

The background features a decorative graphic consisting of several overlapping circles and thin lines. At the top center is a large circle with three concentric layers: a dark blue inner circle, a light blue middle ring, and a medium blue outer ring. Below this, a thin blue line extends from the top left towards the center. Another thin blue line extends from the top right towards the center. A third thin blue line extends from the top right towards the bottom right. In the bottom right corner, there is a large light blue circle with a bright green inner circle. To its right, a portion of a dark blue circle with a bright blue inner circle is visible.

*“One Mission, One Vision,
One Common Purpose”*

Guest Teacher
Handbook
2009 - 2010

SUPERINTENDENT

Dr. Percy A. Mack

BOARD OF SCHOOL COMMISSIONERS

Mr. Vince Ford, Chairman

Dr. Jasper Salmon, Vice Chairman

Mr. Dwayne Smiling, Secretary-Treasurer

Mr. Roy Tyson

Ms. Susie Dribble

Ms. Barbara Scott

Mr. Jamie Devine

Stevenson Administration Building

1616 Richland Street

Columbia, SC 29201

Telephone (803) 231-7000

InfoPhone (803) 231-7512

Colleana Maiden - Substitute Center Manager 231-7431

This handbook belongs to:

Name _____

Employee Number _____ Sub Number _____

Richland County School District One is an equal opportunity employer and does not discriminate on the basis of race, color, creed, national origin, handicap or disability in admission to, access to, treatment in or employment in its programs and services.

SUPERINTENDENT & HIS CABINET

Superintendent
Dr. Percy A. Mack

Deputy Superintendent
Ms. Debra Brathwaite

Chief Academic Officer
Ms. D. Renee Mathews

Chief Human Resources Officer
Mr. Otha R. Dillihay, Sr.

Interim Chief Financial Officer
Sherri Mathews-Hazel

Interim Chief Operations Officer
Ed Carlon

Executive Director of Research & Evaluation
Dr. Jennifer Coleman

Executive Director of Administration
Mr. Willie McGrady

Executive Director of Schools
Mr. Ernest Dupree

Executive Director of Schools
Dr. Steve Wilson

Executive Director of Schools
Ms. Jeannetta Scott

Assistant to Superintendent/Athletics
Director/Ombudsman
Dr. Carlos Smith

Coordinator of Legal Services
Ms. Susan Williams

Director of Communications
Ms. Karen York

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“One Mission, One Vision, One Common Propose”

Welcome to Richland School District One

As the only school district in the Midlands with a true urban center, ***Richland County School District One*** offers our students, employees, parents and community residents a variety of advantages you won't find anywhere else - academic programs and an environment that embraces diversity, unique partnerships with businesses, higher education institutions and the faith community, and unlimited cultural opportunities. As South Carolina's sixth-largest school district, we educate more than 24,000 students at 28 elementary schools, nine middle schools and seven high schools. Geographically, our schools stretch over more than 480 square miles encompassing urban, suburban and rural communities. The entire Richland One community actively supports education and pursues one goal: to allow each child to reach his or her potential in the classroom, on the athletics field, in artistic endeavors and, ultimately, in life as productive and contributing members of society.

The strength of any organization - whether it's a school district or a Fortune 500 company - rests with its employees. **You are working in one of the state's most progressive and student-centered school districts.** In Richland One, we are fortunate to have more than 4,200 employees that are committed not only to doing their individual jobs well, but also to working as a team to do what's best for our students. Our location in South Carolina's capital city affords many advantages to our employees and their families. In Richland One, we are

committed to the selection of highly qualified staff members. The district offers the highest teacher salaries in the Midlands and the highest supplement in the state (\$5,500/year) for National Board certification, as well as other incentives.

Because we serve a large and diverse population, our district offers students an exciting variety of educational opportunities to match their interests and challenge their abilities. Diversity is our strength. The core foundation of academics - reading, math, science and social studies - is emphasized at all grade levels. Beyond the basics is an array of academic and support programs to meet the needs of any student. As one of the state's most progressive school districts, many of our programs have served as models for others across the state and around the country. Our curriculum is filled with diverse opportunities. Our diversity leads us to one common goal: the expectation that every student will excel to the best of his or her ability. There is no compromise on that point.

Year after year, Richland One schools, students and staff are recognized for their achievements, honors and awards at the local, state, regional and national levels.

What will our next generation of students achieve? We believe the sky is the limit. Richland One's innovative and challenging educational programs, extra-curricular activities and community partnerships give our students the competitive edge.

Excerpts from “*Welcome to Richland One*”

OUR MISSION

Richland One will prepare every student to be a successful, contributing citizen in a global society by providing an effective and high quality education.



OUR VISION

Richland School District One, in collaboration with an engaged community, is committed to ensuring each learner achieves his/her potential in a safe, caring, academically challenging and diverse learning environment that will develop productive citizens for a changing world.

2009-2010 District Calendar

District professional development	August 10-12
Teacher workdays	August 13-14
First day of school	August 17
Labor Day	September 7
Interim reports	September 16
Delayed start for high schools	September 23
Early dismissal for elem & middle schools	September 30
District prof development; student holiday	October 12
Delayed start for high schools	October 15
End of first reporting period (45 days)	October 20
Report cards issued; parent conf.	October 28
Parent/teacher conf (1/2 day for students)	October 30
Delayed start for high schools	November 4
Early dismissal for elem & middle schools	November 18
Interim reports	November 19
Thanksgiving Break	Nov 25-27
Winter Break	Dec 21-Jan 1
Teacher workday; student holiday	January 4
End of second grading period (90 days)	January 11
Delayed start for high schools	January 13
Martin Luther King Jr. Holiday	January 18
Report cards issued	January 20
Early dismissal for elementary/middle sch	January 27
Delayed start for high schools	February 10
Interim Reports	February 11
District prof development; student holiday	February 15
Early dismissal for elem/middle schools	February 24
End of 3rd reporting per; delayed start HS	March 17
Parent conf; early dismissal for students	March 24
Teacher workday; student holiday	March 26
Report cards issued	March 29
Spring Break	April 2-9
Interim reports	April 27
Last day of sch; early dismissal all students	May 28
Elementary report cards issued	May 28
Teacher workday/staff workday	May 29
Middle/high school report cards mailed	June 4

GUEST TEACHERS PAY RATE

SUBSTITUTE CATEGORY

- A** Guest Teachers who meet the requirements of **No Child Left Behind (NCLB)**: \$100.00 per day (regular) or \$150.00 per day (long-term)
- B** Certified teacher and nurse substitutes: \$100.00 per day (regular) or \$150.00 per day (long-term)
- C** Non-certified with four year degree: \$75.00 per day (regular) or \$85.00 per day (long-term)
- D** Non-certified: \$60.00 per day (regular) or \$75.00 per day (long-term)
- E** Classified substitute: \$60.00 per day (regular) or \$60.00 per day (long-term)

CATEGORY REQUIREMENTS:

- A** A Guest Teacher that meets the requirements of NCLB will be paid on the certification. The NCLB rate applies when teaching in a highly qualified content area and the rate begins on day 21 of the assignment.
- B** A Guest Teacher with a valid South Carolina credential or South Carolina registered nursing certificate.
- C** A non-certified substitute with a four-year college degree.
- D** A Guest Teacher with less than a four-year degree.
- E** A classified substitute who works in the absence of instructional support or secretary staff. An instructional assistant that meets the requirements of NCLB on the 21 day will be paid the second long-term rate above.

