

# Student Employment Handbook for Student Employees and Supervisors of Student Employees



Student Employment Office  
*start working toward your future*

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## Dartmouth College Student Employment Office

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## I. About this Handbook

The policies included or referenced in this handbook apply to all Dartmouth<sup>1</sup> student employees unless specifically stated otherwise in each policy.

The policies are intended as guidelines only, and they may be modified, supplemented, or revoked at any time at the College's discretion. In particular, these policies do not constitute a contract, nor should they be construed as a contract, guaranteeing employment for any specified duration. Nor do these policies express or imply contractual terms or other contractual commitments. Except as set forth in writing in collective bargaining agreements, individual employment contracts, or other College policies, either the employee or the College may terminate the employment relationship at any time, for any reason. No supervisor, manager, or representative of the College has the authority to make any promises, commitments, or changes that conflict with the policies in this handbook unless approved in advance and in writing by the chief human resources officer.

*No processes described in this handbook are intended to alter the at-will employment relationship between the College and its employees or to create legally enforceable contractual rights. Despite the availability of conflict resolution processes, the College reserves the right to terminate a student's employment at any time when it is in the College's best interests to do so, as determined by the supervisor in consultation with the Student Employment Office as necessary.*

These policies supersede any handbook or policy statements, whether written or oral, issued prior to June 2019. Any subsequent revisions will substitute and replace prior policy or procedure statements and become a part of this handbook. The College will provide as much notice as possible of any changes in these policies. The most recent versions of all policies are included in this document and policy updates will be noted as revised in future publications of this handbook. Please check the [Student Employment Office website](#) to ensure you have the most recent version of this document.

Employees who are covered by collective bargaining agreements should refer to those agreements for information regarding benefits and terms and conditions of employment. Employees covered by the Faculty Handbook should refer to the Handbook for employment-related policies that are unique to the faculty. In the event of any conflict between this Handbook and other policies, this Handbook supersedes all other policies with sole regard to student employees at Dartmouth. Otherwise, for areas not covered by this Handbook, Dartmouth's [Employment Policies and Procedures Manual](#) applies.

If you have questions about any of these policies, please contact the [Student Employment Office](#).

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<sup>1</sup> "Dartmouth," in this context, is inclusive of all undergraduate, graduate, and professional schools and programs.

## II. Student Employment Office Definition and Description

The Student Employment Office (SEO) assists students in their job search for both on-campus and local community opportunities. Employment provides students with the opportunity to gain valuable work experience and to contribute to the cost of a Dartmouth education. Below are a few services SEO offers:

- managing job listings through JobX, the student employment database
- providing employment-related counseling for students and supervisors
- developing student employment opportunities on campus and in the local communities of the Upper Valley

Our office is located within the Office of Human Resources. Our hours of business are Monday - Friday from 8:30am to 4:30pm EST (closed from 12:00pm – 1:00pm). Please call (603-646-3641) or [email us](#) with any questions. If we are not immediately available, we will typically respond within one business day.

### Internships or Post-Graduate Employment:

Students seeking internship opportunities or post-graduate employment should [contact Dartmouth's Center for Professional Development](#) or search on [their website](#).

*International students who may require immigration sponsorship should review [the information about employment on the Office of Visa and Immigration Services website](#).*

## III. Student Work Eligibility, Pay Policies and Procedures

### A. Students' eligibility to work

#### Dartmouth Policy

Student employment is defined as any job through which a student enrolled in a degree-granting program at Dartmouth<sup>2</sup> is compensated with a paycheck issued by the Dartmouth Payroll Office. *An eligible student is defined as a matriculating student of Dartmouth. Any employment with Dartmouth is incidental to their educational program at the College.* Students who are currently enrolled at Dartmouth are eligible to apply for opportunities via the Student Employment website regardless of work-study or financial aid status; a federal work-study award is not required.

First-year undergraduate students are eligible for on-campus student employment no earlier than the first day of student orientation in the year in which they are to begin their studies at Dartmouth. All student employees are required to complete any applicable legal requirements for work authorization. Any student employee who does not do so is ineligible to work. If a student terminates their enrollment at Dartmouth for reasons other

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<sup>2</sup> International students attending Dartmouth in a non-degree program, who have immigration sponsorship either with Dartmouth or another U.S. university, will require special authorization and should consult the Office of Visa and Immigration Services before accepting an offer of employment.

than graduation, they may not continue working as a *student employee*, effective as of the date of withdrawal or separation from the College.

### **Working during scheduled class times prohibited**

Students are not permitted to work during scheduled class times. Limited exceptions may be granted if an individual class is cancelled, or the instructor has excused the student from attending for a particular day. Student employees should complete the [Class Exception Issue form](#) if they believe that they have an acceptable exception.

### **Employing students Post-Graduation**

Graduated students cannot continue to work as student employees post-graduation. Hiring or continued employment of Dartmouth graduates must follow Dartmouth's established regular or temporary staff hiring processes.

An exception to this policy is permitted if the following conditions are met exactly:

1. Student graduates from Dartmouth and has only one term of 'gap' before re-enrolling at Dartmouth in another degree-seeking program. (e.g. Undergraduate graduates in June and has been accepted to start Dartmouth graduate program in Fall term)
2. Student has already been entered into Banner as an Active student for the new program.
3. Student has employment authorization to work for Dartmouth College (has a completed Form I-9)

### **Employment at will**

Dartmouth is an at will employer and has the right to terminate any employee with or without cause at any time. This includes all student employees.

### **Federal Eligibility**

By federal law, Dartmouth must verify the employment eligibility and identity of each person hired, including U.S. citizens. Therefore, every employee who has accepted an offer to work for Dartmouth MUST:

1. **On or before your FIRST day of work:** Complete Section 1 of the [Form I-9 online](#).
2. **On or before your THIRD day of work:** Show [original documents](#) (no photocopies, scans or digital images) to complete Section 2 of this form **IN PERSON** with one of the following\*:
  - **Human Resources Office:** 7 Lebanon Street, Suite 203 – [office hours listed online](#)
  - **Dartmouth College trained I-9 representative:** [Representative list online](#)

\* Employees who are working remotely within the United States and cannot complete an I-9 in person in Hanover, NH must [request to complete an in-person I-9 elsewhere in the US](#).

All documents will be verified electronically through the USCIS E-Verify system. Please allow up to 15 minutes for this process to take place.

