

2023

HR Impact Report



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Welcome



In 2023, the UNC Eshelman School of Pharmacy Human Resources team continued its efforts to transform the HR function at the School, shifting from a process-oriented approach to one focused on our people. In alignment with the School's strategic plan, we put a major focus on enhancing our employees' experiences. We believe that by increasing our employee engagement, the School will continue to receive recognition as the #1 School of Pharmacy in the nation.

Together, we created a new employee recognition program and improved our existing one, hosted monthly employee social events, and enhanced our community's safety through emergency preparedness planning. To provide our employees with opportunities for growth, we hosted management training sessions and provided funds for professional development. To engage in our own team building, we also found ways to give back to our community and used community service leave to participate in a community build with Habitat for Humanity of Orange County (pictured below).

More of our 2023 accomplishments are highlighted throughout this report, but we are not stopping there. We will continue to innovate the HR function at the UNC Eshelman School of Pharmacy and enhance the sense of community and belonging to retain our workforce.



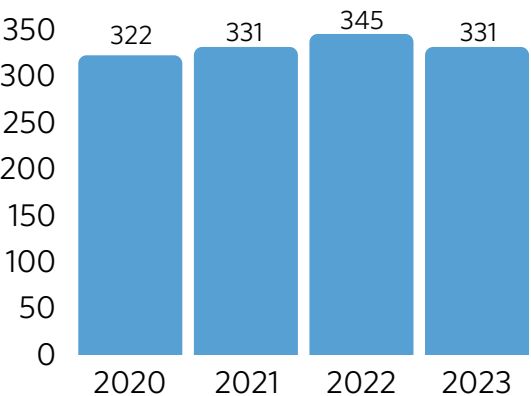
(Pictured from Left to Right): Back Row: Phil Edinger (Finance); David Enriquez (Finance); Brian Lawrence (HR). Middle Row: Alekya Padmanabhuni (HR); Victoria Fleming (HR); Kelly Redd (HR); Kelly Fitch (Finance); Nicole Kenney (HR). Front Row: Pam Morrison (Finance); Mac Balatico (HR); Angela Lyght (HR)



