

'LOVE OUR SUBS'



SYNOPSIS

The emergence of the Omicron strain of the COVID-19 virus in January 2022 put a new strain on Harmony Public Schools as we entered the new year. Like no other strain before, the hyper-infectious Omicron was forcing a record number of employee absences, and at a time when almost every other school across the state was facing similar challenges. As a result, the competition for high-quality substitute teachers among schools was intense.

For years, Harmony had been on the lower end of the substitute teacher pay scale, but had made strides more recently to improve to the middle of the pack. However, as districts around us began increasing their compensation to make subbing at these districts more appealing, Harmony was once again falling behind ... and at the worst time.

To combat this challenge, Harmony was introducing a new substitute pay scale to make our district more competitive. With a record number of teacher absences, there was little time to waste in getting the word out. However, with the pandemic raging, we knew standard "money talk" wouldn't be enough to help Harmony stand out from the competition and make substitute professionals feel safe in our schools.

As a Texas-wide public charter school, the Omicron surge wasn't just impacting staffing levels in one region: it was impacting campus staffing levels in 25 individual cities separated by as many as 800 miles. That means our campaign needed to reach farther and shout louder in order to get noticed by potential subs in a variety of local markets, each with a unique need and COVID situation.



and pivot quickly on which tactics worked best.



Any campaign that focused strictly on financials would quickly be trumped by the next district to announce a pay increase. Besides, money isn't the only thing substitutes consider when deciding where to work. We needed a campaign that highlighted the salary increase, but also spoke to a positive, employee-friendly culture that we wanted new subs to be a part of – not just for the moment, but hopefully years to come.

Using the RPIE process, we developed a comprehensive, multi-channel marketing campaign that appealed to potential substitute teachers on both a practical and emotional level. Titled "Love Our Subs," the campaign was implemented during the Spring 2022 semester and evaluated the summer and fall that followed. As a result of "Love Our Subs," Harmony experienced explosive growth in substitute teacher applications and hires, which continued to last well into the next school year.

KEY QUESTIONS

WHERE WAS THE NEED & WHERE WOULD IT BE NEXT?

As a statewide Texas charter school, sometimes our campuses are next door to each other ... and sometimes they are more than 800 miles apart. On even a normal day, this adds a high degree of difficulty to recruitment marketing efforts. However, with Omicron impacting each of our 25 Texas communities differently, it was important to understand where our greatest efforts were needed.

For example, many of our communities had experienced localized surges earlier in the pandemic that were not felt as strongly at the time in other areas of Texas due to local economic conditions and different levels of access to quality health care. Therefore, by the time the Omicron variant emerged later in the pandemic, residents of some communities had a higher natural immunity (or at least resistance) to COVID.

To understand where our greatest needs were, we analyzed the COVID case counts in each of our 17 Texas counties. We also went school-by-school to see where outages were holding steady versus speeding up. Complicating the data was the broad array of political and cultural beliefs related to COVID vaccination, treatment, and the likelihood of reporting to a health agency, which all varied greatly by region.

EVERYTHING IS BIGGER IN TEXAS

Almost every marketing effort at Harmony Public Schools is actually 25 individual marketing efforts, to account for the size and diversity of the families we serve.



HARMONY	JANUARY '22	OCTOBER '21	TOTAL
CAMPUS	REPORTED	REPORTED	SURGE
HOME COUNTY	NEW CASES	NEW CASES	RATE
	(Omicron Peak)	(3 months earlier)	(Oct. vs Jan.
BEXAR	144,468	7,661	+1,885%
BRAZOS	15,280	885	+1,726%
CAMERON	16,214	1,086	+1,493%
COLLIN	39,620	3,826	+1,035%
DALLAS	107,009	13,044	+820%
ECTOR	4,205	668	+629%
EL PASO	41,155	2,706	+1,520%
FORT BEND	44,101	3,745	+1,177%
HARRIS	213,831	16,450	+1,299%
HAYS	15,589	1,350	+1,154%
JEFFERSON	6,338	794	+798%
LUBBOCK	15,134	1,183	+1,279%
McLENNAN	8,035	805	+998%
TARRANT	108,108	11,648	+928%
TRAVIS	57,879	4,648	+1,235%
WEBB	22,857	676	+3,381%
WILLIAMSON	31,630	3,211	+985%
TOTAL	891,453	74,386	+1198%

For example, we found the surge had the lowest relative impact in Ector County. However, whether that was due to the sparse population, the unlikelihood of residents in the deeply anti-vax region to report COVID symptoms, or some other factor, was hard to determine. So we also evaluated actual absences from both students and staff to to confirm broader data.

