



Handbook for
Postdoctoral Fellows

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Welcome

Greetings,

Welcome to the University of Michigan. We hope the enclosed information will ease your transition to working and living in Ann Arbor and that you will take the opportunity to attend the orientation for new postdocs that we offer on the first Wednesday of each month.

In addition to information about both the University of Michigan and Ann Arbor, this handbook includes information on health benefits, housing, childcare and campus resources. And take a look at the information about the U-M-Postdoctoral Association and all they offer. You are now a member!

Enjoy your training at the University and living in Ann Arbor. We are happy to welcome you to our community of scholars.

Sincerely,

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Professor of Cell and Developmental Biology
Associate Dean for Academic Programs and Initiatives, Rackham Graduate School

Michele S. Swanson
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New Postdoctoral Fellow Arrival Checklist

During your first few days on campus, you will need to do the following in order to complete your hire, register for benefits and obtain access to buildings.

- Make arrangements to meet with your research advisor/Principal Investigator (PI). Similarly, try to meet your colleagues and locate your lab, office or other work area.
- Meet with the Department Administrator to:
 - Complete employment paperwork, remembering to bring identification such as your passport or birth certificate.
 - Obtain your University of Michigan (U-M) identification number and your unqname, which you need for U-M e-mail and other university information systems.
 - Complete your application for your MCard ID.
 - Complete forms needed to obtain keycard access to your building.
 - Ask about other department-specific procedures.
- If you are an international postdoc go immediately to the International Center for assistance with:
 - information on Social Security numbers and cards;
 - visa and tax treaty forms;
 - any needed updates to your benefits and/or insurance if required for your visa.
- Go to an MCard Office to get your MCard ID. There are MCard offices located in the Med Inn Building, Central Campus Recreational Building, Student Activities Building, Pierpont Commons and Wolverine Tower.
- Select and enroll in one of the university benefits plans available to you.
 - This must be completed within 30 days from your start date to enroll.
 - Registration is done online through Wolverine Access.
 - Refer all questions to the Benefits Office: 734-615-2000.
- The university's Standard Practice Guide contains the university policies. To make certain you understand the policies regarding Postdoctoral Research Fellows, read carefully through <http://spg.umich.edu/policy/201.19>.
- Review the website for Parking and Transportation Services, <http://pts.umich.edu/> for complete information about bus schedules and routes, parking permits, maps, disability services and more.

Core Tenets of Postdoctoral Training

- **Institutional Commitment**

The University of Michigan is committed to maintaining the highest standards of training and to providing a period of training sufficient to ensure that, when completed, the trainee can function independently as a scientific professional. Institutional oversight is provided for terms of appointment, salary, benefits, grievance procedures and other matters relevant to the support of postdoctoral appointees. The Rackham Graduate School is designated to provide this oversight and is available for the administrative support of postdoctoral affairs.

- **Quality Postdoctoral Training**

Individuals should be trained to independently formulate meaningful hypotheses, design and conduct interpretable experiments, adhere to good laboratory practices, analyze results critically, document results thoroughly and accurately, understand the broad significance of the research findings and uphold the highest ethical standards in research. Also integral to postdoctoral training is developing additional skills—including oral and written communication, grant writing, and laboratory management.

- **Importance of Mentoring in Postdoctoral Training**

Seeking and receiving effective mentoring, separate from research advising, is critical for both personal and professional development. A good mentor builds a relationship that is characterized by respect and understanding. Attributes of a good mentor include being approachable, available and willing to share his/her knowledge; listening effectively; providing encouragement and constructive criticism; and offering expertise and guidance.

- **Foster Breadth and Flexibility in Career Choices**

Postdoctoral appointees must have training experiences of sufficient breadth to ensure that they are prepared to pursue a wide range of professional career options. Effective and regular career guidance is essential and can be provided by the mentor and the institution.

Salary and Benefits

The most complete listing and detailed descriptions of the salary, benefits, vacation days, sick leave, child care and other compensation available to postdoctoral fellows is located on the website of Academic Human Resources: <http://hr.umich.edu/acadhr/researchfellows/index.html>.

At the University of Michigan, postdoctoral fellows are defined as mentored trainees, and, therefore, receive appointments with a specific end date. Further, individuals may not hold an appointment as a postdoctoral research fellow for longer than five years. Time taken for prior, non-postdoctoral training or employment does not count toward this five-year limit. The duration of your appointment is at the discretion of your department, program or other appointing unit, and is based on your scientific progress and the regulations outlined by your funding sponsor, if applicable.

Monthly Compensation

Note that postdoctoral appointments fall into one of two categories depending upon the manner of the financial support. This is important because the manner of funding determines the benefits to which you are entitled, and the mode of taxation.

Employee trainees are paid as salaried employees, regardless of the funding source, for providing a service. This generally occurs when the individual's training is accomplished through meeting a work obligation and providing service to a sponsored contract. The appointments of such individuals will show an appropriate percentage of effort and a "salary payment." State and federal payroll taxes are withheld from monthly compensation.

Scholar Trainees are paid a stipend, regardless of the funding source, and effort is solely devoted to research training activity. Such stipends are usually supported by an institutional or individual federal training grant. Payroll taxes are not withheld from monthly compensation, but this income may be subject to state and federal taxes. For answers to related questions, contact payroll@umich.edu.

Health Insurance

All postdoctoral fellows are required to enroll themselves and their dependents in one of a number of group health and prescription drug insurance plans. The plans and services available, as well as the co-pay rates, may vary from year to year so it is important to read through what is offered before enrolling.

Insurance plans offering coverage for dental and vision care also are available to all postdoctoral fellows.

