

Haverford
College

Compensation Study Community Information Session

Comp Study Core Team
November 29, 2023

1. Project Overview
2. Project Phases Review and Key Focus Areas
3. Key Stakeholders
4. Project Timeline
5. Wrap Up and Next Steps

Agenda

Project Overview



Why Are We Conducting a Compensation Study

- Haverford College remains committed to supporting faculty and staff through a **competitive, holistic total rewards package** – encompassing pay and benefits, representing our overall culture and values
- We will be reviewing our compensation strategy and philosophy – providing more **clarity and consistency in how we administer pay**
- We are taking a **data-driven approach** to revamp our current pay and ranges, collecting market data to see how our pay compares to other organizations
- **Internal equity** is a **fair and equitable framework** key priority for us, and we are analyzing current staff and faculty pay as well as standardizing job titles with this lens in mind

Project Objectives



An updated compensation philosophy that clearly defines Haverford's values and aspirations regarding market references, market positioning, internal equity, and support of a performance culture.



A strong communication and change management strategy that includes understanding stakeholder perceptions and attitudes and providing effective communication vehicles and engagement processes to ensure stakeholders understanding and support of project outcomes.



A review of current staff job structure, title hierarchy, and functional career progressions to ensure proper job classification and matching to market data as well as appropriate alignment to related HR programs (e.g. performance / career management, recruitment, etc.).



A comprehensive compensation and benefits market assessment for both faculty and core benchmark staff jobs to gauge the College's competitiveness with relevant markets.



A redesigned salary structure and associated pay processes, practices, and metrics to ensure internally equitable and externally competitive pay programs providing solid guidance to managers and administrative staff when making pay decisions.



Strategy and implementation sessions with leadership to ensure go forward programs can be implemented within budget and in alignment with other strategic priorities.

Project Phases

1

Strategize

- ❑ Validate project teams, key stakeholders, timing, and objectives
- ❑ Schedule Project Update calls
- ❑ Collect data request documents
- ❑ Conduct stakeholder interviews to understand current state context and desired future state
- ❑ Conduct current state analysis
- ❑ Leadership Update
- ❑ Facilitate workshop to discuss communications and change management strategies

2

Job Architecture and Updated Job Catalog

- ❑ Conduct working sessions to review key components of job architecture and facilitate design discussion to align with future state
- ❑ Build straw job architecture and finalize with Haverford College's feedback
- ❑ Develop an Excel-based job architecture mapping tool to be used by Haverford College core project team to run job and staff mapping validation sessions

3

Align with Compensation

- ❑ Review and update the compensation philosophy and develop a benchmarking methodology
- ❑ Collect market data for all full-time faculty jobs and a selection of core staff jobs and complete a gap analysis
- ❑ Develop market-based salary structure, preliminarily slot jobs into the structure, and prepare outlier and cost analysis to identify cost implications
- ❑ Develop job catalog with titles and compensation administration guidelines

4

Benefits Valuation

- ❑ Review Haverford benefits guides, summaries, and documents
- ❑ Conduct a meeting to review benefits data and confirm market comparison group of peer institutions
- ❑ Compare benefit plan provisions for the peer group
- ❑ Calculate actuarial valuation of employer paid benefits program and perform statistical analysis
- ❑ Develop detailed benefits valuation results

5

Strategies and Implementation

- ❑ Facilitate discussion on implementation communications and change management strategies and to map out implementation timeline
- ❑ Conduct a strategy session to discuss rollout
- ❑ Facilitate Leadership validation session

Project Phases Review and Key Focus Areas

2

Data Requested & Provided

The data request is developed to facilitate gathering information from Haverford College relevant to the Job Architecture & Compensation Study.

Mercer Data Request: Institution & Programs

Please provide the following information as soon as possible. This background information will help us become familiar with the institution and ensure an effective and efficient project launch. We understand some information requested may not exist or may not be available in a form that can be readily transmitted. We will discuss these issues at our initial kick-off meeting, as needed.

