Handbook for Supervisors of Student Employees

Office of Student Employment
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The Purpose of Student Employment

On-campus student employment provides a co-curricular educational experience whereby students hone their work ethics and interpersonal skills, as well as, explore areas of interest for potential careers and fields of study. All of these are necessary for students to become successful and contributing members of the larger community after graduation.

On-campus employment also engages students in meaningful relationships within the campus community and offers financial relief which should promote student retention and students' over-all college experience.

Key Stakeholders

Manager, Student Employment

The Office of Student Employment is a part of Human Resources and the Manager of Student Employment reports to the Director of Human Resources. The goals of the Office of Student Employment include:

- To establish and administer student employment policies and procedures that advance the basic goals of the University.
- To maintain student employee records in compliance with federal, state, and institutional regulation and policy.
- To reaffirm the University's commitment to provide equal employment opportunities to all eligible Montevallo students.

The Manager of Student Employment will provide Human Resource functions relative to Student Employment including: recruitment, on-boarding, employee relations, and training.

University of Montevallo Students

Eligibility to work is based on a student's enrollment status and their work authorization set forth by the U. S. Department of Homeland Security, U.S. Citizenship and Immigration Service. Student workers must be enrolled in classes or at a minimum be admitted for enrollment at UM. Additionally, all students must complete the *Employment Eligibility Verification Form* (Federal Form I-9) demonstrating their authorization to work in the United States.

The University possesses a Child Labor Certificate – Class II issued by the Alabama Department of Labor. Therefore, minors under the age of 16 may not be employed at any time.

Supervisors

The supervisor is the most integral role in the University's Student Employment program. Supervisors will assist HR with preparing job/posting announcements, assess and interview candidates, make hiring decisions, provide on-the-job-training, counsel, and evaluate student employees' performance.

Scheduling

It is important to remember that student employees are "students" first and "employees" second. There may be times during a semester where the student needs additional time to study for an exam, meet with a professor, or work on a group project. Supervisors should not only take into consideration department needs, but the availability and time of students during periods of heavy class demands when arranging work schedules. Furthermore, University policy prohibits student employees from working more than 20 hours per week. This restriction applies to students when classes are in session and during times of breaks. Exceptions to this policy must be approved by the Office of Student Employment.

New Student Employee Orientation

Onboarding

Each new student employee will meet with a representative from Human Resources prior to their beginning work. The primary purpose of this meeting is for the student to turn in necessary employment forms, to obtain instructions on completing timesheets, and to receive other general employment information.

Departmental Training

Every student employee should be oriented to the department and their position by being informed of their specific job duties, departmental policies, work schedule, and supervisor expectations. The Job Description used to advertise/post the position will be a useful tool in discussing the student employee's responsibilities and copies of the job descriptions should be provided to the students.

Students' supervisors should review departmental policies and processes including:

- Identifying protected information relative to The Family Educational Rights and Privacy Act (FERPA), and the University's stance on the protection of information.
- Appropriate dress for the job location.
- Work schedules and requesting time off
- Organizational structure and layout/tour of department • Location of exits, stairs, elevators, and emergency procedures
- Location of mailboxes, supply cabinets, office equipment etc.
- Location of bathroom, break areas and procedures on taking a break
- Security access and use of department and/or building keys (if applicable)
- Office policies on personal use for checking email, web access, downloading music, doing homework
- Specific on-the-job training ○ Who are the department's internal or external customers (I.e. students, parents, faculty, staff, vendors)
    - ○ Provide answers to typical questions that the student worker may be asked ○ Preferred greeting for answering the phones ○ How to transfer calls to department extensions ○ When to make a transfer and when to take a message ○ Other phone etiquette procedures ○ Log-in and log-off procedures ○ Software and other programs to be used

On-line Training

Supervisors will instruct new student employees to complete on-line training opportunities found on the Office of Student Employment Website. Human Resources will receive an automated acknowledgement when the student employee has completed the required on-line trainings. The current offerings include:

- ○ New Student Employee Orientation ○ FERPA
- ○ Identity Theft and Information Protection

Approving Timesheets

Electronic Timesheets

Supervisors are to ensure that student employees complete their bi-weekly timesheets and for approving the student employees' timesheets. Time reporting and approval is a serious responsibility

guaranteeing employees are paid timely and correctly. This function also safeguards the University from violating Federal and State employment laws and regulations.

- The deadline for biweekly (student employee) timesheet approval is every other Monday at noon.

