

*HRS Response to ACAP Questions*

*Question:* I understand that in the Mercer Study process, each employee would fill out a job profile, it would go to HR and then be returned to the employee to look over before the final designation of position level was made. In my organization, employees were denied the opportunity to review the returned profiles. In my case, this proved very detrimental as I was lumped into a level that did not correctly reflect my level of responsibility nor the level of administration that I answer directly to. I have encountered numerous employees who are also dissatisfied with this process.

*Answer:* All role profiles were returned to units for validation. Separately, there will be an appeal process upon completion of the project. At this point in the project, we have only completed Phase I and no changes have been made to classifications or grades.

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*Question:* The outcome letters were sent with instructions to correct data, if necessary, but there wasn't really any information in the letter to know if something needed correcting. Also, for Alamo at least, information was lacking and received later than the university-wide email was sent so there are concerns about the "10" day deadline to make corrections.

*Answer:* As outlined in the data correction process, data elements that maybe incorrect include title, salary, and/or FTE. The purpose of this process is to identify any job changes that occurred between the date of VP/Dean review and the issuance of the adjustments. All units (Dean/VP level) received a detail report that included all data elements. Information on the correction process can be found at <http://salarystudy.nmsu.edu> under "Data Correction Process". The 10 day request period begins with the employee's receipt of the notice.

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*Question:* The web site information was very vague. There were charts explaining how the formula was calculated, a salary level chart, a benchmark position title chart, and a family grouping chart but there was no explanation as to how the benchmark title was determined for each employee. Again the letter sent only listed a salary level and whether or not the employee was at that salary level; the benchmark title or family grouping information was missing. Unless the supervisor of an employee had this information, the employee still does not know where they were placed.

*Answer:* A benchmark title was not identified for each employee. Approximately 42% of the positions were mapped to a benchmark for purposes of assigning a pay level for the market adjustment allocation. All other positions were slotted relative to those positions benchmarked. Examples of the NMSU positions associated with the benchmark titles can be found at <http://salarystudy.nmsu.edu> under "Survey job description report". Phase II will focus on the new mapping and grading of positions.

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*Question:* In reviewing the Benchmark Position Title chart it appears that most employees were placed into a job family and benchmark title based on their current title in the system. This only seems to emphasize the inequities with the current classification system. Duties and responsibilities of a position can vary dependent on the department or campus. Many employees (non-exempt especially) have their current titles simply because it was the only title/classification available. The PDQs required for this study did not allow for much job detail and many employees were frustrated by this.

*Answer:* The pay level assignment is based on the primary function of the position. This placement was based on a review of role profiles, if submitted, and current job documentation. The role profile document was established by Mercer based on standard compensable factors. Deans/VPs will be involved in the final categorization and assignment of positions.

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*Question:* How will the salary compression caused by this study be handled? If two employees are working in the same job title, one for 25 years and one for 5 years, the 25 year employee is most likely to be above the salary norm. If the 5 year employee's salary is raised to meet the norm, won't that employee achieve the salary level of the 25 year employee in less time? Is this fair to the long term employee? Won't this hurt morale?

*Answer:* The allocation of funds for FY09 strictly addressed providing an adjustment to bring those individuals, identified as "below" market to a pay level more in line with market. The project is still in progress and will result in a revised compensation philosophy that considers other compensation factors such as experience and merit.