

**Faculty of Medicine Offer Letter template**

**Part-Time Faculty**

**Updated May 2020**

# \*This page is to be deleted prior to submission to Faculty Affairs

**DEAN’S OFFICE**

**FACULTY AFFAIRS**

# INSTRUCTIONS

* Changes are highlighted in yellow
* This template should be used for the following faculty recruitments in the UBC Faculty of Medicine:
  + Part-Time Assistant Professor, Associate Professor, or Professor
  + Part-Time Assistant Professor of Teaching
  + For Full Time, without review faculty appointments, please visit the [FOM Recruitment website](https://mednet.med.ubc.ca/HR/hiringFaculty/MakingTheOffer/Pages/default.aspx) for the appropriate template.
  + For tenure/grant tenure and partner track faculty appointments, please visit the [FOM Recruitment website](https://mednet.med.ubc.ca/HR/hiringFaculty/MakingTheOffer/Pages/default.aspx) for the appropriate template.
* Use the following file naming convention for version control/ tracking:
  + LastName FirstInitial –(4 Ltr Dept code) – Ofr Ltr – RANK TERM -Draft # (or Final) – Mon Day YEAR
  + Ex. Smith R – SURG – Ofr Ltr – Assoc Prof GTT - Draft 1 – Jan 1 2013. Ensure that formatting (i.e., headings, subheadings, font usage) and abbreviation usage are consistent throughout
* Ensure that formatting (i.e., headings, subheadings, font usage) and abbreviation usage are consistent throughout
* Include appropriate / full titles and credentials for those listed as signatories.
* Spell check.
* **Once reviewed by the Department**, please send the draft to the Dean’s Office, Faculty HR. The Assistant Manager will review the draft offer letter and make any necessary revisions. The Assistant Manager will then send the finalized version of the offer letter back to the Department for signatures.
* **At the time of printing**, print on either Divisional, Departmental or School letterhead. Circulate the letter to all the signatures – including the Dean as the final – prior to sending it to the Candidate for signature.

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**OFFER LETTER**

**The University of British Columbia & [inset external agency if applicable]**

# November 6, 2018

**PERSONAL AND CONFIDENTIAL**

**Dr./Mr./Ms [*insert Name*]**

**[*insert Address*]**

**Dear Dr./Mr./Ms. [*insert name*]:**

My colleagues and I are excited at the prospect of having you join the **Department/School** of **[name of Department/School]** at The University of British Columbia (the “University”). We believe we have a great deal to offer you in terms of collegiality and intellectual community and that **[*insert comments****, i.e.: you will bring additional prestige***]** to our **Department/School,** the University, and the larger community.

We are pleased to offer you a part-time faculty appointment at The University of British Columbia, in the **Department/School** of **[department] [or school].**

Your faculty appointment is subject to approval by The University of British Columbia Board of Governors [**insert for foreign academics**: and *Immigration, Refugees, and Citizenship Canada (IRCC)*.**]** You will be an employee of the University in your teaching, scholarly activity and academic service capacities.

The terms and conditions are as follows:

## APPOINTMENT

### **(a) Faculty Appointment: The University of British Columbia**

1. This is a term appointment at the rank of [**select rank**] (Assistant Professor/ Associate Professor/ Professor/ Assistant Professor of Teaching), part time at [***insert FTE***] from **[DATE]** to **[DATE].**
2. Reappointment is at the discretion of the University and factors, including availability of funds, satisfactory performance appraisals and compliance with University of British Columbia agreements and policies.
3. You will be a member of the **Department/School** of **[name of Department/School]**. This means that your salary, assignments to duties, space allocations, research direction, other technical support, and secretarial support, etc., will be the responsibility of your **Head/Director.**
4. **Academic Deliverables  
     
   If Part-Time Assistant Professor/Associate Professor/Professor:** All University faculty members are expected to contribute to the University community according to established responsibilities in teaching, scholarly activity and academic service, depending on the appointed rank. You will be expected to maintain an active research and scholarly program, to participate fully and with distinction in undergraduate, graduate and postgraduate education, as needed, and to carry out your share of advising duties and committee assignments. All duties and responsibilities shall be carried out under the direction of your **Department Head/School Director** and are subject to evaluation by your **Department Head/School Director**. Your academic deliverables in this position will be:
   1. Teaching: Teaching responsibilities for the **Department/School** may change over time, and will be assigned by your **Department Head/School Director** as the needs of the Department or Faculty dictate. As discussed, next year you will be responsible for [**insert specific assignment as appropriate to this position**].
   2. Scholarly Activity: [**provide specific description**] Responsibility for scholarly activity varies according to rank and must be consistent with Department/School norms.
   3. Academic Service: [**sitting on University committees, for example. Provide specific description**]. You are also encouraged to attend Full Faculty Meetings. **[Amend to reflect expectations for the rank:]** Initially though your involvement with such activities will be of a lesser degree with the understanding of a more gradual involvement over time. Increased levels of academic service are expected of more senior faculty, with Professors showing the greatest involvement.