PAY RATE DESCRIPTIONS

DAILY – Compensation is paid on a per diem basis and will be processed according to the categories above.

LONG-TERM – This rate of pay begins after the substitute has worked for the same teacher/employee for ten consecutive days. The long-term rate begins on the 11th day. The NCLB rate begins on day 21 of the assignment.

CERTIFIED – Pay as a certified substitute begins the day a valid South Carolina teaching credential is filed with the substitute center.

HALF-DAY – Individuals scheduled to work in half-day assignments will receive 50% of the daily rate listed above.

2009 – 2010 PAYROLL CALENDAR

The 2009 – 2010 payroll calendar can be viewed by logging on to www.richlandone.org

**Click on “Departments,” “Human Resources,”
Substitute Services.**

SCHOOLS INFORMATION

HIGH SCHOOLS

A.C. Flora High – *Richard McClure*

Falcon Drive, Columbia, SC 29204

Office: (803) 738-7300 Fax: (803) 738-7307

Primary SubFinder Monitor: ***Kimberly Crawford***

Traveling on Forest Drive toward Trenholm Road, pass Beltline Blvd. and look for Falcon Drive on the right. Turn right on Falcon and continue until the school is sighted. If traveling on Beltline Blvd. toward north Columbia, turn right on Falcon Drive beside the Regency Square Apartments.

C.A. Johnson Preparatory Academy – *Kathie Greer*

2219 Barhamville Road, Columbia, SC 29204

Office: (803) 253-7092 Fax: (803) 253-5713

Primary SubFinder Monitor: ***Rachell Wallace***

Traveling Harden Street away from Five Points, turn right onto Elmwood Extension (just before railroad overpass). Bear left on Barhamville Road. If traveling on Two Notch Road (US-1) away from Beltline and toward Forest Drive, take a right turn at Germany Street. Germany Street turns into Barhamville Road until the school is sighted on right.

Columbia High – *Dr. Sean Alford*

1701 Westchester Drive, Columbia, SC 29210

Office: (803) 731-8950 Fax: (803) 731-8953

Primary SubFinder Monitor: ***Carol Abbott***

Traveling north on Broad River Road, cross over I-20. Turn right at the third stop light (Rush's Hamburgers). Continue on Rushmore Drive until it becomes Westchester Drive. The school is on the left.

Dreher High – *Jeanne Stiglbauer*

3319 Millwood Avenue, Columbia, SC 29205

Office: (803) 253-7000 Fax: (803) 253-7007

Primary SubFinder Monitor: ***Teresa Thomas***

The school is at the intersection of Devine, Millwood, and Adger Roads near 5 Points. Take Gervais Street away from the Capital. Turn right on Millwood Avenue. Travel 1.3 miles. The school is on the left.

Eau Claire High – *Rodney Zimmerman*

4800 Monticello Road, Columbia, SC 29203

Office: (803) 735-7600 Fax: (803) 735-7629

Primary SubFinder Monitor: ***Melanie Cogdill***

Traveling away from the Capitol on Main Street, pass Sunset Drive intersection and take the left fork onto Monticello Road (Hwy. 215). The school is located on the right. If traveling I-20, take the Monticello Road (Hwy. 215) exit heading toward Columbia. The school will be on the left.

Keenan High – *Alvin Pressley*

361 Pisgah Church Road, Columbia, SC 29203

Office: (803) 714-2500 Fax: (803) 714-2593

Primary SubFinder Monitor: ***Cheryl O'Dell***

Travel away from the Capital on Bull Street/US-76. Continue on Bull Street which turns into 277-N. Take the Parklane Road exit. Turn left on Parklane Road. Turn left on SC-555 Farrow Road. Turn slight right on Pisgah Church Road. Continue until the school is sighted.

Lower Richland High – *Marvin Byers*

2615 Lower Richland Blvd. Hopkins, SC 29061

Office: (803) 695-3000 Fax: (803) 695-3062

Primary SubFinder Monitor: ***Hazel Jeffcoat***

The school is approximately six miles east of the Veterans Hospital on Highway 378/76 (Sumter Hwy.). School is on the left, as you reach the caution light just past Square D.

Heyward Career & Technology Center – *Sherry Rivers*

3560 Lynhaven Drive, Columbia, SC 29204

Office: (803) 735-3343 Fax: (803) 691-4253

Primary SubFinder Monitor: ***Clifton Anderson***

Take Two Notch Road northeast toward Columbia Mall. Take a right turn at the third traffic light past the Beltline intersection. Traveling on Pine Belt Road, turn left on Lynhaven Drive. Continue until the school is sighted.

MIDDLE SCHOOLS

Alcorn Middle – *Baron Davis*

5125 Fairfield Road, Columbia, SC 29203

Office: (803) 735-3439 Fax: (803) 735-3487

Primary SubFinder Monitor: ***Gwendolyn Flowers***

Take I-20 to Winnsboro/Fairfield Road exit. Going back toward Columbia approximately 1 mile, turn right at the first light. If traveling North Main away from the Capitol, go approximately 1 mile past Columbia College, take Highway 321 bearing to the left. The school is about 1 mile on the left.

Crayton Middle – *Susan Childs*

5000 Clemson Avenue, Columbia, SC 29206

Office: (803) 738-7224 Fax: (803) 738-7901

Primary SubFinder Monitor: ***Kelly Cagle***

Crayton is located off Forest Drive between Richland Mall and Trenholm Plaza Shopping Centers. Clemson Avenue is the fourth traffic light after passing Richland Mall, taking a right onto Clemson Avenue off Forest Drive.

