

Student Employment Handbook for Student Employees and Supervisors of Student Employees



Student Employment Office
start working toward your future

Dartmouth College Student Employment Office

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I. About this Handbook

The policies included or referenced in this handbook apply to all Dartmouth¹ 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](#).

¹ "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 SEO JOBNET, the student employment database
- managing job listings through the SEO-TEMPJOBS listserv
- 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 8:00am to 5:00pm EST. 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

1. Dartmouth Policy

Student employment is defined as any job through which a student enrolled in a degree-granting program at Dartmouth² 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 than graduation, they may not continue working as a *student employee*, effective as of the date of withdrawal or separation from the College.

² 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.

2. *Employing students Post-Graduation*

Pending federal employment eligibility, a Dartmouth student employee may continue to work for Dartmouth for one term following the completion of their coursework. International students with F-1 immigration sponsorship are only eligible for this opportunity if they have post-completion work authorization, such as Optional Practical Training (OPT), following the program end date on the Form I-20.

After the one term of employment (detailed dates are below), if a department has a business need to continue employment of this individual, the department must then hire the individual using the staff hiring process. Please contact Human Resources for information on that process.

Employment termination date must be no later than the dates noted below:

- Spring Term Graduates may work until September 30
- Summer Term Graduates may work until December 31
- Fall Term Graduates may work until March 31
- Winter Term Graduates may work until June 30

This practice allows individuals with work authorization who have graduated from Dartmouth to continue working for one full term past graduation and facilitates e-mail continuation for those employed. This opportunity is not available to students who have withdrawn from the college. Contact [SEO](#) for additional information.

3. *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.

4. *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:** Meet in person with a [Dartmouth trained I-9 division representative](#) (pdf) to complete Section Two within the first three days of the start of employment. The employee must provide [original documentation](#) (no photocopies or scanned documents are accepted) and 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.*³

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

5. *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.

- Youths aged 14 or 15 are required to complete a youth work certificate. This certificate is obtained through the completion of the [Employers' Request for Child Labor Form](#) (pdf).
- Youths aged 16 or 17* must complete a [Parental Permission Form](#) (pdf)

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

All completed youth work certificates must be received by the Dartmouth Payroll Office before employment can begin. Completed forms can be sent via campus mail to Hinman Box 6161 or delivered in person to 7 Lebanon Street - Suite 309.

6. *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 under-report or inaccurately report hours in order 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 [Kronos Timekeeping system](#) in order to ensure they are compensated accurately for all hours worked.

All students and their supervisors will be held to the standards provided in our "[How to Process Payments to Students](#)" campus policy document. Failure to comply may result in corrective action up to and including termination of employment.

B. Duration of Position

The approximate end date of a student position should be established at the time of hire. In the absence of an established end date, it will be assumed to be the end of the current academic term. 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

For 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 are not allowed to work in New Hampshire more than 30 hours/week or 6 days/week while enrolled in school (48 hours/week or 6 days/week during school vacations).*

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 in excess of 40 hours within a workweek, overtime compensation is *required*. (See details on [overtime](#))

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.*⁴ Full time employment is allowed during official school breaks and earned leave terms. 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.

⁴ International students with an approved Reduced Courseload from OVIS should consult their OVIS advisor before engaging in employment.

E. Work Injury Procedure and Documentation

All injuries, no matter how minor, should be documented using the [WC 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 and Internal Controls (RICS).

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 work day. Supervisors are responsible for reporting the accident to the Office of Risk and Internal Controls Services within 24 hours of an accident. Timely reporting ensures the best recall of the facts and the prompt delivery of benefits to employees.

F. 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.

G. Student Pay

1. 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.

2. Special pay situations

Salaried or "lump sum" compensation is permitted only in the circumstances outlined in our "[How to Process Payments to Students](#)" campus policy document. These situations are subject to federal and state regulation, 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 make a determination if salaried/lump sum compensation is allowable.

3. 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.

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 hiring departments pro-rata, calculated on the number of hours worked in each position.