**If Part-Time Assistant Professor of Teaching:** All University faculty members are expected to contribute to the University community according to established responsibilities in teaching and academic service. You will be expected to participate fully and with distinction in undergraduate education, curriculum development and innovation, other teaching and learning activities, to demonstrate educational leadership, and to carry out your share of advising duties and committee assignments. All duties and responsibilities shall be carried out under the direction of your **Department Head/School Director** and are subject to evaluation by your **Department Head/School Director**. Your initial responsibilities and accountabilities in this position will be:

1. Teaching: Teaching responsibilities for the **Department/School** may change over time, and will be assigned by your **Department Head/School Director** as the needs of the Department or Faculty dictate. As discussed, next year you will be responsible for [**insert specific assignment as appropriate to this position**].
2. Educational Leadership:It is expected that you will take on multiple educational leadership duties and/or projects, including but not limited to contributions to curriculum renewal; programs, initiatives or research to advance pedagogical innovation; excellence in teaching; scholarly teaching with impact at UBC and beyond; scholarship of teaching contributions and applications, including publications of innovative pedagogical techniques.  [**Add in particular duties here if applicable, such as a particular program or particular curriculum renewal responsibilities**].
3. Academic Service: [**sitting on University committees, for example. Provide specific description**]. You will also be expected to attend Full Faculty Meetings. **[Amend to reflect expectations for the rank:]** Initially though your involvement with such activities will be of a lesser degree with the understanding of a more gradual involvement over time. Increased levels of academic service are expected of more senior faculty, with Professors showing the greatest involvement.
4. We encourage you to maintain a current record of your academic and administrative activities in the form of a CV[[1]](#endnote-1). An up-to-date Teaching Dossier[[2]](#endnote-2) is also encouraged.
5. In accordance with University Policy SC3 (formerly Policy 97[[3]](#endnote-3)) you must maintain up-to-date Conflict of Interest and Conflict of Commitment declarations[[4]](#endnote-4).
6. You will be expected to acknowledge your University of British Columbia appointment in all public announcements, publications and presentations.

**(b) [*Insert second appointment type if applicable*]: [other appointment type: name of agency]**

**[ACTION: use if applicable]** **CHAIR/PROFESSORSHIP APPOINTMENT**

1. You will be the holder of the **Chair/Professorship** of **[*insert* name of Chair/Professorship]**. As the holder of the **Chair/Professorship** in **[*insert* name of Chair/Professorship]**, you will be responsible for ensuring that all expenses charged against that portion of the endowment income for which you are responsible are in line with the donor's intent and with the purpose of the endowment as outlined in the Endowment Fund letter agreement and other endowment agreements supporting this Chair (“Endowment Agreements”).
2. The initial term of the **Chair/Professorship** is for **[ACTION: choose which is applicable:** **xxxx (#)** years **[OR] xxxx (#)** years and **xxxx (#)** months**]**, renewable for **xxxx** **(#)** years, subject to satisfactory performance review.
3. You will acknowledge the donors to the Chair in all public announcements, publications and presentations.
4. You will provide reports in accordance with the terms of the Endowment Agreements.  Such reports will be provided to the Dean of the Faculty of Medicine (or delegate) by January 31st of each year [**ADD IF DONOR INVOLVED:** and will include a brief summary of the highlights of your accomplishments as it relates to the Chair/Professorship].
5. These and other terms related to this Chair are specified in the Endowment Agreements (which will be provided under separate cover).

