Alternative Work Arrangements

Applies to: All employees not covered by a collective bargaining agreement

Policy Statement:

Employees may request permission to work an alternative or adjusted schedule to facilitate ride

sharing or public transportation; to participate in health or wellness activities, appointments, or

programs; to accommodate pick-up or drop-off for child or other family needs; to take advantage of

educational opportunities on or off campus; or for other personal reasons. Department heads are

encouraged to give favorable consideration to requests for such Alternative Work Arrangements

provided:

 Departmental efficiency and service are not adversely affected;

 Regular office hours to meet departmental needs are not curtailed; and

 Undue burdens are not placed on other employees or supervisors.

Employees should direct Alternative Work Arrangement requests to their immediate supervisors and

make these requests well in advance of the desired effective date. If approved, and unless the

arrangement is agreed in advance to be for a specified time frame, the revised schedule will become

the regular work schedule of the employee. Subsequent changes in working hours, aside from

variations due to emergencies, will require the same approval procedure.

The decision to approve or deny an Alternative Work Arrangement request rests with the department

head. Certain types of positions lend themselves to an alternative schedule and others do not. Should

the appropriate supervisor determine that an employee’s Alternative Work Arrangement is no longer

compatible with departmental needs, the department head may end or adjust the arrangement with

reasonable notice to the employee.

Hours of Work

Applies to: All employees not covered by a collective bargaining agreement

Policy Statement:

Work Schedule

The College determines daily and weekly work schedules based on each department’s

operational needs. Such schedules may be changed at any time at the discretion of the College to

address varying conditions. All employees are expected to work their scheduled hours.

Hourly (non-exempt) employees are normally scheduled to work 7.5 hours/day or 8 hours/day,

depending upon the department/position schedule. Non-exempt employees will be informed of

their scheduled hours by their Department Head. This shall not be construed as a guarantee of

hours of work per day, or per week, or as a limitation on the right of the College to require

reasonable amounts of overtime work. The number of hours in an employee’s work week does

not include the lunch period, unless the person is actually on duty during that time.

Salaried (exempt) employees are expected to give full professional attention to their work and to

be normally available during business hours. Exempt employees are expected to use College

resources, including time, wisely. While their hours may fluctuate to meet department

expectations and workloads, employees may be required to work evenings and weekends and to

travel. Should a salaried employee find him- or herself working excessive hours over a long

duration, he or she is encouraged to discuss priorities and resources with divisional leadership.

Breaks

All employees who works more than 5 consecutive hours are expected to take a 30-minute meal

break. For non-exempt employees, the meal break will be unpaid. Non-exempt employees who

wish to work through their meal break must obtain advance authorization to do so from their

manager. Employees will be paid for all hours worked.

Work Shifts

Within a 24-hour period there are 3 typical work shifts/schedules that an employee may be asked

to work. The majority of positions work first shift. In some instances due to the nature of the

work, the College must employ people over the full 24-hour period. In these cases, where a

second or third shift work schedule is clearly defined and occurs on a regular basis, the College

will add a premium to the employee’s base rate of pay referred to as a shift premium. Definitions

of second and third shifts are: Dartmouth College

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 Second Shift: 4:00 p.m. to midnight

 Third Shift: midnight to 8:00 a.m.

If an employee is hired to specifically work on second or third shift paid leave time (defined as

Holiday, Personal Leave, Vacation Leave, or any other time for which the employee will be paid

but is not working), the employee will be paid at base pay plus the shift premium.

Mandatory Minimum Hours

For Employees in New Hampshire: When an hourly employee reports to work at Dartmouth's

request, the employee shall be paid for not less than 2 hours at his or her regular rate of pay

unless Dartmouth has made a good faith effort to notify the employee not to report to work.

Should the employee report to work after Dartmouth's attempts to notify him or her have been

unsuccessful or if Dartmouth is prevented from making notification for any reason, the employee

shall perform duties assigned by the employer in order to meet the two hour minimum.

Employees who report to work and then request to leave on the basis of illness, personal or

family emergency before working for two hours will not be paid for the minimum two hours

provided that a written explanation, acknowledged by the employee, is entered on the employee's

time record. Employees who are hired and report to work with the expectation that they will

work less than two hours each day and are notified in writing in advance of their schedule shall

be exempt from the two hour minimum rule.

For employees outside of New Hampshire: Dartmouth has employees in states which have

different laws and regulations regarding minimum hours of work. Dartmouth will comply with

those minimums to the extent they exceed the 2 hour minimum discussed above.

On Call pay for non-union staff

Employees will be paid for "on call" time consistent with applicable state and federal law.

Employees are compensated for being "on call" only if they cannot use the time effectively for

their own purposes. Such employees are expected to be able to report to work in a reasonable

amount of time and be fit for duty. The possibility that an employee might receive a call after

normal working hours does not mean they are entitled to additional compensation if they are not

called. For example, if employees only have to leave word about where they can be reached, they

generally are not considered to be working since they can use the time as they wish.

