



Substitute Pools

A Pathway for Finding and Keeping Great Staff

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- Lessons Learned

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Staffing Challenges in the ECE Sector

- High Staff Turnover
 - 30% annually
 - Highest turnover in assistant/aide positions
- Stand-alone centers or homes
 - Average size 60 children; small labor pool
 - Single director responsible for many conflicting tasks
- Staff-child ratios are regulated by law
 - Absences must be filled to stay within required ratios

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Sub Pools: A Range of Approaches

Planned Absences only

Out of classroom time for Professional Development

Paid planning time

Vacation/PTO

Unplanned Absences

Sick time

Family/Medical Emergencies

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Sub Pools: A Range of Approaches

Management Option #1: Full management by Central Agency

Central Agency

- Recruits individual to serve as substitutes
- Obtains all certifications – fingerprints, background checks, pre-service training requirements
 - Assigns/assist in assignment to sites
- Pays the sub as part of the central agency payroll as either employee or contractor

- Coordinates with central agency to advise about openings
- Pays for service typically as part of the membership fees for the network/agency
- May be charged additional fee if sub is converted to permanent staff

Member sites

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Full Management by Central Agency

Profile

Nebraska Early
 Childhood Collaborative
Substitute Pool

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Shannon Cotsoradis President and CEO at NECC

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The Nebraska Early Childhood Collaborative

About NECC

- Established by the Buffett Early Childhood Fund in 2014
- Provides robust shared services to 6 early learning schools in both Omaha and Lincoln, NE
- Shared services include HR, Finance, and Professional Development
 - e.g. Orientation and Onboarding, CDA Credential Course
- Approximately 425 staff and 850 children served



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Substitute Pool

Key Elements

- NECC has a contract with each organization we support to provide the substitute service
- The substitute's time is billed at 1.375 through a monthly invoice
- Substitutes can work a part or full day and cover duties ranging from release time, regular teaching duties, and/or maternity leave
- Substitutes may be hired by the early learning schools after six months of participation in the substitute pool



Substitute Pool

Key Elements

- Established at the end of 2017 with 2 substitutes in Omaha
- Approximately 18 substitutes now in both Omaha and Lincoln
- Substitutes are NECC employees that attend our comprehensive orientation and onboarding
- Substitute pool is coordinated by full-time recruiter who devotes approximately .25 FTE to this duty



Substitute Pool

Costs to Consider

- Substitutes are paid the regular hourly wage of a team member based on our system's pay grid
- Member centers are billed 1.375 times the substitute's hourly rate which is invoiced on a monthly basis
- If a substitute regularly works 30 hours or more, NECC offers benefits
- The member bears the responsibility for the cost of professional development for any substitute regularly assigned to one of their buildings



Substitute Pool

Recruiting Substitutes

- Substitutes are recruited utilizing the same process we use to recruit teaching staff (e.g., career fairs, job postings, LinkedIn, relationships with local universities)
- Staff that are voluntarily separating are offered substitute employment during exit interview
- Substitutes are recruited for key roles (e.g., site leadership, teacher, and paraprofessional)



Substitute Pool

Coordinating Substitutes

- Long-term substitutes are assigned to specific buildings minimizing daily coordination (e.g., maternity leave, difficult to fill positions)
- Unexpected needs for substitutes are managed on a day-to-day basis using phone and email by HR professional
- Personnel files are maintained by NECC and licensing specialist conducts audits of files at our office



Substitute Pool

Nebraska Lessons Learned

Pipeline for new teachers, opportunity to closely observe before hire

Provides a stop gap during periods of higher turnover, avoiding "hasty" hires

Ensure a process is in place to do a "look back" and determine the necessity of providing benefits

You will never feel "ready." The upside far outweighs the challenges. Don't be afraid to jump in!

