



BRIGHAM AND
WOMEN'S HOSPITAL

Center for Faculty Development & Diversity



Office for Postdoctoral and
Research Careers

Sharing strategies. Supporting careers.

Policies and Guidelines for Postdoctoral Fellows



HARVARD
MEDICAL SCHOOL
TEACHING AFFILIATE

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NOTE:

***Employment at Will:** The content of this document is presented as a matter of information and general guidance only. The document is not intended to constitute a contract between Brigham and Women's Hospital (BWH) and a Fellow or Faculty Advisors. BWH reserves the right to change any of these policies at any time, without notice. All policies are regularly reviewed to ensure compliance with all applicable state and federal laws, regulations and BWH hospital standards.*

USING THIS DOCUMENT:

1. **Terminology:** We acknowledge that there are many terms, each having a particular connotation, which can be used to describe the primary parties to whom these policies apply. In most cases we will use the following terms for consistency and brevity:
 - **Fellow** – for a Postdoctoral Fellow, Research Fellow, Appointee, Advisee, or Mentee.
 - **Faculty Advisor** – for a Principal Investigator, Faculty Advisor, Faculty Mentor, or a Faculty member acting as a supervisor to the Fellow.
2. **Use of Asterisks:** * See **APPENDIX** section for appropriate instructions, forms or templates.
** See **POLICY** section for reference to related policies.
3. **Web links:** URLs for all hyperlinked (underlined) text are typed out on page 29.



I. PREAMBLE

The Office for Postdoctoral and Research Careers (OPRC) and the Postdoctoral Advisory Committee (PAC) developed these expectations, policies and processes related to the appointment, roles, requirements and responsibilities of Fellows and Faculty Advisors, with the intent of;

- Enhancing the postdoctoral training experience for Fellows and Faculty Advisors, and addressing the unique and integral role of the Fellow in the hospital's research mission.
- Providing guidance for those involved in hiring, managing, and mentoring Fellows by setting clear expectations and documenting the terms to which the Faculty Advisor and the Fellow agree, and providing terms for equitable and consistent treatment of all Fellows.
- Providing clarity of the terms of the employer/employee relationship – aside from the mentor/mentee relationship – and preventing misunderstandings of these terms.
- Complying with all applicable state and federal laws.

Fellows and Faculty Advisors are subject to all applicable BWH, Partners HealthCare and Harvard Medical School (HMS) policies. The most current version of these policies and guidelines can be found on the [OPRC website](#)¹.

II. INTRODUCTION

1. OFFICE FOR POSTDOCTORAL AND RESEARCH CAREERS:

Originally established as the Office for Postdoctoral Careers (OPC) in June 2006 as an office within the [Center for Faculty Development & Diversity \(CFDD\)](#)² at BWH, the OPC was instituted to address the nationally recognized needs of Fellows.

In October 2007, the OPC evolved to the [Office for Postdoctoral and Research Careers \(OPRC\)](#)³, to more accurately reflect its mission and work. The OPRC reflects our broadened mission, to address the needs and interests of researchers at all levels. The OPRC continues to address issues confronting the postdoctoral community. The office has developed considerable momentum and visibility regarding postdoc issues, thus the "postdoctoral" identity remains. Importantly, the OPRC will stay connected with Fellows, through programs and services, as their careers progress past the postdoctoral training position.

2. OPRC MISSION STATEMENT:

Our mission is to support BWH researchers across the academic continuum by providing resources to support career and professional development, encouraging professional responsibility, enhancing the training experience, and fostering effective mentoring.



3. POSTDOCTORAL ADVISORY COMMITTEE:

The OPRC established the [Postdoc Advisory Committee \(PAC\)](#)⁴ soon after its inception. As background for the development of this document, the PAC has addressed the prioritization of OPRC goals and assessed the information collected and required for analysis of salary, benefits, and policy issues addressed in this document. The PAC continues to meet monthly to provide oversight and direction to the OPRC, and will address updates to this set of policies on an ongoing basis.

On behalf of the OPRC and the entire research community, we would like to acknowledge the extraordinary contributions of the PAC members. We greatly appreciate the time spent at monthly meetings, reviewing these policies, discussing these issues in great depth, piloting forms, and providing the thoughtful, balanced input which resulted in this document. We commend their demonstrated commitment to improving the postdoctoral training experience for the entire research community. Members of the Postdoctoral Advisory Committee:

Amy Baldwin, PhD, Postdoctoral Fellow[^]
Emre Basar, MD, Postdoctoral Fellow[^]
Lorenzo Benatuil, PhD, Postdoctoral Fellow[^]
Jabbar Bennett, PhD, Admin. Director, OMC, CFDD
Julie Buring, ScD, Professor of Medicine[^]
Ellen Cahir McFarland, PhD, Assistant Professor of Medicine
Rachael Clark, MD, PhD, Assistant Professor of Dermatology
Haytham Elhawary, PhD, Postdoctoral Fellow
Youssef Farag, MD, Postdoctoral Fellow
Robert Conrad Fuhlbrigge, MD, PhD, Associate Professor of Dermatology[^]
Jan Goplerud, Human Resources Consultant
Wendy R. Gordon, PhD, Postdoctoral Fellow[^]
Audrey Haas, MBA, Executive Director, CFDD
Karin Hellner, MD, Postdoctoral Fellow
Matthew J. LaVoie, PhD, Assistant Professor of Neurology
Margaret (Molly) McLaughlin-Drubin, PhD, Instructor
Juliet A. Moncaster, PhD, Postdoctoral Fellow[^]
Elena Muench, Program Manager, CFDD
Karl Munger, PhD, Associate Professor of Medicine
Lissa Olbeter, Research Administrator, Department of Pathology
Monideepa Roy, PhD, Postdoctoral Fellow
Charles N. Serhan, PhD, Simon Gelman Professor of Anaesthesia
Sunita Setlur, PhD, Postdoctoral Fellow[^]
Trevor Siggers, PhD, Postdoctoral Fellow
Vishal Soni, PhD, Postdoctoral Fellow[^]
Syeda Soofia, Human Resources Consultant[^]
Rolf Stottmann, PhD, Postdoctoral Fellow
Kendra N. Taylor, PhD, Instructor and Research Associate[^]
Iain Thompson, PhD, Postdoctoral Fellow
Lucas Torres, MD, Postdoctoral Fellow[^]
Donelle Warner, Human Resources Specialist

Barbara E. Bierer, MD
 Senior Vice President, Research, Director OPRC

Caroline Rotondi
 Administrative Director, OPRC

[^] Denotes former PAC member.



