

A FY 2022 Comparative Review of 30 Mississippi School Districts: Human Resources (Volume II)

A Report to the Mississippi Legislature
Report #690
August 9, 2023



PEER Committee

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About PEER:

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

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

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



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August 9, 2023

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

On August 9, 2023, the PEER Committee authorized release of the report titled ***A FY 2022 Comparative Review of 30 Mississippi School Districts.***

Senators

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This report does not recommend increased funding or additional staff.

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CONCLUSION: A review of the human resources programs and expenditures for 30 Mississippi school districts in FY 2022 showed opportunities for districts to strengthen their programs and increase efficiency. For example, 73% of districts do not track staff absenteeism rates, and 75% do not track daily substitute teacher fill rates. One district lacks a documented employee handbook. Further, there are opportunities for districts to use more electronic forms and technological tools. The median overall employee separation rate was 16.3%, which mirrors the regional peer average. However, the median teacher separation rate was 16.6%, higher than the regional peer average of 15.9%. Across the 30 districts reviewed, there were 82 employee misconduct investigations and 17 employee discrimination complaints filed/investigated. This review was inhibited by some districts being unable to provide the requested HR data and some districts providing questionable HR data.



BACKGROUND

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

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

- **Some districts provided questionable HR data.**

For example, Wayne’s estimate of HR FTEs (0.025 FTE) was significantly lower than other districts and was excluded from comparative measures involving cost.

- **Districts’ HR costs per \$100,000 of revenue ranged from \$85.09 in Yazoo County to \$742.94 in Simpson, while HR cost per staff member ranged from \$73.95 in Grenada to \$657.46 in Hollandale.**

The accuracy of this cost information is dependent upon accurate reporting of the number of HR staff by districts.

KEY FINDINGS

- **Of the 30 districts reviewed, 73% do not track staff absenteeism rates.**

Reasons to track absenteeism rates are provided in the blue box below.

- **75% of the districts reviewed 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 (Tate) has a documented employee handbook.**

A handbook promotes consistency, legal compliance, and communication across the district.

- **There are opportunities for districts to use more electronic processing tools and other technological tools.**

For the districts reviewed, only 10 use electronic forms and workflow tools, 15 use self-service employee benefit portals, and seven use substitute management software.

Reasons to Track Staff Absenteeism Rates

- **Cost-savings:** Staff absenteeism can drive up costs. By tracking absenteeism, districts can identify patterns and trends that may help reduce costs by implementing preventive measures or better managing leave requests.
- **Adequate staffing:** When a staff member is absent, it can be challenging to maintain appropriate staffing levels, which may impact student learning. By tracking absences, school districts can identify areas where additional support may be needed and plan accordingly to ensure adequate staffing.
- **Employee health and wellness:** Frequent absences can indicate underlying health or wellness issues among staff members. By tracking staff absences, a district can identify trends that may signal a need for wellness interventions or resources, such as stress management or mental health support.
- **Teacher performance and student achievement:** Staff absenteeism can negatively affect student achievement, particularly if substitute teachers are less effective than regular classroom teachers. By tracking absences, a school district can identify areas where teacher performance may suffer and take steps to address the issue (e.g., providing additional professional development).

A Look at Employee and Teacher Separations

- The median overall employee separation rate was 16.3%.
 - Overall separation rates ranged from 1% in Noxubee to 43.1% in Okolona.
 - Seven districts had rates higher than 24%.
- The median teacher separation rate was 16.6%.
 - Teacher separation rates ranged from 2.1% in Noxubee to 48.4% in Okolona.
 - 11 districts had rates higher than 21%.

A Look at Employee Misconduct and Discrimination Complaints

- There were 82 employee misconduct investigations completed.
 - 43 of these investigations occurred in three districts (Madison, Natchez-Adams, and Simpson). It is important to note that breach of contract issues may be included in these numbers.
- There were 17 employee discrimination complaints filed and investigated across 10 districts.
 - 20 districts had zero employee discrimination complaints filed.

Estimated Annual Cost Savings Across the 30 Reviewed Districts: From \$580,618 to 857,940.

Glimpse K12 calculated savings estimates based on potential efficiency improvements to reduce labor cost.

- Glimpse K12 calculated potential savings for 15 of the 30 districts. See pages 6 through 7 for potential savings by district.
- This review also provides all districts with non-cost savings recommendations to improve service levels. See Appendix A on page 20.

HR Cost Data Not Collected

Three districts (Louisville, North Panola, and Wilkinson) did not provide precise HR cost data because they distribute HR responsibilities across various staff; however, these districts should still be able to collect precise HR cost information.

Without accurate cost information, the district's ability to effectively manage and allocate taxpayer funds is compromised.

SUMMARY OF RECOMMENDATIONS FOR DISTRICTS

1. In FY 2024, 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. For districts that were unable to provide certain information during this review pertaining to their human resources (or provided questionable data), relevant district personnel should begin collecting and monitoring precise HR data on an ongoing basis.
3. District personnel should provide an annual report to the district superintendent regarding the status of the human resources programs using the measures included in this review.

Restrictions

GlimpseK12 is providing this report to the PEER Committee based on data and extrapolated information provided by the school district at the time of the report. GlimpseK12 does not independently verify the data or information provided to them by the district or its programs. If the district chooses to provide additional data or information, GlimpseK12 reserves the right to amend the report.

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

This report is solely intended to be a resource guide.

PEER staff contributed to the overall message of this report and recommendations based on the data and information provided by Glimpse. 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 Glimpse.

Executive Summary

This report presents an assessment of 30 school districts reviewing data from Fiscal Year 2022. Appendix A on page 20 includes detailed commendations, observations, and potential opportunities for each district.

Key takeaways regarding district Human Resources Management:

- 73% of the reviewed school districts do not track staff absenteeism rates. Tracking staff absenteeism is crucial for a school district as it can provide valuable insights into employee work patterns, improving organizational effectiveness and student outcomes. Key reasons for tracking staff absenteeism are:
 - *Cost savings:* Staff absenteeism can drive up costs for school districts, especially when paying for substitute teachers. By tracking staff absenteeism, districts can identify patterns and trends that may help reduce costs by implementing preventive measures or managing leave requests better.
 - *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.
- Twenty-one out of 28 school districts that provided data, or 75%, do 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 better plan for future absences, ensuring an adequate supply of substitute teachers is available.
- Twenty-eight out of 29 school districts that provided data, or 96%, had documented employee handbooks. Only one district, Tate, did not have a documented employee handbook. All districts should have a documented employee handbook to promote consistency, legal compliance, clarity, communication, and conflict resolution while providing protection to the organization. It serves as a valuable resource for employees and contributes to a positive and well-functioning work environment.
- Potential cost savings were found in 14 out of 30 districts reviewed. Human Resource (HR) expenses primarily consist of personnel costs. HR functions and management duties are often distributed among different positions within a district that also have other responsibilities. In these cases, the accuracy of cost information depends on the assumption made by the district of the amount of time each employee spends on HR functions.

- Regarding HR costs, several districts encountered difficulties obtaining accurate information due to the dispersal of HR functions among district personnel instead of having dedicated HR personnel. Specifically, Louisville, North Panola, and Wilkinson were unable to provide any HR cost data. Additionally, the metrics of other districts varied significantly, exhibiting a wide range, which raises concerns about the reliability of the collected HR cost data for these districts.
 - While it is understandable that district administration may believe that distributing HR responsibilities among personnel is a more efficient approach, it remains crucial for the district to be able to collect precise HR cost data. Periodic reviews should be conducted to assess whether the current approach of dispersing HR functions among personnel remains the most cost-effective method or if it would be more advantageous to establish dedicated HR personnel. However, conducting these evaluations can only be accomplished with accurately determined HR costs.
 - It is advisable for district administrators to compare their district's costs and efficiency with those of other districts. Furthermore, they should consider the necessity of taking additional actions to obtain more precise cost information and/or improve efficiency. Without timely and accurate financial information, the district's ability to effectively manage and allocate taxpayer funds is compromised.
- During the assessment process, efficiency opportunities related to manual processing and the lack of technology tools were identified. Only ten districts used electronic forms and workflow tools, 15 used self-service employee benefit portals, and seven used substitute management software.
- For the 30 districts reviewed, the median overall employee separation rate was 16.3%, which was in alignment with the regional peer average of 16.3% and higher than the upper end of the national peer range of 14.9%. Separation rates ranged from 1% for Noxubee to 43.1% for Okolona. Seven districts had overall employee separation rates higher than 24% (Canton, Greenville, Hattiesburg, Okolona, Simpson, Sunflower, and Tate).
- For the 30 districts reviewed, the median teacher separation rate was 16.6%, higher than the regional peer average of 15.9% and higher than the upper end of the national peer range of 12.3%. Separation rates ranged from 2.1% for Noxubee to 48.4% for Okolona. Eleven districts had teacher separation rates higher than 21% (Canton, Coahoma, Greenville, Hollandale, Moss Point, North Panola, Okolona, Simpson, Sunflower, Tate, and Wayne).
- Although investigating and addressing the causes of the separation rates for teachers and staff lie beyond the scope and purpose of this review, the rates are concerning, and policymakers may wish to consider studying these issues further.
- Three districts accounted for the most significant portion of employee misconduct investigations. There were 82 employee misconduct investigations completed across the 30 districts reviewed; 43 of these occurred in three districts (Madison 16; Natchez-Adams 17; Simpson 10). It is important to note that breach of contract issues may be included in the districts' data reported.
- Twenty districts had zero employee discrimination complaints filed/investigated. There were 17 total employee discrimination complaints filed/Investigated across ten districts.
- Some districts could not provide all requested information which inhibited the assessment team's ability to conduct a full analysis of human resource functions and inhibits the district's abilities to effectively manage the HR department. The data table found in Appendix B on page 39 and the key performance indicators on pages 11 through 19 note when districts were unable to provide information.

Top five highest performing districts:

Key performance indicators specifically measure separation rates for overall staff and teachers, as well as the number of employee misconduct and discrimination investigations. Positive performance means that the district either meets or exceeds the median performance level of comparable districts within the state, falls within the range of national peers, and, in most cases, achieves an average level compared to regional peers.

The following districts have been identified as the highest performing based on their performance across various key performance indicators:

- Copiah;
- Grenada;
- Noxubee;
- Pass Christian; and,
- Walthall.

It is important to note that the cost metrics related to HR, such as HR Cost per \$100K Revenue and HR Cost per District Staff Member, showed significant variation among districts. The wide range of costs (e.g., cost per HR FTE) raised concerns about the reliability of the collected HR cost data for these districts. Consequently, key performance indicators related to HR costs were not taken into consideration when determining the top five highest performing districts.

All 30-district cohorts are listed in the table below.

Exhibit 1: District Metrics for School Year 2021-2022

District Metrics for School Year 2021-2022							
District	Total Student Enrollment	Total Number of District Staff	Total # of Teachers	Total HR Staff FTEs	Ratio of Students to Staff	Ratio of Student to Teachers	Ratio of Staff to HR
Attala	985	201	113	0.50	4.90	8.72	402
Canton	3,300	491	238	2.00	6.72	13.87	246
Coahoma	1,208	221	94	0.85	5.47	12.85	260
Copiah	2,281	330	149	2.00	6.91	15.31	165
George	4,083	616	290	2.00	6.63	14.08	308
Greenville	3,644	666	262	3.00	5.47	13.91	222
Grenada	3,628	606	265	2.00	5.99	13.69	303
Hattiesburg	3,569	655	294	3.00	5.45	12.14	218
Hollandale	568	107	46	0.80	5.31	12.35	134
Holmes	2,542	438	197	2.00	5.80	12.90	219
Louisville	2,553	385	199	0.00	6.63	12.83	N/A
Madison	13,096	1,850	1,029	6.00	7.08	12.73	308
McComb	2,286	444	219	2.00	5.15	10.44	222
Moss Point	1,563	375	123	1.25	4.17	12.71	300
Natchez-Adams	2,830	546	247	4.50	5.18	11.46	121
North Panola	1,250	187	138	3.00	6.68	9.06	62
Noxubee	1,401	192	94	1.00	7.30	14.90	192
Okolona	518	58	31	0.25	8.93	16.71	232
Oxford	4,682	646	321	2.80	7.25	14.59	231
Pass Christian	1,975	294	151	1.00	6.72	13.08	294
Perry	929	176	92	1.00	5.28	10.10	176
Simpson	3,102	485	256	1.50	6.40	12.12	323
Sunflower	3,061	542	212	2.00	5.65	14.44	271
Tate	2,000	314	154	2.00	6.37	12.99	157
Walthall	1,702	315	148	0.33	5.40	11.50	955
Water Valley	1,057	157	76	1.00	6.73	13.91	157
Wayne	2,850	502	204	Not Clarified	5.68	13.97	Not Clarified
West Point	2,770	426	215	0.60	6.50	12.88	710
Wilkinson	888	161	95	1.00	5.52	9.35	161
Yazoo County	1,385	224	123	0.25	6.18	11.26	896

Note: Glimpse 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.