*Failure to complete the above steps within three days of starting work will result in suspension or termination of employment.<sup>3</sup>*

## **Student Employee Telecommuting (Remote work) Agreement**

The following requirements must be met BEFORE an employer may hire a student to work remotely:

### **The Student Employee must:**

- be an active Dartmouth College student (not withdrawn from the institution), and
- be living within the United States (US) throughout the entirety of their remote employment this term or will only be outside of the US for up to 89 days\* and they have the support of divisional leadership for the employment arrangement<sup>4</sup> (see [International Staffing and Contractor policy](#) for details), and
- be fully authorized to work for Dartmouth College in the US as determined by the completion of a Form I-9, and
- complete the online [Student Employee Telecommuting Agreement](#) (employer will receive email from SEO confirming that this has been completed), and
- be supervised by a Dartmouth College staff or faculty, and
- accurately records their work hours each workday within the electronic timesheet system

### **If these criteria are met:**

The employer may hire the student employee using the standard hourly-student hiring process after receiving an emailed copy of the completed agreement employment details entered by the student employee in the online telecommuting agreement.

*\* Individuals working remotely from outside the U.S. are responsible for following all U.S. and host-country laws pertaining to their activities and work authorization. Departments are expected to provide oversight with respect to business travel and any employees (including PEO employees) based outside the U.S. See the 'General Guidance' section of [the policy](#) for important details. Any situation that does not meet the above criteria must be requested in advance and approved by the International Staffing Committee (ISC).*

## **State of New Hampshire Youth Employment Requirements**

Per New Hampshire law, youths under the age of 18\* must have written permission from a parent or legal guardian for a child to work. The process varies based on the age of the youth and is [outlined online](#). For additional information, please see the New Hampshire Department of Labor [Youth Employment Regulations](#) or [Youth Employment FAQs](#).

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<sup>3</sup> Dartmouth may, at its discretion, require the completion of a Form I-9 before work begins.

<sup>4</sup> Presence and work outside of the US for 90+ days must have [prior approval of the ISC](#). It is strongly recommended that requests be made a minimum of 4 weeks prior to the start of the proposed employment arrangement.

*\*Note: Youths aged 16 or 17 years who have graduated from high school or obtained a general equivalency diploma are exempted from this rule.*

## **Fair Labor Standards Act (FLSA) Regulations**

By default, all student employees are considered non-exempt employees for the purposes of the FLSA. *Federal law requires that students working in non-exempt positions be paid an hourly rate no less than the federal or state minimum hourly wage and they must be paid for each and every hour worked.* Departments cannot pay students less than the College's minimum hourly rate, nor can they underreport or inaccurately report hours to manage budget constraints. Underreporting or inaccurate reporting of hours is a violation of applicable law.

Time collection and timely payment of students' work hours is *required*. Student employees are required to record ALL hours worked each day in the [TimesheetX system](#) to ensure they are compensated accurately for all hours worked.

All students and their supervisors will be held to the standards provided in Dartmouth's [Student Payments Guidelines](#). Failure to comply may result in corrective action up to and including termination of employment.

## **B. Duration of Position**

The end date of a student position should be established at the time of hire. Supervisors are under no obligation to re-hire a student for subsequent academic terms but may elect at their sole discretion to offer opportunities for re-hire.

## **C. Maximum hours**

Students are strongly encouraged to limit their workweek to 10-12 hours per week during any enrolled term. However, if a situation arises where a student works more than 40 hours within a workweek, overtime compensation is *required*. (See details on [overtime](#))

- Student employees who are *U.S. citizens and Lawful Permanent Residents aged 18 or older*, there is no legal limit for hours worked.
- Student employees who are *U.S. citizens and Lawful Permanent Residents aged 16-17* must comply with New Hampshire's Youth Employment Law, which specifies the maximum hours allowed [while in school and vacation](#) or [not enrolled in school](#). (See details on [New Hampshire Department of Labor website](#).)
- Per the U.S Department of Homeland Security (DHS), *international students with F-1 or J-1 immigration status are not permitted to work more than a total of 20 hours per week during academic terms when they are enrolled.*<sup>5</sup> Full time employment is allowed during official school breaks and earned leave terms.

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<sup>5</sup> International students with an approved Reduced Courseload from OVIS should consult their OVIS advisor before engaging in employment.

- International students enrolled in a Ph.D. program at Dartmouth are not eligible for on-campus employment because their stipend research falls under the general 20 hours per week limit. For additional details or questions regarding employment for international students, please [contact](#) OVIS, or review their [website](#).

## D. Paid and Unpaid Breaks

Under New Hampshire law, all non-exempt employees who work five consecutive hours are entitled to take a full 30-minute unpaid meal break. During an unpaid 30-minute meal break, an employee should not be doing any work at all. If the manager and the employee agree to work during that time, the break is paid and not recorded as a break on the time record.

All breaks less than 20 minutes are considered paid breaks. Since Dartmouth is one employer, any breaks between jobs or shifts are included. A break from one job to the next that is less than 20 minutes is considered a paid break. If the time record of the non-exempt employee shows a break of less than 20 minutes, that break will be converted from an unpaid period of time to a paid period of time when processing for payroll.

### Example A:

An employee who works for Department A from 1:00 pm – 2:30 pm, then starts working for Department B from 2:45 pm to 7:15 pm must be paid for the 15 minutes between 2:30 pm – 2:45 pm and offered an unpaid meal break by 6:00 pm.

### Example B:

An employee who works for Department A from 1:00 pm – 2:30 pm, then takes a short break, returning to work at 2:40 pm (under 20 minutes) and leaving work at 5:00 pm should record the entire shift of 1:00 pm – 5:00 pm and be paid for their break of under 20 minutes.

If it is feasible for an employee to work through a meal break *and the employee wishes to do so*, the employee must receive advance approval from their manager. If that is approved, and if the employee works through all or part of their meal break, the employee must be paid for all hours worked.

## E. Federal Work-Study

### [What a Student Employee Needs to Know](#)

Students with Federal Work-Study (or FWS for short) in their Financial Aid award (not employment) may work in any Dartmouth job *and* if their FWS balance is >\$300 for the term, they are also able to apply to jobs that are open ONLY to students with FWS.