One of the most important contributions to stabilizing our workforce



Sub Pools: A Range of Approaches

Management Option #2: Central Agency as Resource/Connector

Central Agency

- Recruits individuals to serve as substitutes
- Obtains all certifications – fingerprints, background checks, pre-service training requirements
- Serves as a “connector” between sub pool and the sites
 - Provides “sub pool list” to program administrators at each site
 - In some cases, provides information about openings to the sub pool
- May establish a wage scale based on education, experience and position

- Individual sites are responsible for paying the substitute
- Sites are typically charged a fee per placement
- Sites are typically charged a fee if they hire the sub as permanent staff within certain time parameters

Member sites



Central Agency as Resource/Connector

Profile

ChildCareMatters
Staffing Services

Concept

User Friendly

Affordable
Easy to Use

Shared Service Approach

Easy/shared approach to documentation
Pre-Service Training provided by Hub

Flexible

Member sites able to hire subs as
permanent staff

Create a
shared services
substitute teacher
pool utilizing
text-messaging
based
software
platform

Onboarding Services

- ChildCareMatters oversees:
 - Recruitment
 - Resume/Job Application
 - Background check/Fingerprinting
 - Educational Diploma or Certificate
 - Job Verification
 - Personal References
 - Health Form
 - Emergency Contact Form
 - Review of DHS Rules and Regulations



Pre-Service Training

ChildCareMatters provides:

- Training Modules
 - General Care and Communication
 - Supervision and Safety/Child Abuse
 - Program Operations
 - Professionalism
 - Health
- CPR/First Aid Training
- On-Site Orientation

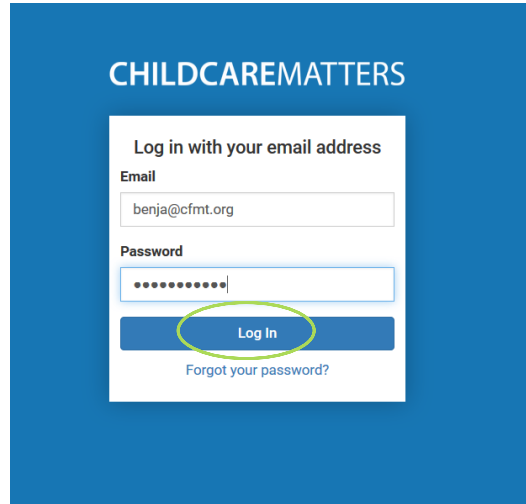


ChildCareMatters Platform

The site director manages the process:

- Job posting process easy and intuitive
- Posting includes all details of the job
- Responses include details about the subs
- Job poster chooses the best fit for their needs
- No early morning coordinator needed

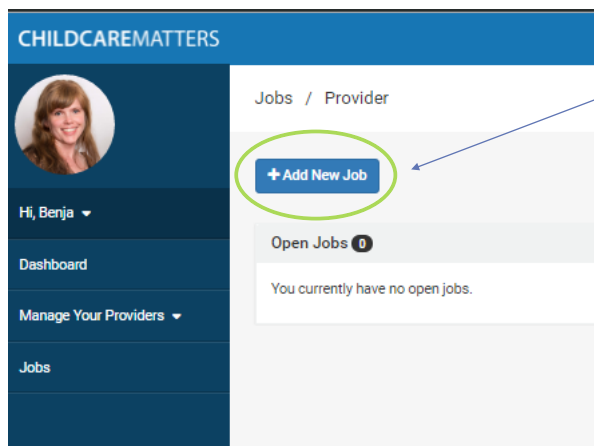
Members can access ChildcareMatters.com Substitute Service 24/7



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ECE CENTER PROFILE PAGE

Need a substitute?



Click here!