What we found was that though all of our schools would need help finding new substitute teachers, certain regions –especially those in South Texas – required greater attention.

Equipped with this knowledge, we knew we needed a digitally-focused campaign that would allow us to quickly react to changes in localized COVID trends, and push-in or pull-back, on a case-by-case basis.



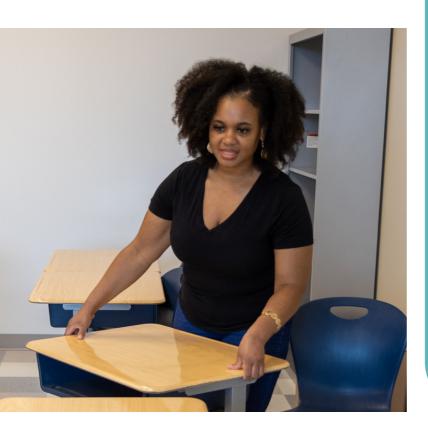
KEY QUESTIONS

HOW MUCH DID THE EXTRA MONEY REALLY MATTER?

Promoting our status as the highest-paying school district for substitute teachers only works under two conditions: first, that it is actually true, and second, that money is the only thing that matters. We suspected neither was the case, so we investigated both.

First, we took an initial compensation study shared by our HR Team and expanded it further to explore how dozens of other districts within our boundaries were compensating their subs. We found that in many cases, we now were among the highest-paying schools for subs in the market -- but not in all cases. We also found that even in those markets where we were among the top-paying schools, the difference was marginal in most cases. We didn't believe the difference in pay was enough alone to influence a potential sub to choose Harmony over other options in the midst of the pandemic's most brutal surge. Was a potential sub really going to pick a school where they didn't feel valued or safe just to make an extra \$10 a day?

To find other motivating factors, we turned to both formal and informal data (i.e. interviews and casual conversations) to learn more about teacher sentiment by the pandemic's fifth semester. Clearly, their feedback was neither altogether positive nor altogether surprising. Teachers were frayed and feeling forgotten. They needed to believe again that someone cared about them.





SUBSTITUTE TEACHER PAY, BY DISTRICT

Daily salaries for certified Texas teachers published Spring 2022 semester by Harmony Public Schools and neighboring ISDs.

YSLETA ISD	\$165
EL PASO ISD	\$160
	\$150
AUSTIN ISD	\$150
ECTOR COUNTY ISD	\$150
NORTHSIDE ISD	\$150
SOCORRO ISD	\$150
BROWNSVILLE ISD	\$135
ALDINE ISD	\$130
PLANO ISD	\$130
FORT WORTH ISD	\$127
ARLINGTON ISD	\$125
GARLAND ISD	\$125
WACO ISD	\$125
Harmony PS (Before Increase)	\$120
Harmony PS (Before Increase) DALLAS ISD	\$120 \$120
DALLAS ISD	\$120
DALLAS ISD LEANDER ISD	\$120 \$120
DALLAS ISD LEANDER ISD NORTH EAST ISD	\$120 \$120 \$120
DALLAS ISD LEANDER ISD NORTH EAST ISD ROUND ROCK ISD	\$120 \$120 \$120 \$120
DALLAS ISD LEANDER ISD NORTH EAST ISD ROUND ROCK ISD KLEIN ISD	\$120 \$120 \$120 \$120 \$115
DALLAS ISD LEANDER ISD NORTH EAST ISD ROUND ROCK ISD KLEIN ISD KATY ISD	\$120 \$120 \$120 \$120 \$115 \$115
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TACTIC #1

CHANGE THE MESSAGING TO PEOPLE - NOT ECONOMICS - THROUGH BOLD, TIMELY MESSAGING & CREATIVE.

Because we wouldn't be the highest-paying school system in every community, we knew we couldn't focus on daily pay rates alone. Instead, we changed the framing from a purely economic conversation to one more about recognizing our substitute teachers' contributions and wanting to show our appreciation. This also allowed us to indirectly address some of the underlying morale issues that substitute teachers - really, all teachers - were experiencing by the middle of the fifth school semester of the pandemic. The February timing of the pay increase also gave us a natural tie-in to Valentine's Day, which we knew could create an easier news angle to dangle in front of local newsrooms looking for timely topics. Thus, "We Love Our Subs" was born.









