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

Glimpse

PEER MISSISSIPPI
Joint Legislative Committee on Performance
Evaluation and Expenditure Review

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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

P.O. Box 1204 | Jackson, Mississippi 39215-1204

Representatives

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July 29, 2025

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

On July 29, 2025, the PEER Committee authorized release of the report titled *A FY 2023 Comparative Analysis of 50 Mississippi School Districts: Human Resources (Volume II).*

Kevin W. Felsher

Representative Kevin Felsher, Chair

This report does not recommend increased funding or additional staff.

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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, 53% of districts do not track staff absenteeism rates, and 78% do not track daily substitute teacher fill rates. The median HR costs per $100,000 of revenue was $213, and the range among districts was $42 to $2,900 per $100,000 of revenue. This review was inhibited by some districts being unable to provide the requested HR data and some districts providing questionable HR cost and/or staffing data. The median overall employee separation rate across districts was 12.6% and the median teacher separation rate was 12.8%, both of which were better than (below) the regional peer average. However, some districts exceeded state, regional, and national separation rates.

BACKGROUND

In FY 2025, PEER received funding to contract with Glimpse K12 (now Level Data) to conduct a comparative review of 50 school districts. This report focuses on one of six non-instructional 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, 26 (53%) do not track staff absenteeism rates.** Reasons to track staff absenteeism rates are provided in the blue box below.

- **38 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.

- **All but one district had a documented employee handbook in FY 2023. However, this one district reported it has since adopted a 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 $213. The range was from approximately $42 in Franklin to approximately $2,900 in Richton. A closer examination of these districts' costs finds anomalies that affect each district's reported figures.** Many districts struggle to report revenue figures, HR department costs, and HR staffing expenses accurately. The 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 12.6%.
  - Overall separation rates ranged from 3.3% in Jefferson Davis to 27.2% in Hinds. Seven districts reported overall employee separations higher than state, regional, and national peers.
- The median teacher separation rate was 12.8%.
  - Teacher separation rates ranged from 1.0% in Jefferson Davis to 30.1% in Nettleton. Seven districts reported teacher separation rates above those of state, regional, and national peers.

A Look at Employee Misconduct and Discrimination Complaints

- 14 districts reported a total of 83 employee misconduct investigations in FY 2023. 28 districts reported no investigations, and 8 districts did not provide data.
  - Because each district has discretion in whether to classify an issue as "misconduct," the number of investigations reported by district ranged from 0 to 27 and a wide range of issues were reported (e.g., breach of contract, violating district's code of conduct).
- 7 districts reported 10 employee discrimination investigations in FY 2023. 36 districts reported no investigations, and 7 districts did not provide data.

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 2026, 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.

RECOMMENDATION 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.

PEER MISSISSIPPI
Joint Legislative Committee on Performance Evaluation and Expenditure Review

A FY 2023 Comparative Analysis of 50 Mississippi School Districts: Human Resources (Volume II)
For more information, contact: (601) 359-1226 | P.O. Box 1204, Jackson, MS 39215-1204
Representative Kevin Felsher, Chair | James F. (Ted) Booth, Executive Director

A FY 2023 Comparative Analysis of 50 Mississippi School Districts: Human Resources (Volume II)

This review is a continuation of previous studies conducted by Glimpse K12 (now Level Data[1]) of Mississippi school districts' operational programs and expenses. (See additional information on these previous studies in the Introduction on page 2.) For this review, Level Data selected 50 additional Mississippi school districts of varying sizes (based on student enrollments), geographic regions, and accountability ratings. Appendix A on page 25 lists the districts included in this review.

Level Data provided this report to the PEER Committee based on data and extrapolated information provided by the school districts for school year 2022-2023 (i.e., FY 2023). Level Data 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, Level Data 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. Level Data 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 Level Data. 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 Level Data.

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[1] In Fiscal Year 2024, Level Data acquired Glimpse K12, which is referenced in previous PEER reports.

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 noted previously, this report is one of a series of reports that provide decisionmakers with comparative data regarding selected Mississippi school districts' key operational programs and associated costs (i.e., human resources [HR], transportation, operations, nutrition, information technology, and finance). Mississippi has a total of 138[2] school districts. To date, Level Data has collected and analyzed the following data sets from Mississippi's districts:

Number of School Districts	Period of Data Collected	Name of Data Set for PEER Purposes	Reporting of Analysis Results*
30 districts	FY 2022	Cohort 1	Published in PEER Reports #690a through #690f.
	FY 2023	Cohort 2	Not published in separate PEER reports. However, selected Cohort 2 data was combined with selected Cohort 3 data in PEER Reports #703i through #703vi.
50 districts	FY 2023	Cohort 3	Published in PEER Reports #703i through #703vi**
50 districts	FY 2023	Cohort 4	Published in this report.***
8 districts	FY 2023 (projected)	Cohort 5 (projected)	Projected to be published in PEER reports in 2026.

* Appendix A in each respective report lists the districts that were included in the analysis for that report.
** In order to represent a more complete data set and provide a better sense of the true state median, Level Data combined selected FY 2023 data from Cohorts 2 and 3 to calculate medians and performance quartiles for the exhibits in these reports.
*** In order to represent a more complete data set and provide a better sense of the true state median, Level Data combined selected FY 2023 data from Cohorts 2, 3, and 4 to calculate medians and performance quartiles for the exhibits in these reports.

After the final review of the remaining eight districts in FY 2026, Level Data will have collected FY 2023 data for all 138 traditional public school districts in Mississippi. By collecting data from a single fiscal year for all school districts, Level Data will be able to calculate medians and performance quartiles for the entire state on each performance measure. As a result, district administrators will have the comparative data for their districts to identify which operational areas potentially need improvement and which areas demonstrate effectiveness and/or efficiency.

For the analysis for this report, Level Data selected 50[3] of Mississippi's districts with a range of characteristics, including geographic location, enrollment, and grades based on the statewide accountability system to provide data on their operational functions and then analyzed data regarding their human resources programs and expenses. The districts

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[2] This number does not include Mississippi's public charter school districts.
[3] Appendix A on page 25 lists the districts selected for this review. Although 50 districts were selected, only 49 districts provided the requested information (i.e., benchmark data and performance data), either in part or in full. Aberdeen did not provide information for this review.

selected for review in this analysis were not included in previous PEER reports on human resources programs and expenses (PEER Reports #690b and #703ii).

This report presents FY 2023 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 B on page 27 provides enrollment and staff data for all 50 districts selected for this review. Appendix C on page 30 provides FY 2023 human resources benchmark data and performance indicators for the districts that reported information.

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

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.

Forty-nine of the 50 districts reviewed provided the above-listed benchmark information for FY 2023 for this analysis.[4] Each district's benchmark information is presented in Appendix C beginning on page 30. As noted previously, in 2024, benchmark information was gathered and analyzed for another cohort of 50 districts for FY 2023 (i.e., Cohort 3). In the following discussion, references are made to this previous cohort. Detailed information regarding the districts in Cohort 3 may be found in *Analysis of Human Resources in 50 Mississippi School Districts: A FY 2023 Comparative Review* (PEER Report #703ii).

Tracking Staff Absenteeism

Of the school districts reporting FY 2023 HR benchmark data for this analysis, 26 (53%) did not track staff absenteeism rates.

Tracking staff absenteeism is crucial for a school district, as it can provide valuable insights into employee attendance trends, allowing administrators to improve organizational effectiveness and student outcomes. Key reasons to track staff absenteeism include the following:

- *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.

Of the districts reporting FY 2023 HR benchmark data for this analysis, 26 (53%) did not track staff absenteeism rates.

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[4] Aberdeen did not provide any data.

A school district can track staff absenteeism by implementing an automated absence management system (e.g., Frontline, AESOP, or a similar HR management software tool) that records, categorizes, and analyzes employee leave data in real time. Districts should consistently run reports to identify absenteeism trends and patterns and potential staffing concerns that may require intervention. If implementing an absence management software program is not feasible, districts can implement a standardized manual tracking system using shared spreadsheets or district-approved forms to record employee absences. After developing a structured process, the district should require consistent reporting of absences to HR to monitor trends and identify patterns across the district.

Tracking Use of Substitute Teachers

Of the 49 school districts reporting FY 2023 HR benchmark data for this analysis, 38 (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:

- *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.

Of the 49 school districts reporting FY 2023 HR benchmark data for this analysis, 38 (78%) did not track daily substitute teacher fill rates.

