



BRIGHAM AND
WOMEN'S HOSPITAL

Center for Faculty Development & Diversity



Office for Research Careers

Sharing strategies. Supporting careers.

Policies and Guidelines for Postdoctoral Fellows

Policy Update: March 2016

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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.



I. Introduction

The Center for Faculty Development & Diversity, the Office for Research Careers (ORC) and the Advisory Committee 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 [ORC website](#).

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** will require the approval from BWH Research Leadership.

2. HARVARD MEDICAL SCHOOL (HMS) APPOINTMENTS:

It is customary and recommended that a BWH Postdoctoral Fellow receive an [HMS appointment](#). 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](#). 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
- Demonstrate behavior that supports [BWH Code of Conduct principles](#):
- Adherence to strict research integrity as defined by the [Partners Research Integrity Policy](#) and the [HMS Integrity Policies](#)
- Completion of required HealthStream modules including an Intellectual Property Acknowledgment (IPA) upon arrival.
http://innovation.partners.org/investigators/forms_and_questionnaires
- 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. Demonstration of collegial conduct and professional workplace behavior toward all co-workers and laboratory staff

B. 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)***.



ORC Career Development Resources:

The ORC 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 [ORC resources](#).

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 required that the Faculty Advisor and the Fellow conduct Annual Career Reviews, 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. The expectation is that the ACC be completed by the faculty adviser and documentation would be managed by the individual department or division. The following forms should be completed and documented by the Faculty Advisor:

- Reappointment and Salary Review Form
- (If necessary, Appointment Extension Request Form)



Timeline:

| | |
|-----------------|--|
| Year 1-4 | ACC Required on annual basis |
| After 4.5 years | The Faculty Advisor should submit a letter with a plan of action to the Department Chair, and complete the BWH 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. <u>If determined that extension is needed go to section 5.</u> |

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 Opportunities:

At the conclusion of the Postdoctoral training, the mentor should assist the postdoc to prepare for the next job/career opportunity. At BWH, there are two professional staff employment tracks to consider:

1. Promotion to Faculty: (Academic Track) The Researcher conducts research and receives funding as an independent investigator. The Investigator/Instructor plans, organizes and executes research projects to carry out his/her research vision.
2. Promotion to Research Scientist: (Non-Academic Track) The Researcher may not receive independent resources; however, the Research Scientist conducts active, complex scientific research and makes strong intellectual contributions to the scientific strategies essential to the success of the project. (Certain salary minimums apply – check with Human Resources)

In addition, there are weekly paid/research staff positions that may be considered.



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 Research Leadership for approval. Appointment Extension Request Forms should be submitted at least 4 months in advance of the 5 years of service mark.

6. SALARY SCALE POLICY:

All fellows must meet BWH salary requirements in effect on date of hire and by start of FY2012 (October 1, 2011).

A. Salary Scale and Implementation:

It is expected that all Research Fellows will receive an annual salary of no less than the NIH/NRSA Salary Scale in effect at the time of appointment for years 0, 1 and 2, commensurate with experience. *See Section F.* It is presumed that Fellows will be fairly compensated throughout the period of training. Requests for an annual salary below the scale must be reviewed but in no case lower than \$32,000 (as of October 1, 2012) US for full-time Fellows, and \$23,660 for part-time fellows. This policy is intended to establish minimum compensation only.

If a fellow's term of appointment is less than a year, the annual salary should be pro-rated based on the number of months.

A fellow's salary may be paid directly from an external source and/or through standard BWH payroll. Salary requirements apply regardless of source of funding. All validated sources of salary support will be used to determine if the fellow is paid at the NIH/NRSA Salary Scale. If the fellow receives direct pay from external source(s), the **Documentation of External Support Form*** must be completed.

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, BWH Senior Vice President, Research, and Vice President, Human Resources.



C. Annual Adjustments:

When performance expectations are met, it is anticipated that compensation shall be adjusted each year at the end of the quarter in which the annual re-appointment takes place. Annual increases are 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 at the time of the **Annual Career Conference*** using the **Reappointment and Salary Review Form***.

D. Part-time Appointments:

Ordinarily, Research Fellows are employed full time and receive full-time appointments to the BWH professional staff. Under certain circumstances, a Research Fellow may be employed part-time and should receive a part-time appointment from their department or division. Salary scale requirements also apply to part-time Fellows. The annual salary should be pro-rated to reflect the part-time employment but cannot be less than \$23,660 to maintain Fair Labor Standards Act (FLSA) exempt status.

