

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: 11.2

Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement.

Level 4 Exceeds Benchmark	A consistent, integrated set of standards exists, based on industry-leading practices in non-profit and educational management. These standards cover staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement, and provide guidance applicable to all school employees and volunteers.
Level 3 Fully Meets Benchmark	Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement. The HR standards are sufficient to enable effective management of personnel and other HR issues.
Level 2 Partially Meets Benchmark	HR Policies delineate standards for only some of the following elements of position descriptions: staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement, or HR standards are delineated but are not sufficient to enable effective management of personnel and other HR issues.
Level 1 Does Not Meet Benchmark	HR Policies do not exist or are not followed in any consistent way by school leadership and personnel.

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Possible Sources of Evidence	<ul style="list-style-type: none">• Central HR policy documents• School-specific HR policy documents• Non-profit and/or educational benchmark HR policies• Personnel Handbook or other means of documenting policy implementation• Performance appraisal templates or guidelines• IRS designations
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