A FY 2023 Comparative Review of Nine Mississippi School Districts: Human Resources

A Report to the Mississippi Legislature

Report #731 – Volume II

June 9, 2026

Level Data

PEER MISSISSIPPI

Joint Legislative Committee on Performance Evaluation and Expenditure Review

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The *Mississippi Constitution of 1890* gives the Legislature broad power to conduct examinations and investigations. PEER is authorized by law to review any public entity, including contractors supported in whole or in part by public funds, and to address any issues that may require legislative action. PEER has statutory access to all state and local records and has subpoena power to compel testimony or the production of documents.

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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

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June 9, 2026

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

On June 9, 2026, the PEER Committee authorized release of the report titled ***A FY 2023 Comparative Review of Nine Mississippi School Districts: Human Resources.***

Senator Chad McMahan, Chair

This report does not recommend increased funding or additional staff.

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PEER MISSISSIPPI
Joint Legislative Committee on Performance Evaluation and Expenditure Review

A FY 2023 Comparative Review of Nine Mississippi School Districts: Human Resources (Volume II)

Report Highlights | #731

June 9, 2026

CONCLUSION: A review of the human resources programs and expenditures for nine Mississippi school districts in FY 2023 showed opportunities for districts to strengthen their programs and increase efficiency. For example, six districts (67%) did not track staff absenteeism rates, and four districts (44%) did not track daily substitute teacher fill rates. HR costs per $100,000 of revenue ranged from $121 to $975, indicating potential for improvement. Some districts exceeded the employee and/or teacher separation rates of state, regional, and national peer benchmarks.

BACKGROUND

In FY 2026, PEER received funding to contract with Level Data (formerly GlimpseK12) to conduct a comparative review of nine 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 nine districts in this cohort, six (67%) did not track staff absenteeism rates.**

  Reasons to track staff absenteeism rates are provided in the blue box below.
- **Four districts (44%) did 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.
- **Eight of the nine districts had a documented district-wide employee handbook in FY 2023.**

  A handbook promotes consistency, legal compliance, and communication across the district.
- **All nine districts reported investing in software to support human resources activities.**

  The majority of districts reported using human resource management software and applicant posting and tracking software.
- **HR costs per $100,000 of revenue ranged from $121 in Harrison to $975 in Yazoo City.**

  Two districts—Yazoo City and Humphreys—recently transitioned out of the Achievement School District and are in their first year (school year 2025–2026) as independent districts with newly reestablished central offices.

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 overall employee separation rate ranged from 8.6% in the Humphreys district to 25.8% in the Harrison district.
    - Five districts—Yazoo City, Meridian, Rankin, Aberdeen, and Harrison—reported overall employee separation rates that exceeded state, regional, and national peer benchmarks.
- The teacher separation rate ranged from 6.3% in the Jackson City district to 29.8% in the Aberdeen district.
    - The Harrison, Humphreys, Meridian, and Aberdeen districts reported teacher separation rates above the state median, the regional peer average, and the upper end of the national peer range.

A Look at Employee Misconduct and Discrimination Complaints

- The number of misconduct investigations in FY 2023 for the current cohort ranged from no cases reported by Forrest County Agricultural High School to 20 cases reported by the Meridian district, with two districts (Aberdeen and Humphreys) not reporting employee misconduct investigation data.
- Four districts reported no employee discrimination investigations in FY 2023. Two districts (Aberdeen and Humphreys) did not provide employee discrimination investigation data. Of the three districts that reported at least one employee discrimination investigation, two districts reported a single investigation, while one district (Jackson City) reported four investigations.

HR Cost Data

Except for Humphreys, districts in this cohort provided HR cost data. In prior cohorts, several districts did not report HR department costs and/or the number of HR FTEs. The lack of accurate data hinders districts from effectively using financial information to manage and optimize their HR functions.

SUMMARY OF RECOMMENDATIONS FOR DISTRICTS:

1. In FY 2027, 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):

1. 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.

See report page 22 for a full list of recommendations.

A FY 2023 Comparative Review of Nine Mississippi School Districts: Human Resources

Restrictions

This review is a continuation of previous studies conducted by Level Data (previously GlimpseK12) of Mississippi school districts' operational programs and expenses. (See additional information on these previous studies in the Introduction on page 2.) Appendix A on page 23 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.

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 school districts, excluding public charter 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 PEER Reports #719i through #719vi.
9 districts^	FY 2023	Cohort 5	Published in this report.*

^ 50 districts were originally selected for Cohort 4, which included the Aberdeen district, although Aberdeen did not submit any of the requested data for the Cohort 4 review. However, the Aberdeen district was included in this Cohort 5 review and did submit some data for this analysis.

Note: 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 through 5 to calculate medians and performance quartiles for the exhibits in these reports.

For the analysis in this report, Level Data reviewed the remaining nine school districts (see Appendix A on page 23). Therefore, Level Data has collected FY 2023 data for all 138 traditional public school districts in Mississippi. However, each district did not report on every benchmark or performance indicator. By collecting data from a single fiscal year for all school districts, Level Data has calculated 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.

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 24 provides enrollment and staff data for all nine districts included in this review. Appendix C on page 25 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.

All nine of the districts reviewed provided the above-listed benchmark information for FY 2023 for this analysis. Each district's benchmark information is presented in Appendix C beginning on page 25. As noted previously, benchmark information was gathered and analyzed for other cohorts for FY 2023. In the following discussion, references are made to this cohort of nine districts, as well as previous cohorts.

Tracking Staff Absenteeism

Six of the nine districts in this cohort did not track staff absenteeism in FY 2023.

Tracking staff absenteeism is essential for understanding attendance trends and supporting effective district operations. Key reasons include:

- Cost savings: Absenteeism increases costs, especially for substitutes. Tracking patterns allows districts to implement preventive measures and manage leave more efficiently.
- Maintaining adequate staffing: Monitoring absences helps districts anticipate staffing gaps and ensure appropriate coverage to support student learning.
- Employee health and wellness: Frequent absences may signal underlying health or wellness concerns. Tracking trends enables districts to identify needs and offer appropriate support.
- Teacher performance and student achievement: High absenteeism can affect instructional quality. Tracking enables districts to identify areas of concern and provide targeted support or professional development.

In the current cohort, six districts did not track staff absenteeism in FY 2023.

Districts can track staff absenteeism by implementing an automated absence management system (e.g., Frontline, AESOP, or a comparable HR management platform) that records, categorizes, and analyzes employee leave data in real time. Districts should consistently run reports to identify absenteeism trends, patterns, and potential staffing concerns that may require intervention. If implementing an automated system is not feasible, districts can develop a standardized manual tracking process using shared spreadsheets or district-approved forms to record absences. After establishing a structured process, the district should require consistent reporting of absence data to Human Resources to enable trend analysis and districtwide monitoring.

All Cohorts: For the 134 reporting districts in all cohorts, 75 districts (56%) did not track staff absenteeism in FY 2023. Of the 75 districts that did not track absenteeism, 58 reported having automated time and attendance management software in FY 2023, suggesting that districts are not fully leveraging their existing technology to monitor a key operational metric and representing a missed opportunity to track a critical workforce indicator. Conversely, 17 of the districts that did track absenteeism did so without automated tools, underscoring that access to automation is not the sole determinant of whether districts monitor absenteeism.

Tracking Use of Substitute Teachers

Four of the nine districts in this cohort did not track daily substitute teacher fill rates.

Tracking daily substitute teacher fill rates is essential for ensuring instructional continuity when teachers are absent. Monitoring fill rates supports school district operations in the following ways:

- Cost control: Substitute coverage can be costly, particularly when vacancies occur at the last minute. Tracking fill rates helps districts identify recurring vacancy patterns and address root causes by strengthening the substitute pool or reducing last-minute absences.
- Improved student outcomes: Teacher absences can negatively affect student learning, especially when substitutes are less effective than regular teachers. Monitoring fill rates allows districts to identify where instructional quality may be at risk and intervene accordingly.
- Better planning: Regular tracking enables districts to anticipate staffing needs and ensure that an adequate pool of substitutes is available.

In this cohort, the Aberdeen, Humphreys, Jackson, and Meridian districts did not track daily substitute teacher fill rates.