Note: Louisville Human Resources responsibilities are divided among several personnel in the district. However, the district faced difficulties in calculating full-time equivalent (FTE) and determining department costs, which resulted in the inability to calculate performance cost measures.

The chart below summarizes potential cost savings and recommendations for improvement. In general, savings estimates are based on potential efficiency improvements to reduce labor cost. Saving estimates take into consideration the following:

- Number of Human Resource staff FTEs;
- Number of employees per Human Resource staff member;
- Human Resource costs overall;
- Human Resource costs per district staff member; and,
- Human Resource costs per \$100K in district revenue.

The data points represented in this review are based on provided data and interviews. Some factors that could impact potential opportunities for improvement, such as allocating single resources across multiple functions, are best estimates. These estimates influence cost assumptions within the district and should be considered when reviewing the district’s ability to achieve potential opportunities for improvement.

More detailed information regarding savings opportunities and other non-cost savings recommendations to improve service levels can be found in Appendix A.

Exhibit 2: Potential Cost Savings and Recommendations for Improvement

District	Potential Savings		Recommendations
	Low	High	
Canton	\$12,123	\$29,160	Track classified staff absenteeism, investigate retention issues for staff and teachers, and assess the efficiency of HR practices, software utilization, and staffing levels.
Copiah	\$91,334	\$102,785	Track absenteeism, track daily fill rates, and evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
George	\$33,849	\$55,224	Track absenteeism and assess the efficiency of HR practices, software utilization, and staffing levels.
Greenville	\$2,644	\$25,754	Track absenteeism, track daily fill rates, and address staff and teacher separation rates. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
Hattiesburg	\$27,864	\$50,592	Track staff absenteeism, evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels, and continuing gathering data about retention issues for staff and teachers.
Hollandale	\$38,690	\$42,353	Track absenteeism, track daily fill rates, and address staff and teacher separation rates. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
Madison	\$88,301	\$152,496	Track absenteeism and evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
McComb	\$30,121	\$45,528	Track absenteeism and evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.

District	Potential Savings		Recommendations
	Low	High	
Natchez-Adams	\$118,962	\$137,908	Track absenteeism and daily fill rates for substitute teachers. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. Examine misconduct investigations.
Noxubee	\$15,773	\$22,435	Track absenteeism, track daily fill rates, and evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
Okolona	\$10,826	\$33,243	Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. Address retention issues.
Perry	\$620	\$6,727	Track absenteeism, track daily fill rates, and evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.
Simpson	\$68,438	\$85,267	Track absenteeism and track daily fill rates. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. Examine misconduct investigations.
Sunflower	\$28,915	\$47,723	Track absenteeism and track daily fill rates. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. Examine misconduct investigations.
Water Valley	\$12,158	\$20,745	Track absenteeism and track daily fill rates. Evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. Address retention issues.

The above list of opportunities totals annual cost savings ranging from **\$580,618** to **\$857,940**.

Benchmarking

Benchmarking is the process of comparing and measuring different organizations' activities. When combined with Key Performance Indicator comparisons, more insight can be gained to identify best practices and opportunities for improvement.

Human Resource benchmarks help clarify the school district's human capital management and internal processes. Attention should be paid to each benchmark and the overall optimal productivity represented through the relationship between benchmarks and Key Performance Indicators.

Benchmarking Factors for this assessment were limited to:

- tracking of absenteeism and fill rates;
- use of temporary staff;
- software systems used; and,
- documented employee policies and guidance.

