



**HARVARD UNIVERSITY
HUMAN RESOURCES
LABOR AND EMPLOYEE RELATIONS
and FINANCIAL POLICY OFFICE**

Responsible Office: HR Labor
Employee Relations and Financial
Policy Office
Date First Effective: 10/04/2000
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<http://policies.fad.harvard.edu/>

Payment Categories and Hiring Methods for Individuals Classified as an Employee

If, upon Human Resource’s review of a completed [Independent Contractor Questionnaire \(ICQ\)](#), an individual is classified an employee, there are several hiring methods and payment categories available. School and Units may have specific processes regarding administrative or academic appointments. Depending upon the hiring method chosen, different departments may be responsible for processing the type of payroll. Contact your local [Human Resources Office](#) (HR), Academic or Faculty Affairs Office, or Finance Office (FO) for additional guidance. Harvard students providing services to Harvard should be placed on a Harvard payroll and not paid as an independent contractor.

Category	Category Details	Benefits Eligibility	Fringe/Agency Fees
MASSACHUSETTS EMPLOYMENT OPTIONS - For individuals classified as employees working in Massachusetts			
<i>FACULTY OR RESEARCHER APPOINTMENT TYPES - SCHOOLS MAY HAVE SPECIFIC APPOINTMENT PROCESSES REGARDING ACADEMIC OR RESEARCH APPOINTMENTS; CONTACT YOUR ACADEMIC OR FACULTY AFFAIRS OFFICE FOR ADDITIONAL GUIDANCE.</i>			
Temporary Course Instructor Harvard Monthly Payroll Salaried Appointment Job Code: 700041 Object Code: 6120	<ul style="list-style-type: none"> Individuals teaching or co-teaching a substantial portion of a course, listed as instructors in the course catalog, or those who hold a Harvard appointment for their teaching role. May hold an annual term appointment (up to 12 months) and renewable. Contact your Academic or Faculty Affairs Office for guidance. 	<ul style="list-style-type: none"> No benefits (eligible to participate in TDA) Sick Time¹ 	Object Code: 6300
Temporary Executive Education Course Instructor Harvard Monthly Payroll Salaried Appointment Job Code: 700042 Object Code: 6120	<ul style="list-style-type: none"> Individuals teaching or co-teaching a substantial portion of an executive education course on a temporary or intermittent basis in an executive education program. May hold an annual term appointment (up to 12 months) and renewable. 	<ul style="list-style-type: none"> No benefits (eligible to participate in TDA) Sick Time¹ 	Object Code: 6300
Temporary Academic Service Harvard Monthly Payroll Salaried Appointment Job Code: 700043 Object Code: 6120	<ul style="list-style-type: none"> Individual whose primary academic appointment is non-paid (e.g., adjunct or emeritus) who is appointed to render non-instructional academic service and be paid on a temporary or intermittent basis. Contact your Academic or Faculty Affairs Office for guidance. 	<ul style="list-style-type: none"> No benefits (eligible to participate in TDA) Sick Time¹ 	Object Code: 6300
Temporary Academic Researcher Harvard Monthly Payroll Salaried Appointment Job Code: 000048 – Visiting Undergrad Research Fellow Job Code: 000050 – Visiting Postgrad Research Fellow Object Code: 6120	<ul style="list-style-type: none"> Used for short-term (≤1 year) appointments. Visiting Undergraduate Research Fellows – Enrolled in college (not Harvard). Visiting Postgraduate Research Fellows – College graduate with a bachelor’s who may have either enrolled in a master’s program (not Harvard) or hold a master’s degree from Harvard or another institution. Working on behalf of/for Harvard rather than for their own professional development or on their own research. See Non-Benefits or PeopleSoft Job Codes for other options. Contact your Academic or Faculty Affairs Office for guidance. 	<ul style="list-style-type: none"> No benefits (eligible to participate in TDA) Sick Time¹ 	Object Code: 6300