Districts that have substitute tracking software should run reports to identify days with lower fill rates, subject areas with chronic shortages, or schools that struggle to secure substitutes. School districts without an automated tracking system can maintain a centralized report that records each absence, whether a substitute was assigned, and if the position remained unfilled. District administrators should require regular reporting and establish target percentages. If fill rates are consistently low, districts should consider partnering with staffing agencies or expanding substitute pools.

Implementation of Software Programs to Support HR Activities

All but four of the 49 districts reporting data for this analysis have invested in software to support human resources activities.

Computer software and related tools are available to help school districts track employee time and attendance, manage substitute teacher placement, automate forms and workflows, and streamline job postings. Additionally, self-service benefit portals provide employees with direct access to manage their benefits. These tools can improve efficiency, accuracy, and the overall operational efficiency of the HR function.

All but four of the 49 districts reporting data for this analysis have invested in software to support human resources activities. Exhibit 1 on page 6 shows the types of HR products that districts in this analysis used in FY 2023 and the number of districts using each.

Districts should evaluate their current use of HR software systems to ensure that they effectively support key functions such as time tracking, substitute management, applicant tracking, and benefits administration. Additionally, districts should

ensure they are fully utilizing the capabilities of their existing HR software systems by conducting regular assessments, providing staff training, and exploring all available features to enhance efficiency.

Districts managing HR activities manually should take a closer look at whether investing in HR software could save money by reducing the time and effort spent on paperwork and administrative tasks. Automating processes like time tracking, payroll, and substitute management could help offset the cost of the software by making daily operations more efficient.

Exhibit 1: Types of HR Software Used by Districts in FY 2023 and the Number of Districts Using Each

Software	Number of Districts
Human Resource Management Software	29
Electronic Forms/Workflow Software	6
Automated Time and Attendance Management Software	38
Substitute Management Software	9
Self-Service Employee Benefit Portal	7
Applicant Posting & Tracking Software	30
Other	3
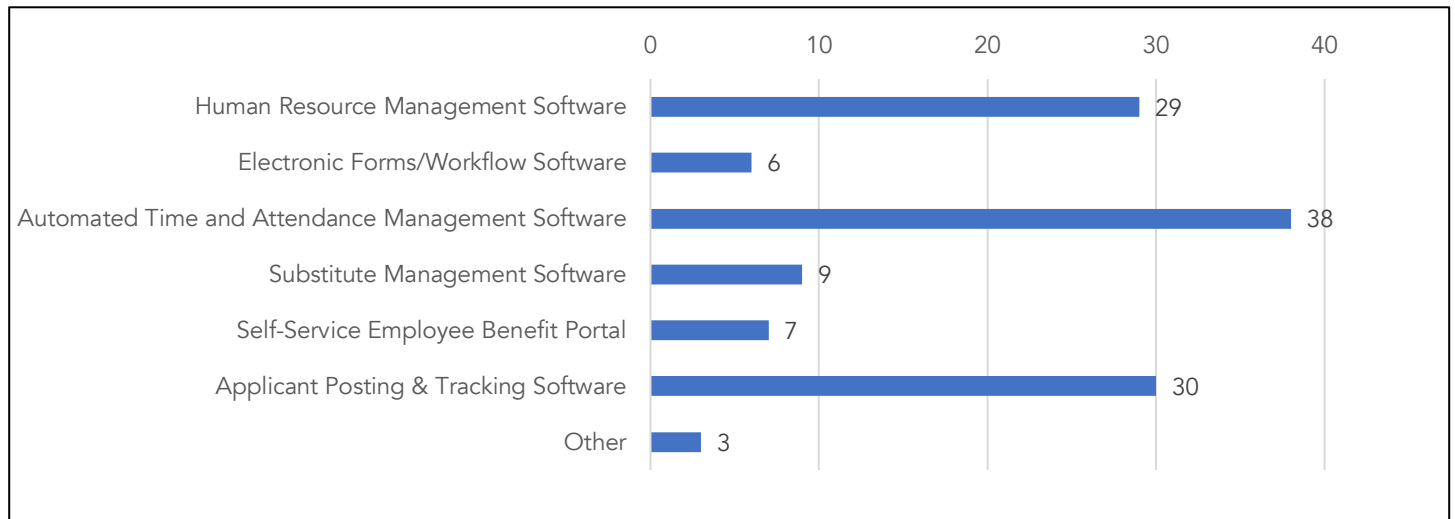
Provision of Employee Policies and Guidance in an Employee Handbook

All but one of the 49 districts reporting data for this analysis 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 handbooks serve as a valuable resource for employees and contribute to a positive and well-functioning work environment.

All but one of the districts reporting FY 2023 data for this analysis (Claiborne) documented district-wide employee handbooks. Claiborne district administrators stated that this changed for FY 2024 and that the district now has employee handbooks.

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.

Forty-nine of the 50 districts reviewed provided HR performance data for FY 2023.[5]

In 2024, key performance indicator information was previously gathered and analyzed for another cohort of 50 districts for FY 2023. In the following discussion, references are made to this previous cohort (i.e., Cohort 3). Detailed information regarding the districts in the previous cohort may be found in *Analysis of Human Resources in 50 Mississippi School Districts: A FY 2023 Comparative Review* (PEER Report #703ii).

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[5] The HR department at the Aberdeen district did not provide data for this report.

HR Cost per $100,000 of District Revenue

For the districts reporting data for this analysis,[6] the median FY 2023 HR cost per $100,000 of district revenue was $213, whereas the regional peer average was $311. This indicates that reporting districts allocated a smaller portion of their total expenses to HR functions compared to regional peers. Challenges with accurately capturing HR costs suggest that reported figures may not fully reflect the true extent of HR-related expenditures across Mississippi 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.

Two districts (South Pike and Webster) did not submit numbers on district revenue for FY 2023. (District revenue is needed to calculate HR Cost per $100,000 of District Revenue.) Sixteen of the 49 reporting districts did not provide either overall HR department costs or HR department staffing costs for this analysis. Nine of these districts had no full-time staff members who were dedicated to HR activities. However, Jefferson, Kemper, North Bolivar, Pontotoc County, South Pike, Webster, and West Bolivar reported having one full-time equivalent staff member dedicated solely to HR responsibilities. North Bolivar, Pontotoc County, South Pike, Webster, and West Bolivar each reported having one staff member with combined roles whose duties included HR responsibilities.

Only 33 of the 49 reporting districts provided district revenue figures, HR department costs, and HR department staffing costs. For the districts reporting data for this analysis, the median FY 2023 HR cost per $100,000 of district revenue was $213, lower than the regional peer average of $311. As shown in Exhibit 2 on page 9, HR costs per $100,000 of revenue varied significantly, ranging from approximately $42 in Franklin to $2,857 in Richton. However, a closer examination suggests that some districts' reported cost data may be questionable. For example, Franklin reported one dedicated HR staff member and another with shared HR responsibilities, yet its total reported HR staffing costs were approximately $6,400. Conversely, Richton attributed approximately $125,600 to HR staffing costs but reported no dedicated HR staff, with only one employee handling multiple business and finance functions, including HR.

Many districts struggle to report revenue figures, HR department costs, and HR staffing expenses accurately. Additionally, questionable cost reporting in some districts suggests challenges in properly capturing the full scope of district-level HR activities (e.g., recruitment, hiring, onboarding, employee relations, benefits administration, professional development, and compliance with applicable laws and regulations). Without detailed, accurate, and consistent data, district administrators cannot effectively monitor HR costs, measure efficiency, or make meaningful comparisons between districts. These inconsistencies underscore the need for more precise financial reporting to provide reliable data for assessing operational efficiency.

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[6] Reporting districts include the 50 districts included in this review and an additional 80 Mississippi districts that are part of separate reviews over the same period.

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

District	Value
Franklin	$42.29
West Tallahatchie	$57.76
Carroll	$65.54
Calhoun	$65.72
Clinton	$71.67
Nettleton	$81.41
Enterprise	$113.03
Scott	$118.32
South Delta	$118.76
Newton County	$137.00
Tupelo	$146.40
Pearl	$148.17
Booneville	$167.18
Columbia	$170.11
Benton County	$188.23
Forest	$195.74
Hinds	$205.68
West Jasper	$213.33
Clarksdale	$222.18
Poplarville	$253.31
Claiborne	$272.76
Petal	$283.35
Lauderdale County	$286.02
Tunica County	$307.33
Ocean Springs	$325.29
Greenwood Leflore	$358.43
Starkville Oktibbeha	$369.09
Jefferson Davis	$390.44
Columbus	$450.30
Gulfport	$481.20
Laurel	$602.93
Pascagoula-Gautier	$678.16
Richton	$2,856.74

Regional Peer Average: **$310.92**

National Peer Range: **$473-$826**

Lower performing quartile ($307.1) ——— Median ($213.33) ———

The lower performing quartile and the median in this exhibit represent the above reporting districts as well as an additional 80 Mississippi districts that were part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Amite, Amory, Coffeeville, East Jasper, Jefferson, Jones, Kemper, North Bolivar, North Tippah, Pontotoc County, South Pike, Union County, Union Public, Webster, West Bolivar, and Western Line districts did not provide HR cost data. Aberdeen did not provide any data.

