

ND Renew FAQs

This list of frequently asked questions has been developed to help all employees understand the purpose and proposed outcomes of the ND Renew project. If your questions are not addressed here, please contact your supervisor, HR Business Partner, HR Compensation staff or send an e-mail to renew@nd.edu.

General Project Overview

Q: What is ND Renew?

ND Renew is a comprehensive review of the position structure and market competitiveness for non-faculty positions, exempt and non-exempt.

Q: Why is the University initiating ND Renew?

It is common for organizations to periodically review compensation structures, programs, and market competitiveness. While it is good business practice, the University's decision to initiate this project also resulted from input across campus beginning with the 2006 ND Voice employee survey.

This input indicated the current system is confusing and difficult to administer, with many employees having the same job title but different responsibilities, or the same responsibilities but different titles. Further, the perception is that our system may not provide equitable pay for similar campus positions and does not provide a clear picture of our external competitiveness.

Q: What has happened since 2006?

A: This is the third step to address the perceptions that were heard on the ND Voice employee survey. First, the University's leadership established a compensation philosophy—a statement that would guide our efforts. Our philosophy states:

The university strives to provide base compensation for staff and administrative employees that is (a) externally competitive with the relevant market and (b) internally aligned with pay levels of individuals who have similar responsibilities, demonstrated competencies and experience. The university will utilize variable compensation (incentive plans and recognition awards) as appropriate to further support the achievement of the university's goals and core values while considering the competitive market for positions.

Staff from Human Resources then reviewed and updated the University's compensation policies and procedures to reflect the philosophy. Every dean and officer met with HR to help determine the validity of the policies and procedures. These interviews revealed further details about the need to create a new structure. Late in 2008, new policies and procedures were adopted. ND Renew is the logical next step.

Q: Is this project a response to current economic pressures?

No. Planning for this project began before the current economic downturn and the message from University President Father John Jenkins in December. The University's leaders are clear on these points:

- this is not a plan to reduce pay
- it is not a cost-saving initiative, and
- it is not an effort to eliminate jobs.

Q: Will this study affect the July 1, 2009 merit increases?

No. Performance Planning and Merit Pay considerations, which are being rolled out now and are effective July 1, 2009, will **not** be impacted by this project. Any outcomes from this project will be implemented independent of the normal performance planning and merit pay process.

Q. Will any employees receive a pay decrease as a result of the study?

The resulting changes from this project cannot yet be predicted. While there should be no expectation of individual salary adjustments, we can communicate the University's commitment that individual compensation will not be reduced as a result of the findings.

<see below>

Q: What are the expected outcomes of this project?

- **A position structure:** a consistent set of definitions and equitable comparisons—internally and externally—for non-faculty positions
- **A compensation program:** a comparison of pay across University departments and with local employers and other prestigious universities from which the University draws talent

Q: Who is managing this project?

The University has engaged Mercer, a global human resource consulting firm, as our partner to complete the project. The Office of Human Resources is managing the project with the assistance of various campus partners, including an advisory committee for the project.

Q: What is Mercer's role?

Working closely with our administration, the Mercer team has structured the project's parameters and is charged with:

- creating supportive tools such as position questionnaires to identify job responsibilities and duties
- conducting the market analysis to assess our competitiveness
- designing a new position structure and rationale
- providing supportive technology to manage the new system

Q: When will the new structure be ready?

Given our current timeline, results of the study will be ready for implementation in late 2009.

Q: What will the new structure look like?

We do not know what will change until all of the data is collected and analyzed. When the results are complete, the University will communicate them to all levels of the organization.

Q. Will titles change as a result of ND Renew?

Across campus, employees and supervisors agree that we have too many titles and too little information about how one job compares to another. So streamlining the number of titles we have is a likely outcome. In the process, some employee positions may be retitled. New titles will help employees understand their position among the University's career paths and their potential for career growth.

Your roles, responsibilities and opportunities

Q: How can I help?

Your personal contribution will be needed during a fact-finding phase in February and March 2009.

Individuals will be asked to complete a "Position Questionnaire" or participate in group activities that explore the details of your job responsibilities and duties. The position questionnaire will be available electronically, for those who use computers.

Supervisors and managers will facilitate the employee input phase and help by reviewing staff input for accuracy and completeness.

Q: How will I know when it's time to participate?

A: Working with HR or Mercer representatives, managers and supervisors will identify a period for focusing on this project that takes into account your department or division's other responsibilities.

Q: How long will it take to complete a position questionnaire?

Your time commitment on the position questionnaire or group sessions will vary depending on how up-to-date your position description is. Employees whose responsibilities have not been reviewed for several years may need a few hours to provide the necessary details.

Q: Can I complete the questionnaire incorrectly?

A: Completing the questionnaire accurately is what is important. Managers and employees should work together to provide an accurate picture of duties and responsibilities.

Q: Should I be able to take time out of the regular day to participate in this project?

Yes. Employees should be given time at work to complete the questionnaire or participate in a facilitated session.

Q: What if I don't want to participate?

Employee participation is not mandatory; however, by not participating you lose the opportunity to provide input on your position.