VISUAL BRANDING

PRIMARY CAMPAIGN LOGO



'WE LOVE OUR SUBS' CAMPAIGN COLOR PALETTE



SECONDAY CAMPAIGN IMAGE

Daily Rate Increase for All Substitute Teachers (Effective Feb. 14) Current Rate Daily Increase NOW \$100 was \$80 +\$20 was \$100 NOW \$130 Teacher (Degreed - Bachelor's) was \$120 NOW \$150 was \$100 +\$20 Long-Term (Non-Degreed) was \$120 NOW \$150 was \$140 Long-Term (Certified) NOW \$170

TALKING POINTS

"Substitute teachers have always been the quiet heroes in public schools across the country and never has that been more the case than during the pandemic. At Harmony Public Schools to show all of our teachers how much we appreciate all they're doing for us."

"Each day, substitute teachers are making a major impact on our schools by keeping our students on-track and learning when their regular teachers are unable to attend school. These professionals are important members of our school community, and we want to show our thanks."

IMPORTANT SECONDARY MESSAGES

Harmony has PreK-12 campuses across the entire state of Texas. Substitute teaching opportunities are available at all campuses.

The increase was the third occasion in the past two school years in which Harmony announced a major improvement to employee compensation and benefits. Harmony also has twice recently improved pay for full-time staff members, as well as implemented a sweeping upgrade to its employee benefits package.

TACTIC #2

SUPERCHARGE RAPID REACH THROUGH EARNED MEDIA.

In a compressed timeframe to work with, we understood that earned media could provide three advantages: building brand recognizability in big markets with relatively few HPS schools, spread our message further and faster than we could on our own, and serve as third-party validation to subs who might be potentially new to our school system.

SNEAKY TRICK ALERT!

application page. As a result, we received 647 extra clicks to our Apply page!

CAMPAIGN GOALS ADDRESSED:









ents Arts/Entertainment Education Health Houston Katy • Library • N

Pay increase announced for all Harmony Public Schools substitute teachers

Substitute teachers can earn up to an additional \$600 per month on top of current compensation, beginning February 14.

campus staff earlier this school year, Harmony Public Schools will now b giving pay raises to all levels of substitute teachers.

The daily rate increase goes into effect February 14 was approved unanimously by the <u>Harmony Public Schools Board of Directors</u> on January 29. Under the rate increase, substitute teachers will earn an extra \$20–30 per day on top of the already

For a teacher only working a few days per week, the increase will mean a few hundred dollars each month on top of the compensation they already earn. For certified teachers and long-term substitutes, the rate increase of mean up to \$600 per month in increased pay (see chart below for rates for each position).



learning when their regular teachers are unable to attend school," Harmony CEO Fatih Ay said. "These professionals are important members of our school community, and we want to show our thanks."

Earlier this school year, Harmony also announced \$4,000-\$7,500 in addition

The increase was the third occasion in the past two school years in which Harmony announced a major improvement to employee compensation and benefits.

In January 2021, Harmony announced a <u>sweeping upgrade of its employer-paid benefits</u> that provided free vision and dental plans to all full-time employees, introduced matching retirement plan contributions for 403(b) and (457(b) participants, and increased life insurance payouts from \$20,000 to \$100,000.

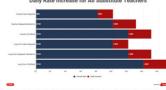


"That's a nice way to say we love you and we appreciate vou!"

-KRIV-TV (Houston)

Harmony Public School substitutes could get up to \$600 pay increase





TOTAL MEDIA REACH

7.25M!



TOTAL MEDIA MENTIONS

'APPLY' PAGE **VISITS VIA EMBEDDED PRESS RELEASE LINKS**

647

TOP MENTIONS













BEAUMONT ENTERPRISE

USE OLD RELATIONSHIPS TO BUILD NEW ONES.

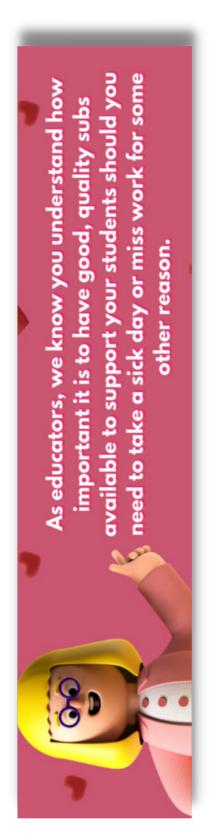
Outside of organic media, the fastest way to rapidly spread our message was by word-of-mouth. So we made multiple marketing segments from our two largest stakeholder groups - past and present parents, and past and present teachers and subs. Then we sent custom, multichannel messages based on how they might spread the word.