4. Student Employee Paychecks

Paper paychecks, or deposit slips for those with direct deposit, are mailed to a student's Hinman Box (HB) unless a student employee has registered for paperless delivery.

- Between terms and during terms in which a student is not enrolled, student mail is forwarded from the [Hinman Mail Center](#).
- If a student will be receiving a paycheck (or payslip) during that period, it is imperative that the individual designate a temporary forwarding address (under "Address/Contact Information" section) in [DartHub](#) (also known as Banner Student).
- If no temporary contact information is given, Hinman will mail paychecks or payslips to the home address recorded in [DartHub](#) (also known as Banner Student).

Student employees are strongly encouraged to set up [Direct Deposit](#). It is the preferred method of payment, providing the employee access to their earnings in a more timely manner. It's easy to do [online](#) using Payroll's [Guide](#) (pdf). Employees who have Direct Deposit may also choose to have their payslip delivered by e-notification rather than receive paper in their Hinman box.

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

5. 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 (or the department's student Timekeeper) to submit an adjustment request to the Payroll Office via the [Hourly-Paid Student Employee Revised/Prior Timesheet](#), found on the [Staff and Student Timecards Payroll website](#).

6. 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, an [Hourly-Paid Student Employee Revised/Prior Timesheet](#) must be submitted 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, an [Hourly-Paid Student Employee Revised/Prior Timesheet](#) must be submitted immediately, but no later than two pay periods from 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.

7. Submit a late or corrected timecard:

Changes to any past pay period cannot be made in Kronos by an employee. If a student employee discovers a mistake in their timecard or needs to revise prior period hours for any reason, the employee must complete an [Hourly-Paid Student Employee Revised/Prior Timesheet](#) (available on the [Payroll website](#)) to correct the employee hours and pay. **Be sure to enter only the correction for the pay period.**

The timecard must be completed with the appropriate two weeks (one full pay period), hours, and supervisor's signature before submission to payroll. Payroll will process the original revised paper timecard only and is unable to accept a digital version for processing.

Refer to the Student Payroll Schedule, located in the Yearly Payroll Schedules section of the [Payroll Office website](#) to confirm which two weeks are recorded and paid together. Corrected timecards will be researched and processed with the next payroll when submitted by the deadline.

8. Holiday, Vacation and Sick Pay

Student employees are not eligible for paid leave and are paid only for hours worked.

IV. Termination Guidelines and Requirements

A. Supervisor Responsibilities

Supervisors must record each student employee's last day of employment (termination) in the Hourly Student Hiring System (PA SmartForm/PASF) as soon as the last day of employment is known and no later than the end of the pay period following the last day worked.

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.

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 paper 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.
2. Complete all required paperwork as instructed by this handbook and your supervisor.
3. Watch the [Dartmouth Hourly-Paid Student Employee Kronos Training Video](#) to learn how to correctly enter your time into Kronos.
4. Enter your actual time worked into Kronos 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, a student conduct review, loss of employment privileges, and possible criminal 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 Notice of Non-discrimination](#).
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

On-Campus and Approved Off-Campus Federal Work-Study Jobs (paid by Dartmouth)*

All students can access the [Jobnet](#) web portal, found on the Student Employment Office's webpage. Run a Quick or Advanced Search with the criteria that match your interests. Then,

review the details for any job opportunity that is of interest and follow the application instructions provided by the prospective employer.

**The Off-Campus Federal Work-Study (FWS) program enables undergraduates who are eligible for Federal Work-Study to hold paid community service jobs. The program allows community agencies to hire students at a reduced cost by cost-sharing the position with Dartmouth. Only students with a "Federal Work-Study" award in their financial aid award are eligible to work in an off-campus FWS community service job.*

Off-Campus Jobs (not paid by Dartmouth)

Private individuals or local businesses frequently contact the Student Employment Office (SEO) wishing to hire Dartmouth students on a part-time and often 'one-time-only' basis. Common opportunities include child care, yard work, computer set-up or data-entry, tutoring, moving help, house-sitting, etc. We also list full-time summer work opportunities such as camp counselors, babysitter/nanny, etc.

