



operational efficiency

The Washington County School District reduces its substitute teacher usage 20% while expanding to support a fast-growing metropolitan area

The Washington County School District supports one of the fastest growing metropolitan statistical areas in the United States, surrounding St. George, Utah. The county’s population was 90,354 as of 2000, and 10 years later the U.S. Census Bureau reported it to be 138,115—more than a 50% increase. Washington County also enjoys the fifth highest job-growth rate in the country. Amid this growth environment, the district was able to reduce its substitute teacher usage through the accountability and insight provided by a highly efficient solution from Kelly Educational Staffing®.

The challenge

The Washington County School District provides public education for students in kindergarten through twelfth grade, covering an area of more than 2,400 square miles that spans St. George, as well as more remote cities and towns across the county. Student enrollment numbers for the district were 18,328 in 2000, and 10 years later jumped to more than 27,000—a remarkable increase of 48%.

New elementary, intermediate, and high schools were built in recent years to handle the growth. The system is now comprised of 44 schools with more under construction—accommodating as many as 1,700 teachers. Continued growth indicators will challenge the district to meet the expanding needs of the area, not only in facilities, but by increasing the quality of its educational commitments. The district doesn’t have the time or headcount in HR to handle the recruiting and hiring for all of this activity.

The system has greatly succeeded in educating the increasing number of students, boasting senior graduation rates as high as 93%. Eleventh-graders in Washington County scored above the Utah state average on basic skills testing—more than 19% higher than the national average. But substitute teacher usage remains high. To sustain this level of student achievement, the district needs an educational workforce partner that can manage a pool of high-quality substitute teachers, over a wide geography with great operational efficiency.

Results at a Glance

CHALLENGE

- Districts with 44 schools / 27,000+ students over 2,400 sq. miles
- Infrastructures to match a student increase of 48% over 10 years
- ~93-94% absences filled each year, for 1,700+ active teachers

SOLUTION

- Integrated staffing program to manage 200 – 300 substitute teachers
- Regular reporting and access to real-time absence management data
- Staffing of non-instructional workers; year-round recruiting activities

RESULT

- Improved placement rates to more than 99%, with >95% filled in less than 6 hours
- 82% of district absences are filled with degreed substitute teachers
- Reporting insight led to a 20% reduction in use of substitute teachers

The solution

The district contracted Kelly® to develop and deploy a quality-focused substitute teacher management program that would effectively resolve its challenges. Washington County school leaders understand that teacher effectiveness can be improved by identifying, recruiting, and hiring qualified teachers, then evaluating those same teachers to retain, motivate, and train the best talent available—a philosophy that blends perfectly with Kelly workforce strategies.

Using the Kelly automated absence management system, which provides frequent and ongoing assessments of its teachers and the





reasons for their absences, district leaders are able to make better-informed database-driven decisions. The Kelly program features real-time, in-depth reporting on teacher absenteeism and other important data, helping Washington County schools to easily identify work patterns and develop forecasts as they continue to grow. Custom reports track the district's number of certified versus non-certified substitute teachers, plus historical absence data.

To maximize the program's operational efficiencies, it encompasses staffing for several categories of non-instructional employees as well, from media aides, office or clerical personnel, to janitorial, food service, maintenance crews and; orientation, hiring, and payroll activities are all handled entirely by Kelly as well. Productivity has also improved in the district's human resource department, as a result of Kelly targeting year-round activities for recruiting, screening, and staffing.

The result

A partnership with Kelly supports the district's larger goal of restructuring its school time to focus less on HR issues and provide for more collaboration and professional development from its teachers, in a manner that maximizes the effectiveness of instructional time. Kelly delivers a real efficiency to district operations through a focus on standard, quality-driven processes—apparent through several measurements, for example: District substitute teacher placement rates have improved to better than 99% annually, covering about 12,500 absences filled each year. On average more than 80% of absences are filled in less than one hour of notice, and more than 95% within six hours.

The quality of candidates that Kelly brings to the Washington County School District has also increased, from 67% of substitute teachers holding a bachelor's degree or higher at program inception, to as high as 81.7% of recent substitute teachers.

Teacher absence data and trends are reported by district, by school, and by absence reason, providing the district with unprecedented visibility and perspective on its operations. This innovation drove more accountability to teachers across the entire school system—ultimately leading to a dramatic 20% decrease in the use of substitute teachers YOY, and related cost savings.

The transfer of costs to Kelly have reached well beyond payroll—such as administration of staff salaries, advertising, and facilities, plus the costs of screening, orientation, training, and hiring. The district has significantly reduced the hours it spends managing the process, people, and paperwork involved in its substitute teacher placement.

"We are pleased with the partnership we have developed with Kelly Educational Staffing. Our local Kelly managers and regional managers have been highly responsive to our needs. In addition to outstanding substitute support, we regularly receive meaningful data and reports that help us manage the cost of sick, personal, and vacation leave for our employees. We credit the Kelly training program, management style, and reward system for the retention of a highly qualified pool of substitute employees that we can always count on, even in a last-minute rush."

—Lyle Cox, Executive Director, Human Resources,
Washington County School District

For more information on how Kelly Educational Staffing can help meet your demand for more effective workforce solutions, call your local Kelly branch or visit kellyeducationalstaffing.com.