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TEMPORARY (WEEKLY PAYROLL) APPOINTMENT TYPES– OVERTIME ELIGIBLE OR OVERTIME EXEMPT			
<p>Temporary Employee – Overtime Eligible Harvard Weekly Payroll Paid by the Hour Job Code: 700011 – Full-Time Job Code: 700010 – Variable Hours Object Code: 6120 Hiring departments should work with their appropriate local finance, HR, or academic office when hiring Harvard students.</p>	<ul style="list-style-type: none"> • May work 13 weeks. If covering for a leave of absence, backfill can be up to 6 months². • Registered Harvard students and Harvard retirees⁵ may work as a temp indefinitely. • May work full-time and any time worked over 40 hours paid at time-and-one-half hourly rate. • May only switch from Temp to LHT once without a break in service. Thereafter, there is an 8-month break in service required University-wide when job ends before being rehired as a Temp or an LHT. • Majority of work must be done in Massachusetts; otherwise refer to Outside Payrolls below. 	<ul style="list-style-type: none"> • No benefits (eligible to participate in TDA) • Sick Time¹ • Pension 1,000-hr. rule⁴ 	Object Code: 6300
<p>Less Than Half Time (LHT) Employee – Overtime Eligible Harvard Weekly Payroll Paid by the Hour Job Code: 710010 Object Code: 6120</p>	<ul style="list-style-type: none"> • Must work ≤14 hours per week and may work indefinitely³. • May only switch from LHT to Temp once (no cycling is allowed). • No break required to be rehired as LHT unless previous LHT job ended due to violation, in which case requires 8-month break in service University-wide³ • May work more than 14 hours per week to cover for an employee on Intermittent FMLA who calls in sick. This is not allowed on a long-term basis for planned absences. 	<ul style="list-style-type: none"> • No benefits (eligible to participate in TDA) • Sick Time¹ • Pension 1,000-hr. rule⁴ 	Object Code: 6300
<p>Occasional High Hour Contingent Worker (OHHCW) – Overtime Eligible Harvard Weekly Payroll Paid by the Hour Job Code: 700012 Object Code: 6120</p>	<ul style="list-style-type: none"> • May work up to 455 hours per fiscal year (JUL-JUN) with the following limitations • May have hours worked in no more than 12 weeks per fiscal year • May have hours worked in no more than 3 consecutive weeks • Cannot switch between OHHCW and Temp or LHT during a fiscal year 	<ul style="list-style-type: none"> • No benefits (eligible to participate in TDA) • Sick Time¹ • Pension 1,000-hr. rule⁴ 	Object Code: 6300
<p>Temporary Employee - Exempt Harvard Biweekly Payroll Salaried Appointment (set hrs. & pay) Job Code: 700020 Object Code: 6120</p>	<ul style="list-style-type: none"> • Position needs to be determined to be exempt by HR (i.e., salaried payment with no variation in payment pay period to pay period). • May work for up to 6 months. If covering for a Leave of Absence, backfill can be up to 6 months. • Registered Harvard students and retirees⁵ may work as a temp indefinitely. • Majority of work must be done in Massachusetts; otherwise refer to Outside Payrolls below. • 60-day break required before can be rehired as temporary employee at same school/tub. 	<ul style="list-style-type: none"> • No benefits (eligible to participate in TDA) • Sick Time¹ • Pension 1,000-hr. rule⁴ 	Object Code: 6300