If you are a student who wishes to be alerted to these opportunities, please subscribe to our [SEO-TempJobs Listserv](#). After signing-up for this email listserv, you will be sent an email every time a new job opportunity becomes available. You can unsubscribe or change your preferences at anytime using the same [link](#). A list of [frequently asked questions](#) about this service is online.

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 posted through the SEO-TempJobs Listserv.

Warning: Be aware of the dangers associated with applying for employment that is solicited by random e-mail. We encourage all campus positions to be posted through either [Jobnet](#) or the Student Employment -TempJob Listserv. If you receive an unsolicited e-mail, please verify the name through the [Dartmouth Online Directory](#). If you have any questions at all, please [contact SEO](#).

The SEO acts only as a referral service. Neither Dartmouth nor the SEO endorses potential employers or employees. Neither Dartmouth nor the SEO makes any representation or guarantee whatsoever about any position listed through the SEO-TEMPJOBS list, nor does Dartmouth or the SEO assume any responsibility for safety, wages, working conditions, or any other aspect of off-campus employment.

C. Paperwork requirements and deadlines

1. Federal Form I-9

By federal law, all employers 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:** Meet in person with a [Dartmouth trained I-9 division representative](#) (pdf) to complete Section Two within the first three days of the start of employment. The employee must provide [original documentation](#) (no photocopies or scanned documents are accepted) and 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.⁵

2. [Kronos Online Student Employee Timecards](#)

Student employees are required to:

- Look for and open the email that provides their Kronos access.
- Watch the [Hourly Paid Student Employee Kronos Training video](#) to learn how to use the timesheet system.
- Log into their Kronos account and record hours each work shift.

Supervisors are required to:

- Process a PA (Personal Action) in the PASF (PA SmartForm) to create an employment record *before the student's first day of work.*

Time Detail Reports are scheduled by the Finance Center affiliated with the department and sent to supervisors for review after the pay period ends. Any hours not recorded in the pay period will require a [revision process](#) and will not be paid on time.

3. [Direct Deposit, Federal W-4, and Electronic Pay Slips \(strongly recommended\)](#)

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 “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.*

Direct Deposit: Set up your check to be deposited directly into your personal US bank account.

Go Paperless: Stop receiving paper in your Hinman Box (HB). Select “No” under “Paper” for each option.

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

⁵ Dartmouth may, at its discretion, require the completion of a Form I-9 before work begins.

4. Foreign National Tax Treaty Application

Non-resident aliens are strongly encouraged to complete the Non-Resident Tax Exemption Form to support eligibility for tax treaty benefits. Complete and turn in the Non-Resident Tax Exemption Form (with supporting documents) in person to the Dartmouth Payroll Office at 7 Lebanon Street, Suite #309. The Payroll Office is open between 10am and 3pm, Monday through Friday. A U.S. Social Security number is required to invoke a tax treaty. This document is located on the [Payroll Office's Forms](#) page.

5. 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 is open between 10am and 3pm, Monday through Friday and is located at 7 Lebanon Street, Suite #309.

6. 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 of 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 Hourly Student Hiring System (PA SmartForm/PASF) prior to their first shift of work.
 - a. Instructions on how to use the student hiring system are [online](#) (pdf). If this step is not completed correctly, the employee will not be able to access Kronos, nor will they be considered 'hired' by the institution.