There are additional benefits such as legal insurance, travel accident insurance, dependent care flexible spending accounts, supplemental retirement accounts and group life insurance plans that may be available, depending upon status as employee trainee or scholar trainee.

Enrollment in the benefit programs described above must be completed within 30 days of the start date of your appointment. Benefits selections may only be changed during the annual open enrollment period in the fall, or following changes in family status such as birth or marriage. You can select your benefits and enroll by following the simple step-by-step online process located in Wolverine Access, <http://wolverineaccess.umich.edu> as one of the options located in Employee Self Service.

Paid Time Off

Holidays: No minimum appointment is required. There are seven holidays observed by the university: New Year's Day, Memorial Day, the Fourth of July, Labor Day, Thanksgiving Day and the day after, and Christmas Day. In addition, the university generally observes as holidays what are termed season days—the four week days that fall between Christmas Day and New Year's Day.

For Employee Trainees all university holidays observed during the appointment period are paid days off. In practice, Scholar Trainees generally receive the same holiday benefits as Employee Trainees, however Scholar Trainees should consult with the department administrator regarding the specific terms.

Vacation: Postdoctoral fellows are eligible to take 22 vacation work days each year. Fellows with part-time appointments are eligible for prorated vacation days. Vacation time must be taken during the annual appointment period. Vacation days cannot accrue from year to year, and no pay in lieu of time off will be provided.

Remember to always check with your research advisor/PI to determine if your presence will be needed at work during the holidays and desired vacation days, and if so to make arrangements to take the time off on other days convenient to the research.

Sick Time: Fellows are eligible for up to three weeks of short-term paid sick leave per year. Postdocs employed at the university for at least six months are eligible for paid extended leave of up to six weeks. Paid extended leave is available for serious injury, illness or childbirth. See the *Standard Practice Guide* for important details: <http://spg.umich.edu/policy/201.19>.

Employee Trainees are eligible under the Family Medical Leave Act (FMLA) to be absent from work for up to a total of twelve weeks in the employee's FMLA benefit year for a qualifying event or events with the continuation of benefit coverage when certain conditions are met. <http://hr.umich.edu/tutorials/FMLA/>.

Retirement Savings

Postdoctoral research fellows who are employee trainees are not eligible to enroll in the University's basic retirement savings plans available to faculty and staff. However, there are other options available in order to plan for retirement and future needs.

For an introduction to such savings plans, detailed descriptions of the options available, enrollment information, and contact information to "ask the experts" go to <http://benefits.umich.edu/plans/retire/>.

Resources

Work-Related and Personal Issues

- **Faculty and Staff Assistance Program**
<http://www.umich.edu/~fasap>
FASAP is a University of Michigan program that offers a number of services designed to help all staff, faculty, and their immediate family members with personal difficulties encountered at both work and home.
- **Medical School Employee Assistance Program**
http://hr.umich.edu/mhealthy/programs/mental_emotional/eap.html
An additional program for those at the Medical School is the Employee Assistance Program (EAP), a confidential, no cost service for faculty, staff, and their families. Their goal is to inspire ongoing individual and organizational development, while contributing to the health and well-being of the Health System community.
- **International Center**
<http://internationalcenter.umich.edu/>
The International Center provides a variety of services to researchers, scholars, faculty and staff at the university. They are a key source of assistance to international research fellows, particularly in issues related to visas, taxes and immigration.
- **Work/Life Resource Center**
<http://www.hr.umich.edu/worklife/>
The Center can help employees with needs related to childbirth leave, childcare, care for aging parents, and many other related issues.
- **Campus Disability Resource Directory**
<http://hr.umich.edu/oie/disability.html>
This full resource listing is maintained by the Office of Institutional Equity. The University of Michigan promotes the full inclusion of individuals with disabilities and complies all federal and state laws that prohibit discrimination on the basis of disability. The University will provide reasonable accommodation to qualified individuals with disabilities upon request. This guide provides general accessibility information, as well as information of particular interest to students, faculty and staff. Local, state and national disability resources are also included. Relevant information about transportation will be found in this guide under “Living in Ann Arbor.”
- **Postdoctoral Ombuds for Dispute Resolution**
<http://www.rackham.umich.edu/current-students/policies/dispute-resolution>
The Postdoctoral Ombuds is a confidential, impartial, informal and independent resource for

information or dispute management that serves postdoctoral fellows. The Ombuds provides an environment where fellows can obtain information, review options and resolve problems. The Ombuds is not required to report the details of private conversations at any time. Contact Darlene Ray-Johnson: rayj@umich.edu or (734) 764-4400.

- **Academic Human Resources Dispute Resolution Policies**

<http://hr.umich.edu/acadhr/researchfellows/dispute.html>

Here you will find resources that may be of help concerning employee-related problems or conflicts. Among the topics covered here is a guide offering information about how to navigate the dispute resolution process, as well as information regarding formal dispute resolution options available within university's schools and colleges.

Professional Development

- **The Center for Research on Learning and Teaching**

<http://www.crlt.umich.edu/programs-services/graduate-students-post-docs>

CRLT offers programs and services designed to support postdoctoral fellows in all stages of their teaching careers from training for their first teaching experiences through preparation for the academic job market. CRLT's services are generally open to fellows whether or not they are teaching.

- **The English Language Institute**

<https://www.lsa.umich.edu/eli/resources/visitingsscholarresources>

The Institute provides courses and other opportunities designed especially to meet the needs of international visiting scholars and researchers across disciplines who are engaged in academic research at the university.

- **The Center for the Education of Women**

<http://www.cew.umich.edu>

The Center provides counseling and educational programs to women and men regarding academic, career and life issues; conducts social research on policy and gender issues; and advocates for improved policy and practice.