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<p>Less than Half Time (LHT) Employee - Exempt Harvard Biweekly Payroll Salaried Appointment Job Code: 710020 Object Code: 6120</p>	<ul style="list-style-type: none"> • Position needs to be determined to be exempt by HR. • Must work less than 17.5 hours per week and may work indefinitely. • Majority of work must be done in Massachusetts; otherwise refer to Outside Payrolls below. 	<ul style="list-style-type: none"> • No benefits (eligible to participate in TDA) • Sick Time¹ • Pension 1,000-hr. rule⁴ 	<p>Object Code: 6300</p>
<p>REGULAR HARVARD EMPLOYEE (FACULTY OR STAFF)</p>			
<p>Permanent Position Harvard Biweekly or Monthly Payroll Appointment type varies based on posting Job Code: Varies based on posting Object Code: Varies based on posting</p>	<ul style="list-style-type: none"> • Human Resources, Academic Services or Faculty Planning may determine that a permanent, posted job is appropriate. 	<p>Benefits linked to employee's primary job</p>	<p>Object Code: Varies</p>
<p>Additional Compensation May be paid on biweekly, weekly or monthly payrolls Earnings Code: Varies based on services and paygroup Object Code: 6190 or 6200 (most common)</p>	<ul style="list-style-type: none"> • Best practice is to pay any Harvard employees with an active paid job via additional pay or as overtime rather than as an Independent Contractor (IC). • Work that falls outside of an employee's normal, regular job assignment. Work cannot interfere with the employee's regular responsibilities, must fall outside their normal work assignment, and are performed outside the normal work schedule. Prior approval should be obtained from the supervisor/home department. Should not be used to provide a regular supplement to an employee's salary or in lieu of an additional appointment. • The payment type will depend upon the work completed (i.e., is it within or outside an individual's normal Harvard duties). • Generally used for academic or exempt staff positions; though in some cases may be applicable for overtime eligible employees. Consult with the employee's supervisor and HR Office prior to work being completed. • See PeopleSoft Earnings Codes for appropriate selection. 	<p>Benefits linked to employee's primary job</p>	<p>Object Code: 6320 or 6321 (most common)</p>
<p>Overtime Eligible Employees Harvard Biweekly Payroll Paid by the Hour Object Code: 6202</p>	<ul style="list-style-type: none"> • Use when services are similar to an employee's current Harvard duties (e.g., exhibitions crew assists in one-time exhibition set-up for another school). • Any hours over 40 will be paid at 1.5 hourly rate. • Must follow local school guidelines and regulations. 	<p>Benefits linked to employee's primary job</p>	<p>Object Code: 6321</p>



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<i>OTHER PAYROLL TYPES FOR MASSACHUSETTS</i>			
<p>Temporary Employee Outside Payroller/Temp or Staffing Agency Examples: AllSource, Randstad, etc.</p> <p>**Harvard/Yoh Managed Service Program (MSP) will be used for outside payrollers or temp/staffing agencies if school/tub has converted.</p>	<ul style="list-style-type: none"> • An outside agency may be used when a department or unit does not have a specific worker in mind or the individual is not working on campus or locally. • Contingent workers who are identified (recruited) by a temp or staffing agency; or may be identified by Harvard and recruited by the agency. • Tenure limits are 3 months or 18 months depending on role • Overtime-eligible jobs performing work that would be done by a unionized staff member on a Harvard payroll have a 3-month tenure limit, or no tenure limit if working 14 hours per week or less • After a 3-month assignment is completed, the worker may be assigned at another Harvard “tub” immediately, or at the same tub after a 60-day waiting period. • If covering for named Harvard employee on leave expected to return, this may be extended to 6 months • 18-month tenure limit for exempt or computer professionals, though easily renewable. This self-imposed limit is intended as an HR check-point before a contingent resource is renewed for another 18-month term. • See Harvard Preferred Vendors or Vendors Enrolled in the Contingent Workforce Project (Harvard/Yoh MSP). 	<ul style="list-style-type: none"> • Benefits are determined by law (Social Security, Unemployment, Mass Sick Time, ACA health eligibility) and by the agency. • Generally, a mark-up cost to the “client” (or buyer), in this case Harvard. 	<ul style="list-style-type: none"> • Outside the MSP, markups for recruited workers are highly variable, and can exceed 100%. • Suppliers participating in the MSP have agreed to mark-ups of 35-39% for recruited talent. • For payrolling in the MSP, there are markups of 18.35% (out of state) and 19.5% (Massachusetts), net of discount
<p>Harvard/Yoh Managed Services Program (MSP) Note: Suppliers in the MSP are enrolled staffing/temp agencies and payrollers. Best practice is to seek contingent labor through the MSP.</p> <p>An individual who does <u>not</u> pass IC qualification may be “payrolled” through the MSP.</p> <p>An individual who <u>does</u> qualify as an IC may be paid through Harvard’s account payable system following University policies.</p>	<ul style="list-style-type: none"> • Tub must be enrolled in Harvard/Yoh MSP • ~ 80 temp and staffing agencies enrolled, plus one payroller, AllSource • Tenure limits are 3 months or 18 months depending on role • Overtime-eligible jobs have a 3-month tenure limit, or no tenure limit if 14 hours per week or less • After a 3-month assignment is completed, the worker may be assigned at another Harvard “tub” immediately, or at the same tub after a 60-day waiting period. • If covering for named Harvard employee on leave expected to return, this may be extended to 6 months • 18-month tenure limit for exempt or computer professionals, though easily renewable. This self-imposed limit is intended as an HR check-point before a contingent resource is renewed for another 18-month term. • Workers report time online in Fieldglass; hours approved by Harvard manager are transmitted to Oracle AP for automatic payment to Yoh. 	<ul style="list-style-type: none"> • Suppliers in program are obligated to provide workers with statutory benefits, such as workers’ compensation, Mass. sick time • Additional benefits may be available based on hours worked. 	<ul style="list-style-type: none"> • Recruited roles (temp agency identifies the worker) have fees 35-39% above the worker pay rate (worker pay rate + markup = bill rate). • Payrolling fees (where Harvard identifies the worker) are 20.5% of worker pay for Mass in-state. • Eligible for a 1% quick pay discount, making net payrolling fees 19.5%.



