1. Attendees will be muted during the presentation, but chat will be monitored.

2. When reactions of the spoken variety are invited, use the “👋 Raise Hand” feature.

3. We will be asking you to interact with our website at various points during the orientation.

feinberg.northwestern.edu/fao/
Agenda

1. Faculty Affairs Community
2. FAO Team Introduction
3. FAO Website
4. Shared Goals
5. Creating an Environment for Success
6. The Aftershow
Goals

1. Introduce the Faculty Affairs Community
2. Orientation for new administrators and refresher for existing administrators
3. Orientation to new processes and procedures
What is a Faculty Affairs Community?

• A learning network designed to improve knowledge dissemination, facilitate learning, and stimulate creativity.

• A means to capture, modify, store, and transmit the knowledge that exists in the interstitial spaces of FSM – our culture, our conversations, our workflow.

Everyone’s work and success is intertwined at a system level.
Why now?

• New staff in departments and FAO
• Understand the interdependence of our work will help us make systemic improvements
• New initiatives will need collaboration and collective effort
Meet the FAO Team
Northwestern Medicine
Feinberg School of Medicine

FAO Website

Faculty are our most valuable resource.

At Northwestern University Feinberg School of Medicine, we believe that our faculty are critical to achieving and maintaining a leadership position among academic medical centers. Learn how we support our faculty in the work they do today and in developing personalized and rewarding careers.

feinberg.northwestern.edu/fao/
FAO Website

- Encyclopedia of faculty affairs processes
  https://www.feinberg.northwestern.edu/fao/
- Designed to help you find information at the time you need it
- Don’t navigate by searching! To find administrative processes:
  - Go to For Administrators tab
  - Select the appointment type you are working on
  - Then select the process you need to execute
Challenge #1
You are processing the appointment of a new Postdoctoral Fellow. You navigate to the New Appointment process for postdocs.

Where in the document order does the Years of Experience Calculator belong?

First? Second? Third? Seventh?
Challenge #2
You have just completed a search and would like to extend an offer to a full-time Clinician-Educator at the rank of Assistant Professor.
• Navigate to the appropriate step in the Recruit & Appoint process.
• Select the correct offer type.

What is Step 1?
**FAO Key Resources**

**FAO Website**
feinberg.northwestern.edu/fao/

**For Administrators**
Select an appointment type and then the process you need to execute
feinberg.northwestern.edu/fao/for-administrators/index.html

**Administrative References**
- **Feinberg Summary of Faculty Appointments**
  feinberg.northwestern.edu/fao/docs/admin-general/summary-of-faculty-appts.pdf
- **Feinberg Reference on Faculty Appointment End Dates**
  feinberg.northwestern.edu/fao/docs/admin-general/reference-faculty-appt-end-dates.pdf

**Payroll Forms**
- **Position and Data Appointment Forms**
  Use pre-populated templates for common transactions
  feinberg.northwestern.edu/fao/for-administrators/administrative-references/pos-appt-forms.html

**myHR System Codes**
northwestern.edu/myhr/admin/system-codes/index.html

**Form Field Definitions**
northwestern.edu/myhr/admin/documentation/myHR-PosnApptForm-Details.pdf

**Administrative Systems**
- **Administrative Systems Overview**
  feinberg.northwestern.edu/fao/for-administrators/administrative-systems/index.html
- **OnBase**
  feinberg.northwestern.edu/fao/for-administrators/administrative-systems/onbase.html
- **OnBase Routing Workflows**
  feinberg.northwestern.edu/fao/systems/onbase/onbase-routing.pdf

**Central HR**
**Documentation and Processes**
Northwestern Research Staff, Postdoc, and Research Visitor Appointments
hr.northwestern.edu/documents/work-essentials/myhr-research-visitor-appointments.pdf

Download at:
For Administrators > Administrative References > FAO Key Resources

feinberg.northwestern.edu/fao/docs/admin-general/FAO-Key-Resources.pdf
Improve the FAO Website

