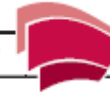




BRIGHAM AND
WOMEN'S HOSPITAL

Center for Faculty Development & Diversity



Office for Research Careers

Sharing strategies. Supporting careers.



New Postdoc Policy Town Hall Meeting

October 15, 2009

Center for Faculty Development & Diversity (CFDD)

Within the CFDD are three offices which focus on vital constituencies

Center for Faculty Development & Diversity
established 2006

CFDD Advisory Committee

**Office for
Women's Careers**
established 1998

**Office for
Multicultural Faculty Careers**
established 2001

**Office for
Research Careers**
established 2006

Women's Advisory Committee

OMC Advisory Group

Research Advisory Committee

OMC Society for Residents & Fellows

Postdoc Leadership Council



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Today's Agenda

Office for Research Careers' Mission

- Focus and Expansion
- Progress and Services
- Opportunities for Engagement

Postdoc Policy Overview

Q & A Session

ORC Mission



BRIGHAM AND
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Center for Faculty Development & Diversity

Office for Research Careers

Sharing strategies. Supporting careers.



Our mission is to support BWH Research Faculty, Trainees and Staff by providing resources to support career and professional development, encouraging professional responsibility, enhancing the research experience, and fostering effective mentoring.



Focus & Expansion

OPRC



ORC

- Developed Policy and New Hire Toolkit
- Initiated Outreach and Developed Communication
- Established Career & Professional Development Programs
- Implemented Entrance, Annual and Exit Surveys

- Continue work on behalf of postdocs
- Address needs of junior faculty
- Address needs of staff scientists / research associates

ORC Goals



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Address the unique career and professional development needs of our key constituencies including;

1) Postdoctoral Fellows and Trainees

- Provide career and professional development training
- Expand outreach activities
- Increase awareness, broaden communication of problem resolution process

2) Staff Scientists and Research Associates

- Recognize the value and contributions of the staff scientist
- Clarify job codes and define career paths
- Assess needs and develop training

3) Research Faculty

- Provide training in lab and personnel management
- Offer leadership, promotions and mentorship training (in concert with CFDD)
- Connect to and work with BRI/BRI Centers



Communication

ORC Spotlight - one in the Research Connection Email Series

Welcome emails

Increased hospital-wide awareness,
understanding and support for postdoctoral
fellow population

Secured Postdoctoral Fellow representation
on the BWH BRI Research Oversight Committee (ROC)



<http://bwhbri.partners.org/ResearchConnection/Subscribe.asp>

Website

Vibrant Intranet & Internet sites with pages including;

- ORC Spotlight
- Events, Training & Career Development
- Prospective & New Postdoc
- HMS Appointments & IDs
- Postdoc Life @ BWH
- Principal Investigators
- International Center
- Benefits & Policies
- Professional Pathways
- Leaving BWH
- FAQs
- Many more.....



<http://bwhbri.partners.org/oprc/>

Outreach & Assistance

Weekly New Hire and Sponsored Staff Orientations

Welcome Packets

Annual Postdoc BBQ & Welcome Reception

National Postdoc Appreciation Day

General assistance

How do you get help from the ORC?

BWHORC@partners.org



Career Support

Business Card Program
- for networking



NPA Sustaining Membership
– free affiliate membership for BWH postdocs
including career resources



LinkedIn Networking & Alumni Group
- networking and job board

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 **LinkedIn**

Brigham and Women's Hospital Office for Research Careers Networking & Alumni Group