Exhibit 3: Human Resources Benchmarks

Figure 3.1: Tracking Absentee Rates

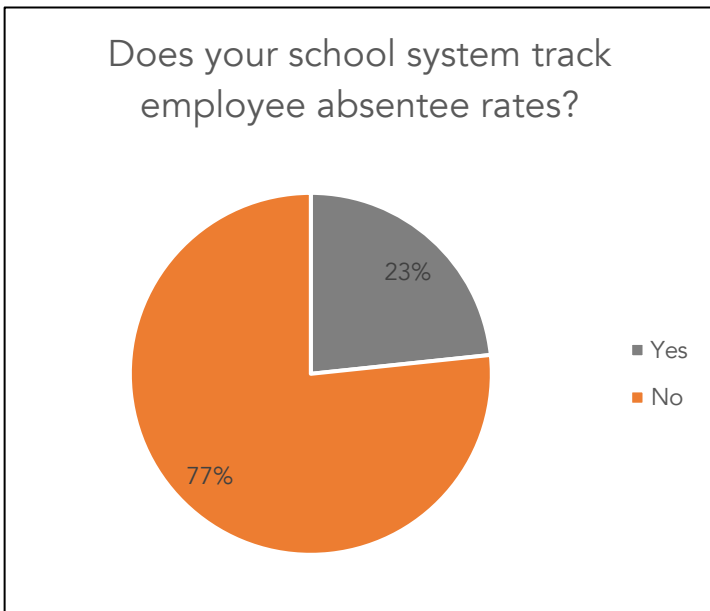


Figure 3.2: Daily Fill Rates for Substitutes

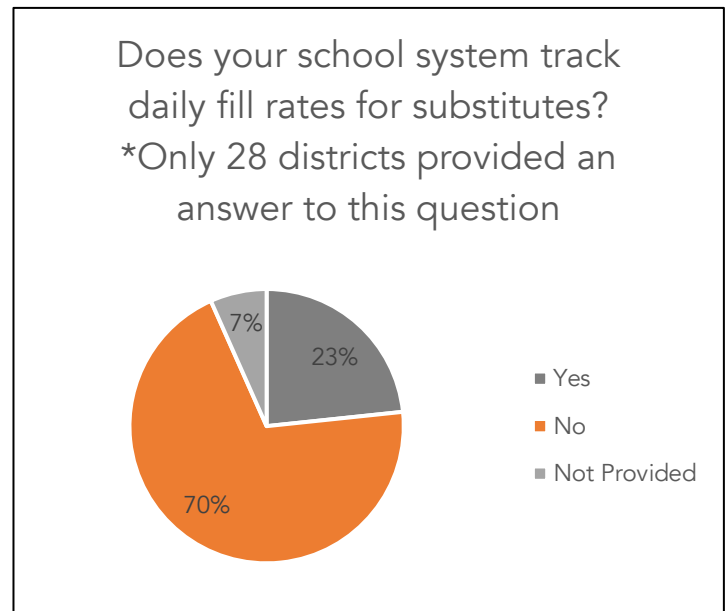


Figure 3.3: HR Software

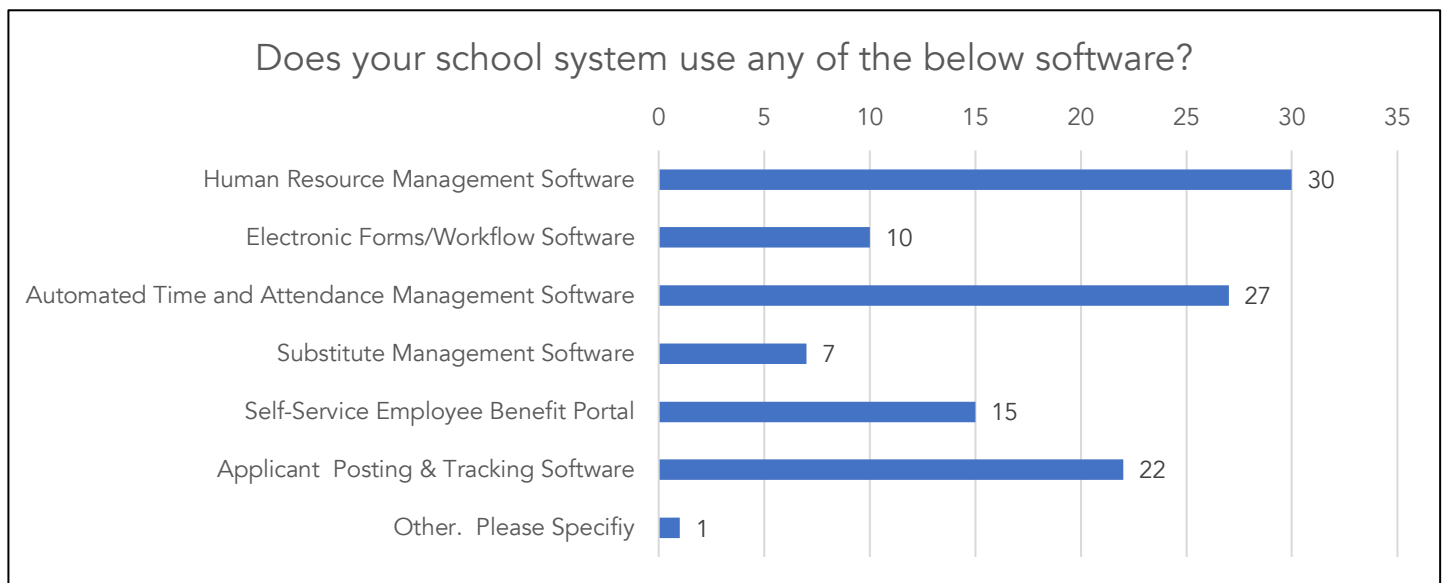


Figure 3.4: Contingent Staff/Contract Workers

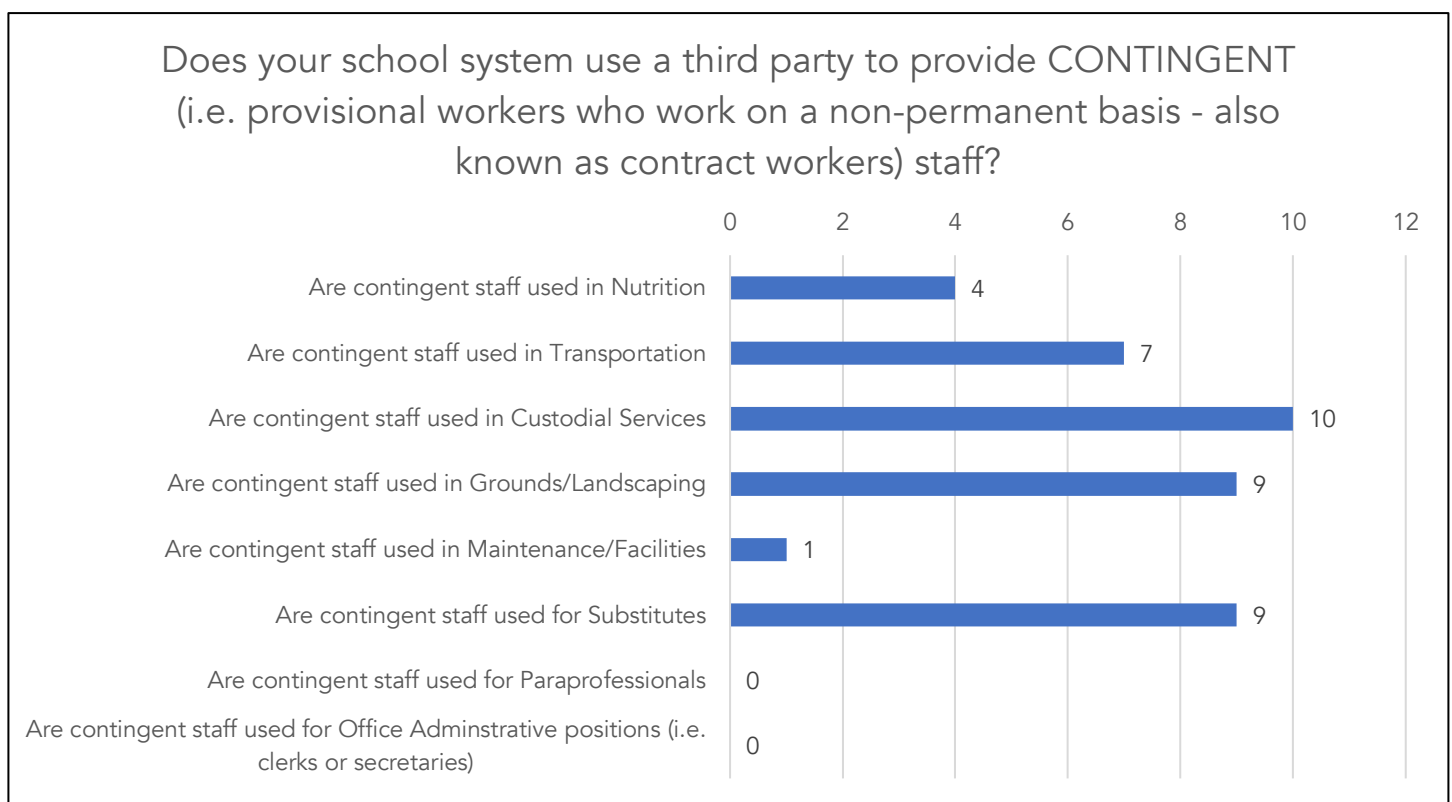
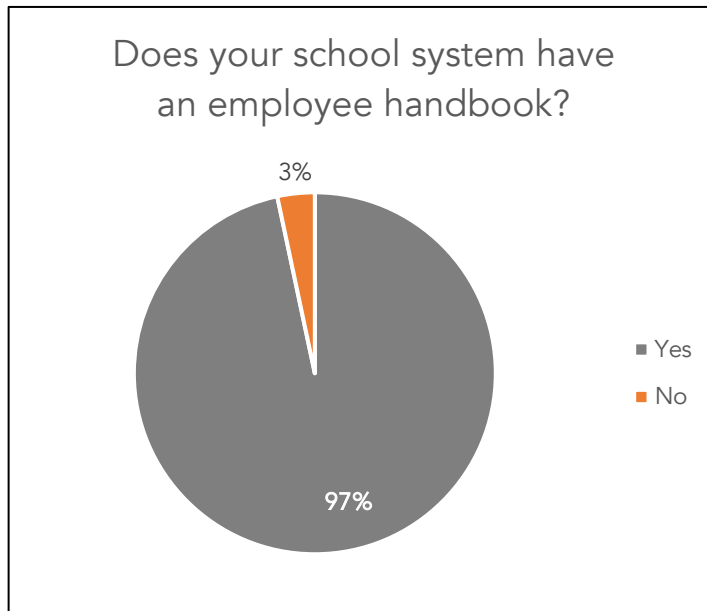


Figure 3.5: Employee Handbook



Key Performance Indicators

Key performance indicators in HR include districtwide effectiveness measures such as teacher and employee separation rates and indicators that focus on the operation of the 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.

The data points represented in this review are based on provided data and interviews. These estimates influence cost assumptions within the district and should be considered when reviewing the district's ability to achieve potential opportunities for improvement.

Factors that influence performance could motivate improvements include:

- HR role definition within the district;
- Ability of existing technology to automate work;
- Hiring practices;
- School culture and staff support;
- Local or regional competition;
- Effectiveness of recruiting efforts;
- Salary and benefits offered;
- Employee satisfaction and workplace environment;
- Availability of skills in the local labor market; and,
- Personnel policies and practices.

The following Key Performance Indicators were reviewed:

HR Cost per \$100,000 of Revenue – This measure serves as a fundamental cost measurement for assessing the HR department's budgetary allocation. As 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).

HR Cost per District Staff Member – This measure is also a fundamental cost measurement for assessing the HR department's budgetary allocation and efficiency. As 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).

Number of Employees per HR Staff Member – This is a valuable metric 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.

Overall Employee Separation Rate – This measure serves as a valuable indicator of the district's policies, administrative procedures, regulations, and management effectiveness for all employees. By measuring these rates, the district gains insight into the impact of its actions in terms of resource allocation, fund allocation, policy implementation, and employee support. These metrics may also provide valuable insight into workforce satisfaction levels and the overall organizational climate.

Teacher Separation Rate – This measure provides insight similar to those provided by the overall employee separation rate, except it focuses only on the separation of teachers.

Employee Misconduct Investigations per 1,000 Employees – This metric reflects the efficacy of hiring and supervisory practices within a district. It serves as an indicator of how effectively the district screens and manages its workforce. The

administrative costs incurred during investigations and their subsequent resolution divert resources that could otherwise be utilized for more productive educational purposes.

Employee Discrimination Investigations per 1,000 Employees – This metric reflects the efficacy of Equal Employment Opportunity (EEO) practices within a district. 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.

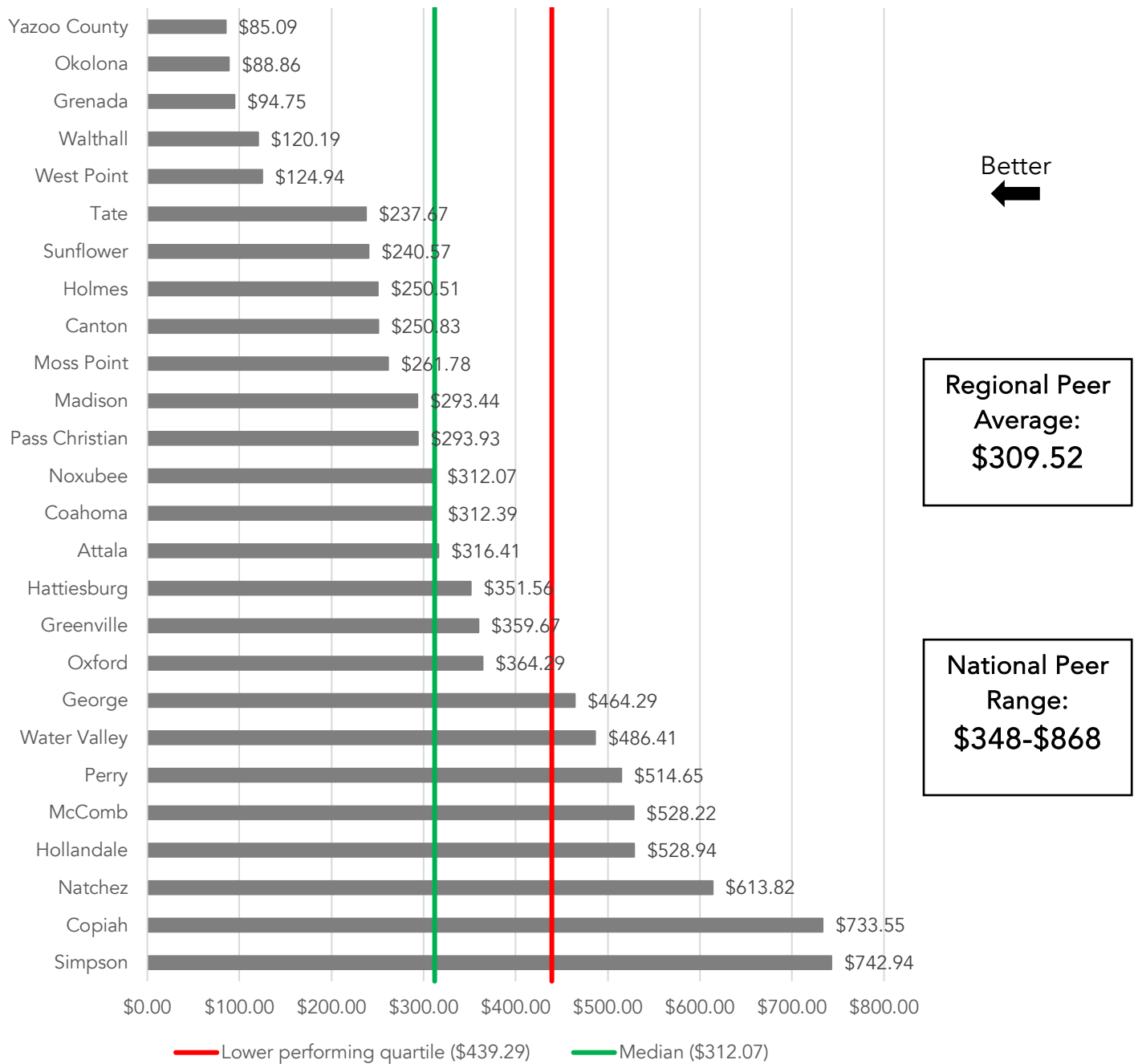
Guidelines for reading charts:

Performance indicator levels are provided as quartiles – the 25th percentile and 50th percentile (median). Results are only reported when there are three or more responses for a given key performance indicator. The preferred placement for each key performance indicator is usually designated in the 50th percentile. For some key performance indicators, the 50th percentile only reflects the statistical division of responses and does not indicate a preferred placement.

The Regional Peer Average is based on data collected from Alabama, Tennessee, Mississippi, and Louisiana school districts. National Peer ranges are taken from the Council of Great City Schools data.

Exhibit 4: HR Cost per \$100,000 of Revenue

Total HR department costs per \$100,000 of total district operating revenue.

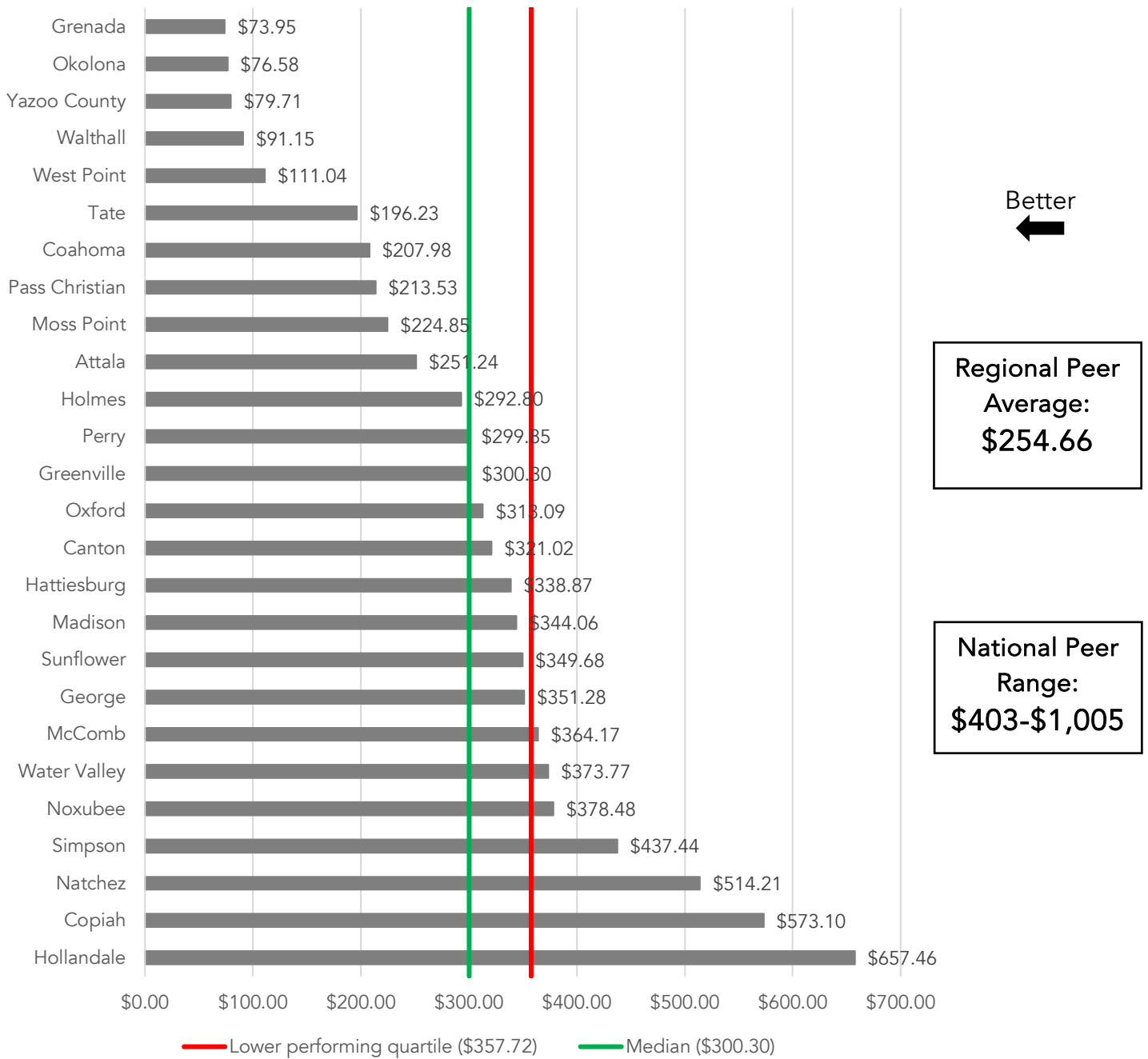


Note: Wayne data could not be clarified.