# COMMITMENTS

**(a) Academic salary for Faculty Appointment: University**

1. **If greater than 0.5 FTE AND 1 year term:** Your initial remuneration will be $ [***insert salary***] per annum plus benefits. [**If appointment is active on June 30th and July 1st:** Your salary will be increased, as are the salaries for all members of the faculty bargaining unit, in accordance with the Collective Agreement between UBC and the UBC Faculty Association.] **\*\*(note to be deleted): Please Choose Appendix A – Option 1 if benefits eligible.**

**OR**

1. **If less than 0.5 FTE or less than 1 year term:** Your initial remuneration will be $ [***insert salary***] per annum. This payment is taxable as salary and does not attract pension and benefits; however, compulsory deductions include Canada Pension Plan (CPP) and Employment Insurance (EI). [**If appointment is active on June 30th and July 1st:** Your salary will be increased, as are the salaries for all members of the faculty bargaining unit, in accordance with the Collective Agreement between UBC and the UBC Faculty Association.] **\*\*(note to be deleted): Please Choose Appendix A – Option 2 if NOT benefits eligible.**
2. For information on benefits and other orientation information, see the attached “Appendix A”.
3. Should you be awarded a peer-reviewed salary award(s) or external research funds (ie: research contracts or operating grants) that have an explicit provision for a salary component, you may receive an honorarium under the following policies and practices:

A. In accordance with University Board of Governors Policy LR2 (formerly Policy #87) on Research[[5]](#endnote-5), should you be awarded external research funds.

B. In accordance with UBC Faculty of Medicine and Departmental guidelines[[6]](#endnote-6), should you be awarded a peer-reviewed salary award(s).

Office/ Research Space: **[*insert* name of agency responsible]**

1. The following space will be allocated to you upon your appointment: (*describe room* *numbers, location, etc.*)
2. This will be an initial allocation which will be reviewed annually, if renewed, by the relevant Associate Dean, Research and the **Department Head/School Director** and **[*insert if applicable: Centre/ Institute*]** as appropriate. Changes in space allocation may be made by the aforementioned group, remaining consistent with University and hospital space policies and following discussion with you.

Administrative Support: **[*insert* name of agency responsible]**

1. *(Description)*

**(**Choose from the following materials below to add to the above offer letter **if required** (paragraph numbers will update appropriately when moved)**. Delete** all unnecessary paragraphs, except for the final page: **The End Notes page must be kept.)**

**IMMIGRATION**

1. As a foreign academic, it is your responsibility to obtain a temporary work permit prior to your start date of appointment at UBC. If your temporary work permit is not valid prior to your start date, then your start date will be changed to reflect the issuance date of your temporary work permit.
2. For non-residents, continued employment is contingent on you being able to obtain a further temporary work permit (or series of work permits) in order to retain your position and remain legally working in Canada.  To avoid uncertainty and the possibility that regulations might change, we recommend that you initiate an application for Canadian Permanent Resident status as soon as possible after taking up your appointment.
3. New (and returning) residents of the province of BC are required to complete a wait period consisting of the balance of the month in which residence in British Columbia is established, plus two months before MSP benefits can begin. New residents from other parts of Canada should maintain coverage with their former medical plan during the wait period. New or returning residents arriving from outside Canada are responsible for the cost and purchasing of their own private insurance. \*Note: It is at the discretion of the unit to adjust the wording if the unit will be covering the cost of this private insurance.
4. [***insert* if applicable**] As you also hold an appointment at [***insert* hospital/ agency**], you will be required to obtain either a dual work permit or a secondary work permit with both “UBC” and “[*name of* *agency*]” listed under the “employer” section of the work permit application form. For assistance and information, please visit the University Faculty Relations’ website[[7]](#endnote-7) and contact [insert name and details of contact].

**MENTORING**

1. As part of the Faculty’s commitment to supporting its members, each new faculty member is expected to access the Faculty of Medicine orientation materials on the Faculty of Medicine website.[[8]](#endnote-8) Faculty members are also encouraged to participate in the faculty mentorship program.[[9]](#endnote-9)

