Analysis of Human Resources in 50 Mississippi School Districts: A FY 2023 Comparative Review

Glimpse

PEER
MISSISSIPPI
Joint Legislative Committee on Performance
Evaluation and Expenditure Review

THE GREAT SEAL OF THE STATE OF MISSISSIPPI
IN GOD WE TRUST

PEER Committee

Charles Younger, Chair
Becky Currie, Vice-Chair
Kevin Felsher, Secretary

Senators:
Kevin Blackwell
John Horhn
Dean Kirby
Chad McMahan
John Polk
Robin Robinson

Representatives:
Donnie Bell
Cedric Burnett
Casey Eure
Kevin Ford
Stacey Hobgood-Wilkes

Executive Director:
James F. (Ted) Booth

About PEER:

The Mississippi Legislature created the Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER Committee) by statute in 1973. A joint committee, the PEER Committee is composed of seven members of the House of Representatives appointed by the Speaker of the House and seven members of the Senate appointed by the Lieutenant Governor. Appointments are made for four-year terms, with one Senator and one Representative appointed from each of the U.S. Congressional Districts and three at-large members appointed from each house. Committee officers are elected by the membership, with officers alternating annually between the two houses. All Committee actions by statute require a majority vote of four Representatives and four Senators voting in the affirmative.

Mississippi's constitution gives the Legislature broad power to conduct examinations and investigations. PEER is authorized by law to review any public entity, including contractors supported in whole or in part by public funds, and to address any issues that may require legislative action. PEER has statutory access to all state and local records and has subpoena power to compel testimony or the production of documents.

PEER provides a variety of services to the Legislature, including program evaluations, economy and efficiency reviews, financial audits, limited scope evaluations, fiscal notes, and other governmental research and assistance. The Committee identifies inefficiency or ineffectiveness or a failure to accomplish legislative objectives, and makes recommendations for redefinition, redirection, redistribution and/or restructuring of Mississippi government. As directed by and subject to the prior approval of the PEER Committee, the Committee's professional staff executes audit and evaluation projects obtaining information and developing options for consideration by the Committee. The PEER Committee releases reports to the Legislature, Governor, Lieutenant Governor, the agency examined, and the general public.

The Committee assigns top priority to written requests from individual legislators and legislative committees. The Committee also considers PEER staff proposals and written requests from state officials and others.

Joint Legislative Committee on Performance Evaluation and Expenditure Review

PEER Committee

August 13, 2024

Honorable Tate Reeves, Governor
Honorable Delbert Hosemann, Lieutenant Governor
Honorable Jason White, Speaker of the House
Members of the Mississippi State Legislature

On August 13, 2024, the PEER Committee authorized release of the report titled *Analysis of Human Resources in 50 Mississippi School Districts: A FY 2023 Comparative Review.*

Senator Charles Younger, Chair

This report does not recommend increased funding or additional staff.

This page left intentionally blank.

Table of Contents

List of Exhibits

CONCLUSION: A review of the human resources programs and expenditures for 50 Mississippi school districts in FY 2023 showed opportunities for districts to strengthen their programs and increase efficiency. For example, 48% of districts do not track staff absenteeism rates, and 78% do not track daily substitute teacher fill rates. Three districts lack a documented employee handbook. The median overall employee separation rate across districts was 16.3% and the median teacher separation rate was 13.7%, both of which were better than (below) the regional peer average. However, some districts exceeded state, regional, and national separation rates. Among reporting districts, there were 110 employee misconduct investigations and 9 employee discrimination investigations. This review was inhibited by some districts being unable to provide the requested HR data and some districts providing questionable HR data.

BACKGROUND

In FY 2023, PEER received funding to contract with Glimpse K12 (an education technology company headquartered in Huntsville, Alabama) to conduct a comparative review of 30 school districts. This report focuses on one of six areas of review—human resources (Volume II). Other reports include:

- Finance and Supply Chain (Volume I);
- Information Technology (Volume III);
- Nutrition (Volume IV);
- Operations (Volume V); and,
- Transportation (Volume VI).

KEY FINDINGS

- **Of the districts reporting, 22 (48%) do not track staff absenteeism rates.** Reasons to track staff absenteeism rates are provided in the blue box below.

- **36 districts (78%) do not track daily substitute teacher fill rates.** Tracking these rates is essential to ensure the smooth operation of schools in the event of teacher absences.

- **Three reporting districts lack a documented employee handbook.** A handbook promotes consistency, legal compliance, and communication across the district.

- **All but four of the 46 districts reporting have invested in software to support human resources activities.** The majority of districts reported using automated time and attendance management software and applicant posting and tracking software.

- **The median HR costs per $100,000 of revenue was $218. The range was from approximately $48 in Picayune to approximately $873 in Baldwyn. A closer examination of these districts' costs finds anomalies that affect each district's reported figures.** These anomalies emphasize the importance of proper accounting of district finances to provide district administration officials with accurate information by which to make decisions.

Reasons to Track Staff Absenteeism Rates

- *Cost-savings*: Staff absenteeism can drive up costs. By tracking absenteeism, districts can identify patterns and trends that may help reduce costs by implementing preventive measures or better managing leave requests.

- *Adequate staffing*: When a staff member is absent, it can be challenging to maintain appropriate staffing levels, which may impact student learning. By tracking absences, school districts can identify areas where additional support may be needed and plan accordingly to ensure adequate staffing.

- *Employee health and wellness*: Frequent absences can indicate underlying health or wellness issues among staff members. By tracking staff absences, a district can identify trends that may signal a need for wellness interventions or resources, such as stress management or mental health support.

- *Teacher performance and student achievement*: Staff absenteeism can negatively affect student achievement, particularly if substitute teachers are less effective than regular classroom teachers. By tracking absences, a school district can identify areas where teacher performance may suffer and take steps to address the issue (e.g., providing additional professional development).

A Look at Employee and Teacher Separations

- The median *overall employee separation rate* was 16.3%.

  - Overall separation rates ranged from 0.3% in Prentiss to 24.8% in Holly Springs. Four districts reported overall employee separations higher than state, regional, and national peers.

- The median teacher separation rate was 13.7%.

  - Teacher separation rates ranged from 0% in Lincoln to 33.6% in Marshall. Nine districts reported teacher separation rates above those of state, regional, and national peers.

A Look at Employee Misconduct and Discrimination Complaints

- 19 districts reported a total of 110 employee misconduct investigations in FY 2023. (24 districts reported no investigations.)

  - Because each district has discretion in whether to classify an issue as "misconduct," the number of investigations reported by district ranged from 0 to 40 and a wide range of issues were reported (e.g., breach of contract, falsifying reasons for taking leave time).

- 6 districts reported nine employee discrimination investigations in FY 2023. (37 districts reported no investigations.)

HR Cost Data Not Collected

Some districts did not provide all information requested for this report, which inhibited the assessment team's ability to conduct a complete analysis of human resources functions in the selected districts. Further, some districts reported anomalous data, which indicates a lack of precision in capturing HR costs, in turn inhibiting the districts' abilities to use information to manage HR functions effectively. Several districts encountered difficulties in obtaining accurate information due to the distribution of HR functions among several district personnel, instead of having personnel dedicated to HR functions.

SUMMARY OF RECOMMENDATIONS FOR DISTRICTS:

1. In FY 2025, each district superintendent, in consultation with the district's human resources personnel, should review the information from this report and implement each of the relevant district recommendations to increase efficiency, improve service levels, and/or achieve cost-savings. Such recommendations include but are not limited to:

   a. tracking staff absenteeism;

   b. tracking daily substitute fill rates;

   c. keeping a documented employee handbook;

   d. assessing the use of more electronic processing and other technological tools; and,

   e. assessing causes of separation rates for teachers and staff.

2. District administrators should also use the information in this report to compare their performance to that of their peers in Mississippi, as well as regionally and nationally, to identify areas for potential improvement, and take action to improve.

3. For districts unable to provide benchmarking/performance information during this review pertaining to their human resources, relevant district personnel should take action to begin collecting and monitoring precise data on an ongoing basis.

4. District personnel should provide an annual performance report to the district superintendent regarding the status of the human resources programs using the measures included in this review.

SUMMARY OF RECOMMENDATIONS FOR THE MISSISSIPPI DEPARTMENT OF EDUCATION (MDE):

5. MDE should review its *Accounting Manual for Districts* to determine whether it should make revisions that would assist districts in providing greater detail, clarity, and accuracy of district revenue and expenses.

6. MDE should set parameters for districts as to what constitutes an employee misconduct investigation so that comparisons between districts can be made.

PEER MISSISSIPPI
Joint Legislative Committee on Performance
Evaluation and Expenditure Review

Analysis of Human Resources in 50 School Districts: A FY 2023 Comparative Review
For more information, contact: (601) 359-1226 | P.O. Box 1204, Jackson, MS 39215-1204
Senator Charles Younger, Chair | James F. (Ted) Booth, Executive Director

Analysis of Human Resources in 50 School Districts:
A FY 2023 Comparative Review

For this comparative review, GlimpseK12 selected 50 Mississippi school districts that reflect varying sizes (based on student enrollments), geographic regions, and accountability ratings across the state.[1] See Appendix on pages 22 for a list of the districts included in this review. This review is a continuation of GlimpseK12's work in 2023, in which Glimpse reviewed data for 30 school districts in Mississippi (see PEER report #690b).

GlimpseK12 provided this report to the PEER Committee based on data and extrapolated information provided by the school districts for school year 2022-2023. GlimpseK12 did not independently verify the data or information provided by the districts or their programs. If the districts choose to provide additional data or information, GlimpseK12 reserves the right to amend the report.

All decisions made concerning the contents of this report are understood to be the sole responsibility of any organization or individual making the decision. GlimpseK12 does not and will not in the future perform any management functions for any organizations or individuals related to this report.

This report is solely intended to be a resource guide.

PEER staff contributed to the overall message of this report and recommendations based on the data and information provided by GlimpseK12. PEER staff also provided quality assurance and editing for this report to comply with PEER writing standards; however, PEER did not validate the source data collected by GlimpseK12.

---

[1]The Mississippi Statewide Accountability System assigns a performance rating of A, B, C, D, or F to each school district based on established criteria regarding student achievement, student growth, graduation rate, and participation rate.

Introduction

School district administrators are responsible for spending millions of dollars annually on instructional and operational expenses. While operational expenses could be viewed as a secondary concern to instructional expenses, operational costs could escalate, possibly unnecessarily, without proper oversight and monitoring.