III. POLICIES AND GUIDELINES

1. BWH POSTDOCTORAL FELLOW DEFINITION:

A. Appointment and Essential Characteristics:

Postdoctoral appointments are preparatory training for a full-time academic and/or research career, and involve substantial research or scholarship. The appointee is anticipated to receive or has a PhD, MD, MD/PHD, or equivalent doctorate. The appointee works under the supervision of a Faculty Mentor in the institution, and is allowed to and encouraged to publish the results of his or her research or scholarship and receive credit for such during the appointment period. The appointee will receive training, professional development and mentorship during the appointment period. The appointment is time limited, and should be for a term of no longer than five years. Exceptions** require the approval of the BWH Senior Vice President, Research.

2. HARVARD MEDICAL SCHOOL (HMS) APPOINTMENTS:

It is customary and recommended that a BWH Postdoctoral Fellow receive an [HMS appointment](#).⁵ The Faculty Advisor's departmental administrator will initiate and facilitate the HMS appointment process.

3. POSTDOCTORAL FELLOW RESPONSIBILITIES AND OBLIGATIONS POLICY:

A. Required:

All BWH Fellows agree to read and abide by the Medical Staff Bylaws, rules, regulations, and policies of the Professional Staff and of the [Hospital](#).⁶ There is a set of policies which govern entry to and exit from the institution. Key points among these policies include, but are not limited to:

- Conscientious discharge of assigned duties
- Adherence to strict research integrity as defined by the [Partners Research Integrity Policy](#)⁷, and the [HMS Integrity Policies](#)⁸
- Completion of an [Intellectual Property Certification](#)⁹ upon arrival
- Compliance with established laboratory practices, hospital and regulatory standards
- Observance of established regulations for research involving biohazards, human subjects or animals, and radiation
- All materials, including lab notebooks, and data collected during a Fellow's training at BWH belong to the Institution, and not to the Fellow
- Data should not be removed from the lab or shared outside the lab in any form (including but not limited to grants, manuscripts, or conference presentations) without prior discussion and consent from the Faculty Advisor
- At the time of departure from BWH, each Fellow is responsible for the written notification to the Faculty Advisor and/or other departmental staff of the disposition of Research Records, including the location of all materials and data, medical records, consent forms and any other recorded information related to the research conducted at the hospital. Each Fellow must also complete an [Intellectual Property Certification](#)¹⁰



when leaving BWH.

- Demonstration of collegial conduct and professional workplace behavior toward all co-workers and laboratory staff

B. Recommended and Expected Career Development Responsibilities:

The primary responsibility of a Fellow is to actively participate in the research enterprise of BWH under the supervision of a Faculty Advisor. While it is recognized that each individual Faculty Advisor has a unique style of conducting research, specific research expectations and training should be established in collaboration with the Faculty Advisor and should be outlined as early as possible.

Fellows have the additional responsibility of taking proactive ownership of their career development and research training during their tenure at the BWH. Through active participation in professional seminars, career training, use of career development resources, and meeting regularly with mentors and colleagues, Fellows gain a sense of responsibility for their career development and are better able to communicate their training needs. Additional expectations include, but are not limited to participation in and completion of an **Annual Career Conference (ACC)****.

4. FACULTY ADVISOR MENTORSHIP AND CAREER DEVELOPMENT RESPONSIBILITIES AND OBLIGATIONS POLICY:

BWH recognizes that it is within the Faculty Advisor - Fellow relationship that most mentoring will take place and honors the latitude and discretion required to develop such relationships.

A. Faculty Responsibilities for Mentoring and Career Development:

Faculty Advisors serve as the primary agent at BWH for guiding and supervising the advanced training and scholarly pursuits of Fellows. In that capacity, Faculty Advisors should make clear the goals, objectives, and expectations of the research training and the responsibilities of Fellows working in their laboratory. Faculty Advisors are expected to meet regularly with the Fellows under their direction to communicate expectations and provide timely feedback of the Fellow's progress and performance. Additional responsibilities include:

- Detailing Fellow's responsibilities, expectations, and conditions of employment in the initial **Postdoctoral Fellow Offer Letter*** and **Statement of Training and Resources***
- Mentoring Fellows in fulfilling their responsibilities and obligations
- Fostering the professional development of Fellows toward achieving independence
- Providing career advice and job placement assistance to Fellows

B. Annual Career Conferences (ACC):

It is recommended that the Faculty Advisor and the Fellow conduct Annual Career Conferences, using the **ACC Form***. The meeting is an opportunity for the Fellow to discuss recent accomplishments, current career goals and future plans for



professional development with his/her Faculty Advisor and obtain feedback regarding progress and training. The outcome of the ACC should be a clear and mutually agreed upon plan for the upcoming year.

Timeline:

After 1 year	ACC Recommended
After 2 years	ACC Required
After 3 years	ACC Required
After 4 years	ACC Required, and should include a review of career plans and other possible career pathways at BWH. Human Resources and the OPRC are available for guidance and assistance with career pathways at BWH. At this time, the Faculty Advisor and the Fellow may agree that the best course of action is to request a one year extension**
After 4.5 years	The Faculty Advisor should submit a letter with a plan of action to the Department Chair, and initiate the Appointment Extension Request Form* , if applicable.
After 5 years	A career consultation should be scheduled with another outside Faculty Advisor or a mentoring committee outside the lab, division, or department. Any Faculty Advisor or mentoring committee should be comprised of those not directly be involved in the research endeavors of the Fellow.

C. Reappointment and Salary Review Form*:

The Faculty Advisor and the Fellow should complete the **Reappointment and Salary Review Form*** at the time of the ACC. This form is intended to document the Fellow's salary for the upcoming year - or portion thereof. The Faculty Advisor should keep a signed copy in the Fellow's file, and the Fellow should receive a signed copy.