If a part-time appointment is made, documentation must be provided to ensure the part-time appointment is consistent with the rules of the funding source and visa requirements for Fellows who are not U.S. citizens or permanent residents. Any department or division intending to hire a new part-time Research Fellow or change a full-time Research Fellow's appointment to part-time must first consult Human Resources before acting. Fellows should be notified in writing in advance of any appointment changes.

E. Information:

Specific information about the NIH minimum stipend will be posted on the NIH website at <http://grants1.nih.gov/training/nrsa.htm> and may also be obtained from the ORC.

F. [2015 NIH/NRSA Salary Scale](#) :

Effective 10/1/2015 to 9/30/2016, and for Postdocs hired before May 1, 2016.

| | |
|-----------|----------|
| PGY 0 | \$42,840 |
| 1 | \$44,556 |
| 2 | \$46,344 |
| 3 | \$48,192 |
| 4 | \$50,112 |
| 5 | \$52,116 |
| 6 | \$54,216 |
| 7 or More | \$56,376 |



[NIH/NRSA Salary Scale](#) : Effective for Postdocs hired May 1, 2016 or later, or all others effective 10/1/16 - 9/30/17.

| | |
|-----------|----------|
| PGY 0 | \$43,692 |
| 1 | \$45,444 |
| 2 | \$47,268 |
| 3 | \$49,152 |
| 4 | \$51,120 |
| 5 | \$53,160 |
| 6 | \$55,296 |
| 7 or More | \$57,504 |

NOTES:

- PGY2+ must be paid at least PGY2 on the salary scale.
- Different minimums may apply to individuals on J, H or other visas. Please contact the [Partners International Office](#) to determine minimums.

7. TIME OFF POLICY:

BWH understands that fellows should have opportunities to enjoy time away from work to help balance their lives. In addition, BWH recognizes that fellows have diverse needs for time away from work, whether for personal time, vacation, sick time for themselves or their family members or other reasons. As Professional Staff, fellows are expected to work with their Departments and Faculty Advisors to solicit approval for time off; requests must be balanced with professional and Departmental obligations. 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.

BWH expects that full-time fellows will be able to take AT LEAST 15 business days off per year without any reduction or change in compensation. In addition, full-time fellows will be able take time off to observe 9 holidays.* Time-off can be taken as agreed upon in advance, by the Faculty Advisory and the Fellow. BWH recognizes that additional time off may be needed and is permitted if agreed to by the Department and Faculty Advisor. Time off for fellows is not an earned or accrued benefit; it is taken as needed with the approval from the Department and the Fellows Faculty advisor. As such time off cannot be rolled over and has no cash value.

*The Brigham and Women’s Hospital observes the following holidays, although fellows may choose to observe others if they choose:

| | |
|-----------------|--------------------------|
| New Year’s Day | January 1 |
| MLK, Jr. Day | Third Monday in January |
| President’s Day | Third Monday in February |



| | |
|------------------|-----------------------------|
| Memorial Day | Last Monday in May |
| Independence Day | July 4 |
| Labor Day | First Monday in September |
| Columbus Day | Second Monday in October |
| Thanksgiving Day | Fourth Thursday in November |
| Christmas Day | December 25 |

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](#) specifically to the
- [Leave of Absence Policy](#), and the

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. While informal problem solving often proves to be the only necessary action, issues can arise that may require outside expertise or counseling to resolve. Fellows in need of assistance with an issue may contact any of the following resources for assistance: ORC: (617) 732-8595
- The BWH Human Resource Department provides consultation and advice on a variety of workplace topics regarding employee relations, benefits, development, and learning. (617) 582-0100
- The [Ombuds Office at Harvard Medical School](#) 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. Please visit the website for more information or to schedule an appointment: hms.harvard.edu/ombuds

10. TERMINATION POLICY FOR BWH POSTDOCTORAL FELLOWS:

Although Fellow appointments are time limited and should be for a term of no longer than five years, 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. *In all cases, before the decision is made to terminate a Fellow, the Faculty Advisor and/or Department Administrator must contact the BWH HR Consultant supporting professional research staff for guidance on the process.*

In all cases, 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. The appropriate forms for this notification may be obtained on the Research Navigator: <https://partnershealthcare.sharepoint.com/sites/phrmlInitiate/iit/ot/bit> (See Departure checklist for complete information and instructions.)