- b. If you do not already have access to hiring students using the PASF, instructions on how to request access to the “Hourly Student Hiring Manager” responsibility in the PASF are [online](#).
2. Require each of your student employees to complete the two-step Form I-9 process. If the PASF system indicates that the student has not yet completed their required Form I-9, inform the student that this must be completed within three days of starting work or they will no longer be able to work⁶.
3. Require that your student employee(s) [watch the Hourly-Paid Student Employee Kronos Training Video](#) as part of their orientation to their new position. This instructional video and supporting technical documents are [available online](#).
4. Inform your student employee about their responsibilities for time tracking. As the supervisor, you are accountable for ensuring the compliance of your student employees to enter their hours in Kronos each shift they work. Do not allow your student employees to ‘pre-load’ time or enter all their hours at the end of the two-week pay period.
5. As a supervisor, you must review the Time Detail Report for accuracy when you receive an email from Kronos.Admin@dartmouth.edu. Failure to review the time detail report for accuracy may result in corrective action, up to and including termination of employment.
 - a. If the report is accurate: You are done! No further action is needed.
 - b. If the timecard contains errors: You must contact the student and cc: your Finance Center to instruct the student to make the necessary corrections before Noon on Monday. If the student employee does not respond to the supervisor’s email notification of a timecard error prior to the payroll cut-off, the [Kronos Incorrect Student Time Policy](#) (pdf) should be followed.

At noon on Monday, student timecards are approved and sent to Payroll for processing. Any requests for changes after this are considered on a case-by-case basis. You can always call and talk with someone in the Finance Center. They will do what they can to be sure the correct time is submitted.

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.
10. Supervisors must record each student employee’s last day of employment (termination) in the Hourly Student Hiring System (PA SmartForm/PASF) as soon as the last day of employment is known and no later than the end of the pay period following the last day worked.

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

B. Preparing to Hire a Student Employee

1. *Notice of Non-Discrimination Policy*

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

2. *Create the Student Position*

The first step to employing a student worker is defining the job. For example, what tasks need to be done? What skills are needed to perform the tasks of the job? Who in the office will supervise the work? What rate of pay does the position support? The Student Employment Office (SEO) is available to help you answer these questions as you decide how you will structure your student position.

[Jobnet: What is it?](#)

Jobnet is the web-based database used by the Student Employment Office (SEO) to maintain a complete listing of student jobs that are paid by Dartmouth

[The Jobnet Form:](#)

A [Jobnet Form](#) must be completed by the supervisor for every Dartmouth-paid student position. This job description form defines your job posting for advertisement and should become part of any student training manual, as well as a tool of measure for student evaluations if conducted.

Please see below for assistance in completing this form:

- **SEO Jobnet Number:** Please leave blank if this is a **new position**. SEO will assign a Jobnet number for you. When **revising a current job**, please indicate the Jobnet number already assigned that you wish to revise.
- **Employer/Agency:** Please enter your department.
- **Job Title:** Please enter a title for the position.
- **Hours per week:** An estimate is appropriate here.
- **How to Apply:** Please mark any or all applicable methods.
- **Where is the position located:** Please mark as appropriate.
- **How does a student's work-study eligibility affect your posting:** Dartmouth departments should mark "any eligible student". Positions funded by outside grants, off-campus employers, and departments in Tuck, Thayer or Geisel may check "work-study only" if appropriate. Remember that this will limit your candidate pool.
- **Period of Employment:** Please indicate all terms for which you need a student employee to conduct this work. "Interim" is the time between terms when classes are not in session.
- **Rate of Pay:** Please indicate a rate or range of pay. In general, student positions should be paid hourly. For guidance on appropriate rate of pay for work performed as well as recommendations for increases, please see [Setting an Hourly Rate](#).
- **Contact Name, Title, Telephone, Email & HB:** The person who the student and/or SEO will contact for information regarding this position posting.
- **Supervisor Name:** The person to whom the employee will report.

- **Office location, city, state, zip:** Physical address of the office to which the employee will report for work.
- **Job Purpose within organization:** 1-2 sentences regarding why the position exists (examples given on form)
- **Job Descriptions and Requirements:** Please keep this brief, yet informative. Carefully examine and list the essential functions that an employee must be able to perform, with or without reasonable accommodation.
- **Position Classification:** Choose only one. Prospective employees may sort job listings according to these categories when searching for a job.
- **Comments:** Please share any other pertinent information you wish your applicants to know.

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 in a lump sum. International students are not eligible for federal work-study.

3. 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.

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 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.