As a companion to **Instructional Analysis of 50 Mississippi School Districts: A FY 2023 Comparative Review (PEER Report #702)**, this report is one of a series of six reports that provide decisionmakers with FY 2023 comparative data regarding selected Mississippi school districts' key non-instructional programs and associated costs (i.e., human resources [HR], transportation, operations, nutrition, information technology, and finance). Of 138[2] traditional public school districts in Mississippi, Glimpse K12 selected 50[3] districts with a range of characteristics, including geographic location, enrollment, and grades based on the statewide accountability system to provide FY 2023 data on their HR functions.

This report presents data reported by school districts regarding benchmarks (e.g., tracking staff absenteeism) and performance indicators (e.g., HR cost per $100,000 of district revenue). The report also provides some regional and national averages as a basis for comparison. Appendix A, page 22, lists the districts included in this review, although not all of the districts on the list reported information in response to every request from the assessment team. Appendix B, page 24, provides enrollment and staff data for all districts. Appendix C, page 26, provides FY 2023 human resources benchmark data and performance indicators for the districts that reported information.

School district administrators should use this information to determine areas for improvement and to make informed decisions regarding their districts' operations.

---

[2] Does not include public charter school districts.

[3] Although 50 districts were selected for this review, only 47 districts provided the requested information (i.e., benchmark data and performance data), either in part or in full. The HR departments at East Tallahatchie, North Pike, and Pontotoc City failed to provide benchmark or performance data for this review.

Conclusions Regarding Districts' Collection of Benchmark Data for use in Managing Human Resources

Benchmarking is the process of comparing and measuring different organizations' activities. Districts can use benchmark data, combined with key performance indicators, to gain insight in identifying best practices and opportunities for improvement and cost reductions. Human resources benchmarks help clarify a school district's human capital management and internal processes. This report surveyed districts' reporting of the following benchmark data:

- tracking staff absenteeism;
- tracking use of substitute teachers;
- implementation of software programs to support HR activities; and,
- provision of employee policies and guidance in an employee handbook.

46 of the 50 districts reviewed provided the above-listed benchmark information for FY 2023.[4]

Tracking Staff Absenteeism

Of the school districts reporting FY 2023 HR benchmark data, 48% did not track staff absenteeism rates.

Tracking staff absenteeism is crucial for a school district, as it can provide valuable insights into employee work patterns, improving organizational effectiveness and student outcomes. Key reasons to track staff absenteeism are:

- *Cost savings*: Staff absenteeism can drive up costs for school districts, especially when paying for substitute teachers. By tracking staff absenteeism, districts can identify patterns and trends that may help reduce costs by implementing preventive measures or managing leave requests more effectively.

- *Maintaining adequate staffing*: When a staff member is absent, it can be challenging to maintain appropriate staffing levels, which may impact student learning. By tracking absences, school districts can identify areas where additional support may be needed and plan accordingly to ensure adequate staffing.

- *Employee health and wellness*: Frequent absences can indicate underlying health or wellness issues among staff members. By tracking staff absences, a district can identify trends that may signal a need for wellness interventions or resources, such as stress management or mental health support.

- *Teacher performance and student achievement*: Staff absenteeism can negatively affect student achievement, particularly if substitute teachers are less effective than regular classroom teachers. By tracking absences, a school district can identify areas where teacher performance may suffer and take steps to address the issue, such as providing additional professional development or coaching support.

As noted previously, 46 of the 50 districts reviewed provided benchmark information. Of the districts reporting FY 2023 HR benchmark data, 22 (48%) did not track staff absenteeism rates.

Tracking Use of Substitute Teachers

Of the 46 school districts reporting FY 2023 HR benchmark data, 78% did not track daily substitute teacher fill rates.

Tracking the daily fill rates of substitute teachers is essential for school systems, as it helps to ensure the smooth operation of schools in the event of teacher absences. Tracking substitute fill rates benefits school districts as follows:

---

[4] The HR departments at East Tallahatchie, Leake, North Pike, and Pontotoc City did not provide benchmark data for this report.

- *Cost control*: A high fill rate of substitute teachers can be expensive for school systems, mainly if last-minute vacancies increase the rate. By tracking the daily fill rates, school systems can identify areas where vacancies are consistently occurring and take steps to address the issue, such as by improving the substitute teacher pool or implementing policies to reduce last-minute absences.

- *Improved student outcomes*: Research has shown that teacher absences can hurt student outcomes, mainly if substitute teachers are less effective than regular classroom teachers. By tracking the daily fill rates of substitute teachers, school systems can identify areas where student outcomes may be suffering and take steps to address the issue.

- *Better planning*: By tracking the daily fill rates, school systems can plan more effectively for future absences, ensuring that an adequate supply of substitute teachers is available.

As noted previously, 46 of the 50 districts reviewed provided benchmark information. Of the school districts reporting FY 2023 HR benchmark data, 36 (78%) did not track daily substitute teacher fill rates.

Implementation of Software Programs to Support HR Activities

All but four of the 46 districts reporting have invested in software to support human resources activities.

Computer software and related products are available for tracking school district employees' time and attendance, electronic forms/workflow, use of substitute teachers, and posting of applicants. Self-service employee benefits portals are also available.

As noted previously, 46 of the 50 districts reviewed provided benchmark information. Of the school districts reporting FY 2023 HR data, all but four of the 46 districts reporting have invested in some type of software to support human resources activities. Exhibit 1, page 4, shows the types of HR products that districts used in FY 2023 and the number of districts using such.

Exhibit 1: Types of HR Software Used by Districts in FY 2023 and the Number of Districts Using Each
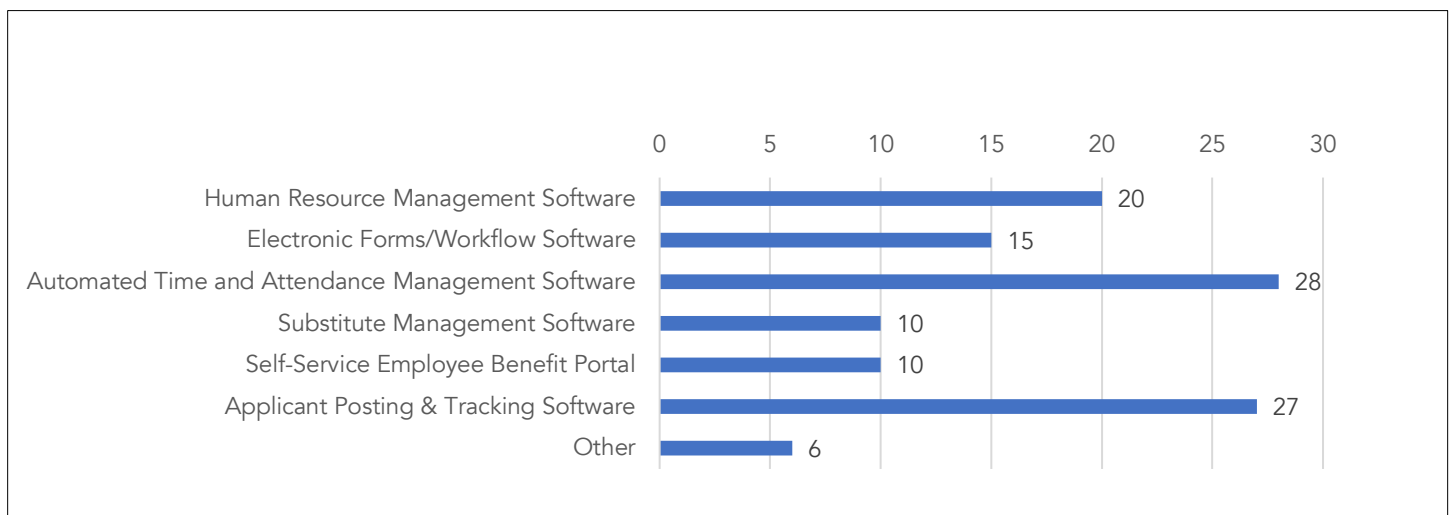
Provision of Employee Policies and Guidance in an Employee Handbook

All but three of the 46 districts reporting had documented employee handbooks.

Each school district should have a documented employee handbook to promote consistency, legal compliance, clarity, communication, and conflict resolution while providing protection to the organization. Such handbook serves as a valuable resource for employees and contributes to a positive and well-functioning work environment.

All but three of the reporting districts—Forrest County, Stone, and Tishomingo—have documented district-wide employee handbooks. While Stone indicated that it lacks a handbook for its employees, the other two districts provided clarification. The Forrest County district stated that the lack of an employee handbook is intentional; the district's board attorney recommended that the district board policy provide the guidance needed for its employees rather than a handbook. In the Tishomingo district, each school has its own handbook but there is no district-wide handbook.

Conclusions Regarding Districts' Collection of Key Performance Indicators for use in Managing Human Resources

Key performance indicators in HR include districtwide effectiveness measures such as teacher and employee separation rates and indicators that focus on the operation of a district's HR department. It is essential to consider all key performance indicators together; one indicator should not be viewed as an overall performance measure by itself.

This study included a review of the following HR key performance indicators:

- HR cost per $100,000 of district revenue;
- HR cost per district staff member;
- number of employees per HR staff member;
- overall employee separation rate;
- teacher separation rate;
- number of employee misconduct investigations per 1,000 employees; and,
- number of employee discrimination investigations per 1,000 employees.

46 of the 50 districts reviewed provided the above-listed performance data for FY 2023.[5]

HR Cost per $100,000 of District Revenue

The $218 median HR cost per $100,000 of district revenue in FY 2023 was lower than the regional peer average of $283, indicating that the Mississippi districts included in this review spend less on human resources in relation to revenue than regional peer districts.

The measure of HR cost per $100,000 of district revenue serves as a fundamental cost measurement for assessing the HR department's budgetary allocation. Because districts vary in their structures and priorities, it is essential to supplement this indicator with other performance measures (e.g., HR cost per district staff member, number of employees per HR staff member) in assessing the efficiency of a district's HR function.

As shown in Exhibit 2, page 7, HR cost per $100,000 of revenue ranged from approximately $48 in Picayune to approximately $873 in Baldwyn. A closer examination of these districts' costs finds anomalies that affect each district's reported figures. Picayune reported 3 HR FTEs and HR costs of approximately $23,000, indicating that HR staff salaries were not included and therefore HR costs are understated. Baldwyn reported .75 HR FTE and approximately $83,000 in HR costs. These anomalies emphasize the importance of proper accounting of district finances to provide district administration officials with accurate information necessary to assess the efficiency of district operations.

---

[5] The HR departments at East Tallahatchie, Hazlehurst, North Pike, and Pontotoc City did not provide performance data for this report.