D. Career Development Resources:

As an institutional commitment to the career development of research scientists at BWH, the Office for Postdoctoral and Research Careers (OPRC) was established in 2006, as an office within the Center for Faculty Development and Diversity. The OPRC provides a wide array of resources which address the career and professional development needs of both Fellows and Faculty at all levels. Fellows are encouraged to utilize the [OPRC resources](#).¹¹



E. Other Resources:

- The [Ombuds Office at Harvard Medical School](#)¹² is a resource available to BWH Fellows, and offers itself as an independent and safe forum to voice concerns about work related issues and to discuss career management. The Ombuds Office offers individualized appointments to discuss specific concerns Fellows may have regarding performance, promotion, looking for work, concerns with recommendation letters, current working conditions, etc. The Ombuds Office should be viewed as an impartial and confidential place to address career issues in an effort to more effectively deal with problems as they arise and promote future career successes. Please visit the website for more information or to schedule an appointment.
- The BWH Human Resource Department provides consultation and advice on a variety of workplace topics regarding employee relations, benefits, development, and learning.

5. EXTENSION TO 5+ YEARS OF SERVICE – POLICY AND PROCESS:

The BWH Postdoctoral Fellow Definition states that the appointment should be for a term of no longer than five years. Under exceptional circumstances, a one year extension, to the 5 year term of service per BWH Postdoctoral Fellow appointment may be requested.

As outlined in the Faculty Advisor Mentorship and Career Development Responsibilities and Obligations Policy, after 4 years of service, if the Faculty Advisor and the Fellow agree that the best course of action is to request a one year extension, then an **Appointment Extension Request Form*** should be submitted by the Faculty Advisor to the Department Chair and Departmental Administrator, and, if approved, then to the BWH Senior Vice President, Research for approval. Appointment Extension Request Forms should be submitted at least 4 months in advance of the 5 years of service mark.

A Fellow who becomes the parent of a child during their tenure at BWH, should have an Appointment Extension Request Form submitted to document this event. Upon receipt of this request, a one year extension for each child born or adopted will be automatically approved.

For reasons other than parenthood, the Appointment Extension Request Form should explain the rationale and circumstances for the request, such as;

- The nature of the Fellow's research requires additional time
- The Fellow took an extended and approved leave of absence
- The Fellow is undertaking or has undertaken additional training in a different field/specialty or area of expertise
- Other mitigating circumstances (i.e. transfer or closing of lab)



6. SALARY SCALE POLICY:

A. Salary Scale and Implementation:

It is expected that newly hired Fellows will receive a salary no less than the NIH/NRSA salary scale for years 0, 1 and 2, commensurate with experience. It is presumed that Fellows will be fairly compensated throughout the period of training. It is further encouraged that all Fellows will be paid an amount which is no less than the minimum amount established by the NIH/NRSA salary scale in effect at the time of the appointment. Requests for salary below the scale must be reviewed but in no case lower than \$30,000 US. This policy is intended to establish minimum compensation only.

B. Exceptions:

In the event a Faculty Advisor is unable to financially support a Fellow at the NIH/NRSA salary scale, a request must be made for an exception using the **Salary Policy Exception Request Form***. Requests for exceptions to this policy must include an explanation of the rationale and circumstances, and must be submitted to and approved by the Department Chair and then the BWH Senior Vice President, Research.

C. Annual Adjustments:

When performance expectations are met, it is anticipated that compensation shall be adjusted each year at the time of re-appointment, with annual increases expected and encouraged to meet the NIH salary scale for years 0, 1 and 2, commensurate with experience and in concert with the BWH salary scale policy above. Annual Adjustments should be documented using the **Reappointment and Salary Review Form***.

D. Part-time Appointments:

If a fractional appointment is made, this must be clearly stated with the understanding that the Appointee may perform and be compensated up to but not exceeding full time. Moreover, documentation must be provided that such a fractional appointment is consistent with the rules of the funding source and with the visa requirements of Appointees who are not U.S. citizens or permanent residents.

E. Information:

Specific information about the NIH minimum stipend will be posted on the Grants and Contracts intranet page and may also be obtained from the OPRC. Ordinarily, postdoctoral appointments are for full-time employment.

F. [2009 NIH/NRSA Salary Scale](#) ¹³:

PGY 0	\$37,368
1	\$39,360
2	\$42,204
3	\$43,860
4	\$44,504
5	\$47,460
6	\$49,344
7	\$51,552



7. TIME OFF POLICY:

Each Faculty Advisor shall determine the amount of annual paid time-off to which Fellows in his/her research group are entitled. The recommended minimum for Fellows is fifteen (15) days annually. Time-off can be taken as agreed upon by the Faculty Advisor and the Fellow. Fellows are encouraged to approach Faculty Advisors as early as possible to negotiate specific date requests for time off and/or any alternative arrangements to the above terms.

8. LEAVES OF ABSENCE:

Any requests for a leave of absence, including Parental Leaves, should be discussed between the Fellow and Faculty Advisor. For more information about leaves that require time away from work for more than five (5) workdays, please refer to Brigham and Women's Hospital's:

- [Human Resources Policy and Procedures Manual](#)¹⁴, specifically to the
- [Leave of Absence Policy](#)¹⁵, and the
- [Leave of Absence Policy – Questions and Answers document](#)¹⁶.

9. PROBLEM RESOLUTION – POLICY AND PROCESS:

Fellows are strongly encouraged to make all reasonable attempts to resolve any conflict or grievance through open discussions with their Faculty Advisor. The collaborative nature of scientific research and the close working relationship between Faculty Advisor and Fellow necessitates a clear understanding of the expectations and responsibilities of each party and should be discussed openly. While informal problem solving often proves to be the only necessary action, issues can arise that may require outside expertise or counseling to resolve. Despite the many existing policies governing scientific conduct and research integrity, issues may occur with subtleties that elude strict definition and mechanisms for resolution in areas such as; the evaluation of performance, authorship disagreements, disputes over intellectual property, working conditions, and termination.

Fellows in need of assistance with an issue should contact the OPRC at (617) 525-9323 to be placed in contact with the appropriate parties.