HR Cost per District Staff Member

For the districts reporting data for this analysis, the $188 median HR cost per district staff member in FY 2023 was lower than the regional peer average of $280, signifying that the Mississippi districts in this review allocate fewer resources to human resources per district staff member compared to regional peers.

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.
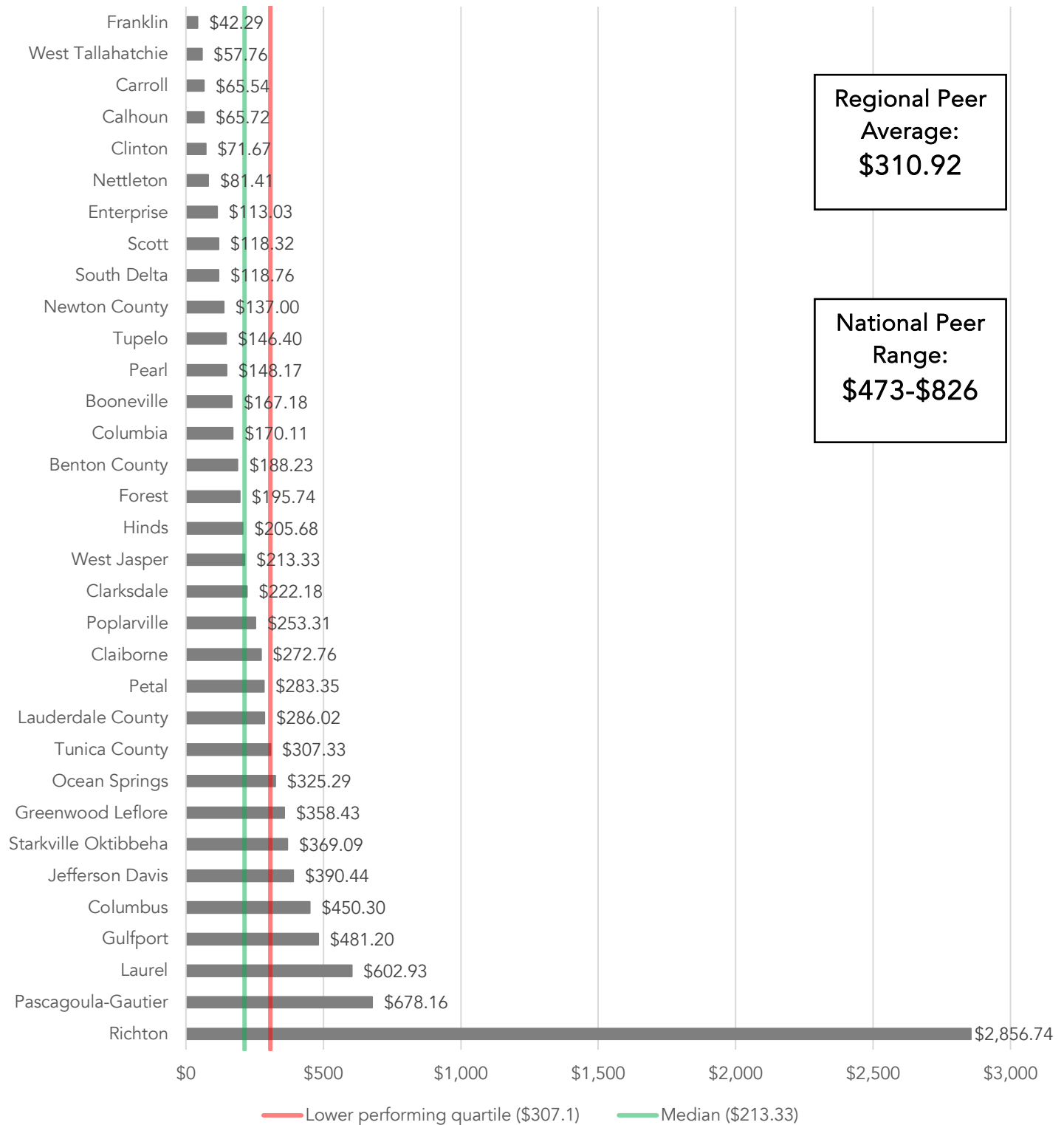
For the districts reporting data for this analysis, the $188 median HR cost per district staff member in FY 2023 was lower than the regional peer average of $280. HR cost per district staff member varied significantly among districts reporting data for this analysis, ranging from approximately $33 in Franklin to $1,749 in Richton. (See Exhibit 3 on page 11). Similar to the challenges seen with HR cost per $100,000 of revenue, inconsistencies in how districts track and report HR expenses impact the accuracy of this measure. These reporting gaps make it difficult for district leaders to assess HR spending reliably and identify opportunities for improving operational efficiency. Level Data contacted districts with questionable or missing HR department costs and FTE data and offered opportunities to clarify data or submit updated information. The information from districts that provided clarifying and/or revised information is included in the calculated HR metrics.

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

District	Cost
Franklin	$32.72
Calhoun	$46.73
West Tallahatchie	$64.00
Clinton	$66.49
Nettleton	$68.85
Carroll	$76.80
Scott	$95.75
Enterprise	$99.13
South Delta	$113.26
Pascagoula-Gautier	$121.10
Pearl	$134.52
Booneville	$145.00
Columbia	$146.79
Newton County	$153.17
Tupelo	$154.90
Benton County	$166.87
Claiborne	$175.90
West Jasper	$204.91
Poplarville	$210.20
Forest	$224.82
Hinds	$244.99
Ocean Springs	$264.59
Lauderdale County	$270.51
Greenwood Leflore	$302.38
Tunica County	$303.64
Petal	$310.90
Clarksdale	$346.24
Starkville Oktibbeha	$390.24
Jefferson Davis	$399.27
Columbus	$421.25
Gulfport	$513.09
Laurel	$703.84
Richton	$1,749.15

Regional Peer Average: $280.20

National Peer Range: $601-$1,133

Lower performing quartile ($303.01) ——— Median ($188.10)

The lower performing quartile and the median in this exhibit represent the above reporting districts as well as an additional 80 Mississippi districts that were part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Amite, Amory, Coffeeville, East Jasper, Jefferson, Jones, Kemper, North Bolivar, North Tippah, Pontotoc County, South Pike, Union, Union County, Webster, West Bolivar, Western Line districts did not provide HR cost data. Aberdeen did not provide any data.