Institution Information

- Annual operating budget (as reported to Haverford College-HR)
- Total revenue (as reported to Haverford College-HR)
- Current student FTE population
- Current endowment size
- Total employee FTE headcount
- Institutional Values, Strategic Direction, Priorities, Key Initiatives (e.g. strategic plan)
- HR/Talent Strategy (e.g. strategies for specific job families, if documented)

Job Architecture Information (if any)

- Current job architecture, including job families, sub-families, career streams and career levels
- Job family, sub-family, career stream and career level definitions
- Any existing information on career leveling methodology, progression and/or job classification
- List of all departments
- Current titling practices

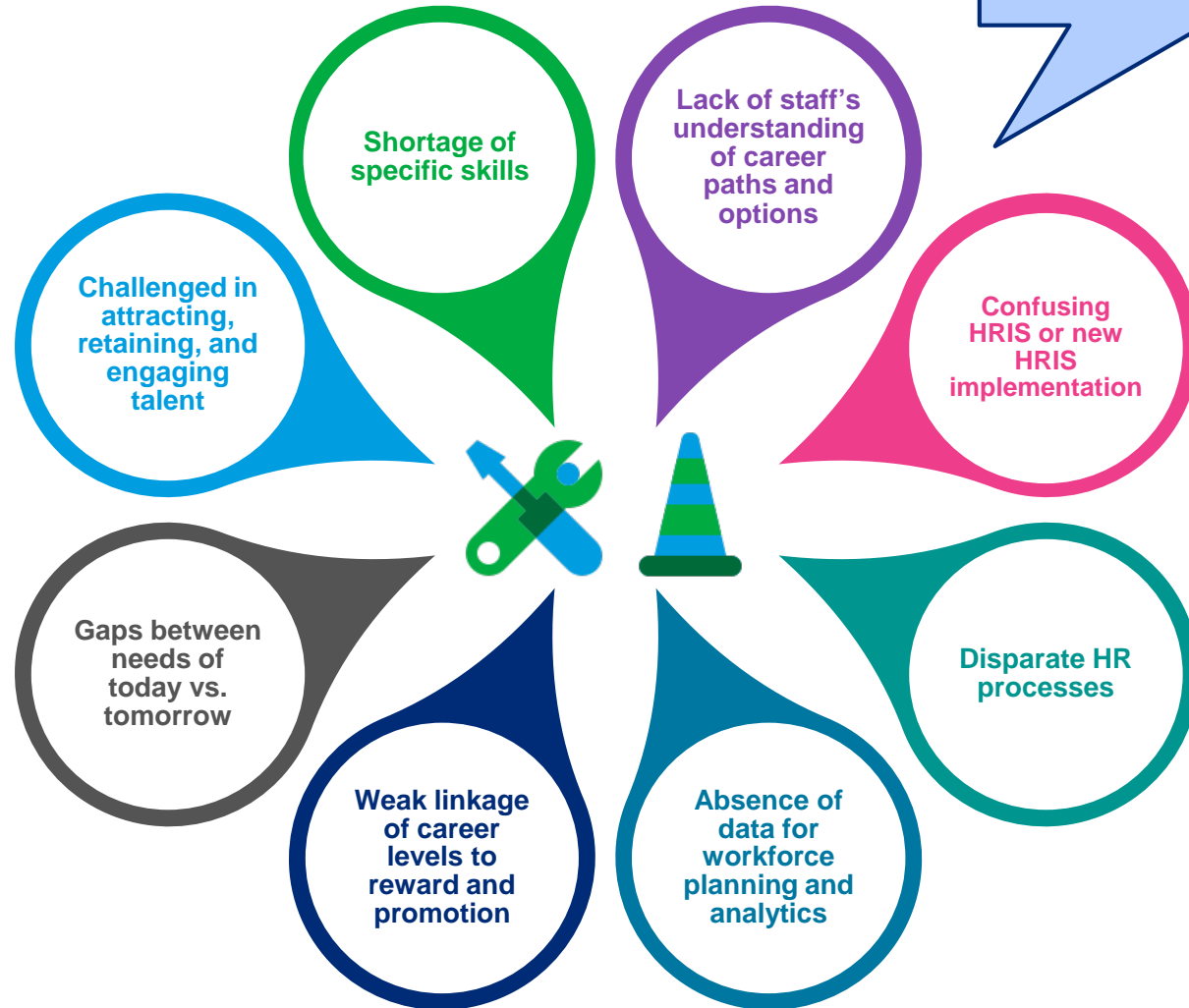
Faculty Salary Program Information

- List of faculty ranks and disciplines and sections of the Faculty Handbook that are relevant to this study
- Documentation for current compensation programs (if applicable)
- Merit increase guidelines
- Stipend policies/practices
- Promotional policies/practices
- Surveys used or referenced in salary decisions
