

**What is ND Renew and why was it initiated?**

ND Renew was initiated as a result of feedback the university received from the ND Voice survey in 2006. It was a comprehensive review of exempt and non-exempt staff positions and the compensation program. The objective was to establish a consistent, clear and competitive base pay structure that would be easily understood by all employees.

This is a university initiative and the results were accomplished through an extensive collaboration between Managers, Officers and Deans across all departments and the Office of Human Resources along with our third party consultant, Mercer to ensure consistency, understanding and results that are successful at the University of Notre Dame. With the unveiling and implementation of the new compensation program the ND Renew project is complete. The university has a new Compensation Program as a result of the project which is now being implemented.

**What role did the Position Questionnaires (PQs) that staff members completed play in this project?**

The PQs were used to determine which positions across campus had similar responsibilities along with skill sets and requirements. This information was then used to compare similar positions across the university and to assign an appropriate market range for compensation.

**What role did Mercer play in the process?**

Mercer is an international human resource consulting firm which specializes in constructing compensation programs based on individual client objectives. Mercer partnered with the university to create the project plan, review and evaluate Position Questionnaires, and develop the compensation program being implemented. The new structure is a collaboration of best practices of other higher education institutions and Notre Dame's culture. The basis of the new structure are the position questionnaires provided by the university's staff members describing their roles, responsibilities, skills, experience and education.

**What is the market to which we compare ourselves?**

Market is defined as where Notre Dame competes to attract, hire, and retain those employees necessary for the university to accomplish its mission.

For non-exempt positions, we primarily recruit within the local Michiana area and therefore refer to employers in this area as our competitive market. Exempt positions are typically recruited on a broader geographic basis, often nationally. While not a part of it at this time, Notre Dame aspires to be among the AAU Universities (Association of American Universities). Therefore, we consider AAU, both public and private, as our competitive market for Exempt positions. In the event there is no acceptable match using the AAU universities, private doctoral universities of similar size or national general industry data is used.

**How does the new compensation system relate to the University's mission, values and goals?**

A workplace that values fairness and employee dignity is inherent to our Catholic identity core values: accountability, teamwork, integrity, leadership in excellence and leadership in mission. The new system is designed to be clear, consistent and competitive to the external market. It is a structure designed to attract and engage the best possible talent to achieve university goals. Additionally, it is a system that enhances career development by clearly reflecting the progression of positions within similar occupations. University goals can only be made possible by the contributions of employees at every level.

**What elements of the structure will be new to the university?**

The concept of grouping positions across campus by functional duties through family and sub-family designations is a new concept to the university. This approach will allow campus to think outside of individual department and/or divisional structures. Positions performing like functions and requiring similar skill sets will be compensated within comparable market reference ranges based on data from the external market, regardless of where the positions work on campus.

The market reference range is another new concept for campus. Market reference ranges are established via market data or internal position assignment based on family/sub-family/career stream/career level. This ensures that Notre Dame pays competitive wages.

**Do other universities use this kind of structure?**

Yes. Other universities utilize variations of the family/sub-family/career stream/career level structure. Other universities that use this structure type include: Cornell University, Harvard University, University of Pennsylvania, Emory University, Johns Hopkins University, Princeton University, MIT, New York University, Yale University, California, Berkeley, University of Southern California, Boston College, and the University of Miami.

**Who assigned the positions in the new structure?**

The positions were assigned using the information provided in the Position Questionnaires (PQs) completed by employees and reviewed by managers. Mercer reviewed and evaluated each PQ and assigned them into the structure based upon functional duties (family/sub-family), type of work (career stream) and level of responsibility (career level). The compensation team, the ND Renew advisory group and business managers from across campus examined the structural recommendations and the individual recommendations before finalizing the structure. The new structure was also reviewed and approved by the Officers and Deans.

**What if my job responsibilities cross more than one family or sub-family?**

If 50% or more of a position's responsibilities are in one functional area, then the position should be assigned to the corresponding sub-family. If no functional area represents 50% of the position duties, then a sub-family should be selected based on which functional duties would be emphasized most when recruiting for the position.

**What if a portion of position responsibilities correspond to one career level and a portion to another level?**

A position will be assigned to the highest career stream and career level in which the position's responsibilities meet all of the criteria as defined in the career level guides.

**How do duties and responsibilities of a position differ from the experience, education and abilities an employee brings to the position?**

Positions are created based on duties and responsibilities required to meet departmental, divisional and ultimately university goals. It is a management team's responsibility to design the organizational structure to ensure positions are created with the appropriate functional and decision-making requirements.