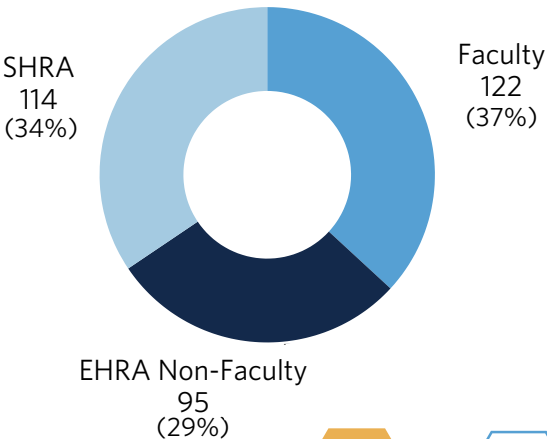
People Analytics



Total Headcount by Year

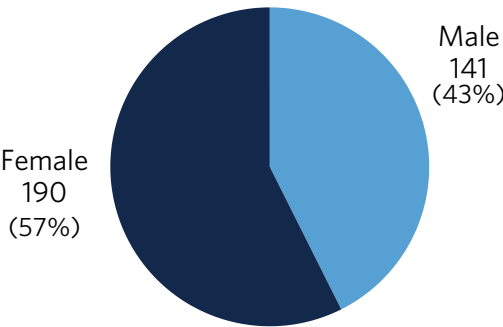


2023 Headcount

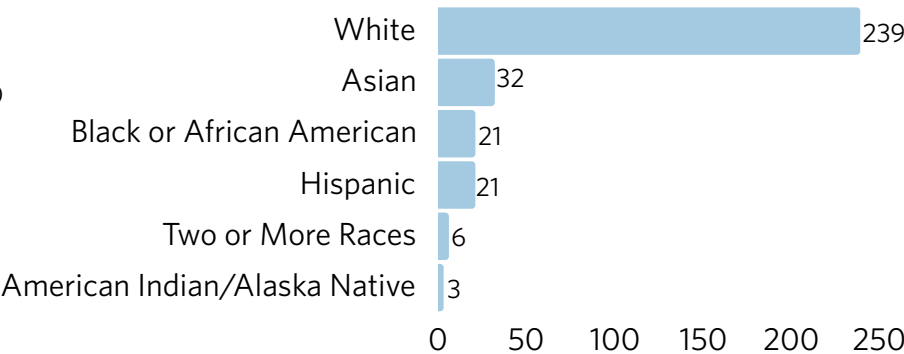


Faculty and Staff Demographics

Gender



Race and Ethnicity



Quick Facts

9
Average Years of
State Service

2,580
Total Years of
State Service

45
Average Employee
Age

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

Employee Engagement

Beginning in July 2023, the Human Resources Engagement Team embarked on a journey to enhance our employee experience through engagement events. By focusing on our strategic priority, **create the most engaging culture**, we hosted an event each month where our employees could gather, socialize, and connect with their peers.

July

Cheerful Connections

Created cards for Ronald McDonald, SECU and Rathburn Houses. Shared volunteer opportunities for employees to use Community Service Leave



August

Ice Cream Sandwich Day

Ice cream sandwiches provided with fun board games! Pictured left is Stephen Eckel, our raffle prize winner with his ice cream maker



October

Halloween Party

Costume contest judged by School leaders. "Trick-or-treating" goody bags to fill with candy, and paint your own keepsake pumpkin decoration!



September

Self-Care Awareness

Meditation, yoga, chair massages, healthy snacks and drinks, coloring, and self-care treats to take home!



November

Pharmilly Harvest

Thanksgiving lunch sponsored by the Sheraton Hotel of Chapel Hill, including a gratitude activity to showcase all that we are thankful for



December

Holiday Decorating Contest

Decorating contest judged by Dean Kashuba and HR, followed by a White Elephant gift exchange



Employee Recognition

Annual Staff Awards

The annual Eshelman School of Pharmacy Staff Awards, designed to honor staff excelling in the workplace, have expanded this year with two new categories: "Research and Collaboration Award" and "Going BEYOND Award." With a total of eight categories and criteria, these awards aim to celebrate staff achievements and foster a collaborative culture. This year saw an impressive 43 nominations, underscoring the widespread recognition of staff members' outstanding efforts in supporting the School.



2023 Winners from Left to Right: Amanda Schauer (Research and Collaboration); Vishal Tiwari (Behind the Scenes); Christina Pomykal (Positivity); Jason Smith (Phyllis Smith); Jamont Beatty (Rookie of the Year); Bonnie Barsalou (Making the Difference); Jacquelyn Covington (Mission Possible); Christy Holland (Going BEYOND). NOT PICTURED: Caroline Sasser (Above & Beyond)

Eshelman Excellence Employee Kudos

CATEGORY DESCRIPTIONS

Mentorship	An employee who has excelled at mentoring others in their job functions.
WE CARE	An employee who has gone above and beyond to publicly exemplify one or more of our School values through their everyday work.
Team Player	An employee who displays integrity and generosity towards their team members and uplifts fellow employees.
Creativity & Innovation	An employee that embodies the spirit of innovation. This person is using innovation to advance our mission.
Research	An employee who demonstrates an exemplary commitment to the research mission of the School

In response to the 2022 Employee Engagement Survey results regarding increasing employee recognition, the HR team designed and implemented the new "Eshelman Employee Excellence Kudos" program. The Kudos program was developed to recognize our employees in a meaningful way, grounded in the School's mission and core values. The winners receive an ESOP swag gift of their choice, a certificate, and recognition at the quarterly all employee town halls. The response has been positive, with 64 nominations over the first two quarters.



