



UNIVERSITY OF  
NOTRE DAME

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Dear Employees of the University of Notre Dame,

As a result of the 2006 ND Voice survey feedback, the University developed an action plan to review its compensation policies, philosophy, and position structure. The compensation philosophy and policies were modified and re-introduced to campus in January 2009 and the Office of Human Resources is now beginning **ND Renew**, the third phase of the action plan. Throughout this phase, representatives from Human Resources will work with Notre Dame employees and Mercer, a global human resources consulting organization.

ND Renew is a review of the position structure for all non-faculty positions as well as a benchmarking exercise with external organizations from which the University recruits talent. Given the current economic climate, I want to assure you that neither jobs nor salaries will be cut as a result of this project. ND Renew is **not** an effort to determine the need for specific jobs; rather it is a project to determine how well positions are defined and how competitive our positions are both internally and externally.

We will be collecting position information as a part of this project. Between mid-February and mid-March, you will be asked to complete a position questionnaire or review a questionnaire that details your job responsibilities and duties. Your supervisor will also be included in the process by validating the position questionnaires for accuracy and completeness. Representatives from Human Resources will be available to assist you and will provide on-campus support for the position questionnaires.

I very much appreciate your support for ND Renew. As this project progresses, please feel free to contact your HR Business Partner, HR Compensation staff, or askHR Customer Service Center with any questions or concerns you have.

In Notre Dame,

John Affleck-Graves  
Executive Vice President