NEW NFA RECRUITING AND ONBOARDING QUICK OVERVIEW

STEP 1: SEARCH/POSTING AD
Please send the AD, specific locations to post advertisement, and Committee members list (if applicable*) to Academic HR Liaison [Veronica]
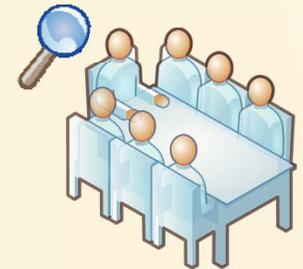*NFA search committees only requires one member, usually the PI*

STEP 2: REQUEST IS SUBMITTED TO OAA
[Academic HR Liaison will submit request to OAA.
The Academic Affairs Specialist will send an email with the search details.
Committee Chair and Department Chair must approve by responding to the email before it is sent to OAA committee for approval]

STEP 3: SEARCHING FOR CANDIDATE
[Please refer to AP RECRUIT flow-chart for specific requirements/steps]

STEP 4: DRAFTING OL
[PIs or Project Administrators, when applicable, should fill-in customizable sections of New Hire OL form and send to Academic HR Liaison. Liaison will confirm salary details with appropriate managers/leadership/HR.
For non-standard OLs, additional time may be required for approval from BFC, Chair's office, etc. Liaison will return letter to Division for final review and approval. HR Liaison will request necessary signatures.]
Completed OLs will be extended via DocuSign

STEP 5: CANDIDATE ACCEPTS OFFER
[Project Administrator must also update disposition reasons in AP RECRUIT. Please see the AP RECRUIT flowchart for details. If no Administrator, HR Liaison will update based on discussion with PI. Academic HR Liaison will submit search close request to OAA. Liaison will also submit a ticket for the new hire packet to be created in Advance. Please see Advance/Appt Process for timeframes.]

STEP 6: ONBOARDING CHECKLIST
[Project Administrators will proceed with onboarding checklist for new NFA hires that includes IT, access, etc.]. If no Administrator, HR Liaison will help PI with general onboarding.

A FEW NOTES:

Parking permits cannot be issued until the Transportation's Department can locate new employee in the system. Therefore, please allow up to 72 hours after the start date to request permits. Please plan for parking stickers, etc. accordingly.

The more time we allow for a packet to be reviewed and approved, the higher probability that someone will be keyed in the system before their start date. Please be mindful of processing times listed in flowcharts.

AP RECRUIT [NFA]

Search Initiation Request Form
Initiated by Reseach Coordinator/Manager/PI/HR Liaison coordinating the search process

AP Recruit Training Contact:
Veronica N Alvarez [#2 in form]

Submit completed Request form

Change in Series:
It is very important to mark off all possible series a position can qualify for. If there is a change in series later in a candidate's career, the initial search can be used to suffice the "National Search" requirement AS LONG AS the series the applicant wishes to transition to was already marked in the initial search in which they led to their hire

Must Submit Advertisement Template
MUST include:
-Clear Qualifications that nclude all required degrees, certifications, years of experience, etc.
-Please NOTE: The more detailed & Specific this is, the likelihood of a smaller applicant pool

AD Must Be Posted For:
15 Days- NFA
18 Months MAX
[then new search request must be initiated]

AA Office will connect the primary administrator With Job Elephant & provide a list of possible places to post AD with quotes & will post accepted ADs, if desired, once request has been approved

-**ALWAYS** request reference contact Information & solicit letters via AP Recruit
-AP Recruit reference letters CANNOT be used in an ADVANCE packet if submitted by a candidate,

QUESTIONS? If you need assistance, please contact your HR Liaison, Veronica N Alvarez

IMPORTANT:
A committee is not required for NFA recruitments. Please just list the PI as the committee chair.