Welcome to the Pharmily

Designed and launched monthly email blasts featuring pictures and info about new permanent staff and faculty. Additionally, with these we recognize & celebrate promotions within the School.



Service Award Receptions

Initiated bi-annual service award receptions, a meaningful way to celebrate total years of state service milestones.

Professional Development

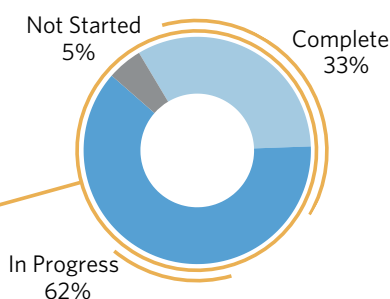


At the UNC Eshelman School of Pharmacy, we are committed to the development of our employees. **Expand engagement** is Strategic Objective #3 from the School's Strategic Plan, and one aspect of this objective is to provide access to mentorship and educational opportunities for career advancement and continuous professional development.

Leadership Development

After our 2022 Employee Engagement Survey, managers were offered assistance through a coaching program with the Center for Creative Leadership. Two managers participated, while others worked directly with our internal HR team to walk through their results and action plans. As a result, 95% of managers have made progress on their action plans.

Action Plan Completion Status

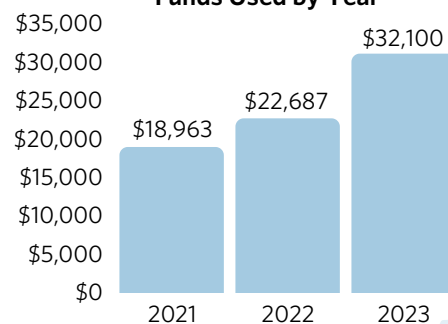


In October, the School hosted Carolina's Blueprint for Engaged Supervision virtual training session for managers. By the end of 2023, **65%** of managers had completed supervisory training through UNC. In 2024, all existing and new managers will have completed this training.

Fueling Professional Development

In 2023, \$45,000 was allocated to the Professional Development Opportunity Fund, providing staff with up to \$1,000 in professional development of their choosing. Since the start of this program in 2021, there has been a steady increase in use of funds, both in amount and in number of individuals. The number of staff using these funds has increased by 129%, and the amount of utilized funds has increased by 69%.

Funds Used by Year



All employees have access to UNC's online learning platform, Carolina Talent. The platform houses thousands of on-demand training opportunities, as well as registration for live sessions hosted by the University. In 2023, employees at the UNC Eshelman School of Pharmacy completed **1,192** hours of training.

Recruitment



We remained committed to attracting a **highly qualified, diverse workforce** through navigating policy changes, working diligently to ensure candidates had an efficient recruitment experience, and using marketing tools to highlight our jobs.

Commitment to Attracting Top Talent

In response to a policy revision to the employee political activities policy, we quickly worked to adjust our recruitment strategy to ensure compliance with this new policy while upholding our dedication to recruiting and hiring diverse talent. This was completed by:

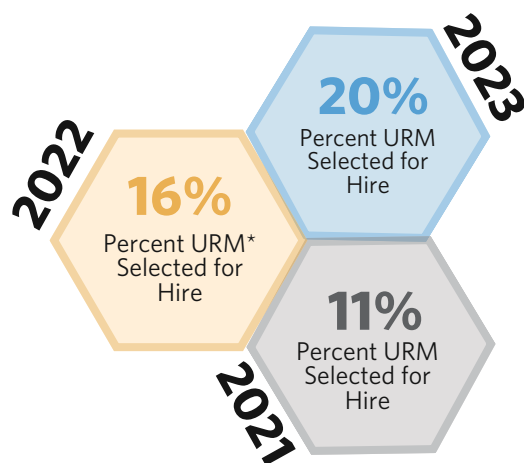


Revising the required diversity and inclusion supplemental questions for permanent faculty and staff recruitments to align with policy.



