

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: 11.3

Human resource policies ensure that competitive and just salaries, benefits, and professional growth opportunities are provided for all staff.

Level 4 Exceeds Benchmark	Existing policies provide comprehensive and integrated direction with regard to establishing salaries and benefits as well professional growth opportunities. The information derives explicitly from Church teaching, particularly the tradition of Catholic Social Teaching (e.g. <i>Laborem Exercens</i>) or other theological reflection on just wages, benefits and opportunities. Competitive benchmarking salary, benefits and professional development information is available (public schools, other Catholic schools and/or educational nonprofit organizations) and is used to establish and manage the school's salary scale and make financial and other HR decisions with respect to teachers and staff.
Level 3 Fully Meets Benchmark	Human resource policies ensure that competitive and just salaries, benefits, and professional growth opportunities are provided for all staff.
Level 2 Partially Meets Benchmark	There are HR policies and they are used in the school to guide decisions regarding compensation; however, the policies cover only some of the following: competitive and just salaries, benefits, and professional growth opportunities for all staff.
Level 1 Does Not Meet Benchmark	There are no HR policies regarding compensation, or the available HR policies regarding compensation are not used in the school to guide decisions, or the policies do not cover competitive and just salaries, benefits, and professional growth opportunities for all staff.
Possible Sources	<ul style="list-style-type: none">• Central HR policy documents• School-specific HR policy documents

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of Evidence	<ul style="list-style-type: none">• Records of policy development meetings; interviews with policymakers• Salary scale/bands/ranges or other compensation rubrics• Salary and benefit package information• Professional development records for all staff and school leadership• Records or notices of professional growth opportunities offered• Public school, other Catholic school and educational nonprofit benchmark data related to salary, benefits and professional development
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