you.**

SCHOOL HOURS

Substitutes should plan to arrive ½ hour earlier than the school start time:

ELEMENTARY:          *9:00 AM   -   3:00 PM

WOODBURY & SALEM HIGH SCHOOL *7:30 AM   -   2:10 PM

*Starting time may be earlier if there is an assigned duty.
RESPONSIBILITIES

As a substitute (teaching and non-teaching), you are expected to do the following:

1. Report to the school office before each day’s assignment for special instructions and/or a packet of information. Please identify yourself to the secretary or principal, let them know whom you are substituting for. If you are working more than a single day, please see the principal for further instructions.

2. Be at your assigned station at the start of the shift. Substitute teachers should be at the assigned teaching station 15 minutes before the start of class.

3. Become familiar with emergency exits, fire drill, lock-down and lock-out procedures.

4. Check with department heads, other grade level teacher, or the teacher in the adjoining classroom for assistance in locating materials, equipment, and special areas.

5. Exercise the same duties as the regular employee. For substitute teachers, please see the job description for a substitute teacher included in this packet.

6. Hold as confidential any material or knowledge concerning the school (teachers, pupils, parents, or any personnel) that you gain while in a particular building. Do not make adverse comments regarding teachers, pupils or other schools. If you have any suggestions or criticisms, take them to the principal.

7. Leave the workstation in good order. For substitute teachers, leave the windows closed, lights out, chalkboard cleaned, materials put away, door closed/locked, etc.

8. **Accept assignments on a regular basis.** In order for the district to fill all vacancies on a daily basis, it is important that we maintain a list of active substitutes. If you are not able to work on a regular basis, we will inactivate you from our substitute list.

9. Enter your “non-work days” into AESOP for substitute teachers, substitute assistants, and substitute secretaries. Non-work days are days when you are unable to substitute. For example, you have another commitment every Monday or you are taking a vacation for a week. Non-work days are not meant for long-term periods, for example, you are going to Florida for the winter months, etc.

10. Notify **Heather Demers** at the Superintendent’s Office if you are unable to substitute for a long-term period or if you are no longer available to substitute.
RESPONSIBILITIES (CONTINUED)

As a substitute teacher, you are also expected to do the following:

1. Check the regular teacher’s mailbox in the office or teachers’ room for any materials that may apply to the day’s activities.

2. Locate the teacher’s plans, substitute folder, class record book, class lists, seating charts, and attendance documents. IMPORTANT: If there is not a teacher’s plan, use the contingency plan located in the substitute folder.

3. Establish yourself immediately at the beginning of each class. Let students know what you expect and what they can expect of you. Be consistent; emphasize the positive; maintain a clear, pleasant voice; be sympathetic and understanding. Send serious disciplinary cases to the school office.

4. Carry out the school’s opening activities: (1) taking attendance and carrying out the procedures of the school for reporting it; (2) collecting monies; (3) making announcements; (4) conducting the flag salute; and (5) other morning exercises.

5. Follow the regular lesson plan, and support the overall program of the school (see Directed Lesson).

6. Maintain DIRECT CONTACT with the supervision of all students assigned in your charge to assure student safety and an optimum effective learning environment.

7. Send pupils who are ill to the nurse’s office. Do not make a personal judgment on a student’s health. Notify the principal or nurse immediately in case of an accident.

8. Release students only when they have been approved for release by the school office.

9. Prepare a note for the regular teacher of any unusual student behavior (positive and/or negative) and an account of class progress and assignments.

10. Return substitute packet/folder and evaluation form to the school office.
FREQUENTLY ASKED QUESTIONS

Q: “WHAT DO I DO IF . . .”

1) I have to run off papers or can’t find materials?
A. Check with the department head, building principal, secretary, other grade level teachers, or the teacher in the adjoining room for help in locating materials and supplies or using equipment.

2) There is a fire drill, lock-out or lock-down?
A. Familiarize yourself with emergency exits, fire drill, lock-out and lock-down procedures before students report to your class or before your starting time.

3) What do I do if I’ve accepted a job and can’t make it the next day?
A. **Teacher, Nurse, Secretary and Assistant Substitutes:** Cancel your assignment in AESOP. If it is past the cut-off time, you will need to call the school where your job was scheduled.
B. **Food Service Substitutes:** Contact Pamela Quigley, the department secretary, at (603) 893-7077.
C. **Custodian Substitutes:** Contact Jack Messenheimer and the building secretary for the school.

4) If I have any other questions?
A. Just ask. Our office and teaching staff will be happy to help in any way possible. We appreciate you coming in and want to make your teaching experience with us a pleasant and rewarding one.