Gibbes Middle – *Kwamine Simpson*

500 Summerlea Dr., Columbia, SC 29203

Office: (803) 343-2942 Fax: (803) 733-3040

Primary SubFinder Monitor: ***Kristi Johnson***

If traveling from downtown Columbia, take Main Street/US 176/US -21/US-321. Turn left onto Sunset Dr./US-16. Turn right onto Summerlea Dr. Continue until the school is sighted.

Hand Middle – *Marisa Vickers*

2600 Wheat Street, Columbia, SC 29205

Office: (803) 343-2947 Fax: (803) 733-6173

Primary SubFinder Monitor: ***Susie Freeman***

School is located at the corner of Woodrow and Wheat Streets. If traveling south on Harden Street, turn left onto Wheat Street. If traveling west on Devine Street, turn left on Woodrow Street. If traveling west on Rosewood, turn on Woodrow. If traveling east on Millwood, take a right turn on Woodrow.

Hopkins Middle – *Goler Collins*

Clarkson Road, Hopkins, SC 29061

Office: (803) 695-3331 Fax: (803) 695-3320

Primary SubFinder Monitor: ***Christena Reed***

Follow Hwy. 76 toward Sumter as far as Lower Richland High School. Turn right in front of the high school onto Lower Richland Blvd. (37). After crossing 3 sets of railroad tracks, look for a sign pointing toward the school. Turn left and go approximately 2 miles. School is on the left.

Southeast Middle – *Stacey Whitaker (interim)*

731 Horrell Hill Road, Hopkins, SC 29061

Office: (803) 695-5700 Fax: (803) 695-5703

Primary SubFinder Monitor: ***Delores Goodwin***

Follow the Sumter Hwy. (76) toward Sumter 2 miles past the Lower Richland High School. Turn right at the caution light. Southeast Middle is adjacent to Horrell Hill Elementary.

St. Andrews Middle – *Ken Richardson*

1231 Bluefield Road, Columbia, SC 29210

Office: (803) 731-8910 Fax: (803) 731-8913

Primary SubFinder Monitor: ***Beolia Doctor***

Travel Broad River Road to Bush River Road. Turn on Bush River Road and then immediately left on Bluefield Road. The school is located across Bush River Road from Boozer Shopping Center.

W.A. Perry Middle – *Ernest Holiday*

2600 Barhamville, Columbia, SC 29204

Office: (803) 256-6347 Fax: (803) 255-2262

Primary SubFinder Monitor: ***Betty House***

The school is accessible from the Beltline/Two Notch Road intersection. Turn on Two Notch Road heading away from Columbia Mall. After passing Midlands Shopping Center on your left, turn right onto Germany Street (you should see a sign directing you to the school). Continue on Germany until it changes to Barhamville Road. The school will be on your right.

W.G. Sanders Middle – *Andrenna Smith*

6000 Alida Street, Columbia, SC 29203

Office: (803) 735-3445 Fax: (803) 735-3679

Primary SubFinder Monitor: ***Judy Jacobs***

If traveling I-20, take Hwy. 21 exit toward Columbia. Go 1 block. Turn left on Wilkes Road, then right on Alida Street. If traveling Main Street, turn right on Frye road and left on Alida. If traveling Harden Street, turn right on Farrow Road, left on Wilkes Road and then left on Alida.

ELEMENTARY SCHOOLS

A.C. Moore Elementary – Dr. Chantelle Baker-Parnell

320 S. Waccamaw Ave. Columbia, SC 29205

Office: (803) 343-2910 Fax: (803) 929-3882

Primary SubFinder Monitor: **Brenda Bell**

Leaving S.A.B turn left on Laurel Street, proceed to Harden Street. Turn right on Harden Street and travel approximately two miles to Rosewood Drive. Turn right on Rosewood and go one block. School is on the right.

A.J. Lewis Greenview Elementary – Delores Gilliard

726 Easter Street, Columbia, SC 29203

Office: (803) 735-3417 Fax: (803) 735-3495

Primary SubFinder Monitor: **Delores Mitchell**

Take North Main toward I-20. Turn right onto Wilkes Road. Turn left at Easter Street which is the first street of Wilkes Road. Follow Easter until school is sighted. If traveling Farrow Road (555) toward I-20, turn left onto Wilkes Road and then right onto Easter Street.

Arden Elementary – Dr. Peggie Grant

1300 Ashley Street, Columbia, SC 29203

Office: (803) 735-3400 Fax: (803) 691-4231

Primary SubFinder Monitor: **Yolanda Cuttino**

Traveling north (or away from the Capitol) on North Main Street, follow Colonial Drive one block past Talbert-Shives Funeral Home. This is the intersection of Colonial and Ashley Street. If going North Main away from Columbia, pass Columbia College and turn onto Ashley Street.

Bradley Elementary – Dr. Erica Fields

3032 Pine Belt Road, Columbia, SC 29204

Office: (803) 738-7200 Fax: (803) 738-7346

Primary SubFinder Monitor: **Ethel Pearson**

From Richland Fashion Mall at Forest Drive, travel west on Beltline Blvd. toward Two Notch Road. Take a right at the stoplight onto Covenant Road. Pine Belt Road and the school is immediately on your left.

Brennen Elementary – *Dr. Marian Crum-Mack*

4438 Devereaux, Columbia, SC 29205

Office: (803) 738-7204 Fax: (803) 738-7904

Primary SubFinder Monitor: ***Mary Brown***

Devereaux Road crosses Beltline between Kilbourne Road and Crosshill Road. The school is located 2 blocks off Beltline toward Ft. Jackson on Devereaux Road.

Brockman Elementary – *Dr. Lynn Robertson*

2245 Montclair Drive, Columbia, SC 29206

Office: (803) 929-3946 Fax: (803) 733-5307

Primary SubFinder Monitor: ***Susan Watts***

Leaving downtown, turn left on Laurel Street, proceed to Harden Street, turn right on Harden Street and proceed to Taylor Street. Turn left on Taylor Street, which changes to Forest Drive, travel approximately 1 ½ miles (cross Beltline). Turn left on Atascadero Drive (second traffic light past Beltline). At four way stop, turn right onto Bethel Church Road. Turn at first right onto Montclair Street. The school is on the right.

Burnside Elementary – *Dr. Felicia Butler*

Patterson Rd., Columbia, SC 29209

Office: (803) 783-5530 Fax: (803) 783-5594

Primary SubFinder Monitor: ***Cyntrell Legette***

Travel Devine Street to Garners Ferry Road (Sumter Hwy). Pass the Veterans Hospital on your right. Continue ¾ mile to Patterson Road sign. Turn left and the school is ¼ mile down Patterson.