Districts with substitute management software should run reports to identify days with lower fill rates, subject areas with persistent shortages, and schools that struggle to secure substitutes. Districts without automated systems can maintain a centralized log that records each absence, whether a substitute was assigned, and whether the position remained unfilled. Administrators should require routine reporting and establish target fill-rate benchmarks. When fill rates consistently fall below expectations, districts may need to expand their substitute pool or partner with external staffing agencies.

All Cohorts: Of the 133 Mississippi districts reporting across all cohorts, 100 districts (75%) did not track use of substitute teachers in FY 2023.

Implementation of Software Programs to Support HR Activities

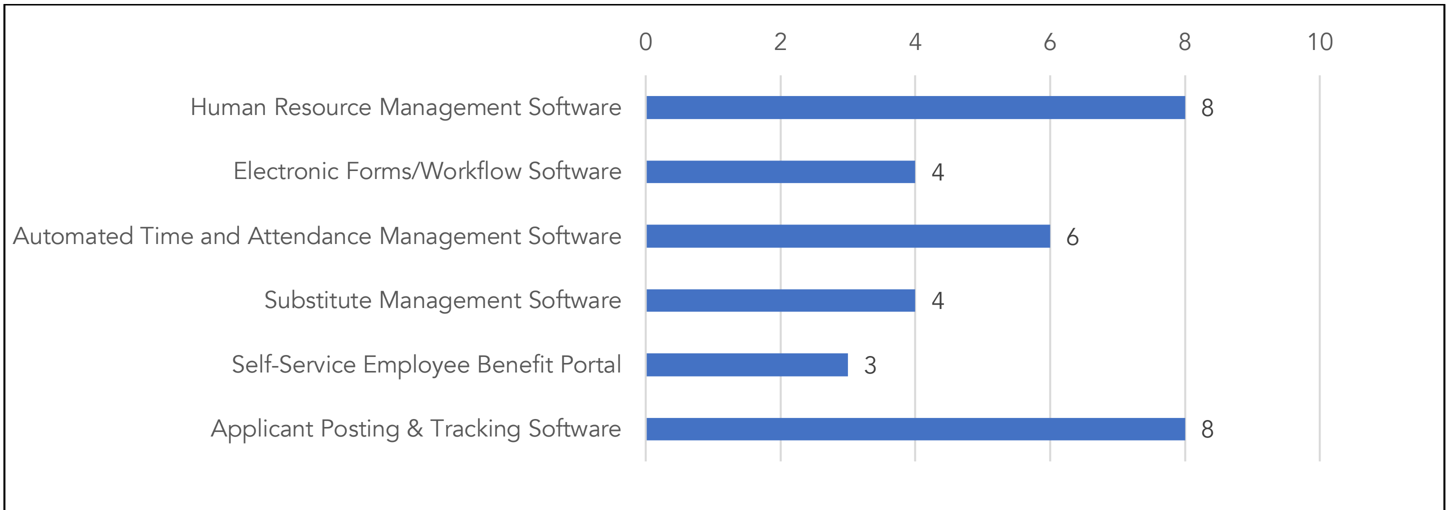
All nine districts in this cohort reported investing in at least one type of software to support human resources activities, consistent with the broader trend across the state.

Computer software and related tools can support key HR functions such as time and attendance tracking, substitute management, applicant posting and tracking, workflow automation, and employee benefits administration. These systems improve accuracy, reduce administrative burden, and strengthen operational effectiveness across the HR function.

All districts in the current cohort have invested in software to support HR activities. Exhibit 1 on page 5 shows the types of HR products that districts in this analysis used in FY 2023 and the number of districts using each.

Districts managing HR activities manually should assess 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 this Cohort in FY 2023 and the Number of Districts Using Each



All Cohorts: 95% of Mississippi districts that provided benchmark data (127 of 134) reported software investments to support HR activities.

Time and attendance management software was the most widely adopted tool among the 127 reporting districts investing in software for HR activities, indicating that districts prioritize systems that support payroll accuracy and workforce monitoring. Substitute management software was the least utilized, a contributing factor as to why many districts do not track daily substitute teacher fill rates despite the operational importance of this metric.

Given that many districts are not tracking staff absenteeism or substitute fill rates despite having software capable of doing so, districts should evaluate how effectively they are using the systems they have purchased. Regular assessments, staff training, and full exploration of system features can help ensure districts are leveraging these tools to their fullest potential.

Provision of Employee Policies and Guidance in an Employee Handbook

Eight of the nine districts in this cohort had documented district-wide employee handbooks.

In this cohort, Rankin was the only district without a district-wide employee handbook. While Rankin maintains a board-adopted policy manual, the district does not have a standalone, employee-facing handbook that consolidates procedures and relevant policies into practical guidance for day-to-day employee use. The Rankin district's officials indicated that individual schools have the autonomy to develop their own employee handbooks. Although school-level handbooks can address site-specific procedures, the absence of a district-wide handbook may make it more challenging to ensure consistent policy interpretation, employee expectations, and application of districtwide standards across schools. A district-wide employee handbook helps ensure uniform communication, supports legal compliance, and provides employees with a single, accessible reference for district policies and procedures, regardless of school assignment.

All Cohorts: Of the total 134 Mississippi districts providing benchmarking data, 128 (96%) had documented 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;[1]
- HR cost per district staff member;[2]
- 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.

All nine of the districts in this cohort provided HR performance data for FY 2023.

[1] The Humphreys district is excluded from this cost metric due to concerns regarding the accuracy of FY 2023 HR cost data. See explanation on page 7.
[2] The Humphreys district is excluded from this cost metric due to concerns regarding the accuracy of FY 2023 HR cost data. See explanation on page 7.

HR Cost per $100,000 of District Revenue

Excluding the Humphreys district due to concerns regarding the accuracy of FY 2023 HR cost data, the HR cost per $100,000 of district revenue for the current cohort ranges from $121 to $975. The median for Mississippi reporting districts that provided data to calculate this metric is $222.[3] The regional average is $311. Six of the eight districts included in this analysis exceeded both the state median and the regional average.

The measure of HR cost per $100,000 of district revenue serves as a key indicator of how a district allocates financial resources to HR functions. Because districts vary in structure, enrollment, and operational priorities, this metric should be considered alongside complementary indicators such as HR cost per district staff member and the number of employees per HR staff member when assessing overall efficiency.

Cohort 5 districts had substantial differences in student enrollment, grade configuration, organizational complexity, operational structure, and economies of scale which contribute to a wide range of HR cost per $100,000 of district revenue. Key characteristics of districts in this cohort include the following:

- Two districts—Yazoo City and Humphreys—recently transitioned out of the Achievement School District[4] and are in their first year (School Year 2025–2026) as independent districts with newly reestablished central offices. The Humphreys district is excluded from this cost metric due to concerns regarding the accuracy of FY 2023 HR cost data. Both the district's HR and finance staffs indicated potential reliability issues with reported cost information.
- The cohort includes four of Mississippi's largest school districts by student enrollment: DeSoto, Jackson City, Rankin, and Harrison. Of these, Harrison reported the lowest HR cost per $100,000 of district revenue in the cohort ($121) and was the only district below the state median. Harrison and Rankin ($285) were the only two districts with values below the regional average of $311.
- The Forrest County Agricultural High School (AHS) District operates a single high school serving grades 9 through 12. Its smaller revenue base, combined with fixed HR administrative costs that do not scale down with district size, results in HR expenditures representing a larger share of total revenue. Consequently, its HR cost per $100,000 of district revenue of $594 may appear elevated relative to full K–12 systems.

As shown in Exhibit 2 on page 8, the HR cost per $100,000 of district revenue for the current cohort ranged from $121 to $975, with six of the eight districts included in this analysis exceeding the state median and the regional average (see the first bullet point above regarding exclusion of the Humphreys district from this analysis).

Although districts in the current cohort did not have trouble providing HR cost data, except for Humphreys, challenges with accurately capturing HR costs suggest that reported figures may not fully reflect the true extent of HR-related expenditures across Mississippi districts. For example, in prior cohorts, 18 districts reported zero HR department costs and 20 districts did not provide sufficient data to calculate this metric. Although all districts in the current cohort reported at least one full-time equivalent (FTE) employee dedicated to HR activities, prior cohorts included districts without dedicated HR employees, where HR responsibilities were carried out by staff with other administrative duties. These patterns reflect broader challenges in districts' ability to fully capture the scope of HR activities—including recruitment, hiring, onboarding, employee relations, benefits administration, professional development, and compliance obligations. Without detailed, accurate, and consistent financial reporting, districts cannot effectively monitor HR costs, evaluate efficiency, or make meaningful comparisons across systems. Strengthening financial reporting practices is essential to producing reliable, actionable data for decision-making.