The following are substitute teacher “frequently asked questions” in addition to the above questions:

5) A student requests to go to the nurse?
A. Send them. Do not make a personal judgment on a student’s health. Notify the principal or nurse immediately in case of an accident.

6) After repeated requests, a student refuses to behave?
A. Send the student to the principal’s office. We expect our students to be courteous and respectful at all times. As the teacher in that class, you are entitled to that courtesy and respect.

7) The lesson doesn’t cover the entire class period?
A. Be sure to follow the lesson plan as outlined by the teacher. Utilize all activities suggested by the teacher and contained in any teacher’s editions being used. If necessary, ask one of the adjoining teachers for supplemental materials. Do not “play a game” just to fill time. It is important that we maximize instructional time and minimize any disruption in learning caused by the regular teacher’s absence.

8) How do I handle asking “volunteers” to read out loud or to write on the chalk board?
A. Call only on students who raise their hands and **want** to volunteer. The “quiet” student may have a learning disability that you’re not aware of and may not be capable of performing the task you are requesting.
JOB DESCRIPTION – SUBSTITUTE TEACHER

Title: Substitute Teacher

Reports To: Building Administrator, or designated department head or director.

Job Goal: To assist students in learning subject matter and/or skills that will contribute to their academic goal and to their development as mature and responsible citizens.

Performance Responsibilities:

1. Meet and instruct assigned classes in locations and at the times designated in accordance with regular classroom teacher prepared plans.

2. Assist all school personnel in the implementation of policies and rules and regulations of the district and school governing student life and conduct during the students’ time at school and school related activities. (This includes before and after school supervisory responsibilities.)

3. If necessary, prepare for assigned classes.

4. Make use of the appropriate media and instructional materials to meet the goal of the instructional program.

5. Continue with the maintenance of an instructional environment necessary for the health, safety and well being of the students.

6. Establish and maintain standards of behavior consistent with district and school policies or rules, and implement these standards in a fair and just manner.

7. Take all necessary and reasonable precautions to protect students, equipment, materials and facilities.

8. Maintain accurate, complete, and correct records as required by law, district or school policies and regulations.

9. Follow the existing avenues of communication and decision making on school related issues as set by district or school policy and rules.

Demonstrate an ability to control situations encountered in the performance of responsibilities exhibiting an appropriate respect for the dignity and worth of each individual.
A DIRECTED LESSON – SUBSTITUTE TEACHER

I. DAILY REVIEW: (First 8 minutes except Monday)
   A. Review the concepts and skills presented in previous day’s lesson and/or associated with the homework.
   B. Discuss and collect homework assignment.

II. PRESENTATION/DEVELOPMENT OF NEW MATERIALS: (About 20 minutes)
   A. Focus on concept or skills to be studied.
      1. State purpose of lesson;
      2. Motivate students; try to capture their interest with discussion, media presentation, or other means.
      3. Discuss new words and build background.
   B. Focus on presenting information and prompting student understanding by using:
      1. Explanations
      2. Demonstrations
      3. Illustrations
      4. Assigned reading
      5. Audiovisual materials
      6. Resource person
      7. Discussion; questions and answers
      8. Other
   C. Check on understanding:
      1. Check on understanding; may be written or oral.
      2. Ask the class questions.
      3. Guided practice; examples done independently by students in class and then checked by the teacher.
      4. Repeat and elaborate on the material as necessary.

III. INDEPENDENT PRACTICE – SEATWORK: (about 15 minutes)
   A. Uninterrupted practice.
   B. Keep pupils actively engaged in their work; keep the ball rolling.
   C. Let students know that their work will be checked and evaluated.
   D. Check students’ work.

IV. HOMEWORK ASSIGNMENT: (follow up with additional independent activities)
   A. Assign on regular basis.
   B. Include one or two review problems.

V. SPECIAL REVIEW/ENRICHMENT:
   A. Weekly review/maintenance/testing.
   B. Monthly review/maintenance/testing
In order for us to ensure that our substitute teacher program is successful, it is important for us to obtain feedback from the classroom teachers, school principals, or area directors on our substitutes. It is also important for us to obtain feedback from our substitute teachers on their experience as a substitute in the District.

The following Substitute Teacher Reaction Inventory forms are samples of what the classroom teacher, school principal, or area director would complete on the substitute teacher after his/her first assignment in a school or a classroom or if the performance was unsatisfactory. After this form is completed, it is submitted to the Central Office where it is reviewed and placed in the substitute’s file. This form can also be completed through AESOP.