Exhibit 2: HR Cost per $100,000 of Revenue in FY 2023

District	HR Cost
Picayune	$47.70
Quitman City	$70.21
Holly Springs	$70.64
Pearl River	$73.03
Marion	$76.83
South Panola	$83.79
Bay St Louis-Waveland	$92.58
Alcorn	$107.11
Lee	$115.10
Itawamba	$118.23
Stone	$135.42
Hancock	$143.62
Marshall	$154.76
Covington	$163.36
Lamar	$165.10
South Tippah	$169.61
Lincoln	$171.20
Leland	$173.14
Tishomingo	$173.17
Choctaw	$184.29
Lowndes	$187.70
Greene	$188.96
Chickasaw	$211.31
Quitman County	$211.32
Cleveland	$216.07
Vicksuburg-Warren	$219.06
Lafayette	$221.63
Senatobia	$226.55
Biloxi	$235.16
Neshoba	$261.40
Long Beach	$270.32
Jackson County	$277.49
Leake	$306.86
Forrest County	$323.54
Monroe	$350.85
Baldwyn	$873.18

Regional Peer Average: $283

National Peer Range: $363-$877

— Lower performing quartile ($293.46)   — Median ($217.57)

The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, Corinth, East Tallahatchie, Hazlehurst, Kosciusko, New Albany, Newton Municipal, North Pike, Philadelphia, Pontotoc City, Smith, and Winona-Montgomery did not provide HR cost data. Lawrence and Prentiss provided data; however, the districts did not respond to requests for clarification of the data.

HR Cost per District Staff Member

The $195 median HR cost per district staff member in FY 2023 was lower than the regional peer average of $249, which means that the Mississippi districts in this review spend less on human resources for each district staff member than regional peer districts.

The measure of HR cost per district staff member is also a fundamental cost measurement for assessing the HR department's budgetary allocation and efficiency. Again, because districts vary in their structures and priorities, it is essential to supplement this indicator with other performance measures (e.g., HR cost per $100,000 of revenue, number of employees per HR staff member) in assessing the efficiency of a district's HR function.

HR cost per district staff member for the districts reporting ranged from approximately $27 in Picayune to approximately $662 in Baldwyn. (See Exhibit 3, page 9.) The same anomalies noted with the HR cost per $100,000 of revenue also affect this efficiency measure. Districts reporting the lowest costs appear to not have included HR staff salaries in HR costs reported. For example, Picayune (lowest) reported 3 HR FTEs and HR department costs of approximately $23,000 and South Panola (second lowest) reported 2 HR staff and HR department costs of approximately $44,000. Other districts appear to have reported estimates of HR department costs (e.g., costs of $26,000 and $61,500). Each of these situations shows a lack of precision in capturing district costs, which in turn impairs district officials' ability to assess and improve district operational functions.

Exhibit 3: HR Cost per District Staff Member in FY 2023

District	Cost
Picayune	$26.80
Holly Springs	$36.88
South Panola	$60.57
Pearl River	$61.32
Quitman City	$67.55
Alcorn	$89.86
Marion	$94.84
Lee	$95.25
Hancock	$97.14
Bay St Louis-Waveland	$101.42
Covington	$102.28
South Tippah	$105.06
Itawamba	$105.29
Stone	$118.68
Lamar	$133.85
Lincoln	$141.56
Monroe	$152.46
Marshall	$161.69
Tishomingo	$163.02
Greene	$166.54
Leland	$174.80
Senatobia	$180.88
Long Beach	$182.58
Choctaw	$188.10
Lafayette	$201.48
Lowndes	$208.48
Cleveland	$225.94
Chickasaw	$231.35
Vicksburg-Warren	$241.91
Quitman County	$243.25
Biloxi	$251.73
Jackson County	$252.06
Neshoba	$293.14
Forrest County	$296.23
Leake	$300.43
Baldwyn	$661.97

Regional Peer Average: $248.64

National Peer Range: $491-$895

Lower performing quartile ($299.38)   Median ($194.79)

The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, Corinth, East Tallahatchie, Hazlehurst, Kosciusko, New Albany, Newton Municipal, North Pike, Philadelphia, Pontotoc City, Smith, and Winona-Montgomery HR did not provide cost data. Lawrence and Prentiss provided data; however, the districts did not respond to requests for clarification of the data.
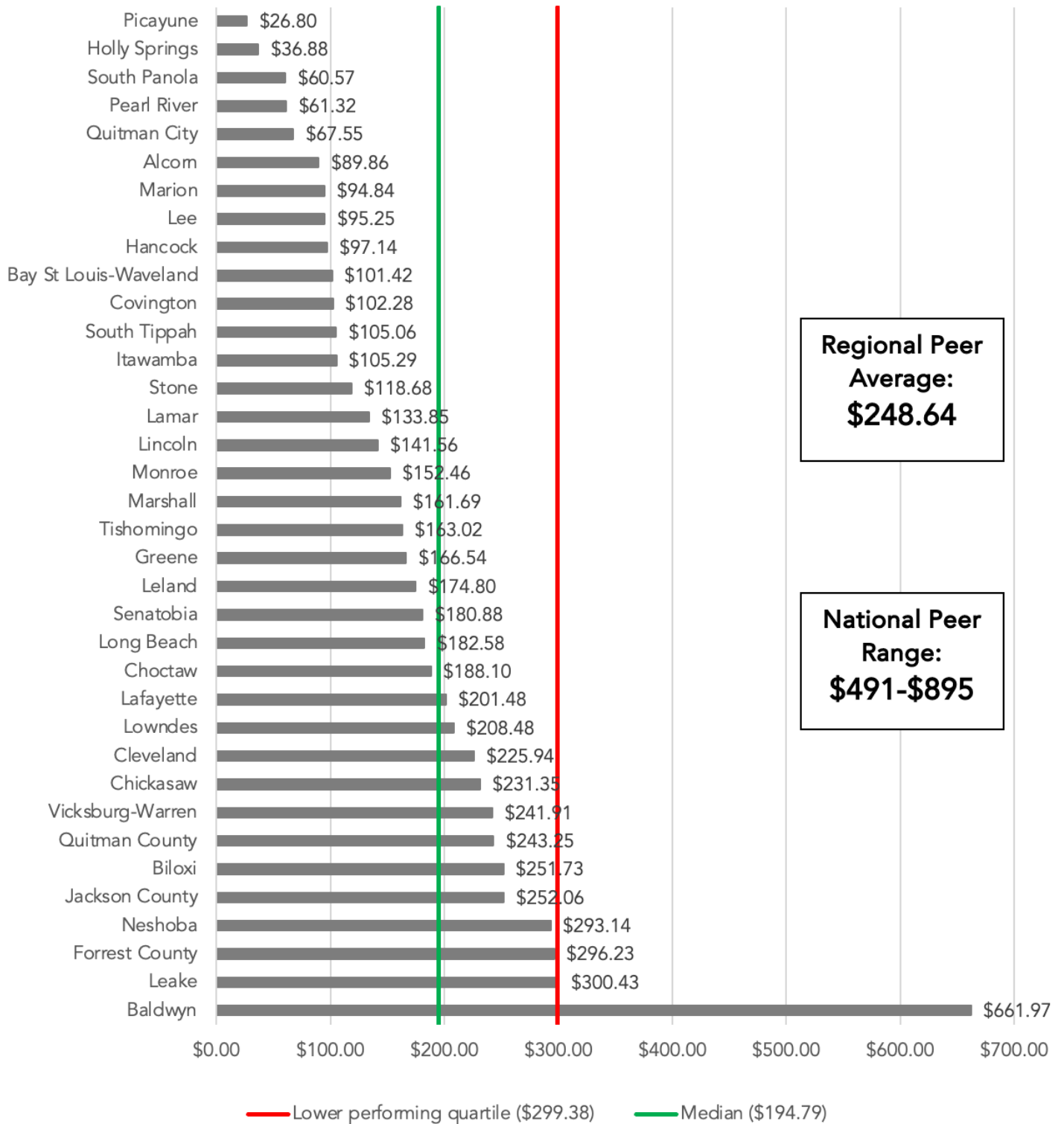
Number of Employees per HR Staff Member

The 310 median number of district employees per HR staff member in FY 2023 is slightly below the regional peer average of 321, indicating that the efficiency of districts in this review is slightly below that of regional peer districts in terms of HR staff to district staff.

The number of employees per HR staff member is a valuable metric that can be used to evaluate the efficiency of a district's HR services and can aid in assessing staffing levels. However, this ratio should not be the sole determining factor for evaluating staffing levels. Other relevant factors include how the district has defined and assigned the functional activities of HR, the level of existing technology to automate work tasks, hiring practices, district culture, staff support, and personnel policies and practices.

Although the median of 310 district employees to HR staff member is comparable to the regional peer average of 321, individually, districts' figures ranged from 82 (164 district staff and 2 HR FTEs) for Philadelphia to 1,453 (218 district staff and 0.15 HR FTE) for Holly Springs. (See Exhibit 4, page 11.) Other districts reported similarly high ratios: 1,008 in Itawamba (504 staff and 0.5 HR FTE) and 986 in Marion (345 staff and 0.35 HR FTE). Lower ratios show that a district could have room to improve the efficiency of the HR function, while higher ratios could show that districts are operating efficiently or that districts might not be accurately capturing the true amount of time need to perform the HR function.

Exhibit 4: Number of District Employees per HR Staff Member in FY 2023

District	Value
Philadelphia	82
New Albany	86
Lafayette	147
Baldwyn	167
Leland	169
Quitman County	172
Newton Municipal	179
Lawrence	193
Stone	194
Winona-Montgomery	202
Hancock	203
Chickasaw	253
Vicksburg-Warren	263
Neshoba	275
Picayune	290
Bay St Louis-Waveland	291
Jackson County	319
Forrest County	322
Lamar	330
Senatobia	340
Smith	348
Leake	357
South Panola	363
Long Beach	401
Lincoln	413
Biloxi	416
Marshall	423
Monroe	449
Covington	458
Tishomingo	459
Cleveland	464
Lowndes	501
Choctaw	502
Greene	536
South Tippah	574
Quitman City	582
Lee	776
Pearl River	848
Alcorn	882
Marion	986
Itawamba	1008
Holly Springs	1453

Regional Peer Average: 321

National Peer Range: N/A

Median (310.29)

The median in this exhibit represents the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, Corinth, East Tallahatchie, Hazlehurst, Kosciusko, North Pike, and Pontotoc City did not provide data. Prentiss provided data; however, the district did not respond to a request for clarification of the data.