- **Information and Technology Services**

<http://www.mais.umich.edu/home.php>

ITS provides quality computer training and education to the U-M community.

- **Scholarspace**

<http://www.lib.umich.edu/scholarspace>

Scholarspace is the University Library's center for learning how to use technology in research and teaching; offerings are free of charge and open to anyone. You can drop in for assistance, or you can call ahead to make an appointment.

- **Taubman Health Sciences Library**
<http://www.lib.umich.edu/taubman-health-sciences-library>
 The Taubman Medical Library offers a wide range of computer training workshops, research assistance and related resources.

Health and Well Being

- **University Health Service**
<http://www.uhs.umich.edu>
 UHS physicians and staff provide a wide range of medical services, including clinics, emergency care, immunizations and a travel health clinic
- **University of Michigan Health Care System (UMHS)**
<http://www.med.umich.edu/>
 UMHS offers inpatient and outpatient care. The eight-unit complex includes University Hospital, Von Voigtlander Women's Hospital, and C.S. Mott Children's Hospital. More than 110 specialty services, ranging from Emergency Services and Obstetrics-Gynecology to Pediatrics and Psychiatry, are available.
- **Psychiatric Emergency Services at the University Hospital**
<http://www.psych.med.umich.edu/patient-care/psychiatric-emergency-service/>
 Crisis phone service: 734-936-5900
 Psychiatric Emergency Services (PES) provides emergency/urgent walk-in evaluation and crisis phone services for people of all ages and is available 24 hours a day, 7 days a week. Services include: psychiatric evaluation, treatment recommendations, crisis intervention; screening for inpatient psychiatric hospitalization and mental health and substance abuse treatment referral information.
- **Psychological Clinic**
<http://mari.umich.edu/adult-psychological-clinic>
 Social workers, psychologists and psychiatrists offer a range of mental health services, including depression and anxiety, problems with procrastination, and problems with personal relationships.
- **Sexual Assault Prevention and Awareness Center (SAPAC)**
<http://sapac.umich.edu/>
 This center promotes and supports survivor healing, and provides educational and supportive services for the University of Michigan community related to sexual assault, intimate partner violence, sexual harassment, and stalking.
- **MHealthy**
<http://www.hr.umich.edu/mhealthy/>
 Postdoctoral fellows can take advantage of the many programs and services provided by MHealthy to help meet health and wellness needs; these include physical activity, nutrition, ergonomics, tobacco treatment and alcohol management.

- **Recreational Facilities**

<http://www.recsports.umich.edu/facilities>

Postdoctoral fellows are eligible to purchase discounted memberships for access to the university's outstanding facilities and amazing variety of recreational activities.

University of Michigan Postdoctoral Association

The University of Michigan Postdoctoral Association (UMPDA)

http://sitemaker.umich.edu/umpda/about_u-m_pda

The University of Michigan Postdoctoral Association is a volunteer organization whose main objective is to represent the interests and issues of postdoctoral fellows at the University of Michigan. This organization is dedicated to bridging the training gap between the individual's research laboratory and the changing culture of sciences and scholarship. Our focus is to augment professional development provided by faculty mentors and serve as a forum to identify and address specific needs. As the largest collective postdoctoral organization within the University of Michigan, we understand our responsibility to the U-M community.

All postdoctoral research fellows at the University of Michigan are considered members of the UMPDA regardless of the appointing program or department.

The UMPDA seeks to enhance the postdoctoral experience and promote the continued success of postdoctoral fellows by:

- Promoting personal and professional development through seminars and workshops;
- Providing opportunities for networking, collaboration and the exchange of knowledge and experience among postdocs;
- Advocating for postdoc-friendly university policies and creating awareness in the administration about problems common to all postdocs;
- Fostering a sense of community among postdocs; and
- Providing information, resources and support for all research fellows as well as graduate students that are considering an academic career.

The UMPDA board meets on the second Friday of every month at 9:00 am in the Graduate and Postdoctoral Studies Lounge on the eighth floor of the Neuroscience Hospital. Everyone is welcome to attend and get involved! Check the website for the most up-to-date meeting information: http://sitemaker.umich.edu/umpda/pda_events. Contact the board via e-mail: umpdaboard@umich.edu.

In addition, the UMPDA hosts a social event every month, usually on the third Thursday. This is typically a happy hour or coffee networking event. Keep an eye on the calendar at http://sitemaker.umich.edu/umpda/pda_events, and look for e-mails from the UMPDA for details about these events.

Similarly, the Office of Postdoctoral Studies at the Medical School, the Program Manager for Professional Development at the Graduate School, and the UMPDA schedule a series of career development events each semester. These events are designed to help postdocs identify career paths and gain the skills necessary to succeed in the career of their choosing.

Living in Ann Arbor

Built on the banks of the Huron River and located 45 minutes west of downtown Detroit (and an easy 20 minutes from Detroit Metro Airport), Ann Arbor is a cultural mecca within the Midwest basin. Not only is the city home to the University of Michigan – one of the finest universities and premier health systems in the country – it also offers a unique blend of city sophistication and small town charm appealing to singles and families, professionals, staff and students. You will find that the city is both ethnically diverse and culturally rich. Just one visit and you will quickly understand why Ann Arbor is consistently voted one of the best places to live in the United States.

One of the best introductions to what the university, Ann Arbor, and the surrounding area hold for you is the “Uniquely Michigan” website: <http://www.hr.umich.edu/um>. Below are a few suggestions we have to assist in your relocation and orientation to Ann Arbor.

Housing in the Ann Arbor Area

Both the University and the city have a variety of sites that will provide information about available housing options and locations.