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SUBSTITUTE REQUEST FORM



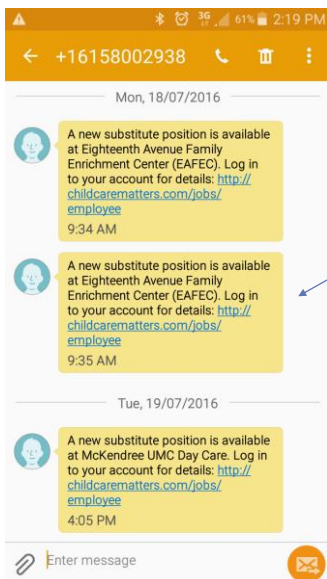
Enter the details of your open position.

Tell us what the job is and when you need help.

Click on "Save" and your request will be posted!

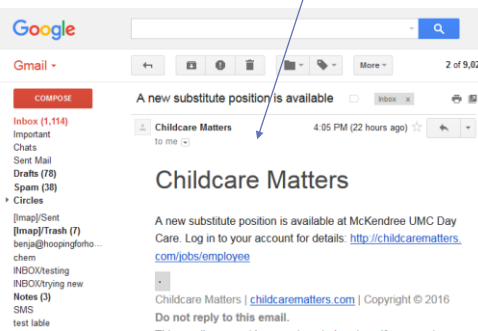
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SUBSTITUTE NEW JOB ALERTS



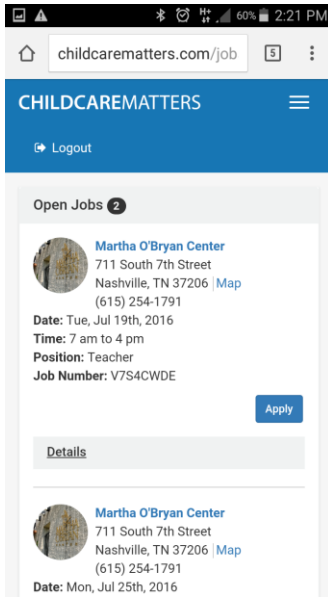
Within moments, your job post will be sent to all available, qualified substitutes in the pool.

Our system will notify available substitutes automatically, using text messages or email.



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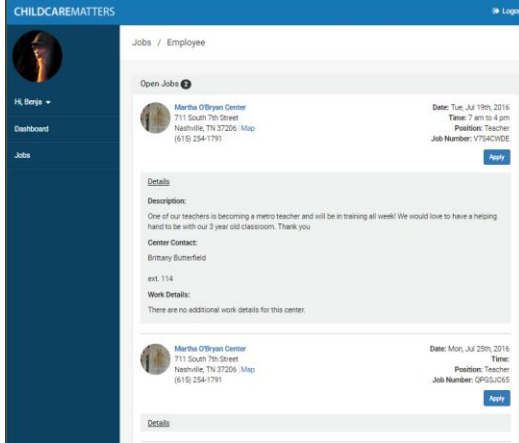
SUBSTITUTE MOBILE VIEW



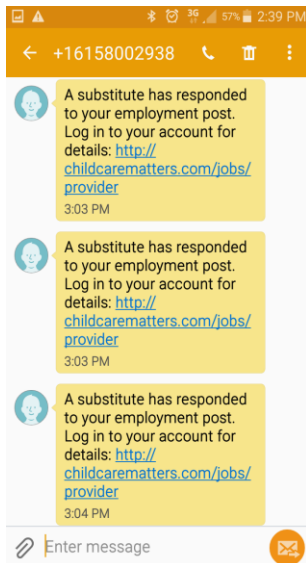
Substitutes can review available open jobs from their phone, tablet or computer at any time.



SUBSTITUTE DESKTOP & TABLET VIEW



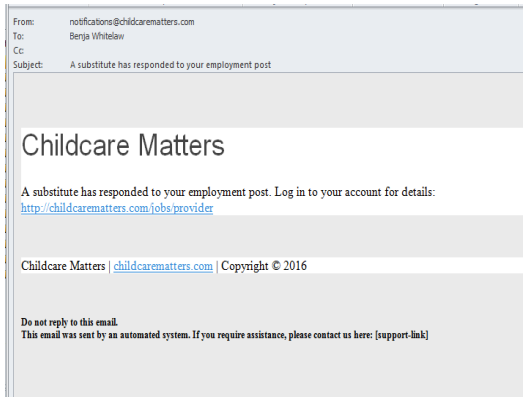
ECE CENTER MOBILE VIEW



When one or more substitutes apply for your open job, you will get notified by text or email. Then, you log in to see your choices.