A. Additional Resources:

- [HMS Faculty Policies on Integrity](#)¹⁷ (Attribution of Credit, Authorship Guidelines)
- [Office for Postdoctoral and Research Careers \(OPRC\)](#)¹⁸ and BWH Senior Vice President, Research
- [HMS Ombuds Office](#)¹⁹
- [BWH Human Resources Problem Resolution Procedure](#)²⁰
- [BWH Human Resources](#)²¹
- [Partners Office for International Staff, Scholars & Students](#)²²
- [Office of the General Counsel](#)²³



10. TERMINATION POLICY FOR BWH POSTDOCTORAL FELLOWS:

Fellows are “At Will” employees of BWH and their employment may therefore end at any time for any reason not in violation of Federal and State Laws and hospital policy. Fellows may also terminate their employment at any time.

At the time of departure from BWH, each Fellow is responsible for a written notification to the Faculty Advisor and/or other departmental staff of the disposition of Research Records, including the location of all materials and data, medical records, consent forms and any other recorded information related to the research conducted at the hospital. Each Fellow must complete an [Intellectual Property Certification](#)²⁴ when leaving BWH. The appropriate forms for this notification may be obtained on the Research Intranet (*See [Departure](#)*²⁷ *checklist for complete information and instruction*).

A. Termination – Not for Cause:

i. Lack of funding: It may be the case that financial support for a Fellow may be reduced or terminated by an action of an extramural granting agency beyond the Faculty Advisor’s control. In the event that funding cannot be secured to continue the appointment, a minimum of ninety (90) days written notice generally should be provided so that the Fellow has sufficient time to arrange for departure from BWH and/or transition to other opportunities within BWH. (*See [BWH Reduction in Force \(RIF\) Policy for Research](#)*).

Under certain circumstances, the department and the Office for Postdoctoral and Research Careers may be able to assist the Fellow in finding other opportunities at BWH.

ii. Expiration of term of service: As a Fellow approaches the five (5) year maximum term of appointment, the annual Reappointment and Salary Review Form should indicate the non-renewal status of the Fellow appointment. In addition, the Faculty Advisor should provide in writing a reminder notice to the Fellow no later than ninety (90) days prior to the expiration of the term of employment.*

Any requests for extension to the maximum term of appointment* for a Fellow should be received by the Senior Vice President, Research no later than 4 months prior to the expiration of the maximum term of appointment.

B. Termination – For Cause:

Reasons for Cause for termination of a Fellow’s employment, with or without a notice period may include but are not limited to; poor attendance, poor productivity, failure to collaborate with or work effectively with colleagues and staff, failure to fulfill the duties of the position, breach of confidentiality, research misconduct, violation of Hospital or Partners policies, procedures and standards, and conduct that is detrimental or disruptive to Hospital operations. These policy manuals available at:

- [The BWH Human Resources Policy and Procedures Manual](#)²⁵
- [The Partners Research Integrity Policy](#)²⁶



C. Resignation by Research Fellow:

A Fellow seeking to resign from his/her position prior to the expiration of the current appointment should observe the professional standard of offering at least thirty (30) days notice in writing to his/her Faculty Advisor. As appropriate for research projects, a Fellow is obligated to leave all research materials, data, and the like in a state that the project may be continued without interruption by the Faculty Advisor or other members of the laboratory. Per Hospital policy, all materials (i.e. cells, reagents), property (physical and intellectual) and/or findings obtained or generated as a result of research conducted at BWH is property of the Hospital and shall not be removed from the premises of the Hospital upon a Fellow's resignation or termination. (See Departure²⁷ checklist for complete information and instructions on the research intranet)

D. Termination of Staff Appointment:

A Research Fellow's appointment to the BWH Professional Staff may be terminated, and such termination reviewed, consistent with the terms and processes set forth under specific [policies in existence for ACGME and non-ACGME Fellows](#)²⁸, if applicable.



IV. APPENDIX

1. Instructions, Templates and Forms

- A. Faculty Advisor's Guide to Postdoctoral Fellow Offer Letter
- B. Postdoctoral Fellow Offer Letter Template
- C. Faculty Advisor's Guide to Statement of Training and Resources
- D. Statement of Training and Resources Template
- E. Salary Policy Exception Request Form
- F. Annual Career Conference - Introduction and Instructions
- G. Annual Career Conference Form
- H. Reappointment and Salary Review Form
- I. Appointment Extension Request Form

These templates and forms can be found as individual documents in either MS Word or PDF format on the [OPRC intranet](#) ²⁹.

The OPRC is available to answer any question about the use of these templates and forms at (617) 525-9323 or BWHOPRC@partners.org.



A. FACULTY ADVISOR'S GUIDE TO OFFER LETTER

The attached "Offer Letter" template was developed by the BWH Office of Postdoctoral and Research Careers (OPRC) in conjunction with PIs, Postdoctoral Fellows, Human Resources and the Office of General Counsel. It is intended for you to use to document the terms of hiring and employment at BWH for new postdocs, and is an integral part of a set of policies which address all issues related to employment at BWH. This template is to be used as is, with only the italicized and underlined areas customized appropriately.

The intent of each section is as follows;

- **OPENING PARAGRAPH** – This explains that each Postdoctoral Fellow is appointed by and to a specific BWH Department and Division, in addition to HMS.
- **SALARY AND BENEFITS** – This states the exact salary the Postdoctoral Fellow will receive and requirements for direct deposit. This is included if the Postdoctoral Fellow is benefits eligible and edited/removed if ineligible. If ineligible, it is intended to generate a discussion as to what benefits are needed (e.g. medical insurance), how they may be obtained/supported.
- **POLICY** – The OPRC has developed a complete set of policies which address training and employment of Postdoctoral Fellows. Prospective Fellows can read these policies online before accepting a BWH postdoctoral training position.
- **TERMS OF EMPLOYMENT** – This explains important contingencies of employment to the postdoctoral fellow. If the terms are not met, then employment cannot commence. Additionally it states that the offer letter does not constitute an employment contract.
- **SIGNATURE AND RETURN** – This will provide documentation that your prospective Postdoctoral Fellow has read and agreed to the terms in this letter. It should be kept in the Postdoctoral Fellow's employment file and may be requested by HR for Joint Commission site visits, or should any employment issues arise.