Note: Louisville, North Panola, and Wilkinson are not included because the districts could not provide any cost information regarding HR services due to the HR functions being spread over several people.

Exhibit 5: HR Cost per District Staff Member

HR Department costs are divided by the total number of district staff (FTEs).

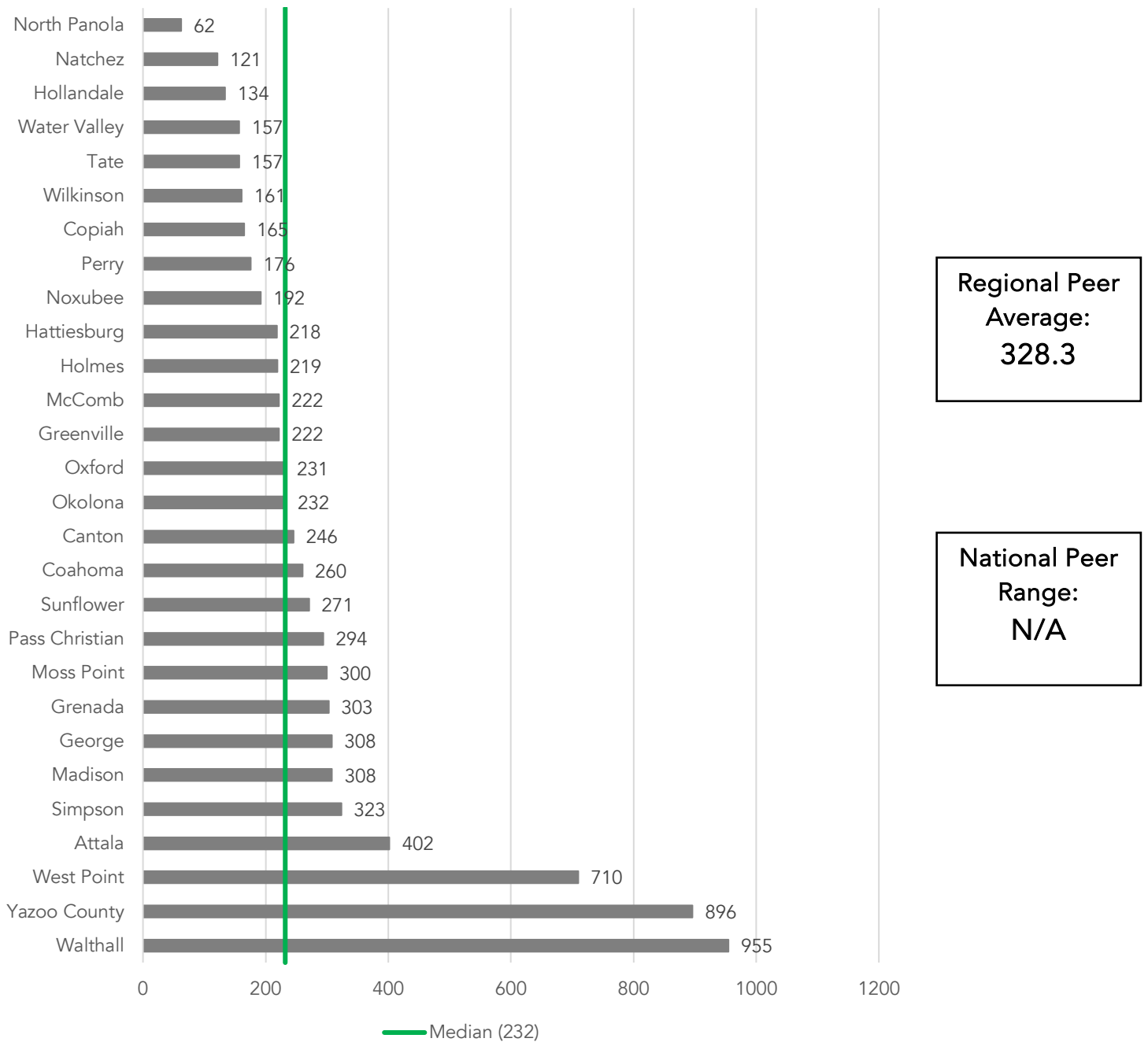


Note: Wayne data could not be clarified.

Note: Louisville, North Panola, and Wilkinson are not included because the districts could not provide any cost information regarding HR services due to the HR functions being spread over several people.

Exhibit 6: Number of Employees per HR Staff Member

The total number of district staff (FTEs) divided by the total number of HR staff.



Note: Louisville data not provided.

Exhibit 7: Overall Employee Separation Rate

The total number of employees that left the district divided by the total number of district employees (FTEs).

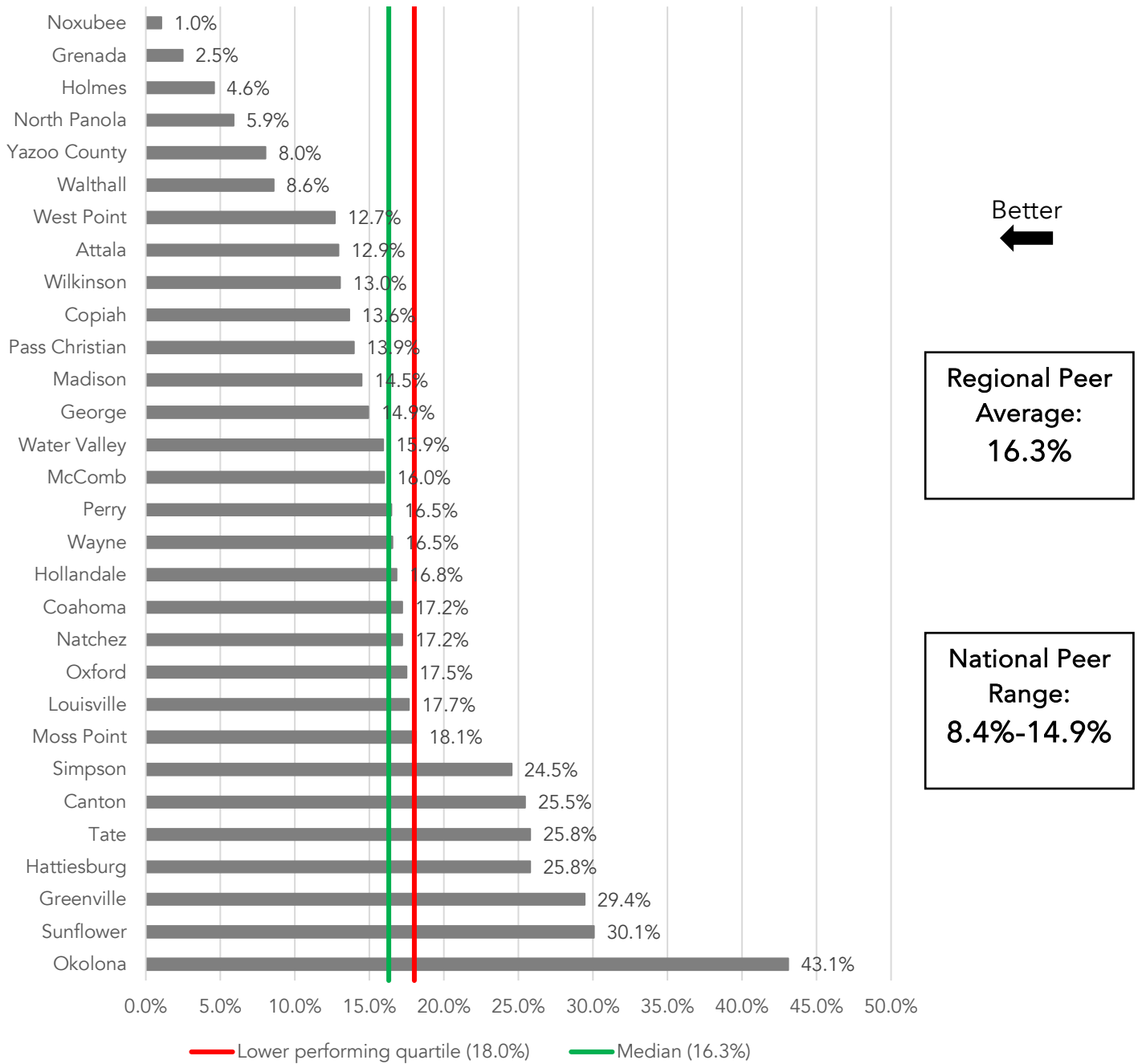


Exhibit 8: Teacher Separation Rate

The total number of teachers that left the district divided by the total number of district teachers (FTEs).