Burton-Pack Elementary – Dr. Denise Collier

111 Garden Dr. Columbia, SC 29204

Office: (803) 691-5550 Fax: (803) 691-5555

Primary SubFinder Monitor: **Deneen Middleton**

Leaving downtown, turn left on Laurel Street. Proceed on Laurel Street to Two Notch Road. Turn left onto Two Notch and continue to Beltline. Turn left onto Beltline. Proceed approximately ½ mile on Beltline to Truman Street. Turn right onto Truman and travel approximately one mile. Turn left onto Thurmond Street. You will see the school to the left.

Carver-Lyon Elementary – Dr. Dorothy Gallman

2100 Waverly Street, Columbia, SC 29204

Office: (803) 343-2900 Fax: (803) 253-5721

Primary SubFinder Monitor: **Brenda Capers**

The school is bounded by Elmwood, Harper, Chestnut, and Waverly Streets. If traveling on Harden Street away from Gervais Street turn right onto Elmwood, and continue until the school is sighted on the left. School can also be reached by turning on Elmwood from Two Notch Road.

Caughman Road Elementary – Jane Wyatt

7725 Caughman Road, Columbia, SC 29209

Office: (803) 783-5534 Fax: (803) 783-5537

Primary SubFinder Monitor: **Jan Weaver**

Take Sumter Hwy. (U.S. 378) southeast to Leesburg Road. Turn left on Leesburg Road. Drive 1.6 miles to traffic light (Fairmont). Fairmont changes to Caughman Road. School is on left just beyond the fire station.

E.E. Taylor Elementary – Debbie Hunter

200 McRae Street, Columbia, SC 29203

Office: (803) 343-2924 Fax: (803) 929-3851

Primary SubFinder Monitor: **Irma Richardson**

If traveling toward the St. Andrews area on either River Drive or Sunset, go to Broad River Road and turn right on Gibson

(last street before the Broad River). Turn right on McRae. The school is on the right.

Forest Heights Elementary – Dr. Frank Robinson

2500 Blue Ridge Terrance, Columbia, SC 29203

Office: (803) 691-3780 Fax: (803) 691-3782

Primary SubFinder Monitor: **Stacy Cunningham**

Take Main Street north from the downtown area. Continue on Main St. to Monticello Road. Turn left on Monticello. Travel Monticello Road to I-20. Go one block pass I-20. Turn right on Blue Ridge Rd. Go approximately two miles. The school is on the right.

Gadsden Elementary – Dr. Charles DeLaughter

Goodwin Lane, Gadsden, SC 29052

Office: (803) 353-2231 Fax: (803) 353-4035

Primary SubFinder Monitor: **Tracey Rease**

Take the Sumter Hwy. (378/76) to Lower Richland Blvd. Turn right on Lower Richland Blvd. at the light. Take a left turn onto the first secondary road after crossing the railroad track. The school is on the right approximately two blocks from the intersection of Congaree Road and Hwy. 48.

H.B. Rhame Elementary – Mikell Owens

1300 Arrowwood Road, Columbia, SC 29210

Office: (803) 731-8900 Fax: (803) 750-4040

Primary SubFinder Monitor: **Sandy Reep**

Traveling north on I-26 to Bush River Road exit, turn right and proceed to Broad River Road. Turn right and go one block, taking another right at the traffic light at Arrowwood Road. School is located 2 blocks further on Arrowwood.

Hopkins Elementary – Angela Brown

6120 Cabin Creek Road, Hopkins, SC 29061

Office: (803) 783-5541 Fax: (803) 783-5569

Primary SubFinder Monitor: **Tonia Jenerette**

Follow Hwy. 76 (Sumter Hwy.) east to the intersection of Lower Richland Blvd. Turn right at the intersection and follow Lower Richland Blvd. to the four-way stop. Continue on Lower Richland Blvd. about one mile. Turn left on Cabin Creek Road. You will see the school.

Horrell Hill Elementary – *Parthenia Satterwhite*

517 Horrell Hill Road, Hopkins, SC 29061

Office: (803) 783-5545 Fax: (803) 783-5593

Primary SubFinder Monitor: ***Vernetta Tillman***

Follow the Sumter Hwy. (76) toward Sumter, 2 miles past the Lower Richland High School. Turn right at the caution light by Turner's Furniture Store. Go 1 block.

Hyatt Park Elementary – *Elizabeth Eason*

4200 Main Street, Columbia, SC 29203

Office: (803) 735-3421 Fax: (803) 735-3391

Primary SubFinder Monitor: ***Demetrius Williams***

When traveling on Main away from the Capitol, continue until you pass Sunset Blvd. Intersection. The school is across from the Lutheran Theological Seminary.

Logan Elementary – *Dr. Richard Moore*

815 Elmwood Avenue, Columbia, SC 29201

Office: (803) 343-2915 Fax: (803) 929-3820

Primary SubFinder Monitor: ***Shelia Washington***

Leaving S.A.B. turn right on Laurel Street, proceed to Main Street and turn right on Main Street. Proceed to Elmwood Avenue, turn left on Elmwood Avenue. School is four blocks on the right - 1.0 mile.

Meadowfield Elementary – *Paula Stephens*

525 Galway Lane, Columbia, SC 29209

Office: (803) 783-5549 Fax: (803) 695-3079

Primary SubFinder Monitor: ***Marilyn Scott***

Traveling on Garners Ferry Road toward Sumter, look for the first traffic light past the Veterans Hospital. Make a right turn on Byron Rd. and continue to Wormwood Street. Turn right on Wormwood. Wormwood curves around and becomes Galway. The school is easily sighted.

Mill Creek Elementary – *Steven Cannon*

925 Universal Drive, Columbia, SC 29209

Office: (803) 783-5553 Fax: (803) 783-5572

Primary SubFinder Monitor: ***Linda Jacobs***

Traveling east on the Sumter Hwy. (378/76), continue until you reach the Lizard Thicket & Hardees; turn left. Go one block further and turn left onto Universal Drive. The school can be seen within one block.

Pine Grove Elementary – *Inger Ferguson*

111 Huffstetler Dr. Columbia, SC 29210

Office: (803) 214-2380 Fax: (803) 214-2385

Primary SubFinder Monitor: ***Valarie Thomas***

Leaving downtown, turn right on Laurel Street, proceed to Main Street and turn right onto Greystone Boulevard Exit. Exit Greystone, turn right and proceed to Broad River Road. Turn left onto Broad River and continue to I-20. Cross I-20 and travel approximately two miles on Broad River Road. At the sixth traffic light, turn left. School is two blocks on the left.

