

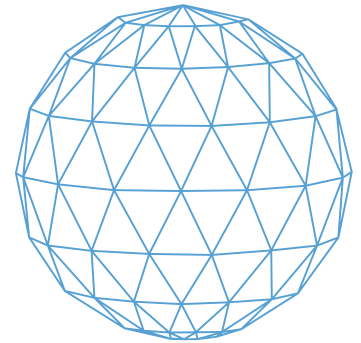
2022

HR
IMPACT
REPORT



ESHELMAN SCHOOL
OF PHARMACY

GOING BEYOND



The Human Resources team connects with every UNC Eshelman School of Pharmacy employee at some point in their career. In a year where we learned what our “new normal” was, the HR team was a grounding point for leaders and employees, with the goal of putting our people first.

Increasing the level of consultative support that we provide across the School has been integral to our success. Whether that was to enhance employee recruitment activities, or evolving the way in which we work, the HR team has successfully accomplished several priorities that align with the BEYOND strategic plan.

As we begin a new calendar year, we are proud to share our 2022 HR Impact Report, which outlines our workforce and highlights our accomplishments. In 2023, we remain committed to the services we deliver, with particular emphasis on creating the most engaging culture. Thank you for taking a look back at our journey and joining us for an exciting year ahead!

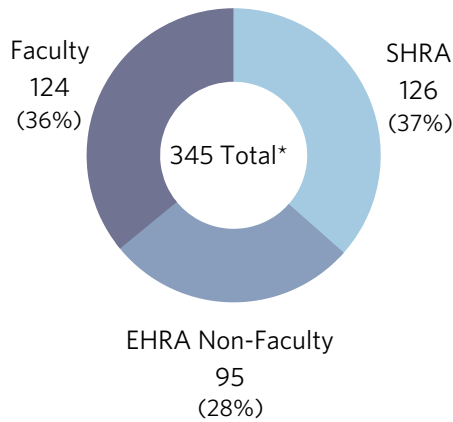
BEYOND Strategic Plan Alignment

Priority 1 – Create the most engaging culture

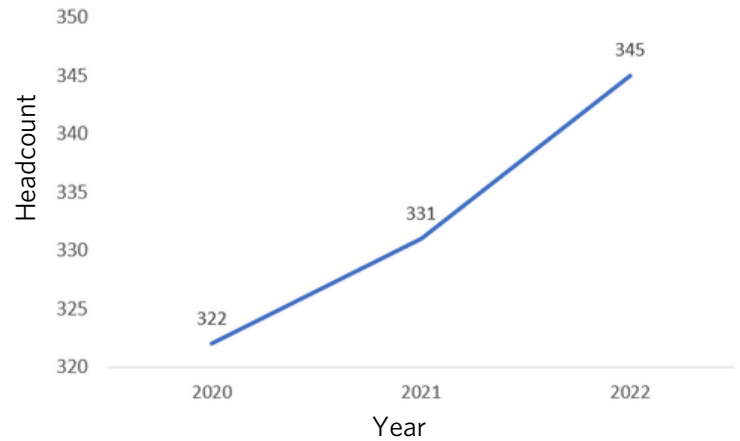
Objective 3 – Expand Engagement

WORKFORCE AT A GLANCE

2022 Headcount

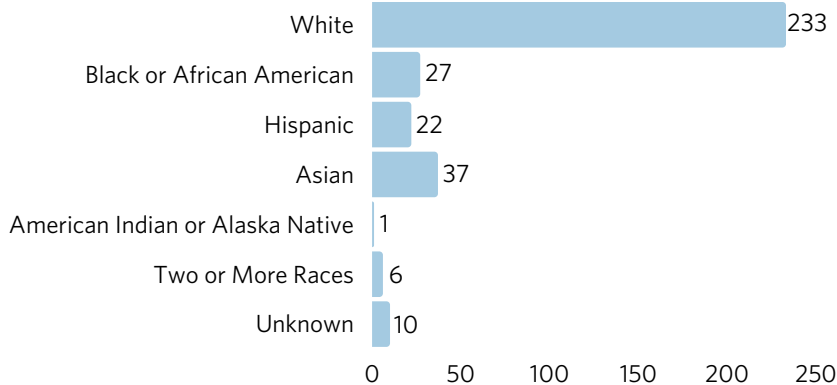


Headcount by Year

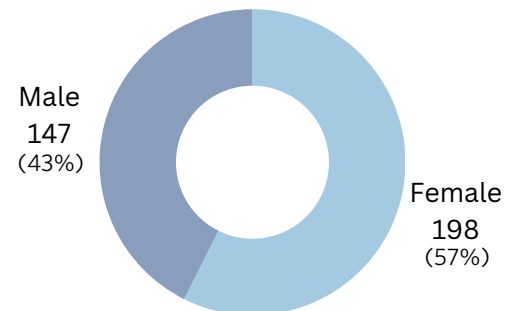


Faculty and Staff Demographics

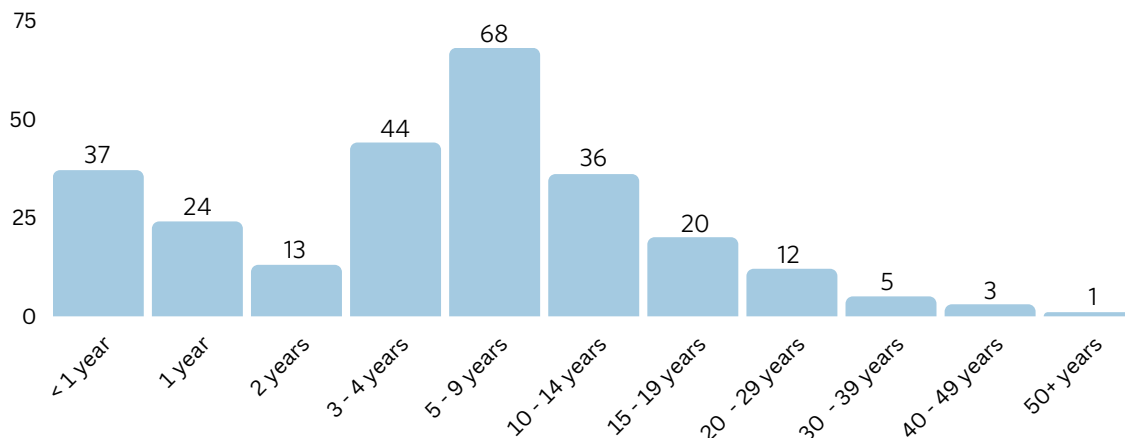
Race/Ethnicity



Gender



Years of Service with the School



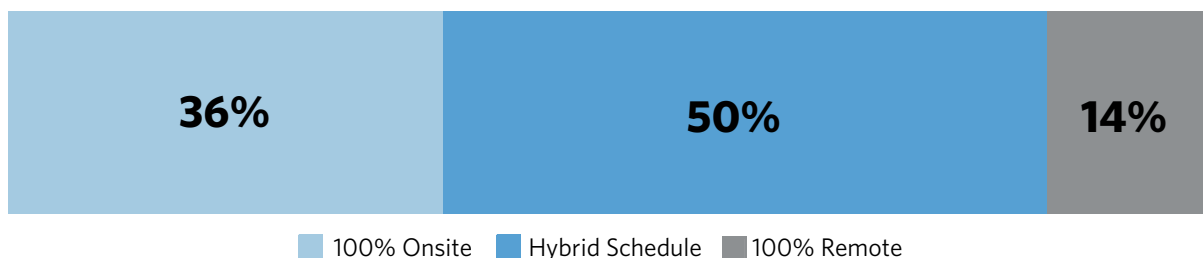
*Total is determined by all unique Personal Identification Numbers that appear in least 1 monthly period in the calendar year

THE FUTURE OF WORK