Overall Employee Separation Rate
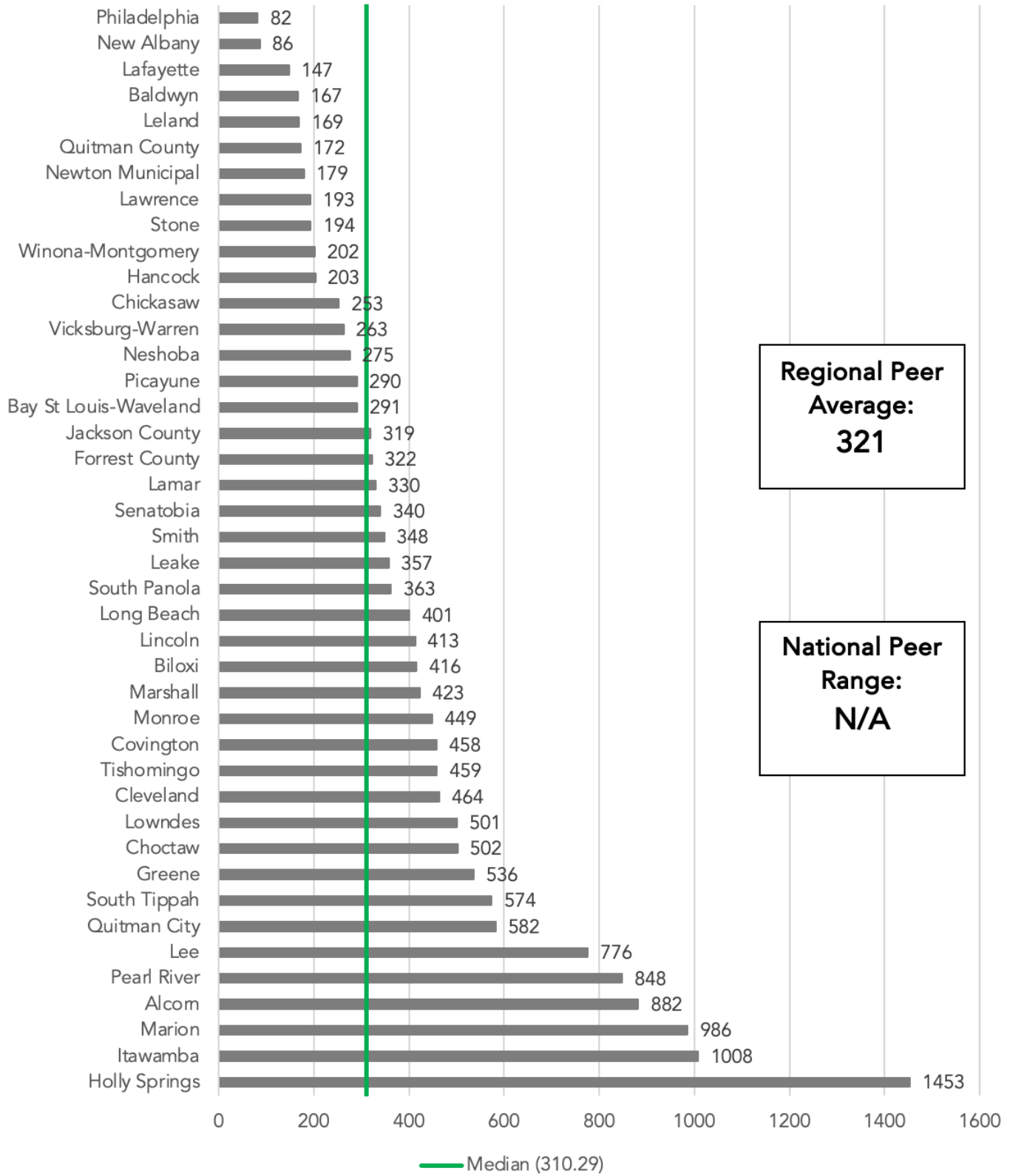
The 13.6% median overall employee separation rate of the reporting districts in FY 2023 was below the regional peer average of 15% and on the lower range of the national peer average of 10% to 19%, meaning that districts in this review were relatively successful in retaining district employees. However, four districts—Holly Springs, Leake, Bay St. Louis-Waveland, and Forrest County—reported employee separation rates higher than state, regional, and national peers.

A district's overall employee separation rate serves as a valuable indicator of the district's policies, administrative procedures, regulations, and management effectiveness. By measuring this rate, the district gains insight into the impact of its actions in terms of resource allocation, fund allocation, policy implementation, and employee support. Such metrics may also provide valuable insight into workforce satisfaction levels and the overall organizational climate.

As shown in Exhibit 5, page 13, for the districts reporting, the median overall employee separation rate in FY 2023 was 13.6%, which is lower than the regional peer average of 15.1% and within the national peer range. Overall employee separation rates ranged from 0.3% in Prentiss to 24.8% in Holly Springs. Three other districts reported overall separation rates above the upper end of the national peer range of 19% (Forrest County 20.3%, Bay St. Louis-Waveland 22.3%, and Leake 24.6%). Lower separation rates could indicate a positive working environment, while higher separation rates could indicate a greater degree of employee dissatisfaction and might serve as an indicator to district officials that the district could benefit from changes to address employee concerns.

Exhibit 5: Overall Employee Separation Rate in FY 2023

District	Rate
Prentiss	0.3%
Chickasaw	0.4%
Tishomingo	1.1%
Pearl River	4.7%
South Panola	5.5%
Lincoln	6.8%
Marion	7.8%
Baldwyn	8.0%
South Tippah	8.4%
Quitman City	9.3%
Neshoba	9.7%
Senatobia	10.9%
Quitman County	11.0%
Lawrence	11.1%
Jackson County	11.3%
Greene	11.6%
New Albany	11.6%
Leland	11.8%
Stone	12.1%
Kosciusko	12.3%
Winona-Montgomery	12.4%
Lafayette	12.4%
Monroe	12.5%
Lowndes	12.6%
Choctaw	12.7%
Alcorn	13.4%
Biloxi	13.6%
Cleveland	13.8%
Long Beach	14.0%
Itawamba	14.3%
Vicksburg-Warren	14.4%
Picayune	14.8%
Smith	14.9%
Lee	15.1%
Marshall	15.4%
Lamar	15.4%
Covington	16.4%
Hancock	17.2%
Philadelphia	17.7%
Newton Municipal	17.9%
Corinth	18.6%
Forrest County	20.3%
Bay St Louis-Waveland	22.3%
Leake	24.6%
Holly Springs	24.8%

Regional Peer Average: **15.1%**

National Peer Range: **10.3%-18.9%**

Legend: Lower performing quartile (16.8%) — Median (13.6%)

The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

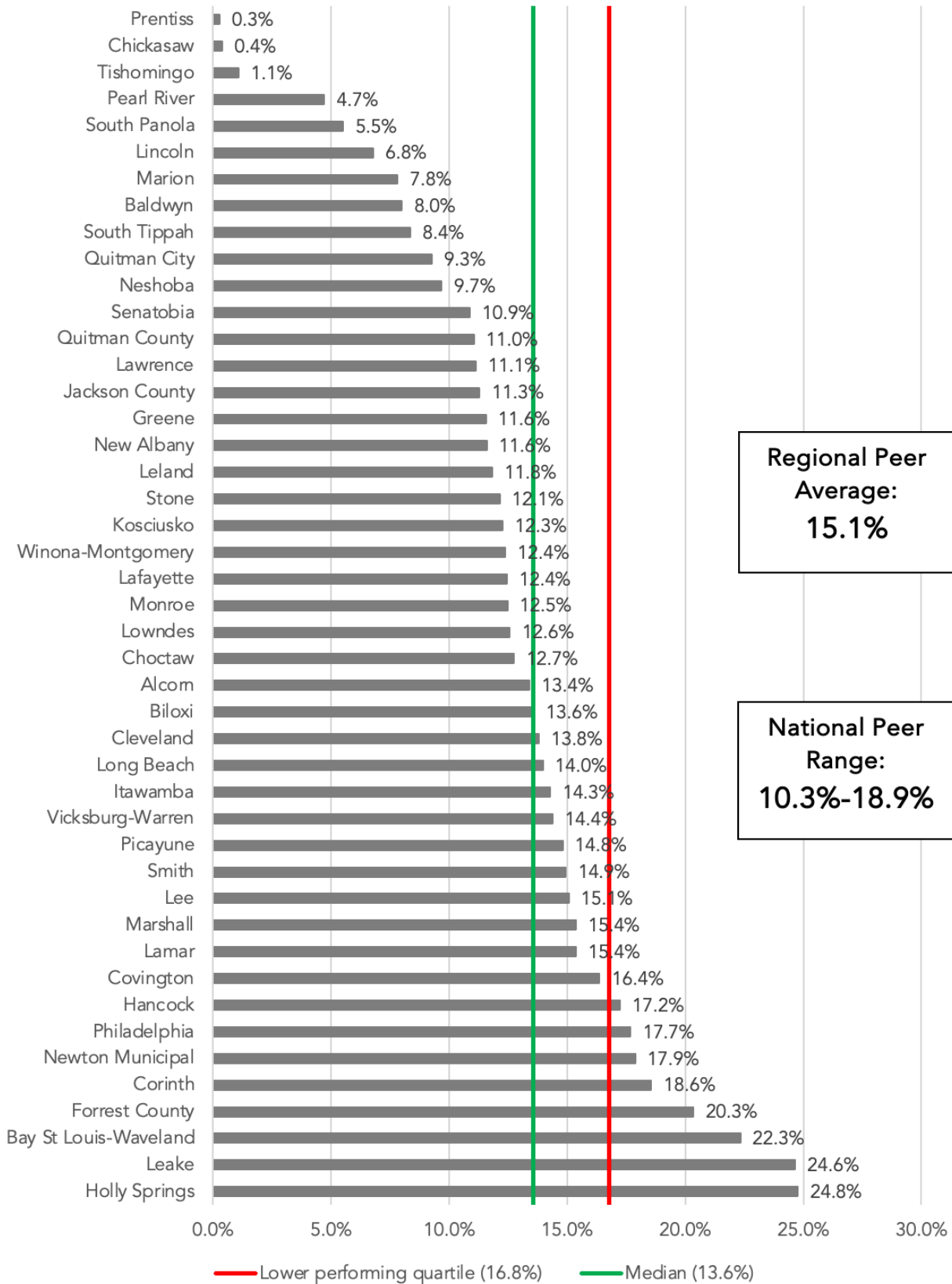Note: Brookhaven, East Tallahatchie, Hazlehurst, North Pike, and Pontotoc City did not provide data.