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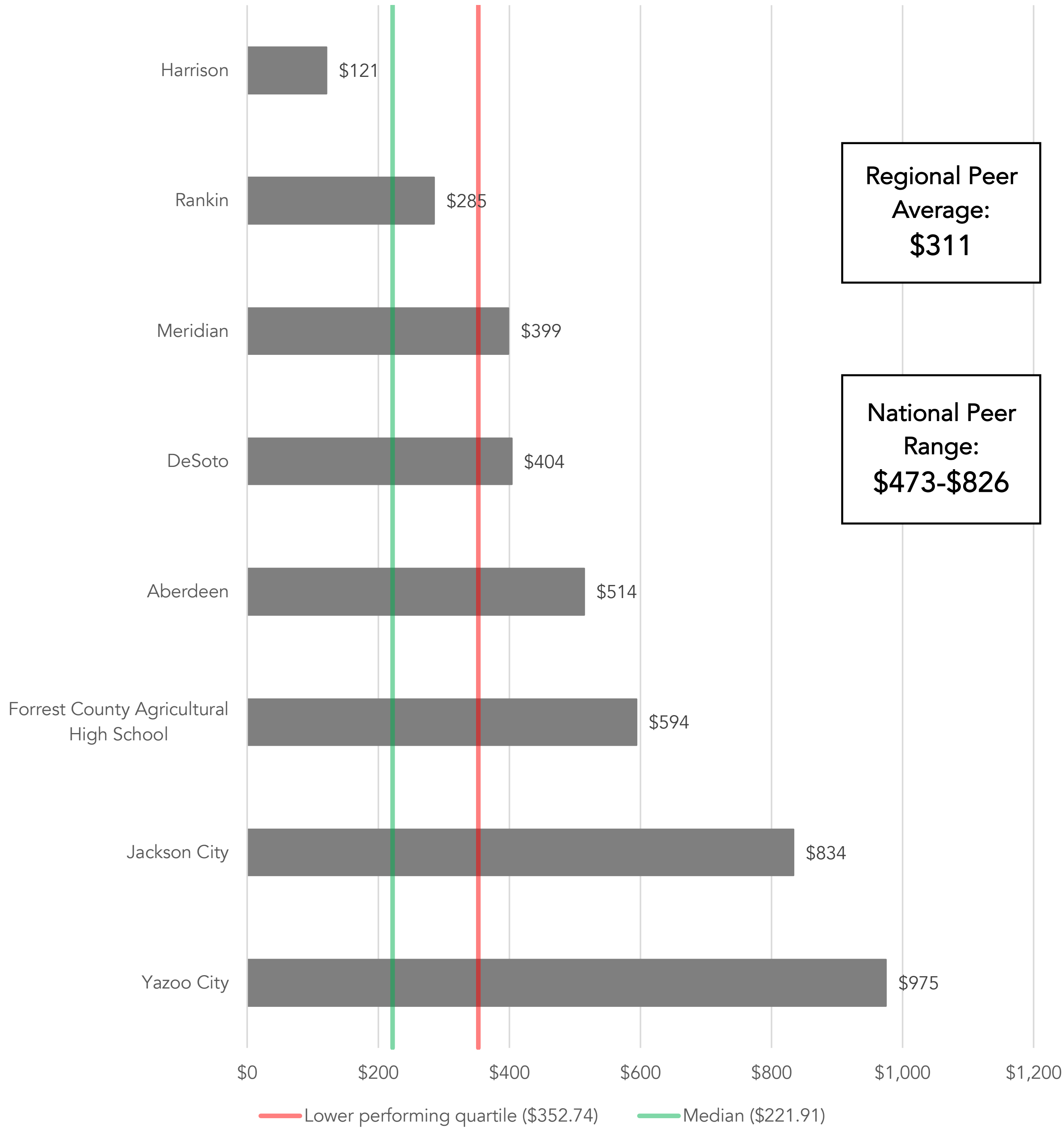
[3] *Reporting districts* include the nine districts addressed in this review and other districts that are part of separate reviews over the same period.

[4] MISS. CODE ANN. Section 37-17-17 (1972), the Achievement School District (ASD) law, requires the Mississippi State Board of Education and the Mississippi Department of Education to intervene in persistently under-performing school districts to improve student achievement. Effective June 1, 2019, the Humphreys and Yazoo City districts became part of Mississippi's first ASD. The ASD law was repealed, however, effective July 1, 2025.

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



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

Note: The Humphreys district was excluded from this chart due to concerns regarding the accuracy of FY 2023 HR cost data. See page 7.

HR Cost per District Staff Member

Excluding the Humphreys district due to concerns regarding the accuracy of FY 2023 HR cost data, the HR cost per district staff member for the current cohort ranged from $135 to $1,224. The median for Mississippi districts that provided data to calculate this metric was $207, while the regional average was $280. Six of the eight districts included in this analysis exceed both the state median and the regional average.

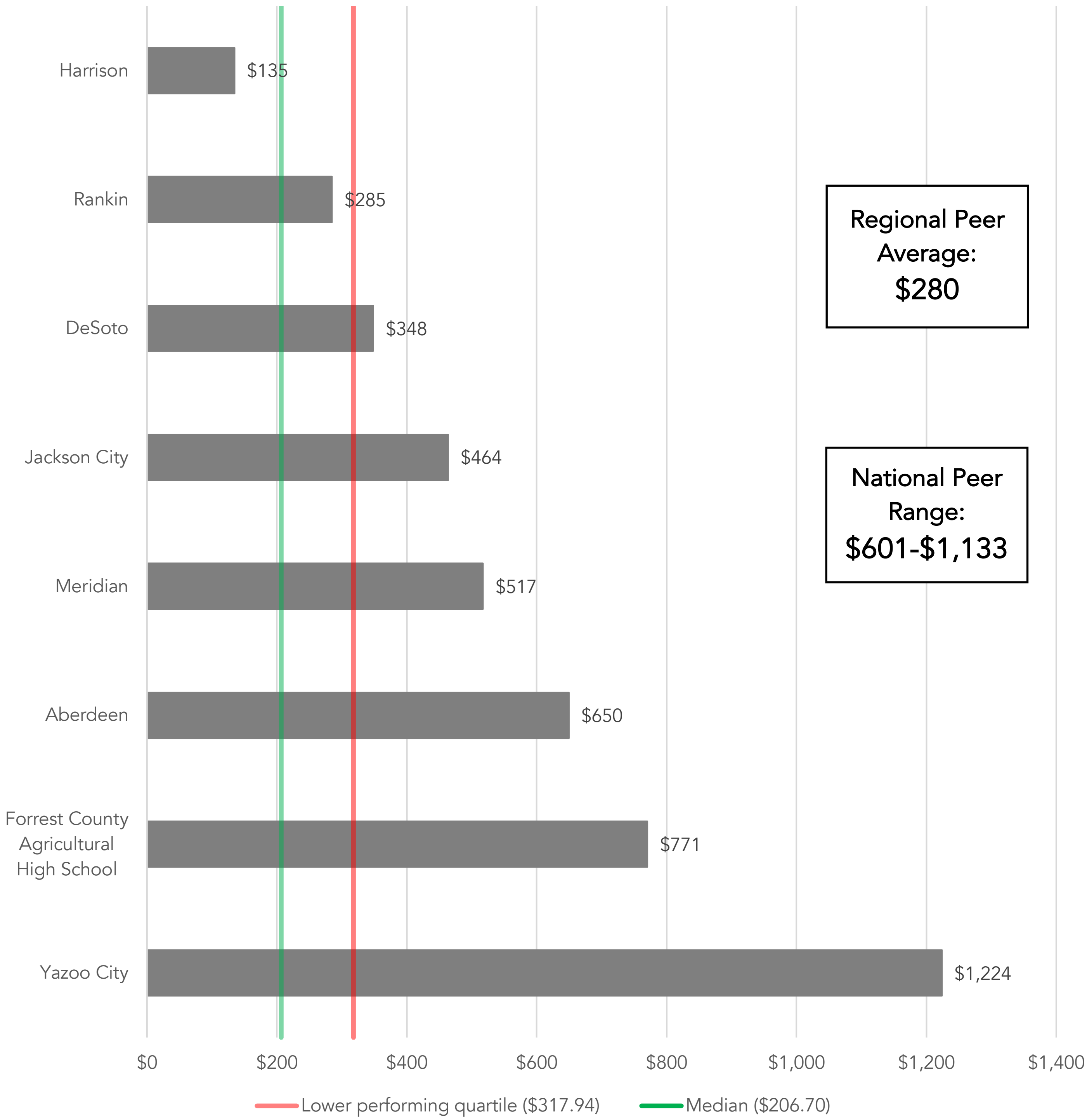
The HR cost per district staff member provides important insight into the level of HR investment relative to the size of a district's workforce. Because districts vary considerably in enrollment, staffing structures, and organizational models, this metric should be interpreted alongside the HR cost per $100,000 of district revenue and the number of employees per HR staff member. Together, these measures illustrate how HR resources are deployed relative to district revenue, total personnel, and HR staffing capacity.