4. Advertise Student Positions Online

[Jobnet](#) is the web-based database used by the Student Employment Office (SEO) to maintain a complete listing of student jobs that are paid by Dartmouth. It is accessible on our website.

- **If a campus employer would like to post a new position (one without a Jobnet number)**, please complete and return our two-page [Jobnet form](#). The Jobnet search function is based solely on content from the Jobnet database and the accuracy of the information contained in Jobnet is the responsibility of the supervisor.
- **If a campus employer would like to post a position that already has a Jobnet number**, simply [email SEO](#) and tell us which Jobnet position you wish to have re-listed and which academic term(s)/interim periods you want it listed in the Jobnet websearch.

In addition to Jobnet, employers may also choose to advertise positions in [The Dartmouth](#) for a fee.

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.

5. 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 position on the SEO website, be prepared to set aside time to interview potential candidates.

Interviewing and Selection

Departments are strongly encouraged to:

- Screen applications to identify students whose qualifications appear to most closely match the requirements of the job.
- Interview those who most closely match.
- Develop questions based on objective job-related criteria and consistently ask all interviewees the same questions.
- Take notes during or right after the interview.
- Check references on finalist(s) for position.
- Extend the offer to the best qualified candidate. Notify the students who applied, but were not selected, that the job has been filled.

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.

6. Check References

It is a best practice to request references from your applicants. 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 employee's conduct on the job.

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.

7. Make Your Decision

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.

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 and manage their access to the electronic timesheet system (Kronos) for your position.

1. If your position is for Federal Work-Study-eligible students only, contact either [Financial Aid](#) or [SEO](#) to verify the student's eligibility for this term. (You may wish to verify this status each term as it is possible for this to vary term-by-term.)

2. 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.
3. 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.
4. 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.**
5. Contact all other applicants to let them know the position has been filled.
6. Coordinate with your new employee what their availability is and set a start date.
7. Record the student hire using the [Hourly Student Hiring PA SmartForm](#) (PASF) or work with your Finance Center to complete the hiring transaction for you. It is recommended that you re-hire your student employee(s) every term they work for you.
 - o Instructions on how to use the PA SmartForm Hourly Student Hiring System (PASF) are [here](#) (pdf). If this step is not completed correctly, the employee will not be able to access Kronos, nor will they be considered 'hired' by the institution.
(If you do not already have access to hiring students using the PASF and you would like to request it, follow the [instructions below](#). Your [Finance Center](#) can assist you.)
8. Verify that the student has completed their [Required Paperwork for New Student Employees](#) (I-9 required within three days, Direct Deposit strongly encouraged).
9. Require that your student employee(s) [watch the Hourly-Paid Student Employee Kronos Training Video](#) as part of their orientation to their new position. This instructional video and supporting technical documents are [available online](#).
10. 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 Hinman mailbox.
11. Encourage your student employee to read the student employee handbook, paying close attention to the [student employee responsibilities and rights section](#).

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

1. Inform your student employee about their responsibilities for time tracking. As the supervisor, you are accountable for ensuring the compliance of your student employees to enter their hours in Kronos each shift they work. Do not allow your student employees to 'pre-load' time or enter all their hours at the end of the two-week pay period.
2. As a supervisor, you must review the Time Detail Report for accuracy when you receive an email from Kronos.Admin@dartmouth.edu.
 - a. If the report is accurate: You are done! No further action is needed.
 - b. If the timecard contains errors: You must contact the student and cc: your Finance Center to instruct the student to make the necessary corrections *before*

noon on Monday. If the student employee does not respond to the supervisor's email notification of a timecard error prior to the payroll cut-off, the [Kronos Incorrect Student Time Policy](#) (pdf) should be followed.

At noon on Monday, student timecards are approved and sent to Payroll for processing. Any requests for changes after this are considered on a case-by-case basis. You can always call and talk with someone in the Finance Center. They will do what they can to be sure the correct time is submitted.