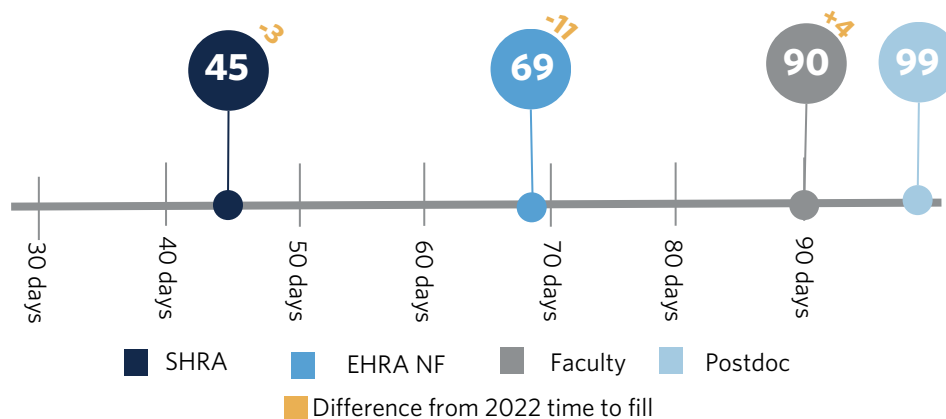
Reviewing and updating the diversity and inclusion questions listed in our interview question bank

By pivoting our recruitment strategy and implementing these adjustments, we are able to comply with the new policy while still maintaining our commitment to fostering a diverse and inclusive environment within our academic community.



**9% increase
over 3 years**

Average Days to Fill **



*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

New Social Media Recruitment Highlights

Collaborating closely with the MarCom team, we worked to redesign the School's social media recruitment posts. By focusing on crafting visually captivating content, increasing the frequency of posts, and expanding the variety of social media platforms used, we aim to attract more highly qualified and diverse candidates to our recruitments.



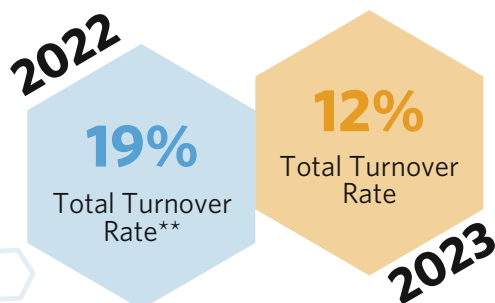
Retention



In response to insights from our 2022 exit survey data, we implemented various strategic measures to **reduce turnover**. This included a comprehensive salary review, a focused effort on improving the employee experience through monthly engagement events and recognition programs, and promoting the Professional Development Opportunity Fund.

Departing Employees

We continued our online exit survey in 2023 for all voluntary departures of permanent employees. By understanding why employees leave, we can identify areas in which we can improve the employee experience.






*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%)

Exit Survey Data

Top 3 Reasons for Leaving

-  Challenge/job growth
-  Personal reasons unrelated to job
-  Career Opportunities

Annual Faculty & Staff Salary Review

In the 2022 exit survey, departing employees noted salary/benefits as one of the top 3 reasons they were leaving the School. In response to this, the HR team developed an initiative to benchmark faculty and staff salaries with market standards. We analyzed data from the College and University Professional Association for Human Resources (CUPA-HR) for staff, and the American Association of Colleges of Pharmacy (AACP) for faculty. For staff, the focus was on bringing salaries up to 90-100% of the market rate while maintaining internal equity. For faculty, the analysis aimed at achieving internal equity within ranks and years of experience, with clear salary methodologies for each rank.

This effort resulted in salary adjustments for **52** faculty and staff members, or **16%** of our permanent workforce. By proactively aligning salaries with market benchmarks, we hope to continue to foster employee satisfaction and bolster retention. As a result, salary/benefits is no longer one of the top reasons for employees leaving our School.

This will be an annual practice to ensure our compensation remains competitive within the industry.