- Current compensation-related communication strategies for faculty, if any
- Geographic differentials used, if any

Project Approach

Key Focus Area – Job Architecture: Why Develop One?

Institutions are increasingly utilizing job architecture to address a multitude of issues. The **top reasons why institutions develop a job architecture** include:



What are the main drivers for Haverford College?

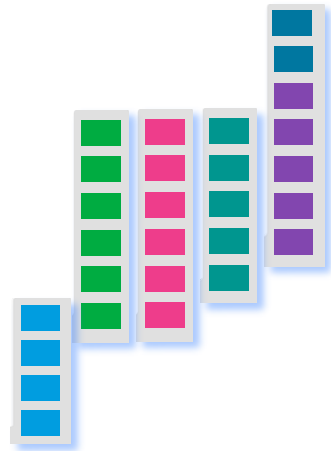
What is Job Architecture

The new job architecture will provide us with an opportunity to **review our current job structure** and make changes to **drive more clarity** and **enable more career progression opportunities**

Project Approach

Key Focus Area – Job Architecture Guiding Principles

Illustrative



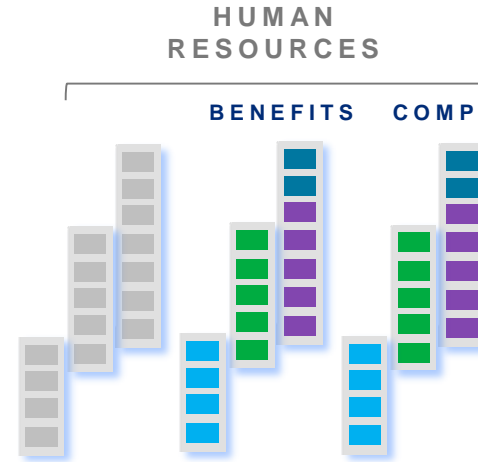
Career Streams

Draws distinctions between types of work



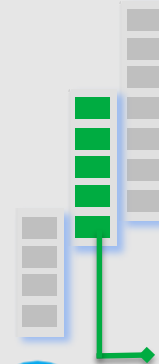
Career Levels

Defines expected scope and impact



Families & Subfamilies

Describes major professional areas, often requiring a unique set of skills



Skills

Defines the competencies and proficiency levels of expertise

- COMPENSATION SUBFAMILY SKILLS
- Job Analysis
 - Market Analysis
 - Market Pricing
 - ...