# FULL AGREEMENT

1. This letter constitutes the full terms of The University of British Columbia's employment offer **[*insert* if applicable]**: (“and the (***insert* if applicable**: [*name of external agency*]) appointment”) and supersedes all other commitments, either written or verbal, that may have been made to you.
2. Should you accept this offer, you will be a member of the faculty bargaining unit and your employment with the University will be governed by the *Collective Agreement* with the Faculty Association, and all of the FOM[[10]](#endnote-10) and University[[11]](#endnote-11) policies noting in particular Policy AP4 (formerly Policy #42) on Faculty Term Appointments Without Review, Policy SC6 (formerly Policy #85- Scholarly Integrity), LR2 (Research), LR11 (formerly Policy #88 - Patents and Licensing) and Policy SC3 on Conflict of Interest and Conflict of Commitment. The Collective Agreement and University policies may be amended and such amendments, no matter when adopted, are binding upon you.
3. You are expected to observe the highest professional standards at all times. In support of this, you are expected to abide by the UBC Respectful Environment Statement for Students, Faculty and Staff[[12]](#endnote-12). The statement reflects our core values of mutual respect and equity, and promotes a safe, caring, and respectful campus community. UBC holds all staff, faculty and students accountable for carrying out their duties and responsibilities in accordance with this Statement. You are also expected to abide by the Faculty of Medicine “Professional Standards” document.[[13]](#endnote-13) By signing this Letter of Offer and in lieu of signing the Professional Standards document, you agree to have read, understood and will abide by the information set out therein.
4. As a new employee of The University of British Columbia, you are required to present to your department, original documentation to confirm (1) your identity and (2) your eligibility to be employed in Canada (i.e., a valid Social Insurance Number and, if applicable, supporting documentation from Immigration, Refugees, and Citizenship Canada (IRCC)). It is your responsibility to ensure that you are legally entitled, pursuant to IRCC’s requirements, to work at the University.
5. You will be given an ID# and PIN# and with that, you will need to sign-up for a Campus Wide Log-in (CWL) ID [[14]](#endnote-14) to access the Faculty and Staff Self-Service web portal.[[15]](#endnote-15) We encourage you to visit the portal during your first month with UBC to update important contact and emergency information and to view your personal and payroll information. During your time with UBC, you can also access other features within the portal such as the Professional Development Reimbursement Fund, and your pension information.
6. As a new employee of the University, please visit the online “Welcome & Resource Centre”[[16]](#endnote-16).

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Please take the time to review this letter of offer for accuracy and upon your agreement, sign below and return it to (***insert*** *name, title*) within two weeks of receipt. Please keep a copy of this signed letter for your own records. This signed letter is required to facilitate your appointment and salary.

Yours sincerely,

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(**insert** *Name 1*) Date

Department Head, Credentials

The University of British Columbia

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Dermot Kelleher MB, MD, FRCP, FRCPI, FMedSci, FCAHS, FRCPC, AGAF

Professor, Department of Medicine

Dean, Faculty of Medicine

Vice-President, Health

The University of British Columbia

I am in agreement with the above terms and conditions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Candidate’s name), **[insert:** Credentials**]** Date

**APPENDIX A – (\*\*Note to be deleted: Option 1 – For appointments greater than 0.5 FTE AND 1 year term)**

**ORIENTATION**

**1. Work-Life & Relocation Services Centre**

The Work-Life and Relocation Services Centre helps with the smooth transition of new faculty, postdoctoral fellows, staff and their families who are relocating from outside Metro Vancouver to the UBC community and Vancouver neighbourhoods. Please browse their site to learn more about the information and services available to you via the Work-Life & Relocation Services Centre: [www.hr.ubc.ca/worklife-relocation/](http://www.hr.ubc.ca/worklife-relocation/).

**2. Welcome Guide**

The UBC Welcome Guide allows you to learn the basics about relocating to UBC and Vancouver. The Welcome Guide contains information about support services available for faculty and staff at UBC. It covers immigration, relocation, accommodation, childcare, important dates and much more: <http://www.hr.ubc.ca/housing-relocation/vancouver-profile/welcome-guide-vancouver/>. As a new UBC faculty member, you are entitled to the following range of benefits.

1. **Health and Welfare Benefits:**

Medical Services Plan (MSP) coverage, extended health, dental coverage are part of your health and welfare benefits. For more information on the range of benefits available, please see the Benefits website: [www.hr.ubc.ca/benefits/](http://www.hr.ubc.ca/benefits/).

1. **Professional Development Fund:**

The Professional Development Reimbursement fund is a University program intended to provide financial assistance for professional development expenses. These expenses must relate to activities that enhance the performance, ability, or effectiveness of a Member’s work at the University. For information about the Professional Development Reimbursement Fund, please see the Faculty Relations website: [www.hr.ubc.ca/faculty-relations/compensation/professional-development-reimbursement-fund/](http://www.hr.ubc.ca/faculty-relations/compensation/professional-development-reimbursement-fund/).

1. **Pension Benefits:**

For information about the Faculty Pension Plan, please see the Pensions website: [www.pensions.ubc.ca/faculty/index.html](http://www.pensions.ubc.ca/faculty/index.html).