We were provided with the opportunity to re-imagine how and where our employees work. While the Eshelman School of Pharmacy has consistently implemented flexibility in our workforce, the COVID-19 pandemic sparked the University to provide widespread guidance on how to embark in this large-scale journey. Guided by principles to support an exceptional employee experience, while also upholding our world-class on-campus experience for students, we implemented long-term flexible work arrangements for our non-faculty employees. As a unique enterprise, the School's HR team, in partnership with our leaders, developed flexible work location [guardrails](#) that specifically focused on the needs of our people.

We hosted information sessions for employees and managers, and managers were charged with implementing plans consistently across their teams. Based on job duties, some roles are remote, some are hybrid, while others are on-site with flexible work schedules. Managers met with their teams in the Spring to discuss these arrangements, and all plans were implemented by the end of June.

Providing our employees with the flexibility to meet the needs of the School, while also meeting the needs of their lives outside of work, has proven to be a successful practice in engaging our employees. The 2022 Eshelman School of Pharmacy Employee Engagement Survey confirms this, with Remote Work being the highest scored factor throughout the survey at 87% positivity. As we promote flexibility in our workforce, we hope that employees continue to benefit from an adaptable, fulfilling, and welcoming place to work.



Future of Work plans will be reviewed annually for changes and can be amended in response to changing business needs.