An individual brings a unique set of competencies and skills to a position based on their own experiences that may or may not be required to perform a job.

A position is defined in the new structure based upon the duties and requirements of that specific position. An individual's pay within the market reference range should be determined by the individual's skills, competencies, and experience within the position.

**Is there a conversion chart that compares where previous levels and streams are assigned into the new structure?**

No. This is a new structure and the two are not related.

**How does this new structure benefit me and my department?**

There are numerous benefits to the new system:

- Employees will have a clearer understanding how their duties and responsibilities directly correlate to their compensation range based on the Family, Sub-family, Career Stream and Career Level.
- Consistency is achieved by assigning positions doing similar work with comparable responsibilities to the same market reference range regardless of the division to which they report
- The new structure allows the compensation team to best match Notre Dame positions with compensation data from the external market.
- Employees will have access to criteria surrounding positions on campus including requirements for each Career Stream and Career Level along with specific market reference ranges for those positions. This may be useful in career planning and will aid in discussions with managers

**How is a new position created or an existing one altered in the new system?**

While the structure is new, the current process for new and/or redesigned positions is not vastly changing at this time. Continue to use the position management form and new position description form found on the Office of Human Resources website and follow step by step instructions. It is always recommended to consult with your Human Resources Business Partner to discuss organizational changes.

**The market reference ranges are wide, how is pay managed in such a wide range?**

The market reference ranges are wide to provide flexibility for managers to pay employees appropriately based upon demonstrated competencies and skills, sustained performance and experience in the role.

**Why does the management career stream have five career levels and the non-exempt individual contributor and exempt individual contributor only have three?**

The management career stream has two more career levels due to the fact that several layers of management are necessary to support the operations of the university.

**Why must an individual who supervises employees have three or more reports in order to be placed in the management career stream as opposed to the individual contributor career stream?**

When an individual oversees less than 3 employees, Mercer's experience is that the greater contribution to the organization is being provided as an individual contributor than their role as a manager.

**What if an employee takes on some additional responsibilities in my department?**

The career levels are flexible in order to accommodate a range of responsibilities. Therefore, it requires significant responsibility changes that are distinctly different duties to be considered for position to change. The changes needed would need to be sufficient to move the position to a different level according to the career level guides.. Otherwise, the manager should consider this as a part of performance management and should take the additional responsibilities into account as part of the annual merit process.

**Why are working titles different from career level descriptors?**

The career level descriptor is a standard name used to represent all individuals in the same career level and career stream. It will provide consistency on campus. It is used on all official university correspondence. The working title allows departments to have flexibility to use a limited selection of choices for each career level to be consistent with their industry norms. The working titles will be used in the university directory and may be used on business cards but are not considered the career level.

**What if an employee believes a position has been incorrectly defined to a family/sub-family/career stream/career level?**

A one-time, limited reconsideration period will be made available for an employee to request a review of their position's assignment within the family/sub-family/career stream and career level matrix as a result of the initial placement of the position. The following items must be included with the request: a reconsideration form for each position, a revised Position Questionnaire, feedback from the business manager and VP or Dean with their signature. The submitted requests must be prioritized across the department/division. The reconsideration period will be from May 1, 2010 to June 30, 2010 with results communicated back to departments by the summer, 2010. Any resulting changes will be effective July 1, 2010 either initially or retroactively.

**What is the timeline of the Reconsideration Period for the new Compensation Program?**

The timeline of rollout is as follows:

May 1 – June 30, 2010: Reconsideration Period

July 1, 2010: "Go Live" of new compensation program

**Will Reclassifications be allowed again now that the new structure is in place?**

If a position has changed significantly since the PQ was submitted last spring and was incorrectly assigned into the structure as a result, a Reconsideration Request Form should be completed and submitted as noted above. After the Reconsideration period if a position's responsibilities or duties change significantly a position description may be submitted for review to the Compensation Team. Managers should refer to the career level guides to determine if a request is warranted or if they should address changes in the position during the performance review.

**How is merit going to be effected this year?**

The new structure will be in place effective July 1, 2010. Managers should make salary determinations for their employees based on where they are assigned in the new structure.

Do we need this question? Seems to contradict previous question???

**If an employee currently receives an additional week's vacation based on their grade in the current system, will they lose that based on the assignment in the new structure?**

Going forward, any employee in a position that is assigned to an M3 or M4 Career Level will be eligible for the additional week's vacation. All employees that are currently eligible, regardless of their new assignment will be grandfathered and will continue to be eligible for this benefit.