### [Federal Work-Study: What an Employer Needs to Know](#)

Federal Work-Study (FWS) funds will offset 75% of a student's hourly wage if the position is funded by outside grants or located at the Tuck School of Business, Thayer School of

Engineering or Geisel School of Medicine until the student exhausts their FWS eligibility. This wage subsidy only applies to hourly-paid positions. It is not applicable if the student is paid non-hourly. International students are not eligible for federal work-study. The Office of Financial Aid sets a cut-off date for use of FWS funds every fiscal year, generally in mid-May.

## F. Work Injury Procedure and Documentation

All injuries, no matter how minor, should be documented using the [Employee Injury Report](#) (excel document). Procedures on reporting workers' compensation claims, including what to report and when to report are outlined [online](#) by the department of Risk Management and Insurance.

Student employees with minor injuries requiring first aid care should be treated at Dick's House. In situations of serious injury, Dick's House medical staff will refer the student employee to a local emergency room.

With few exceptions (such as medical emergencies), employees should report all injuries to their supervisor before the end of the workday. Supervisors are responsible for reporting the accident to the Office of Risk Management and Insurance within 24 hours of an accident. Timely reporting ensures the best recall of the facts and the prompt delivery of benefits to employees.

## G. Workplace Safety

Dartmouth is committed to maximizing workplace safety, providing instructions covering safe working procedures, and making available special equipment to protect employees against known hazards. Hiring Departments are cautioned against hiring students to perform work for which they do not have the required training or skills to perform safely, e.g., installation of equipment, heavy lifting, moving, etc.

Student employees are required to carry out all safety requirements applicable to their positions, to adopt safety as the guiding principle and first priority in their work, and to practice safety at all times in the workplace. This includes using all safety equipment provided by the College and inspecting the safety equipment to be sure that it is in good working order. Students are also required to assist the College in detecting and eliminating unsafe conditions or acts by immediately reporting them to their supervisors. Student employees may also [anonymously report](#) any activities they believe may involve violations of law or Dartmouth policy by dialing 1-888-497-0516 or reporting [online](#).

Employees in certain positions may be required to attend safety meetings or safety-training sessions as part of their job responsibilities, and to demonstrate that they can perform certain job duties in a safe manner. Employees who violate safety rules or who hire students to perform work for which they do not have the required training or skills to perform safely may be subject to corrective action up to and including termination of employment.

## H. Employee Accommodations and Supports

Dartmouth supports individuals with disabilities in the workplace. Any employee (including students) who needs a reasonable accommodation to fulfil the essential functions of their position is welcome to request accommodations through the ADA Office ([ADA@Dartmouth.edu](mailto:ADA@Dartmouth.edu)) and begin the interactive process.

During the interactive process, a member of the ADA Office will work with the employee to determine the nature of the disabling condition, the barriers associated with the interaction of the condition and the work environment, and any reasonable accommodations that will mitigate the barriers. Employees will be asked to complete a form and provide medical information during the process. The ADA Office will contact the manager to better understand the specific job requirements but will not disclose anything about the disabling condition beyond what is needed to effectuate a reasonable accommodation. When a determination is made regarding the request, the employee will receive an email with an accommodation letter attached outlining the recommended accommodation(s).

If an employee makes a disability disclosure to a manager, or if the disability is obvious and a request is made for a reasonable accommodation to their position as a result of their condition, the manager should refer the employee to the ADA Office. Also see the [Accommodations for Individuals with Disabilities policy](#).

## I. Student Pay

### Pay rate guidelines

SEO developed the "[Recommended Student Hourly Rate Structure & Guidelines for Student Wage](#)" document (pdf) as a tool for supervisors striving to set a fair and equitable student wage. It also offers suggestions for differential rates, longevity, and merit increases. More information is available in the [Supervisor section](#) of this handbook.

### Special pay situations

Salaried or non-hourly compensation is permitted only in the circumstances outlined in [Dartmouth's Student Payment Guidelines](#). These situations are subject to federal and state regulations, including the FLSA, and are required to be approved in advance in writing by the Manager of Student Employment. For more information, or to discuss specific cases, please call or contact the [Student Employment Office](#). Student Employment will work in collaboration with Human Resources and the Controller's Office to decide if non-hourly compensation is allowable.

### Overtime

The FLSA determines when overtime pay is required and mandates that employees who work in non-exempt positions, including student employees, be paid overtime for any time worked in one workweek that exceeds 40 hours. Overtime costs will be borne by the department(s) in which the student works after exceeding 40 hours in one week.

Employees cannot forfeit overtime pay rights, and overtime cannot be "banked". Overtime hours must be paid within the same pay period as the time worked. The Dartmouth workweek is defined as 12am Sunday through 11:59pm Saturday. All overtime must be approved by a supervisor in advance. While employees will be paid for all hours worked and recorded, whether or not approval was obtained in advance, failure to obtain advance approval prior to working the hours could result in disciplinary action for employees up to and including termination of employment.

If a student is working in more than one department, it is the responsibility of the student to inform the departments where the work is occurring and notify their appropriate supervisors when the hours in a workweek approach 40 hours.

### Blended Rate of Overtime:

If a student employee works at different hourly rates of pay and is eligible for overtime, the overtime rate of pay is calculated at the rate of one and one-half times the weighted average of the multiple hourly rates during the work period for which the calculation is made. The cost of this overtime pay is distributed to the department and position in which the overtime was recorded.

### **Student Employee Paychecks**

Paper paychecks are mailed to a student's legal mailing address on file. If a student has opted for direct deposit or is enrolled to have their pay loaded onto a US Bank Focus card, a notification will be sent to the student's Dartmouth email address two days before each pay date with a link to the pay statement in Employee Self-Service (ESS). If the student wishes to receive a paper copy of their direct deposit notification, they should contact Dartmouth Payroll to make the changes to their election.

- Between terms and during terms in which a student is not enrolled, student mail is forwarded from the [Hinman Mail Center](#).
  1. If a student will be receiving a paper paycheck (or payslip) during that period, it is imperative that the individual contact Dartmouth Payroll to request to update their legal mailing address.
  2. If the address isn't changed with Payroll, Hinman will return the paychecks to the Payroll office.

### Electronic Pay Options

All employees are strongly encouraged to make use of electronic pay options. Questions about the electronic pay options below should be directed to the [Dartmouth Payroll Office](#) at (603) 646-2697.

- Log in to [Student Employee Self-Service](#) to set up electronic direct deposit of paycheck and view applicable tax documents
- Sign up for a prepaid [U.S. Bank Focus debit card](#) to receive their payroll payments

Employees that do not set up electronic pay will have their paper paycheck sent via US mail.