ECE CENTER DESKTOP & TABLET VIEW



ECE CENTER SUBSTITUTE SELECTION



Open Jobs 1

Benja's House of Children
(615) 321-4939

Date: Wed, Jul 20th, 2016
Time: 8-5
Position: Teacher
Job Number: CKTPHDBA

Details

Available Substitutes: 4

Benja Parks
Hourly Rate: \$12.40
I am a native Nashvillian, and I have BA in fine arts and master's degree in counseling. Experience with adolescents in residential treatment, family preservation case management, trauma debriefing and counseling for children ages 3 - 17 years, domestic violence education and survivor advocacy. I have worked in crisis hotline management and training, clinical management of case managers, child advocates and therapists in various treatment settings. I also have experience in program development and management. I have previously worked for Dede Wallace, Centerstone , Omission Inc., and The YWCA Domestic Violence Program.

Troy Duckett
Hourly Rate: \$8aM
bio

Harlie Nichols, \$10.00
Hourly Rate: \$10.00
Hello! I am a native Texan that has recently relocated to Nashville after graduating with a Bachelor's Degree in Business Administration with a minor in Communications this past May. My childcare experience varies from working closely with infants in a home to handling crazy teenagers! I've been a nanny for over five years and was enrolled in an assistant teaching program throughout high school that gave a wonderful insight on the teaching field, which I fell in love with! In college I decided to take a different route, or twelve, and ended up with a Business Degree! Currently I have left my full time position at a recruiting firm to circle back and explore my passion... people! Little people in this case :)

Gina Tek
Hourly Rate: \$8aM
I am a mother of six and grandmother of seven. I have thirty years of experience in the childcare field and a degree as a Child Development Specialist from the University of Alabama.

For each open job you have posted, you can view information and hourly pay rate for every substitute that is interested.

Then, you can select the candidate that you prefer by clicking "Approve"

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SUBSTITUTE HIRE ALERTS



details: <http://childcarematters.com/jobs/employee>
5:39 PM

Thu, 09/06/2016

A new substitute position is available at Benja's House of Children. Log in to your account for details: <http://childcarematters.com/jobs/employee>
12:20 PM

You have been assigned to a substitute position at Benja's House of Children. Log in to your account for details: <http://childcarematters.com/jobs/employee>
12:24 PM

You have been assigned to a substitute position.

Childcare Matters <notifications@childcarematters.com> to me

Childcare Matters

You have been assigned to a substitute position at Benja's House of Children. Log in to your account for details: <http://childcarematters.com/jobs/employee>

Click here to Reply or Forward

Once you select and approve your substitute, they will be notified immediately by text or email.

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ECE CENTER JOBS DASHBOARD



Log into the system to view, edit or delete jobs.

View every substitute that is currently scheduled to work

Jobs / Provider

The screenshot displays the 'ECE Center Jobs Dashboard' interface. It features a top navigation bar with a '+ Add New Job' button. The main content is divided into two columns: 'Open Jobs' and 'Assigned Jobs'.

Open Jobs (2):

- Martha O'Bryan Center (615) 254-1791:** Date: Tue, Jul 19th, 2016; Time: 7 am to 4 pm; Position: Teacher; Job Number: V754CWDE. Includes 'Remove' and 'Edit' buttons.
- Martha O'Bryan Center (615) 254-1791:** Date: Mon, Jul 25th, 2016; Time: ; Position: Teacher; Job Number: OPSJJO55. Includes 'Remove' and 'Edit' buttons.