Rosewood Elementary – *Dr. Ted Wachter*

3300 Rosewood Drive, Columbia, SC 29205

Office: (803) 343-2930 Fax: (803) 929-3849

Primary SubFinder Monitor: ***Helen Drake***

If taking Harden Street south until it intersects with Rosewood Drive, turn left on Rosewood and travel approximately 3 blocks. The school is on the right.

Sandel Elementary – *Fay Young*

2700 Seminole Road, Columbia, SC 29210

Office: (803) 731-8906 Fax: (803) 731-8977

Primary SubFinder Monitor: ***Queen Bell-Lawton***

If traveling on Broad River Road, cross over I-20 toward St. Andrews Road. Turn left at the 2nd traffic light after I-20. There is a Brunswick Bowling facility as you turn on Seminole Road off Broad River Road. The school is on the right.

Satchel Ford Elementary – *Connie Alley*

5901 Satchel Ford Road, Columbia, SC 29206

Office: (803) 738-7209 Fax: (803) 738-7218

Primary SubFinder Monitor: ***Kenzie Newton***

Traveling northeast on Two Notch, pass Beltline Blvd. and continue in the direction of Columbia Mall. Look for Pinestraw Road on the right. Turn right onto Pinestraw and left at the next street (Satchel Ford Road). Travel approximately 1½ miles on Satchel Ford Road. After passing a 4-way stop, the school will be on the right.

South Kilbourne Elementary – *Sarah Smith*

1400 South Kilbourne Road, Columbia, SC 29205

Office: (803) 738-7215 Fax: (803) 790-6734

Primary SubFinder Monitor: ***Vanessa Alford***

If traveling away from Five Points on Devine Street toward Garners Ferry Road, turn right on Kilbourne Road at Long's Pharmacy. Continue on Kilbourne Road across Rosewood Drive when it becomes South Kilbourne Road. Continue on South Kilbourne until the school is sighted on the left. If traveling south on South Beltline Blvd., take a right turn onto Edmond Street. South Kilbourne School will be seen on the left.

John P. Thomas Elementary – Evelyn Moore

6001 Weston Avenue, Columbia, SC 29203

Office: (803) 735-3430 Fax: (803) 735-3369

Primary SubFinder Monitor: **Trica Washington**

Take North Main to Prescott. Turn left on Prescott, which is the only traffic light after Columbia College. Travel 3 blocks to the stop sign at Weston Avenue. The school is on the right.

Watkins-Nance Elementary – Dr. Evelyn Cohen

Office: (803) 733-4321 Fax: (803) 733-4332

Primary SubFinder Monitor: **David Edwards**

From the downtown area, take Forest Drive to Two Notch Road. Turn left on Two Notch Road. Travel approximately one mile and turn left on Germany Street. Travel approximately one-half mile. Turn left on Barhamville Road. The school is on your right.

Webber Elementary – Dorothy Ham

140 Webber School Road, Eastover, SC 29044

Office: (803) 353-8771 Fax: (803) 353-0402

Primary SubFinder Monitor: **Renee Scott**

Following Hwy. 76 east toward Sumter, continue for about 12 miles past the Veteran's Hospital. Bear to the right on Hwy. 764 to Eastover. Go about 6 ½ miles. Turn right at the Webber School sign, cross railroad tracks, and proceed until the school is sighted.

ALTERNATIVE SCHOOL

Olympia Learning Center – Nathan White

621 Bluff Rd., Columbia, SC 29201

Office: (803) 400-1650 Fax: (803) 783-5575

Primary SubFinder Monitor: **Bridget Bookert**

Travel down Assembly Street toward the State Fair Ground.
Turn right on Rosewood Drive. Turn right on Bluff Road.
Cross the railroad tracks. The school is on the left.

CHARTER SCHOOLS

Richland One Middle College – *Audrey Breland*

316 S. Beltline Blvd. Columbia, 29205

Office: (803) 738-7114 Fax: (803) 738-7117

Primary SubFinder Monitor: *Erica Nelson*

This program is located on the Beltline Campus of Midlands Technical College in Richland Hall. Their office number is 131. If you park near the student center, there is a walkway in between the Student Center and the Wade Martin Building. As you pass Wade Martin, you'll see Richland Hall on your left, right behind the student center and across from the library. If you park in the rear student parking lot, you'll come through a walkway, pass the parking garage, and up some steep stairs that go right up to the Middle College.

Carolina School for Inquiry – *Kathy Duffie-Thomas*

7405-A Fairfield Road, Columbia, SC 29203

Office: (803) 691-1250 Fax: (803) 691-1247

PROGRAM

Adult and Community Education – *Ericka Hursey*

2612 Covenant Rd. Columbia, SC 29204

Office: (803) 343-2935 Fax: (803) 212-1453

Primary SubFinder Monitor: *Tangee McNeil*

If traveling on Two Notch Rd. toward Columbia Mall, turn right on Covenant Road at Midlands Shopping Center and the school is on your right.

SPECIAL SCHOOLS

Pendergrass Fairwold School – *Patricia Brown*

5935 Token Street, Columbia, SC 29203

Office: (803) 735-3435 Fax: (803) 735-3482

Primary SubFinder Monitor: *Sylvia Dandridge*

Travel Farrow Road north; when you see B & W Lumber Company sign (about 3 miles), turn left. Go 1 block. School is in the middle of the block.

Hall Institute

State Hospital Grounds

Bull Street 29201 Columbia, SC 828-1488

Primary SubFinder Monitor: *Anita Rice*

Alston Wilkes Clinical Day Program

928 Woodrow Street Columbia, SC 254-3684

Carolina Children's Home High Management Program

3201 Trenholm Road Columbia, SC 790-6547

Carolina Children's Home Clinical Day Program

2638 Two Notch Road Columbia, SC 758-1705

Challenger Learning Center

2600 A Barhamville Rd. Columbia, SC 29204 929-3951

Morris Village

610 Faison Drive Columbia, SC 29203 935-7100

SubFinder Substitute Employee Instructions

Substitute Registration with SubFinder

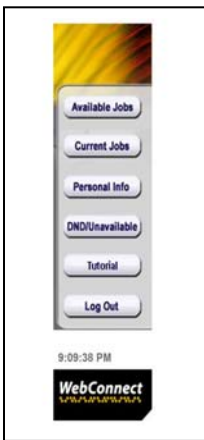
1. Call SubFinder at **1-877-395-4986**.
2. SubFinder will identify itself and ask you to enter your PIN number (your Payroll Identification Number #), followed by the # key. Enter your PIN number using the touch pad of your telephone.
3. Once you have entered your PIN number and pressed the # key, SubFinder will acknowledge that this is the first time you have called and ask you to voice your name. Please say your name clearly, as you want it to be heard by other people using the system; when you are finished speaking, press the # key. After pressing the # key, SubFinder will play your recorded name back to you for verification. If it is correct, press **1**. If you want to re-record your name, press **2** and repeat this step again.
4. Once you have recorded your name and accepted it, SubFinder will read you the Opening Menu. Please choose option **4** - To Review Personal Information. Pay particular attention to options **1** - Review Your Phone Number and **3** - Review the Days of the Week You are Available to Work. If any of your personal information is incorrect, you may change it by following SubFinder's instructions.
5. Congratulations, you are now registered!