Questions regarding this letter and employment of Postdoctoral Fellows can be directed to the OPRC at BWHOPRC@partners.org and your Human Resources representative.



B. POSTDOCTORAL FELLOW OFFER LETTER TEMPLATE

Date

Name

Address

Address

Dear Dr. _____,

It is with pleasure that I send you this offer letter for a position as a Postdoctoral Research Fellow at Brigham and Women's Hospital (BWH) in the Department of INSERT NAME, Division of INSERT NAME beginning on INSERT START DATE. The department will also appoint you to the BWH Medical Staff as a Research Fellow and will propose that you be appointed as a Research Fellow at the Harvard Medical School (HMS); however, final approval of this appointment rests with HMS.

SALARY AND BENEFITS:

[BENEFITS and end of paragraph removed if Fellow is ineligible for benefits]

Your employment will commence with an initial salary paid monthly at the annual rate of \$_____. BWH operates in an electronic payroll environment. Paper checks and advices are not distributed as a part of the normal payroll process. Your paycheck will be electronically deposited, as directed by you, into the banking source of your choice. Therefore, during your first week of employment please use PeopleSoft Employee Self Service to enroll in direct deposit. In addition, you will be eligible for certain employee benefits. BWH offers a comprehensive benefits program to choose from, including a selection of medical insurance plans, a prescription drug plan, dental insurance, vision care plan, pre-tax flexible spending account, long-term disability, life insurance, accidental death and dismemberment insurance, a retirement plan, as well as other work/life benefits which will be outlined at New Employee Orientation. For further details, contact the Professional Staff Benefits Office at (617) 724-9357.

POLICY:

BWH has a set of policies for Postdoctoral Fellows, which is available for your review:

http://www.brighamandwomens.org/research/OPRC/Benefits_And_Policies.asp. As a Postdoctoral Fellow at BWH, you will be subject to most BWH and Partners policies available online at: http://www.brighamandwomens.org/HumanResources/policies_procedures.aspx and <http://library.partners.org/PartProd/trove.asp?HU=EmptyURL>.

Contact your Human Resources Consultant with any questions at (617) 582-0100. As a BWH and HMS appointee, pertinent policies will apply, and can be found at:

<http://www.hms.harvard.edu/integrity/>.



TERMS OF EMPLOYMENT:

This offer of employment is contingent upon the successful completion of a Criminal Offender Record Information (CORI) check, an Office of Inspector General (OIG) check, a pre-employment health screening, and proof of your eligibility to comply with the Immigration Reform Control Act of 1986. The Research Fellow position is intended to provide training to facilitate your transition to an academic or research career. Please be aware that your continued employment is contingent among other things upon adequate funding from research grants or other outside sources to cover the costs of your salary and benefits. Therefore, consistent with BWH policy, your employment as a Research Fellow (with limited exceptions) may not exceed five (5) years. It should be noted that BWH is an “At Will Employer” and as such, either you or BWH may terminate your employment at any time with or without cause.

I am delighted at the prospect of your joining us here at the BWH, and look forward to working with you.

Sincerely,
PI name and title

Please sign this letter of appointment below, acknowledging that you agree to the terms of this employment offer as outlined above. Please retain one copy of this letter and return one copy to the attention of INSERT NAME AND ADDRESS.

Applicant Signature: _____

Date: _____



C. FACULTY ADVISOR'S GUIDE TO STATEMENT OF TRAINING AND RESOURCES

We expect that you and your prospective Postdoctoral Fellow will have had previous in-depth communication and correspondence about the training position, the type of research and some of the terms included in this Statement of Training and Resources. The purpose of this template is to document the terms to which you and the postdoc will both agree upon, thus setting clear expectations for the mentor/trainee relationship – about to commence. Through initial clarity, we can prevent misunderstandings of these terms. This template can be used as is, with the italicized and underlined areas customized appropriately.

This document can be sent to the prospective Postdoctoral Fellow via email or letter, but should not be sent with the Postdoctoral Fellow Offer Letter (previous page).

The intent of each section is as follows;

- **NAME OF FELLOW AND FACULTY MENTOR** – to be written or typed for tracking purposes only. These are not to be signatures and this document does not constitute a contract.
- **EXPECTATIONS AND RESPONSIBILITIES** – This highlights the purpose of postdoctoral training at BWH, touches upon the basic mentorship a Postdoctoral Fellow should expect to receive, and delineates the expectations regarding percent effort, research projects, and other responsibilities.
- **POLICIES** – The OPRC has developed a complete set of policies which address training and employment of Postdoctoral Fellows. Prospective Fellows can read these policies online before accepting a BWH postdoctoral training position.
- **OFFICE FOR POSTDOCTORAL AND RESEARCH CAREERS** – The OPRC is available to prospective Postdoctoral Fellows. Helpful information and resources can be found on the OPRC website.

Questions regarding this letter and employment of Postdoctoral Fellows can be directed to the OPRC at BWHOPRC@partners.org and your Human Resources representative.



D. POSTDOCTORAL FELLOW STATEMENT OF TRAINING AND RESOURCES TEMPLATE

Fellow Name: _____

PI/Faculty Mentor Name: _____

EXPECTATIONS AND RESPONSIBILITIES:

Your postdoctoral training is preparatory training for a full-time academic and/or research career, involving substantial research or scholarship, under my supervision. You will be allowed and encouraged to publish the results of your research or scholarship and receive credit for such during and after the appointment period. You will receive training, professional development, and mentorship during the appointment period.

You will spend no less than INSERT PERCENT of your time working on research projects under the direction of Dr. INSERT NAME in his/her/my laboratory on INSERT DESCRIPTION OF RESEARCH PROJECTS, EXPECTATIONS & RESPONSIBILITIES.

[If applicable, it is recommended to include a statement of teaching or other responsibilities, if any, associated with the appointment (note that any appointee who will be teaching must also be appointed as a lecturer or equivalent academic rank)].

[stricter departmental or lab policies should be outlined here.]

