Substitute Manager of the Year Scoring Rubric

Objective	4 Visionary (Top 1%)	3 Forward-Thinking (Top 5%)	2 Mastery (Top 10%)	1 Leading (Top 20%)
Ability to manage substitute system	Effective processes are in place to promote an engaging hiring process. Supports in place to provide training and resources to substitutes	Effective hiring processes with continuing support in place to provide training and resources to substitutes. Implements strong goals for recruitment and retention.	Effective hiring processes, strives to provide ongoing training for substitutes. Implements clear and effective recruitment goals.	Effective hiring processes, strives to provide ongoing training for substitutes. Has clear goals for recruitment and retention.
Ability to create a positive culture among substitutes and the school(s).	Evidence of success in promoting a positive culture and establishing a community of substitute teaching professionals.	Evidence of promoting a positive culture and a community of substitute teaching professionals. (may or may not be successful or have evidence of success)	Evidence of a vision to promote a positive community and culture among substitute teaching professionals.	Clearly values a positive community and culture among substitute teaching professionals.
Ability to communicate well with substitutes.	Includes levels 1-3, while also engaging others to communicate with substitutes regarding information needed and recognizing superior contributions (teachers, front office staff, principals, other sub program staff at the district level, if applicable).	Has many avenues to celebrate substitutes accomplishments and keep them informed (e.g. social media, newsletters, text messages, emails, other print/digital mediums, etc).	In addition to regular communication, it recognizes substitutes in a positive way.	Demonstrates frequent and regular communication with substitutes.
Ability to creatively inspire substitutes to work in their district.	Evidence of success in creative initiatives to engage substitutes to work often; significantly contributes to the school's/district's fill rate.	Creative initiatives to encourage substitutes to work more often, with and without success.	Inspires substitutes to work more often but not necessarily in a creative way (more tried and true methods).	Has initiatives in progress for future implementation to increase the sub pool and encourage subs to work more often.