Districts with smaller total employee counts tend to report higher HR costs per district staff member because core HR administrative functions (e.g., onboarding, benefits administration, employee relations, and compliance) are largely fixed and do not scale down proportionally as the number of district employees decreases. As reflected in Exhibit 3 on page 10, the two districts in this cohort with the highest HR cost per district staff member are Forrest County Agricultural High School District and Yazoo City. Both districts employ fewer than 300 staff members, with employee counts of 93 and 287 respectively.

Districts with larger workforces are generally able to distribute HR administrative costs across a higher number of employees, which typically results in lower HR cost per district staff member despite higher overall HR expenditures. The Harrison and Rankin districts, which employ 1,727 and 2,421 staff members respectively, reported the lowest values on this metric, with $135 and $285 respectively. Notably, these two districts also reported the lowest HR costs per $100,000 of district revenue in the cohort, suggesting comparatively efficient HR operations across both cost measures.

As with HR cost per $100,000 of district revenue, seven of the eight districts included in the analysis were able to clearly delineate HR costs and FTE counts, enabling calculation of HR costs per district staff member. As with the HR cost per $100,000 of district revenue performance indicator, the Humphreys district was excluded from this metric due to concerns regarding the accuracy of FY 2023 HR cost data. With previous cohorts, inconsistencies in how districts track and report HR expenditures affected the reliability of this metric statewide. These reporting gaps limit districts' ability to assess HR spending accurately, compare efficiency across systems, and identify opportunities for operational improvement. Strengthening financial tracking and reporting practices remains essential for meaningful evaluation of HR efficiency.

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



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

Note: The Humphreys district was excluded from this chart due to concerns regarding the accuracy of FY 2023 HR cost data. See page 7.

Number of Employees per HR Staff Member

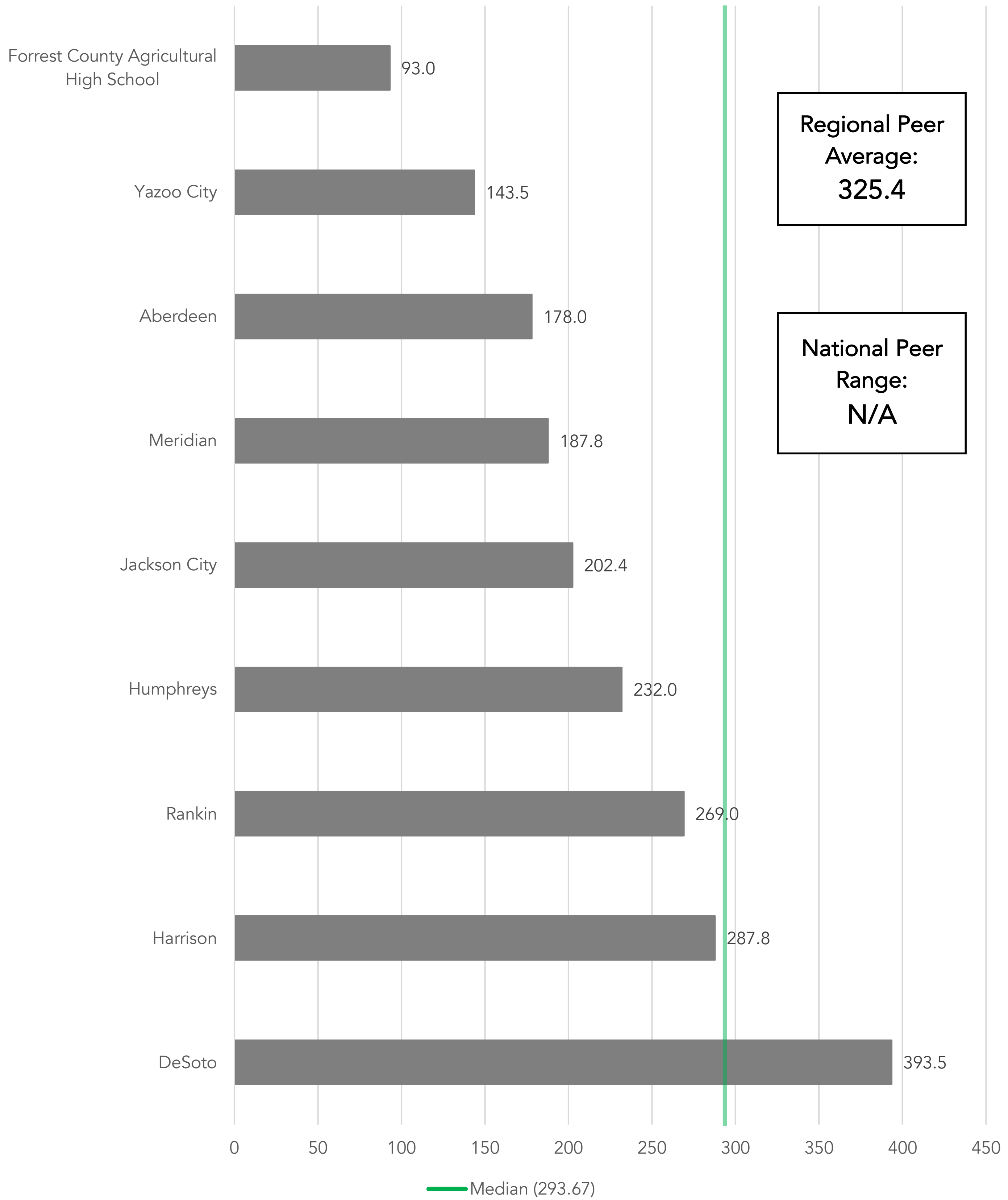
The number of district employees per HR staff member in the current cohort ranges from 93 to more than 394. Of the districts included in this analysis, only DeSoto (394) had a ratio of number of employees per HR staff member above the state median of 294 and the regional peer average of 325.

The number of employees per HR staff member is a valuable metric that provides insight into the distribution of HR responsibilities and the staffing capacity available to support essential HR functions. 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. Because HR requirements (e.g., hiring and onboarding, certification tracking, benefits administration, compliance reporting) are largely fixed regardless of district size, differences in this ratio often reflect strategic staffing decisions, historical organizational structures, or operational constraints rather than differences in workload complexity.

Larger districts typically centralize HR processes and rely on standardized systems that enable HR staff to support a greater number of employees per FTE. As shown in Exhibit 4 on page 12, DeSoto, Rankin, and Harrison—three of the largest districts in Mississippi in terms of enrollment—reported the highest numbers of district employees per HR staff member in this cohort. All three districts reported using at least four software tools to support HR activities in FY 2023, including human resource management systems, automated time and attendance, and applicant posting and tracking software. By contrast, Jackson City, one of the districts with the highest student enrollment in the state, reported using only two HR-related software tools in FY 2023 (human resource management and applicant posting and tracking) and reported a district employees per HR staff member ratio of 202 compared to 394 in DeSoto, 288 in Harrison, and 269 in Rankin. This comparison suggests that broader and more integrated use of HR software may support higher employee-to-HR-staff ratios by improving process efficiency and reducing manual workload, although software usage is only one of several factors influencing staffing capacity.

As previously noted, the Forrest County Agricultural High School District operates a single high school rather than a full K–12 system. Its substantially smaller employee base naturally results in a lower number of employees per HR staff member relative to other districts in the cohort.