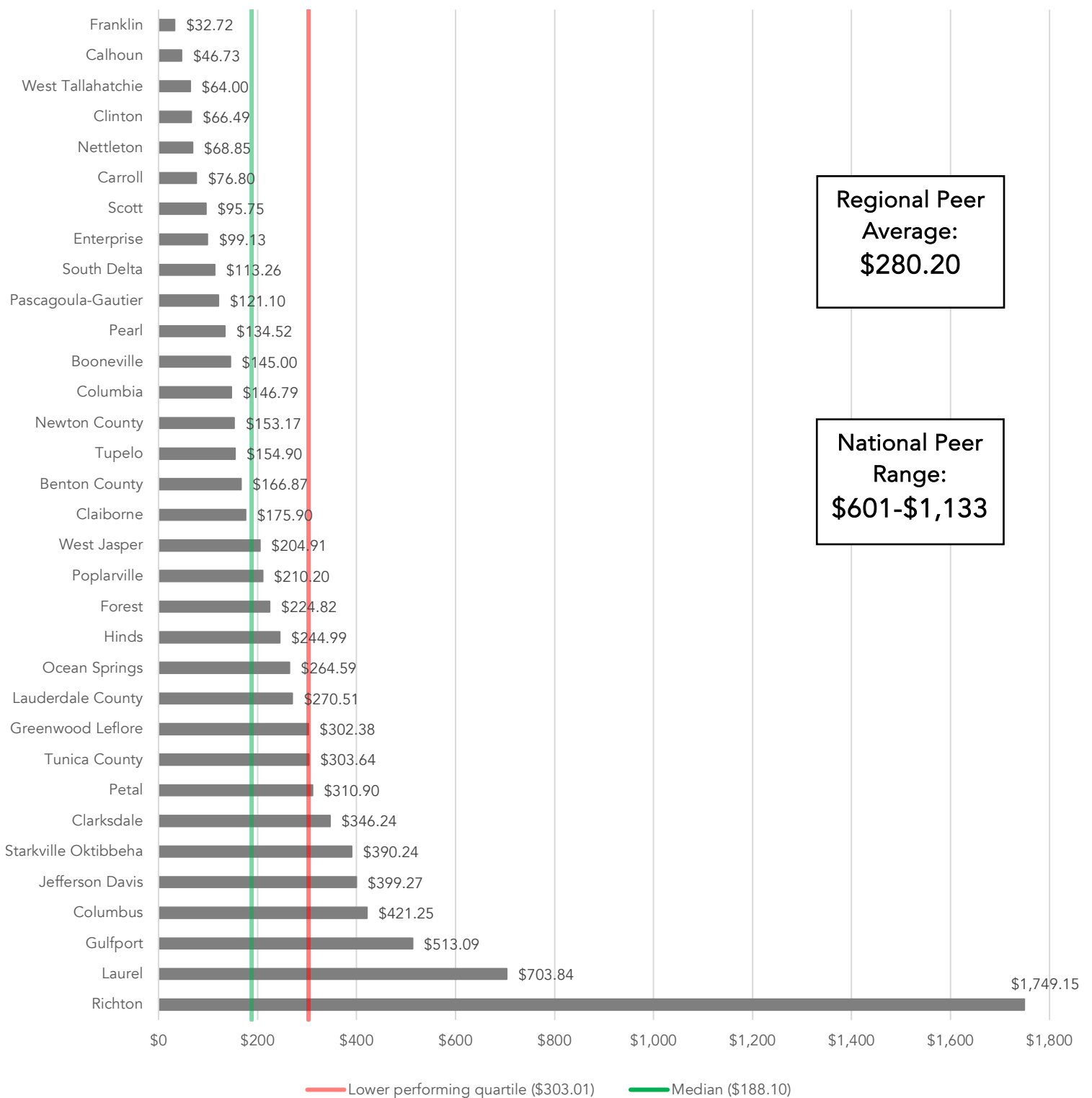## Number of Employees per HR Staff Member

For the districts reporting data for this analysis, the median number of district employees per HR staff member for FY 2023 was 316, compared to the regional peer average of 325, which may indicate a lower level of HR function efficiency than regional peers. However, this could be attributable to differences in staffing models, service delivery approaches, or district priorities.

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.

For the districts reporting data for this analysis, the median of 316 district employees per HR staff member is comparable to the regional peer average of 325. However, individual district ratios ranged from the lowest ratio (97) in Coffeeville who reported 97 district staff and 1 HR full-time equivalent (FTE) to the highest ratio (1,420) in Enterprise who reported 142 district staff and 0.1 HR FTE. (See Exhibit 4 on page 13.) Both Amite and Calhoun had high ratios of 736 (i.e.,184 district staff to 0.25 HR FTE) and 968 (i.e., 484 district staff and 0.5 FTE) respectively. Lower ratios may suggest opportunities to improve the efficiency of the HR function, or they may reflect a more personalized, hands-on HR support structure. Similarly, higher ratios could indicate efficient operations, or they might suggest that the time required to perform HR activities is being underestimated. The underlying reasons for these ratios can vary widely, depending on each district's specific context and operational priorities.

In school districts where central office staff support multiple functional areas—such as human resources and payroll, or human resources and board operations—it can be challenging to determine the number of FTE staff dedicated specifically to human resources. Staff in these dual or multi-role positions often divide their time across functions, but districts may not consistently track how much time is spent on each area. As a result, both the FTE count for HR and the associated departmental costs may be difficult to isolate. This lack of clarity can complicate benchmarking efforts, resource planning, and evaluations of HR service levels.

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

District	Value
Coffeeville	97.00
Laurel	99.20
Union	145.00
West Bolivar	165.00
North Bolivar	166.00
East Jasper	186.00
Booneville	193.00
Jefferson	195.00
Starkville Oktibbeha	222.75
Newton County	228.00
Franklin	235.00
Kemper	236.00
Webster	258.67
Greenwood Leflore	263.00
Tupelo	264.00
South Pike	280.00
Columbus	280.00
Gulfport	281.33
Ocean Springs	296.33
Claiborne	316.00
Poplarville	318.00
Clarksdale	332.00
Hinds	334.50
Benton County	356.00
Tunica County	368.00
Lauderdale County	451.00
Carroll	479.52
West Jasper	484.00
Pontotoc County	508.00
Pearl	562.00
South Delta	572.00
Columbia	574.00
Scott	612.00
Petal	663.00
Clinton	670.00
Pascagoula-Gautier	713.00
Amite	736.00
Calhoun	968.00
Enterprise	1,420.00

Regional Peer Average: 325.4

National Peer Range: N/A

Median (316)

The median in this exhibit represents the above reporting districts and an additional 80 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Amory, Forest, Jefferson Davis, Jones, Nettleton, North Tippah, Richton, Union County, West Tallahatchie, and Western Line districts reported having no full time HR employees. Aberdeen did not provide any data.

Overall Employee Separation Rate

For the districts reporting data for this analysis, the median FY 2023 overall employee separation rate was 12.6%, below the regional peer average of 14.2% and within the lower range of the national peer average (11.5%–17.5%). This suggests that districts in this review were relatively successful in retaining employees. However, seven districts—Petal, Lauderdale County, Kemper, Gulfport, Pascagoula-Gautier, Starkville Oktibbeha, and Hinds—had separation rates exceeding state, regional, and national peers.

A district's overall employee separation rate is a key indicator of its policies, administrative procedures, and management effectiveness. Tracking this rate helps districts assess the impact of their decisions on resource allocation, policy implementation, and employee support. This measure also offers insight into workforce satisfaction and the overall organizational climate.

As shown in Exhibit 5 on page 15, overall employee separation rates among reporting districts ranged from 3.3% in Jefferson Davis to 27.2% in Hinds. For the districts reporting data for this analysis, the median FY 2023 overall employee separation rate was 12.6%. Thirty-one had lower separation rates than the regional peer average, while 17 exceeded it. Lower separation rates may indicate a positive work environment, whereas higher rates could signal employee dissatisfaction and highlight areas for improvement. It should be noted that many districts across the southeast are experiencing higher turnover among classified staff—particularly in roles such as bus drivers and nutrition workers—due to compensation challenges and regional labor shortages.

Exhibit 5: Overall Employee Separation Rate in FY 2023

District	Rate
Jefferson Davis	3.3%
Benton County	3.4%
Union	3.4%
Scott	4.1%
South Delta	4.2%
Forest	4.7%
Amite	4.9%
Coffeeville	5.2%
Booneville	5.7%
Webster	5.8%
North Tippah	6.0%
West Jasper	6.2%
Jones	6.4%
Claiborne	6.6%
Clarksdale	7.2%
Franklin	7.7%
Calhoun	7.9%
Newton County	7.9%
North Bolivar	8.4%
Poplarville	8.8%
Pontotoc County	8.9%
Pearl	9.1%
Western Line	9.5%
Enterprise	9.9%
South Pike	10.7%
East Jasper	10.8%
Columbia	10.8%
Richton	11.2%
Amory	12.3%
Union County	12.8%
Tupelo	13.2%
Ocean Springs	14.4%
Laurel	14.5%
West Tallahatchie	15.2%
Clinton	16.0%
Columbus	16.4%
Carroll	16.7%
Nettleton	16.9%
Jefferson	16.9%
Greenwood Leflore	17.2%
Tunica County	17.4%
Petal	17.8%
Lauderdale County	18.2%
Kemper	18.2%
Gulfport	18.2%
Pascagoula-Gautier	19.2%
Starkville Oktibbeha	20.5%
Hinds	27.2%

Regional Peer Average: 14.2%

National Peer Range: 11.5%-17.5%

Legend: Lower performing quartile (16.6%) — Median (12.6%)

The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 80 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: West Bolivar did not provide overall employee separation data. Aberdeen did not provide any data.

Teacher Separation Rate

For the districts reporting data for this analysis, the FY 2023 median teacher separation rate was 12.8%, below the regional peer average of 14.1% and within the lower range of the national peer average (9.8%–17.2%). This suggests that districts in this review were relatively successful in retaining teachers. However, seven districts—Ocean Springs, Carroll, Kemper, North Bolivar, Starkville Oktibbeha, East Jasper, and Nettleton—had teacher separation rates exceeding those of state, regional, and national peers.

