

## **Guidelines for Interpreting and Scoring Benchmark**

**11.1:** *Human resource programs are professionally staffed at the appropriate level (i.e. central office, school office) and ensure full compliance with human resource policies.*

### **I. What does this benchmark indicate for school performance?**

Benchmark 11.1 is about the staffing of the human resource functions at the appropriate level in the central office and at the school level. Appropriately trained human resources personnel ensure that human resource policies are effectively carried out in a spirit of justice and fairness. The most significant investment and resource in a school is personnel so it is essential that human resources staff be professional and recruit and retain the best faculty and staff possible. Where a central office exists, diocesan-wide policies and procedures can be developed and promulgated using expertise not available at the school level.

### **II. As a review team member, what evidence do I look for?**

These are some questions which will help to frame this item:

- What is the background and credentials of the human resources staff at the central office? Do these colleagues have professional certifications, such as from SHRM? What are the criteria for selection of human resources staff?
- Does human resources staff at the CSO have access to contemporary management tools to support required HR functions?
- Are staffs at the CSO knowledgeable about human resource policies?
- Does staff at the school level have appropriate information regarding human resource policies and ways to receive just-in-time and ongoing information?
- How are new employees oriented about the specific mission and policies?
- Are staffing levels appropriate to the number of schools under the jurisdiction of the Catholic Schools Office?
- Is compliance with HR policies included as one of the factors in performance evaluations for school leaders?

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### III. What are the key differences between the levels of the rubric?

#### At level **3-Fully Meets Benchmark**,

there are professional staffs, which are consulted or have been hired, who ascertain and insure the implementation of policies. All programs are professionally staffed based on required credentials, and training is offered for all program staff. Policies exist and are complied with and regularly updated or communicated.

#### At level **4-Exceeds Benchmark**,

there are clear definitive policies that are clearly communicated online and updates are regular and shared with all employees. These policies extend to paid and volunteer staff. There is semi-annual training for school-based administrators and staff. And there is widespread awareness of the rationale for effective human resources policies that are consistent with the mission and vision of the Catholic schools at all levels of the school community, including, board members, administrators, leadership team, staff and other supporting stakeholder groups, such as parent organizations etc.

#### At level **2-Partially Meets Benchmark**,

Policies exist but are not fully complied with due to a lack of staffing and training. The training is infrequent and not universal and the communication regarding human resource policies is limited and not effective. Overall the infrastructure does not support compliance with the human resource policies.

#### At level **1-Does Not Meet Benchmark**,

A knowledge or understanding of human resource policies is absent due to lack of communication, staff lacking professional expertise or they do not exist. Usually policies are not formally formed, written and accessible in print and online. Often there is inadequate staffing, locally or at the diocesan level, for the size and scope of the school's human resource needs.

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### **IV. What are some key suggestions for improvement?**

#### **To move from level 1 to level 2,**

- Develop and publicize policies.
- Train personnel.

#### **To move from level 2 to level 3,**

- Develop, regularly review and update policies.
- Routinely train personnel.
- Use a variety of strategies to communicate with constituents.

#### **To move from level 3 to 4,**

- Ensure certification of HR personnel staff according to industry standards.
- Conduct bi-annual employee satisfaction surveys and share results.

### **V. What are key terms for common understanding? (Refer to NSBECS Glossary for terms listed below.)**

Human resource programs

Human resource policies

SHRM – Society for Human Resource Management [www.shrm.org](http://www.shrm.org)