Emergency Preparedness

This year, the School initiated a focus on safety of our community. Planning for different risks as well as local, regional and national, disasters and events is critical to protecting our students, employees, neighbors, environment and resources. In Human Resources, our focal point was to ensure our people are prepared.

Initiatives to Enhance Emergency Preparedness

1

Active Assailant Training

Employed a third-party agency used by more than 35,000 schools, 5,000 law enforcement agencies, and 4,400 businesses nationwide to help organizations prepare and respond in ways proven to save lives and help communities thrive. ALICE (Alert, Lockdown, Inform, Counter, Evacuate) training is the original civilian active shooter response training program that empowers students, faculty, and staff to respond in the face of violence. 102 faculty, staff, and students attended one of the modules.



2

Carolina Ready Emergency Preparedness 101 Module

Launch the requirement of completion for employees, and recommended completion for students, of the University's basic emergency training. This training covers the following topics: fire, tornado, hurricane, active assailant, bomb threat, severe weather, and hazardous chemical spill. This is a baseline training for all employees at the school. 81% of permanent employees have completed this course.

3

Basic Trauma First Aid Training

Provide basic trauma first aid training to our community, including a live demonstration of first aid kits that are supplied in our buildings. These 30 minute live sessions were available for both students and employees as an additional resource to provide an overview of what to do in a traumatic emergency. Sessions were recorded and made available to our community for future use.

The Future of Safety

Preparation is critical to maintain a sense of safety and security in our community. As such, all new employees are now required to complete the Carolina Ready Emergency Preparedness 101 module as part of their onboarding. In addition, in-person trainings will be hosted annually for all employees and students.

Operational Optimization



Grad Student and Postdoc Orientation Support

We have taken proactive steps to enhance the onboarding experience for our postdoctoral scholars and graduate student employees by providing/attending School-hosted orientations. By presenting commonly requested information and providing timely resources, we ensure that new postdocs and grad students are equipped with what they need for success in their roles. Streamlining the onboarding process through these orientations aims to significantly enhance the overall experience for postdocs and grad students, setting a solid foundation for their journey within the academic community.



ARPT Updates and New Resources

We've developed new resources for the School's Appointment, Reappointment, Promotion, and Tenure (ARPT) Guidelines and created new faculty letter templates, bringing the required number of letters for fixed term faculty actions down from 2 to 1. We also created a visual workflow for the process of fixed term faculty letters, simplifying and streamlining the actions.

Looking ahead to 2024, we anticipate further updates to the ARPT Guidelines and the introduction of new resources, including those tailored for tenure-track faculty actions. Through these enhancements, we aim to continually optimize our processes and support faculty members throughout their academic journeys.



Streamlining Internal Visa Process

This year our Immigration Specialist significantly reduced the internal School processing time for J-1 visas from an estimated 6-7 weeks to an average of just 3 weeks. Additionally, we facilitated an informative lunch and learn session aimed at enhancing understanding and support for International Student and Scholar Services' (ISSS) new J-1 process and system among PIs/Managers. These initiatives underscore our commitment to optimizing visa procedures and fostering knowledge-sharing within our community.



Employee Relations & Performance Management

We prioritized standardizing our internal processes for employee and management relations, aiming to better support both employees and managers. Our focus was on establishing clear protocols and communication channels to foster a positive work environment. By streamlining our approach we empowered supervisors to address concerns in a timely manner, and promoted a workplace culture aimed at setting employees up for success in their roles. Through proactive engagement with managers and employees, we ensured fair and transparent processes conducive to productive relationships. Our commitment remains unwavering in cultivating open dialogue and constructive resolution.

HR Actions

297

Background Checks

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

156

Recruitments

(Faculty, Staff,
Temps, Postdocs)

667

Position Actions

(Position Creation,
Updates,
Reclassifications)

1403

Personnel Actions

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

253

Affiliate Actions

(New affiliations
and extensions)

67

Visas

(New visas, transfers
and extensions)

2843

Total Actions

An **increase of 801**
total actions from
2022.



2023

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