A. Notice of Termination: Below are some examples of termination reasons and notice periods. **NOTE:** This is not an all inclusive list:

i. Organizational Change due to but not limited to, lack of funding, lab closing, or lab relocation. 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 three months 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.

In the event of a lab closing/relocating, while three months written notice is generally provided, no less than 45 days written notice is permitted. In certain circumstances the length of the notice period may be legally mandated. Lab members who are offered and accept a position in a relocated lab will be considered to have voluntarily resigned from BWH upon the lab's closure.

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

ii. Expiration of term of service. As a Fellow approaches the five 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 three months written notification prior to the expiration of the term of employment. **(See APPENDIX - Instructions, Templates and Forms)*

Any request for extension of the maximum term of appointment* for a Fellow should be received by the Chief Academic Officer and Senior Vice President, Research no later than four months prior to the expiration of the maximum term of appointment.



iii. Due to poor performance. It is the responsibility of the Fellow to achieve and sustain job performance and productivity expectations as outlined by the Faculty Advisor. The Faculty Advisor may identify training or other resources to improve performance and address discrepancies. In the event of significant performance concerns such that termination is being considered, the Faculty Advisor always consults with HR regarding appropriate actions. Except in limited situations, a minimum of three months written notice should be provided to the Fellow to arrange for departure from BWH. This written notice period may be in the form of a documented Performance Improvement Plan.

iv. Due to violation of hospital or Partners policies, procedures and standards, and conduct that is detrimental or disruptive to hospital operations. These policy manuals are available at:

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

NOTE: Depending on the nature, severity, or pattern of the violation or misconduct there may be circumstances where termination will occur immediately or where notice of less than three months is warranted.

v. 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.

B. Visa Considerations:

During the termination notice period, Foreign National Fellows should work with the Department Administrator and contact [Partners International Office](#) for important information regarding the impact of the termination on his/her visa status, duration of his/her stay in the United States after termination, potential visa transfer if he/she finds another employment position and other related issues.

C. Benefits at Termination:

Fellows will receive information from HR describing what happens to benefits upon termination. Detailed information regarding temporarily continuing health benefits will be sent to the Fellow's home address after the termination date. No payment will be made for vacation or holiday time off that was not used.

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](#), if applicable.

IV. APPENDIX



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

A. FACULTY ADVISOR'S GUIDE TO OFFER LETTER (Required for J-1 Visa Holders)

The attached "Offer Letter" template was developed by the BWH Office for Research Careers (ORC) 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 ORC 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.



B. POSTDOCTORAL FELLOW OFFER LETTER TEMPLATE (Required for J-1 Visa Holders)

Date

Name

Address

Address

Dear Dr. _____,

It is with pleasure that I send you this offer letter for a full-time, forty hour per week, exempt position as a Postdoctoral Research Fellow at Brigham and Women’s Hospital (BWH) in the Department of INSERT NAME, Division of INSERT NAME. This position is anticipated to begin on INSERT START DATE and it is expected that funding for this position will continue until INSERT ANTICIPATED END DATE, subject to BWH’s budgetary constraints. The department will 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.

The Research Fellow position is intended to provide training to facilitate your transition to an academic or research career. Primary duties include, but are not limited to; researching, developing, designing, executing, and interpreting research experiments. This position will also contribute to scientific literature, reports, journals and presentations as well as investigate, create, and develop new methods and technologies for research advancement.

SALARY AND BENEFITS:

(IF FELLOW IS COMING THROUGH OSSVS, PLEASE INDICATE THAT BWH WILL NOT BE PAYING THIS EMPLOYEE OR PROVIDING BENEFITS)

Your employment will commence with a monthly salary of \$_____ which annualizes to \$_____ and may be subject to Federal and State taxes. BWH operates in an electronic payroll environment and offers employees the convenience of direct deposit. Your paycheck can be electronically deposited, as directed by you, into the banking account(s) 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. These benefits consist of Core Benefits, those paid by BWH, as well as those you elect at a cost to you to meet your individual and family’s needs. You will be receiving detailed plan descriptions, current rates and enrollment information during New



Employee Orientation. For further details, contact the Professional Staff Benefits Office at (617) 713-2259.

POLICY:

BWH has a set of policies for Postdoctoral Fellows, which is available for your review. In addition to the Postdoctoral Fellow policies, you will be subject to most BWH and Partners policies, which are available online. Please contact your Human Resources Business Partner with any questions at (617) 582-0100.