Search Committee Meets/Reviews Candidates

APPLICANT POOL review is NOT REQUIRED for NFA hires at this time

Inviting for Interviews

Interviewing Candidates

MUST Document Disposition Reason
on AP Recruit for all candidates not moving forward in the process

Candidate[s] is/are Selected

MUST Document Disposition Reason
on AP Recruit for all candidates not moving forward in the process

DO NOT FORGET
Once a candidate has been selected and approved, You MUST submit an SRS ticket for a NEW HIRE to initiate an ADVANCE PACKET for appointment (with search approval and signed OL attached)
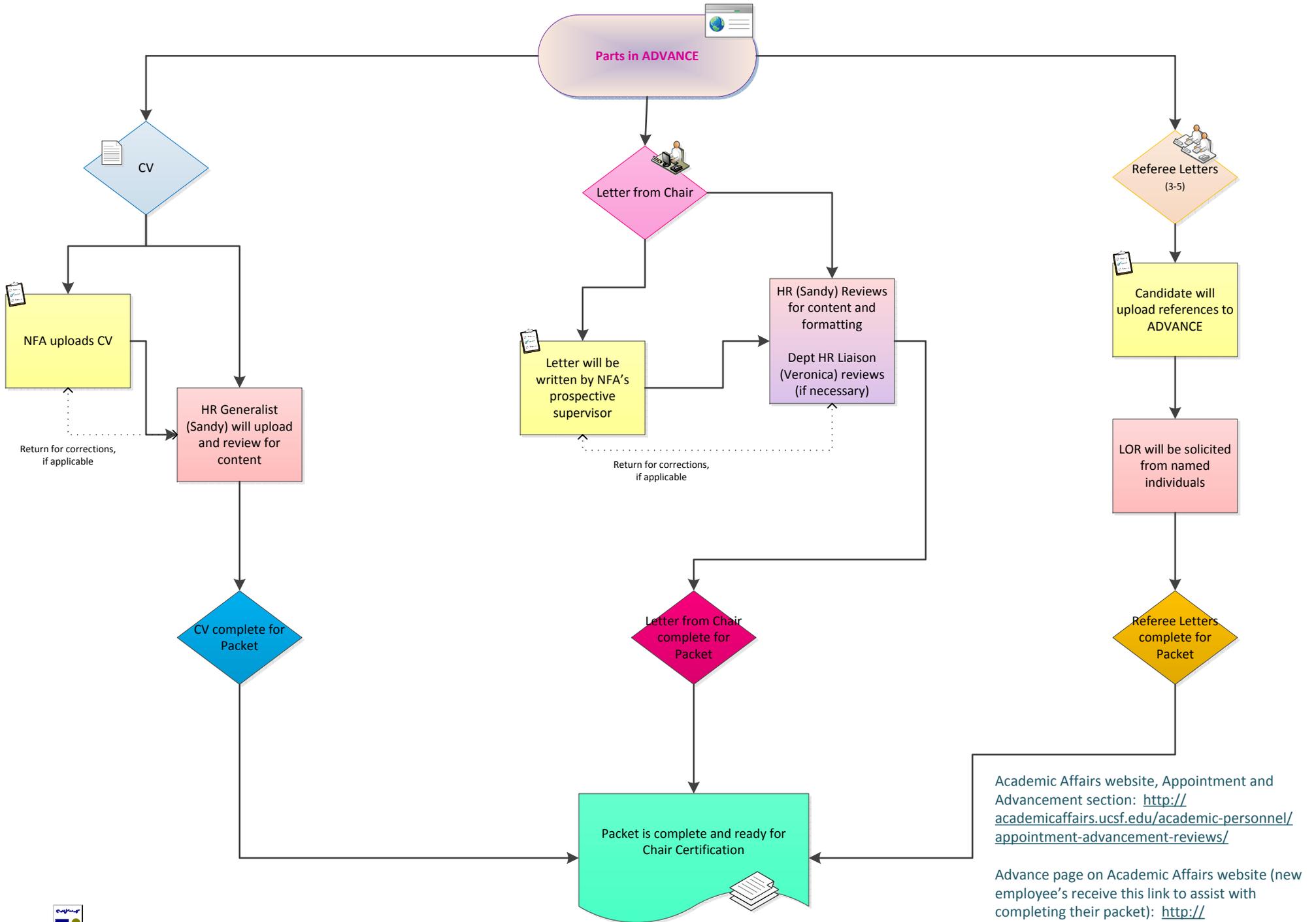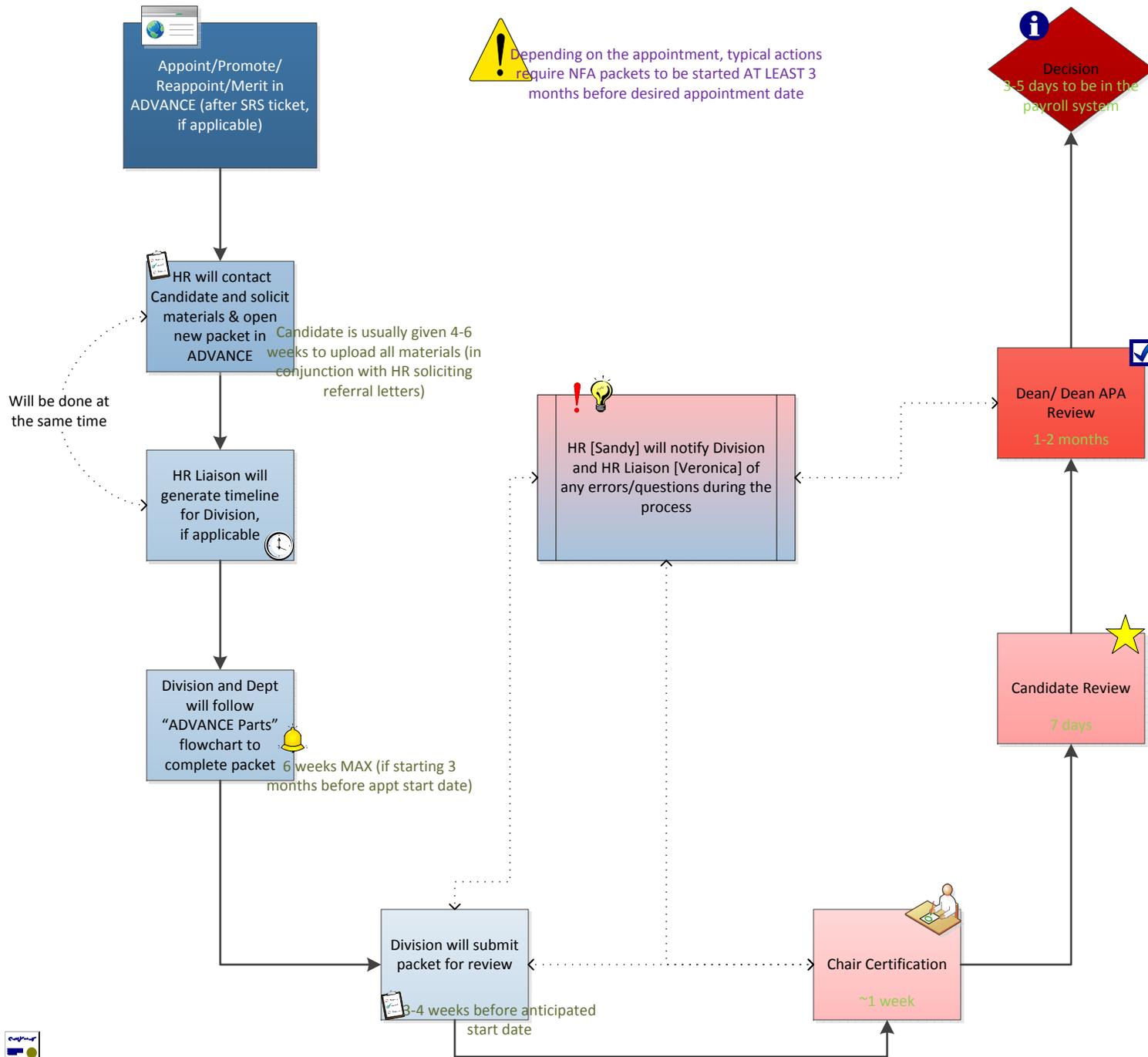
APPROVED
Offer Letter given to Candidate