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



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

Overall Employee Separation Rate

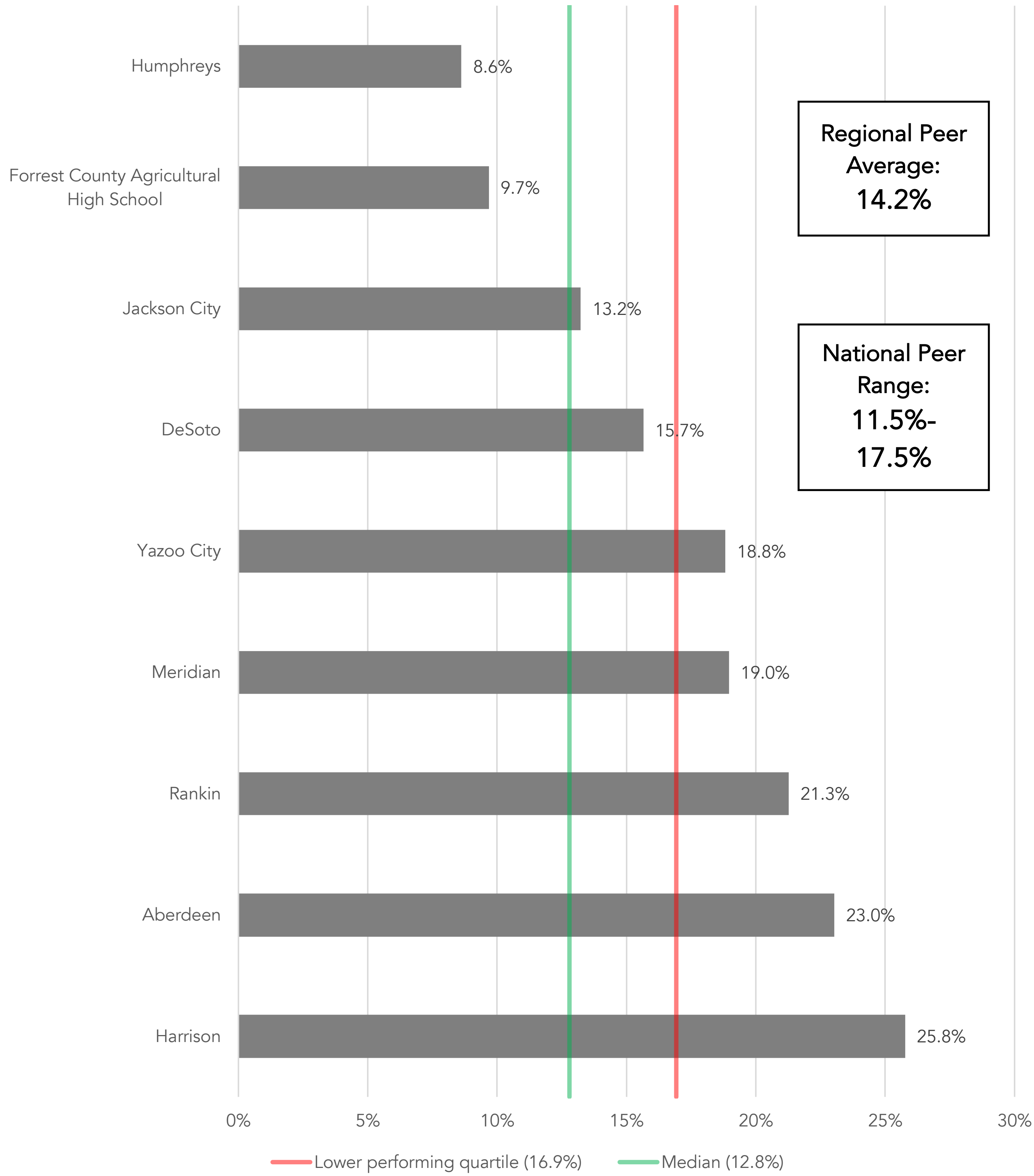
The overall employee separation rate in the current cohort ranged from 8.6% in the Humphreys district to 25.8% in the Harrison district in FY 2023. Seven of the nine districts exceeded the state median overall employee separation rate (12.8%), and five districts—Yazoo City, Meridian, Rankin, Aberdeen, and Harrison—reported overall employee separation rates that exceeded state, regional, and national peer benchmarks. These results suggest that districts in this cohort experienced greater challenges in retaining employees compared to previous cohorts.

A district's overall employee separation rate provides a useful measure for evaluating workforce stability. While separation rates are often influenced by external labor market conditions, district demographics, and organizational context, they remain an important indicator of a district's policies, administrative procedures, and management effectiveness. Tracking the overall employee separation rates, along with teacher separation rates, 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 14, the Humphreys district had the lowest overall employee separation rate at 8.6% and Harrison had the highest at 25.8%. Review of the overall employee separation rate alongside HR efficiency measures shows that lower HR operating costs and higher staffing efficiency do not consistently correspond with lower employee turnover. The Harrison district, which demonstrated the strongest performance across all three HR efficiency metrics (i.e., lowest HR cost per $100,000 of district revenue, lowest HR cost per district staff member, and a relatively high number of employees per HR staff member; see Exhibit 2 on page 8, Exhibit 3 on page 10, and Exhibit 4 on page 12), reported the highest overall employee separation rate in the cohort (25.8%), which was approximately double the 12.8% median. Similarly, the Rankin district, which ranked second among the cohort on HR efficiency measures, reported an overall employee separation rate of 21.3%, indicating that more than one in five district employees separated during FY 2023. Conversely, the Humphreys district reported the lowest separation rate at 8.6%, despite having the highest HR costs on both a revenue and per-employee basis.

District size can influence both efficiency and separation rates. Large districts like Harrison and Rankin often distribute HR costs across a larger workforce, resulting in lower HR costs per employee and higher staffing ratios. However, their size can create challenges in maintaining consistent communication, workplace culture, and employee engagement across schools and departments, potentially contributing to higher separation rates. Smaller districts like Humphreys County may have higher costs per employee but benefit from closer working relationships, greater visibility into employee concerns, and more personalized support, which can support lower separation rates. It should be noted that both DeSoto and Jackson City, two of the largest districts in the state in terms of enrollment, were within the national peer range, with Jackson City's rate performing better than the regional peer average.

Exhibit 5: Overall Employee Separation Rate in FY 2023



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

Teacher Separation Rate

The teacher separation rate in the current cohort ranged from 6.3% in the Jackson City district to 29.8% in the Aberdeen district in FY 2023, whereas the state median was 13% and the regional average was 14.1%. The Harrison, Humphreys, Meridian, and Aberdeen districts reported teacher separation rates above the state median, the regional peer average, and the upper end of the national peer range. Notably, the Harrison, Meridian, and Aberdeen districts exceeded the upper end of the national range of separation rates for both teachers and overall employees (see Exhibit 5 onpage 14 and Exhibit 6 on page 16). Taken together, these results suggest that districts in this cohort experienced greater challenges in retaining both teachers and other employees compared to previous cohorts.

While teacher turnover is influenced by factors such as labor market competition, certification pipelines, compensation, and working conditions, it also reflects how district policies, administrative practices, and management decisions affect teacher retention. Tracking teacher separation rates helps districts evaluate workforce stability and understand the broader implications for district operations and student outcomes.