VII. Supporting Information for Supervisors

A. How to Request Access to the Hourly Student Hiring PA SmartForm (PASF)

If you do not already have access to hiring students using the PASF, you'll need to request access to the "Hourly Student Hiring Manager" responsibility in the PASF by completing the following documents, available [at this link](#):

- **Confidentiality Agreement** (online form to be completed) *and*
- **Security Access Form** (excel spreadsheet).

Security Access Form Instructions:

1. Complete the top section (details about the person who is requesting access).
2. Scroll down to the "Payroll and Payroll Changes" section.
 - Answer "yes" to the question "Does this person need access to the PA (Payroll Authorization) Smart Form (PASF)?" and
 - Select "Hourly Student Hiring Manager" to answer the question "What type of PASF access is needed?".
 - Enter the name of your Department to answer the question "For what HRMS ORG level?" on the next line.
3. The form is now complete. **Please complete this form in Excel and forward the Excel file for approval to your fiscal officer through email or OnBase.** Email and OnBase approvals are accepted; a physical signature, paper form or PDF of this form is not required.

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 whose work performance is satisfactory or above satisfactory and who returns to the same department in the same or similar position each academic term. All wages and wage increases are subject to the availability of funds within the department.

This chart below is provided 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.

**Typical 2% Wage increase
every other term of working**

Starting Hourly Wage			
	Grade A	Grade B	Grade C
Term 1	\$ 11.50	\$ 12.50	\$ 14.00
Term 2	\$ 11.50	\$ 12.50	\$ 14.00
Term 3	\$ 11.73	\$ 12.75	\$ 14.28
Term 4	\$ 11.73	\$ 12.75	\$ 14.28
Term 5	\$ 11.96	\$ 13.01	\$ 14.57
Term 6	\$ 11.96	\$ 13.01	\$ 14.57
Term 7	\$ 12.20	\$ 13.27	\$ 14.86
Term 8	\$ 12.20	\$ 13.27	\$ 14.86
Term 9	\$ 12.45	\$ 13.53	\$ 15.15
Term 10	\$ 12.45	\$ 13.53	\$ 15.15
Term 11	\$ 12.70	\$ 13.80	\$ 15.46
Term 12	\$ 12.70	\$ 13.80	\$ 15.46
Term 13	\$ 12.95	\$ 14.08	\$ 15.77

[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](#)[®]. This is a service that provides employees and ex-employees with an automated process to handle employment verifications. THE WORK NUMBER[®] 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.

[Accommodations for Individuals with Disabilities](#) (Human Resources website)
[Confidentiality of Business information](#) (Human Resources website)
[Conflict of Interest](#) (Human Resources website)
[Consensual Relationships and Employment of Relatives](#) (Human Resources website)
[Disciplinary Procedures for Sexual Assault](#) (Sexual Respect website)
[Drug-Free Campus and Workplace Policies](#) (Human Resources website)
[Employment Eligibility](#) (Human Resources website)
Hours of Work (Human Resources website)
[Indemnification of Employees](#) (Human Resources website)
[Intellectual Property](#) (Human Resources website)
[Kronos Incorrect Student Time](#) (Controller's Office website)
[Lobbying and Political Activities](#) (Human Resources website)
[Notice of Nondiscrimination](#) (Human Resources website)
[Pay Transparency Act](#) (Human Resources website)
[Programs involving Minors](#) (Office of General Counsel website)
[Research Misconduct and Other Policies Relating to Research](#) (Human Resources website)
[Sexual and Gender-Based Misconduct Policy and Procedures](#) (Title IX Office)
[Signature Authority Policy](#) (Controller's Office website)
[Smoking](#) (Human Resources website)
[Solicitation](#) (Human Resources website)
[Student Driver Policy](#) (Campus Services website)
[Student Records Privacy – Information \(FERPA\)](#) (Office of General Counsel website)
[Time Reporting for Hourly Staff and Student Employees](#) (Human Resources website)
[Travel](#) (Human Resources website)
[Weapons](#) (Human Resources website)
[Whistleblower Policy](#) (Risk and Internal Controls website)

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 adapted from and used with permission from Brown University and the University of Maine at Farmington.