Employees who respond to a call outside of scheduled hours will be paid for all actual hours

worked. Dartmouth College

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Tips

Employees who work in positions where they receive tips directly from customers must report

the amount of tips received each pay period. Dartmouth is responsible for withholding income

taxes and FICA taxes on reported tips as well as paying the employer portion of FICA and

FUTA taxes on those earnings. In some cases, employees are allowed to voluntarily pool their

tips. In cases where employees are allowed to voluntarily pool their tips, Dartmouth will process

the withholdings and FICA and FUTA contributions based on the arrangement.

Payment of Wages upon Employee Death

When an active employee dies, Dartmouth will pay the employee's estate for all hours worked

and the remainder of their scheduled hours for the pay period in which the death occurred.

Payments made under this policy will not be direct deposited, but will be mailed to the mailing

address on file in Human Resources.

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**ABOUT THIS MANUAL**  
The policies included or referenced in this manual apply to all Dartmouth College 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. 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 manual unless approved in writing by the chief human resources officer.

These policies supersede any handbook or policy statements, whether written or oral, issued prior to December 2006. Any subsequent revisions will substitute and replace prior policy or procedure statements and become a part of this manual. The College will provide as much notice as possible of any changes in these policies.  The most recent versions of all policies are available here, and policy updates will be posted directly to this Web site.

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 polices that are unique to the faculty.

If you have questions about any of these policies, please contact your Human Resources Consultant, who is listed on the [HR home page](http://www.dartmouth.edu/~hrs/).

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Grievance Policy, Basic

Applies to: All employees not covered by a collective bargaining

agreement

Policy Statement:

Situations may occur where an employee believes that the fair and consistent application

of a policy affecting him or her has not been followed. In most cases, Dartmouth expects

that the employee will be able to satisfactorily address such concerns within his or her

work area or group. However, when a recent or continuing problem has not been resolved

within a particular work area or group, the College wishes to provide employees an

alternative vehicle for doing so. No employee shall be subjected to discrimination or

adverse treatment for participating in a grievance procedure.

Definitions or Regulations:

A “basic grievance” is defined as a claim that the College has violated a published policy

in the manner in which an employee was treated. Basic grievances do not involve claims

of:

Possible discrimination on the basis of race, color, sex (including sexual harassment or

sexual orientation), religion, creed, age, handicap, national origin, or status as a veteran.

Employees wishing to pursue claims of such discrimination must contact the Office of

Institutional Diversity and Equity.

Disputes over salary grades or salary/rate of pay, or disputes over a supervisor’s

judgment regarding job performance or professional competence should be brought to the

employee’s human resources consultant. Although problems of this nature are not

covered by the Basic Grievance Policy, an employee with these concerns is encouraged

to discuss them with his/her human resources consultants, department head, division

head, or the appropriate contact within the applicable dean or vice president’s office.

The Office of Human Resources will determine whether or not a dispute is within the

scope of this policy.

Procedure:

The College’s grievance procedure consists of three steps: (1) Step I–Informal, (2) Step

II–Formal, and (3) Step III–Appeal. Each step has its own procedures, as set forth below.

Time Limits

If an employee waits a unreasonable length of time before submitting his or her grievance

or proceeding to the next step, the fact-finding process could be difficult and appropriate

action inappropriate. As such, employees are strongly encouraged to follow the time Dartmouth College

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limits set forth below. The chief human resources officer, or his or her designee, may

waive the time limits if extenuating circumstances prevent the timely filing of the

grievance.

The following time limits apply to this procedure:

Step I – Grievance must be filed within 14 days of the event(s) that lead to the grievance.

Step II –The grievance must be filed at Step II within 14 days of the supervisor’s written

response at Step I.

Step III –The grievance must be filed at Step III within 14 days of the written decision of

the chief human resources officer, his or her designee, at Step II.

Step I – Informal Step

In many cases, disputes over the application or interpretation of policy can be resolved

through communications within a particular department or work area. As such, the first

step in the grievance process is a discussion between the employee and the supervisor or

the Office of Human Resources. The employee can initiate this step in one of two ways:

a) Talk with his or her supervisor. The employee should promptly bring the matter to

the attention of the immediate supervisor, explaining the nature of the problem and the

relief sought. The supervisor should respond within three business days, if possible. If

the supervisor provides an oral response to the employee, the supervisor should prepare

a written record of the response.

b) Talk with the Office of Human Resources. If an employee cannot decide whether or

not to initiate a grievance or is reluctant to discuss the matter with the supervisor,

he/she may seek the advice of the appropriate human resources consultant for the work

area who may seek to resolve the issue by discussions with the supervisor. The Office

of Human Resources or the supervisor should provide a written response to the

employee at the completion of this process.

If the informal procedure fails to resolve the grievance, and the employee wishes to

continue the matter, the employee must begin the steps of the formal procedure no later

than 14 calendar days after the receipt of the supervisor’s response.