• FAO Website is a community resource
• Answers to most questions are located on the website. If you can't find what you're looking for, please notify FAO and describe how you navigated the website to attempt to answer the question yourself:
  - This will help us to identify missing content or additional resource needs.
• Report broken links or out-of-date content to fao@northwestern.edu
New Content Based on Your Questions

- Years of Experience Calculator for postdoctoral scholar appointments
- Process for changing a regular Postdoc to a NRSA Postdoc
- External referee requirements for new Research Assistant Professor
Shared Goals
from Reactive to Proactive
Collectively Shaping Our Future

Currently: Reactive

Please expedite, this is URGENT! Dr. Smith started yesterday and doesn’t have a NetID … or a computer … or an office!

Ideally: Proactive

Ah, all deadlines are on track and new hires starting in the next month already have their NetIDs.
Shared Goals

From Reactive to Proactive

• Introduce standardized timelines for appointment processing
• Establish a priority timeline for Visa-related OnBase Transactions
• Centralize information to improve accessibility
• Deliver equitable service across campus
• Provide a high-quality experience for all faculty and staff
Standard Timeline for OnBase Transactions

• Transactions should be submitted at least three weeks before the effective date.
• FAO will generate appointment letters without receiving a reminder from you.
• FAO cannot make changes to OnBase submissions. Submissions containing errors will be rejected and must be resubmitted at least three weeks before the effective date.

Please do not contact FAO to request status updates or to request appointment letters unless more than three weeks have passed after you submit a complete and correct OnBase transaction.
OnBase Transactions
Slow down in order to speed up

<table>
<thead>
<tr>
<th><strong>Currently</strong></th>
<th><strong>Ideally</strong></th>
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</thead>
<tbody>
<tr>
<td>• Incomplete submissions, name and date errors, incorrect codes, and data</td>
<td>• Careful attention to resources and checklists reduces errors</td>
</tr>
<tr>
<td>discrepancies between documents lead to <strong>repeat rejections</strong>/submissions for</td>
<td>• Downloading forms from website ensures most current information</td>
</tr>
<tr>
<td>transactions</td>
<td>• Transactions are submitted <strong>at least three weeks before the effective date</strong></td>
</tr>
<tr>
<td>• Unrelated forms copied from prior submissions lead to <strong>further rejections</strong></td>
<td>• Lessons learned from prior cases are applied to future cases</td>
</tr>
<tr>
<td>• Repeat rejections/submissions slow down the standard workflow for everyone</td>
<td></td>
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</tbody>
</table>
Priority Timeline for Visa-related Transactions

• If the candidate has a visa, put "VISA" in the Comments and Notes section in OnBase as well as at the top of the first page of the submitted documents instead of sending an email
• FAO will expedite processing and appointment letters for visa-related transactions

Please note that OnBase transactions may route through several other offices after FAO for approval.
## Priority Processing

From Reactive to Proactive

<table>
<thead>
<tr>
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<tr>
<td>• Visa-related requests involve a high volume of individual communication</td>
<td></td>
</tr>
<tr>
<td>• Appointment Letters are requested on an individual basis, leading to unhelpful email clutter</td>
<td></td>
</tr>
<tr>
<td>• Visa-related requests are a major pressure point for departments and FAO</td>
<td>• Visa-related requests are handled through a consistent, priority workflow</td>
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<tr>
<td></td>
<td>• Visa-related appointment letters are sent as soon as they are available, without the need for email requests</td>
</tr>
<tr>
<td></td>
<td>• Visa-related requests become a standard process and involve trust between FAO and departments</td>
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</tbody>
</table>
Centralize Information to Reduce Emails

- Faculty Affairs Website
  - Utilize the FAO Website as an existing resource for administrative processes
  - Collaborate to identify missing content and navigation issues
- FAO Central Email Account (fao@northwestern.edu)
  - Reduce excess Email communication
  - Look for ways to increase the value rather than the volume of communication
**Communication**