Teacher Separation Rate

The 13.7% median teacher separation rate of the reporting districts in FY 2023 is below the regional peer average of 15% and on the lower range of the national peer average of 9% to 16%, indicating that districts reporting in this review are relatively successful in retaining teachers. However, nine districts reported rates above those of state, regional, and national peers.

The teacher separation rate measure provides insight similar to that provided by the overall employee separation rate, except that it focuses only on the separation of teachers.

As shown in Exhibit 6, page 15, the median teacher separation rate was 13.7%, which was lower than the regional peer average of 15.1% and within the national peer range. However, the rates for some districts are concerning (e.g., 33.6% teacher separation rate in Marshall) and policymakers may wish to consider studying these issues further.

Teacher separation rates in FY 2023 ranged from 0% in Lincoln to 33.6% in Marshall. Eight other districts reported teacher separation rates above the upper end of the national peer range of 15.8% (Smith 16.6%, Newton 16.9%, Jackson County 17.8%, Hancock 18.2%, Quitman County 18.6%, Holly Springs 18.9%, Leake 21.4%, and Philadelphia 24.3%). Higher teacher separation rates can indicate teacher dissatisfaction and can negatively impact a district's education efforts. Conducting exit interviews to identify areas of teacher dissatisfaction and addressing those areas could help district officials to lower teacher separation rates and improve continuity.

Exhibit 6: Teacher Separation Rate in FY 2023

District	Rate
Lincoln	0.0%
Tishomingo	0.8%
Prentiss	1.3%
South Panola	3.6%
Pearl River	6.6%
South Tippah	6.8%
Neshoba	8.9%
Chickasaw	9.0%
Baldwyn	10.7%
New Albany	10.7%
Itawamba	10.8%
Lawrence	10.8%
Lowndes	11.1%
Lamar	11.3%
Forrest County	11.6%
Greene	11.7%
Lafayette	12.1%
Lee	12.3%
Long Beach	12.7%
Marion	13.0%
Biloxi	13.0%
Kosciusko	13.1%
Picayune	13.3%
Cleveland	13.4%
Winona-Montgomery	13.5%
Quitman City	13.9%
Stone	14.0%
Alcorn	14.0%
Leland	14.1%
Covington	14.2%
Senatobia	14.2%
Choctaw	14.6%
Corinth	14.6%
Monroe	15.2%
Bay St Louis-Waveland	15.5%
Vicksburg-Warren	15.6%
Smith	16.6%
Newton Municipal	16.9%
Jackson County	17.8%
Hancock	18.2%
Quitman County	18.6%
Holly Springs	18.9%
Leake	21.4%
Philadelphia	24.3%
Marshall	33.6%

Regional Peer Average: 15.1%

National Peer Range: 9.1%-15.8%

Legend:
— Lower performing quartile (18%)   — Median (13.7%)

The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, East Tallahatchie, Hazlehurst City, North Pike, and Pontotoc City did not provide data.

Number of Employee Misconduct Investigations per 1,000 Employees

Twenty-four districts reported no employee misconduct investigations in FY 2023. Nineteen districts reported a total of 110 employee misconduct investigations. Because each district has discretion in whether to classify an issue as "misconduct," the number of investigations reported by district ranged from 0 to 40 and a wide range of issues were reported (e.g., breach of contract, falsifying reasons for taking leave time, breaking rules concerning state testing, and using electronic devices in violation of rules).

This number of employee misconduct investigations per 1,000 employees reflects the efficacy of hiring and supervisory practices within a district, measuring how effectively the district screens and manages its workforce. The administrative costs incurred during investigations and their subsequent resolution divert resources that could otherwise be utilized for more productive educational purposes.

As shown in Exhibit 7, page 17, the districts reporting completed 110 employee misconduct investigations in FY 2023. Issues involving breach of contract, falsifying reasons for taking leave time, breaking rules concerning state testing, and using electronic devices in violation of rules may be included in the districts' data reported. One district—Biloxi— accounted for 40 of the 110 investigations.

The number of investigations per 1,000 employees is a rate calculated for comparative purposes. When reviewing Exhibit 7, the reader should note the actual number of investigations given in parentheses for each district as well as the number of investigations per 1,000 employees for that district. For example, Quitman County reported two actual investigations, which equates to a rate of 11.6 investigations per 1,000 employees. However, Hancock, a district with a larger number of employees, reported 7 actual investigations, which equates to a rate of 11.5 investigations per 1,000, or a rate slightly less than Quitman County's.

Twenty-four districts reported no employee misconduct investigations, seven districts reported one investigation, and 12 districts reported a number of investigations ranging from two to 40. The Biloxi Personnel Director noted that the reported number of investigations included anything principals asked the director to examine regarding staff conduct, such as falsifying reasons for leave and breach of contract.

Given the wide range of investigations, districts appear to have broad discretion in determining what constitutes an employee misconduct investigation. As a result, one district may appear better or worse than other districts depending on what issues are included as an employee misconduct investigation. Therefore, comparisons between districts should not be made without further review. District officials and stakeholders would benefit from the Mississippi Department of Education working with districts to set parameters of what constitutes an employee misconduct investigation so that comparisons between districts by interested parties would be based on the same parameters.

Exhibit 7: Number of Employee Misconduct Investigations per 1,000 Employees in FY 2023

District	Rate (count)
Holly Springs	0|0
Winona-Montgomery	0|0
Vicksburg-Warren	0|0
Kosciusko	0|0
Greene	0|0
Tishomingo	0|0
Stone	0|0
South Tippah	0|0
Smith	0|0
Senatobia	0|0
Picayune	0|0
Philadelphia	0|0
Pearl River	0|0
Newton Municipal	0|0
New Albany	0|0
Monroe	0|0
Marshall	0|0
Lincoln	0|0
Leland	0|0
Lee	0|0
Lamar	0|0
Lafayette	0|0
Corinth	0|0
Choctaw	0|0
Itawamba	2.0 (1)
Alcorn	2.1 (1)
Cleveland	2.2 (1)
Prentiss	2.9 (1)
Marion	2.9 (1)
Bay St Louis-Waveland	3.4 (1)
South Panola	4.1 (3)
Covington	4.4 (2)
Chickasaw	7.9 (2)
Baldwyn	8.0 (1)
Jackson County	8.6 (11)
Hancock	11.5 (7)
Quitman County	11.6 (2)
Quitman City	13.7 (4)
Long Beach	15.0 (6)
Forrest County	17.4 (7)
Neshoba	19.4 (8)
Leake	30.8 (11)
Biloxi	48.1 (40)

Regional Peer Average: **5.3**

National Peer Range: **6.0-28.8**

——— Lower performing quartile (5.602)　——— Median (1.984)

——— The lower performing quartile and median in this exhibit represent the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, East Tallahatchie, Hazlehurst, Lawrence, Lowndes, North Pike, and Pontotoc City did not provide data. The Biloxi Personnel Director noted that the reported number of investigations included anything principals asked the director to examine regarding staff conduct.

Note: The number of investigations per 1,000 employees is a rate calculated for comparative purposes. The reader should note for each district the actual number of investigations in parentheses as well as the number of investigations per 1,000 employees.

Number of Employee Discrimination Investigations per 1,000 Employees

Thirty-seven districts reported no employee discrimination investigations in FY 2023. Six districts reported a total of nine employee discrimination investigations with Lamar, Covington, and Stone each reporting two investigations.

The number of employee discrimination investigations per 1,000 employees reflects the efficacy of a district's Equal Employment Opportunity (EEO) practices. It serves as an indicator of how effectively supervisors and managers have been trained on EEO awareness, board policy and organizational protocol for resolutions, and organizational climate. The administrative costs incurred during investigations and their subsequent resolution divert resources that could otherwise be utilized for more productive educational purposes.

As shown in Exhibit 8, page 19, six districts reported a total of nine employee discrimination complaints that were filed and investigated in FY 2023. Thirty-seven districts had no employee discrimination complaints filed.

The number of employee discrimination complaints per 1,000 employees is a rate calculated for comparative purposes. When reviewing Exhibit 8, the reader should note the actual number of complaints given in parentheses for each district as well as the number of complaints per 1,000 employees for that district. For example, the Stone district reported 2 complaints, which equates to a rate of 5.2 complaints per 1,000 employees. However, Lamar, a district with a larger number of employees, also reported 2 complaints, which equates to a rate of 1.2 complaints per 1,000, or a rate less than Stone.

Overall, districts included in this review compared favorably to the regional peer average (0.8 investigations) and the national peer range (0.52 to 1.2 investigations), with three districts reporting one investigation and three districts reporting two investigations.