REDESIGNING RECRUITMENT STRATEGY

We redesigned our employee recruitment strategy with two goals: expand our outreach to attract diverse top talent and ensure that our hiring managers and search committees are equipped to run an efficient and successful search.

To expand our recruitment efforts and outreach to qualified candidates, the HR team uses social media graphics for hard-to-fill positions. In addition, the HR team actively sources and recruits candidates via LinkedIn for positions that have had difficulty with attracting candidates through passive methods.

When a permanent staff, faculty, or postdoc applicant applies to a position, they are now required to submit a diversity statement with examples of their commitment to diversity, equity, inclusion (DEI) and belonging, and how they will contribute these principles to the School. Each search committee is now required to ask at least one question with a DEI focus. Not only does this demonstrate our commitment, but it ensures that we are attracting candidates that hold the same values. As a result, our percent of underrepresented minorities (URM*) selected for hire in comparison to total selected for hire has increased 5% over the past year.

16%
Percent URM
Selected for Hire

2022

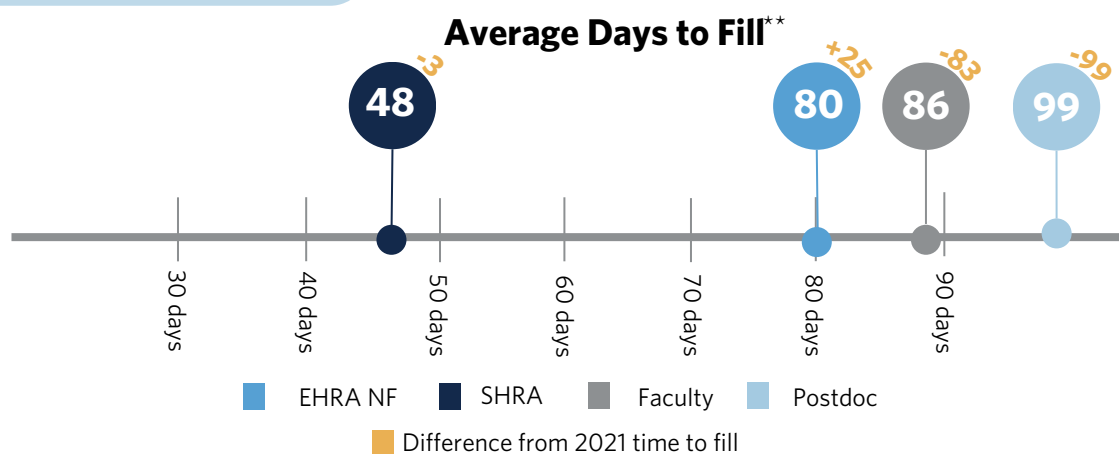
11%
Percent URM
Selected for Hire

2021

Resources

- Question Bank
- Interview Do's and Don't's
- Interview Questions You Should Not Ask
- Recruitment Advertising Resources
- Reference Check Template
- Sample Rubric
- Search Committee Chair Guidelines

The HR team created resources to support successful recruitment. At the start of each permanent position search, an HR team member meets with search committees to review best practices and procedures, and provide these resources. This provides more context and sets expectations for search committees to run efficient, equitable, and fair searches.

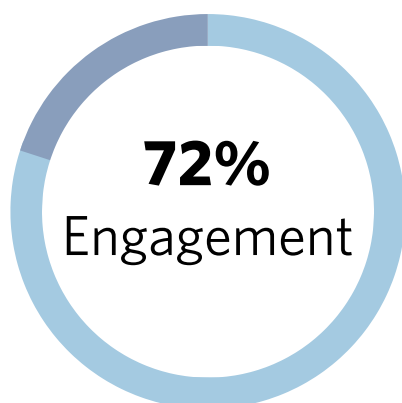


*Per the NIH, URM includes: Blacks or African Americans, Hispanics or Latinos, American Indians or Alaska Natives, Native Hawaiians, and other Pacific Islanders

**Days to Fill is defined as the time it takes from when the recruitment is posted to the public to the time the offer is accepted

EMPLOYEE ENGAGEMENT

Engaged employees lead to higher performing, more resilient organizations and taking steps to listen to employees is critical to becoming an effective organization. We are committed to listening to our employees and taking action. The School, as well as individual managers, will create action plans in response to the 2022 engagement survey results.