Assigned Jobs (17):

- McKendree UMC Day Care (615) 271-2620:** Date: Tue, Jul 5th, 2016; Time: ; Position: Teacher; Job Number: RFSE6597. Substituted by: Metral Trimble Brandon \$12.00.
- McKendree UMC Day Care (615) 271-2620:** Date: Thu, Jul 7th, 2016; Time: ; Position: Teacher; Job Number: CSME4R37. Substituted by: Metral Trimble Brandon \$12.00.
- McKendree UMC Day Care (615) 271-2620:** Date: Thu, Jul 7th, 2016; Time: ; Position: Teacher; Job Number: HD6MFXY4. Substituted by: Courtney Crews, \$9.00.

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Pricing for Sub Pool Service

- Directors pre-purchase a bundle of “placements vouchers”
 - Each placement costs \$13-18/day
 - Purchasing larger bundles lowers the unit cost (size of the bundles ranges from 5-52)
- Placements are made in 1-day increments; voucher payment for each day
- Cost of the placement is in addition to the cost of the sub; program pays the sub according to a salary scaled developed by ChildCareMatters

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Cost of Sub Pool Service

- ChildcareMatters has yet not analyzed the unit cost for this service for Nashville
- Business outcomes dependent on fees charged by host realm
- Operates with significant underwriting from the Community Foundation
- Work managed by 3 different staff at the Community Foundation who each spend a portion of their time on this project



Replication Strategy

- ChildcareTennessee is willing to license the platform to other communities
 - Current Contract with South Carolina
 - Negotiating with Rhode Island
- Start up cost:
 - License for platform (\$15-25,000 annually depending on the level of services)
 - Populating the platform with local data (Approx. \$20,000 one time cost)
- Ongoing cost:
 - Recruiting Substitutes
 - Onboarding process
 - Interface with member sites



A Systems Approach

- Coordination with licensing agency to enable portable documentation:
 - Follows the substitute rather than site based
 - Collection of all documentation in secure portal
- Finding candidates through ECE higher education programs, ECE/nonprofit networks, CDA candidates
- Pre-service training for new subs meets all regulatory requirements
- Onsite orientation training
- Setting pay and payment process
- Administration to manage paperwork and placements



Central Agency as Resource/Connector

Profile

Greater Newark Shared Service Alliance *Substitute Pool*



Greater Newark Shared Service Alliance

- Network of 10 early care and education (ECE) local providers
- Seed funding: The Nicholson Foundation and The Turrell Fund
- Programs for Parents (community nonprofit) serves as the Hub Agency (facilitation and operational support)
- Based on focus group responses and recommendations from child care directors, first year projects achieved include:
 - Development of a substitute pool of teachers/teacher assistants to support participating ECEs
 - Identification of three key areas for cost savings
 - Development of a comprehensive and progressive professional development model for teachers, teacher assistants and administrative staff



GNSSA Substitute Pool

Approach

- Substitute Recruiter coordinates the work
- Recruits for the Alliance at Job Fairs, colleges/universities, online job sites
- Goal to recruit 10 substitute teachers per quarter
- Recruiter also assists with processing background checks and other paperwork necessary for substitutes to begin working



GNSSA Sub Pool

Approach

- Recruiter reviews applications and identifies candidates for center directors to interview collectively; member directors compile final list of “approved subs”
- Assists substitute candidates with initial application to obtain state substitute credential
- Several substitutes with 60 or more hours of college credits applied for the State Substitute Credential, the fee for which was paid by GNSSA grant funds.



GNSSA Sub Pool Accomplishments

- Successfully onboarded 40 substitutes
- Collaborated with Rutgers University, Montclair State University and New Jersey City University
- Implemented an online work schedule platform to simplify substitute-staffing requests:
 - <https://www.zoomshift.com/>
 - Directors post opening and sub pool is notified via text message
- Secured a 20% discount for member use of the platform
- GNSSA substitutes provided 177 hours of classroom coverage from January–June 2018.