Search Close Request is submitted

Parts in ADVANCE

CV

NFA uploads CV

Return for corrections, if applicable

HR Generalist (Sandy) will upload and review for content

CV complete for Packet

Letter from Chair

Letter will be written by NFA's prospective supervisor

Return for corrections, if applicable

HR (Sandy) Reviews for content and formatting

Dept HR Liaison (Veronica) reviews (if necessary)

Letter from Chair complete for Packet

Referee Letters (3-5)

Candidate will upload references to ADVANCE

LOR will be solicited from named individuals

Referee Letters complete for Packet

Packet is complete and ready for Chair Certification

Academic Affairs website, Appointment and Advancement section: http://academicaffairs.ucsf.edu/academic-personnel/appointment-advancement-reviews/

Advance page on Academic Affairs website (new employee's receive this link to assist with completing their packet): http://academicaffairs.ucsf.edu/advance/usingadvance.php

Last Updated on 19-May-16, By Veronica N Alvarez

Appoint/Promote/Reappoint/Merit in ADVANCE (after SRS ticket, if applicable)

⚠️ Depending on the appointment, typical actions require NFA packets to be started AT LEAST 3 months before desired appointment date

Decision
3-5 days to be in the payroll system

HR will contact Candidate and solicit materials & open new packet in ADVANCE
Candidate is usually given 4-6 weeks to upload all materials (in conjunction with HR soliciting referral letters)

Will be done at the same time

HR Liaison will generate timeline for Division, if applicable 🕐

HR [Sandy] will notify Division and HR Liaison [Veronica] of any errors/questions during the process

Dean/ Dean APA Review
1-2 months ☑

Division and Dept will follow "ADVANCE Parts" flowchart to complete packet 🔔
6 weeks MAX (if starting 3 months before appt start date)

Candidate Review
7 days ⭐

Division will submit packet for review
3-4 weeks before anticipated start date

Chair Certification
~1 week

NOTE, to expedite the process the following actions are recommended:

-Notify NFA candidate of anticipated timeline and any delays on their part (i.e. uploading CV) will delay their approval and/or start date

-Ask for name/contact info of referees during search so letters can be used for Advance packet (will speed up the process tremendously. Please note, if candidate supplies the letters—they cannot be used in his/her ADVANCE packet)

-Have NFA candidate remind referees to submit their letters ASAP (if unable to use letters from search)

Last Updated on 19-May-16, By Veronica N Alvarez

DEPARTMENT EVALUATION "CHAIR LETTER" COMMENTS GUIDE*

*These examples are meant as suggestions and tips only, and are not meant to be exhaustive, nor are they specific to every case. Use this guide to help you identify activities on the CV and other packet materials that may be relevant for inclusion and comment in the departmental evaluation (aka Chair letter).

1.) TEACHING AND MENTORING

- List any relevant awards or honors and ask chair to comment on significance.

"Since his last review in 20XX, Dr. X received three significant teaching honors, including the 'Outstanding Student Educator Award', which is the premier health sciences graduate teaching honor in the U.S.

- Highlight any course or curriculum development, as well as program administration

"Since 20XX, Dr. X has served as X program director and her recently developed curriculum for X has become the model for several institutions throughout the United States, including X & Y."

- Outstanding teaching reflected in formal teaching evaluations should be noted. If there is formal teaching on the CV there should be formal teaching evaluations included with the packet. If they are not available, this should be explained in the chair letter.

"Average overall course evaluation scores have been at least 4.5 out of 5 for two consecutive years."