The teacher separation rate measure provides insight such as that provided by the overall employee separation rate. Tracking teacher separation rates can provide valuable insights into workforce stability, district operations, and student outcomes.

As shown in Exhibit 6 on page 17, the median teacher separation rate in this year's analysis was lower than this year's regional peer average teacher separation rate (14.1%). However, teacher separation rates varied widely, from 1.0% in Jefferson Davis—the district with the lowest overall employee separation rate—to 30.1% in Nettleton.

Again, as shown in Exhibits 5 and 6 on pages 15 and 17, 24 districts had teacher separation rates below the national peer range and 20 of those districts also had lower overall employee separation rates than the national peer range. However, high separation rates in some districts, such as Nettleton's 30.12%, may warrant further examination. Frequent teacher turnover disrupts student learning, reduces instructional consistency, and can negatively affect academic performance. District leaders may benefit from conducting exit interviews to identify key areas of teacher satisfaction and implement strategies to improve teacher retention.

Notably, Kemper and Starkville Oktibbeha's separation rates for both overall employees and teachers exceeded state, regional, and national separation rates.

Exhibit 6: Teacher Separation Rate in FY 2023

District	Rate
Jefferson Davis	1.0%
West Jasper	1.8%
Richton	1.9%
Scott	2.0%
Union	2.4%
Forest	2.4%
Clarksdale	2.4%
North Tippah	2.7%
Jones	3.7%
Poplarville	3.8%
Greenwood Leflore	4.4%
Coffeeville	4.4%
West Tallahatchie	4.8%
Claiborne	4.8%
Enterprise	5.7%
Franklin	5.9%
Amite	6.0%
Newton County	6.5%
Benton County	6.7%
Webster	7.3%
Pontotoc County	7.3%
Booneville	7.9%
Columbus	8.1%
South Delta	8.3%
Amory	9.9%
Calhoun	10.0%
Clinton	10.3%
Tupelo	11.3%
Pearl	11.9%
Lauderdale County	12.3%
Union County	12.3%
Western Line	12.6%
Jefferson	12.7%
Pascagoula-Gautier	13.2%
Columbia	14.0%
Tunica County	14.7%
Petal	14.8%
Laurel	15.5%
Gulfport	15.7%
South Pike	16.8%
Hinds	16.9%
Ocean Springs	17.3%
Carroll	17.9%
Kemper	19.0%
North Bolivar	20.3%
Starkville Oktibbeha	22.5%
East Jasper	24.3%
Nettleton	30.1%

Regional Peer Average: 14.1%

National Peer Range: 9.8%-17.2%

Lower performing quartile (16.6%)   Median (12.8%)

The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 80 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: West Bolivar did not provide teacher separation data. Aberdeen did not provide any data.

Number of Employee Misconduct Investigations per 1,000 Employees

For the districts reporting data for this analysis, in FY 2023, 28 districts had no employee misconduct investigations, while 14 districts reported a combined total of 83 investigations. Eight districts did not provide employee misconduct investigation data. The previous Mississippi cohort included 24 districts with no reported investigations and 19 districts with a combined total of 110 investigations.

The number of employee misconduct investigations per 1,000 employees serves as an indicator of a district's hiring and supervisory effectiveness, reflecting how well it 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 on page 19, for the districts reporting data for this analysis, in FY 2023, the number of misconduct investigations reported by districts ranged from zero to 27 investigations. 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. Twenty-eight districts reported no employee misconduct investigations. Seven districts reported only one investigation, three districts reported two investigations, one district reported six, and one district reported 12. Eight districts did not provide employee misconduct investigation data. Two districts—Tupelo (27 cases) and Hinds (25 cases)—accounted for 52 of the 83 total investigations. Tupelo clarified that all 27 cases involved violations of the district's code of conduct; however, none of these investigations found that a violation of state law or of the Mississippi Department of Education's *Code of Ethics* had occurred.

To facilitate comparisons, misconduct investigation rates are measured per 1,000 employees. However, the actual number of investigations is also important for context. For example, both Pontotoc County and West Bolivar reported one investigation, but due to differences in total staff size, their rates were 2.0 and 6.1, respectively.

The wide variation in reported cases (ranging from 0 to 27 in the current cohort and 0 to 40 in the previous cohort) suggests that districts have broad discretion in defining what qualifies as an employee misconduct investigation.

Overall, districts included in this review compared favorably to the regional peer average (4.5 misconduct investigations) and the national peer range (8.8 to 38.4 misconduct investigations).

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

District	Value
Amite	0.0
Amory	0.0
Benton County	0.0
Booneville	0.0
Carroll	0.0
Clarksdale	0.0
Clinton	0.0
Columbia	0.0
Columbus	0.0
East Jasper	0.0
Enterprise	0.0
Forest	0.0
Jefferson	0.0
Jones	0.0
Lauderdale County	0.0
Nettleton	0.0
Newton County	0.0
North Bolivar	0.0
Pascagoula-Gautier	0.0
Pearl	0.0
Richton	0.0
Scott	0.0
South Delta	0.0
South Pike	0.0
Tunica County	0.0
Union	0.0
Webster	0.0
West Tallahatchie	0.0
Pontotoc County	2.0 (1)
Ocean Springs	2.2 (2)
Petal	3.0 (2)
Poplarville	3.1 (1)
Claiborne	3.2 (1)
Western Line	3.5 (1)
West Jasper	4.1 (1)
Franklin	4.3 (1)
Union County	5.3 (2)
West Bolivar	6.1 (1)
Calhoun	12.4 (6)
Starkville Oktibbeha	13.5 (12)
Tupelo	25.6 (27)
Hinds	37.4 (25)

Regional Peer Average: 4.5

National Peer Range: 8.8-38.4

Lower performing quartile (4.835)   Median (0)

The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 80 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Coffeeville, Greenwood Leflore, Gulfport, Jefferson Davis, Kemper, Laurel, and North Tippah did not provide employee misconduct investigation data. Aberdeen did not provide any data.

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

For the districts reporting data for this analysis, 36 reported no employee discrimination investigations in FY 2023. Seven districts reported a total of 10 employee discrimination investigations, with six of the districts reporting only one investigation and one district (South Pike) reporting four. Seven districts did not provide employee discrimination investigation data. The previous Mississippi cohort included 37 districts with no reported investigations for FY 2023. Six districts combined for a total of 9 employee discrimination investigations, with 2 being the most any one district had.

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.

For the districts reporting data for this analysis, 36 reported no employee discrimination investigations in FY 2023. As shown in Exhibit 8 on page 21, seven districts reported a total of 10 employee discrimination complaints that were filed and investigated in FY 2023. Six districts reported only one employee discrimination investigation each and one district (South Pike) reported four investigations. Seven districts did not provide employee discrimination investigation data.

Like misconduct investigations, employee discrimination investigation rates are calculated per 1,000 employees. Readers are encouraged to review the actual number of cases included in parentheses for districts in order to have a fuller understanding. For example, both Ocean Springs and Coffeeville reported one employee discrimination investigation for FY 2023; however, due to differences in staff sizes, this equates to a rate of 1.1% for Ocean Springs and 10.3% for Coffeeville.

Overall, districts included in this analysis compared favorably to the regional peer average (0.8 employee discrimination investigations) and the national peer range (0.59 to 1.42 employee discrimination investigations).

Exhibit 8: Number of Employee Discrimination Investigations per 1,000 Employees in FY 2023

District	Rate
Amite	0.0
Amory	0.0
Benton County	0.0
Booneville	0.0
Calhoun	0.0
Carroll	0.0
Claiborne	0.0
Columbia	0.0
Columbus	0.0
East Jasper	0.0
Enterprise	0.0
Forest	0.0
Franklin	0.0
Hinds	0.0
Jefferson	0.0
Jones	0.0
Lauderdale County	0.0
Nettleton	0.0
Newton County	0.0
Pascagoula-Gautier	0.0
Pearl	0.0
Petal	0.0
Pontotoc County	0.0
Poplarville	0.0
Richton	0.0
Scott	0.0
South Delta	0.0
Starkville Oktibbeha	0.0
Tunica County	0.0
Tupelo	0.0
Union	0.0
Union County	0.0
Webster	0.0
West Tallahatchie	0.0
Western Line	0.0
West Bolivar	0.0
Ocean Springs	1.1 (1)
Clinton	1.5 (1)
Clarksdale	3.0 (1)
West Jasper	4.1 (1)
North Bolivar	6.0 (1)
Coffeeville	10.3 (1)
South Pike	14.3 (4)

Regional Peer Average: **0.8**

National Peer Range: **0.59-1.42**

Legend: Lower performing quartile (0) — Median (0)

The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 80 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Greenwood Leflore, Gulfport, Jefferson Davis, Kemper, Laurel, and North Tippah did not provide employee discrimination investigation data. Aberdeen did not provide any data.