At an appropriate point within your postdoctoral fellowship, you will likely desire to seek an NIH-funded or foundation postdoctoral fellowship (e.g., institutional or individual NRSA), and I am prepared to assist you in preparing such an application. Your position, however, is not contingent on the receipt of such a Fellowship.

POLICIES:

BWH is developing a set of policies for Postdoctoral Fellows, which is available for your review: http://www.brighamandwomens.org/research/OPRC/Benefits_And_Policies.asp.

OFFICE FOR POSTDOCTORAL AND RESEARCH CAREERS:

The BWH Office for Postdoctoral and Research Careers “OPRC” provides Postdoctoral Fellows with a rich array of programs, services, and resources, details of which are posted on the website: www.brighamandwomens.org/cfdd/oprc .

An OPRC informational brochure is included with this letter and posted online: http://www.brighamandwomens.org/research/OPRC/documents/OPRC_brochure.pdf

See: <http://www.brighamandwomens.org/research/OPRC/Prospective.asp> for helpful information about relocating and orientation.

Please feel free to contact the OPRC at any time for more information about postdoctoral training at BWH at BWHOPRC@partners.org or 617 525-9323.



E. SALARY POLICY EXCEPTION REQUEST FORM

In the event a Faculty Advisor is unable to financially support a Postdoctoral Fellow at the NIH/NRSA salary scale or at the minimum level required, a request must be made for an exception.

Employee Name:	Employee ID:
Date of Hire:	
Department/Division:	
Requested Salary Amount:	PGY Level:
<p>Please check all that apply and include detailed explanation below and/or attach documentation:</p> <p><input type="checkbox"/> Fellow has independent funding (i.e. NRSA)</p> <p><input type="checkbox"/> Fellow receives funding from outside institution and will be “Sponsored Staff”</p> <p><input type="checkbox"/> PI funding was not renewed and Department/Division does not have salary support.</p> <p><input type="checkbox"/> Other - please indicate:</p>	
<p>1) REQUESTING Principal Investigator: Please explain the rationale and circumstances for this request. A letter of explanation may be attached:</p> <p>Signature: _____ Date: _____</p> <p>PI (print name) _____</p> <p>Email: _____ Phone: _____</p>	
<p>2) APPROVAL BY: Department Chair: Please explain the circumstances which account for lack of Department/Division support for this case. A letter of explanation may be attached.</p> <p>Signature: _____ Date: _____</p> <p>Department Chair (print name) _____</p> <p>Email: _____ Phone: _____</p>	
<p><i>SUBMIT FOR SVP APPROVALS ONLY WHEN THE ABOVE SIGNATURES HAVE BEEN ACQUIRED</i></p>	
<p>3) APPROVAL BY: Barbara E. Bierer, MD Senior Vice President, Research, BWH</p> <p><input type="checkbox"/> Approved <input type="checkbox"/> Not approved</p> <p><input type="checkbox"/> Additional Information Needed</p> <p>Signature: _____</p> <p>Date: _____</p>	<p>4) APPROVAL BY: Lisa Ponton, JD Senior Vice President, Human Resources, BWH</p> <p><input type="checkbox"/> Approved <input type="checkbox"/> Not approved</p> <p><input type="checkbox"/> Additional Information Needed</p> <p>Signature: _____</p> <p>Date: _____</p>

Instructions: Complete the top of this form, obtain signatures and documentation required in Parts 1 & 2, and submit to the OPRC before an offer is made to hire a new Postdoctoral Fellow or in advance of changes to an existing Fellow’s salary. The OPRC will reply directly to the PI. Please allow two weeks for processing. A complete and signed copy of this letter will be sent to BWH HR to document salary for the Postdoctoral Fellow.

Questions: BWHOPRC@partners.org.

Mail to: Caroline Rotondi, Administrative Director, Office for Postdoc & Research Careers BWH, 1620 Tremont St., OBC, Room 3-014J, Boston, MA 02120



F. ANNUAL CAREER CONFERENCE FORM - INTRODUCTION & INSTRUCTIONS

INTRODUCTION AND OBJECTIVES

The Office for Postdoctoral and Research Careers (OPRC) and the Postdoctoral Advisory Committee (PAC) have developed the Annual Career Conference (ACC) Form as a tool to facilitate the important conversations between Faculty Advisors and Fellows, which are integral to the postdoctoral training experience.

The ACC Form provides a structured format and an opportunity for the Fellow to discuss recent accomplishments, current career goals and future plans for professional development with his/her Faculty Advisor and obtain feedback regarding progress and training. The outcome of the ACC should be a clear and mutually agreed upon plan for the upcoming year.

Given that Postdoctoral Training at BWH should be completed in a 5-year period, Annual Career Conferences between the Faculty Advisor and the Fellow should take place according to the following timeline:

After 1 year	ACC Recommended
After 2 years	ACC Required
After 3 years	ACC Required
After 4 years	ACC Required, and should include a review of career plans and other possible career pathways at BWH. Human Resources and the OPRC are available for guidance and assistance with career pathways at BWH. At this time, the Faculty Advisor and the Fellow may agree that the best course of action is to request a one year extension**
After 4.5 years	The Faculty Advisor should submit a letter with a plan of action to the Department Chair, and initiate the Appointment Extension Request Form*.
After 5 years	A career consultation should be scheduled with another outside Faculty Advisor or a mentoring committee outside the lab, division, or department. Any Faculty Advisor or mentoring committee should be comprised of those not directly be involved in the research endeavors of the Fellow.

See specific step by step instructions for the both the Fellow and the Faculty Advisor are included below.

The OPRC and Human Resources are available to assist with any questions regarding the purpose of the ACC and/or the use of the ACC Form.



INSTRUCTIONS

FOR POSTDOCTORAL FELLOWS

1) **IDENTIFY YOUR FACULTY ADVISOR:** Depending upon the lab environment, this will be your primary Faculty Advisor, or a mentor identified in the environment, as most appropriate for this role.

2) **PRE-MEETING:** The Fellow should introduce the ACC form, including this introduction and instructions, and initiate the ACC meeting with his or her Faculty Advisor.