Exhibit 8: Number of Employee Discrimination Investigations per 1,000 Employees in FY 2023
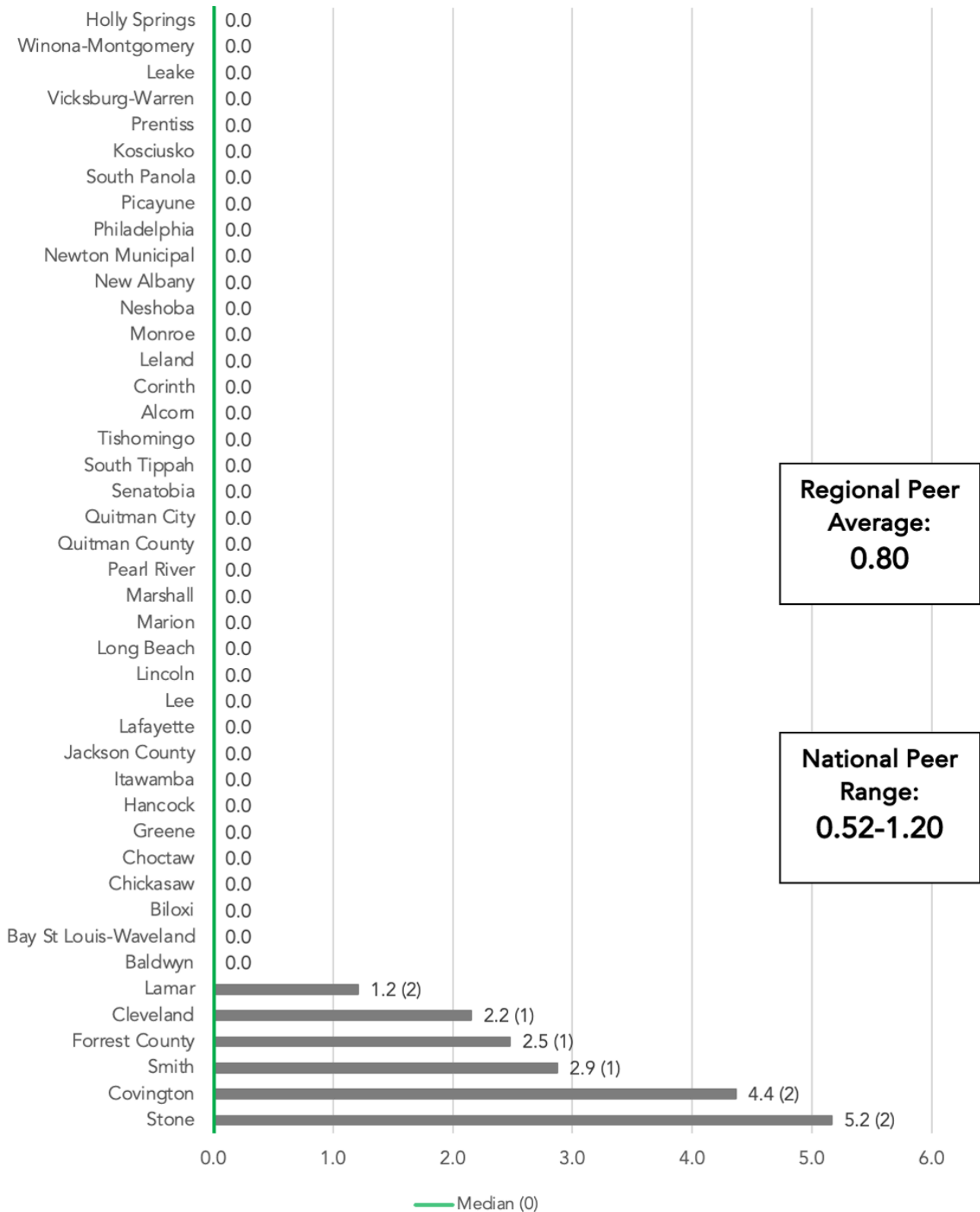
District	Value
Holly Springs	0.0
Winona-Montgomery	0.0
Leake	0.0
Vicksburg-Warren	0.0
Prentiss	0.0
Kosciusko	0.0
South Panola	0.0
Picayune	0.0
Philadelphia	0.0
Newton Municipal	0.0
New Albany	0.0
Neshoba	0.0
Monroe	0.0
Leland	0.0
Corinth	0.0
Alcorn	0.0
Tishomingo	0.0
South Tippah	0.0
Senatobia	0.0
Quitman City	0.0
Quitman County	0.0
Pearl River	0.0
Marshall	0.0
Marion	0.0
Long Beach	0.0
Lincoln	0.0
Lee	0.0
Lafayette	0.0
Jackson County	0.0
Itawamba	0.0
Hancock	0.0
Greene	0.0
Choctaw	0.0
Chickasaw	0.0
Biloxi	0.0
Bay St Louis-Waveland	0.0
Baldwyn	0.0
Lamar	1.2 (2)
Cleveland	2.2 (1)
Forrest County	2.5 (1)
Smith	2.9 (1)
Covington	4.4 (2)
Stone	5.2 (2)

Regional Peer Average: **0.80**

National Peer Range: **0.52-1.20**

Median (0)

The median in this exhibit represents the above reporting districts and an additional 30 Mississippi districts that are part of a separate review over the same period.

Note: Brookhaven, East Tallahatchie, Hazlehurst, Lawrence, Lowndes, North Pike, and Pontotoc City did not provide data.

Conclusions Regarding How Districts' Data Collection May Impact HR Costs

Some districts did not provide all information requested for this report, which inhibited the assessment team's ability to conduct a complete analysis of human resources functions in the selected districts. Further, some districts reported anomalous data, which indicates a lack of precision in capturing HR costs, in turn inhibiting the districts' abilities to use such information to manage their HR functions effectively.

As noted previously, Glimpse K12 selected 50 of Mississippi's 138 traditional public school districts with a range of characteristics, including geographic location, enrollment, and grades based on the statewide accountability system to provide FY 2023 data on their HR functions. The highest number of districts reporting on any one data measurement was 47. It would be logical to assume that in some cases, districts do not collect or track the type of information requested. The human resources departments at East Tallahatchie, North Pike, and Pontotoc City districts did not provide any data or information for this report.

The anomalies found in this report's data show a lack of precision in some districts' capturing of operational costs, which in turn impacts district officials' ability to manage district resources effectively. Administration officials should review this report with the goal of assessing the effectiveness of their own district's ability to capture costs related to the HR function accurately and subsequently make improvements in capturing and reporting data as needed.

Also, the Mississippi Department of Education (MDE) should review its *Accounting Manual for Districts* to determine whether it should make revisions that would assist districts in providing greater detail, clarity, and accuracy of district revenue and expenses (e.g., more accounts and/or greater details in account descriptions). MDE should also provide districts with training to strengthen compliance with accurate accounting and reporting of revenue and expenses.

Districts should consider taking action to obtain precise cost information and other types of benchmarks and performance indicators such as those noted in this report. Without timely and accurate financial information, the districts' ability to manage costs and allocate taxpayer funds effectively is compromised. District administrators should also use such information to compare their district's costs and efficiency with those of other districts.

Several districts encountered difficulties in obtaining accurate information due to the distribution of HR functions among several district personnel, instead of having personnel dedicated to HR functions.

Based on information yielded through field work for this report, districts often assign HR functions and management duties to several different positions within that district that also have other responsibilities. While it is understandable that districts' administration may believe that distributing HR responsibilities among personnel is an efficient approach, it remains crucial for the district to be able to collect precise HR cost data, as discussed above. In these cases, the accuracy of cost information depends on the assumption made by the district of the amount of time each employee spends on HR functions. Districts should periodically review whether their current approach of dispersing HR functions among personnel remains the most cost-effective method or whether it would be more advantageous to establish dedicated HR personnel in order to isolate HR costs.

Recommendations

Recommendations for School Districts

1. In FY 2025, each district superintendent, in consultation with the district's human resources personnel, should review and utilize the information from this report to increase efficiency, improve service levels, and/or achieve cost-savings. Such actions could include but are not limited to:

    a. tracking staff absenteeism;

    b. tracking daily substitute fill rates;

    c. keeping a documented employee handbook;

    d. assessing the use of more electronic processing and other technological tools; and,

    e. assessing causes of separation rates for teachers and staff.

2. District administrators should also use the information in this report to compare their performance to that of their peers in Mississippi, as well as regionally and nationally, to identify areas for potential improvement, and take action to improve in those areas.

3. For districts unable to provide benchmarking or performance information during this review pertaining to their human resources (or provided questionable data), relevant district personnel should take action to begin collecting and monitoring precise HR data on an ongoing basis.

4. District personnel should provide an annual performance report to the district superintendent regarding the status of the human resources programs using the measures included in this review.

5. District administrators should use the information from annual performance reports to monitor their district's costs and efficiency in conducting human resources activities.

Recommendations for the Mississippi Department of Education

6. The Mississippi Department of Education (MDE) should review its *Accounting Manual for Districts* to determine whether it should make revisions that would assist districts in providing greater detail, clarity, and accuracy of district revenue and expenses (e.g., more accounts and/or greater details in account descriptions). MDE should also provide districts with training to strengthen compliance with accurate accounting and reporting of revenue and expenses.

7. The Mississippi Department of Education should set parameters for districts as to what constitutes an employee misconduct investigation so that comparisons between districts can be made.

Appendix A: List of School Districts Included in This Review

1. Alcorn
2. Baldwyn
3. Bay St Louis-Waveland
4. Biloxi
5. Brookhaven
6. Chickasaw
7. Choctaw
8. Cleveland
9. Corinth
10. Covington
11. East Tallahatchie*
12. Forrest County
13. Greene
14. Hancock
15. Hazlehurst
16. Holly Springs
17. Itawamba
18. Jackson County
19. Kosciusko
20. Lafayette
21. Lamar
22. Lawrence
23. Leake
24. Lee
25. Leland
26. Lincoln
27. Long Beach
28. Lowndes
29. Marion
30. Marshall
31. Monroe
32. Neshoba
33. New Albany
34. Newton Municipal
35. North Pike*
36. Pearl River
37. Philadelphia
38. Picayune
39. Pontotoc City*
40. Prentiss
41. Quitman City
42. Quitman County
43. Senatobia
44. Smith
45. South Panola

46. South Tippah
47. Stone
48. Tishomingo
49. Vicksburg-Warren
50. Winona-Montgomery

* The HR departments at East Tallahatchie, North Pike, and Pontotoc City failed to provide benchmark or performance data for this review.

SOURCE: PEER.

District	Total Student Enrollment	Total Number of District Staff	Total Number of Teachers	Total HR Staff (FTEs)	Ratio of Students to District Staff	Ratio of Students to Teachers	Ratio of District Staff to HR Staff
Alcorn	3,195	485	250	0.55	6.59	12.78	882
Baldwyn	759	125	75	0.75	6.07	10.12	167
Bay St Louis-Waveland	1,646	291	155	1	5.66	10.62	291
Biloxi	5,799	832	437	2	6.97	13.27	416
Brookhaven	Data Not Provided						
Chickasaw	2,196	253	189	1	8.68	11.62	253
Choctaw	1,245	251	130	0.5	4.96	9.54	502
Cleveland	3,074	464	224	1	6.63	13.72	464
Corinth	2,503	307	199	Not Provided	8.15	12.58	Not Provided
Covington	2,535	458	240	1	5.53	10.56	458
East Tallahatchie	Data Not Provided						
Forrest County	2,130	403	199	1.25	5.29	10.70	322
Greene	1,634	268	129	0.5	6.09	12.70	536
Hancock	3,987	609	307	3	6.55	12.99	203
Hazlehurst	Data Not Provided						
Holly Springs	1,029	218	95	0.15	4.72	10.83	1,453
Itawamba	3,266	504	269	0.5	6.48	12.14	1008
Jackson County	8,921	1,275	455	4	7	19.61	319
Kosciusko	2,100	318	175	Clarification Not Provided	6.60	12	Not Provided
Lafayette	2,761	442	214	3	6.25	12.90	147
Lamar	10,350	1,652	933	5	6.27	11.09	330
Lawrence	1,685	386	204	2	4.37	8.26	193
Leake	2,512	357	173	1	7.04	14.52	357
Lee	6,303	1,009	543	1.3	6.25	11.61	776
Leland	707	169	71	1	4.18	9.96	169
Lincoln	2,779	413	203.5	1	6.73	13.66	413
Long Beach	2,929	401	244	1	7.30	12.00	401
Lowndes	5,162	1,002	406	2	5.15	12.71	501
Marion	1,874	345	154	0.35	5.43	12.17	986
Marshall	2,777	423	152	1	6.57	18.27	423
Monroe	2,085	449	184	1	4.64	11.33	449
Neshoba	3,096	413	213	1.5	7.50	14.54	275