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

Conclusions Regarding How Districts' Data Collection May Impact HR Costs

Some districts did not provide all requested information for this report, limiting the assessment team's ability to analyze fully the districts' human resources functions. The most common gaps or inconsistencies were in HR department costs and the number of HR FTEs. Additionally, some districts reported questionable data, suggesting a lack of precision in tracking HR expenses. This lack of accurate data hinders districts from effectively using financial information to manage and optimize their HR functions.

As previously noted, for this analysis, Level Data selected 50 of Mississippi's 138 traditional school districts with a range of characteristics, including geographic location, enrollment, and statewide accountability system grades to provide FY 2023 data on their HR functions. The highest number of districts reporting on any single data metric was 49. Apparently, some districts do not collect or track the type of information requested. The human resources department at the Aberdeen district did not provide any data or information for this report.

Based on information yielded through fieldwork for this report, districts often assign HR functions and management duties to several different positions within the district that also have responsibilities other than HR. As a result, several districts faced challenges in gathering accurate HR cost information. In these cases, the accuracy of cost information depended on the assumptions made by the district on the amount of time each employee spends on HR functions. While it is understandable that districts' administrations 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. To ensure efficiency and accuracy, districts' administrations should periodically review whether the 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 to accurately identify HR costs. In cases where it is determined that it is better to split HR functions across employees, districts should develop clear guidance on allocating shared HR costs to ensure that employee salaries and operational costs are divided appropriately between HR and other functions. Districts could also consider having employees with split roles to document time spent on HR duties.

The data anomalies in this report indicate a lack of precision in how some districts track operational costs, which can hinder district leaders' ability to manage resources effectively. To address this, each district administrator should use this report to assess his or her own district's accuracy in capturing HR-related costs and make improvements in data collection and reporting as needed.

Additionally, MDE should review its *Accounting Manual for Districts* to determine whether revisions are necessary to improve the clarity, detail, and accuracy of districts' revenue and expense reporting. This could include adding more specific accounts or enhancing account descriptions. MDE should also provide training to help districts strengthen compliance with accurate accounting and financial reporting practices.

Districts should prioritize obtaining precise cost information and utilizing benchmarks and performance indicators such as those outlined in this report. Without timely and accurate financial data, districts may struggle to manage costs effectively and allocate taxpayer funds responsibly. Administrators should also use this information to compare their district's costs and efficiency with those of peer districts.

For this report, the assessment team had followed up with 19 of the reporting districts to try to determine the accurate number of FTEs for overall district staff, teachers, certified staff, and classified staff. Metrics such as HR cost per district staff member, employee separation rates, and investigation (employee misconduct, employee discrimination) rates rely on an accurate count of FTEs. Many state and federal funding sources, including Title I, special education, and teacher salary supplements, are based on FTE counts. Misreported FTE data could distort efficiency measures, leading to misinterpretations and poor decision-making. It could also lead to funding losses and compliance issues.

In addition to external reporting, having accurate FTE counts for district staff, teachers, certified staff, and classified staff is essential for strategic decision-making, financial planning, and effective HR management. Accurate FTE counts help districts ensure appropriate staffing levels across all roles. Since salaries and benefits are often the largest portion of a district's budget, knowing the number of FTEs ensures accurate financial planning and prevents over- or under-budgeting for salaries, benefits, and operational expenses. Additionally, having an accurate count of teachers, certified staff, and classified staff allows HR to develop targeted professional development programs and plan succession strategies, teacher retention programs, and recruitment efforts.

Recommendations

1. In FY 2026, each district superintendent, in consultation with the district's human resources personnel, should review the information from this report and implement the applicable recommendations listed below to increase efficiency, improve service levels, and/or achieve cost savings with the HR function:

    a. maintaining accurate FTE counts for overall district staff, teachers, classified staff, and certified staff;

    b. developing clear guidance on tracking HR costs (i.e., employee salaries and operational costs);

    c. tracking staff absenteeism with software or by implementing a manual tracking system;

    d. tracking substitute fill rates with substitute tracking software or by maintaining a centralized log or report;

    e. assessing the use of software and other technological tools to support HR activities;

    f. assessing causes of separation rates for teachers and staff; and,

    g. tracking employee investigations to identify trends and employee professional development needs.

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. Districts that were unable to provide benchmarking or performance data for this review or that reported questionable data should take steps to collect and monitor accurate HR information consistently moving forward.

4. District personnel should prepare an annual performance report for the superintendent, summarizing the status of human resources programs using the measures outlined in this review.

5. District administrators should use the data from these annual performance reports to track HR costs and assess the efficiency of HR operations.

6. To ensure efficiency and accuracy, district administrators should periodically review whether the 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 to accurately identify HR costs.

7. The Mississippi Department of Education (MDE) should review its *Accounting Manual for Districts* to determine whether revisions are needed to improve the clarity, detail, and accuracy of districts' revenue and expense reporting (e.g., adding more accounts or enhancing account descriptions). Additionally, MDE should provide training to help districts improve compliance with accounting and financial reporting standards.

1. Aberdeen*
2. Amite
3. Amory
4. Benton County
5. Booneville
6. Calhoun
7. Carroll
8. Claiborne
9. Clarksdale
10. Clinton
11. Coffeeville
12. Columbia
13. Columbus
14. East Jasper
15. Enterprise
16. Forest
17. Franklin
18. Greenwood Leflore
19. Gulfport
20. Hinds
21. Jefferson
22. Jefferson Davis
23. Jones
24. Kemper
25. Lauderdale County
26. Laurel
27. Nettleton
28. Newton County
29. North Bolivar
30. North Tippah
31. Ocean Springs
32. Pascagoula-Gautier
33. Pearl
34. Petal
35. Pontotoc County
36. Poplarville
37. Richton
38. Scott
39. South Delta
40. South Pike
41. Starkville Oktibbeha
42. Tunica County
43. Tupelo
44. Union

45. Union County
46. Webster
47. West Bolivar
48. West Jasper
49. West Tallahatchie
50. Western Line

* The HR department at Aberdeen failed to provide benchmark or performance data for this review.

SOURCE: PEER.

Appendix B: District Enrollment and Staff 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
Aberdeen	Not Provided						
Amite	866	184	84	0.5	4.71	10.31	184
Amory	1,524	212	141	0	7.19	10.81	Not Provided
Benton County	961	178	90	0.5	5.40	10.68	178
Booneville	1,320	193	114	1	6.84	11.58	193
Calhoun	2,089	484	210	1	4.32	9.95	484
Carroll	808	120	67	0.25	6.73	12.06	120
Claiborne	Not Provided	316	83	1	Not Provided	Not Provided	316
Clarksdale	2,060	332	124	1	6.20	16.61	332
Clinton	5,096	670	400	1	7.61	12.74	670
Coffeeville	404	97	45	1	4.16	8.98	97
Columbia	1,675	287	143	0.5	5.84	11.71	287
Columbus	3,082	560	246	2	5.50	12.53	280
East Jasper	752	186	74	1	4.04	10.16	186
Enterprise	982	142	88	0	6.92	11.16	Not Provided
Forest	1,670	232	125	0	7.20	13.36	Not Provided
Franklin	1,201	235	118	1	5.11	10.18	235

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
Greenwood Leflore	4,029	789	293	3	5.11	13.75	263
Gulfport	6,109	844	484	3	7.24	12.62	281
Hinds	4,960	669	414	2	7.41	11.98	334.5
Jefferson	1,009	195	79	1	5.17	12.77	195
Jefferson Davis	1,229	243	96	0	5.06	12.80	Not Provided
Jones	8,390	1,245	703	0	6.74	11.93	Not Provided
Kemper	884	236	116	1	3.75	7.62	236
Lauderdale County	4,582	902	627	2	5.08	7.31	451
Laurel	2,643	496	252	5	5.33	10.49	99
Nettleton	1,080	219	83	0	4.93	13.01	Not Provided
Newton County	1,651	228	139	1	7.24	11.88	228
North Bolivar	779	166	69	1	4.69	11.29	166
North Tippah	Not Provided	217	148	0	Not Provided	Not Provided	Not Provided
Ocean Springs	5,883	889	452	3	6.62	13.02	296
Pascagoula-Gautier	6,518	1,426	583	2	4.57	11.18	713
Pearl	4,157	562	295	1	7.40	14.09	562
Petal	4,352	663	345	1	6.56	12.61	663