- **PREPARE THE ACC FORM:** It is estimated that preparing this form will take less than an hour and should be completed to the best of your ability prior to your scheduled meeting. *Not all areas may apply to all Fellows, and some may be more applicable to senior postdocs than to new or junior postdocs.*
 - Complete Parts 1-4 of the ACC Form. Include goals as identified in prior year's ACC if applicable. Leave blank spaces where indicated for feedback and comments from your Faculty Advisor in Parts 2, 3, & 4. *The form can be expanded or collapsed to allow for as many pages as appropriate for your needs.*
 - Save the document as "Your name_ACC_2009.doc"
 - ATTACHMENTS - If you are required to prepare an annual progress report in support of funding and/or fellowship awards (e.g., NRSA), please attach a copy of the updated version to this form and only fill out those sections not addressed otherwise. Other required attachments are your CV (in HMS format if available) and your NIH bio-sketch.
 - Email the completed ACC Form and all attachments to your pre-identified Faculty Advisor before the meeting.
 - If Faculty Advisor emails the completed form back to you, bring 2 copies to meeting.

3) **DURING MEETING:** You and your Faculty Advisor should review the completed ACC Form during the meeting. This form is intended to guide the conversation, and to document goals and progress. You and your Faculty Advisor should sign this form at the end of the meeting.

4) **POST-MEETING:** For your records and for your research and career planning, you should obtain a copy of the form which has been signed by both you and your Faculty Advisor. The ACC is intended to be a working document which you maintain and update as you make progress and attain your goals, in addition to being a guide as you move forward.



INSTRUCTIONS

FOR FACULTY ADVISORS

- 1) **PRE-MEETING:** The Fellow should introduce the ACC form to you, including this introduction and instructions, and initiate the ACC meeting with you.

- **PREPARATION OF THE ACC FORM:** It is estimated that preparing this form will take the Fellow less than an hour prior to your scheduled meeting. *Not all areas may apply to all Fellows, and some may be more applicable to senior postdocs than to new or junior postdocs.*
 - The Fellow will save the document as “*Postdocname_ACC_2009.doc*” and send it to you via email along with the required attachments before the meeting.
 - Complete the sections indicated for your feedback and comments in Parts 2, 3 & 4, in response to the Fellow’s comments. *The form can be expanded or collapsed to allow for as many pages as appropriate for your needs.*
 - **ATTACHMENTS** - If the Fellow is required to prepare an annual progress report in support of funding and/or Fellowship awards (e.g., NRSA), he/she will attach a copy of the updated version to this form and only fill out those sections not addressed otherwise. Other required attachments are the CV (in HMS format if available) and an NIH bio-sketch.
 - Email the completed form back the Fellow, or print 2 copies to bring to the meeting.

- 2) **DURING MEETING:** You and the Fellow should review the completed ACC Form during the meeting. This form is intended to guide the conversation, and to document goals and progress. You and the Fellow should sign this form at the end of the meeting.

- 3) **POST-MEETING:** For your records and for your research and career guidance, you should obtain a copy of the form which has been signed by both you and the Fellow. The ACC is intended to be a working document which the Fellow maintains and updates as progress is made and goals are attained, in addition to being a guide for the Fellow as he or she moves forward.



G. ANNUAL CAREER CONFERENCE FORM

PART 1 – GENERAL INFORMATION

NAME/DEGREE:		DATE:
EMAIL:	EMPLOYEE ID:	
DEPARTMENT:		
NUMBER OF YEARS AS A POSTDOCTORAL FELLOW AT BWH: __ 1 __ 2 __ 3 __ 4 __ 5 __ 5+		
FACULTY ADVISOR/MENTOR:		
COMMENTS:		

ATTACHMENTS:

- FELLOWSHIP/FUNDING PROGRESS REPORT (IF APPLICABLE)
- CURRICULUM VITAE (IN HMS FORMAT)
- NIH BIOSKETCH

**PART 2 – RESEARCH CAREER PROGRESS IN THE PAST YEAR:**

1.) Goals from previous year, and progress toward meeting these goals (cut and paste from previous ACC form if applicable):

2.) Are there any reasons why you did not meet these goals?

3.) Research accomplishments – examples of significant scientific progress, data, breakthroughs, or obstacles you have overcome:

4.) Research activities – *Highlight major new additions to your CV here* (publications, presentations, patents issued or filed, funding, fellowships, committee membership, and awards) :

5.) Professional activities - teaching, mentorship activities, supervisory responsibilities, and other (e.g., lab citizenship, teamwork & collaborations):

FACULTY MENTOR'S COMMENTS/ADVICE ON RESEARCH FELLOW'S PROGRESS:



PART 3 – RESEARCH CAREER GOALS FOR THE UPCOMING YEAR:

1.) Research activities - anticipated publications (with proposed titles and expectations of authorship) and their current status (in progress, submitted, under review, etc.), any patent applications pending, anticipated attendance at national or professional meetings, plans to apply for funding or fellowships, committee memberships, awards, etc.:

2.) Research goals – examples of significant scientific obstacles to be overcome or area of focus:

3.) Professional activities - teaching, mentorship activities, supervisory responsibilities, and other (e.g., lab citizenship, teamwork & collaborations):

FACULTY MENTOR'S COMMENTS/ADVICE ON RESEARCH FELLOW'S GOALS:



PART 4 – CAREER GOALS & PROFESSIONAL DEVELOPMENT:

1.) Long-term career goals and objectives (e.g., academic research career, industry research, government, etc.):

2.) Areas of further training or skill development to enhance ability to achieve these goals [academic development (e.g. reviewing manuscripts/grants), other: (e.g. presentation, management, or leadership skills)]:

FACULTY MENTOR'S COMMENTS/ADVICE ON RESEARCH FELLOW'S CAREER GOALS AND PROFESSIONAL DEVELOPMENT:

FELLOW SIGNATURE: _____ **DATE:** _____

FACULTY ADVISOR SIGNATURE: _____ **DATE:** _____



H. REAPPOINTMENT AND SALARY REVIEW FORM

This form is intended to document the Postdoctoral Fellow's salary for the upcoming year - or portion thereof. The Faculty Advisor should keep a signed copy in the Fellow's file, and the Fellow should receive a signed copy.