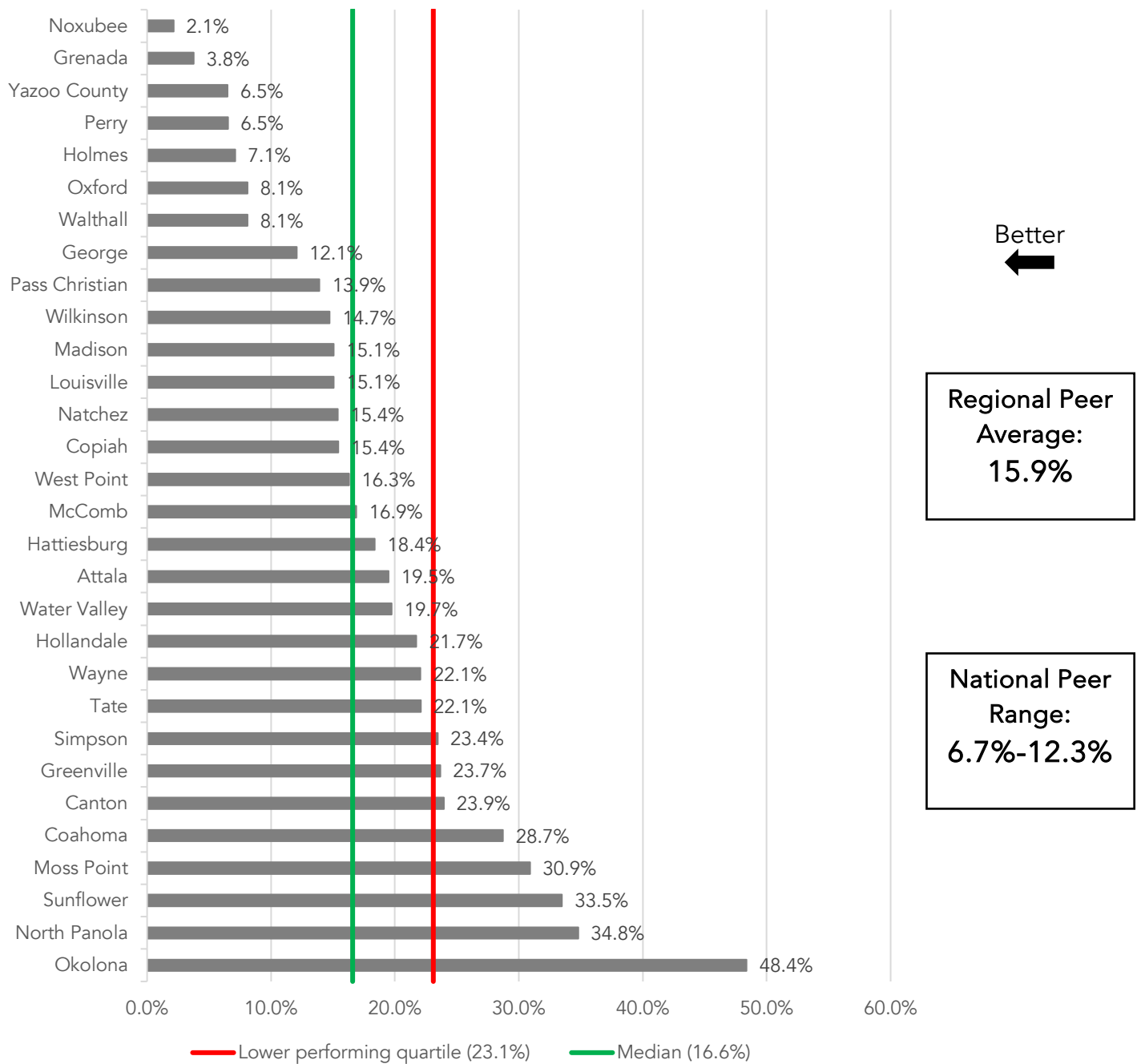
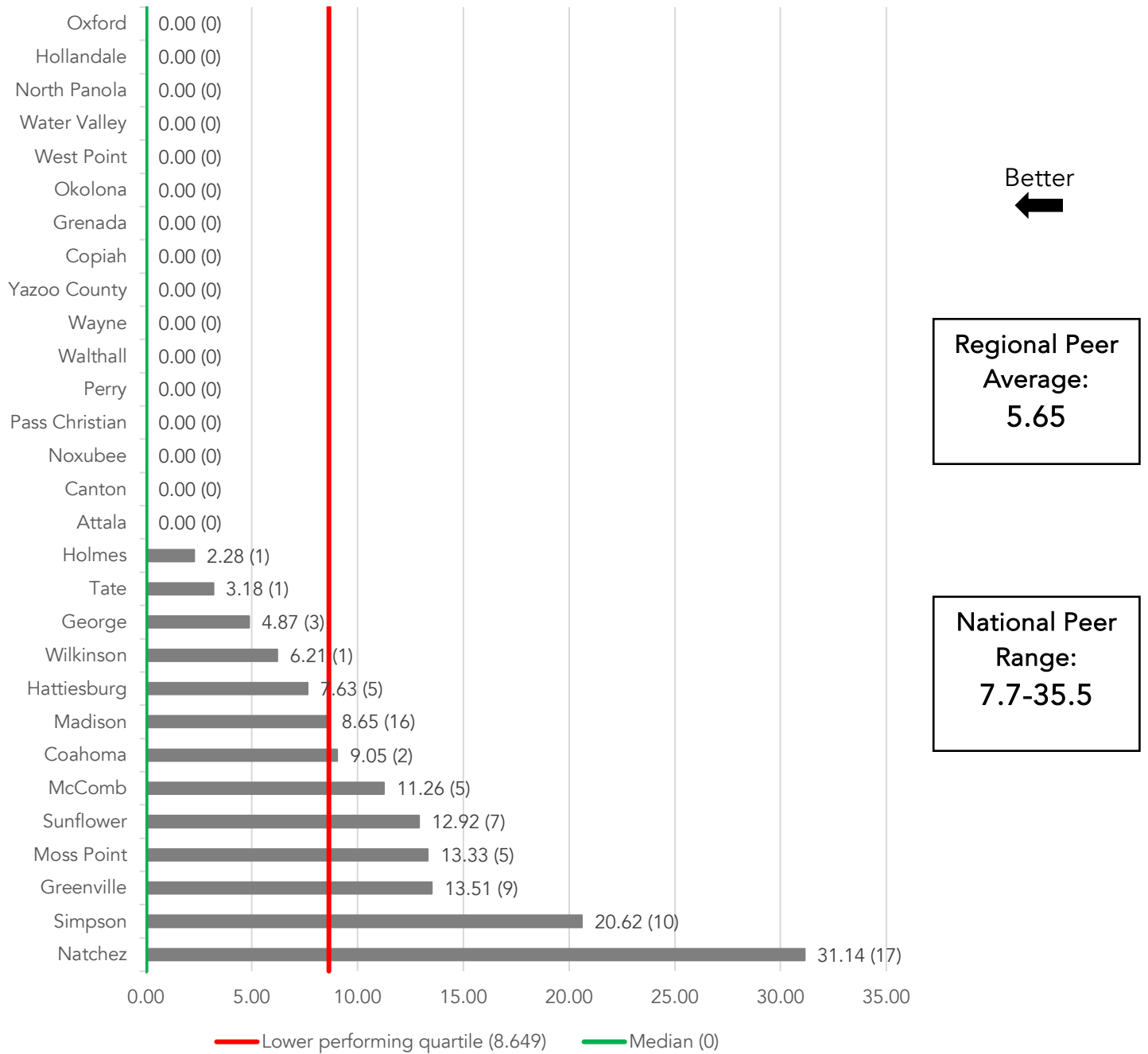


Exhibit 9: Employee Misconduct Investigations per 1,000 Employees

Number of misconduct investigations per 1,000 employees.

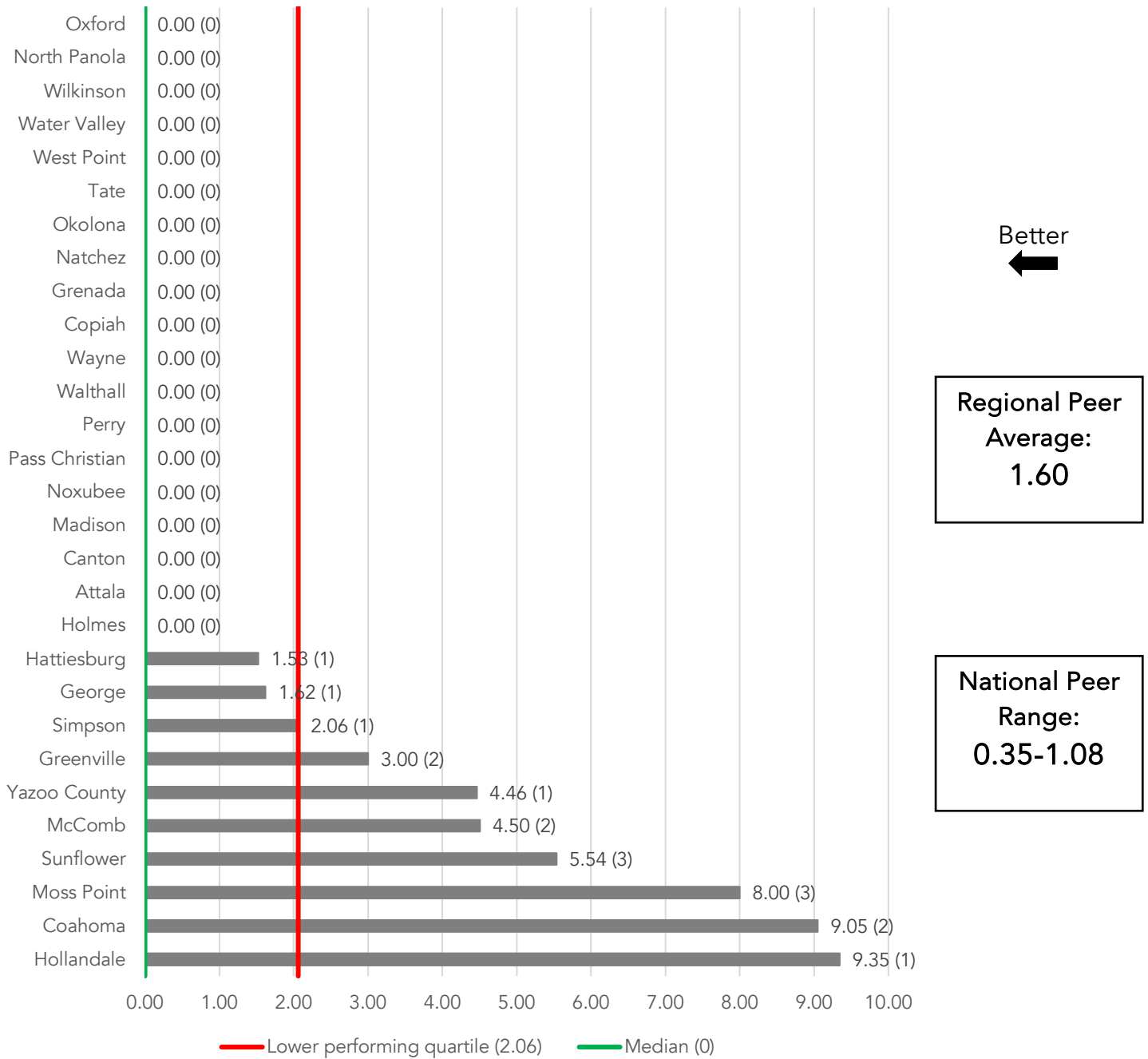


Note: The number in parentheses is the number of misconduct investigations for each district.

Note: Louisville data is not available.

Exhibit 10: Employee Discrimination Investigations per 1,000 Employees

Number of complaints/charges of discrimination filed by employees per 1,000 employees.



Note: The number in parentheses is the number of discrimination complaints for each district.

Note: Louisville data is not available.

APPENDIX A

District Detailed Commendations, Observations, and Potential Opportunities

District Detailed Commendations, Observations, and Potential Opportunities

The regional peer average is based on data collected from Alabama, Tennessee, Mississippi, and Louisiana school districts. National peer ranges are taken from the Council of Great City Schools data.

Attala

The district has a documented employee handbook and uses several software systems to assist in human capital management. The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR costs per \$100,000 in revenue is slightly above the state median. Cost per staff member is below the state median and the regional peer average. Teacher separation rates are above the state median. Therefore, the district should investigate teacher retention issues using a data-driven approach. The assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

By adopting this approach, the district can improve teacher retention rates and continue to create a positive and supportive work environment for teachers.

Canton

The district has an employee handbook and uses software for human capital management. Substitute fill rates and teacher and school-level absentee rates are tracked, and the superintendent reports these rates at board meetings. However, non-teaching staff absenteeism is not tracked. Tracking classified staff absenteeism is recommended to reduce costs, maintain staffing levels, identify health issues, and support teachers and students.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue is below the state median and national/regional averages, while cost per staff member higher than both the state median and the regional peer average.

The district's overall staff and teacher separation rates are higher than the respective state medians, regional peer averages, and national peer ranges. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

Employee misconduct and discrimination investigations are zero, better than regional and national averages, and consistent with several other districts in the state.

The district should examine HR processes in detail, such as staff interviewing and onboarding, and explore how technology might help increase efficiency and effectiveness, reducing manual processing.

Coahoma

The district has an employee handbook and uses software for human capital management and time and attendance management. It was noted that the district uses paper HR forms that are completed manually. The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue aligns with the state median, while the HR cost per district staff member is below the state median and the regional peer average.

