

National Standards and Benchmarks for Effective

Catholic Elementary and Secondary Schools

Rubrics for Benchmarks

Standard 11: An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations and accountability.

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.

Level 4 Exceeds Benchmark	The school consistently includes a trained professional HR associate who assists the school leadership team with all aspects of personnel management, including hiring, professional development and career planning. This person has sufficient time, knowledge and skills to do a complete and thorough job and is able to integrate personnel management seamlessly with other aspects of managing the school.
Level 3 Fully Meets Benchmark	Human resource programs are professionally staffed at the appropriate level (i.e. central office, school office) and ensure full compliance with human resource policies. A trained professional assists the school leadership team with personnel management.
Level 2 Partially Meets Benchmark	HR policies have been defined, and the school intends to follow them. However, either staffing levels are insufficient, or those assigned roles lack some aspect of training or experience necessary to ensure full compliance with human resource policies.
Level 1 Does Not Meet Benchmark	HR policies have not been defined, or the school does not make use of the policies that have been defined, or no one at the school has been tasked with an HR role intended to ensure compliance with HR policies, or the person tasked with such a role does not have (at least one of) the training, experience, or bandwidth necessary to perform it well.
Possible Sources of Evidence	<ul style="list-style-type: none">• Central HR policy documents• School-specific HR policy documents• Records of HR actions (meeting minutes, personnel files, communications)• Legal proceedings/documents related to HR issues

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	<ul style="list-style-type: none">• Role definitions/updated job descriptions at the school level (clarity of HR role assignments)• Time tracking data (time spent on HR and policy compliance issues)• Compliance with IRS designations
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