Questions regarding student pay should be directed to [Dartmouth's Payroll Office](#). Questions regarding forwarded mail should be directed to [Hinman Mail Services](#).

### **Missing or Incorrect Payment**

Students should notify their supervisor immediately, but no later than two pay periods from when an error occurred, if they are not paid properly for all hours worked in a pay period. It is the responsibility of the student's supervisor to ensure that the hours are accurately recorded and paid. Requests for corrections to student time reporting must follow the [Student Time Reporting Corrections processes found on the Payroll Office website](#).

### **Underpayments and Overpayments**

In the continual process of preparing paychecks, student employees may occasionally be underpaid or overpaid. The following guidelines should be followed to remedy such situations.

**Guidelines for Correcting Underpayments:** Students should notify their supervisor immediately, but no later than two pay periods from when an error occurred, if an underpayment has occurred. It is the responsibility of the student's supervisor to determine if an error occurred. If an error is identified, follow the [Student Time Reporting Corrections instructions](#) provided by the Payroll Office to resolve the underpayment situation.

**Guidelines for Correcting Overpayments:** When an active or former student receives an overpayment from Dartmouth, it is the obligation of the student to notify and repay the amount of the overpayment to Dartmouth. If an error is identified, follow the [instructions](#) provided by the Payroll Office to resolve the issue within two pay periods of when an error occurred, to resolve the overpayment situation. In cases of overpayment, the college will make every effort to recover any overpayments. Corrective action will be taken as soon as possible.

### **Submit a late or corrected timecard:**

If a student employee discovers a mistake in their timecard or needs to revise prior period hours for any reason, the employee must follow the [Student Time Reporting Corrections instructions](#) provided by the Payroll Office to correct the employee hours and pay.

### **Holiday, Vacation and Sick Pay**

Non-bargaining student employees are not eligible for paid leave and are paid only for hours worked. For union employees, the [current collective bargaining agreement](#) specifies the criteria for allocating and using paid time off (PTO).

## **IV. Termination Guidelines and Requirements**

### **A. Supervisor Responsibilities**

Supervisors must record each student employee's last day of employment (termination) in the college's [student electronic hiring system](#) at the time of hire. This date must be updated if a student's job ends earlier than initially expected.

### **B. Voluntary Termination**

Students may resign from a position at any time. It is recommended that students provide their supervisor with 1-2 weeks' notice when leaving a student employment position.

### **C. Involuntary Termination**

When work performance issues arise, supervisors should generally discuss the issue(s) with the student in a timely fashion, provide feedback and document the conversation(s). If the job performance does not improve, the supervisor should generally discuss the appropriate course of action with their department manager. (Union employees are encouraged to review the "Discipline and Discharge" section of the [collective bargaining agreement](#) for additional details.)

*Work performance issues include, but are not limited to:*

- Tardiness
- Absenteeism
- Reluctance or failure to meet job requirements as listed in the job description
- Excessive personal calls during working hours
- Excessive visiting with friends during working hours
- Failure to record time each shift, resulting in late or corrected timesheet revisions

*Grounds for immediate dismissal include, but are not limited to:*

- Falsification of time sheets and/or inaccurate reporting of time
- Theft
- Being at work under the influence of alcohol and/or illegal substances
- Use of College equipment or supplies for personal gain
- Inappropriate disclosure or use of confidential information

## **V. Employee-Specific Information**

### **A. Student Employee Responsibilities**

Once hired, students are expected to fulfill the following responsibilities. This is not an exhaustive list, and Dartmouth and supervisors of students have the sole discretion to modify or add to this list at any time:

1. Read the Student Employee Handbook. You will be held responsible for understanding and following the policies presented in these pages. Union employees are expected to read and be familiar with the collective bargaining agreement.

2. Complete all required paperwork as instructed by this handbook and your supervisor.
3. Use the [online training materials](#) to learn how to accept/decline your job and correctly enter your time into the [student employee electronic timesheet system](#) (TimesheetX).
4. Enter your actual time worked into [TimesheetX](#) each time you work.
  - a. **Do not falsify or incorrectly report your time in any way.** Such behavior is taken seriously by the College and will be grounds for corrective action, up to and including termination of employment, suspension or separation from Dartmouth, and possible legal prosecution.
  - b. You may only be paid wages for hours that you have worked as certified by your supervisor.
5. Coordinate your work schedule with your supervisor and perform the duties outlined by your supervisor to the best of your ability. Report to work regularly and punctually. Lack of performance or attendance is justifiable cause of dismissal.
6. Comply with department protocols and procedures pertaining to work schedules, safety requirements, security measures, confidentiality and other policies that affect the work environment.
7. Act professionally at all times and dress appropriately for the work environment and the position.
8. Ensure that personal use of non-work-related electronic devices during work hours is infrequent and does not interfere with work operations.
9. Refrain from engaging in any conduct that would violate [Dartmouth's Nondiscrimination and Anti-Harassment Policy and Resolution Procedures](#).
10. Respect the rights and property of Dartmouth and fellow employees. Use college equipment (including computers and software) only for college business, and comply at all times with [Dartmouth's Acceptable Use Policy](#). College equipment or property may not be removed from the workplace without the written permission of the appropriate divisional or department head, and such property must be returned along with any items issued for the purpose of performing your campus job upon termination.
11. Treat all customers and co-workers with courtesy and consideration.
12. Notify your supervisor if you decide to resign.
13. Comply with all applicable Dartmouth policies and procedures.

## B. How to find a job at Dartmouth

All students can access and are encouraged to bookmark the [JobX/TimesheetX Student Employment system](#) <<http://dartgo.org/studentjobs>>. The system lists employment opportunities for jobs paid by Dartmouth College and non-Dartmouth employers. Students who wish to use their mobile device are strongly encouraged to [add JobX/TimesheetX to their Mobile homescreen](#) (pdf).

## Job Types

Before starting your search, it's helpful to know that there are several job types available for you to select from in the system. Review the [Job Types chart](#) (pdf) online. In the left column, you'll find the different Job Types. As you follow each type across, you'll see the results of which job types are included in the Quick searches.

The [JobX system](#) includes employment opportunities for jobs paid by Dartmouth College and other, non-Dartmouth, employers.

- International Students with a Dartmouth-sponsored visa are only eligible to work in jobs paid by Dartmouth College.
- Students with Federal Work-Study (or FWS for short) in their Financial Aid award (not employment) may work in any Dartmouth job *and* if their FWS balance is >\$300 for the term, they are also able to apply to jobs that are open ONLY to students with FWS.