The district's overall staff and teacher separation rates are higher than regional and national averages and reviewed peers. During interviews, it was pointed out that the Superintendent conducts exit interviews with staff. It was noted that 1) several people were hired during COVID under an emergency certification and 2) some separated staff members had allowed their licenses to expire but have come back to the district after they were re-certified. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.

5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had two employee misconduct investigations and two employee discrimination investigations.

The district should examine HR processes in detail, such as staff interviewing and onboarding, and explore how technology might help increase efficiency and effectiveness, reducing manual processing.

Copiah

The district has a documented employee handbook and uses some software systems to assist with human resources activities (i.e., human resource management software, electronic forms/workflow software, automated time and attendance management software, and applicant posting & tracking software). The district does track employee absenteeism, and although they do not track the overall percentage of daily substitute fill rates, they can see if a teacher absence has been filled. Tracking staff absenteeism and fill rates can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. The assessment team recommends the district track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$91,334 annually.

Overall staff and teacher-specific separation rates are better than the state median and regional peer average.

The district had zero employee misconduct or discrimination investigations.

George

The district has a documented employee handbook and utilizes software for HR management, time and attendance management, and substitute management. The interviewed point of contact (Human Resources Director) noted that when the software (i.e., a program called Marathon) is fully implemented, they will use the module for new hire paperwork. The district does not track employee absenteeism and only tracks the daily fill rate of substitute teachers for its high school and middle schools. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$33,849 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$55,224.

Both the overall employee separation rate and the teacher separation rate are lower (i.e., better) than the state median and the regional average.

The district had three employee misconduct investigations and one employee discrimination investigation.

Greenville

The district has a documented employee handbook and uses some software systems to assist with HR activities (i.e., HR management software and automated time and attendance management software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing

levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue is higher than the state median and regional peer average. HR cost per district staff member aligns with the state median but is higher than the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$2,644 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$25,754.

The district's overall staff and teacher separation rates are higher than regional and national averages and reviewed peers. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had nine employee misconduct investigations and two employee discrimination investigations.

Grenada

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, self-service employee benefits, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Grenada has the lowest HR cost per district staff of all reviewed districts.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median and regional peer average. Grenada has the lowest HR cost per district staff of all reviewed districts. The assessment

team requested clarification of HR costs provided by the district. The district reported \$44,815 in cost and two full-time HR staff. While the district did confirm provided data, other districts with a staff count of two reflect higher costs.

Overall staff and teacher-specific separation rates are better than the state median and regional peer average. Grenada has the second lowest overall employee separation rate and teacher separation rate of all reviewed districts.

Grenada has the second lowest overall employee separation rate and teacher separation rate of all reviewed districts.

The district had zero employee misconduct or discrimination investigations.

Hattiesburg

The district has a documented employee handbook and utilizes software for most HR-related functions (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, applicant posting & tracking). The district tracks teacher absenteeism by month, and tracks substitute fill rates; however, non-teaching staff absenteeism is not tracked. Tracking classified staff absenteeism is recommended to reduce costs, maintain staffing levels, identify health issues, and support teachers and students.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. The assessment team requested clarification of HR costs provided by the district. The district reported \$61,617 in cost and two full-time HR Staff. While the district did confirm provided data, other districts with a staff count of two reflect higher costs. If the district could align its performance with the state median, it could save up to \$27,864 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$50,592.

The district's overall staff and teacher separation rates are higher than regional and national averages and reviewed peers. The identified HR point of contact reported that the district has constant turnover with classified employees, especially custodians and secretaries. He noted that it is common for hired classified staff to work for a week and then leave the district for a higher-paying job. He also said teachers tend to seek better job opportunities or move to other areas. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had five employee misconduct investigations and one employee discrimination investigation.

Hollandale

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR Management software, automated time and attendance management software, self-service employee benefits, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Hollandale has the highest cost per district staff member of all reviewed districts.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. Hollandale has the highest cost per district staff member of all reviewed districts. The

district should evaluate efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district

could align its performance with the state median, the district could save up to \$38,690 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$42,353.

The district's overall staff separation rate and teacher separation rate are higher than the respective state medians, regional peer averages, and national peer ranges. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had zero employee misconduct investigations and one employee discrimination investigation.

Holmes

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, self-service employee benefits, and applicant posting and tracking software). The district tracks employee absenteeism. The district does not track the daily fill rate of substitute teachers. It is recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median.

Overall staff and teacher-specific separation rates are better than the state median the regional peer average.

The district had one employee misconduct investigation and zero employee discrimination investigations.

Louisville

The district has a documented employee handbook and utilizes software for many HR activities (i.e., HR management software, automated time and attendance management software, self-service employee benefits, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

The HR responsibilities are divided among several personnel in the district. However, the district faced difficulties in calculating full-time equivalent (FTE) and determining department costs, which resulted in the inability to calculate performance cost measures.

The district's overall staff separation rate is higher than the state median and the regional peer average. The district's teacher separation rate is below the state median. The identified HR point of contact noted that the district had many turnovers with custodians but could not provide reasons. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

There was no information accessible regarding investigations into misconduct or employee discrimination. The district could not provide information related to the number of investigations that were conducted during the assessment period. The district should track all misconduct and employee discrimination investigations. The administrative costs incurred during investigations and their subsequent resolution divert resources that could otherwise be utilized for more productive educational purposes.

To enhance the efficiency and effectiveness of HR functions, the district should provide a clear and comprehensive outline of its various HR responsibilities, such as recruitment, onboarding, personnel record management, employee performance evaluation, investigations into employee misconduct, salary, and benefits management, and exit interviews. Documented procedures that outline the suppliers, inputs, process steps, outputs, and customers involved in these HR functions could significantly improve their overall performance. The district should assign HR tasks to specific individuals and track the time required to accurately understand HR costs.

Madison

The district has a documented employee handbook and utilizes software for many HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits portal, applicant posting and tracking software). The district tracks substitute fill rates. The district does not track staff absentee rates. It is recommended that the district track staff absenteeism to help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue is below the state median and the regional peer average. However, HR cost per district staff member is above the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could meet the performance level of the average state comparative peer, the district could save up to \$88,301 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$152,496.

Both the overall employee separation rate and the teacher separation rate are lower (i.e., better) than the state median and the regional average.

Madison had 16 employee misconduct investigations and zero employee discrimination investigations.

McComb

The district has a documented employee handbook and utilizes software for many HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits portal, applicant posting and tracking software). The district does

not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, it district could save up to \$30,121 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$45,528.

Though the identified district point of contact noted that the district had and continues to have considerable turnover with cafeteria workers, the overall employee separation rate aligns with the state median. The teacher separation rate also aligned with the state median.

The district had five employee misconduct investigations and two employee discrimination investigations.

Moss Point

The district has a documented employee handbook and utilizes software for most HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits portal, applicant posting and tracking software). The district tracks substitute teacher fill rates, and while the district does not track overall staff absenteeism, the district does track those with perfect attendance. Each year the district rewards staff members that achieve perfect attendance. While this is a best practice, the district should consider expanding and tracking all staff members' absenteeism rates. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both were better than the state median.

The district's overall staff and teacher separation rates are higher than the state median, regional peer average, and national peer range. The district does conduct exit interviews. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

Moss Point had five employee misconduct investigations and three employee discrimination investigations. Per the district point of contact, two of the five employee misconduct investigations were for abandoning their contract.

Natchez-Adams

The district has a documented employee handbook and utilizes software for several HR activities (i.e., human resource management software, service employee benefits, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels.

If the district aligned its performance with the state median, it could save up to \$118,962 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$137,908.

Overall staff separation rates are higher than the state median and the regional peer average. Teacher-specific separation rates are lower than the state median and the regional peer average.

Natchez-Adams has the highest number of employee misconduct investigations of all reviewed districts.

The district had seventeen employee misconduct investigations and zero employee discrimination investigations. The district may want to examine the misconduct investigations related to the number of classified employees separated from the district. If this is not the root cause of the retention issue, then the district should collect and analyze data on retention rates, reasons

for leaving, and demographics using exit interviews.

To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

North Panola

The district has a documented employee handbook. The district utilizes software for HR management software and applicant posting and tracking software. The district tracks employee absenteeism. The district does not track the daily fill rate of substitute teachers. It is recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

According to the interviewed point of contact, HR functions are spread across multiple personnel in the district. As a result, the district could not accurately calculate HR support costs. For this reason, the number of employees per HR staff member is significantly lower than state and regional peers; it is the lowest number of all reviewed districts.

Overall staff separation rates are better than the state median the regional peer average. Teacher separation rates are higher than the state median and the regional peer average. North Panola has the second highest teacher separation rate of all reviewed districts. The district should address the teacher retention issue by collecting and analyzing data on retention rates, reasons for leaving, and demographics using exit interviews. Additionally, the assessment team recommends that the district take the following steps:

North Panola has the second highest teacher separation rate of all reviewed districts.

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action. The district had zero employee misconduct or discrimination investigations.

The district had zero employee misconduct or discrimination investigations.

Noxubee

The district has a documented employee handbook and has recently updated it. The new employee handbook was under board attorney review during the assessment. The district utilizes software for most HR activities (i.e., HR management software, automated time and attendance management software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue aligns with the state median and is higher than the regional peer average. HR cost per district staff member is above both the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$22,435.

Noxubee has the lowest overall staff and teacher separation rates of all reviewed districts.

Both the overall employee separation rate and the teacher separation rate are lower (better) than the state median and the regional peer average. Noxubee has the lowest overall staff and teacher separation rates of all reviewed districts.

The district had zero employee misconduct investigations and zero employee discrimination investigations.

Okolona

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management, automated time and attendance management, substitute management, and service employee benefits software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the respective state medians and the regional peer averages. Okolona has the second lowest HR cost per \$100,000 of revenue and HR cost per district staff member of all reviewed districts.

Okolona has the second lowest HR cost per \$100,000 of revenue and HR cost per district staff member of all reviewed districts.

The district's overall staff and teacher separation rates are significantly higher than regional and national averages and reviewed peers. Okolona has the highest overall staff and teacher separation rates of all reviewed districts. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had zero employee misconduct investigations and zero employee discrimination investigations.

Oxford

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits software, and applicant posting and tracking software). The district tracks employee absenteeism and the daily fill rate of substitute teachers.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$10,826 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$33,243.

Teacher-specific separation rates are better than the state median and regional peer average. Overall separation rates are higher than the state median and the regional peer average. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had zero employee misconduct investigations and zero employee discrimination investigations.

Pass Christian

The district has a documented employee handbook and utilizes software for most HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, applicant posting and tracking software). The district tracks substitute teacher fill rates and staff absenteeism.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median and the regional peer average.

Overall staff and teacher separation rates are better than the state median and regional peer average.

The district had zero employee misconduct or discrimination investigations.

The HR department at Pass Christian Public School District has exemplary performance across all reviewed comparative measures.

Perry

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitutes teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue is higher than the state median and the regional peer average. HR cost per district staff member aligns with the state median but above the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$6,727 annually.

Overall staff separation rates aligned with the state median and the regional peer average. Teacher separation rates are better than the state median and regional peer average.

The district had zero employee misconduct or discrimination investigations.

Simpson

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Simpson has the highest HR cost per \$100,000 of revenue of all reviewed districts.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. Simpson has the highest HR cost per \$100,000 of revenue of all reviewed districts.

The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$68,438 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$85,267.

The district's overall staff separation rate is significantly higher than the state median and regional average. The teacher separation rate is higher than the state median and regional average.

To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had ten employee misconduct investigations and one employee discrimination investigation. Simpson had the second highest number of employee misconduct investigations of all reviewed districts. The district may want to examine these investigations related to the number of employees separated from the district.

Sunflower

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits software, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. HR cost per \$100,000 of revenue is better than the state median and the regional peer average. However, HR cost per district staff member was higher than the state median and the regional peer average. The district should evaluate

the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$28,915 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$47,723.