Participation

80%



Responses: 241 of 300

Strengths

1. Work is worthwhile
2. Ability to arrange time away from work
3. Supervisors care about well-being

Opportunities

1. Holding employees accountable for their job responsibilities
2. Taking action
3. Effectively directing resources in support of the School's strategic plan

Trends in Our Data

Upward Trend

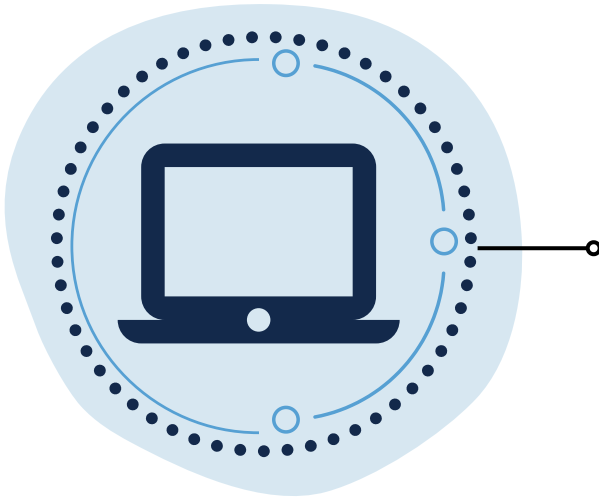
- +8** My job performance is evaluated fairly
- +7** I see myself still working at the UNC Eshelman School of Pharmacy in two years' time
- +7** We are genuinely supported if we choose to make use of flexible working arrangements

Downward Trend

- 19** Units and divisions in the School collaborate effectively with one another to get the job done
- 13** I understand how my work contributes to the School's strategic plan
- 10** I have confidence in the leaders at the School

EMPLOYEE & MANAGER RELATIONS

We took proactive steps to encourage more productive employee and manager relations. This includes prioritizing strategic objectives by encouraging University-level supervisor training and School-level performance management training.



Carolina Blueprint for Engaged Supervision Training (BEST)

Emphasizes practical and basic needs of all supervisors, allowing new supervisors the opportunity to reflect on the issues, functions, and challenges involved in leadership roles and supporting their professional development.

19% of managers completed

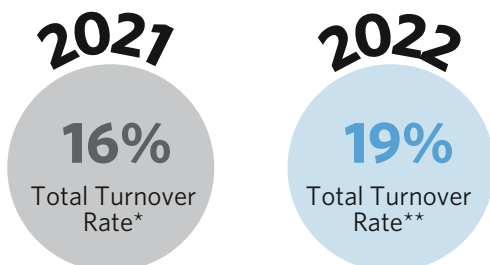
Performance Management Training (ESOP)

Highlights goal setting and expectations for employees. Reviews common challenges to supervision and how to overcome them. Provides an overview of performance plans, competency assessments, appraisals and the disciplinary process.

88% of managers completed

Departing Employees

In July 2022 we implemented an online exit survey for all voluntary departures of permanent employees. Meetings are offered to employees that prefer a face-to-face exit experience. By understanding why employees leave, we can identify areas in which we can improve the employee experience.



Exit Survey Data

Top 3 Reasons for Leaving

- Personal reasons unrelated to the job
- Salary/benefits
- Challenge/job growth

Opportunities for Improvement

- Motivating employees to go beyond what they would in a similar role
- Career growth opportunities
- Communicate a motivating vision

*Total Turnover Rate (TTR) includes voluntary and involuntary terminations.

** 8 terminations in 2022 were due to a reduction in force (RIF) (TTR w/out RIF: 17%)

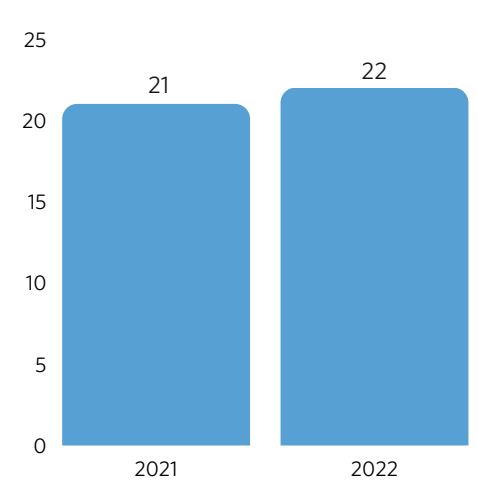
PROFESSIONAL DEVELOPMENT

We recognize the importance of encouraging and supporting our employees in professional development activities. Whether that is through funds for staff to engage in training and development activities, or through professional growth opportunities within the School, our goal is to promote an environment where employees have access to learn and develop skills.

