

STANDARD

11

An excellent Catholic school operates in accord with the school’s published human resource/personnel policies, developed in compliance with the policies of the (arch) diocese and/or religious congregations, and/or other sponsorship groups, and Catholic social teaching regarding the dignity of work, with an understanding of how federal/state policy impacts school policies, which affect all staff (clergy, religious women and men, laity, and volunteers) and that provide clarity for responsibilities 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

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

The school **consistently** includes a trained professional human resource 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 can 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

Human resource policies have been defined, and the **school attempts** 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

Human resource policies have **not been** defined.  
Or the school **does not** make use of the policies that have been defined.

Possible Sources  
of Evidence

- Central human resource policy documents
- School-specific human resource policy documents
- Records of human resource actions (meeting minutes, personnel files, communications)
- Legal proceedings/documents related to human resource issues
- Role definitions/updated job descriptions at the school level (clarity of human resource role assignments)
- Time tracking data (time spent on human resource and policy compliance issues)
- Compliance with IRS designations

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**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

Human resource policies delineate an **integrated set** of 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 **based on industry-leading best practices**.

These standards also provide **clear and detailed 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 human resource standards **are sufficient** to enable effective management of personnel and other human resource issues.

**LEVEL 2**  
Partially Meets  
Benchmark

Human resource 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

Human resource standards are **delineated but are not sufficient** to enable effective management of personnel and other human resource issues.

**LEVEL 1**  
Does Not Meet  
Benchmark

Human resource policies **do not exist or are not followed** in any consistent way by school leadership and personnel.

Possible Sources  
of Evidence

- Central human resource policy documents
- School-specific human resource policy documents
- Nonprofit and/or educational benchmark human resource policies
- Personnel Handbook or other means of documenting policy implementation
- Performance appraisal templates or guidelines
- IRS designations

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**Benchmark 11.3:** Human resource policies ensure that benchmarked compensation is applied fairly and equitably to salaries and benefits for all staff.

**LEVEL 4**  
Exceeds  
Benchmark

Human resource policies ensure that benchmarked compensation is applied fairly and equitably to salaries and benefits for all staff.

Existing policies **provide comprehensive and integrated direction** with regard to establishing salaries and benefits as well as professional growth opportunities. The information derives explicitly from Church teaching, particularly the tradition of Catholic Social Teaching (e.g. *Laborem Exercens*) or other theological reflection on just wages, benefits, and opportunities.

**Competitive** benchmarking of salary, benefits, and professional development information is accessed (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 human resource decisions with respect to teachers and staff.

**LEVEL 3**  
Fully Meets  
Benchmark

Human resource policies ensure that benchmarked compensation is applied fairly and equitably to salaries and benefits for all staff.

**LEVEL 2**  
Partially Meets  
Benchmark

There are human resource policies and they are used in the school to guide decisions regarding compensation about salary and benefits; however, the **policies are only partially benchmarked.**

**LEVEL 1**  
Does Not Meet  
Benchmark

There are **no benchmarked** human resource policies regarding compensation including salaries and benefits.

Possible Sources  
of Evidence

- Central human resource policy documents
- School-specific human resource policy documents
- 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 schools, other Catholic schools, and educational nonprofit benchmark data related to salary, benefits, and professional development

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**Benchmark 11.4:** Human resource policies ensure that institutional planning includes benefits such as investment in professional growth opportunities, health care, and retirement.

**LEVEL 4**  
Exceeds  
Benchmark

Human resource policies ensure a **comprehensive and integrated approach** to institutional planning around investment in professional and personnel growth, health care, and retirement.

These programs are further integrated with salary and benefit package data to provide a **“total compensation” approach** to school employment. Benchmark data about health care, retirement and other benefits has been collected and is used in making decisions for the school.

**LEVEL 3**  
Fully Meets  
Benchmark

Human resource policies ensure that institutional planning includes benefits such as investment in professional growth opportunities, health care, and retirement.

**LEVEL 2**  
Partially Meets  
Benchmark

There are human resource policies and they **are used** in the school to guide decisions; however, the policies cover institutional planning **related to only some** of the following: investment in professional growth, health care, and retirement.

**LEVEL 1**  
Does Not Meet  
Benchmark

There **are no** human resource policies related to institutional planning for investment in professional growth, health care, and retirement.

OR

The relevant human resource policies **are not used** in the school to guide decisions.

Possible Sources  
of Evidence

- Central human resource policy documents
- School-specific human resource policy documents
- Financial and strategic planning documents
- School budget
- Annual expenditures (aggregate and per employee) on professional and personnel growth, health care, and retirement
- Records of school-wide activities promoting wellness or financial health
- Schedule of benefits consultations for individuals