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. 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,
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 ORC 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 RESEARCH CAREERS** – The ORC is available to prospective Fellows. Helpful information and resources can be found on the ORC website.

Questions regarding this letter and employment of Postdoctoral Fellows can be directed to the ORC at BWHORC@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.



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.

Instructions:

1. Complete the top of this form, obtain signatures and documentation required in Parts 1 & 2.
2. Submit to BWH Human Resources (**Email: BWHPROSTAFFDESS@partners.org**) before an offer is made to hire a new Postdoctoral Fellow or in advance of changes to an existing Fellow's salary.

***Approvals are valid for a maximum of one year from the date of the salary take effect.**

3. HR will facilitate review and obtain signatures in Parts 3 & 4 will reply directly to the PI and Administrator with the outcome. *Please allow two weeks for processing.*



| | |
|---|---|
| Employee Name: | BWH Salary Amount: |
| Date of Hire: | *Date Salary Takes Effect: |
| Department/Division: | |
| Employee ID <i>(if available)</i> : | PGY Level: |
| <p>Please check all that apply and include detailed explanation below and/or attach documentation:</p> <p><input type="checkbox"/> Fellow is paid entirely from BWH sources and the total does not meet salary policy minimum.</p> <p><input type="checkbox"/> Fellow is paid entirely from external (non-BWH) sources and total does not meet salary policy minimum.**</p> <p><input type="checkbox"/> Fellow is paid from both external sources and BWH sources and total salary support combined does not meet salary policy minimum.**</p> <p><input type="checkbox"/> Department/Division does not have sufficient supplemental salary support.</p> <p><input type="checkbox"/> Other - please indicate:</p> <p>** <u>Documentation of External Salary and Support</u> Form must be included.</p> | |
| <p>PART 1) REQUESTING Principal Investigator: Please explain the rationale and circumstances for this request and provide documentation of funding. A letter of explanation may be attached:</p> <p>Signature: _____ Date: _____</p> <p>PI (print name) _____</p> <p>Email: _____ Phone: _____</p> | |
| <p>PART 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 VP APPROVALS ONLY WHEN THE ABOVE SIGNATURES HAVE BEEN ACQUIRED</i></p> | |
| <p>PART 3) APPROVAL BY: Allison Moriarty, Vice President, Research Administration and Compliance, BWH</p> <p><input type="checkbox"/> Approved <input type="checkbox"/> Not approved <input type="checkbox"/> Additional Information Needed</p> <p>Signature: _____ Date: _____</p> | <p>PART 4) APPROVAL BY: Julie Celano Vice President, Human Resources, BWH</p> <p><input type="checkbox"/> Approved <input type="checkbox"/> Not approved <input type="checkbox"/> Additional Information Needed</p> <p>Signature: _____ Date: _____</p> |
| <p>HR OFFICE USE ONLY - Approved salary deficit amount: _____</p> | |



F. ANNUAL CAREER REVIEW FORM - INTRODUCTION & INSTRUCTIONS

INTRODUCTION AND OBJECTIVES

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.

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_Date.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. 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.



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_Date.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.
 - **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: | | |

ATTACHMENTS:

- FELLOWSHIP/FUNDING PROGRESS REPORT (IF APPLICABLE)
- CURRICULUM VITAE (IN HMS FORMAT)
- NIH BIOSKETCH
- SALARY AND REAPPOINTMENT FORM
- BWH APPOINTMENT EXTENSION FORM (IF APPLICABLE)


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 ACC 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 (Discuss time off requests for the upcoming year):

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:

WAS TIME OFF DISCUSSED FOR THE UPCOMING YEAR? YES NO

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. 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: | | |
| 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
- Is a 5th year extension requested? If yes, please specify reason: _____
- 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. BWH APPOINTMENT EXTENSION TO 5 YEAR LIMIT - REQUEST FORM

Instructions: Complete the top of this form, obtain signatures and documentation required in Parts 1 & 2, and submit to the ORC 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 ORC will reply directly to the PI. A complete and signed copy of this letter will be sent to BWH HR to document appointment extension of the Fellow.

Questions? BWHORC@partners.org **Mail to: Tina Gelsomino, Administrative Director, Center for Faculty Development & Diversity** BWH, 1620 Tremont St., OBC, Boston, MA 02120

| | | | |
|---|--|----------------------------------|--|
| 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 Allison Moriarty, Vice President, Research Administration and Compliance | | | |
| Print Name: <u>Allison Moriarty</u> Signature: _____ Date: _____ | | | |