NAME/DEGREE:		DATE:
EMAIL:	EMPLOYEE ID:	
DEPARTMENT:		
UNIT AND/OR CENTER:		
NUMBER OF YEARS IN CURRENT APPOINTMENT: __ 1 __ 2 __ 3 __ 4 __ 5 __ 5+		
INITIAL HIRE DATE:	CURRENT APPT. ENDS:	
FACULTY ADVISOR:		
CURRENT SALARY:	SALARY SOURCE: NIH _____ OTHER _____	
SALARY SOURCE (GRANT NAME, #):		

STATUS:

- Renewal of Postdoctoral Fellow Appointment
- Change of Status:
 - Transition to Research Scientist / Senior Research Scientist position*
 - Appointment to Instructor*

COMMENTS:

Intended to clarify if either the salary or the appointment is anticipated to be for a term of less than one full year.

SALARY FOR UPCOMING YEAR: _____ **SALARY SOURCE:** NIH _____ OTHER _____

SALARY SOURCE(S) (GRANT NAME, #): _____

RESEARCH FELLOW SIGNATURE: _____ **DATE:** _____

FACULTY ADVISOR SIGNATURE: _____ **DATE:** _____



I. APPOINTMENT EXTENSION TO 5 YEAR LIMIT - REQUEST FORM

Name:		Employee ID:
Date of Hire:	Current Appt. Ends:	
Department:		
HR Department Representative:		
Please check all that apply: <input type="checkbox"/> Parenthood (<i>automatic approval – explanation not required</i>) <input type="checkbox"/> Nature of research requires additional time <input type="checkbox"/> Appointee took extended and approved leave of absence <input type="checkbox"/> Undertaking additional training in different field/specialty or area of expertise <input type="checkbox"/> Other (<i>please indicate:</i> _____)		
Please explain the rationale and circumstances for this request. A letter of explanation may be attached: 		
Requested Extension End Date (not to exceed one year):		
REQUESTING SPONSOR (Principal Investigator)		
Print Name: _____		
Signature: _____ Date: _____		
RECOMMENDED BY (Department Chair)		
Print Name: _____		
Signature: _____ Date: _____		
<i>SUBMIT FOR APPROVAL ONLY WHEN THE ABOVE SIGNATURES HAVE BEEN ACQUIRED</i>		
APPROVAL BY Senior Vice President, Research, BWH		
Print Name: <u>Barbara E. Bierer, M.D.</u>		
Signature: _____ Date: _____		

Instructions: Complete the top of this form, obtain signatures and documentation required in Parts 1 & 2, and submit to the OPRC 4 months in advance of 5 year service mark. In the event of parenthood, please submit the form at the time of the qualifying event. The OPRC will reply directly to the PI. Please allow two weeks for processing. A complete and signed copy of this letter will be sent to BWH HR to document appointment extension of the Fellow.

Questions: BWHOPRC@partners.org.

Mail to: Caroline Rotondi, Administrative Director, Office for Postdoc & Research Careers BWH, 1620 Tremont St., OBC, Room 3-014J, Boston, MA 02120



2. Web links:

1. www.brighamandwomens.org/cfdd/oprc
2. www.brighamandwomens.org/cfdd
3. www.brighamandwomens.org/cfdd/oprc
4. <http://www.brighamandwomens.org/research/OPRC/PAC.asp>
5. <http://www.hms.harvard.edu/fa/handbook/purplebook/index.html>
6. <http://www.bwhpikenotes.org/HospitalwidePoliciesAndManuals/HospitalwidePoliciesAndManuals.asp>
7. <http://library.partners.org/PartProd/webserver/custom/trovedemoframeset.asp?P2=1&w=1024&h=768&c=16&HU=http://pulse.partners.org/policies/index.htm> *
8. <http://www.hms.harvard.edu/integrity/>
9. <http://healthcare.partners.org/OGCpolicies/IPAcknowBWH.pdf>
10. <http://healthcare.partners.org/OGCpolicies/IPAcknowBWH.pdf>
11. <http://www.brighamandwomens.org/cfdd/oprc/>
12. <http://www.hms.harvard.edu/ombuds/>
13. <http://grants.nih.gov/grants/guide/notice-files/NOT-OD-09-075.html>
14. http://www.brighamandwomens.org/HumanResources/policies_procedures.aspx
15. http://www.brighamandwomens.org/HumanResources/Documents/Policies%20and%20Procedures/Policies/HR-403_Leave%20of%20Absence%20Policy.pdf
16. http://www.brighamandwomens.org/HumanResources/Documents/Policies%20and%20Procedures/Policies/Leave_of_Absence_Q_and_A%20.pdf
17. <http://www.hms.harvard.edu/integrity/>
18. <http://www.brighamandwomens.org/cfdd/oprc/>
19. <http://www.hms.harvard.edu/ombuds/>
20. http://www.brighamandwomens.org/HumanResources/Documents/Policies%20and%20Procedures/Policies/HR-304_Problem_resolution_procedure_disputed_final_warnings_terms.pdf
21. http://www.brighamandwomens.org/HumanResources/policies_procedures.aspx
22. http://is.partners.org/hr/pio_index.htm *
23. <http://pulse.partners.org/gc/index.htm> *
24. <http://healthcare.partners.org/OGCpolicies/IPAcknowBWH.pdf>
25. http://www.brighamandwomens.org/HumanResources/employment_policies.aspx
26. <http://library.partners.org/PartProd/webserver/custom/trovedemoframeset.asp?P2=1&w=1024&h=768&c=16&HU=http://pulse.partners.org/policies/index.htm>
27. http://bwhbri.partners.org/oprc/leaving_BWH.asp *
28. http://www.partners.org/research/gme/research_gme_trainee.html
29. http://bwhbri.partners.org/OPRC/Benefits_And_Policies.asp *

* These links are internal BWH or Partners Healthcare intranet pages. Contact the OPRC at BWHOPRC@partners.org with questions regarding this content.



BRIGHAM AND
WOMEN'S HOSPITAL



HARVARD
MEDICAL SCHOOL
TEACHING AFFILIATE

CONTACT US:

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Center for Faculty Development and Diversity
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