PLEASE NOTE: You must always use a touch-tone phone to access the SubFinder system.

Once you have registered, you can access your account via the internet: <http://subfinder.richlandone.org/login/login.asp>



Enter your last name and password; your PIN number is the password. When you have successfully logged in, you will be greeted and your name will appear. If your name does not appear, or someone else's name appears, notify the Help Desk at 231-7431.



While on this page you will be able to view available jobs, check for current jobs, view your personal information, log when you are unavailable and set a Do Not Disturb (DND) notice.

SubFinder Online also has a tutorial that helps you navigate the site.

You are able to accomplish the same tasks via the telephone or online.

Substitute FAQ's

Q: Do I have to call in and register with SubFinder before I can receive job offers?

A: Yes. You will not receive any job offers until you have registered!

Q: Do I have to register every time I call in?

A: No. You only have to register once.

Q: What happens if SubFinder calls me and gets my answering machine?

A: Your answering machine will record some portion of SubFinder's greeting and narration asking for your ID number. SubFinder will realize that the phone was answered, but will not leave any information regarding the job. SubFinder may call back later and offer you the job again. Richland One allows you to call SubFinder to review available jobs, you may want to call in and see if anything is available.

Q: Can an employee request me for his or her absence?

A: Yes. The employee must have your SubFinder-assigned ID number in order to do this. This number is different than your PIN number and will be available to the SubFinder monitors and Paymasters at each school site via a report.

Q: What if the days I am available to work change from week to week?

A: You can change this information yourself, using your touch-tone phone. From the Main Menu, choose option # 5 - Review Personal Information and then choose the option for – the Date Range Menu. Follow the instruction given by the narrator and/or your reference card to change your available days.

Q: Can I call SubFinder and “Shop” for jobs?

A: Yes. You may select option number **2** from the SubFinder main menu to Review Available jobs.

Q: If I enter an unavailable date range (for example, for a vacation) and return early, can I begin to pick up jobs early?

A: Yes. You must call SubFinder, choose option # **5** - To Review Personal Information, choose the option - For the Date Range Menu, choose the option - To Review a Date Range, and then remove the date range. You will then be eligible to receive job offers again from SubFinder.

Q: If I reject a job for a particular day, will SubFinder quit calling me for that day?

A: No. Substitute Finder may still call you for other jobs if you meet the criteria.

Q: If I reject or cancel jobs, will I be automatically removed from the substitute list?

A: No. You will not be automatically removed for rejecting or canceling jobs.

Q: Do I need to remember my job number?

A: Yes. The job number is your confirmation that your acceptance of the job has been approved by SubFinder. You will also need this number if you need to cancel the job.

Q: Will I have the same job number for all my jobs?

A: No. Every new job you accept will have its own job number.

Q: Can I cancel a previously accepted job in the event of an emergency?

A: Yes. From the Main Menu, choose option # **3** (To Cancel A Job.) After the job information is played back to you, SubFinder will give you the option of canceling the job. If you try to cancel a job after the Substitute Cancel Deadline, you will be instructed to call the administrator. Call the **SubFinder Help Desk** and **the school in which the job is being canceled.**

Q: Will I ever be offered jobs in position areas that I did not put on my profile sheet?

A: Maybe. You may be called for jobs outside your stated position area(s) if: (1) a special request for you has been made, or (2) Substitute Finder has been configured to call substitutes outside the position area after all matching substitutes have been called.

Acknowledgement of District Policies

With my signature at the bottom of the page, I acknowledge my complete understanding and willingness to comply with the Richland School District One policy regarding the following:

1) CONDUCT TOWARDS STUDENTS

As a Guest Teacher I will:

- Be fair and consistent in disciplining all students;
- Respect all students' opinions, even though they may be different from my own;
- Not deliberately embarrass, disparage, ridicule or provoke students by actions or words;
- Not use profanity, obscenity, vulgar language or gestures while serving as a guest teacher;
- Not use physically or emotionally abusive methods in disciplining students.

2) ADMINISTERING MEDICATION/OTHER ITEMS

Medication should **only** be administered by the school nurse or other appropriate health personnel. Under no circumstance should a student be given any form of medication by a Guest Teacher. Guest teachers are to refrain from giving students food and beverages (e.g., candy, chewing gum, etc.)

3) SUPERVISION OF STUDENTS

The Guest Teacher who has physical control of a classroom has a duty to keep students safe and orderly. Essentially, this means acting reasonably and with safety in mind, being able to explain circumstances and your actions, and following school safety policies and procedures.

4) PROFESSIONALISM

It is unprofessional and against the law to disclose confidential information about students. Generally, a Guest Teacher should

avoid comments about individual students that convey private information (e.g., grades, medical condition, learning or discipline problems, etc.) Guest teachers are expected to follow the prescribed lesson plans and not engage in inappropriate conversations with students.

4) SEXUAL HARRASSMENT

The district prohibits sexual harassment of students by district employees. Guest Teachers must avoid any action or conduct which could be viewed as sexual harassment. Sexual harassment consists of unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

5) EMPLOYMENT

Guest teachers are “at will” employees. At-will employment is a relationship in which either party can terminate the relationship with no liability. There is no express contract for a definite term governing the employment relationship.

Printed Name of Guest Teacher

Signature of Guest Teacher

Date

Note: This form will be scanned to your electronic personnel file in Human Resources.

**This document is signed during the
Guest Teacher Training**

Daily Procedures for Guest Teachers

As a guest teacher, you may be called to serve at different schools. In addition to checking with each school's staff regarding the daily routine, you should follow the general procedures outlined below:

1. REPORT TO THE MAIN OFFICE 20 MINUTES BEFORE SCHOOL BEGINS.

Sign in - - Obtain attendance forms - - Check teacher's mailbox for room keys, announcement, schedule changes, lesson plans, etc.

2. BE PREPARED FOR THE ARRIVAL OF THE STUDENTS.

Review lesson plans and special instructions - - Greet students, as they enter the room - - Have an assignment ready immediately - - Assess the "personality" of the class.