The district's overall staff and teacher separation rates are higher than the respective state medians and the regional peer averages. Sunflower has the second highest overall staff separation rate and the third highest teacher separation rate of all reviewed districts. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had seven employee misconduct investigations and three employee discrimination investigations. The district should examine these investigations related to the number of employees separated from the district.

Tate

The district does not have a documented employee handbook. It is recommended that the district develop a formally documented employee handbook.

The district utilizes software for HR (i.e., HR management software, electronic forms/workflow software, self-service employee benefits, and applicant posting and tracking software). The district does track employee absenteeism. The district does not track the daily fill rate of substitute teachers. It is recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median and regional peer average. The assessment team requested clarification of HR costs provided by the district. The district reported \$61,617 in cost and two full-time HR Staff. While the district did confirm provided data, it should be noted that other districts with a staff count of two reflect higher costs.

The district's overall staff and teacher separation rates are higher than the respective state medians and peer averages. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.

5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had one employee misconduct investigation and zero discrimination investigations.

Walthall

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, and self-service employee benefits software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Walthall has the highest number of employees per HR staff member of all reviewed districts.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median and regional peer average. The assessment team requested clarification of HR costs provided by the district. The district reported \$28,712 in cost and 0.33 FTE HR staff. While the district did confirm the provided data, it should be noted that other district estimated the FTE amount and costs were derived from that estimate. The assessment team was not able to validate this estimate.

Overall staff and teacher-specific separation rates are better than the state median and regional peer average.

The district had zero employee misconduct or discrimination investigations.

Water Valley

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR Management software, electronic forms/workflow software, automated time and attendance management software, substitute management software, self-service employee benefits software, and applicant posting and tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are higher than the state median and the regional peer average. The district should evaluate the efficiency of HR practices, optimal utilization of current software, and HR staffing levels. If the district could align its performance with the state median, the district could save up to \$12,158 annually. If the district could meet the performance level of the top 25% of state comparative peers, the district could save up to \$20,745.

Overall staff separation rates are better than the state median and regional peer average. Teacher-specific separation rates are higher than the state median and regional peer average. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.

4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district had zero employee misconduct or discrimination investigations.

Wayne

The district has a documented employee handbook and uses some software systems to assist with HR activities (i.e., HR management software and automated time and attendance management software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

HR functions are spread across multiple personnel in the district. The district estimated that these functions were approximately 0.025 FTE. This was a significantly low estimate compared to other districts of all reviewed districts. The assessment team was unable to receive clarification regarding this estimate. As a result, the calculated HR support costs (HR cost per \$100,000 in revenue and HR cost per district staff member) would have been significantly lower (better) than all comparative peer groups. The costs measures would have been so low as to distort the overall median of state comparative peers. As a result of lack of clarification, the assessment team did not include these measures in the assessment report.

The overall employee separation rate aligns with the state median and the regional peer average. The teacher separation rate exceeds the state median, regional peer average, and national peer range. To address retention issues, the assessment team recommends that the district take the following steps:

1. Collect and analyze data on teacher retention rates, turnover rates, reasons for leaving, and demographics of departing teachers using exit interviews, surveys, and personnel records.
2. Look for patterns and trends in the data to identify areas of concern, such as high turnover rates among specific groups of teachers, schools, or departments.
3. Conduct interviews with current and departing teachers to gather more information about their experiences, concerns, and reasons for leaving.
4. Review policies and practices related to hiring, professional development, compensation, and working conditions to identify areas contributing to teacher dissatisfaction and turnover.
5. Develop action plans based on the data and feedback gathered to address the identified issues, such as changes to policies and practices, providing additional support and resources to teachers, or implementing new retention strategies.
6. Continuously monitor the effectiveness of the action plans and adjust as needed. Regularly track retention and turnover rates to evaluate progress and identify areas for further action.

The district stated that principals conduct misconduct investigations. The district should reconsider this procedure and designate a district level administrator as an independent third-party to address investigations. This prevents the possibility of favoritism or at least the appearance of favoritism in investigations.

The district had zero employee misconduct investigations or employee discrimination investigations.

West Point

The district has a documented employee handbook and utilizes software for several Human Resources activities (i.e., Human Resource Management Software, Automated Time and Attendance Management Software, and Applicant Posting & Tracking Software). The district does not track employee absenteeism. The district does track the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are better than the state median and regional peer average.

Several districts encountered difficulties obtaining accurate cost information due to the dispersal of HR functions among district personnel instead of having dedicated HR personnel. The districts functions are spread, but the district was able to provide and estimated 0.60 FTE focused on HR duties. The above noted performance was calculated based on the provided estimated FTE count. The assessment team was not able to validate this estimate.

The overall staff separation rate is better than the state median and regional peer average. The teacher separation rate aligns with the state median but is above the regional peer average.

The district had no employee misconduct investigations or employee discrimination investigations.

Wilkinson

The district has a documented employee handbook and utilizes software for several HR activities (i.e., HR management software, automated time and attendance management software, self-service employee benefits software, and applicant posting and tracking software). The district does not track employee absenteeism. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. The district did not provide information regarding whether they tracked the daily fill rate of substitute teachers. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

The district did not provide HR expenditures. Therefore, the assessment team could not calculate HR cost per \$100,000 of revenue and HR cost per district staff member.

Overall staff and teacher-specific separation rates are better than the state median and regional peer average.

The district had one employee misconduct investigation and zero employee discrimination investigations.

Yazoo County

The district has a documented employee handbook and uses some software systems to assist with HR activities (i.e., HR management software, electronic forms/workflow software, automated time and attendance management software, and applicant posting & tracking software). The district does not track employee absenteeism or the daily fill rate of substitute teachers. Tracking staff absenteeism can help reduce costs, maintain staffing levels, identify health issues, and improve teacher performance and student outcomes. It is also recommended to track daily fill rates to ensure educational continuity, control costs, and better plan for future absences.

Yazoo County has the lowest HR cost per \$100,000 of revenue of all reviewed districts.

Two metrics are used to measure the cost of HR support: HR cost per \$100,000 of revenue and HR cost per district staff member. Both are significantly better than the state median and regional peer average. Yazoo County has the lowest HR cost per \$100,000 of revenue of all reviewed districts. The district does not have a dedicated staff member

focused on HR. According to the interviewed point of contact, HR functions in the district are handled by multiple personnel. Specifically, school principals are responsible for recruitment, employee performance, and investigations, while the Superintendent and Assistant Superintendent also participate in employee investigations. The district estimated 0.35 FTE focused on HR duties. The assessment team was not able to validate this estimate.

Overall staff and teacher separation rates are better than the state median and regional peer average. Yazoo County has the third lowest teacher separation rate of all reviewed districts.

The district had zero employee misconduct investigations and one employee discrimination investigation. The district stated that principals conduct misconduct investigations and that these investigations are sometimes assisted by the superintendent. The district should reconsider this procedure and designate a district level administrator as an independent third-party to address investigations. This independent third-party should not be the superintendent as that position has final authority on making decisions regarding the investigations findings and is also responsible for making any necessary recommendations to the school board to address issues. By establishing an independent third-party to handle investigations, the district would prevent the possibility of favoritism or at least the appearance of favoritism in investigations.

APPENDIX B

District Data Tables

District Data Tables

Attala Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	201
-- Of Total Number of Teachers (FTE) (#)	113
-- Of Total Number of Classified Staff (#)	78
-- Of the Total Number of Certified Staff (#)	10
Total Number of Overall Staff Separations (FTE) (#)	26
-- Of Total Number of Teacher Separations (FTE) (#)	22
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.5
Annual Human Resources Dept Costs (\$)	\$50,500
Total Number of Enrolled Students (#)	985
Annual Actual Operating Revenue (\$)	\$17,829,814

Canton Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	491
-- Of Total Number of Teachers (FTE) (#)	238
-- Of Total Number of Classified Staff (#)	199
-- Of Total Number of Certified Staff (#)	54
Total Number of Overall Staff Separations (FTE) (#)	125
-- Of Total Number of Teacher Separations (FTE) (#)	57
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$157,620
Total Number of Enrolled Students (#)	3,300
Annual Actual Operating Revenue (\$)	\$62,839,465

Coahoma Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	221
-- Of Total Number of Teachers (FTE) (#)	94
-- Of Total Number of Classified Staff (#)	101
-- Of Total Number of Certified Staff (#)	120
Total Number of Overall Staff Separations (FTE) (#)	38
-- Of Total Number of Teacher Separations (FTE) (#)	27
Total Number of Employee Discrimination Complaints (#)	2
Total Number of Employee Misconduct Investigations (#)	2
Number of HR Department Staff (#)	0.85
Annual Human Resources Dept Costs (\$)	\$45,964
Total Number of Enrolled Students (#)	1,208
Annual Actual Operating Revenue (\$)	\$14,713,741

Copiah Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	330
-- Of Total Number of Teachers (FTE) (#)	149
-- Of Total Number of Classified Staff (#)	126
-- Of Total Number of Certified Staff (#)	55
Total Number of Overall Staff Separations (FTE) (#)	45
-- Of Total Number of Teacher Separations (FTE) (#)	23
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$189,123
Total Number of Enrolled Students (#)	2,281
Annual Actual Operating Revenue (\$)	\$25,782,058

George Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	616
-- Of Total Number of Teachers (FTE) (#)	290
-- Of Total Number of Classified Staff (#)	282
-- Of Total Number of Certified Staff (#)	334
Total Number of Overall Staff Separations (FTE) (#)	92
-- Of Total Number of Teacher Separations (FTE) (#)	35
Total Number of Employee Discrimination Complaints (#)	1
Total Number of Employee Misconduct Investigations (#)	3
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$216,386
Total Number of Enrolled Students (#)	4,083
Annual Actual Operating Revenue (\$)	\$46,605,488

Greenville Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	666
-- Of Total Number of Teachers (FTE) (#)	262
-- Of Total Number of Classified Staff (#)	324
-- Of Total Number of Certified Staff (#)	342
Total Number of Overall Staff Separations (FTE) (#)	196
-- Of Total Number of Teacher Separations (FTE) (#)	62
Total Number of Employee Discrimination Complaints (#)	2
Total Number of Employee Misconduct Investigations (#)	9
Number of HR Department Staff (#)	3
Annual Human Resources Dept Costs (\$)	\$200,000
Total Number of Enrolled Students (#)	3,644
Annual Actual Operating Revenue (\$)	\$55,606,834

Grenada Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	606
-- Of Total Number of Teachers (FTE) (#)	265
-- Of Total Number of Classified Staff (#)	310
-- Of Total Number of Certified Staff (#)	296
Total Number of Overall Staff Separations (FTE) (#)	15
-- Of Total Number of Teacher Separations (FTE) (#)	10
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$44,815
Total Number of Enrolled Students (#)	3,628
Annual Actual Operating Revenue (\$)	\$47,295,741

Hattiesburg Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	655
-- Of Total Number of Teachers (FTE) (#)	294
-- Of Total Number of Classified Staff (#)	287
-- Of Total Number of Certified Staff (#)	368
Total Number of Overall Staff Separations (FTE) (#)	169
-- Of Total Number of Teacher Separations (FTE) (#)	54
Total Number of Employee Discrimination Complaints (#)	1
Total Number of Employee Misconduct Investigations (#)	5
Number of HR Department Staff (#)	3
Annual Human Resources Dept Costs (\$)	\$221,958
Total Number of Enrolled Students (#)	3,569
Annual Actual Operating Revenue (\$)	\$63,134,737

Hollandale Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	107
-- Of Total Number of Teachers (FTE) (#)	46
-- Of Total Number of Classified Staff (#)	36
-- Of Total Number of Certified Staff (#)	58
Total Number of Overall Staff Separations (FTE) (#)	18
-- Of Total Number of Teacher Separations (FTE) (#)	10
Total Number of Employee Discrimination Complaints (#)	1
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.8
Annual Human Resources Dept Costs (\$)	\$70,348
Total Number of Enrolled Students (#)	568
Annual Actual Operating Revenue (\$)	\$13,299,731