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
District Data for Fiscal Year 2023							
Pontotoc County	3,389	508	301	1	6.67	11.26	508
Poplarville	1,869	318	160	1	5.88	11.68	318
Richton	574	98	52	0	5.86	11.04	Not Provided
Scott	3,988	612	306	1	6.52	13.03	612
South Delta	598	143	60	.25	4.18	9.97	143
South Pike	Not Provided	280	119	1	Not Provided	Not Provided	280
Starkville Oktibbeha	4,828	891	386	4	5.42	12.51	223
Tunica County	1,646	368	150	1	4.47	10.97	368
Tupelo	5,515	1,056	539	4	5.22	10.23	264
Union	924	145	85	1	6.37	10.87	145
Union County	2,942	380	208	0	7.74	14.14	Not Provided
Webster	Not Provided	259	137	1	Not Provided	Not Provided	259
West Bolivar	984	165	73	1	5.96	9.84	165
West Jasper	1,401	242	113	1	5.79	14.01	242
West Tallahatchie	Not Provided	125	42	0	Not Provided	Not Provided	Not Provided
Western Line	1,243	283	119	0	4.39	Not Provided	Not Provided

Note: Level Data 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

Aberdeen
Benchmark Data Not Reported
Performance Data Not Reported

Amite			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Substitute Management 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	736	+	+
Overall Employee Separation Rate	4.89%	−	−
Teacher Separation Rate	5.95%	−	−
Employee Misconduct Investigations per 1,000 Employees	0	=	−
Employee Discrimination Investigations per 1,000 Employees	0	=	−

Amory			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & 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		Data not Provided	
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member			
Overall Employee Separation Rate	12.26%	_	_
Teacher Separation Rate	9.93%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Benton County			
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	$188.23	–	–
HR Cost per District Staff District Member	$166.87	–	–
Number of District Employees per HR Staff Member	356	+	+
Overall Employee Separation Rate	3.37%	–	–
Teacher Separation Rate	6.67%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Booneville			
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	$167.18	–	–
HR Cost per District Staff District Member	$145.00	–	–
Number of District Employees per HR Staff Member	193	–	–
Overall Employee Separation Rate	5.70%	–	–
Teacher Separation Rate	7.89%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Calhoun			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software and Applicant Posting & 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	$65.72	_	_
HR Cost per District Staff District Member	$46.73	_	_
Number of District Employees per HR Staff Member	968	+	+
Overall Employee Separation Rate	7.85%	_	_
Teacher Separation Rate	10%	_	_
Employee Misconduct Investigations per 1,000 Employees	12	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Carroll			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software and Automated Time and Attendance Management 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	$65.54	_	_
HR Cost per District Staff District Member	$76.80	_	_
Number of District Employees per HR Staff Member	479.5	+	+
Overall Employee Separation Rate	16.68%	+	+
Teacher Separation Rate	17.91%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Claiborne			
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, Automated Time and Attendance Management Software, and Applicant Posting & 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	$272.76	+	–
HR Cost per District Staff District Member	$175.90	–	–
Number of District Employees per HR Staff Member	316	=	–
Overall Employee Separation Rate	6.6%	–	–
Teacher Separation Rate	4.82%	–	–
Employee Misconduct Investigations per 1,000 Employees	3	+	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Clarksdale			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Electronic Forms/Workflow Software, Automated Time and Attendance Management Software, and Applicant Posting & 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	$222.18	+	–
HR Cost per District Staff District Member	$346.24	+	+
Number of District Employees per HR Staff Member	332	+	+
Overall Employee Separation Rate	7.23%	–	–
Teacher Separation Rate	2.42%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	3	+	+

Clinton			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Electronic Forms/Workflow Software, Automated Time and Attendance Management Software, Substitute Management Software, and Applicant Posting & 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	$71.67	–	–
HR Cost per District Staff District Member	$66.49	–	–
Number of District Employees per HR Staff Member	670	+	+
Overall Employee Separation Rate	15.97%	+	+
Teacher Separation Rate	10.25%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	1	+	+

Coffeeville			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software and Automated Time and Attendance Management 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	97	–	–
Overall Employee Separation Rate	5.15%	–	–
Teacher Separation Rate	4.44%	–	–
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees	10	+	+

Columbia			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & 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	$170.11	–	–
HR Cost per District Staff District Member	$146.79	–	–
Number of District Employees per HR Staff Member	574	+	+
Overall Employee Separation Rate	10.80%	–	–
Teacher Separation Rate	13.99%	+	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Columbus			
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 and Applicant Posting & 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	$450.30	+	+
HR Cost per District Staff District Member	$421.25	+	+
Number of District Employees per HR Staff Member	280	–	–
Overall Employee Separation Rate	16.43%	+	+
Teacher Separation Rate	8.13%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

East Jasper			
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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	186	–	–
Overall Employee Separation Rate	10.75%	–	–
Teacher Separation Rate	24.32%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Enterprise			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Other (Marathon)
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	$113.03	_	_
HR Cost per District Staff District Member	$99.13	_	_
Number of District Employees per HR Staff Member	1,420	+	+
Overall Employee Separation Rate	9.86%	_	_
Teacher Separation Rate	5.68%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Forest			
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, Automated Time and Attendance Management Software, and Applicant Posting & 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	$195.74	_	_
HR Cost per District Staff District Member	$224.82	+	_
Number of District Employees per HR Staff Member	Data not Provided		
Overall Employee Separation Rate	4.74%	_	_
Teacher Separation Rate	2.40%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Franklin			
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
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	$42.29	–	–
HR Cost per District Staff District Member	$32.72	–	–
Number of District Employees per HR Staff Member	235	–	–
Overall Employee Separation Rate	7.66%	–	–
Teacher Separation Rate	5.93%	–	–
Employee Misconduct Investigations per 1,000 Employees	4	+	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Greenwood Leflore			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Self-Service Employee Benefit Portal, and Applicant Posting & 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	$358.43	+	+
HR Cost per District Staff District Member	$302.38	+	+
Number of District Employees per HR Staff Member	263	–	–
Overall Employee Separation Rate	17.24%	+	+
Teacher Separation Rate	4.44%	–	–
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Gulfport			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Self-Service Employee Benefit Portal, and Applicant Posting & 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	$481.20	+	+
HR Cost per District Staff District Member	$513.09	+	+
Number of District Employees per HR Staff Member	281.33	–	–
Overall Employee Separation Rate	18.25%	+	+
Teacher Separation Rate	15.70%	+	+
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Hinds			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & 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	$205.68	–	–
HR Cost per District Staff District Member	$244.99	+	–
Number of District Employees per HR Staff Member	334.50	+	+
Overall Employee Separation Rate	27.20%	+	+
Teacher Separation Rate	16.91%	+	+
Employee Misconduct Investigations per 1,000 Employees	37	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Jefferson			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	195	–	–
Overall Employee Separation Rate	16.92%	+	+
Teacher Separation Rate	12.66%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Jefferson Davis			
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 and Applicant Posting & 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	$390.44	+	+
HR Cost per District Staff District Member	$399.27	+	+
Number of District Employees per HR Staff Member	Data not Provided		
Overall Employee Separation Rate	3.29%	–	–
Teacher Separation Rate	1.04%	–	–
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Jones			
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 and Substitute Management 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			
HR Cost per District Staff District Member		Data not Provided	
Number of District Employees per HR Staff Member			
Overall Employee Separation Rate	6.43%	_	_
Teacher Separation Rate	3.70%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Kemper			
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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	236	_	_
Overall Employee Separation Rate	18.22%	+	+
Teacher Separation Rate	18.97%	+	+
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Lauderdale County			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management, Substitute Management Software, and Applicant Posting & 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	$286.02	+	_
HR Cost per District Staff District Member	$270.51	+	_
Number of District Employees per HR Staff Member	451	+	+
Overall Employee Separation Rate	18.18%	+	+
Teacher Separation Rate	12.28%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Laurel			
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, Automated Time and Attendance Management Software, Self-Service Employee Benefit Portal, and Applicant Posting & 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	$602.93	+	+
HR Cost per District Staff District Member	$703.84	+	+
Number of District Employees per HR Staff Member	99.20	–	–
Overall Employee Separation Rate	14.52%	+	+
Teacher Separation Rate	15.48%	+	+
Employee Misconduct Investigations per 1,000 Employees	Data not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Nettleton			
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, Applicant Posting & Tracking Software, Other (Integrity Financial 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	$81.41	_	_
HR Cost per District Staff District Member	$68.85	_	_
Number of District Employees per HR Staff Member	Data Not Provided		
Overall Employee Separation Rate	16.89%	+	+
Teacher Separation Rate	30.12%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Newton County			
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 and Automated Time and Attendance Management 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	$137.00	–	–
HR Cost per District Staff District Member	$153.17	–	–
Number of District Employees per HR Staff Member	228	–	–
Overall Employee Separation Rate	7.89%	–	–
Teacher Separation Rate	6.47%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