CAMPAIGN GOALS ADDRESSED: ** RAPID RESULTS ** STATEWIDE SOLUTION ** MORE THAN MONEY











DIRECT AUDIENCE #1 - POTENTIAL SUBSTITUTE TEACHERS

Due to the itinerant nature of substitute teachers, many subs don't actually follow their nearby school systems on social media. However, they do check their email for upcoming sub opportunities, so we felt eblasts would be the best way to make direct contact. Working with our data team, we pulled the contact information of any substitute teacher who had filled a role for our system within the previous three years and sent multiple emails regarding the "Love Our Subs" program.

SUBSTITUTE APPLY PAGE VISITS: 372

EMAIL OPEN RATE: 76.8%



INDIRECT AUDIENCE #1 CURRENT HARMONY TEACHERS

Teachers share a special bond which makes them a unique and reliable audience passing along information to other teachers. They also know which subs are a good fit for their classroom or campus. Throughout the campaign, we sent several eblasts directly to Harmony teachers asking them to share the news of our pay increase with any substitute teacher they knew, and to share the social media posts about the program being made to their campus social accounts.



INDIRECT AUDIENCE #2 CURRENT HARMONY PARENTS

The biggest network of stakeholders for any school system is its parents, and they, too, have a profound interest in making sure their child's classroom is properly staffed. Many of our parents also may be, or may know, someone interested in substituting at their child's school. For parents, we used a multichannel effort of email blasts, social media marketing, and newsletter mentions to get the word out about our substitute teacher pay increase.

SUBSTITUTE APPLY PAGE VISITS: 338

SUBSTITUTE APPLY PAGE VISITS: 1,096





Increase in new substitute applications YOY

Our campaign achieved its primary goal of expanding our overall substitute applicant pool. (Data Source: Harmony HR Internal Data via Munis, Feb. 10 - April 29, 2021 vs. 2022)

Increase in new substitute hires YOY

In addition to growing the overall number, we were able to identify "the right fit" of hirable applicants based upon our geographic and curriculum needs.

(Data Source: Harmony HR Internal Data via Munis, Feb. 10 - April 29, 2021 vs. 2022)





Increase in unique Jobs webpage visits YOY

The digital components of this campaign independently led to an increase in traffic to our Jobs page, which is evidence of the campaign's success even when separated from other factors.

(Data Source: Google Analytics, Feb. 1-28, 2021 vs. 2022)

Increase in returning subs to start 2022-23

Not only did the campaign help support our immediate needs, but also support us in the long-term, as many of our new applicants from February 2022 returned in Fall 2022.

(Data Source: Harmony HR Internal Data via Munis, August - September, 2022)







SAMPLE PRESS RELEASE



FOR IMMEDIATE RELEASE February 1, 2022 CONTACT: JOHN BOYD 346-804-2412 (call or text) (713) 343-3333 x 1501 (office) jboyd@harmonytx.org

Pay raises announced for all Harmony Public Schools substitute teachers

Substitutes will earn an additional \$20-30 daily, beginning February 14.

TEXAS - After giving across-the-board pay raises to full-time teachers and campus staff earlier this school year, <u>Harmony Public Schools</u> will now be giving pay raises to all levels of <u>substitute teachers</u> beginning February 14.

The daily rate increase was approved unanimously by the <u>Harmony Public Schools Executive</u>

<u>Board</u> on January 29. Under the rate increase, substitute teachers will earn an extra \$20-30 per day on top of the already-competitive Harmony rate.

For a teacher only working a few days per week, the increase will mean a few hundred dollars each month on top of the compensation they already earn. For certified teachers and long-term substitutes, the rate increase could mean up to \$600 per month in increased pay.

"Each day, substitute teachers are making a major impact on our schools by keeping our students on-track and learning when their regular teachers are unable to attend school," Harmony CEO Fatih Ay said. "These professionals are important members of our school community, and we want to show our thanks."

Harmony currently has substitute teaching opportunities at all of its campuses statewide.

Earlier this school year, Harmony also announced \$4,000-\$7,500 in additional annual compensation for teachers and other school staff.

The increase was the third occasion in the past two school years in which Harmony announced a major improvement to employee compensation and benefits.

In January 2021, Harmony announced a <u>sweeping upgrade of its employer-paid benefits</u> that provided free vision and dental plans to all full-time employees, introduced matching

retirement plan contributions for 403(b) and (457(b) participants, and increased life insurance payouts from \$20,000 to \$100,000.

In Summer 2019, Harmony also announced statewide base pay increases for employees ranging from \$3,500-\$5,000, as well as additional stipends for teachers working in hard-to-staff subjects.