Holmes Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	438
-- Of Total Number of Teachers (FTE) (#)	197
-- Of Total Number of Classified Staff (#)	209
-- Of Total Number of Certified Staff (#)	229
Total Number of Overall Staff Separations (FTE) (#)	20
-- Of Total Number of Teacher Separations (FTE) (#)	14
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	1
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$128,247
Total Number of Enrolled Students (#)	2,542
Annual Actual Operating Revenue (\$)	\$51,194,651

Louisville Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	385
-- Of Total Number of Teachers (FTE) (#)	199
-- Of Total Number of Classified Staff (#)	148
-- Of Total Number of Certified Staff (#)	237
Total Number of Overall Staff Separations (FTE) (#)	68
-- Of Total Number of Teacher Separations (FTE) (#)	30
Total Number of Employee Discrimination Complaints (#)	Not Provided
Total Number of Employee Misconduct Investigations (#)	Not Provided
Number of HR Department Staff (#)	(0) Not Provided
Annual Human Resource Costs Overall	(\$0.00) Not Provided
Total Number of Enrolled Students (#)	2,553
Annual Actual Operating Revenue (\$)	\$36,723,462

Madison Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	1,850
-- Of Total Number of Teachers (FTE) (#)	1,029
-- Of Total Number of Classified Staff (#)	575
-- Of Total Number of Certified Staff (#)	1,208
Total Number of Overall Staff Separations (FTE) (#)	268
-- Of Total Number of Teacher Separations (FTE) (#)	155
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	16
Number of HR Department Staff (#)	6
Annual Human Resources Dept Costs (\$)	\$636,516
Total Number of Enrolled Students (#)	13,096
Annual Actual Operating Revenue (\$)	\$216,918,528

McComb Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	444
-- Of Total Number of Teachers (FTE) (#)	219
-- Of Total Number of Classified Staff (#)	199
-- Of Total Number of Certified Staff (#)	245
Total Number of Overall Staff Separations (FTE) (#)	71
-- Of Total Number of Teacher Separations (FTE) (#)	37
Total Number of Employee Discrimination Complaints (#)	2
Total Number of Employee Misconduct Investigations (#)	5
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$161,693
Total Number of Enrolled Students (#)	2,286
Annual Actual Operating Revenue (\$)	\$30,611,013

Moss Point Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	375
-- Of Total Number of Teachers (FTE) (#)	123
-- Of Total Number of Classified Staff (#)	204
-- Of Total Number of Certified Staff (#)	48
Total Number of Overall Staff Separations (FTE) (#)	68
-- Of Total Number of Teacher Separations (FTE) (#)	38
Total Number of Employee Discrimination Complaints (#)	3
Total Number of Employee Misconduct Investigations (#)	5
Number of HR Department Staff (#)	1.25
Annual Human Resources Dept Costs (\$)	\$84,319
Total Number of Enrolled Students (#)	1,563
Annual Actual Operating Revenue (\$)	\$32,210,429

Natchez Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	546
-- Of Total Number of Teachers (FTE) (#)	247
-- Of Total Number of Classified Staff (#)	252
-- Of Total Number of Certified Staff (#)	299
Total Number of Overall Staff Separations (FTE) (#)	94
-- Of Total Number of Teacher Separations (FTE) (#)	38
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	17
Number of HR Department Staff (#)	4.5
Annual Human Resources Dept Costs (\$)	\$280,759
Total Number of Enrolled Students (#)	2,830
Annual Actual Operating Revenue (\$)	\$45,739,716

North Panola Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	187
-- Of Total Number of Teachers (FTE) (#)	138
-- Of Total Number of Classified Staff (#)	33
-- Of Total Number of Certified Staff (#)	138
Total Number of Overall Staff Separations (FTE) (#)	11
-- Of Total Number of Teacher Separations (FTE) (#)	48
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	3
Annual Human Resources Dept Costs (\$)	\$0
Total Number of Enrolled Students (#)	1,250
Annual Actual Operating Revenue (\$)	\$16,814,986

Noxubee Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	192
-- Of Total Number of Teachers (FTE) (#)	94
-- Of Total Number of Classified Staff (#)	119
-- Of Total Number of Certified Staff (#)	73
Total Number of Overall Staff Separations (FTE) (#)	2
-- Of Total Number of Teacher Separations (FTE) (#)	2
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	1
Annual Human Resources Dept Costs (\$)	\$72,668
Total Number of Enrolled Students (#)	1,401
Annual Actual Operating Revenue (\$)	\$23,286,055

Okolona Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	58
-- Of Total Number of Teachers (FTE) (#)	31
-- Of Total Number of Classified Staff (#)	73
-- Of Total Number of Certified Staff (#)	104
Total Number of Overall Staff Separations (FTE) (#)	25
-- Of Total Number of Teacher Separations (FTE) (#)	15
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.25
Annual Human Resources Dept Costs (\$)	\$4,441
Total Number of Enrolled Students (#)	518
Annual Actual Operating Revenue (\$)	\$4,998,361

Oxford Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	646
-- Of Total Number of Teachers (FTE) (#)	321
-- Of Total Number of Classified Staff (#)	244
-- Of Total Number of Certified Staff (#)	81
Total Number of Overall Staff Separations (FTE) (#)	113
-- Of Total Number of Teacher Separations (FTE) (#)	26
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	2.8
Annual Human Resources Dept Costs (\$)	\$202,259
Total Number of Enrolled Students (#)	4,682
Annual Actual Operating Revenue (\$)	\$55,522,080

Pass Christian Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	294
-- Of Total Number of Teachers (FTE) (#)	151
-- Of Total Number of Classified Staff (#)	110
-- Of Total Number of Certified Staff (#)	184
Total Number of Overall Staff Separations (FTE) (#)	41
-- Of Total Number of Teacher Separations (FTE) (#)	21
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	1
Annual Human Resources Dept Costs (\$)	\$62,777
Total Number of Enrolled Students (#)	1,975
Annual Actual Operating Revenue (\$)	\$21,358,000

Perry Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	176
-- Of Total Number of Teachers (FTE) (#)	92
-- Of Total Number of Classified Staff (#)	59
-- Of Total Number of Certified Staff (#)	19
Total Number of Overall Staff Separations (FTE) (#)	29
-- Of Total Number of Teacher Separations (FTE) (#)	6
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	1
Annual Human Resources Dept Costs (\$)	\$52,774
Total Number of Enrolled Students (#)	929
Annual Actual Operating Revenue (\$)	\$10,254,248

Simpson Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	485
-- Of Total Number of Teachers (FTE) (#)	256
-- Of Total Number of Classified Staff (#)	196
-- Of Total Number of Certified Staff (#)	289
Total Number of Overall Staff Separations (FTE) (#)	119
-- Of Total Number of Teacher Separations (FTE) (#)	60
Total Number of Employee Discrimination Complaints (#)	1
Total Number of Employee Misconduct Investigations (#)	10
Number of HR Department Staff (#)	1.5
Annual Human Resources Dept Costs (\$)	\$212,160
Total Number of Enrolled Students (#)	3,102
Annual Actual Operating Revenue (\$)	\$28,557,029

Sunflower Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	542
-- Of Total Number of Teachers (FTE) (#)	212
-- Of Total Number of Classified Staff (#)	277
-- Of Total Number of Certified Staff (#)	265
Total Number of Overall Staff Separations (FTE) (#)	163
-- Of Total Number of Teacher Separations (FTE) (#)	71
Total Number of Employee Discrimination Complaints (#)	3
Total Number of Employee Misconduct Investigations (#)	7
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$189,525
Total Number of Enrolled Students (#)	3,061
Annual Actual Operating Revenue (\$)	\$78,780,687

Tate Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	314
-- Of Total Number of Teachers (FTE) (#)	154
-- Of Total Number of Classified Staff (#)	130
-- Of Total Number of Certified Staff (#)	184
Total Number of Overall Staff Separations (FTE) (#)	81
-- Of Total Number of Teacher Separations (FTE) (#)	34
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	1
Number of HR Department Staff (#)	2
Annual Human Resources Dept Costs (\$)	\$61,617
Total Number of Enrolled Students (#)	2,000
Annual Actual Operating Revenue (\$)	\$25,925,623

Waltham Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	315
-- Of Total Number of Teachers (FTE) (#)	148
-- Of Total Number of Classified Staff (#)	139
-- Of Total Number of Certified Staff (#)	168
Total Number of Overall Staff Separations (FTE) (#)	27
-- Of Total Number of Teacher Separations (FTE) (#)	12
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.33
Annual Human Resources Dept Costs (\$)	\$28,713
Total Number of Enrolled Students (#)	1,702
Annual Actual Operating Revenue (\$)	\$23,888,615

Water Valley Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	157
-- Of Total Number of Teachers (FTE) (#)	76
-- Of Total Number of Classified Staff (#)	61
-- Of Total Number of Certified Staff (#)	12
Total Number of Overall Staff Separations (FTE) (#)	25
-- Of Total Number of Teacher Separations (FTE) (#)	15
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	1
Annual Human Resources Dept Costs (\$)	\$58,683
Total Number of Enrolled Students (#)	1,057
Annual Actual Operating Revenue (\$)	\$12,064,401

Wayne Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	502
-- Of Total Number of Teachers (FTE) (#)	204
-- Of Total Number of Classified Staff (#)	0
-- Of Total Number of Certified Staff (#)	31
Total Number of Overall Staff Separations (FTE) (#)	83
-- Of Total Number of Teacher Separations (FTE) (#)	45
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	Not Clarified
Annual Human Resources Dept Costs (\$)	\$1,253
Total Number of Enrolled Students (#)	2,850
Annual Actual Operating Revenue (\$)	\$58,900,000

West Point Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	426
-- Of Total Number of Teachers (FTE) (#)	215
-- Of Total Number of Classified Staff (#)	166
-- Of Total Number of Certified Staff (#)	45
Total Number of Overall Staff Separations (FTE) (#)	54
-- Of Total Number of Teacher Separations (FTE) (#)	35
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.6
Annual Human Resources Dept Costs (\$)	\$47,304
Total Number of Enrolled Students (#)	2,770
Annual Actual Operating Revenue (\$)	\$37,861,786

Wilkinson Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	161
-- Of Total Number of Teachers (FTE) (#)	95
-- Of Total Number of Classified Staff (#)	56
-- Of Total Number of Certified Staff (#)	105
Total Number of Overall Staff Separations (FTE) (#)	21
-- Of Total Number of Teacher Separations (FTE) (#)	14
Total Number of Employee Discrimination Complaints (#)	0
Total Number of Employee Misconduct Investigations (#)	1
Number of HR Department Staff (#)	1
Annual Human Resources Dept Costs (\$)	\$0
Total Number of Enrolled Students (#)	888
Annual Actual Operating Revenue (\$)	\$13,310,696

Yazoo County Human Resources Data	
Data	2021-2022
Total Number of district staff (#)	224
-- Of Total Number of Teachers (FTE) (#)	123
-- Of Total Number of Classified Staff (#)	76
-- Of Total Number of Certified Staff (#)	148
Total Number of Overall Staff Separations (FTE) (#)	18
-- Of Total Number of Teacher Separations (FTE) (#)	8
Total Number of Employee Discrimination Complaints (#)	1
Total Number of Employee Misconduct Investigations (#)	0
Number of HR Department Staff (#)	0.25
Annual Human Resources Dept Costs (\$)	\$17,856
Total Number of Enrolled Students (#)	1,385
Annual Actual Operating Revenue (\$)	\$20,985,339

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James F. (Ted) Booth, Executive Director

Reapportionment

Ben Collins

Administration

Kirby Arinder

Stephanie Harris

Gale Taylor

Quality Assurance and Reporting

Tracy Bobo

Hannah Jane Costilow

Performance Evaluation

Lonnie Edgar, Deputy Director

Jennifer Sebren, Deputy Director

Drew Allen

Emily Cloys

Kim Cummins

Matthew Dry

Matthew Holmes

Drew Johnson

Billy Loper

Debra Monroe-Lax

Taylor Mullins

Meri Clare Ringer

Sarah Williamson

Julie Winkeljohn

Ray Wright