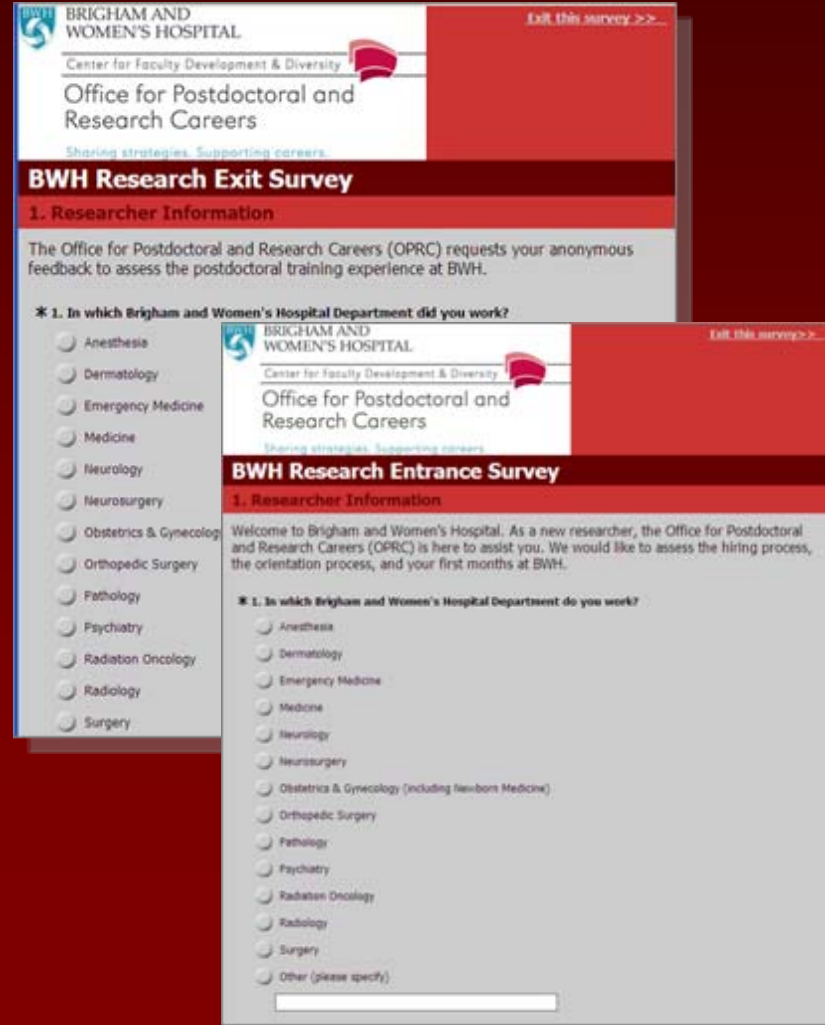
The Office for Research Careers (OPRC) addresses the specific needs of postdoctoral fellows and research faculty at Brigham and Women's Hospital. This group is for current and former BWH postdocs seeking networking and job opportunities, and to keep in touch with other BWH postdocs.

Surveys

- Entrance (60-90 days)
- Annual (September)
- Exit (ongoing)
- ORC Help Box (anytime)

Where can you send ideas and suggestions for the ORC?

BWHORC@partners.org



The image displays two overlapping screenshots of survey forms from Brigham and Women's Hospital (BWH). The top screenshot is the "BWH Research Exit Survey" and the bottom is the "BWH Research Entrance Survey". Both forms feature the BWH logo and the text "Center for Faculty Development & Diversity" and "Office for Postdoctoral and Research Careers". The "Exit Survey" includes a question: "1. In which Brigham and Women's Hospital Department did you work?" with a list of departments: Anesthesia, Dermatology, Emergency Medicine, Medicine, Neurology, Neurosurgery, Obstetrics & Gynecology, Orthopedic Surgery, Pathology, Psychiatry, Radiation Oncology, Radiology, and Surgery. The "Entrance Survey" includes a welcome message: "Welcome to Brigham and Women's Hospital. As a new researcher, the Office for Postdoctoral and Research Careers (OPRC) is here to assist you. We would like to assess the hiring process, the orientation process, and your first months at BWH." and a question: "1. In which Brigham and Women's Hospital Department do you work?" with a list of departments: Anesthesia, Dermatology, Emergency Medicine, Medicine, Neurology, Neurosurgery, Obstetrics & Gynecology (including Newborn Medicine), Orthopedic Surgery, Pathology, Psychiatry, Radiation Oncology, Radiology, Surgery, and Other (please specify). Both forms have an "Exit this survey >>>" button in the top right corner.



Programs

ORC Career & Professional Development Programs

...CFDD, OMC & OWC programs, too!

- English as a Scientific Language Course
- Peer Mentor Program
- Research Case Studies Series
- Moving to the Top
- Intro to Human Resources Concepts
- Getting Published, Communication, etc.



Slides from previous programs are posted online.

<http://www.brighamandwomens.org/CFDD/presentations.aspx>

Collaboration

- Formed Postdoc Office Consortium (*pDOC*) with HMS, HSPH and Harvard-Affiliated Hospital Postdoc Offices
- Collaborated with *pDOC* on development and delivery of programs and seminars of professional interest
- *pDOC* awarded co-sponsorship of National Postdoctoral Association (NPA) 2008 Meeting in Boston

NPA 6th Annual Meeting





Postdoc Leadership Council

Actively involved in shaping the activities for BWH Postdocs

Other leadership opportunities and responsibilities a few times a year to host or lead -

Postdoc Q&A round-table discussion

Career focused topic round-table

Others as developed by Postdocs....