Planned Absences Only

Profile

Santa Fe Collaborative Teachers Institute *Substitute Pool*



Santa Fe Collaborative Teachers Institute

Background

In 2014, the Santa Fe Baby Fund at the Santa Fe Community Foundation convened early childhood programs in Santa Fe to learn more about the shared services approach to running Centers and programs.

As the group discussed the challenges of running successful programs, two interests emerged for this group of teachers:

- The need for advanced professional development
- A pool of shared substitute teachers



Santa Fe Collaborative Teachers Institute

- Substitute pool managed at Santa Fe Community College
- Members are those programs whose staff is engaged in deep pedagogical work through the Collaborative Teachers Institute
- Sub pool designed to provide coverage for teachers' professional development; subs scheduled in advance to provide coverage for teachers to participate in PD
- Expectation that in the future, once the number of available subs is expanded, coverage will be extended for call-outs as well



Santa Fe Collaborative Teachers Institute

Pre-Service Training

- Before placement in a center, subs spend at least 2 weeks with staff at the Santa Fe Community College
- SFCC provides a basic orientation on standards such as safety and licensing
- Subs then shadow/observe a Master Teacher in a SFCC Lab School classroom until they are deemed ready for classroom work



Santa Fe Collaborative Teachers Institute

Wages

- Wages are paid by Santa Fe Community College, and centers reimburse SFCC.
- All subs are paid the same wage, regardless of the center in which they are placed. Current wages are approximately \$12/hour + \$.33 fringe.
- At present all administrative costs are covered by a grant from the Santa Fe Community Foundation. Thus, SFCC does not currently charge any additional administrative cost to the participating centers.



Santa Fe Collaborative Teachers Institute

System issue: State regulations

- State approved a “traveling personnel file,” (vs. requiring each individual participating center to hold files for each sub)
- Includes: sub’s legal identification documents, PD log, mandated trainings/background check documentation
- State requires an MOU b/t each participating center and SFCC
 - Delineates SFCC and Center responsibilities,
 - Assigns liability for the sub on the day of employment to the employing center



Lessons Learned

- State rules and regulations can make a shared sub service difficult
- Challenging these rules with a strong case can often succeed in receiving either waivers or rule changes that simplify the process:
 - Childcare Nashville designated as an agency that can oversee background checks/fingerprinting
 - Santa Fe was able to negotiate a “travelling personnel file”



Lessons Learned

- Sub pools often lead to hiring permanent employees
- Viewing the sub pool as a potential “internship” or eventual source for full-time employment can be beneficial in terms of training and providing a “trial period” of employment.
- This strategy requires policies such as the minimum required work period/finder’s fees before subs are available for full-time employment.



Lessons Learned

- Sourcing high quality candidates who “only” want to be subs can be difficult
- Shared orientation and training is key to ensuring that subs are able to transition seamlessly from one organization to another
- Comparable wages and working conditions across providers that share a sub pool is important to retaining subs who are comfortable working at multiple organizations.



Factors that can Derail Sub Pools

- Relying solely on grant funding with no plan for ongoing sustainability
- Directors unable or unwilling to pay for the service, for example:
 - ECEHire, a Philadelphia Shared Services initiative built a web-based platform to connect job-seekers with job openings
 - Services included: recruitment, pre-qualifying interviews, background checks/documentation requirements
 - ECEHire absorbed most of the cost, but tried to charge a \$35 fee for candidates that were successfully placed; pushback from Directors over the fee ended the full service components
 - ECEHire now operates as a job-candidate posting site only

Discussion



- Questions?
- Comments?
- Ideas?

More Resources

Opportunities Exchange website:

<https://opportunities-exchange.org>

- Profiles of current Alliances
- Tools such as templates of management agreements
 - Articles and presentations
 - Videos and multi-media