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EMPLOYMENT OPTIONS OTHER STATES - For individuals classified as employees working in states other than Massachusetts. Contact your local HR office for additional guidance. Generally, individuals working outside of Massachusetts cannot be on the Harvard Massachusetts payroll.			
Harvard California Payroll	<ul style="list-style-type: none"> In limited circumstances, jobs which qualify as an exempt payroll position (i.e., salaried, not over time-eligible) may be put on a Harvard California payroll. Once a position has been classified as exempt by HR, contact Central Payroll for assistance. 	For Exempt Temporary Employees: <ul style="list-style-type: none"> No benefits (eligible to participate in TDA) Sick Time¹ Pension 1,000-hr. rule⁴ 	Object code 6300
Temporary Employee Outside Payroll/Agency Payroll Examples: AllSource, Randstad **Harvard's Managed Service Provider, Yoh, will be used if school/tub has converted. See below.	<ul style="list-style-type: none"> Workers who are identified (recruited) by a temp or staffing agency; or individual identified by Harvard but needs to enroll with the agency. Worker is typically living AND working outside of Massachusetts 18-month tenure limit, though easily renewable. This self-imposed limit is intended as an HR check-point before renewed for another 18-month term. 	<ul style="list-style-type: none"> Statutory benefits are determined by law; agencies provide other benefits based on competitive environment. 	These are consistent for suppliers enrolled in the MSP and vary considerably for those who are not.
Harvard/Yoh Managed Services Program (MSP)	<ul style="list-style-type: none"> Tub must be enrolled in Harvard/Yoh MSP. ~80 temp and staffing agencies enrolled 18-month tenure limit though easily renewable. This self-imposed limit is intended as an HR check-point before a contingent resource is renewed for another 18-month term. Workers report time online in Fieldglass; hours approved by Harvard manager are transmitted to Oracle AP for automatic payment to Yoh. 	<ul style="list-style-type: none"> Suppliers in program are obligated to provide workers with statutory benefits, such as workers' compensation, etc. Additional benefits may be available as described in the attached plan documents from AllSource. 	<ul style="list-style-type: none"> Recruited roles (temp agency provides individual) fees 35-39% above the worker pay rate (worker pay rate + markup = bill rate). Payroller roles (where Harvard identifies the worker) fees 19.35% of worker pay for out of state and eligible for 1% quick pay discount, making net payrolling fees 18.35%.