## Subscribe to JobMail alerts

Students who are job searching for consistent and infrequent paid opportunities are strongly encouraged to set up JobMail, an email notification system that notifies subscribers about potential job matches based on their interests. Instructions on how to sign up are on the [student employee training page](#).

## Search & Apply to Jobs

Instructions on how to search and apply for jobs are on the [student employee training page](#). Students can choose to use either the Quick Search or the Advanced Search option.

**International Students with F-1 or J-1 immigration status should be aware that they are not allowed to work for any employer other than Dartmouth. As such, they should not apply for positions listed by Non-Dartmouth employers.**

Dartmouth College and the Office of Student Employment are not responsible for the safety, wages, working conditions, or other aspects of off-campus employment. Dartmouth does not screen employers who post job opportunities at the Student Employment Office, and by posting jobs, the College and the Student Employment Office does not make any representation as to the working conditions that may exist at any place of employment. The use of this system shall be entirely at the risk of the users hereof, and the College expressly disclaims all liability.

It is the responsibility of the applicant to thoroughly research the organizations and workplaces to which they are applying. The applicant is advised to use caution and common sense when applying for any position. Do not put yourself in a vulnerable situation. Even the best job opportunity is not worth jeopardizing your safety.

## False Job Opportunities (scams)

**Warning:** Be aware of the dangers associated with applying for employment that is solicited by direct e-mail. Campus positions should always be posted in the [JobX student employment system](#). If you receive an unsolicited e-mail from an individual or what appears to be a company, **it is very likely a scam**.

- Every student is encouraged to review the [Recognize Job Scams and Fraud page](#) for tips.
- If identified, please report scams using this form. The information collected via the form is distributed to ITC's Information Security department and the Department of Safety and Security (DoSS).

## C. Paperwork requirements and deadlines

### Federal Form I-9

By federal law, Dartmouth must verify the employment eligibility and identity of each person hired, including U.S. citizens. Therefore, every employee who has accepted an offer to work for Dartmouth MUST:

3. **On or before your FIRST day of work:** Complete Section 1 of the [Form I-9 online](#).
4. **On or before your THIRD day of work:** Show [original documents](#) (no photocopies, scans or digital images) to complete Section 2 of this form **IN PERSON** with one of the following\*:
  - **Human Resources Office:** 7 Lebanon Street, Suite 203 – [office hours listed online](#)
  - **Dartmouth College trained I-9 representative:** [Representative list online](#)

\* Employees who are working remotely within the United States and cannot complete an I-9 in person in Hanover, NH must [request to complete an in-person I-9 elsewhere in the US](#).

All documents will be verified electronically through the USCIS E-Verify system. Please allow up to 15 minutes for this process to take place.

*Failure to complete the above steps within three days of starting work will result in suspension or termination of employment.*<sup>6</sup>

### Electronic Student Employee Timesheets

After the hourly-paid job has been accepted by the Student employee, they are required to:

- Review the job offer email and actively accept or decline the offer.
- Use the training materials available on the [Student Employee Training Resources page](#) to learn how to use the timesheet system.
- Log into [TimesheetX](#) and record the start and end of each work shift.

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<sup>6</sup> Dartmouth may, at its discretion, require the completion of a Form I-9 before work begins.

Supervisors are required to:

- Hire their student employees using the [JobX system](#) *before the student's first day of work.*
- Review and actively approve student timesheet by the deadline established by the college after each pay period has ended. If a supervisor is unavailable, they must make arrangements to designate another supervisor to review and approve student timesheets in their absence.
- See additional supervisor responsibilities in the [Supervisor-Specific Information](#) section.

Any hours not recorded in the pay period will require a revision process and will not be paid on time. See the [Student Time Reporting Corrections page](#) for detailed steps to revise timesheets.

### **Electronic Pay Options (strongly recommended)**

All employees are strongly encouraged to make use of one or both electronic pay options outlined in the bullets below. Direct questions about these electronic pay options to the Dartmouth Payroll Office at (603) 646-2697.

- Log into the [Student Employee Self-Service system](#) with your NetID and password to set up electronic direct deposit of your paycheck and view applicable tax documents.
- Sign up for a prepaid [U.S. Bank Focus debit card](#) to receive your payroll payments.

*Employees that do not set up electronic pay will have their paper paycheck sent via US mail.*

Questions regarding forwarded mail should be directed to [Hinman Mail Services](#).

### **Federal W-4**

After you have been hired into a student employment position, you should log into the [Employee Self-Service system](#) with your NetID and password. Select “Dartmouth Student Self Service” and proceed to **W4 Information**. Complete the Federal W-4 (Income Tax Withholding) information. This instructs the College of your desired tax withholding status. The amount withheld for federal tax is not a straight percentage of the gross amount earned in a pay period.

For those students who do not submit W-4 information, the maximum withholding status will be applied. For advice on withholding status, please consult a family member or a tax advisor. College representatives are prohibited from providing advice to individuals on tax issues. *Both Federal Work-Study and Non-Federal Work-Study earnings are considered taxable.*

Questions regarding your pay, direct deposit, or the Employee Self Service portal should be directed to [Dartmouth.Payroll@dartmouth.edu](mailto:Dartmouth.Payroll@dartmouth.edu) or 603-646-2697.

## Foreign National Tax Treaty Application

Non-resident aliens are strongly encouraged to [email Payroll](#) to request a link for Sprintax, an online system which will determine whether or not a Dartmouth employee is eligible for a tax treaty. A U.S. Social Security number is required.

## Obtaining a Social Security Number

A student must apply for a social security number through the Social Security Administration (SSA) as soon as they begin working if they do not already have one.

Any individual allowed to work in the U.S. according to their immigration status is eligible to apply for an SSN. J-1, H-1B, TN and O-1 status individuals are all automatically eligible to apply for SSNs. F-1 Students with an offer of employment are eligible to apply for a Social Security number. Individuals in J-2 status (dependents of J-1) who have applied for and received an Employment Authorization Document (EAD) work card may also apply for a Social Security number.

Dartmouth's Office of Visa and Immigration Services (OVIS) has compiled helpful information about the application process, including a list of documents that are required (such as a template for a letter that must be written on department letterhead by your supervisor for F-1 visa holders) and a link to the application. Please carefully review their [website](#) for more details.