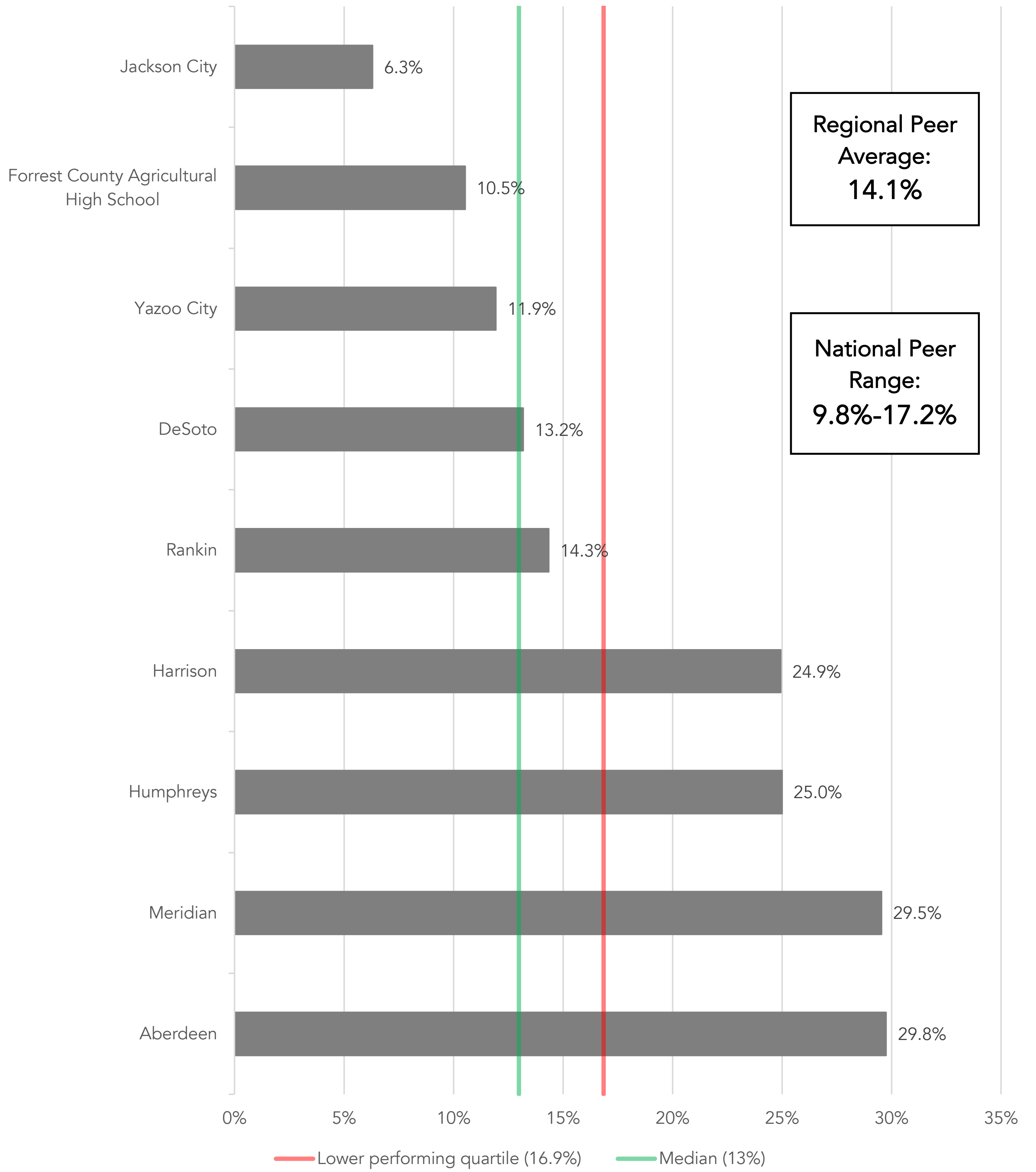
As shown in Exhibit 6 on page 16, four districts reported teacher separation rates that were lower than or approximately equal to the state median. Jackson City, one of the largest districts in the state in terms of enrollment, had the lowest teacher separation rate in the cohort, with 6.3%. In contrast, four districts (Harrison [24.9%], Humphreys [25%], Meridian [29.5%], and Aberdeen [29.8%]) reported teacher separation rates that exceeded state, regional, and national peer benchmarks, with Meridian and Aberdeen districts reporting nearly 30% of their teachers separating in FY 2023.

When teacher separation rates are considered alongside overall employee separation rates, five of the nine districts reported lower teacher separation rates than their overall employee separation rates (see Exhibit 5 on page 14 and Exhibit 6 on page 16). This pattern suggests that, in several districts, turnover pressures may be more pronounced among classified, support, or administrative staff rather than instructional staff. During discussions with all districts statewide, districts consistently reported higher turnover among classified staff, particularly bus drivers and nutrition workers, due to compensation challenges and regional labor shortages.

The Humphreys district illustrates an important contrast within the cohort. While Humphreys reported the lowest overall employee separation rate in the cohort (8.6%), its teacher separation rate was 25%, comparable to elevated rates reported by the Aberdeen and Meridian districts and exceeding state, regional, and national peer benchmarks. This contrast highlights that low overall turnover does not necessarily translate into instructional workforce stability. Frequent teacher turnover disrupts instructional continuity, reduces consistency in classroom delivery, and can negatively affect student learning outcomes. District leaders may benefit from conducting structured exit interviews and reviewing teacher working conditions to identify drivers of dissatisfaction and opportunities to strengthen retention.

Three districts (Aberdeen, Harrison, and Meridian) reported overall employee and teacher separation rates that exceeded state, regional, and national peer benchmarks (see Exhibit 5 on page 14 and Exhibit 6 on page 16). When elevated overall separation rates coincide with high teacher separation rates, districts should prioritize targeted workforce analyses to identify root causes of turnover. These efforts may include reviewing compensation competitiveness, workload distribution, leadership stability, and employee support structures, as well as developing focused retention strategies for both instructional and non-instructional staff.

Exhibit 6: Teacher Separation Rate in FY 2023



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

Number of Employee Misconduct Investigations per 1,000 Employees

Among the seven districts in this cohort that reported data regarding employee misconduct investigations, employee misconduct investigation rates ranged from zero to 21.3 investigations per 1,000 employees, compared to a state median of zero and a regional peer average of 4.5. Meridian (21.3) and Yazoo City (10.5) reported rates that exceeded both the regional peer average and the lower end of the national peer range.

The number of employee misconduct investigations per 1,000 employees provides an important measure of organizational climate, employee behavior, and management oversight. Tracking misconduct investigations helps districts identify patterns of behavior that may warrant targeted training, policy clarification, or leadership intervention. It also allows districts to assess whether internal controls and reporting mechanisms are functioning as intended.

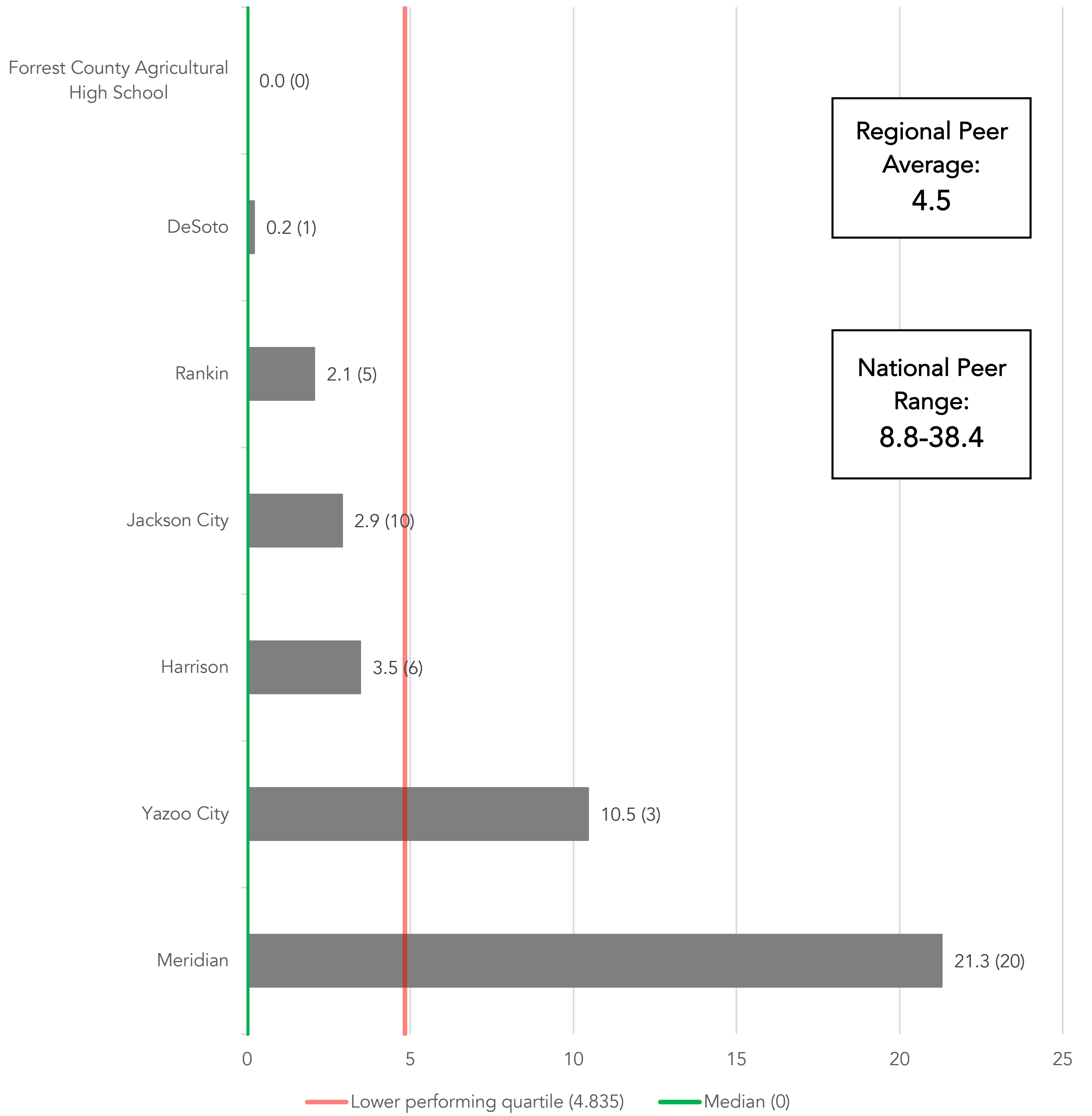
Elevated investigation rates may reflect challenges related to workplace conduct, supervision, policy clarity, or training. Conversely, very low or zero investigation rates may indicate either effective preventive practices or, in some cases, underreporting or inconsistent application of investigative procedures. Accordingly, this metric should be evaluated alongside other HR performance measures rather than viewed in isolation.