1. **Tuition Waivers:**

For information about your tuition waiver benefits, please see the Benefits website:

[hr.ubc.ca/benefits/professional-development/faculty](http://hr.ubc.ca/benefits/professional-development/faculty).

**3. Pension and Benefits Enrollment**:

Enroll for your benefits, payroll, and pension package online at [hr.ubc.ca/benefits/enrolling/](http://www.hr.ubc.ca/benefits/enrolling/). You will need your enrollment code [**FEP002**] which will automatically select the forms and enrollment checklist required for you to complete your paperwork in a secure, confidential, online environment.

Upon completion, please print, sign and submit these forms to Payroll in Financial Services.

**4. Vacation Entitlement**:

Vacations are to be arranged with your Head.  Individuals must take any holidays to which they are entitled within the contract period or prior to any other agreed termination date. To check your vacation entitlement, please see the Benefits website: [www.hr.ubc.ca/benefits/vacation/faculty/](http://www.hr.ubc.ca/benefits/vacation/faculty/).

**5. Leaves of Absence**:

For information on the range of leaves available, please see the Benefits website: [www.hr.ubc.ca/benefits/leaves/faculty/](http://www.hr.ubc.ca/benefits/leaves/faculty/).

**6. Faculty & Staff Self-Service:**

You will be given an ID# and PIN# and with that, you will need to sign-up for a Campus Wide Log-in (CWL) ID to access the Faculty and Staff Self-Service web portal. We encourage you to visit the portal during your first month with UBC to update important contact and emergency information and to view your personal and payroll information. During your time with UBC, you can also access other features within the portal such as the Professional Development Reimbursement Fund and your pension information. To sign-up for your CWL – visit <https://www.cwl.ubc.ca/SignUp> and to access the self-service portal with your CWL, visit [www.my.ubc.ca](http://www.my.ubc.ca).

**7. Health and Wellness:**

The Health Promotion Programs (HPP) team, as one of many campus stakeholders, is actively involved in the creation of a safe community that encourages employee health. Their commitment to employee health is part of the larger university goal to create an outstanding work environment as outlined in the UBC Strategic Plan, as well as the UBC Focus on People strategy to develop a sustainable, healthy workplace. For more information, please see the HPP website: [www.hr.ubc.ca/health/](http://www.hr.ubc.ca/health/).

**8. Awards and Honours:**

Recognizing the accomplishments of faculty and staff members alike is an exciting and in itself, rewarding opportunity.  In this way, we celebrate excellence from contributions in research, teaching, leadership and more general contributions to local, national, and international society. For more information about awards and honours, please see the FOM website: <https://mednet.med.ubc.ca/HR/myHRfaculty/AwardsRecognition/>.

9. **Faculty Development**

UBC’s Faculty Development network aims to empower teachers to be successful by providing educational support that takes into account the needs of all teaching sites and teachers at all career stages. To become involved with events and programs at your site, reach out to your local program representative:

**[select appropriate contact for site]**

* Vancouver-Fraser Medical Program: Dr. Linlea Armstrong ([fac.dev@ubc.ca](mailto:fac.dev@ubc.ca))
* Island Medical Program: Dr. Sarah Buydens ([facdev@uvic.ca](mailto:facdev@uvic.ca))
* Northern Medical Program: Dr. Julia Wimmers-Klick ([julia.wimmers-klick@unbc.ca](mailto:julia.wimmers-klick@unbc.ca))
* Southern Medical Program: Dr. Robyn Hutchings ([robyn.hutchings@ubc.ca](mailto:robyn.hutchings@ubc.ca))

For more information, please visit <http://facdev.med.ubc.ca/> or contact the Office of Faculty Development at [fac.dev@ubc.ca](mailto:fac.dev@ubc.ca).

**APPENDIX A – (\*\*Note to be deleted: Option 2 – For appointments less than 0.5 FTE or less than 1 year term)**

**ORIENTATION**

**1. Work-Life & Relocation Services Centre**

The Work-Life and Relocation Services Centre helps with the smooth transition of new faculty, postdoctoral fellows, staff and their families who are relocating from outside Metro Vancouver to the UBC community and Vancouver neighbourhoods. Please browse their site to learn more about the information and services available to you via the Work-Life & Relocation Services Centre: [www.hr.ubc.ca/worklife-relocation/](http://www.hr.ubc.ca/worklife-relocation/).