- **On-Campus Housing**
<http://www.housing.umich.edu/grad>
Because inexpensive housing in Ann Arbor is hard to find, the demand for University family housing runs high. Postdoctoral fellows with families are eligible to live in the university’s Northwood Community Apartments which consist of 1,089 family and single housing units. For more information contact the Housing Information Office.
- **Off-Campus Housing**
<https://offcampushousing.umich.edu/>
The city has a substantial number of apartment structures and rental homes; the university maintains a website to assist with locating the situation that’s right for you.
- **Guide to Ann Arbor Neighborhoods**
<http://annarborobserver.com/cg/t0030.html>
This local publication makes it possible to learn more about Ann Arbor neighborhoods with interactive maps, descriptions of the neighborhoods, and information about public schools.

- **MLive**
<http://www.mlive.com/ann-arbor/>
There is no longer a city newspaper but on this site you'll find, along with the news, full listings of available housing. Just click on "menu" at the top left of the screen.
- **University of Michigan Campus and City Maps**
<http://umich.edu/search/keywords/maps/>
Here you'll find a variety maps for different parts of campus, parking locations, bus routes, and much more.

Transportation

- **Transportation and Parking**
<http://www.pts.umich.edu/>
The university's Parking & Transportation Services web page has just about everything you need to know about getting around campus and community. Here you'll find information about the free campus bus options, vanpooling, parking permits, visitor parking, patient parking, and university vehicle leasing. You can also read about construction updates that may affect your commute to the U-M.
- **Ann Arbor Transportation Authority (AATA)**
<http://www.theride.org>
The AATA has routes that serve all of Ann Arbor and some points in neighboring cities and towns. Individuals with a University of Michigan Mcard ID are able to ride free on any of AATA's regularly scheduled fixed-route buses. AATA also offers NightRide, a late-night, shared-ride taxi service. The fare is \$5.00 per person, cash only.
- **Zipcar Car-Sharing Program**
<http://www.zipcar.com/umich>
This is a convenient option for those who don't own a car. You can get most places in the city by bus, bike, or on foot, but you may occasionally need a vehicle. Parking and Transportation Services has partnered with Zipcar to provide special membership plans and rates. You can rent a variety of vehicle types by the hour or by the day.

For Partners, Spouses and Families

Here are just a few websites on common topics relevant to those who have relocated to the area as a result of the postdoctoral appointment of a partner and/or family member.

- **Employment at the University of Michigan**
<http://umjobs.org>
- **Employment in Local Government**
<http://re22.ultipro.com/cit1009/JobBoard/ListJobs.aspx>

- **Ann Arbor Public Schools**
<http://www.a2schools.org/aaps/home>
- **Ann Arbor Private Schools**
<http://www.arborweb.com/cg/t0054.html>
- **Child Care Resources and Referrals**
<http://www.hr.umich.edu/worklife/childcare>
- **Washtenaw Literacy**
<http://washtenawliteracy.org/>
Washtenaw Literacy's mission is to provide free language instruction customized to the needs of adults throughout Washtenaw County, utilizing a trained network of volunteer tutors. They provide free tutoring for adults of all ages and specialize in working with those whose native language is not English.

Parks and Recreation

Over 140 parks in the city of Ann Arbor allow outdoor enthusiasts to participate in all kinds of sports and recreational activities. Residents enjoy access to beautiful gardens and the city's large system of trails, and many playgrounds and pools. You'll find activities ranging from canoeing and biking in the summer to cross country skiing and ice-skating in the winter.

- **Matthaei Botanical Gardens**
<http://www.lsa.umich.edu/mbg/>
- **Nichols Arboretum**
<http://www.lsa.umich.edu/mbg/see/nicholsarboretum.asp>
- **Ann Arbor Parks & Recreation**
<http://www.a2gov.org/government/communityservices/Parks-Recreation/Pages/default.aspx>
- **Washtenaw County Parks & Recreation**
http://www.ewashtenaw.org/government/departments/parks_recreation

Arts and Entertainment

A diverse cultural life thrives in Ann Arbor. Venues both on and off campus contribute to the city's reputation for being one of the top presenters of the performing arts in the country. Performances range from international talent to student productions. Live music can be found almost any night of the week around town. The School of Music, Theatre & Dance hosts almost daily performances that are free and open to all students. The University's Museum of Art is home to the state's second largest collection of art and regularly features traveling exhibitions. One of the best ways to find out what is available is to look at *Current* online: <http://www.ecurrent.com/>. Here are just a few venues to consider.

- **University Musical Society (UMS)**
<http://www.ums.org>
- **School of Music, Theatre & Dance**
http://www.music.umich.edu/performances_events/
- **Kerrytown Concert House**
<http://www.kerrytownconcerthouse.com/>
- **The Michigan Theater**
<http://www.michtheater.org>
- **The Ark**
<http://www.theark.org>
- **Ann Arbor Civic Theater**
<http://www.a2ct.org>

Appendices

I. Compact Between Postdoctoral Appointees and Their Mentors

Introduction

This Compact is modified from the version first published by the American Association of Medical Colleges. This document highlights the core values of the University of Michigan that pertain to postdoctoral fellows. This document also provides a starting point for useful and important discussions between postdoctoral fellows and their mentors.

This compact serves also as a pledge and a reminder to postdoctoral fellows and mentors that their personal conduct and commitments to one another should reflect the highest professional standards and mutual respect.