Once an application is submitted to the SSA Office, the student will be provided with an application receipt. An applicant generally receives their Social Security card via US Mail approximately 3 to 6 weeks from the date of application. Once received, it is imperative that the student show the original document (Social Security card) to a representative in the Dartmouth Payroll Office as soon as possible. The Dartmouth Payroll Office location and physical office hours are [listed online](#).

## Additional information for students without US citizenship or permanent residency

A quick overview of the most common student statuses are below. Each individual is strongly encouraged to review the more detailed information available on the [Office of Visa and Immigration Services \(OVIS\) website](#). Locate your current status under the "Immigration" tab, then review the "Employment" details specific to your individual situation. Please check with OVIS if you have any questions about whether your proposed employment is allowed, according to the on-campus regulations.

### F-1 Student Visa sponsored by Dartmouth:

Dartmouth students who have F-1 status sponsored by Dartmouth are automatically granted the privilege of working on campus for Dartmouth up to 20 hours per week during the academic term and up to full time during official school breaks and earned leave terms.

Work performed on school grounds is "on-campus employment" as long as the employer provides direct services to students. Your paycheck must be issued by Dartmouth.

### J-1 Student Visa sponsored by Dartmouth:

Students with J-1 status are always required to seek prior written permission from their program sponsor before beginning on-campus work each academic term.

To become work-eligible, OVIS has to 'authorize' employment in SEVIS (Dept. of Homeland Security's Student and Exchange Visitor Information System) before a student can legally work. To give that authorization, OVIS needs a letter from the supervisor which states:

- Dept/office employing the student
- who the supervisor is
- where the student will work
- the number of hours per week
- when the job starts, and
- when the job ends

There is no template for the supervisor's letter, but it must be on letterhead and include all the information described above. After receiving this letter, OVIS will:

1. Enter that information in SEVIS, and
2. Produce a letter which authorizes the work

The student must then take the letter of authorization from OVIS and all other required original documents to a [Dartmouth trained I-9 campus representative](#) (pdf) to complete the I-9 process.

**Please note:** SEVIS Registration is required for each student position and must be completed each term the student wishes to work in this position. A J-1 student does not have legal authorization to begin work until all the steps are completed.

## **VI. Supervisor-Specific Information**

Supervisors play a vital role in the success of their student employees. This means supervisors should make sure their student workers have what they need, such as clear expectations. Incorporating the following responsibilities into the work routine can enhance supervisory effectiveness.

### **A. Overview of Supervisory Responsibilities**

1. Hire each student employee in the Student Employment System (Next Gen's [JobX/TimesheetX](#)) prior to their first shift of work.
  - a. Instructions on how to use the student hiring system are [online](#).

- b. If you do not already have supervisor access to the student employment system, follow [these instructions](#) (pdf) to request supervisor access.
2. If the student employment system indicates that the student has not yet completed their required Form I-9, inform the student that this two-step process is required to be completed within three days of starting work or they will no longer be able to work<sup>7</sup>.
3. Require that your student employee(s) [watch the student employee training videos](#) as part of their orientation to their new position.
4. As the supervisor, **you are accountable for ensuring the compliance of your employees to enter their start and end times in the e-timesheet system (TimesheetX) each shift they work.** Do not allow your student employees to enter all their hours at the end of the two-week pay period. See these detailed policies:
  - a. [Student Employee & Supervisor Time Reporting Responsibilities](#)
  - b. [Time Reporting Policy for Hourly Student Employees](#)
5. As a supervisor, you must actively review and approve your student employee's timesheets by the Supervisor deadline set by the Finance Center and Dartmouth Payroll Office. Failure to review and approve timesheets may result in corrective action, up to and including termination of employment and loss of student hiring privileges.
  - a. Supervisor instructions on how to review and approve timesheets in [TimesheetX](#) are available in two formats: [pdf](#) | [4 minute video](#)
  - b. The [Student Employee & Supervisor Time Reporting Responsibilities](#) page outlines the specific steps needed to take if student timesheets are delinquent, or need corrections.
6. Set ground rules regarding work schedules, job responsibilities and performance expectations. Outline the consequences for not complying with expectations.
7. Model good work habits such as punctuality, dependability, fairness, cooperation, honesty and efficiency.
8. Provide feedback to your student employees regarding their work performance
9. Develop a hiring agreement and confidentiality agreement (if appropriate). Require all student employees to sign it. Supervisors are strongly encouraged to use the [sample offer letter, hiring agreement, and confidentiality agreement](#) that are available for download on the SEO website.

## B. Preparing to Hire a Student Employee

### **Notice of Non-Discrimination Policy**

Supervisors are expected to review and be familiar with this policy in its entirety, which can be found [online](#).

### **Determine the responsibilities and requirements of the student position**

The first step to employing a student worker is defining the job. For example, what tasks need to be done? What experience or technical skills are needed to perform the tasks of

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<sup>7</sup> Dartmouth may, at its discretion, require the completion of a Form I-9 before work begins.

the job? Who will supervise the work? What type of work arrangement is appropriate to this work?

### **Set an Hourly Rate**

As a campus, we strive to ensure that student pay is administered equitably and consistently. A student's rate of pay should not be based on the number of hours worked or funding availability. Instead, supervisors are strongly encouraged to use the Dartmouth Student Employment Office ["Recommended Student Hourly Rate Structure" worksheet](#) (pdf) as a guide to set a fair and equitable hourly wage for student positions.

As a general rule, all students employed by Dartmouth are expected to be paid hourly using the biweekly pay schedule. There are very few generally accepted exceptions to hourly pay for student position, and employers must consult with the [Student Employment Office](#) if they wish to employ students in a non-hourly position. (These are sometimes referred to as 'lump-sum' or 'stipend' payments.) Requests that do not meet the exception guidelines outlined in the [How to Process Payments to Students policy](#) will not be approved.

The minimum rate of pay for each range is determined by reviewing the following factors:

- The range and complexity of the job's duties
- The knowledge and skill requirements necessary to perform the job
- Equity, including wage relationships with other student employees doing similar work across campus.

Generally it is expected that a student's starting hourly wage will begin at or near the minimum salary within a wage grade and (potentially) receive increases with longevity and performance, but the following factors may support an hourly wage closer to the middle of the range:

- Market conditions, working conditions, nature of the work involved, and/or recruitment difficulty
- Prior related work experience and training

A standardized scale allows supervisors to pay students a wage commensurate with the skills and experience required to successfully perform the job and offers an opportunity to provide students with promotional incentives. All wages and wage increases are subject to the availability of funds within the department. At no time will a student be paid below the Dartmouth, State, or Federal minimum wage, as applicable.