The substitute teacher would complete the other Substitute Teacher Reaction Inventory form to provide the District with feedback on his/her experience as a substitute teacher. This form will be given to the substitute the day of his/her assignment and needs to be completed and returned to the building Principal at the end of the school day and forwarded to the Central Office for review. This form can also be completed through AESOP.
SALEM SCHOOL DISTRICT
SUBSTITUTE TEACHER REACTION INVENTORY

(To be completed by classroom teacher, school principal, or area director)

Please fill out the **first time** a substitute works in your school or classroom, or if the substitute’s performance was unsatisfactory. Please send the original to the Superintendent’s office, and keep a copy for your files. Once this form is submitted the first time for a new Substitute, the classroom teacher, school principal, or area director should complete this form in AESOP for all future substitute assignments.

Name of Substitute (please print clearly):_______________________________________________________

Date(s) of Substituting: _____________________________________________________________________

Grade(s): ___________________________________   Subject(s): ___________________________________

Name of Classroom Teacher (please print clearly):_______________________________________________

<table>
<thead>
<tr>
<th></th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Teacher instructions/lesson plans were followed:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Student discipline/classroom difficulties were handled properly:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Substitute had clear understanding of class and school routine:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Room and materials were left orderly.</td>
<td></td>
<td></td>
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<tr>
<td>5. Student and faculty overall feedback of substitute:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:

Signature of Teacher, Principal, or Area Director ____________________________ Date ____________________

**Classroom teacher** – please return to Principal/Area Director within two days of your return.

**Principal/Area Director** – please forward original to Human Resource Department and keep a copy for your files.
SALEM SCHOOL DISTRICT
SUBSTITUTE TEACHER REACTION INVENTORY
(To be filled out by Substitute)

Name of Substitute: _____________________________________________________________

Date(s) of Substituting: _________________________________________________________

Teacher for whom substituting: ________________________________________________

Grade(s)/Subject(s): ____________________________________________________________

<table>
<thead>
<tr>
<th></th>
<th>Circle Response</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Were all materials, information, keys, etc. provided for you by the office.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Were administrators helpful?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. Did you use contingency plan?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Were you able to follow through completely on the lesson plans and instructions</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>of the teacher?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Did you have any serious discipline problems? If yes, briefly describe.</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>6. What was the attitude of the students?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7. Was the school atmosphere friendly?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. On this date, were you substituting in your area of certification?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9. What suggestions can you offer to make the substitute program at this school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>more successful?</td>
<td></td>
<td></td>
</tr>
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</table>

Return to Principal’s office before you leave today.
SUBSTITUTE REIMBURSEMENT FORM

This will verify that as of ____________, I have completed ten (10) substitute assignments during the 2017-2018 school year. I am eligible for the reimbursement of either the $47.00 charge for the criminal background check and fingerprinting.

Substitute Signature___________________________________  Date____________________

Substitute Name: (print)_________________________________________________________________________

Address: (print)_______________________________________________________________________________

Street Address, City, State, Zip

Telephone Number: (____)____________________________

(This form must be returned to the Superintendent’s Office, to the attention of the Human Resource Department. Reimbursement will be received within 2 weeks of receipt of this form.)

FOR OFFICE USE ONLY:

ASSIGNMENTS VERIFIED:_____________________________ DATE:____________________

PAYMENT APPROVAL:_____________________________ DATE:____________________
SUBSTITUTE STATUS CHANGE FORM

This will verify that as of _____________, I have completed four (4) substitute assignments as a classroom assistant. I am requesting that I be added to the Substitute Teaching List following a positive review of my evaluations.

Substitute Signature __________________________ Date __________________

Substitute Name: (print) ________________________________________________

(This form must be returned to the Superintendent’s Office, to the attention of the Human Resource Department. The request for the change in status will be reviewed within 2 weeks of receipt of this form.)

***NOTE: This applies to substitutes hired after 09/01/09.

FOR OFFICE USE ONLY:

ASSIGNMENTS VERIFIED:____________________________ DATE:______________

STATUS CHANGE APPROVAL:____________________________ DATE:______________
2017-2018 SCHOOL CALENDAR

The 2017-2018 school calendar is located on the home page of our website at www.sau57.org.
I acknowledge receipt of the Substitute Teaching and Non-Teaching Handbook 2017-2018. I understand that it is my responsibility to read and follow all the school district expectations of substitutes as well as the school district policies. Failure to meet the expectations of a substitute or follow school district policies is grounds for removal from the substitute list.

___________________________________  __________________________________
Name (Please Print)                     Signature

___________________________________
Date Received