District Data for Fiscal Year 2023							
District	Total Student Enrollment	Total Number of District Staff	Total Number of Teachers	Total HR Staff (FTEs)	Ratio of Students to District Staff	Ratio of Students to Teachers	Ratio of District Staff to HR Staff
New Albany	2,103	345	177	4	6.10	11.88	86
Newton Municipal	Not Provided	179	89	1	Not Provided	Not Provided	179
North Pike	Data Not Provided						
Pearl River	3,329	424	226	0.5	7.85	14.73	848
Philadelphia	824	164	74	2	5.02	11.14	82
Picayune	3,363	871	211	3	3.86	15.94	290
Prentiss	2,242	347	159	Clarification Not Provided	6.46	14.1	Not Provided
Pontotoc City	Data Not Provided						
Quitman City	1,554	291	137	0.5	5.34	11.34	582
Quitman County	758	172	70	1	4.41	10.83	172
Senatobia	1,668	340	176	1	4.91	9.48	340
Smith	2,443	348	187	1	6.99	13.01	348
South Panola	4,313	725	329	2	5.95	13.11	363
South Tippah	2,534	574	292	1	4.41	8.68	574
Stone	2,452	387	193	2	6.34	12.70	194
Tishomingo County	2,821	459	251	1	6.15	11.24	459
Vicksburg-Warren	6,816	1,050	500	4	6.49	13.63	263
Winona-Montgomery	1,120	202	104	1	5.54	10.77	1,120

Note: GlimpseK12 attempted to verify the number of staff reported by school districts; however, the data is not captured in a centralized database that would allow for third-party verification of self-reported data.

Appendix C: FY 2023 HR Benchmark Data and Performance Indicators for Districts Reporting Information

Alcorn			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district did not specify the level of software automation used (e.g., time and attendance management, etc.).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$107.11	_	_
HR Cost per District Staff District Member	$89.86	_	_
Number of District Employees per HR Staff Member	882	+	+
Overall Employee Separation Rate	13.4%	_	_
Teacher Separation Rate	14.0%	+	_
Employee Misconduct Investigations per 1,000 Employees	2.1	+	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Baldwyn			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?		×	
Maintains employee handbook?	✓		
Performance Data Reported			

Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$873.18	+	+
HR Cost per District Staff District Member	$661.97	+	+
Number of District Employees per HR Staff Member	167	_	_
Overall Employee Separation Rate	8.0%	_	_
Teacher Separation Rate	10.7%	_	_
Employee Misconduct Investigations per 1,000 Employees	8.0	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Bay St. Louis-Waveland			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses some software systems to assist with human resources activities (i.e., human resources management, electronic forms/workflow, automated time and attendance management, applicant posting and tracking).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$92.58	_	_
HR Cost per District Staff District Member	$101.42	_	_
Number of District Employees per HR Staff Member	291	_	_
Overall Employee Separation Rate	22.3%	+	+
Teacher Separation Rate	15.5%	+	+
Employee Misconduct Investigations per 1,000 Employees	3.4	+	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Biloxi			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses some software systems to assist with human resources activities (i.e., automated time and attendance management, substitute management, and applicant posting and tracking).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$235.16	+	_
HR Cost per District Staff District Member	$251.73	+	+
Number of District Employees per HR Staff Member	416	+	+
Overall Employee Separation Rate	13.6%	=	_
Teacher Separation Rate	13.0%	_	_
Employee Misconduct Investigations per 1,000 Employees	8.1	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Brookhaven			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses several software systems to assist with human resources activities (i.e., human resources management software, electronic forms/workflow, automated time and attendance management, self service employee benefits, and applicant posting and tracking software).
Maintains employee handbook?	✓		
No Performance Data Reported			

Chickasaw			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses SAMS Spectra, a student information system software that assists with grades and scheduling but did not specify the level of software automation used (e.g., time and attendance management, electronic forms/workflow, substitute management, self-service employee benefits).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$211.31	_	_
HR Cost per District Staff District Member	$231.35	+	_
Number of District Employees per HR Staff Member	253	_	_
Overall Employee Separation Rate	0.4%	_	_
Teacher Separation Rate	9.0%	_	_
Employee Misconduct Investigations per 1,000 Employees	7.9	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Choctaw			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✗	
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district has invested in software automation products (i.e., human resources management software, time and attendance management, and applicant posting and tracking software).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$184.29	_	_
HR Cost per District Staff District Member	$188.10	_	_
Number of District Employees per HR Staff Member	502	+	+
Overall Employee Separation Rate	12.7%	_	_
Teacher Separation Rate	14.6%	+	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Cleveland			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district has invested in software automation products (i.e., human resources management, electronic forms/workflow, time and attendance management, and applicant posting and tracking.)
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$216.07	_	_
HR Cost per District Staff District Member	$225.94	+	_
Number of District Employees per HR Staff Member	464	+	+
Overall Employee Separation Rate	13.8%	+	_
Teacher Separation Rate	13.4%	_	_
Employee Misconduct Investigations per 1,000 Employees	2.2	+	_
Employee Discrimination Investigations per 1,000 Employees	2.2	+	+

Corinth[6]			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses automated time and attendance management software to assist with human Resources activities.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	N/A	N/A	N/A
Overall Employee Separation Rate	18.6%	+	+
Teacher Separation Rate	14.6%	+	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

---

[6] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Covington			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district has invested in software automation products (i.e., human resources management, electronic forms/workflow, time and attendance management, and applicant posting and tracking).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$163.36	_	_
HR Cost per District Staff District Member	$102.28	_	_
Number of District Employees per HR Staff Member	458	+	+
Overall Employee Separation Rate	16.4%	+	+
Teacher Separation Rate	14.2%	+	_
Employee Misconduct Investigations per 1,000 Employees	4.4	+	_
Employee Discrimination Investigations per 1,000 Employees	4.4	+	+

East Tallahatchie
No Benchmark or Performance Data Reported

Forrest County			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		The district has invested in software automation products (i.e., human resources management, automated time and attendance management, self-service employee benefits, and applicant posting and tracking management).
Maintains employee handbook?		×	The district staff stated that this was at the recommendation of the school board attorney, who advised that the district board policy should provide the guidance needed for employees.
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$323.54	+	+
HR Cost per District Staff District Member	$296.23	+	+
Number of District Employees per HR Staff Member	322	+	+
Overall Employee Separation Rate	20.3%	+	+
Teacher Separation Rate	11.6%	_	_
Employee Misconduct Investigations per 1,000 Employees	17.4	+	+
Employee Discrimination Investigations per 1,000 Employees	2.5	+	+

Greene			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses software automation products for human resources management, automated time and attendance management, self-service employee benefits, and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$188.96	_	_
HR Cost per District Staff District Member	$166.54	_	_
Number of District Employees per HR Staff Member	536	+	+
Overall Employee Separation Rate	11.6%	_	_
Teacher Separation Rate	11.7%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	_	_

Hancock			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	The district tracks individual employee absenteeism but does not track employee absenteeism in total.
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses software automation products for electronic forms/workflow, applicant posting, and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$143.62	_	_
HR Cost per District Staff District Member	$97.14	_	_
Number of District Employees per HR Staff Member	203	_	_
Overall Employee Separation Rate	17.2%	+	+
Teacher Separation Rate	18.2%	+	+
Employee Misconduct Investigations per 1,000 Employees	11.5	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Hazlehurst			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✗	
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses the Marathon Accounting System to assist with human resources activities.
Maintains employee handbook?	✓		
No Performance Data Reported			

Holly Springs			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses software automation products for human resources activities including human resources management, automated time and attendance management, and applicant posting and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$70.64	_	_
HR Cost per District Staff District Member	$36.88	_	_
Number of District Employees per HR Staff Member	1453	+	+
Overall Employee Separation Rate	24.8%	+	+
Teacher Separation Rate	18.9%	+	+
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Itawamba			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses software automation products such as human resources management software and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$118.23	_	_
HR Cost per District Staff District Member	105.29	_	_
Number of District Employees per HR Staff Member	1008	+	+
Overall Employee Separation Rate	14.3%	+	_
Teacher Separation Rate	10.8%	_	_
Employee Misconduct Investigations per 1,000 Employees	2.0	+	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Jackson County			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		The district has invested in software automation products, specifically applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$277.49	+	_
HR Cost per District Staff District Member	$252.06	+	+
Number of District Employees per HR Staff Member	319	+	_
Overall Employee Separation Rate	11.3%	_	_
Teacher Separation Rate	17.8%	+	+
Employee Misconduct Investigations per 1,000 Employees	8.6	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	_	_

Kosciusko[7]			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses software systems to assist with human resources activities (e.g., automated time and attendance management).
Maintains employee handbook?	✓		

Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	N/A	N/A	N/A
Overall Employee Separation Rate	12.3%	_	_
Teacher Separation Rate	13.1%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

---

[7] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Lafayette			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		District has invested in software automation products (i.e., human resources management, electronic forms/workflow software, time and attendance management, substitute management, and applicant posting and tracking software).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$221.63	+	_
HR Cost per District Staff District Member	$201.48	+	_
Number of District Employees per HR Staff Member	147	_	_
Overall Employee Separation Rate	12.4%	_	_
Teacher Separation Rate	12.1%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Lamar			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses several software systems to assist with human resources activities (i.e., electronic forms/workflow, automated time and attendance management, self-service employee benefits, and applicant posting and tracking).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$165.10	_	_
HR Cost per District Staff District Member	$133.85	_	_
Number of District Employees per HR Staff Member	330	+	+
Overall Employee Separation Rate	15.4%	+	+
Teacher Separation Rate	11.3%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	1.2	+	+

Lawrence[8]			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✗	
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		District has invested in human resources management software to assist with human resources activities.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	193	_	_
Overall Employee Separation Rate	11.1%	_	_
Teacher Separation Rate	10.8%	_	_
Employee Misconduct Investigations per 1,000 Employees	N/A	N/A	N/A
Employee Discrimination Investigations per 1,000 Employees	N/A	N/A	N/A