### **Create the position description and application**

Once the details of responsibilities and pay rate are known, employers may log into the [student employment system](#) and follow the online training ([pdf](#) | [video](#)) to create the job description.

- a. Full employer instructions on how to use the student hiring system are [online](#).
- b. If you do not already have supervisor access to the student employment system, follow [these instructions](#) (pdf) to request supervisor access.

Employers are **strongly encouraged** to:

- a. Use the online application to ease student's ability to apply. Detailed [training video on how to customize application questions](#) is available. This information is also available in second half of the [training pdf](#).
- b. Answer 'yes' to send JobMail when the position is listed. JobMail is a notification tool that allows students to opt-in to receive emails when positions that meet their criteria are posted.

All job descriptions and applications are reviewed and approved by the Student Employment Office, typically within 3 business days of submission. SEO will contact employers if there are questions or clarifications needed before the position is approved.

### **Advertise Student Positions Online**

[JobX](#) is the web-based database and job search system used by the Student Employment Office (SEO) to maintain a complete listing of all student jobs paid by Dartmouth.

#### When to Advertise

The Student Employment Office recommends advertising at least three weeks prior to the end of the term preceding the term for which you have a vacancy. If you are seeking to employ a student to work on a leave term (generally 35 hours per week), we recommend posting your position well in advance. Students may seek employment opportunities early in order to accommodate housing arrangements.

### **Interview and Select Student Employee**

The interview is the most essential part of the hiring process. It is used to determine the student's strengths, weaknesses and ultimate appropriateness for a position. Additionally, information obtained during an interview is not only vital to hiring students but is also beneficial in determining future training and hiring needs. Once you have posted a student position in JobX, set aside time to interview potential candidates.

#### Interviewing and Selection

Departments are strongly encouraged to:

- Screen applications to identify students whose qualifications appear to match the requirements of the job most closely and schedule interviews with those individuals.
  - Instructions on how to use the JobX to manage applications (review, interview, decline applicants) are online ([pdf](#) | [video](#))
- Develop questions based on the responsibilities of and skills needed to perform the position and consistently ask all interviewees the same questions. Avoid asking questions about anything not indicated on the job description.
  - Additional [interviewing resources](#) are available on the SEO website.
- Take notes during or immediately after the interview.
- Tell candidates whether you intend to check references on finalist(s)

## [Sample Interview Questions/Do's and Don'ts of the Interview](#)

It is important to compose a set of interview questions geared toward the skills and responsibilities of the job. Some positions will require analytical skills or customer service experience, while others may simply require a flexible schedule. It is in your best interest to assess the student's ability and willingness to successfully perform the tasks of the job *before* they are hired.

It is advisable to develop an Interview Sheet or Packet to ensure that all candidates are asked the same questions. You may also download and review some [sample interview questions](#) (pdf) from the SEO website.

When drafting your interview questions, keep in mind that **employers are legally not allowed to ask applicants questions related to any protected class** (e.g. Race/Ethnicity/Color/Nationality, Sex/Gender/Sexual Orientation, Martial/Family Status, Disability, Age, or Religion). Please download this [handout](#) (pdf), which gives more specific details.

## **Check References**

It is best practice to request references from your finalist(s). When checking references, limit questions to information that is job-related; don't ask for medical information, information about physical characteristics, and/or other personal information that is not related to the potential employee's job duties and abilities to perform them.

Prepare a list of job-related behavioral-based questions that you can legally ask during the reference check process. This [behavioral-based reference questions](#) (pdf) handout is available to assist you.

## **Make Your Decision and Extend an Offer of Employment**

Selecting the best candidate for the position can be difficult. Employers are strongly encouraged to take notes during the interview so that you will have a record to support the rationale for your choice. Extend the offer to the best qualified candidate and be sure to notify the students who applied and were not selected that the job has been filled.

**Note:** Individual files for student applicants are not maintained in the Student Employment Office or Human Resources. Hiring Departments are strongly encouraged to maintain their own records regarding their student hiring process and decisions and retain these files for three years subsequent to the hiring decision.

## **Notify other applicants who were not selected**

Once your finalist has accepted your verbal offer, notify all other applicants that the job has been filled. Employers using the JobX application can use the online instructions ([pdf](#) | [video](#)) to do so.

## C. Hire Your Selected Student Employee(s)

Follow the steps below to ensure that you have taken the proper steps to hire a student employee.

1. Contact the student(s) and offer the student position in writing. A [sample letter and hiring agreement](#) (MS Word doc) are available for your use. You are encouraged to adapt these templates to fit your needs.
  - o Note: Approved non-Dartmouth Work-Study employers may wish to use this [sample letter and hiring agreement](#) (MS Word doc) instead. It addresses the relationship of the agency as the supervisor, but Dartmouth as the employer.
2. Give the student a copy of the "[Required Paperwork for New Student Employees](#)" form. This outlines exactly what legal paperwork must be completed within 3 days of their start date.
3. If your student employee will have access to private or confidential information, be sure they read, understand and sign a [Confidentiality Agreement](#) (pdf). **Keep this signed agreement in your employee's personnel file.**
4. Contact all other applicants to let them know the position has been filled. If you collected applications via the JobX system, use these instructions to send an email declining applicants ([pdf](#) | [3 minute video](#)).
5. Coordinate with your new employee what their availability is and set a start date.
6. Log into the [student employment system](#) and follow the appropriate instructions below to hire your student employees.
  - o Hire Applicants that applied for hourly-paid job: [pdf](#) | [3 minute video](#)
  - o Hire hourly-paid student who did not apply (identified hire) or is a re-hire: [pdf](#) | [3 minute video](#)
  - o If you do not already have supervisor access to the student employment system, follow [these instructions](#) (pdf) to request supervisor access.
7. If the student employment system indicates that the student has not yet completed their required Form I-9, inform the student that this two-step process is required to be completed within three days of starting work or they will no longer be able to work<sup>8</sup>.
8. Require that your student employee(s) [watch the student employee training videos](#) as part of their orientation to their new position.
9. Direct your employee to the [Student Payroll Schedule](#), located on the Payroll Office website, so they know which two weeks are paid together. Let them know that if they have not opted to participate in the Direct Deposit program, their paycheck will be sent to their their Legal mailing address on file.
10. Encourage your student employee to read the student employee handbook, paying close attention to the [student employee responsibilities and rights section](#).