- Any negative comments from students or trainees should be explained.

"The two negative teaching comments should be discounted

because..... Other relevant teaching activities may include:
- Advising and mentoring (including other faculty)

2.) RESEARCH AND CREATIVE ACTIVITY

- List competitive extramural support recently awarded and in submission.

"Dr. X's lab is currently funded by two NIH R01 grants and he has submitted an additional NIH R01 grant for review this year."

- Ask the chair to provide comments regarding the significance of the research activity.

"Her research has been groundbreaking and innovative, and has altered in a material way the management of X in Y disease"

- Quantify productivity by summarizing the publications and authorship. Were they first or senior author and how often? Ask the chair to comment on the quality of the publications.

The quality of the work is apparent from the number of high profile publications, including landmark papers published in the journals X, Y, and Z.

"Since 20XX, Dr. X was first author on 13 manuscripts published in the peer-reviewed journals X, Y and Z.".

Other relevant research related activities or contributions may include:
- Collaborative research contributions
- Role on research, such as principal investigator

3.) PROFESSIONAL COMPETENCE

- Summarize where the candidate has given talks or presentations, and who was the audience?
- Ask the chair to comment on the prestige or prominence of the venues within the field.

"Dr. X is highly regarded by his professional colleagues. Most notably in this regard, was his selection in 20XX as an invited speaker at the prestigious annual meeting of XYZ."

- Ask the chair to comment on unique or outstanding achievements.

"He is one of only six US-based academic XYZ surgeons who have ...."

Other relevant information or contributions related to professional competence may include:
- Grant reviewer
- Editorial / reviewer activities
- Professional capabilities (board certifications, trainees assessments and peer evaluations)

4.) UNIVERSITY AND PUBLIC SERVICE

- In addition to summarizing service activities, include leadership roles on committees.

"She served on two search committees, one for X and one for Y for which she served as the Committee's Chairperson."

- Include contributions to diversity whenever possible*.

"During the past two years, Dr. X co-chaired five campus-wide committees, including two in service to increasing diversity among ....."

Avoid identifying the candidate's ethnicity, race, religion etc…Contributions to diversity should not be confused with how their own minority status contributes to the affirmative action goals of the department.

Other relevant information or contributions related to service may include:
- Departmental / programs
- School-wide
- System-wide
- Professional society or publication service
- Community / public service

Chair Letter Template –

Research and/or Creative Activities

	Not Applicable	Needs Improvement	Favorable	Outstanding
Overall				
Productivity				
Independence				
Significance of research				
Collaborative research (not a requirement)				
Peer-reviewed research support				

Comments on Research and/or creative activities (required as applicable to series)

See 'Research Program Summary' on CV. If the candidate does not directly participate in research, you can also pull items from the 'Professional Activities' section of the CV; e.g., presentations they have made, service to professional publications.

Professional Competence

	Not Applicable	Needs Improvement	Favorable	Outstanding
Overall				

Comments on Professional competence

See 'Education', 'Licenses, Certification' sections of CV. If the packet contains references, you can also review these and pull sentences pertaining to competence from the references. You will want to omit the name of the referee when doing this.

University and Public Service

	Not Applicable	Needs Improvement	Favorable	Outstanding
Overall				
Department/School/Campus/Hospital				
Professional (Local and National)				
UC/System-wide				
Community				

Comments on University and Public Service

You can pull this information from the corresponding section on the CV if the candidate has noted information in this section. If the candidate is new to UCSF, you can just write the

following sentence, or something similar: "Although _____ is new to UCSF and does not currently have any University service, it is expected that with the approval of this appointment, his/her department will find ways for him/her to contribute in this manner."

Contributions to Diversity

You can leave this section blank unless the candidate's work/research is directly impacted by diversity.

Additional Comments

I leave this section blank in case the Chair would like to add his/her comments.