Watch for announcements soon!

Members:

Brandon Abbs, PhD

Kamran Abolmaali, MD

Padraig Cantillon-Murphy, PhD

Anne-Marie Chang, PhD

Youssef Farag, MD

Haytham Elhawary, PhD

Karin Hellner, MD

Rong Liu, MD, PhD

Nicole Redmond, MD, PhD

Monideepa Roy, PhD

Leila Shokri, PhD

Trevor Siggers, PhD

Rolf Stottmann, PhD

Iain Thompson, PhD

Mohib Uddin, PhD



ORC Advisory Committee

Faculty:

Barbara Bierer, MD
Ellen Cahir-McFarland, PhD
Rachael Clark, MD, PhD
Matthew LaVoie, PhD
Molly McLaughlin-Drubin, PhD
Karl Munger, PhD
Charlie Serhan, PhD

Postdocs:

Youssef Farag, MD
Haytham Elhawary, PhD
Karin Hellner, MD
Monideepa Roy, PhD
Trevor Siggers, PhD
Rolf Stottmann, PhD
Iain Thompson, PhD

Administrative:

Jan Goplerud – HR
Audrey Haas – CFDD
Elena Muench – CFDD
Lissa Olbeter – Pathology
Caroline Rotondi - ORC
Donelle Warner – HR

Joining October 2009:

*Nobuhiko Hata, PhD
Olivia Okereke, MD
Caroline Owen, MD, PhD
Tracy Young-Pearse, PhD*

Former members:

Amy Baldwin, PhD
Emre Basar, MD
Lorenzo Benatuil, PhD
Julie Buring, ScD
Rob Fuhlbrigge, MD, PhD
Wendy Gordon, PhD
Juliet Moncaster, PhD
Sunita Setlur, PhD
Vishal Soni, PhD
Syeda Soofia
Kendra Taylor, PhD
Lucas Torres, MD

Developed Postdoc Policy - Thank you!



Postdoc Policy

- BWH and HMS Appointments
- Postdoc Responsibilities and Obligations
- Faculty Mentorship/Career Development Responsibilities
- Annual Career Conferences
- Term of Service
- Salary Scale
- Time Off & Leaves
- Problem Resolution Process
- Termination
- Forms/Templates





Implementation

- ORC taking comments and feedback on Postdoc Policy from the Research Community over the next two months
- Departments may adopt/begin to use policies, forms or documents now as appropriate
- Target date - January 1, 2010

Where do you send feedback on the Postdoc Policy?

BWHORC@partners.org

BWH & HMS Appointments

BWH Postdoc Definition:

Appointment & Essential Characteristics -

- preparatory training for a research career
- has or anticipated doctoral degree or equivalent
- works under a mentor, is allowed and expected to publish results of scholarship and receive credit for such.
- will receive training, professional development & mentorship
- time limited to 5 years with exceptions

HMS Appointment: “customary and recommended”





Postdoc Responsibilities

Required;

- Abide by, adhere to and comply with all policies, rules, regulations, standards and guidelines
- Complete Intellectual Property certification
- Demonstrate professional workplace behavior

Recommended and Expected;

- Take proactive ownership of career development and research training
- Participate in the Annual Career Conference



Faculty Responsibilities

- Serve as primary agent for guidance and supervision of advanced training and scholarly pursuits of Postdoc
- Detail the responsibilities and expectations of Postdoc
- Provide Postdoc mentorship and guidance toward achieving independence
- Provide career advice and job placement assistance
- Participate in Annual Career Conference

Annual Career Conferences

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:

Year 1 – Recommended

Years 2 to 5 – Required





Terms of Service

Intended to foster earlier discussion of career path, promotion, transfer to appropriate job code, etc.

5 year limit with some exceptions:

- Birth/adoption of a child (per HMS purple book) *automatically approved*

Others require approval with 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)



Salary Scale

Intended to establish minimum compensation only

Newly hired Fellows - NIH/NRSA salary scale for years 0, 1 and 2, commensurate with experience.

Requests for salary below scale not lower than \$30,000 US.

Exceptions must include an explanation of the rationale and circumstances, and approved by the Department Chair and then BWH Senior Vice President, Research

Annual adjustments - when performance expectations are met, compensation adjusted each year at re-appointment, with annual increases expected and encouraged to meet the NIH salary scale for years 0, 1 and 2.