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<sup>8</sup> Dartmouth may, at its discretion, require the completion of a Form I-9 before work begins.

## D. Supervisor Time Entry (Timesheet) Records Review and Required Approval Guidelines

1. Inform your student employee about their responsibilities for time tracking. Supervisors are accountable for ensuring the compliance of your employees to enter their start and end times in the e-timesheet system (TimesheetX) each shift they work. Do not allow your student employees to enter all their hours at the end of the two-week pay period. See these detailed policies:
  - a. [Student Employee & Supervisor Time Reporting Responsibilities](#)
  - b. [Time Reporting Policy for Hourly Student Employees](#)
2. As a supervisor, you must actively review and approve your student employee's timesheets by the Supervisor deadline set by the Finance Center and Dartmouth Payroll Office. Failure to review and approve timesheets may result in corrective action, up to and including termination of employment.
  - a. Supervisor instructions on how to review and approve timesheets in TimesheetX are available in two formats: [pdf](#) | [4 minute video](#)
3. The [Student Employee & Supervisor Time Reporting Responsibilities](#) page outlines the specific steps needed to take if student timesheets are delinquent, or need corrections.

## VII. Supporting Information for Supervisors

### A. How to Request Access to the Student Employment System (JobX/TimesheetX)

If you do not already have supervisor access to the student employment system, follow [these instructions](#) (pdf) to request supervisor access.

### B. Guidance Regarding Pay Rates and Increases

[Differential Pay](#) refers to additional compensation earned by an employee for working alternative shifts (e.g., 2nd or 3rd shift) and it is computed as a percentage of the employee's rate of base pay. If a department chooses to offer differential pay for particular shifts, it is recommended that the differential pay not be less than 10% and more than 25% of the student employee's base hourly rate.

[Longevity increases](#) are designed to reward students for continuous employment within a department and to encourage retention. While the awarding of student wage increases is at the discretion of the department, an hourly wage increase of 2% is recommended for every student employee every other academic term if (1) the student's work performance is satisfactory or above satisfactory and (2) student returns to the same department in the same or similar position. All wages and wage increases are subject to the availability of funds within the department.

The SEO website provides a [standard chart](#) (pdf) to allow for easy calculation of wage increases for each term worked. It uses the minimum hourly wage for each of the

compensation grades in the Student Hourly Rate Structure. If you use a starting wage other than the minimum, you may change the calculation on the [Wage Increase Formula excel spreadsheet](#) (MS Excel doc) simply by entering a different rate into the highlighted cell.

[Merit increases](#) allow supervisors to reward student employees who perform at a level beyond expectation for a continued period of time. In order to provide a merit increase, a supervisor should complete a formal Student Performance Evaluation with the student. We have included two sample performance evaluations below that you may adapt to fit your student position. The results of the performance evaluation should be "Excellent" or "Outstanding" to warrant a merit increase.

- [Performance Evaluation Sample 1](#) (MS Word doc)
- [Performance Evaluation Sample 2](#) (MS Word doc)

Merit increases should add no more than an additional 2% increase (beyond the 2% already given for longevity) and only after at least two terms of exceptional performance in the position. All wages and wage increases are subject to the availability of funds within the department.

### C. Requests for Personal References

On-campus supervisors who receive a request from an off-campus agency or off-campus employer for a professional reference for a past employee may choose to provide such a reference if the current/former employee has signed a release.

A supervisor who chooses to serve as a reference for a current or former student employee should provide an accurate reference that focuses solely on the student employee's work performance.

### D. Employment Verification Requests

**Written requests sent via US Mail** (typically from either the Federal Office of Personnel Management or the National Conference of Bar Examiners) should be forwarded via Hinman Mail to Human Resources/SEO, HB 6042 for investigation and response.

**Phone and email requests** for employment verification should be referred to [THE WORK NUMBER](#)<sup>®</sup>. This is a service that provides employees and ex-employees with an automated process to handle employment verifications. THE WORK NUMBER<sup>®</sup> does not supply qualitative information regarding performance, medical history, or reason for termination.

*Please note:* While Dartmouth does what it can to provide accurate employment history information for current and former student employees, **our student employment records have limitations and, in most cases, do not accurately reflect the student's actual work history.**

Questions about what may be appropriate or requests for review and guidance can be directed to the [Student Employment Office](#).

## VIII. Student Employment Policies and Regulations

Dartmouth has several policies and regulations that are applicable to all student employees. Student employees and supervisors should read and be familiar with each of the policies listed below and review Dartmouth College's [Policy Portal](#) for new or updated policies affecting employment.

[Accommodations for Individuals with Disabilities](#)

[Code of Ethical Business Conduct](#)

[Confidentiality of Business information](#)

[Conflict of Interest](#)

[Corrective Action](#)

[Driver Policy](#)

[Drug-Free Campus and Workplace Policies](#)

[Employee Records](#)

[Employment Eligibility](#)

[Family Educational Rights and Privacy Act \(FERPA\)](#)

[Health & Safety](#)

[Hours of Work](#)

[Indemnification of Employees](#)

[International Staffing and Contractor Policy](#)

[Lobbying and Political Activities](#)

[Minors Protection](#)

[Notice of Nondiscrimination](#)

[Overtime](#)

[Patent, Copyright, and other intellectual Property Rights](#)

[Pay Transparency Act](#)

[Provisional nondiscrimination and Anti-Harassment Policy and Resolution Procedures](#)

[Research Misconduct Policy and Procedures](#)

[Sexual and Gender-Based Misconduct](#)

[Signature and Requisition Authority](#)

[Solicitation](#)

[Student Employee & Supervisor Time Reporting Responsibilities](#)

[Student Machine Shop Safety](#)

[Student Time Reporting Corrections](#)

[Time Reporting for Hourly Student Employees](#)

[Tobacco-Free Policy](#)

[Travel](#)

[Unemployment Compensation](#)

[Weapons](#)

[Whistleblower Policy](#)

[Workers' Compensation](#)

## **IX. Final Notes & Credit**

If you have any questions or concerns, please feel free to contact the Student Employment Office via [email](#) or by calling 603-646-3641.

*Information in this handbook was originally adapted from and used with permission from Brown University and the University of Maine at Farmington.*