---

[8] District-reported HR department cost and operating revenue were improbable, and the district did not respond to requests for clarification. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Leake			
No Benchmark Data Reported			
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$306.86	+	+
HR Cost per District Staff District Member	$300.43	+	+
Number of District Employees per HR Staff Member	357	+	+
Overall Employee Separation Rate	24.6%	+	+
Teacher Separation Rate	21.4%	+	+
Employee Misconduct Investigations per 1,000 Employees	30.8	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Lee			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district has invested in software automation products (i.e., human resources management, electronic forms/workflow software, time and attendance management, and applicant posting and tracking software).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$115.10	_	_
HR Cost per District Staff District Member	$95.25	_	_
Number of District Employees per HR Staff Member	776	+	+
Overall Employee Separation Rate	15.1%	+	=
Teacher Separation Rate	12.3%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Leland			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?		✕	
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$173.14	_	_
HR Cost per District Staff District Member	$174.80	_	_
Number of District Employees per HR Staff Member	169	_	_
Overall Employee Separation Rate	11.8%	_	_
Teacher Separation Rate	14.1%	+	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Lincoln			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses time and attendance management and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$171.20	_	_
HR Cost per District Staff District Member	$141.56	_	_
Number of District Employees per HR Staff Member	413	+	+
Overall Employee Separation Rate	6.8%	_	_
Teacher Separation Rate	0.0%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Long Beach			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses electronic forms/workflow software, time and attendance management, self-service employee benefits, and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$270.32	+	_
HR Cost per District Staff District Member	$182.58	_	_
Number of District Employees per HR Staff Member	401	+	+
Overall Employee Separation Rate	14.0%	+	-
Teacher Separation Rate	12.7%	_	_
Employee Misconduct Investigations per 1,000 Employees	15.0 (6)	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Lowndes			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses applicant posting and tracking software to support human resources activities.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$187.70	_	_
HR Cost per District Staff District Member	$208.48	+	_
Number of District Employees per HR Staff Member	501	+	+
Overall Employee Separation Rate	12.6%	_	_
Teacher Separation Rate	11.1%	_	_
Employee Misconduct Investigations per 1,000 Employees	Data not provided	N/A	N/A
Employee Discrimination Investigations per 1,000 Employees	Data not provided	N/A	N/A

Marion			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses human resources management, electronic forms/workflow software, time and attendance management, substitute management, self-service employee benefits, and applicant posting and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$76.83	_	_
HR Cost per District Staff District Member	$94.84	_	_
Number of District Employees per HR Staff Member	986	+	+
Overall Employee Separation Rate	7.8%	_	_
Teacher Separation Rate	13.0%	_	_
Employee Misconduct Investigations per 1,000 Employees	2.9 (1)	+	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Marshall			

Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		The district uses time and attendance management systems and applicant posting and tracking software.
Maintains employee handbook?	✓		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$154.76	_	_
HR Cost per District Staff District Member	$161.69	_	_
Number of District Employees per HR Staff Member	423	+	+
Overall Employee Separation Rate	15.4%	+	+
Teacher Separation Rate	33.6%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Monroe			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses automated time and attendance management, applicant posting, and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			

Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$350.85	+	+
HR Cost per District Staff District Member	$152.46	_	_
Number of District Employees per HR Staff Member	449	+	+
Overall Employee Separation Rate	12.5%	_	_
Teacher Separation Rate	15.2%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Neshoba			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses human resources management software, electronic forms/workflow software, and applicant posting and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$261.40	+	_
HR Cost per District Staff District Member	$293.14	+	+
Number of District Employees per HR Staff Member	275	_	_
Overall Employee Separation Rate	9.7%	_	_
Teacher Separation Rate	8.9%	_	_
Employee Misconduct Investigations per 1,000 Employees	19.4 (8)	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

New Albany[9]			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district did not specify the level of software automation used (e.g., time and attendance management, electronic forms/workflow).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	86	_	_
Overall Employee Separation Rate	11.6%	_	_
Teacher Separation Rate	10.7%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

[9] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Newton Municipal[10]			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		
Maintains employee handbook?	✓		
Performance Data Reported			

Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	179	_	_
Overall Employee Separation Rate	17.9%	+	+
Teacher Separation Rate	16.9%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

[10] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

North Pike
No Benchmark or Performance Data Reported

Pearl River			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses human resources management, electronic forms/workflow, time and attendance management, substitute management, self-service employee benefits, and applicant posting and tracking software.
Maintains employee handbook?	✓		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$73.03	_	_
HR Cost per District Staff District Member	$61.32	_	_
Number of District Employees per HR Staff Member	848	+	+
Overall Employee Separation Rate	4.7%	_	_
Teacher Separation Rate	6.6%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Philadelphia[11]			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses human resources management, time and attendance management, substitute management, and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	82	_	_
Overall Employee Separation Rate	17.7%	+	+
Teacher Separation Rate	24.3%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

[11] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Picayune			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district invested in a self-service employee benefits portal to support department activities.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$47.70	_	_
HR Cost per District Staff District Member	$26.80	_	_
Number of District Employees per HR Staff Member	290	_	_
Overall Employee Separation Rate	14.8%	+	_
Teacher Separation Rate	13.3%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

No benchmark or performance data reported.

Prentiss[12]			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses the following software to support HR activities: human resources management, electronic forms/workflow, and self-service employee benefits.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	N/A	N/A	N/A
Overall Employee Separation Rate	0.3%	_	_
Teacher Separation Rate	1.3%	_	_
Employee Misconduct Investigations per 1,000 Employees	2.9 (1)	+	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

---

[12] The district did not respond to requests to clarify its human resources department costs and department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

Quitman County			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district uses time and attendance management and applicant and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$211.82	_	_
HR Cost per District Staff District Member	$243.25	+	_
Number of District Employees per HR Staff Member	172	_	_
Overall Employee Separation Rate	11.0%	_	_
Teacher Separation Rate	18.6%	+	+
Employee Misconduct Investigations per 1,000 Employees	11.6 (2)	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Quitman City			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses the following software: human resources management, electronic forms/workflow, time and attendance management, and applicant posting and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$70.21	_	_
HR Cost per District Staff District Member	$67.55	_	_
Number of District Employees per HR Staff Member	582	+	+
Overall Employee Separation Rate	9.3%	_	_
Teacher Separation Rate	13.9%	+	_
Employee Misconduct Investigations per 1,000 Employees	13.7 (4)	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Senatobia			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		The district uses the following software: human resources management, time and attendance management, substitute management systems, self-service employee benefits, and applicant posting and tracking.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$226.55	+	_
HR Cost per District Staff District Member	$180.88	_	_
Number of District Employees per HR Staff Member	340	+	+
Overall Employee Separation Rate	10.9%	_	_
Teacher Separation Rate	14.2%	+	_
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Smith[13]			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district has invested in automated time and attendance management software to support human resources activities.
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	348	+	+
Overall Employee Separation Rate	14.9%	+	_
Teacher Separation Rate	16.6%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	2.9 (1)	+	+

[13] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

South Panola			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district did not specify the level of software automation used (e.g., time and attendance management, electronic forms/workflow, substitute management).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (_), Above (+), or Equal to (=) State Peer Median**	**Below (_), Above (+), or Equal to (=) Regional Peer Average**
HR Cost per $100,000 of Revenue	$83.79	_	_
HR Cost per District Staff District Member	$60.57	_	_
Number of District Employees per HR Staff Member	363	+	+
Overall Employee Separation Rate	5.5%	_	_
Teacher Separation Rate	3.6%	_	_
Employee Misconduct Investigations per 1,000 Employees	4.1 (3)	+	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

South Tippah			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✕	
Tracks substitute fill rates?		✕	
Implements software to track HR information?	✓		The district has invested in a time and attendance management system but has not invested in other software automation products (i.e., substitute management systems and self-service employee benefits).
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$169.61	_	_
HR Cost per District Staff District Member	$105.06	_	_
Number of District Employees per HR Staff Member	574	+	+
Overall Employee Separation Rate	8.4%	_	_
Teacher Separation Rate	6.8%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	_	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Stone			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		×	
Tracks substitute fill rates?		×	
Implements software to track HR information?		×	
Maintains employee handbook?		×	
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$135.42	_	_
HR Cost per District Staff District Member	$118.68	_	_
Number of District Employees per HR Staff Member	194	_	_
Overall Employee Separation Rate	12.1%	_	_
Teacher Separation Rate	14.0%	+	-
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	5.2 (2)	+	+

Tishomingo			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		The district tracks teacher absences but does not track employee absenteeism for all employees.
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses time and attendance management systems, substitute management systems, and self-service employee benefits.
Maintains employee handbook?		✗	Each school within the district has its own employee handbook.
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$173.17	_	_
HR Cost per District Staff District Member	$163.02	-	-
Number of District Employees per HR Staff Member	459	+	+
Overall Employee Separation Rate	1.1%	_	_
Teacher Separation Rate	0.8%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Vicksburg-Warren			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses an automated leave form to assist with human resources activities. The district has not invested in other software automation products (i.e., time and attendance management, electronic forms/workflow, substitute management, self-service employee benefits)
Maintains employee handbook?	✓		
Performance Data Reported			
Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	$219.06	+	_
HR Cost per District Staff District Member	$241.91	+	_
Number of District Employees per HR Staff Member	263	_	_
Overall Employee Separation Rate	14.4%	+	_
Teacher Separation Rate	15.6%	+	+
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

Winona-Montgomery[14]			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		×	
Implements software to track HR information?	✓		The district uses human resources management, electronic forms/workflow, and applicant posting and tracking software.
Maintains employee handbook?	✓		
Performance Data Reported			

Performance Indicator	FY 2023	Below (_), Above (+), or Equal to (=) State Peer Median	Below (_), Above (+), or Equal to (=) Regional Peer Average
HR Cost per $100,000 of Revenue	N/A	N/A	N/A
HR Cost per District Staff District Member	N/A	N/A	N/A
Number of District Employees per HR Staff Member	202	_	_
Overall Employee Separation Rate	12.4%	_	_
Teacher Separation Rate	13.5%	_	_
Employee Misconduct Investigations per 1,000 Employees	0.0	_	_
Employee Discrimination Investigations per 1,000 Employees	0.0	=	_

---

[14] The district did not provide annual human resources department costs nor department FTEs. Therefore, some performance indicators could not be calculated (e.g., HR cost per $100,000 of revenue).

James F. (Ted) Booth, Executive Director

Reapportionment
Ben Collins

Administration
Kirby Arinder
Stephanie Harris
Gale Taylor

Quality Assurance and Reporting
Tracy Bobo
Hannah Jane Costilow

Performance Evaluation
Lonnie Edgar, Deputy Director
Jennifer Sebren, Deputy Director
Drew Allen
Taylor Burns
Emily Cloys
Kim Cummins
Matthew Dry
Rucell Harris
Matthew Holmes
Drew Johnson
Chelsey Little
Billy Loper
Debra Monroe-Lax
Meri Clare Ringer
Sarah Williamson
Julie Winkeljohn
Ray Wright