Challenges:

- ORC and HR discussing FY10 wage and salary policy
- Any future salary adjustments made in conjunction with HR consultants

Time off & Leaves

Time off - recommended minimum is 15 days annually:

- As agreed upon by Faculty Advisor and Fellow
- Fellows encouraged to approach Faculty Advisor to negotiate specific date requests as early as possible

Leaves:

- See BWH Human Resources Leave Policies





Problem Resolution

- Postdocs are encouraged to make reasonable attempts to resolve conflict
- If informal attempts fail, outside expertise, assistance and resources are available;
 - Contact the ORC
 - HMS Policies on Research Integrity
 - HMS Ombuds Office
 - BWH Human Resources
 - Partners International Office
 - Partners office of General Counsel



Termination

Policy addresses:

- “At Will” employment - termination by either party at any time
 - “For Cause” and “Not for Cause” circumstances (90 day notice)
 - Resignation by Fellow (30 day notice)

Guidelines and Tools

- Disposition of research records
- Intellectual Property Certification
- Departure Checklist





Forms & Templates

New Hire Toolkit

■ Offer Letter *(personalized, but no changes to body text)*

- Terms of employment
- Hiring contingencies (CORI, OIG)
- Salary and benefits
- HMS, PHS and BWH policies

2) Statement of Training and Resources *(text can be modified)*

- Description of research project, expectations and responsibilities
- BWH and ORC resources



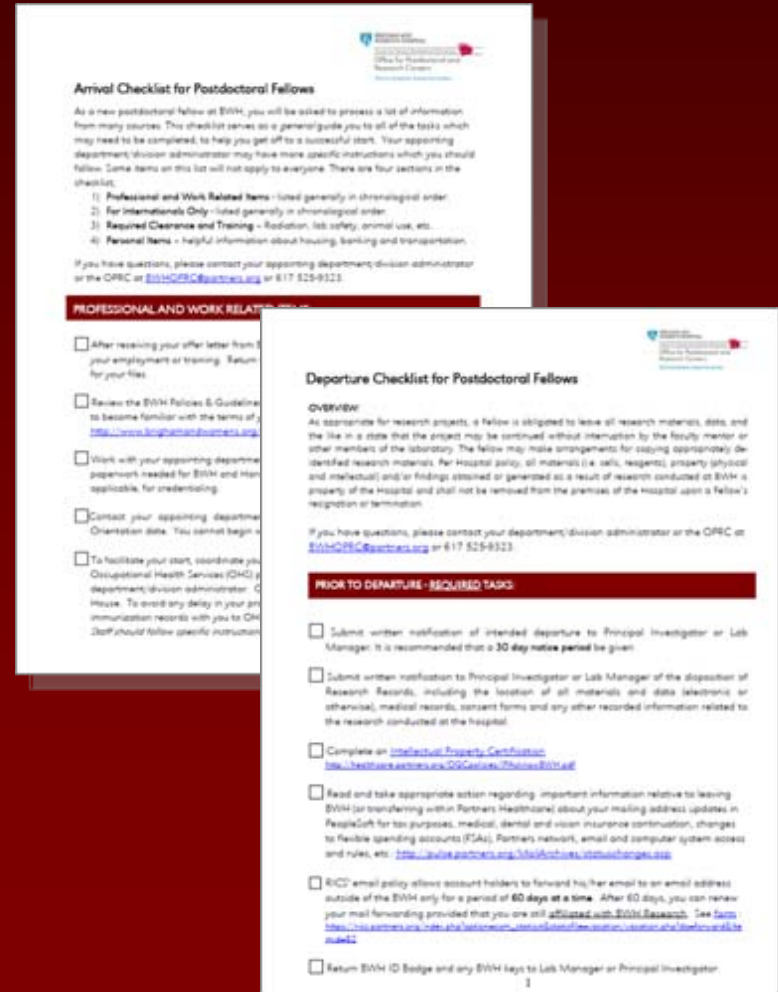
Forms & Templates (2)

3) BWH Professional Staff New Hire Packet

- Orientation specifics, information to streamline OHS clearance, SSNs, Tax Forms

4) Postdoc Arrival and Departure Checklists

- Required clearances, safety training, info for internationals, relocation tasks
- Notice period, disposition of research records, email closeout





Forms & Templates (3)

“Staffing Your Lab” web page

Hiring and Managing:

Posting a job, interviewing, management training,
New Hire Toolkit, suggested reading

Resources:

Postdoc Policy, Arrival & Departure info & checklists,
HR & ORC support and contact info

Coming soon:

New Fellow Resource Guide, FRESH Start Guide

The screenshot shows the Research Intranet page for 'Staffing Your Lab: A Toolkit'. The page is titled 'STAFFING YOUR LAB: A TOOLKIT' and is part of the 'RESEARCH INTRANET'. The navigation menu includes 'BWH RESEARCH ADMIN', 'GRANTS & FUNDING', 'RESOURCES', 'RESEARCH DIRECTORIES', 'EMPLOYEE SERVICES', and 'NEWS & EVENTS'. The main content area is divided into several sections: 'POSTING A POSTDOC POSITION:', 'INTERVIEWING:', 'MAKING A POSTDOC JOB OFFER:', and 'PREPARING FOR ARRIVAL:'. Each section contains links to various resources and guides.

STAFFING YOUR LAB: A TOOLKIT

POSTING A POSTDOC POSITION:

There is a "short" [job requisition form](#) for monthly paid postdoc positions, on the HR website along with needed forms and instructions. HR will post the position to the BWH website, where it is automatically picked up by several job search engines and available to a wider audience.

INTERVIEWING:

[Staffing Your Lab: Perspectives from Both Sides of the Bench](#) and [Making the Right Moves - Chapter 2](#) from HR&R and BWH [Behavioral Based Interviewing](#): an in-depth course in interviewing. [Introduction to HR Concepts: What You Need to Know](#): an introductory course in employment law, addressing appropriate and legal interview questions.

MAKING A POSTDOC JOB OFFER:

Guide to Offer Letter - coming soon
Offer Letter Template - coming soon

Guide to Statement of Training and Resources - coming soon
Statement of Training and Resources Template - coming soon

PREPARING FOR ARRIVAL:

Once you have a prospective candidate, please direct them to the OPRC webpage for [Prospective Postdocs](#).

Professional Staff New Hire Packet - coming soon
[Postdoc Arrival Checklist](#)
New Research Fellow Resource Guide - coming soon

<http://bwhbri.partners.org/OPRC/Staffing.asp>

Policy FAQs



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POSTDOC POLICY – General questions

When will this Postdoc Policy go into effect?

Do other institutions have similar policies?

How will my PI know about the Postdoc Policy?

What can I do if the Postdoc Policy is not followed in my lab?

Policy FAQs



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SALARY SCALE POLICY

Is this policy recommended or mandatory?

When will the salary scale policy go into effect?

Does this mean a new postdoc will get paid more than me?

When will I get a raise?

I heard there were going to be no raises at BWH in FY10?

What if the lab doesn't have funding to meet the salary policy?

Policy FAQs



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TERM LIMIT POLICY

5 years is not enough time, can this be reconsidered?

I have been here 5 years already, what happens to me?

Will this cause postdocs to be terminated from BWH?

What are some reasons for exceptions to this policy?

Policy FAQs



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ANNUAL CAREER CONFERENCES

Should I ask my PI for an ACC or wait for her to ask me?

What happens if my PI will not or cannot find time to meet with me for an ACC?

I have never given an ACC or review for a postdoc before – where can I get training?



Policy FAQs

TIME OFF POLICY and LEAVES

Is this considered vacation time?

What if we currently get more than 15 days off, will this be decreased?

How will this be tracked?

Are Postdocs eligible for Leaves?



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Policy FAQs

Questions?

Comments?

Suggestions?

BWHORC@partners.org



A Reminder of Important Websites

- Research Connection email sign-up:
<http://bwhbri.partners.org/ResearchConnection/Subscribe.asp>
Events & Announcements, Friday Funding Opportunities, ORC Spotlight, CCI Updates
- BRI Research Intranet: <http://bwhbri.partners.org>
- BRISC Meetings: <http://bwhbri.partners.org/brisc/homepage.asp>
- BWH Center for Clinical Investigation: <http://www.brighamandwomens.org/cci>
- Harvard Catalyst: www.catalyst.harvard.edu
- Center for Faculty Development & Diversity: www.brighamandwomens.org/cfdd
- Office for Research Careers: <http://bwhbri.partners.org/oprc>
- Office for Women's Careers: www.brighamandwomens.org/cfdd/owc
- Office for Multicultural Faculty Careers: www.brighamandwomens.org/cfdd/omc