



## Governor's Sterling Award Best Practice



**Operations Division**  
Orange County Public Schools

### **Title of Best Practice: Supplier Partnership for Managing Best Practices**

**Description of Best Practice:** (Please provide a one to two paragraph description of best practice)

**Description of the Best Practice:**

After a comprehensive evaluation of the Human Resources Division's core competencies and internal capability and capacity, the district decided in 2006 to outsource the substitute teacher program and partner with a staffing agency to provide a total business solution. Human Resources established goals for the new business model to improve the quality of substitutes (by raising the minimum educational level of candidates) and to significantly increase the fill rates of substitute teacher coverage. Since creating this supplier partnership, the organization achieved the intended improvement in substitute teacher qualifications and consistently reports significantly high fill rates.

Additionally, the division continues to refine and improve the process through the recovery of grant funds. Historically, the grants funds earmarked specifically to cover the absence of teachers attending professional development sessions and various trainings, were not applied as intended, instead were charged to the district's general funds resulting in a monetary loss to the district. Since the establishment of the contract and the diligent submission of grant recovery forms, the partnership facilitated the recovery of \$5.2 million in grant funding thus far.

**Results:** (What key results have been achieved as a result of best practice?)

- Substitute teachers with at least a BA degree increased from 49.1% in 2006 to 76.7% in 2013.
- Substitute teachers with an associate's degree or higher increased from 70% in 2006 to 88.4% in 2013.
- \$5.2 million in grant funds recovery



- Substitute coverage fill rates significantly increased from 78.8% in 2005 (year preceding the outsourcing) to 99.1% in 2013. The fill rate for the first day of school this year was 99%.

**Application:** (How could this best practice be replicated in other organizations?)

This HRD best practice can be replicated in other organizations by analyzing your core competencies and internal capability and capacity with regard to customer requirements. By creating partnerships, establishing measures of accountability and actively managing vendors and suppliers, organizations can meet customer requirements and obtain high levels of performance.