Postdoctoral training is an integral component for scholars and scientists as they advance in their professional careers. Postdoctoral appointees typically join an institution to further their training in a chosen discipline after obtaining a terminal degree (e.g., Ph.D., M.D., D.V.M.). This training is conducted in an apprenticeship mode where a postdoctoral fellow works under the supervision and guidance of a faculty mentor who is qualified to fulfill the responsibilities of a mentor. The postdoctoral fellow may undertake scholarship, research, service, and teaching activities that together provide a training experience essential for her/his career advancement.

Compact

Commitments of Postdoctoral Appointees

- I acknowledge that I have the primary responsibility for the development of my career. I recognize that I must take a realistic look at career opportunities and follow a path that matches my individual skills, values and interests.
- I will develop a mutually defined research project with my mentor that includes well-defined goals and timelines. Ideally, this project should be outlined and agreed upon at the time of the initial appointment.
- I will perform my research activities conscientiously, maintain good research records, and catalog and maintain all tangible research materials that result from the research project.
- I will respect all ethical standards when conducting my research including compliance with all institutional and federal regulations as they relate to responsible conduct in research, privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes. I recognize that this commitment includes asking for guidance when presented with ethical or compliance uncertainties and reporting breaches of ethical or compliance standards by me and/or others.

- I will show respect for and work collegially with my coworkers, support staff, and other individuals with whom I interact.
- I will endeavor to assume progressive responsibility and management of my research project(s) as it matures. I recognize that assuming responsibility for the conduct of research projects is a critical step on the path to independence.
- I will seek regular feedback on my performance and ask for a formal evaluation at least annually.
- I will have open and timely discussions with my mentor concerning the dissemination of research findings and the distribution of research materials to third parties.
- I recognize that I have embarked on a career requiring “lifelong learning.” To meet this obligation I must stay abreast of the latest developments in my specialized field through reading the literature, regular attendance at relevant seminar series and attendance at scientific meetings.
- I will actively seek opportunities outside the laboratory (e.g., professional development seminars and workshops in oral communication, scientific writing, and teaching) to develop the full set of professional skills necessary to be successful for my chosen career.
- At the end of my appointment, in accordance with U-M policy, I will leave behind all original notebooks, computerized files and tangible research materials so that other individuals can carry on related research. I will also work with my mentor to submit the research results for publication in a timely manner. I can make copies of my notebooks and computerized files, and have access to tangible research materials, which I helped to generate during my postdoctoral appointment according to institutional policy.

Commitments of Mentors

- I acknowledge that the postdoctoral period is a time of advanced training intended to develop the skills needed to promote the career of the postdoctoral appointee.
- I will ensure that a mutually agreed upon set of expectations and goals are in place at the outset of the postdoctoral training period, and I will work with the postdoctoral appointee to create an individual career development plan.
- I will strive to maintain a relationship with the postdoctoral appointee that is based on trust and mutual respect. I acknowledge that open communication and periodic formal performance reviews, conducted at least annually, will help ensure that the expectations of both parties are met.
- I will promote all ethical standards for conducting research including compliance with all institutional and federal regulations as they relate to responsible conduct in research, privacy

and human subjects research, animal care and use, laboratory safety and use of radioisotopes. I will clearly define expectations for conduct of research in my lab and make myself available to discuss ethical concerns as they arise.

- I will ensure that the postdoctoral appointee has sufficient opportunities to acquire the skills necessary to become an expert in an agreed upon area of investigation.
- I will provide the appointee with the required guidance and mentoring and will seek the assistance of other faculty and departmental/institutional resources when necessary. Although I am expected to provide guidance and education in technical areas, I recognize that I must also educate the postdoctoral appointee by example and by providing access to formal opportunities/programs in complementary areas necessary for a successful career.
- I will provide a training environment that is suited to the individual needs of the postdoctoral appointee in order to ensure his/her personal and professional growth. I will encourage a progressive increase in the level of responsibility and independence to facilitate the transition to a fully independent career.
- I will encourage the interaction of the postdoctoral appointee with fellow scientists both intra- and extramurally and encourage the appointee's attendance at professional meetings to network and present research findings.
- I will ensure that the research performed by a postdoctoral appointee is submitted for publication in a timely manner and that she/he receives appropriate credit for the work she/he performs. I will acknowledge her/his contribution to the development of any intellectual property and will clearly define future access to tangible research materials according to U-M policy.
- I recognize that there are multiple career options available for a postdoctoral appointee and will provide assistance in exploring appropriate options. I recognize that not all postdoctoral appointees will become academic faculty. To prepare a postdoctoral appointee for other career paths, I will direct her/him to the resources that explore nonacademic careers, and discuss these options.
- I will commit to being a supportive colleague to postdoctoral appointees as they transition to the next stage of their career and, to the extent possible, throughout their professional life. I recognize that the role of a mentor continues after the formal training period.

II. Individual Development Plan for Postdocs

Individual Development Plans (IDPs) provide a planning process that identifies both professional development needs and career objectives. Furthermore, IDPs serve as a communication tool between postdoctoral fellows and their mentors. IDPs have been incorporated into performance review processes in many organizations, and can be considered one component of a career development plan.

Goals

Help individuals identify:

- Long-term career options and the necessary tools to pursue them
- Short-term needs for improving current performance

Benefits

Postdoctoral fellows will have a process that assists in developing long-term goals. Identifying short-term goals will give you a clearer sense of expectations and help identify milestones along the way to achieving specific objectives. The IDP also provides a tool for communication between a postdoctoral fellow and a faculty mentor.

Outline of IDP Process

The development, implementation and revision of the IDP requires a series of steps to be conducted by the postdoctoral fellow and their mentor. These steps are an interactive effort, and so both the postdoctoral fellow and the mentor must participate fully in the process.