Increase the Value of Communication, Not the Volume

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<td>• Repeat urgent requests, requests for info already on website, and duplicate questions from the same unit cause <strong>delays for everyone</strong></td>
<td></td>
</tr>
<tr>
<td>• Failure to share info among staff within the same unit leads to <strong>errors, duplicate requests</strong>, and a slower workflow</td>
<td></td>
</tr>
<tr>
<td>• Emails copied to individual FAO staff</td>
<td></td>
</tr>
<tr>
<td>• Vague or imprecise messages generate <strong>extra clarification emails</strong></td>
<td></td>
</tr>
<tr>
<td>• Staff seek answers via <a href="http://www.fao.org">FAO website</a> first</td>
<td></td>
</tr>
<tr>
<td>• Requests are sent routinely to <a href="mailto:fao@northwestern.edu">fao@northwestern.edu</a></td>
<td></td>
</tr>
<tr>
<td>• Emails contain <strong>case/ID numbers</strong>, names, and clear position information</td>
<td></td>
</tr>
<tr>
<td>• <strong>Institutional knowledge</strong> retained in units</td>
<td></td>
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</tbody>
</table>
Delivering Equitable Service Across Units

- Standardizing the FAO workflow supports an equitable distribution of resources and efforts across all departments.
- Exception requests divert resources and efforts to one department and temporarily create an inequitable distribution.
- Repeated exception requests delay the standard workflow and affect all departments.
- Proactively identify departmental procedures that may be forcing you to submit repeated exception requests.
## Issues in Equity Caused by Exceptions/Rushes

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<tr>
<td>• Rush/Exception requests <em>divert resources</em> and efforts away from the standard workflow</td>
<td></td>
</tr>
<tr>
<td>• Unrealistic effective dates cause <em>onboarding issues</em> for faculty and staff, processing issues for HR</td>
<td></td>
</tr>
<tr>
<td>• The standard workflow is being <em>slowed down</em> by emergency triage</td>
<td></td>
</tr>
<tr>
<td>• Transactions are submitted <em>three weeks</em> before the effective date</td>
<td></td>
</tr>
<tr>
<td>• Rush/Exception requests are <em>carefully checked</em> prior to submission</td>
<td></td>
</tr>
<tr>
<td>• Unrealistic effective dates discouraged</td>
<td></td>
</tr>
<tr>
<td>• The standard workflow can operate at optimal capacity while still <em>accommodating occasional rushes</em></td>
<td></td>
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</table>
High-Quality Experience for All Faculty & Staff

• Standardizing the FAO workflow ensures a high-quality experience for all faculty and research staff
• Exceptions and rush requests that are expedited through FAO may not be expedited through other approving departments, delaying the appointment
• Potential issues for incoming faculty and research staff caused by requests outside of the standard timeline could include:
  - Issues with NetID Access
  - Issues with Email Access
  - Payroll Delays
Supporting Our Faculty and Staff

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</tr>
</thead>
<tbody>
<tr>
<td>• Unrealistic effective dates cause <strong>delays in access</strong> to NetIDs and email accounts</td>
<td>• Transactions are submitted <strong>three weeks</strong> before the effective date</td>
</tr>
<tr>
<td>• Poor onboarding experience for faculty and staff when HR processing is not complete before their start date</td>
<td>• All candidates receive NetIDs, email access, and various clearances <strong>prior to their start date</strong>, allowing them to begin work immediately and effectively</td>
</tr>
<tr>
<td>• <strong>Paychecks are delayed</strong></td>
<td>• Onboarding presents a <strong>positive experience</strong> for the beginning of a faculty or staff member's career at Northwestern</td>
</tr>
</tbody>
</table>
Creating an Environment for Success
Process Improvement Updates

Work Smarter, Not Harder

• FAO prepared OnBase transactions for faculty promotions rather than asking departments to do so
• Converted most faculty appointments to have indefinite end dates in myHR, reducing need for reappointment transactions
• **Breaking News!** Research Faculty, Research Staff, and Postdoctoral Fellow **reappointments** no longer require an appointment recommendation form (fewer forms for PIs/Chairs to sign)
Everyone’s work and success is intertwined at a system level.