Job Architecture

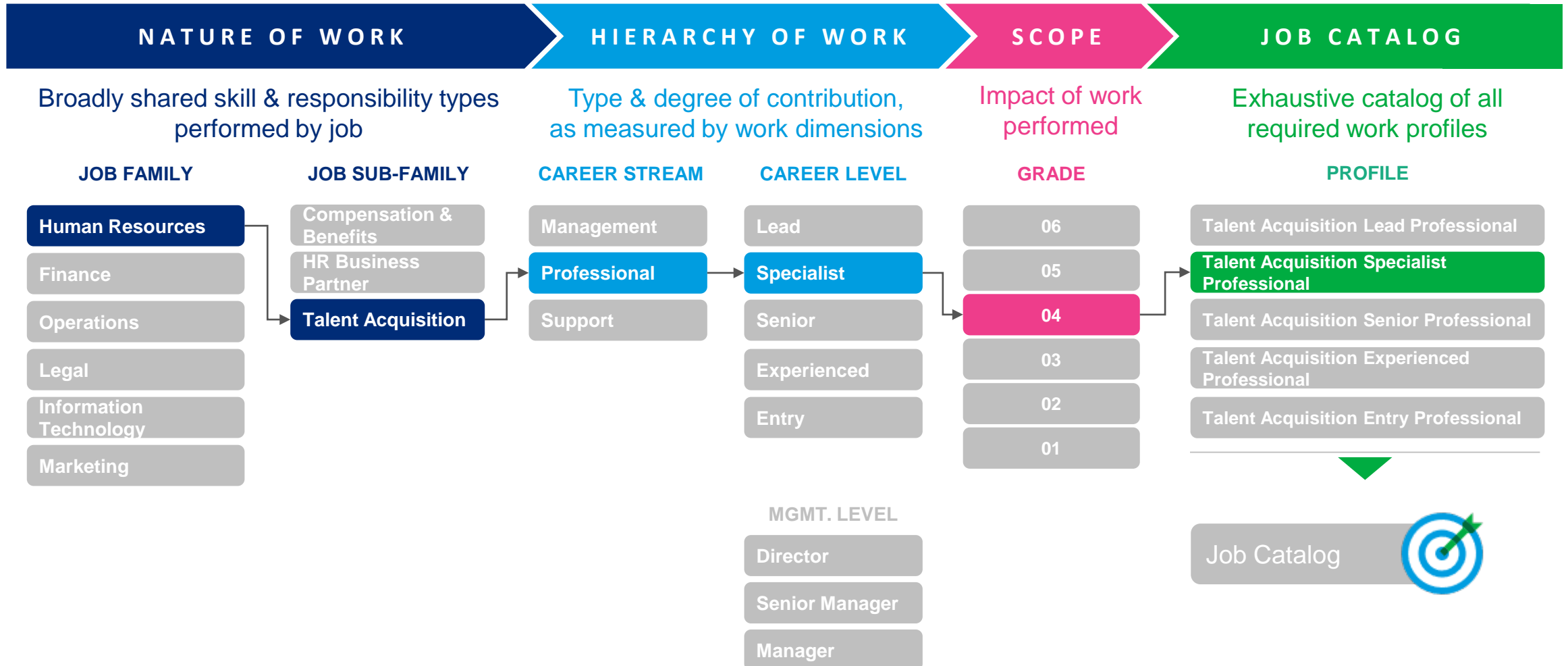
Anatomy of a Job: Building Blocks



Haverford College Insights:

This is an illustrative visual that shows the building blocks to organize jobs at Haverford College in a meaningful way.