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The UBC Welcome Guide allows you to learn the basics about relocating to UBC and Vancouver. The Welcome Guide contains information about support services available for faculty and staff at UBC. It covers immigration, relocation, accommodation, childcare, important dates and much more: <http://www.hr.ubc.ca/housing-relocation/vancouver-profile/welcome-guide-vancouver/>.As a new UBC faculty member, you are entitled to the following range of benefits.

**3. Benefits Enrollment**:

Enroll for your benefits, payroll, and pension package online at [hr.ubc.ca/benefits/enrolling/](http://www.hr.ubc.ca/benefits/enrolling/). You will need your enrollment code [**FEP006**] which will automatically select the forms and enrollment checklist required for you to complete your paperwork in a secure, confidential, online environment.

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* Southern Medical Program: Dr. Robyn Hutchings ([robyn.hutchings@ubc.ca](mailto:robyn.hutchings@ubc.ca))

For more information, please visit <http://facdev.med.ubc.ca/> or contact the Office of Faculty Development at [fac.dev@ubc.ca](mailto:fac.dev@ubc.ca).

**END-NOTES**

1. For a sample CV, refer to the Faculty of Medicine Annotated CV <https://mednet.med.ubc.ca/HR/managingFaculty/PromotionAndTenure/Pages/Information-for-Candidates.aspx> [↑](#endnote-ref-1)
2. For a sample Teaching Dossier, refer to [ctlt.ubc.ca/resources/teaching/portfolios/](http://ctlt.ubc.ca/resources/teaching/portfolios/) [↑](#endnote-ref-2)
3. For UBC Policy SC3 refer to <https://universitycounsel-2015.sites.olt.ubc.ca/files/2019/08/COI-Policy_SC3.pdf> [↑](#endnote-ref-3)
4. For information on COI / COC declarations, refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Pages/HR.aspx> & the UBC Office of Research Services website @ [www.ors.ubc.ca](http://www.ors.ubc.ca/) [↑](#endnote-ref-4)
5. For UBC Policy LR2 refer to <https://universitycounsel-2015.sites.olt.ubc.ca/files/2019/08/Research-Policy_LR2.pdf> [↑](#endnote-ref-5)
6. For the Faculty of Medicine Policy on Incentives and Rewards for Faculty Members on External Salary Awards refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Policies%20Guidelines/Policy%20on%20Incentives%20and%20Rewards%20for%20Faculty%20Members%20on%20External%20Salary%20Awards.pdf> [↑](#endnote-ref-6)
7. For info about immigration, refer to [www.hr.ubc.ca/faculty-relations/immigration/immigration-process-for-foreign-academics/](http://www.hr.ubc.ca/faculty-relations/immigration/immigration-process-for-foreign-academics/) [↑](#endnote-ref-7)
8. This will focus on supporting your successful career development in education and research within the Faculty of Medicine and includes an overview of the Faculty, its strategic direction and various leadership portfolios. The Faculty of Medicine website is available @ [www.med.ubc.ca](http://www.med.ubc.ca). [↑](#endnote-ref-8)
9. For the Mentoring program, refer to <https://mednet.med.ubc.ca/hr/myhrfaculty/careerandprofessionaldevelopment/Mentoring/Pages/default.aspx> [↑](#endnote-ref-9)
10. For all of the FOM’s policies, refer to [www.med.ubc.ca/faculty\_staff/policies-procedures.htm](http://www.med.ubc.ca/faculty_staff/policies-procedures.htm) [↑](#endnote-ref-10)
11. For all of the University’s policies, refer to [www.universitycounsel.ubc.ca/policies](http://www.universitycounsel.ubc.ca/policies) [↑](#endnote-ref-11)
12. For UBC Statement on Respectful Environment, refer to [www.hr.ubc.ca/respectful-environment/](http://www.hr.ubc.ca/respectful-environment/) [↑](#endnote-ref-12)
13. For the “Professional Standards” document refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Pages/HR.aspx> [↑](#endnote-ref-13)
14. To sign-up for your CWL – visit <https://www.cwl.ubc.ca/SignUp> [↑](#endnote-ref-14)
15. To access the self-service portal with your CWL, visit [www.my.ubc.ca](http://www.my.ubc.ca) [↑](#endnote-ref-15)
16. Visit the “Welcome and Resource Centre” at <http://www.hr.ubc.ca/faculty-staff-resources/new-to-ubc/> . [↑](#endnote-ref-16)