3. REQUEST ASSISTANCE IF YOU NEED IT.

Introduce yourself to another teacher close to you (during an appropriate time). Ask the school administration for assistance if you have a question or need special help.

4. REVIEW EMERGENCY PLANS.

Ask for these plans if you do not find them - - Fire Drill / Tornado Drill - - Early Dismissal - - Building Emergency (code for locking doors, class roll, etc.)

5. CHECK TO SEE IF YOU HAVE ANY SUPERVISORY DUTIES.

6. IDENTIFY STUDENTS WHO MAY HAVE SPECIAL NEEDS.

Do not administer any medication to students. This should be done by the school nurse. If the teacher has not left information about students with special needs, check with the office. Ask if any student in your classes must take medication or has any other health condition of which you should be aware.

7. ALCOHOL AND DRUG AWARENESS

You must report to the administration any suspected alcohol or drug use/sale by students.

8. CHILD ABUSE

You must report any situation where there is reasonable cause to suspect child abuse or neglect. Failure to report such cases is a misdemeanor.

9. SUPERVISE STUDENTS AT ALL TIMES.

Students should be dismissed during instructional times only for emergencies and/or when summoned by the office. Never leave your class unsupervised.

10. LEAVE COMMENTS FOR THE TEACHER.

Note how much of each lesson was completed. Note any problems encountered and any actions taken.

11. STRAIGHTEN THE ROOM BETWEEN CLASSES AND/OR THE END OF THE DAY.

12. CHECK WITH SCHOOL PERSONNEL BEFORE LEAVING TO SEE IF YOU WILL BE NEEDED THE FOLLOWING DAY.

13. REMAIN UNTIL THE END OF THE SCHOOL DAY.

14. RETURN ANY KEYS AND OTHER MATERIALS TO THE MAIN OFFICE.

Professionalism According to Webster’s:

*“The standing, practice, or methods of a professional,
as distinguished from those of an amateur
”*

The successful substitute has a positive attitude.

- Expect the day to go well.
- Set high expectations for the students.
- Be enthusiastic.

The successful substitute demonstrates an understanding of student needs.

- Realize that each student is unique.
- Identify students with special needs and address those needs.
- Treat students with respect at all times.
- Handle emergencies and discipline problems quickly, calmly, and with good judgment.

The successful substitute is cooperative with students, with school faculty and staff, and with parents if the need arises.

The successful substitute maintains a sense of humor.

The successful substitute uses appropriate language.

- Never call students disrespectful names.
- Never use sarcastic or disrespectful phrases.
- Never use profanity.
- Never embarrass students in the presence of their peers.

The successful substitute dresses appropriately.

Dress professionally, but appropriately, for grade level or subject.

More casual attire may be appropriate for special activities or outings.

The successful substitute refrains from showing dissatisfaction with the regular teacher and his/her work.

Never discuss any dissatisfaction with other teachers or students. If you feel it necessary, consult with the principal at the end of the day.

The successful substitute refrains from making negative remarks about the school, administration, teachers, or students to others in the community.

Remember, you are a member of the professional team which is implementing our Strategic Plan. A major component of that plan is developing and maintaining positive home, school, and community relationships. If you have concerns, address them with the principal.

The successful substitute exercises confidentiality.

As a teacher, you may have access to confidential information regarding students. It is your responsibility as a professional to respect that confidentiality. It is policy of Richland County School District One that confidentiality be strictly maintained.

The successful substitute is dependable and punctual.

If you are called to substitute, be willing to accept the position. You may have preferences regarding grade level and subject area, but it is a good idea to be willing to work at other levels and in other areas if asked to do so. If you are not available on a given day, ask to be called again. Arrive at school earlier than the appointed time. You will need time to prepare for the day.

The successful substitute responsibly uses the SubFinder System.

It is very important for every substitute to register with the SubFinder System, keep his or her personal PIN number on hand at all times, properly follow procedures for utilizing the SubFinder, bring the assigned job number to the job, and keep accurate records of dates subbed, school subbed for, and the assigned job number.

The successful substitute maintains poise, patience, and self-control.

Remember, you are the adult. You will gain the respect of your students if you maintain your poise, patience, and self-control. Students will always test a substitute. Failure to remember that you are the professional may cause you to fall victim to certain games students try with substitutes.

The successful substitute follows the directions of the administration.

Stay for the entire workday. Be flexible; at times, unexpected situations arise, and the principal may need your assistance with supervisory duties.

The successful substitute is organized.

Start a card file or notebook of ideas and information that have been beneficial in previous substituting experiences. Remember to carry it with you to each new assignment for easy reference and updating. Also, be sure to keep a log of your jobs as a substitute, and include the date, school, absent teacher, subject, and job number.

CLASSROOM MANAGEMENT NOTES

As a substitute teacher, you must quickly adjust to many different situations, often on a daily basis. In order to help you deal with these situations, you can generally expect the following at each school:

- At the beginning of the school year, each teacher will instruct students in the attitudes, procedures, and behaviors expected of them when a substitute teacher is present.
- These expectations will be reviewed with students throughout the year.
- You may be called as soon as it is known that your services will be needed at a given school.
- You will be told the subject, grade level, name of the regular classroom teacher, the room to which you will report, and the time to report.
- You will find that the teacher has provided a substitute notebook or folder with important information for your use.
- You will have the full support and cooperation of the school administration, faculty, and staff.
- Administrators will accurately record the days worked by each substitute and provide this information to the Human Resources Office.
- You should keep a personal work record detailing the date, school, subject, teacher, and job number of each job.

TIPS FOR CLASSROOM MANAGEMENT

1. Be prepared.
2. Keep your lesson and presentation interesting.
3. Be businesslike.
4. Know what to overlook.
5. Know when to assert yourself.
6. Don't bluff.
7. Be consistent.
8. Be fair.
9. Do not pretend that you know everything. Admit what you don't know.
10. Get to know your students.
11. Keep your sense of humor.
12. Watch what you say.
13. Neatness counts, for you and for your students.
14. Use your time wisely.
15. Circulate around the room.

DISCIPLINE

Discipline, to a great degree, depends on class organization and instructional planning, for which the teacher is responsible. There are occasions when a student's behavior must be corrected. If the situation is handled properly, a positive growth can occur between teacher and pupil. The principal will support and assist the teacher with intervention if the teacher has previously tried various methods of correcting behavior. In Richland County, no one has the authority to administer corporal punishment.

Each teacher is responsible for the welfare not only of his/her own class, but also of all the children in the school. Each teacher has the prerogative and responsibility for correcting a student's behavior. This is to be done in a professional manner with utmost consideration for the feelings of the child, as well as any teachers involved. Every teacher should consider such correction of his/her children not as an affront to his/her ability, but rather as a cooperative effort toward reaching the goal for which we are all striving - self-discipline.