Basic Steps

For Postdoctoral Fellows

1. Conduct a self-assessment
2. Survey opportunities with mentor
3. Write an IDP, share with mentor and revise
4. Implement the plan and revise as needed

For Mentors

1. Become familiar with available opportunities
2. Discuss opportunities with postdoc
3. Review IDP and help revise
4. Establish regular review of progress and help revise the IDP as needed

A national online IDP tool from *Science Magazine*:

From *Science Careers*: <http://myidp.sciencecareers.org/>

Individual Development Plan for Postdocs: Execution of the IDP Process for Postdoctoral Fellows

Step 1. Conduct a self-assessment

- Assess your skills, strengths and areas that need development. Formal assessment tools can be helpful.
- Take a realistic look at your current abilities. This is a critical part of career planning. Ask your peers, mentors, family and friends what they see as your strengths and your development needs.
- Outline your long-term career objectives. Ask yourself:
 - What type of work would I like to be doing?
 - Where would I like to be in an organization?
 - What is important to me in a career?

Step 2. Survey opportunities with mentor

- Identify career opportunities and select from those that interest you.
- Identify developmental needs by comparing current skills and strengths with those needed for your career choice.
- Prioritize your developmental areas and discuss with your mentor how these should be addressed.

Step 3. Write an IDP

The IDP maps out the general path you want to take and helps match skills and strengths to your career choices. It is a changing document, since needs and goals will almost certainly evolve over time as a postdoctoral fellow. The aim is to build upon current strengths and skills by identifying areas for development and providing a way to address these. The specific objectives of a typical IDP are to:

- Establish effective dates for the duration of your postdoctoral appointment.
- Identify specific skills and strengths that you need to develop (based on discussions with your mentor).

- Define the approaches to obtain the specific skills and strengths (e.g., courses, technical skills, teaching, supervision) together with anticipated time frames.
- Discuss your draft IDP with your mentor.
- Revise the IDP as appropriate.

Step 4. Implement your plan

- The plan is just the beginning of the career development process and serves as the road map. Now it's time to take action!
- Put your plan into action.
- Revise and modify the plan as necessary. The plan is not cast in concrete; it will need to be modified as circumstances and goals change. The challenge of implementation is to remain flexible and open to change.
- Review the plan with your mentor regularly. Revise the plan on the basis of these discussions.

Individual Development Plan for Postdocs: Execution of the IDP Process for Mentors

Step 1. Become familiar with available opportunities

By virtue of your experience you should already have knowledge of some career opportunities, but you may want to familiarize yourself with other career opportunities and trends in job opportunities (refer to sources such as National Research Council reports and Science career reviews).

Step 2. Discuss opportunities with postdoc

This needs to be a private, scheduled meeting distinct from regular research-specific meetings. There should be adequate time set aside for an open and honest discussion.

Step 3. Review IDP and help revise

Provide honest feedback – both positive and negative – to help postdoctoral fellows set realistic goals. Agree on a development plan that will allow postdoctoral fellows to be productive in the laboratory and adequately prepare them for their chosen career.

Step 4. Establish regular review of progress

The mentor should meet at regular intervals with the postdoctoral fellow to assess progress, expectations and changing goals. On at least an annual basis, the mentor should conduct a performance review designed to analyze what has been accomplished and what needs to be done. A written review is most helpful in objectively documenting accomplishments. (An example is provided as an attachment – this can be modified to fit the needs of the postdoc and mentor).

Sample Annual Review

<http://opa.faseb.org/pdf/SampleAnnualReview.pdf>

The above document was developed by the Federation of American Societies for Experimental Biology (FASEB)'s Science Policy Committee.

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Individual Development Plan Resources

Self Assessment

- Fiske, P. S. (2001). *Put Your Science to Work: The Take-Charge Career Guide for Scientists*. Washington, D.C.: American Geophysical Union.
- Bolles, R. N. (2002). *What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers*. Berkeley, Calif.: Ten Speed Press.

The Postdoc Experience

- Kern, S. (2002). *Fellowship Goals for PhDs and MDs: A Primer on the Molecular Biology Postdoctoral Experience*. *Cancer Biology and Therapy* 1: 74-75.
- National Academy of Sciences. (2000). *Enhancing the Postdoctoral Experience for Scientists and Engineers: A Guide for Postdoctoral Scholars, Advisers, Institutions, Funding Organizations, and Disciplinary Societies*. Washington, D.C.: National Academy Press.

Career Opportunities

- American Association for the Advancement of Science. Science's Next Wave.
<http://sciencecareers.sciencemag.org/>
- The Scientist. Archives: Profession.
<http://www.the-scientist.com/?articles.list/categoryNo/2924/category/Careers/>
- The Chronicle of Higher Education. Career Network Advice Columns.
<http://chronicle.com/jobs/>
- National Postdoctoral Association ADVANCE
<http://nationalpostdoc.org/advance>.

- Federation of American Societies for Experimental Biology. (1997). *Graduate Education: Consensus Conference Report*. Bethesda, M.D. FASEB.
<http://www.faseb.org/Policy-and-Government-Affairs.aspx#sthash.DScEksuL.dpbs>
- Heiberger and Vick, eds. (1996). *The Academic Job Search Handbook* (2nd ed.). University of Pennsylvania Press.
- Reis, R. M. (1997) *Tomorrow's Professor. Preparing for Academic Careers in Science and Engineering*. New York: IEEE Press. 1997.
- Listserv: Tomorrow's Professor.
<http://cgi.stanford.edu/~dept-ctl/cgi-bin/tomprof/postings.php>
- Barker, K. (2002). *At the Helm: A Laboratory Navigator*. Cold Spring Harbor, NY: Cold Spring Harbor Laboratory Press.