Illustrative



Key Stakeholders

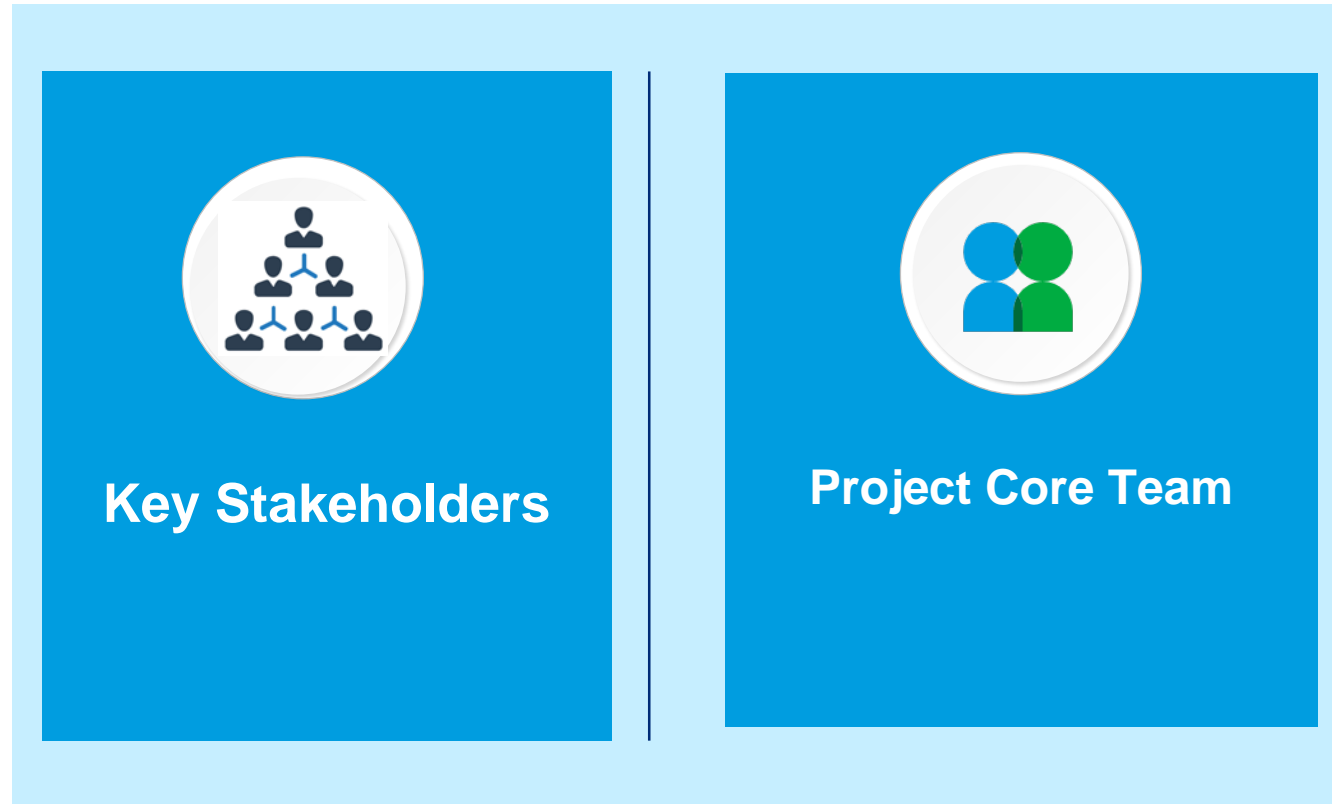
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Project Overview

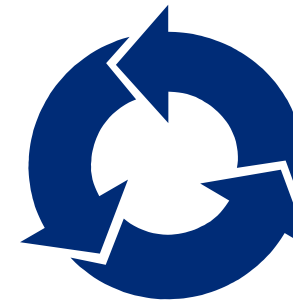
Roles and Responsibilities: Collaborative Team Approach



Haverford College



Collaborative Approach



Engagement Lead

Project Lead

Communications SME

Benefits SME

Project Manager

Other Support

Key Stakeholders

Stakeholders	Core Team Members
AAC members – include faculty & staff	HR
WGB & FAPC members	Budgeting
SAEC members – exempt & non-exempt	Provost's office
Senior Staff	Institutional Research

PURPOSE OF STAKEHOLDER INTERVIEWS

- We identified key stakeholders to provide feedback and perspective pertaining to compensation per their experiences on campus as a member in their respective as faculty, non-exempt, exempt roles
- It was critical to choose members across multiple areas to get a holistic view of the College and ensure a cross representation of diverse perspectives
- Held 4 group interviews in September

Outcome of Stakeholder Interviews & Current State Insights

Current State Insights: Stakeholder Interviews

Mercer conducted **4 interviews with stakeholders**¹ across Haverford College and heard the following key themes:

- Salaries are **not competitive** with peer institutions
- No bonus or merit **tied to performance**
- **Conflicting opinions** on certain benefits offered by the College
- Interest in **extending tuition benefit to staff**
- **Expanded jobs** without updated job descriptions
- Little to no **pay transparency**
- **Career progression is unclear** for staff
- Lack of **professional development** opportunities
- **Different peer sets** for faculty and staff

Current State Diagnostic

Mercer reviewed current Haverford College faculty and staff **census data, compensation policies, and career tracks:**

Faculty

- Overall, average salary for faculty increase by rank
- Current “total compensation” philosophy in place
- Documented salary bands for visiting faculty

Staff

- 435 staff with 315 unique job titles
- Current “total compensation” philosophy in place
- No salary structure in place
- No established career streams or levels
- Current job families and job profiles in place