Teachers should strive to use the most mature judgment at all times in dealing with students both in the area of classroom teaching and in disciplining.

Preventive discipline is best. Analyze situations that can become serious to see if they can be corrected. Setting goals with your students early at the beginning of class is very helpful. **Let them know what kind of behavior YOU EXPECT and WILL REQUIRE.** Classroom behavior rules should be posted in the classroom.

The following forms of discipline SHOULD NOT be used:

- Standing children in the classroom or hallway
- Taking away the chance to eat lunch
- Having students write sentences or dictionary copying
- Group punishment
- Humiliation of a student(s)
- Condescending remarks made to students

- Yelling at, telling children to "shut up," or speaking to a child in a sarcastic manner

The district's "Code of Conduct" booklets contain descriptions of student misbehaviors and the appropriate action(s) that should be taken. When addressing discipline problems, refer to the district's "Code of Conduct," as well as to the school and class rules.

POSITIVE DISCIPLINE

Positive Consequences Change Behavior

Every effective school study shows that the most successful schools accentuate the positive in their disciplinary approach to students.

Educators know that negative consequences **stop** inappropriate behavior and that positive consequences **change** inappropriate behavior. They know that reinforcement of appropriate behavior causes a person to repeat the behavior that earned the praise. How many times have you been praised by someone for a particular behavior and then found yourself repeating that behavior because you now have a "reputation" you wish to keep? The same principle applies to students.

Discipline in the classroom is one of the most important aspects of teaching, and it is one of the most difficult to learn. If the teacher cannot teach, the students cannot learn; it is that simple. Regular classroom teachers are faced daily with the challenge of who is going to win, the teacher or the students. When discipline is mastered and achieved by both the teacher and the students, then that is a **win-win situation**.

A Few Good Ideas to Consider:

- How to set the pace in the classroom
- How to gain the respect you need to survive
- How to accomplish the lessons that were left by the teacher
- How to get invited back
- How to relate to the students
- Knowing whom to trust and when
- What to do in case of...
- What you can learn from the students
- How to make this day a positive experience for you and the students

TIPS FOR COMMUNICATING WITH STUDENTS

Use Positive Statements

Positive responses are readily available and so powerful that they are always used by effective classroom managers.

1. Use positive statements when you can do so sincerely.
2. Use a variety of statements.
3. Practice listening.
4. Become skilled at private, indirect, as well as public praise.
5. Be specific.

Additional desired consequences of the frequent use of positive statements:

- ◆ Students may respond more appropriately to others.
- ◆ Criticism will be more likely to be effective.
- ◆ Students may copy you.

Correcting Students

1. Remember to classify inappropriate behavior as consequential (interferes with learning of the class) and inconsequential (does not interfere with learning in the classroom). Ignore inconsequential behavior.
2. Correct students calmly.
3. Speak courteously.
4. Be specific, descriptive, and non-judgmental.
5. Allow the student to respond in an appropriate manner.
6. Address the current behavior.
7. Do not take misbehavior personally.

EFFECTIVE LISTENING

Listening effectively enables you to lead others into opening up, sharing more than just facts. Listening in this manner encourages the other person to share his feelings and interpretation, allowing you to understand more fully from where he is coming. We generally do not get to the root of a problem through surface communication. Developing effective listening skills will help you learn to “get to the root.”

The Components of Effective Listening Include:

□ ***Empathizing***

“You sound as though you are worried about...”

"You look like you may be tired..."

"You seem to be angry about..."

□ ***Rephrasing***

"Are you saying that..."

"Do you mean you think..."

"So you are telling me that..."

□ ***Asking Open-Ended Questions***

"How did that happen?"

"What was the series of events that led up to the incident?"

□ ***Sharing Your Own Experiences/Feelings***

"I understand how you feel. Several years ago..."

"I felt that way when - - -"

□ ***Allowing Periods of Silence***

Many people feel uncomfortable and feel the need to talk when an extended period of silence occurs. Try to avoid the temptation to fill silences with your own comments; then the other person will likely give a more extensive explanation of how he is feeling, what he is thinking, what has occurred, etc.

BUILDING WALLS

Experts indicate it may take as little as 4 seconds to make a first impression. Be sure not to leave an impression that undermines the value of your message. Below are some ways we build walls that prevent the real message from getting across.

Speaking too softly

- ✓ Sends a message of timidity or lack of confidence
- ✓ Speak up to create a more powerful impression

Speaking in a monotone voice

- ✓ Bores the listener
- ✓ Add inflection and expression to give your message impact

Raising your tone as if questioning

- ✓ Says you are not sure you are right
- ✓ "This is the way it should be done, isn't it?"

Laughing nervously

- ✓ Conflicts with a serious message
- ✓ Keep nervous laughter under control in serious conversations.

Belittling your own opinion

- ✓ Says your opinion isn't important
- ✓ "I know I'm no expert, but..." or "I have a small suggestion."

Being jumpy and nervous

- ✓ Gives the impression you aren't honest
- ✓ Don't fiddle with hair or jewelry; keep hands below the neckline.

Poor eye contact

- ✓ Makes you appear dishonest, nervous, or evasive
- ✓ Maintain good eye contact to show you are sincere and confident.

Turning fact into opinion

- ✓ Calls factual information into question
- ✓ "I think..." or "I feel that..."

Apologizing for your message

Clouds the value of the message

"I'm sorry..." or "Please forgive me..."

Using the passive, instead of active voice loses the message's impact

"He asked me to do this" instead of "I was asked to do this."

Sending "I" Messages

Sending an "I" message is a skill that can be used when giving criticism, explaining a problem, making a suggestion, or expressing an opinion. An "I" message generally does not make the other person feel offended or blamed.

Comparison of "You" Messages to "I" Messages:

You Message	I Message
<i>You really make me mad.</i>	<i>I feel upset about this.</i>
<i>You are so disorganized.</i>	<i>I work better in a very organized environment.</i>
<i>You just don't understand.</i>	<i>Maybe I'm not making myself clear.</i>
<i>You are confusing me.</i>	<i>I don't think I understand what you're saying.</i>

Parts of an "I" Message:

- What behavior/situation is creating a problem for you?*
- What is the effect on you?*
- What are your feelings caused by this behavior/situation?*
- How would you like things to change?*

Remember the following tips when sending an "I" message:

- Discuss problems in private.*
- Describe the problem in an objective way.*
- Separate the person from the behavior.*
- Focus on solutions, not on personalities.*