Resources on Non-Academic Careers

- Robbins-Roth, C. ed. (1998). *Alternative Careers in Science. Leaving the Ivory Tower*. San Diego, Calif.: Academic Press.
- Kreeger, K. Y. (1999). *Guide to Nontraditional Careers in Science*. London: Taylor & Francis Group.

* These resources are not considered endorsements, per se.

III. Annual Evaluation for Research Fellows

The research fellow should complete assessment and then the PI will be given the opportunity to make his/her comments.

Please comment on the following:

- Interpersonal skills and ability to work with the lab team. (*This refers to such items such as cooperation with others, fostering lab growth, reliability, etc.*)

Postdoc Comments:

Mentor Comments:

- Communication Skills (*Consider written and oral communication, level of clarity, presentation skills and so on.*)

Postdoc Comments:

Mentor Comments:

- Research Skills (*These include innovation, data interpretation, applying new techniques, taking ownership of projects, evaluating and improving current protocols.*)

Postdoc Comments:

Mentor Comments:

- Other Skills (*For example, reading and evaluating literature, assisting with writing grant proposals, participating in department or national meetings, teaching and mentoring, leadership skills.*)

Postdoc Comments:

Mentor Comments:

- List Accomplishments (*Include publications, conference presentations, local lectures, grants or awards, grants pending, etc.*)

Postdoc Comments:

Mentor Comments:

Development Plan

To be filled out by the mentor and discussed with the research fellow.

Review and discuss job expectations and develop a plan to successfully complete the postdoc appointment and to prepare him/her to meet personal goals.

Targeted Development Areas	Goals for Upcoming Year
<i>List interpersonal, communication and/or analytical skills to focus on</i>	<i>How will the achievement of goals be determined or benchmarked?</i>

I have discussed the contents of this report with my mentor.

Postdoctoral fellow signature:

Date:

Principal Investigator signature:

Date:

VI. Excerpt from the University of Michigan *Standard Practice Guide*

<http://spg.umich.edu/>

SPG Number: 201.19

Title: Postdoctoral Research Fellows

Policy Category: Faculty & Staff

Policy Content

I. Policy

Since postdoctoral research training is a valuable educational path for scholars in certain academic fields, the University provides opportunities for individuals to be appointed as Research Fellows or Senior Research Fellows while receiving such training. Each Fellow's hiring unit should assign a tenured or tenure track instructional or research faculty member to provide mentorship to him or her.

II. Regulations and Definitions

A. Titles and Term of Appointments

1. Units at the University will use the title of Research Fellow when appointing individuals who already possess either a terminal doctoral degree (i.e. Ph.D.) or a professional doctorate (e.g., M.D., D.D.S, D.V.M.) and who are pursuing advanced scientific or scholarly training, which may be in a clinical setting but is outside of the traditional clinical service and does not involve direct patient care.
2. Units may appoint Fellows as either Research Fellow or Senior Research Fellow, as appropriate to the circumstances. Research fellowships should be for one year or less, with the possibility of renewal in subsequent years, not to exceed a total of five years of postdoctoral training.
3. Before extending an appointment offer, the hiring unit must first identify resources to support the appointment for the entire length of the appointment. If circumstances arise that require the hiring unit to terminate a Research Fellow appointment before the specified appointment end date, before notifying the Fellow the hiring unit should first consult with the appropriate Dean or Director and the Office of Academic Human Resources.
4. Research Fellows are appointed for the purpose of providing them with advanced training as described above in section II.A.1. At the outset of the appointment, the faculty member who has been assigned as a mentor to the Fellow should communicate the hiring unit's standards regarding the responsibilities of the individual

Research Fellows and the unit's expectations for how they should progress through their training. Like all members of the University community, it is the responsibility of each Research Fellow to perform all related activities to the best of his or her ability, in a collegial manner and with the highest standards of integrity.

5. Typically and under the appointment terms, Research Fellows will receive a salary, regardless of fund source, for the services the unit expects them to perform. The most common arrangement is for the individual's training to be accomplished through the performance of obligations on a sponsored grant or contract.
6. Research Fellows who are paid via a fellowship, regardless of fund source, under which no service to the University is required, are considered "scholar trainees." Units appointing "scholar trainees" may charge the cost of their fellowships to training grants, fellowships or various other University funds designated for such purposes. Appointments of such individuals will be at "0%" effort, with an Additional Pay Earnings Code of FEL that labels the money the unit will pay to the trainee as a fellowship.
7. Hiring units will use the title of House Officer for persons with professional doctorates whose training will involve patient care responsibilities, in a manner consistent with provisions of the contract between the University and the House Officers Association.
8. Research Fellows whose program of activities will involve classroom teaching as an "officer of instruction" must hold a separate appointment for this responsibility in a manner consistent with provisions of the contract between the University and the Lecturers' Employee Organization.

B. Support of Research Fellows

Hiring units may pay fellowships and/or salaries and associated benefit costs with the type of funds described below:

1. Externally funded training grants or fellowships, which may be administered through the University or paid directly by the granting agency to the Fellow.
2. Sponsored research projects, when such training is consistent with the terms of the grant or contract.
3. University general funds or other funds.

C. Approval of Research Fellows

1. Before a mentor makes any type of commitment to hire a Research Fellow, the appointment must be approved by the Chairperson or the Dean/ Director of the teaching or research unit in which the appointment is to be made. Before approving a Research Fellow appointment, the Dean or Director will assure that the hiring unit has met the terms described below:
2. The hiring unit has identified or will be able to identify appropriate fund sources to cover the cost of the Fellow's fellowship and/or salary and the required University contributions to fringe benefits associated with the fellowship.
3. The hiring unit is able to make space available for the Fellow's use.
4. The mentor and the Fellow have agreed upon a proposed training program that will enhance the Fellow's scholarship and ability as a researcher.
5. The hiring unit has a conflict resolution process available to the Fellow to raise concerns or problems connected with the fellowship. Unit policies are described at: <http://hr.umich.edu/acadhr/researchfellows/dispute.html>.