Comments in support of accelerated or decelerated actions (required)

Only complete this section for accelerations/decelerations. You will likely need for the supervisor or Chair to complete this as they would be more familiar with the reason behind the acceleration/deceleration.

Other Guidelines When Drafting the Chair Letter

1. Utilize the candidate's CV when possible;
2. It may be possible to 'google' the candidate if he/she has had a previous appointment with an institution, or even with UCSF. Sometimes there is another scholarly resource (newspaper article) that can be used to insert data/information into the Chair letter;
3. Be careful when copying information into Advance—symbols such as '?' frequently show up when copying and pasting and need to be corrected;
4. Send the draft letter to the candidate's supervisor for review and add additional information if possible. The supervisor will also need to apply the ratings. Review the ratings to ensure that they are in keeping with both the text and the information supplied within the CV;
5. Ensure that the 'Teaching and Mentoring', 'Research and/or Creative Activities', and 'Professional Competence' sections all have text. These sections cannot be blank even if the Chair or supervisor has not supplied text for these areas;
6. Review the text to ensure that no other faculty members' names are noted within the letter. If this is the case, you will want to delete this text and replace it with something generic.

Timing Considerations- Academic Appointments
New Appointments and Renewals
Last updated 02/01/16

ucsf human resources
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The following information is a ***general guideline only*** to provide lead time suggestions for planning. Each case is different and dependant upon the actions of multiple stakeholders that only control their portion of the process- the candidate, the department, HR, VPAA, and the reviewing agencies. The expectation is that all involved stakeholders move the information through the process as efficiently as possible. Contact your HR Shared Services team regarding questions, and as soon as there is awareness of an urgent clinical need or a special situation.

All appointment timelines are contingent upon HR receiving complete documentation, including an approved Search Process Report or SearchWaiver. If there is additional information needed or unanticipated complexities, additional time will be required. **New appointments must have a signed offer letter with HR to begin the turnaround time expectations**. In addition, it should be noted that the HR Shared Services team cannot control the timing of the reviewing agencies. The Committee on Academic Personnel (CAP) is off in the summer (July through September); it's outside of the HR Shared Services team's scope to advise on CAP timing. Therefore, these timelines are subject to change and should be viewed as a guide and not the rule.

Series	New Appt with No Visa	Appt with J-1	Appt with H1B	Key factors that may delay appt/visa processing:
Dean-delegated actions: **NFA: (Non-Faculty Academic)** • **Specialist, Research Associate** (no references required) • **Professional Researcher, Academic Administrator, Academic Coordinator** (references required) **Faculty:** • **Instructor rank, Acting Prof, Visiting Prof** • **Assistant 1, 2**	6 weeks minimum it will take, but highly unlikely 2 months 2-3 months 4 months	New Appt: 3-4 months* (includes 2 months ISSO/USCIS processing time) *Min 4 months for Assistant 1, 2 *Acad Admin/Coord not eligible for J1 Renewal of Appt: 6 weeks (includes 1 month ISSO/USCIS processing time)	New Appt/renewal of appt: 9 months (includes 8 months ISSO/USCIS processing time) note: for renewals there is a 240 day grace period after submission to USCIS but the scholar can not leave the country during this period.	• High packet volume in Dean's queue • Additional info required from DO/VPAA/CAP • Visa delays from USCIS
CAP Review required actions: **Faculty:** • **Assistant 3 and above**	Approx 6-12 months	N/A	New Appt: 9 -12 months (ncludes 8 months ISSO/USCIS processing time) note: for renewals there is a 240 day grace period after submission to USCIS but the scholar can not leave the country during this period.	• FRPO (required by SOM and Basic Sciences) • Packet submitted during CAP hiatus • Additional info required from DO/VPAA/CAP • Visa delays from USCIS
Postdocs	3 weeks	New Appt: 3-4 months (includes 2 months ISSO/USCIS processing time)	New Appt: 9 months (includes 8 months ISSO/USCIS processing time)	• Doctorate degree pending • Visa delays from USCIS