Future State Considerations

Overview

Future State Considerations

- Establish **transparency** around salary grades and career paths/levels
- Prioritize creating a **link between performance and compensation** and provide **strong performance evaluation and professional development programs**
- Create a model for **staff to grow as individual contributors or people managers**
- Balance **flexibility** between divisions with **institution-wide consistency**

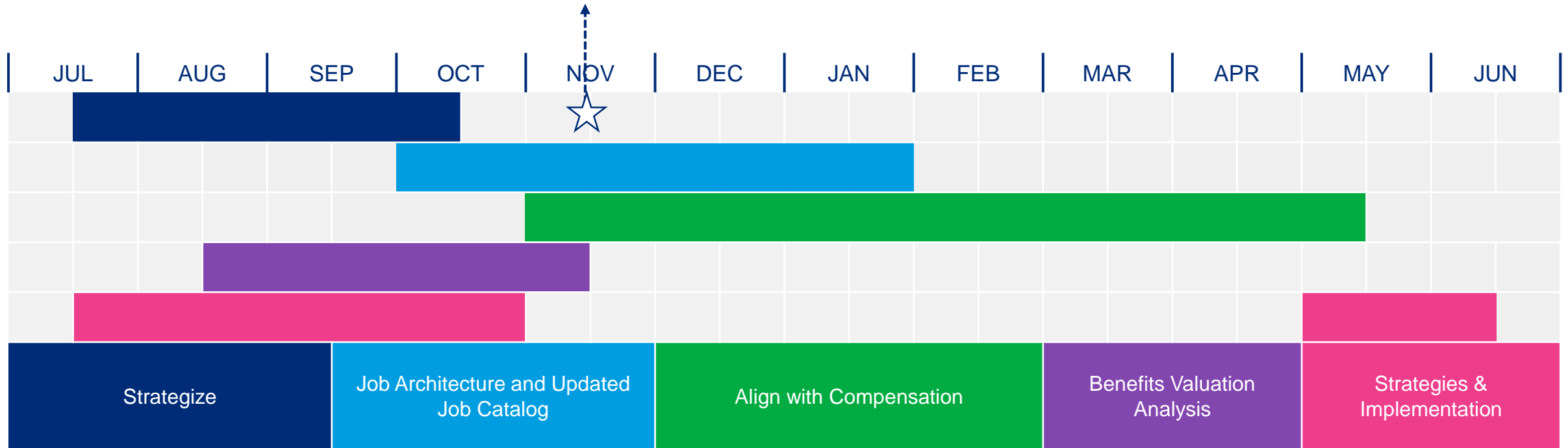
Project Timeline

4

Project Status & Update

High-Level Approach

We are here: Leadership Update



Project Management

Project Communications/Change Management Strategy

Implementation Communications/Change Management Strategy

Anticipated Finish Line

The project is expected to be completed by
August 2024.

We are gathering feedback from stakeholders across the College and sharing throughout the initiative.

Project Next Steps

Job Architecture

- Conduct job architecture design workshops to develop career streams, levels and level factors, job families, and sub-families
- Map all jobs and staff to the job architecture
- Conduct calibration analysis based on mapping results to identify outliers and items for consideration
- Finalize mapping and job catalog with titles

Compensation

- Conduct compensation philosophy, comparator groups, and benchmarking methodology working session
- Benchmark all full-time faculty and 180-210 staff roles and conduct base compensation gap analysis to market
- Develop salary structure, slot all jobs to the structure, and develop outlier and cost analysis of implementing new structure
- Provide salary structure administrative guidelines

Benefits

- Conduct benefit evaluation analysis against peer organizations and share market comparison results

Change Strategy

- Finalize stakeholder in-project engagement plan
- Develop implementation plan
- Create change and communications roadmap

Communication Plan

Periodic Updates to the Campus Community

- Core Team will attend various organization sessions:
Senior Staff, SAEC, AAC, FAPC, All Staff Meeting

Modes of Communication

- In-person meetings
 - Daily Digest
- Comp study web

Thank You

Q & A