As shown in Exhibit 7 on page 18, the number of misconduct investigations in FY 2023 for the current cohort ranged from no cases reported by Forrest County Agricultural High School to 20 cases reported by the Meridian district, with two districts (Aberdeen and Humphreys) not reporting employee misconduct investigation data. Six of the seven districts in the cohort that provided misconduct investigation data reported at least one employee misconduct investigation in FY 2023. By comparison, fewer than half of Mississippi districts statewide (56 of 119) reported employee misconduct investigations during the same period.

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, the Jackson City district had more misconduct investigations than the Harrison district (i.e., 10 investigations compared to 6), but due to differences in total staff size, their rates were 2.9 and 3.5, respectively.

The Meridian district, which had the highest misconduct investigation rate at 21.3 investigations per 1,000 employees, also reported overall employee and teacher separation rates that exceeded state, regional, and national peer benchmarks. Yazoo City reported the second highest misconduct investigation rate of the current cohort. That district also reported higher overall employee separation (18.8%). When high misconduct investigation rates coincide with elevated employee and/or teacher separation rates, the data suggests potential systemic challenges related to workplace climate, supervision, or policy enforcement. Districts experiencing elevated numbers of investigations should consider reviewing employee conduct policies, strengthening supervisory training, and analyzing investigation trends to identify underlying issues and reduce the likelihood of recurring incidents.

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



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

Note: The Aberdeen and Humphreys districts did not provide employee misconduct investigation 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

Among the districts in this cohort that reported data, four reported no employee discrimination investigations in FY 2023. Two districts (Aberdeen and Humphreys) did not provide employee discrimination investigation data. Of the three districts that reported at least one employee discrimination investigation, two districts reported a single investigation, while one district (Jackson City) reported four investigations, which equated to a rate of 1.2 investigations per 1,000 employees. This rate exceeded the regional peer average but was within the national peer range.

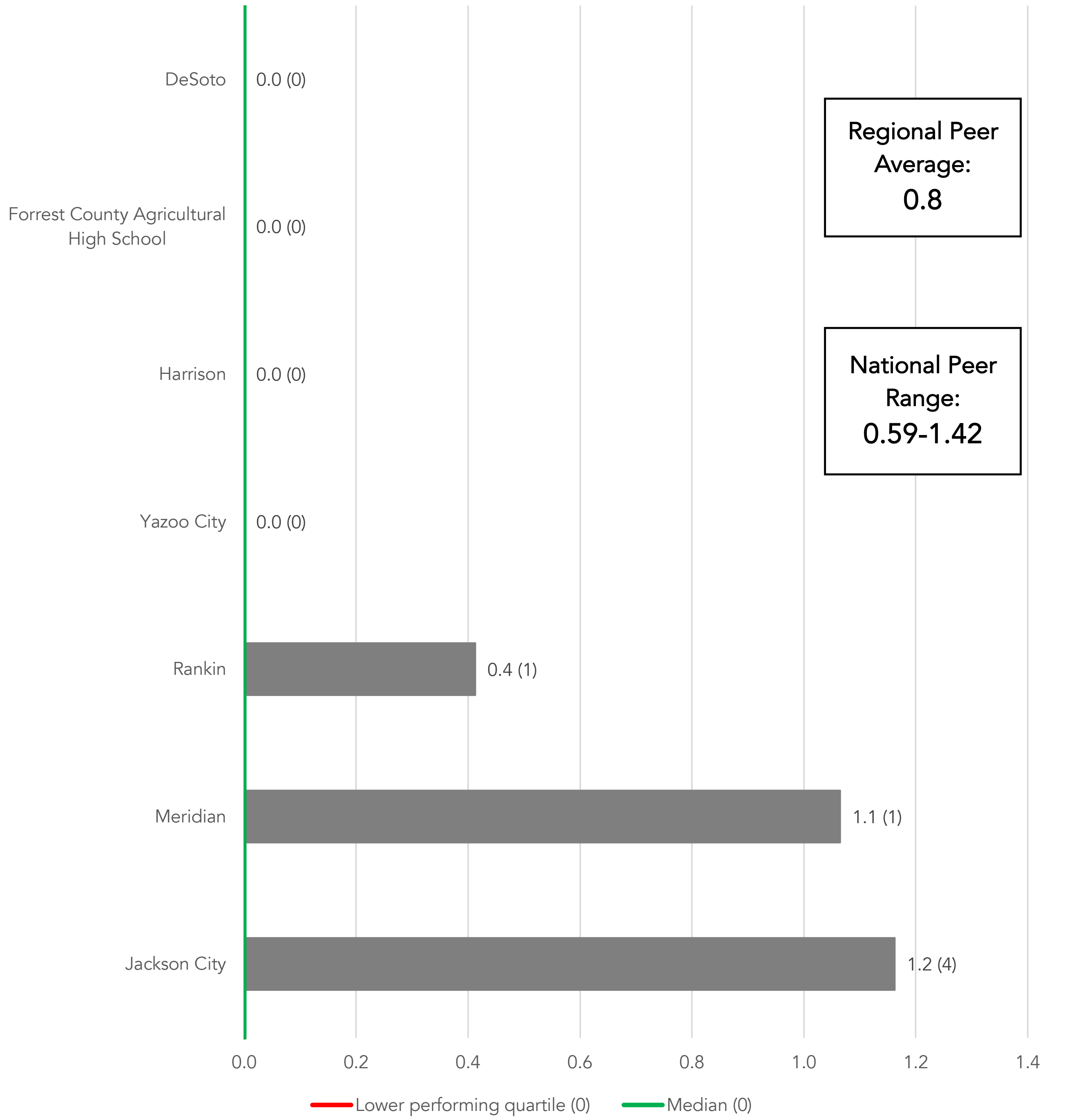
The number of employee discrimination investigations per 1,000 employees reflects the effectiveness of a district's Equal Employment Opportunity (EEO) practices and internal resolution processes. This metric provides insight into the extent to which supervisors and administrators are trained on EEO requirements, board policies, and established protocols for addressing complaints. Elevated investigation rates may signal challenges related to policy awareness, supervisory practices, or workplace climate, while very low or zero rates may reflect either effective preventive practices or potential underreporting. As a result, this measure should be interpreted alongside other workforce and organizational indicators.

As shown in Exhibit 8 on page 20, only three of the seven districts in the current cohort that provided employee discrimination investigation data reported at least one employee discrimination investigation in FY 2023. By comparison, fewer than one-fifth of Mississippi districts statewide (19 of 121)[5] that provided data for this metric reported any employee discrimination investigations during the same period. This suggests that formal discrimination investigations remain relatively infrequent both within the cohort and statewide.