North Bolivar			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	166	–	–
Overall Employee Separation Rate	8.43%	–	–
Teacher Separation Rate	20.29%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	6	+	+

North Tippah			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management 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			
HR Cost per District Staff District Member	Data not Provided		
Number of District Employees per HR Staff Member			
Overall Employee Separation Rate	5.99%	_	_
Teacher Separation Rate	2.70%	_	_
Employee Misconduct Investigations per 1,000 Employees			
Employee Discrimination Investigations per 1,000 Employees	Data not Provided		

Ocean Springs			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Electronic Forms/Workflow Software, Automated Time and Attendance Management Software, Substitute Management Software, Applicant Posting & 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	$325.29	+	+
HR Cost per District Staff District Member	$264.59	+	−
Number of District Employees per HR Staff Member	296.33	−	−
Overall Employee Separation Rate	14.40%	+	+
Teacher Separation Rate	17.26%	+	+
Employee Misconduct Investigations per 1,000 Employees	2	+	−
Employee Discrimination Investigations per 1,000 Employees	1	+	+

Pascagoula-Gautier			
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, Automated Time and Attendance Management Software, and Applicant Posting & 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	$678.16	+	+
HR Cost per District Staff District Member	$121.10	–	–
Number of District Employees per HR Staff Member	713	+	+
Overall Employee Separation Rate	19.21%	+	+
Teacher Separation Rate	13.21%	+	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Pearl			

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, Self-Service Employee Benefit Portal, and Applicant Software & 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	$148.17	_	_
HR Cost per District Staff District Member	$134.52	_	_
Number of District Employees per HR Staff Member	562	+	+
Overall Employee Separation Rate	9.07%	_	_
Teacher Separation Rate	11.86%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Petal			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Substitute Management Software, and Applicant Posting & 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	$283.35	+	−
HR Cost per District Staff District Member	$310.90	+	+
Number of District Employees per HR Staff Member	663	+	+
Overall Employee Separation Rate	17.80%	+	+
Teacher Separation Rate	14.78%	+	+
Employee Misconduct Investigations per 1,000 Employees	3	+	−
Employee Discrimination Investigations per 1,000 Employees	0	=	−

Pontotoc County			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	508	+	+
Overall Employee Separation Rate	8.86%	–	–
Teacher Separation Rate	7.31%	–	–
Employee Misconduct Investigations per 1,000 Employees	2	+	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Poplarville			
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 and Applicant Posting & 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	$253.31	+	_
HR Cost per District Staff District Member	$210.20	+	_
Number of District Employees per HR Staff Member	318	+	_
Overall Employee Separation Rate	8.81%	_	_
Teacher Separation Rate	3.75%	_	_
Employee Misconduct Investigations per 1,000 Employees	3	+	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Richton			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✘	
Tracks substitute fill rates?		✘	
Implements software to track HR information?	✓		The district uses Human Resource Management Software and Automated Time and Attendance Management 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	$2,856.74	+	+
HR Cost per District Staff District Member	$1,749.15	+	+
Number of District Employees per HR Staff Member	Data not Provided		
Overall Employee Separation Rate	11.22%	–	–
Teacher Separation Rate	1.92%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Scott			
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, Substitute Management Software, and Applicant Posting & 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	$118.32	–	–
HR Cost per District Staff District Member	$95.75	–	–
Number of District Employees per HR Staff Member	612	+	+
Overall Employee Separation Rate	4.08%	–	–
Teacher Separation Rate	1.96%	–	–
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

South Delta			
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	$118.76	_	_
HR Cost per District Staff District Member	$113.26	_	_
Number of District Employees per HR Staff Member	572	+	+
Overall Employee Separation Rate	4.20%	_	_
Teacher Separation Rate	8.33%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

South Pike			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Self-Service Employee Benefit Portal, and Applicant Posting & 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	280	–	–
Overall Employee Separation Rate	10.71%	–	–
Teacher Separation Rate	16.81%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	14	+	+

Starkville Oktibbeha			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Substitute Management Software, and Applicant Posting & 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	$369.09	+	+
HR Cost per District Staff District Member	$390.24	+	+
Number of District Employees per HR Staff Member	222.75	−	−
Overall Employee Separation Rate	20.54%	+	+
Teacher Separation Rate	22.54%	+	+
Employee Misconduct Investigations per 1,000 Employees	13	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	−

Tunica County			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Software, and Applicant Posting & 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	$307.33	+	–
HR Cost per District Staff District Member	$303.64	+	+
Number of District Employees per HR Staff Member	368	+	+
Overall Employee Separation Rate	17.39%	+	+
Teacher Separation Rate	14.67%	+	+
Employee Misconduct Investigations per 1,000 Employees	0	=	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Tupelo			
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 & 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	$146.40	–	–
HR Cost per District Staff District Member	$154.90	–	–
Number of District Employees per HR Staff Member	264	–	–
Overall Employee Separation Rate	13.16%	+	–
Teacher Separation Rate	11.32%	–	–
Employee Misconduct Investigations per 1,000 Employees	26	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	–

Union			
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
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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	145	_	_
Overall Employee Separation Rate	3.4%	_	_
Teacher Separation Rate	2.35%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Union County			
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 & 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			
HR Cost per District Staff District Member	Data not Provided		
Number of District Employees per HR Staff Member			
Overall Employee Separation Rate	12.79%	+	_
Teacher Separation Rate	12.29%	_	_
Employee Misconduct Investigations per 1,000 Employees	5	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Webster			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?		✖	
Tracks substitute fill rates?		✖	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Substitute Management Software, and Self-Service Employee Benefit Portal
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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	258.67	_	_
Overall Employee Separation Rate	5.80%	_	_
Teacher Separation Rate	7.29%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

West Bolivar			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Applicant Posting & 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	Data not Provided		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	165	–	–
Overall Employee Separation Rate	Data not Provided		
Teacher Separation Rate			
Employee Misconduct Investigations per 1,000 Employees	6	+	+
Employee Discrimination Investigations per 1,000 Employees	0	=	–

West Jasper			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?	✓		
Implements software to track HR information?	✓		The district uses Human Resource Management Software and Automated Time and Attendance Management 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	$213.33	=	_
HR Cost per District Staff District Member	$204.91	+	_
Number of District Employees per HR Staff Member	484	+	+
Overall Employee Separation Rate	6.20%	_	_
Teacher Separation Rate	1.77%	_	_
Employee Misconduct Investigations per 1,000 Employees	4	+	_
Employee Discrimination Investigations per 1,000 Employees	4	+	+

West Tallahatchie			
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 & 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	$57.76	_	_
HR Cost per District Staff District Member	$64.00	_	_
Number of District Employees per HR Staff Member	Data not Provided		
Overall Employee Separation Rate	15.20%	+	+
Teacher Separation Rate	4.76%	_	_
Employee Misconduct Investigations per 1,000 Employees	0	=	_
Employee Discrimination Investigations per 1,000 Employees	0	=	_

Western Line			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Tracks staff absenteeism?	✓		
Tracks substitute fill rates?		✗	
Implements software to track HR information?	✓		The district uses Human Resource Management Software, Automated Time and Attendance Management Software, Self-Service Employee Benefit Portal, and Applicant Posting & 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			
HR Cost per District Staff District Member	Data not Provided		
Number of District Employees per HR Staff Member			
Overall Employee Separation Rate	9.54%	–	–
Teacher Separation Rate	12.61%	–	–
Employee Misconduct Investigations per 1,000 Employees	4	+	–
Employee Discrimination Investigations per 1,000 Employees	0	=	–

James F. (Ted) Booth, Executive Director

Reapportionment
Ben Collins

Administration
Kirby Arinder
Stephanie Harris
Gale Taylor

Quality Assurance and Reporting
Tracy Bobo
Bryan "Jay" Giles

Performance Evaluation
Lonnie Edgar, Deputy Director
Jennifer Sebren, Deputy Director
Taylor Burns
Emily Cloys
Kim Cummins
Kelsi Ford
Rucell Harris
Matthew Holmes
Chelsey Little
Debra Monroe
Ryan Morgan
Meri Clare Ringer
Sarah Williamson
Julie Winkeljohn