Step II – Formal Step

1. If the matter is not resolved at Step I, the employee may proceed to Step II by

submitting a written statement to the chief human resources officer. This statement

should outline the relevant facts that form the basis of the employee’s grievance,

indicating the College policy that has allegedly been violated, and stating the resolution

sought. The statement should also identify the supervisor who was involved at Step I. Dartmouth College

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2. Upon receipt of the employee’s written statement, the chief human resources officer,

or his or her designee, will:

a) Advise the employee’s department head of the grievance and determine if the Step

I procedure was complied with. (If the Step I procedure was not followed, the chief

human resources officer or his or her designee will refer the employee back to Step I

unless the chief human resources officer determines that such referral is not likely to

resolve the matter.)

b) Schedule a meeting with the employee, the department head, and the employee’s

supervisor. The meeting should be held promptly (if possible within 14 calendar days

of receipt of the employee’s written statement).

c) Act as chairperson of the meeting, hear both sides of the dispute, render a written

decision following the hearing, and provide the parties with copies of the decision.

If the employee wishes, a fellow College employee may accompany him/her to the Step

II meeting to provide support. However, this effort at resolution is not to be regarded as

an adversarial proceeding and is not subject to the legal procedures of a court of law. The

presence of legal counsel at the meeting is not permitted. Note taking is allowed, but tape

recording of the meeting is prohibited.

Step III–Appeal

If the employee is unsatisfied with the response from the Office of Human Resources at

Step II, the employee can proceed to Step III by submitting a written request to the chief

human resources officer, or his or her, designee for a hearing before an appeal committee.

A three-member appeal committee shall hear the grievance and provide a written

recommendation to the President or the President’s designee. Members of the committee

shall be chosen as follows:

1. The department head and the employee shall each choose three people (listed in

order of preference) from the appeal panel. An “appeals panel” is defined as a standing

list of Dartmouth employees, chosen by the President, from which appeals committees

are chosen to hear grievances under Step III of this policy. The chief human resources

officer shall first identify an appeal committee member from the list submitted by the

employee, based on the employee’s preference and the availability of the person listed.

The second member will be identified in the same manner from the list of persons

submitted by the department head.

2. The two committee members selected by the parties in the grievance shall select a

third member from the panel to chair the committee. If the two committee members

cannot agree on a third member, both shall number in ascending order of preference their

respective choices from among all the names on the panel. These numbered lists shall be Dartmouth College

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given to the chief human resources officer and the person receiving the lowest sum from

the two lists shall be appointed to the committee as chairperson.

Members of the appeal committee shall be impartial and are not “representatives” of the

party selecting them. If any committee member, in the opinion of that member or the

President, has a bias or an interest in the case and is thus impartial, a new person from the

panel will replace him or her. This person will be selected in accordance with the above

procedures.

3. When the appeal committee has been formed, the chairperson will designate a date

and place for a hearing of the grievance. The chief human resources officer will assist the

chairperson in the administrative arrangements and will be present at the hearing.

The function of the committee shall be to determine, based upon the facts, whether or not

the College followed its policy in the manner in which an employee was treated.

The appeal committee will conduct its hearings under the following guidelines:

a) Prior to the hearing, the parties to the dispute (the department head and the

employee) shall determine with the assistance of the chief human resources officer, or

his or her designee:

i. Stipulated facts and documents that shall be prepared and transmitted to the

committee. (If the parties are unable to stipulate to facts, documents, or issues, both

parties can present a list to be transmitted to the committee.)

ii. The unresolved issue(s) to be brought before the committee.

b) The committee shall conduct the hearing in any manner it deems fair and equitable.

To ensure a fair hearing, the parties will present all relevant facts directly to the

committee and will present witnesses who have direct knowledge of the facts and can

offer information about the grievance.

c) The hearings will be conducted privately. The parties may have any College

employee of their choice, who is willing to serve in this capacity, as adviser at the

hearing. Such advisers may offer suggestions and comments. However, the appeal

hearing is not an adversarial proceeding and is not subject to the procedures of a court

of law. The presence of legal counsel at the hearing is not permitted. The committee

may request that a tape recording of the proceeding be made. Such recordings may

not be used outside the committee.

d) The committee shall draft a recommendation based on the stipulated facts and the

evidence brought forth at the hearing. Dartmouth College

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4. The written recommendation of the appeal committee will be reported to the

President or the President’s designee within 15 working days after the conclusion of the

hearing.

5. The appeal committee’s recommendation will be consistent with College policy and

will be advisory to the President, or his or her designee, whose decision will be final and

not subject to review under any other grievance procedure in force at the College. Copies

of the President’s decision will be provided to the employee, the department head, and

the chief human resources officer.

6. The College shall not be responsible for expenses associated with the hearing that

employee incurs.

Remedies

At each step in the grievance process, the individual representing the College may

fashion a remedy that is consistent with his/her authority. If the College determines that

as a result of a failure to follow policy the grieving employee had a financial loss, the

College may provide compensation to the employee for the loss if he or she signs an

appropriate release concluding the matter.

Documentation:

There are no specific documents or forms to be used under this policy. As set forth above,

there are a number of places where written communication is required. That

communication will typically take the form of a memorandum.