Harmony Public Schools is a Texas-born, Texas-wide public charter school system with campuses serving PreK-Grade 12 students in 23 cities across the state, including Greater Houston, DFW, San Antonio, Austin, El Paso, Waco, Lubbock, Odessa, Bryan, Beaumont, and the Rio Grande Valley. Harmony's curriculum places a heavy focus on STEM skills, Character Education, project-based learning, and college readiness.

Harmony Public Schools is currently accepting applications for the 2021-2022 school year for both $\underline{students}$ and $\underline{team\ members}$.



SAMPLE MEDIA MENTIONS

(All Images Clickable)

News of our substitute teacher pay raise was shared in 29 separate media mentions in outlets across Texas with a total estimate reach of 7.25 million viewers.

Additionally, links embedded directly in these earned media stories generated 647 direct clicks to our substitute teacher application page.

KPRC-TV Houston, Texas



KWTX-TV Waco, Texas

Harmony Public School substitutes could get up to \$600 pay increase



KBTX-TV

Bryan-College Station, Texas

Harmony Public School substitutes could get up to \$600 pay increase



WOAI-TV San Antonio, Texas

Pay increase announced for substitute teachers at Harmony Public Schools

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WORLD JOURNAL (Chinese Language) Houston, Texas

Teacher shortages: Many school districts consider pay raises for substitute teachers

[Austin News] 2022-02-07 02:00 ET

The Texas Association of School Board HR Services (Texas Association of School Board HR Services) pointed out that there was already a shortage of teachers before the outbreak. The epidemic caused some older teachers to retire early, Disputes about epidemic prevention measures made many people unhappy. Willingness to hold teaching posts, the shortage is exacerbated. For example, in Bryan, 100 miles east of Austin, the local Harmony Public Schools has completed a salary increase plan, which will take effect on February 14, hoping to attract young people who are interested in education to join.

BEAUMONT ENTERPRISE Beaumont, Texas

BEAUMONT ENTERPRISE

Harmony Public Schools will be giving pay raises to all levels of substitute teachers after giving across-the-board pay raises to full-time teachers and campus staff earlier this school year.

For a teacher only working a few days per week, the increase will mean a few hundred dollars each month on top of the pay they already earn. For certified teachers and long-term substitutes, the rate increase could mean up to \$600 per month in additional pay.

THE KATY NEWS Katy, Texas

Pay increase announced for all Harmony Public Schools substitute teachers

Feb 3, 2022

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KRIV-TV Houston, Texas



ODESSA AMERICAN Odessa, Texas

Pay increase announced for all Harmony Public Schools substitute teachers

By Odessa American - February 1, 2022

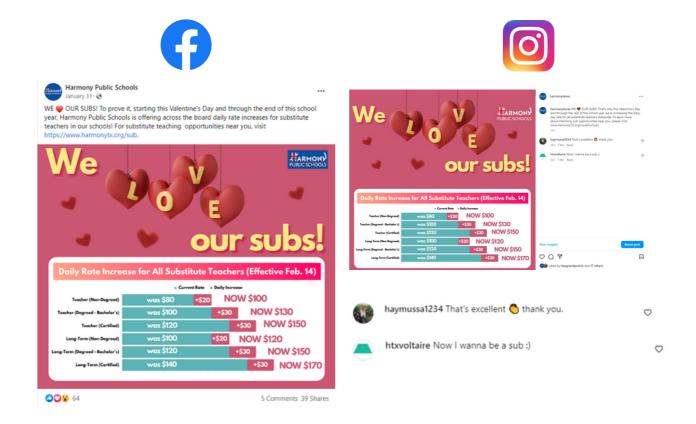
SAMPLE EBLAST

Multiple eblasts were sent to current and former substitute teachers, parents, and staff (this example) asking for their help in spreading the word or applying to be a sub. Know a good substitute teacher? Spread the love and share our big news!



SAMPLE SOCIAL MEDIA

Frequent social media posts were made to all primary social media channels across the system, as well as to the campus social media pages of our 58 schools.







WE OUR SUBS! To prove it, starting this Valentine's Day and through the end of this school year, Harmony Public Schools is offering across the board daily rate increases for substitute teachers in our schools! For substitute teaching ...see more







HarmonyTX.org/LoveOurSubs

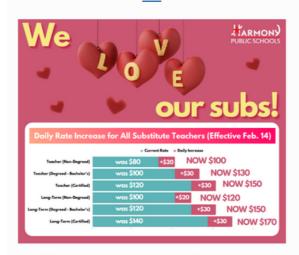


SAMPLE CAMPUS BLOG

Blog posts were made to our district homepage, as well as to all campus homepages.



SUBSTITUTE TEACHER PAY RAISES ANNOUNCED AT HARMONY PUBLIC SCHOOLS



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