Like employee misconduct investigations, discrimination investigation rates are calculated per 1,000 employees to allow for comparisons across districts of varying sizes. Districts that experience repeated or elevated discrimination investigations may benefit from reviewing EEO training practices, supervisory oversight, and internal complaint resolution processes to ensure concerns are addressed promptly and consistently. Conversely, districts reporting no investigations should periodically review reporting mechanisms and employee awareness to confirm that concerns can be raised and resolved appropriately.

[5] 121 districts across all cohorts provided data on misconduct investigations, while 17 districts did not provide data.

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



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

Note: The Aberdeen and Humphreys districts did not provide employee discrimination investigation 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

Except for Humphreys, districts in this cohort provided HR cost data. In prior cohorts, several districts did not report HR department costs and/or the number of HR FTEs. The lack of accurate data hinders districts from effectively using financial information to manage and optimize their HR functions.

Eight of the nine districts in this cohort (i.e., all districts except Humphreys) provided HR cost data for the analyses in this report. Humphreys provided HR department cost that was extremely high—over 500% above the state median for HR cost per $1,000 of revenue in FY 2023. Level Data determined that Humphreys' HR department cost data was unreliable and therefore unable to be used for any analyses or comparisons in this report. In previous cohort reviews, Level Data noted that several districts were either unable to report or failed to report accurate HR cost information; in some cases, districts reported zero HR staff. These findings indicate a lack of precision in how some districts track HR department costs, which can hinder district leaders' ability to manage resources effectively.

A primary reason some districts struggled to report accurate HR costs is due to those districts, particularly smaller districts, assigning HR functions and management duties to several different positions that also have responsibilities other than HR. As a result, several districts faced challenges in providing the true cost of HR functions. In these cases, the accuracy of 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 is important for the district to be able to collect and report precise HR cost data.

Overall, the findings indicate that variations in reported HR cost and efficiency metrics are driven in part by differences in data collection practices, accounting methods, and organizational capacity rather than by HR performance alone. Continued efforts to standardize HR cost definitions, improve coordination between finance and human resources functions, and strengthen guidance on reporting HR staffing levels would further enhance the reliability and comparability of HR efficiency metrics across districts.

Recommendations

1. In FY 2027, district superintendents, in consultation with human resources staff, should review the findings in this report, benchmark their performance against peer districts, and take appropriate actions to improve HR efficiency, workforce stability, and data reliability. Actions may include maintaining accurate FTE counts, clearly identifying HR-related costs, tracking staff absenteeism and substitute fill rates, assessing use of HR software, analyzing employee and teacher separation rates, and monitoring employee investigations.
2. Districts that were unable to provide complete or reliable HR cost, staffing, or performance data should strengthen internal data collection and coordination between HR and finance functions to improve the accuracy and consistency of reporting.
3. District HR personnel should prepare an annual HR performance summary for district leadership, documenting HR costs, staffing capacity, workforce stability, and investigation activity, and district administrators should use this information to monitor trends over time and support informed decision making.
4. District administrators should periodically evaluate whether dispersing HR responsibilities among multiple staff members remains effective and cost-efficient or whether establishing or expanding dedicated HR staffing would improve service delivery, compliance, and data accuracy.
5. The Mississippi Department of Education (MDE) should review and, as necessary, revise its Accounting Manual for Districts and related guidance to improve clarity and consistency in how HR-related expenditures and HR staffing levels—including secondary-duty HR roles and HR FTE calculations—are identified and reported.
6. MDE should also consider promoting the use of standardized operational review frameworks and reporting tools, as described in this report, to support districts in assessing HR costs, staffing models, and service delivery, with additional guidance and technical support provided to smaller or resource-limited districts to improve data quality and consistency statewide.

Appendix A: List of School Districts Included in this Review

1. Aberdeen
2. DeSoto
3. Forrest County Agricultural High School (AHS)
4. Harrison
5. Humphreys
6. Jackson City (i.e., Jackson Public Schools)
7. Meridian
8. Rankin
9. Yazoo City

SOURCE: PEER.

Appendix B: District Enrollment and Staff Data for Fiscal Year 2023

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
Aberdeen	1,024	178	84	1	5.8	12.2	178.0
DeSoto	34,800	4,722	2,435	12	7.4	14.3	393.5
Forrest County AHS	600	93	57	1	6.5	10.5	93.0
Harrison	14,024	1,727	894	6	8.1	15.7	287.8
Humphreys	1,211	232	80	1	5.2	15.1	232.0
Jackson City	18,759	3,441	1,523	17	5.5	12.3	202.4
Meridian	4,614	939	352	5	4.9	13.1	187.8
Rankin	18,720	2,421	1,325	9	7.7	14.1	269.0
Yazoo City	2,029	287	134	2	7.1	15.1	143.5

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 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	$514.02	+	+
HR Cost per District Staff District Member	$649.54	+	+
Number of District Employees per HR Staff Member	178	_	_
Overall Employee Separation Rate	23.03%	+	+
Teacher Separation Rate	29.8%	+	+
Employee Misconduct Investigations per 1,000 Employees	Data Not Provided		
Employee Discrimination Investigations per 1,000 Employees			

DeSoto			
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, 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	$403.61	+	+
HR Cost per District Staff District Member	$348.50	+	+
Number of District Employees per HR Staff Member	393.5	+	+
Overall Employee Separation Rate	15.65%	+	+
Teacher Separation Rate	13.2%	+	–
Employee Misconduct Investigations per 1,000 Employees	0.2	+	–
Employee Discrimination Investigations per 1,000 Employees	0.00	=	–

Forrest County Agricultural High School

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	$593.94	+	+
HR Cost per District Staff District Member	$770.58	+	+
Number of District Employees per HR Staff Member	93.0	–	–
Overall Employee Separation Rate	9.68%	–	–
Teacher Separation Rate	10.5%	–	–
Employee Misconduct Investigations per 1,000 Employees	0.0	=	–
Employee Discrimination Investigations per 1,000 Employees	0.0	=	–

Harrison			
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	$121.24	–	–
HR Cost per District Staff District Member	$134.69	–	–
Number of District Employees per HR Staff Member	287.8	–	–
Overall Employee Separation Rate	25.77%	+	+
Teacher Separation Rate	24.9%	+	+
Employee Misconduct Investigations per 1,000 Employees	3.5	+	–
Employee Discrimination Investigations per 1,000 Employees	0.0	=	–

Humphreys			
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	Questionable HR Cost Data Provided by District		
HR Cost per District Staff District Member			
Number of District Employees per HR Staff Member	232	–	–
Overall Employee Separation Rate	8.62%	–	–
Teacher Separation Rate	25%	+	+
Employee Misconduct Investigations per 1,000 Employees	Data Not Provided		
Employee Discrimination Investigations per 1,000 Employees			

Jackson City			
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	$833.57	+	+
HR Cost per District Staff District Member	$463.64	+	+
Number of District Employees per HR Staff Member	202.4	–	–
Overall Employee Separation Rate	13.23%	+	–
Teacher Separation Rate	6.3%	–	–
Employee Misconduct Investigations per 1,000 Employees	2.9	+	–
Employee Discrimination Investigations per 1,000 Employees	1.2	+	+

Meridian			
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, 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	$398.83	+	+
HR Cost per District Staff District Member	$517.37	+	+
Number of District Employees per HR Staff Member	187.8	–	–
Overall Employee Separation Rate	18.96%	+	+
Teacher Separation Rate	29.5%	+	+
Employee Misconduct Investigations per 1,000 Employees	21.3	+	+
Employee Discrimination Investigations per 1,000 Employees	1.1	+	+

Rankin			
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	$285.15	+	–
HR Cost per District Staff District Member	$285.03	+	+
Number of District Employees per HR Staff Member	269	–	–
Overall Employee Separation Rate	21.27%	+	+
Teacher Separation Rate	14.3%	+	+
Employee Misconduct Investigations per 1,000 Employees	2.1	+	–
Employee Discrimination Investigations per 1,000 Employees	0.4	+	–

Yazoo City			
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, 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	$974.83	+	+
HR Cost per District Staff District Member	$1,224.03	+	+
Number of District Employees per HR Staff Member	143.5	–	–
Overall Employee Separation Rate	18.82%	+	+
Teacher Separation Rate	11.9%	–	–
Employee Misconduct Investigations per 1,000 Employees	10.5	+	+
Employee Discrimination Investigations per 1,000 Employees	0.0	=	–

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