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<p>INTERNATIONAL EMPLOYMENT OPTIONS –See https://www.globalsupport.harvard.edu/manage-projects/employment/hiring-options Harvard is not set up to comply with local employment and tax laws in countries where it does not have an established presence. Per the Harvard Payroll Policy, employees working primarily outside the U.S. cannot be paid via the Harvard Payroll and must follow the regulations based on the country in which they are completing the work.</p>			
Partner with an established organization	<ul style="list-style-type: none"> • Harvard partners with an established organization in that country (e.g., a collaborator on a grant). • Host country partner is set up to comply with local laws and accepts administrative burden. • If applicable this is usually the most cost-effective, expedient, and risk-mitigating solution. • Other Harvard programs operating in the host country may know of potential partners. The Office of Sponsored Programs may also identify existing subcontractors in the host country. 	Determined by organization	Determined by organization but administrative fees are usually 5-10% of salary plus any required employer payments and benefit contributions. Tax equalization or other expenses may also apply.
Hire via Harvard Global Research and Support Services, Inc.	<ul style="list-style-type: none"> • Harvard Global is an affiliated by separate nonprofit legal entity that can provide employment and payroll services in certain countries. • Contact GSS 	Generally, yes	Harvard Global monthly service fee between \$250-\$725/month in addition to Harvard fringe rates
Employ U.S.-based staff with frequent travel to the foreign location	<ul style="list-style-type: none"> • This avoids many foreign employment complications if full-time work is not needed abroad. Staff are generally considered U.S.-based if they spend more than half their time in the U.S. • GSS can advise on this option, including visa requirements. 	Determined by employment type	Follows Harvard employee processes.
Leverage existing Harvard-affiliated office in the host country	<ul style="list-style-type: none"> • An existing office is set up to comply with local laws and may be able to employ individual on behalf of Department. • Contact GSS about existing Harvard-affiliated offices overseas. 	Determined by office	Determined by office but admin fees can be up to 25% of total compensation in addition to any benefits available and employer taxes
Contract with an in-country professional employer organization (PEO)	<ul style="list-style-type: none"> • The PEO is responsible for compliance with local laws. • Suitable for non-permanent employment arrangements (less than 3 years) in many countries. • GSS can advise on allowability based on host country regulations. • GSS also works with two global PEO firms and can coordinate between the department and the firm. 	Determined by agency and country	Determined by agency but usually a set-up fee and substantial monthly service fee in addition to any benefits available and employer taxes.



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¹ Accrues one hour of sick time for every 30 hours worked, to a maximum of 40 hours of earned sick time each University fiscal year (7/1-6/30). Cannot use earned sick time until they have been employed for 90 days.

² Individuals in an over-time eligible temp position may work up to 13 weeks and require an 8-month break in service University-wide before being hired again as a Temp. Temps can work up to 180 days if backfilling for an employee on an approved leave (does not apply for filling for a vacant position or for an employee on vacation, personnel, or non-FMLA sick leave).

³ If the LHT employee works more than 14 hours per week on three occasions within a one-year period (starting from their hire date), the employee must be removed from their position and an 8-month break in service University-wide is required before being hired again as a temp or LHT. There is no break required if hired into a benefited position (term, seasonal, regular, etc.).

⁴ TDA and Pension do not apply to Harvard Students or Retirees. Other individuals must be credited with 1,000 hours of service in a calendar year to qualify.

⁵ Retirees are defined as individuals over 65 when they terminate from Harvard or individuals who are 55 with 10 years of participation service when they leave Harvard.

Additional Information:

See [FAQs regarding Contingent Workers](#)

[Global Support Services](#)

[Staff Personnel Manual and Contracts](#)