D. Terms and Benefits of Research Fellow Appointments

All Research Fellows will:

1. Be required to enroll themselves and their dependents, as necessary, in the University group health and dental plans using the same rate structure that applies to University staff. The University may waive the requirement to enroll if the Fellow is covered by equivalent insurance, or for religious reasons. If the Fellow fails to enroll within thirty days after appointment, the Fellow will be enrolled as a one-person subscriber.
2. Have the opportunity to enroll in the University group life insurance program at the same cost and under the same conditions as University faculty and staff.
3. Be covered by the University's worker's compensation insurance and, when traveling on University business, by the University's travel accident insurance.
4. Be listed in the appropriate University directories.
5. Have access to the University's libraries on the same basis as research faculty
6. Have the opportunity to use recreational facilities and to purchase athletic event tickets and University parking permits under the same conditions and at the same cost as for University faculty and staff.

7. Upon certification by the mentor of successful completion of training, the Office of the Vice President for Research will issue a suitable recognition to the Fellow and will notify the Alumni Records Office for inclusion of the Fellow in its records.
8. Fellows who receive a salary through their appointments, as described in section II A. 5., are eligible for:
 - a. Annual vacation allowance equivalent to one month in twelve (22 workdays) for fellows appointed in yearlong increments. Fellows who are either part-time (i.e. less than 100% effort) or who are appointed for at least six months but less than one year shall receive a pro-rata vacation allowance. Fellows must take vacation time during the annual appointment period. The University will not provide pay in lieu of time off.
 - b. Time off without loss of pay or stipend for all University holidays observed during the appointment period. If operational exigency requires that time off cannot be granted during the holiday, an equivalent amount of time off should be provided during another period of time.
 - c. Time off without loss of pay or stipend during the University's Season Days, typically the four (4) work days between the days observed s the Christmas and New Year's holidays. If operational exigency requires that time off cannot be granted during the season day period, an equivalent amount of time off should be provided during another period of time.
 - d. Up to three weeks per year of paid sick leave, if unable to fulfill responsibilities because of personal sickness, childbirth, or injury. The Fellow may also use the three weeks of paid leave to care for a family member due to personal sickness, childbirth, or injury, or to care for his or her newly born, newly adopted or newly fostered child.
 - e. Up to six (6) weeks per year of paid extended leave, if fellows are unable to fulfill responsibilities because of a qualifying disability, e.g., serious illness, serious injury or childbirth. A Fellow will become eligible for paid extended leave following a six-month period of employment as a Research Fellow, starting at the date of the first appointment. A Fellow returning from extended leave must remain at work for at least six months to renew the extended leave benefit. Paid extended leave may be utilized in combination with the annual vacation allowance (II.D.8.a.) and/or paid sick leave (II.D.8.d.).

The following procedure must be followed for a Fellow to be eligible for Paid Extended Leave:

- The Fellow must report the qualifying illness/injury/childbirth to the University's Work Connections program which provides confidential management of the event/condition while certifying eligibility to use paid extended leave. The Fellow is required to submit appropriate medical documentation to Work Connections. Work Connections will verify the qualifying medical disability, expected duration of absence and any work restrictions, and inform the hiring unit of the paid extended leave eligibility. Information about Work Connections and the authorization forms are available at: <http://www.workconnections.umich.edu/>.
9. Salaried Fellows who meet the eligibility requirements of the Family and Medical Leave Act of 1993 (FMLA) are eligible under the FMLA to be absent from work without pay for up to twelve weeks in their FMLA benefit year for a qualifying event, with continuation of University contributions to insured benefit coverage during the period. Benefits under the FMLA will be administered concurrently with benefits from paid extended leave (8.e.).

Note: Appointing units must maintain records related to attendance and usage of vacation, sick leave and paid extended leave allocations described in section D. 8.a., d. and e. above. No attendance or absence records are maintained for Research Fellows by the Payroll Office or other central units. University costs associated with vacation, sick and paid extended leaves will be assigned to the account from which the Fellow's salary is paid. If the account is insufficient to cover the full cost of benefits, the unit must notify the appropriate fund area of Financial Operations and identify another suitable account to which the benefit costs can be charged.

E. Withholding of Taxes and Reporting of Income

1. Federal and State income taxes and FICA taxes will be withheld and a Form W-2 filed with the IRS for Research Fellows as described in section II. A. (5.) above.
2. Exception: No Federal, State or FICA taxes will be withheld from payments issued to Fellows who are "scholar trainees" (as described in section II. A. 6.) because such payments are not considered "wages." It is, however, "income" to the Fellow and may be taxable under Federal and State law.

Because a Form W-2 will not be issued, fellows may contact the Payroll Office to request a "fellowship letter" that will state the amount of fellowship received. The Fellow may use this letter as documentation when filing annual tax returns.

F. Selection

Given the variety of existing postdoctoral programs, there are no uniform search or selection procedures that hiring units must follow prior to appointing an individual in a Research Fellow position. However, hiring units must observe University policies on non-discrimination and make good faith efforts to develop

broad and inclusive selection pools when undertaking searches. When a hiring unit wants to move a Research Fellow to a regular faculty or staff appointment, it should follow the customary recruitment policies and procedures described in SPG 201.22 Recruitment and Employment Process (Regular).

Procedures: <http://hr.umich.edu/procedures/spg201-19.html>

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