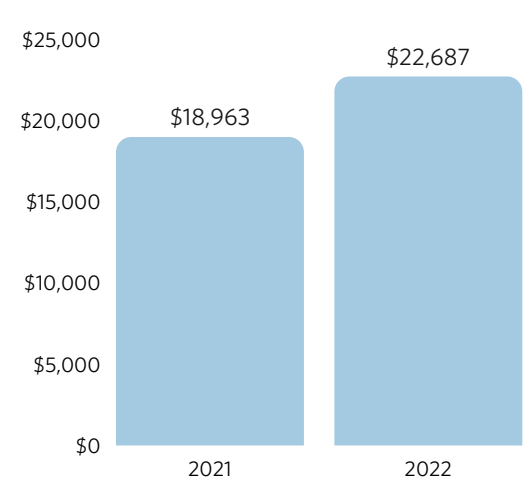
Professional Development Opportunity Fund

The [Professional Development Opportunity Fund \(PDOF\)](#) provides funds for staff development opportunities. Staff that have been employed with us for at least one year may apply for funds of up to \$1,000 per fiscal year for training and development activities.

Individual Employee Use of PDOF



Amount of Funding Used from PDOF



Career Growth

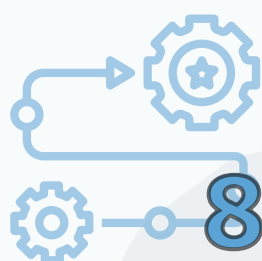
We strive to provide opportunities for career progression for all employees, and we are fortunate to be surrounded by a group of talented individuals that continue to excel within the School. This year, we promoted 27 of our staff to higher level positions. Nine staff members were awarded salary increases due to additional duties within the same role.

“

Due to the mentoring and experiences I've received during my time at the UNC Eshelman School of Pharmacy, I have been able to grow my skills and knowledge exponentially. It is because of this that I have been successful in advancing my career goals. - Stacey McGlothlin

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HUMAN RESOURCES ACTIONS

**849****Personnel Actions**

(Hires, Transfers, Promotions, Terminations, Salary Increases, Lump Sums, Faculty Reappointments)

**103****Affiliate Actions**

(New affiliations and extensions)

**534****Position Actions**

(Position Creation, Updates, Reclassifications)

**319****Background Checks**

(For New Hires, Affiliations, Job Changes/Promotions)

**197****Job Recruitments***

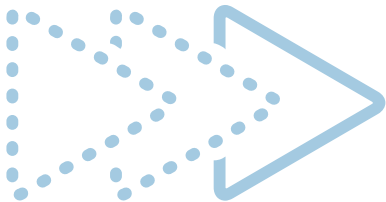
(Faculty, Staff, Temps, Postdocs,)

*Unique vacancy IDs

**40****Visas Processed**

(New visas, transfers and extensions)

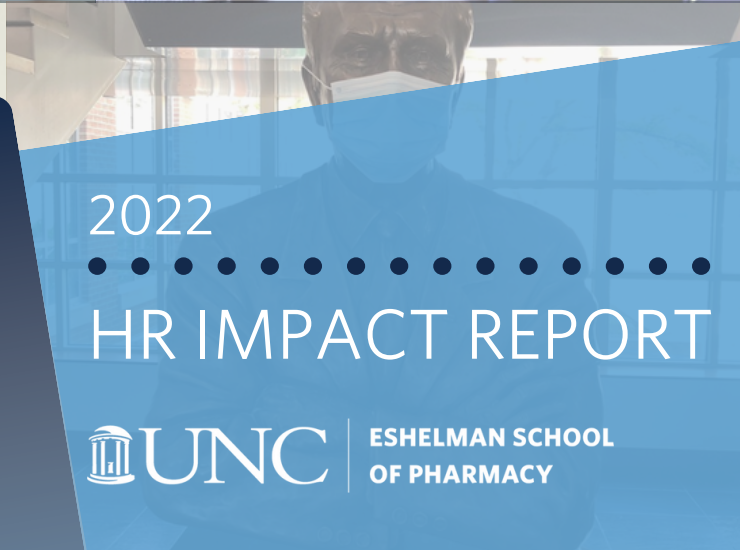
THE YEAR AHEAD



As we look ahead to 2023, we are excited to partner with various stakeholders to continue the trajectory of our strategic plan. We look forward to continuing the focus on our number one asset – our people.

- Create an online employee onboarding and offboarding module through Canvas in partnership with the Department of Information and Educational Technology
- Promote learning and development opportunities through the ESOP HR website
- Provide learning opportunities to share ESOP best practices for performance management and career development
- Track employee and manager relations cases throughout the year to obtain end-of-year data and review trends
- Enhance and promote diversity, equity, and inclusion in the hiring process
- Require managers to participate in BEST and ESOP manager training
- Create standard operating procedures for the HR team in order to promote streamlined communications and procedures





2022

HR IMPACT REPORT



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OF PHARMACY