By approving a report, supervisors are certifying that the information recorded by the student employee is correct. Supervisors may return incorrect timesheets to employees when there is need for correction. Contact the Payroll Office as soon as possible if an error or omission is detected. Once the approval queue deadline has passed, the Payroll system will not allow any changes to be performed electronically. It is the responsibility of the supervisors to make sure all of their employees have submitted a timesheet and that these reports are approved prior to the deadline.

- Payroll Office email: payroll@montevallo.edu
- Phone #s: 205-665-6051 or 205-665-6079

All supervisors/timesheet approvers should establish proxies to approve timesheets if their absence.

Paper Timesheets

Student employees under that age of 19 are subject to Child Labor Laws. These statues require record keeping beyond the capabilities of Banner. Specifically, employers must record the exact starting and ending times of minors' work days. Therefore, supervisors will have to collect paper timesheets from students under the age of 19, sign-off on the timesheets, and return them to the Office of Student Employment on a biweekly basis.

Funding Student Employee Salaries

Jobship

Jobship salaries are charged to individual departments. Each department may request discretionary funds for Jobship positions when submitting their annual budget requests. Discretionary funds are awarded based on hierarchy of needs and available financial resources.

If a department is not provided with discretionary funding to cover Jobship salaries, they are limited to hiring student employees who have been awarded Federal Work Study by the Student (Financial) Aid Office.

Work Study

Positions may be advertised as "Work Study Only" when discretionary funds are not available to cover student employees' salaries. Work Study salaries are paid from a federal grant and do not affect the departments' budgets.

Supervisors must verify with the Student (Financial) Aid Office that a candidate has been awarded Work Study funds prior to allowing the student to begin work. The Student (Financial) Aid Office will also inform the supervisor of the amount of each student employee's award; the student's earnings may not exceed the amount of their award. Students may not hold concurrent Work Study positions.

Graduate Assistants

Each year the Provost reviews and approves requests for Graduate Assistants. GA salaries are determined and budgeted for by the Provost; paid from org and account: 14819-6115. Earnings limitations are established for each GA appointment and earnings must be closely monitored to ensure budgetary restrictions are met.

Occasionally, the University receives grants for specific projects permitting the employment of students, most frequently Graduate Assistants. In these cases, salaries are charged to the applicable grant and supervisors follow the guidelines of the grant which pertain to employment.

Eligibility and qualifications for Graduate Assistants are detailed in the *Graduate Bulletin*.

Lengths of Appointment

Work Study

The dates of Work Study appointments are determined by the Office of Financial Aid and are reflective of a particular student's financial aid award. These appointments typically begin on August 1 and terminate on May 31. However, depending on funds awarded, appointments may be short-term such as one month.

Jobship

Jobship appointments are determined by the hiring department and are based on need for workers and available funds. Jobship appointments may not extend beyond the student's anticipated graduation date.

Graduate Assistantships

According to provisions set forth by the Provost and Vice President for Academic Affairs, graduate assistants are appointed on a semester by semester basis.

Pay Rates

Student employees are paid for every hour worked at a rate no less than the current minimum wage as set by the Federal government. Students may not work more than twenty hours per week. When extenuating circumstances occur, the Office of Human Resources can grant a short-term exemption to the 20 hour rule.

The Provost and Vice President for Academic Affairs will solicit requests for graduate assistants for each academic year and will send notification of approvals to the appropriate offices. The number of Graduate Assistantships and the salary to be paid will be determined each year by the Provost and Vice President for Academic Affairs.

In rare situations, students may receive flat-rate payments instead of pay-per-hour. Positions specifically mentioned by the U.S. Department of Labor which may be exempt from receiving pay-perhour include: Residence Hall Assistants who receive remuneration in the form of Room and Board, Writers for School Publications, and Performers in School Choirs and Bands.

Student employees shall be paid for all hours worked in the positions and they may not volunteer to work extra hours without compensation.

Administrative Procedure – Student Worker Compenstion

By policy (04:100—Employment), student employees, in certain circumstances, can be paid above minimum wage. The Administrative Procedure entitled, Student Worker Compensation, supports that policy and outlines the circumstances and criteria under which a student can receive a higher rate of pay. The steps below will help make a determination of whether a pay rate above minimum wage is justifiable:

Procedures for Determining a Student Employee's Rate of Pay

1. Determine the Position Level

Using the *Student Employee Wage Level Rubric* (Exhibit 1) as a guide, determine the position's pay scale level. Complex responsibilities requiring independent decision making, supervision of other workers, specific or advanced skills and knowledge, certifications, etc., will justify a position being on Level 2 or Level 3. The majority of student positions at UM will be Level 1 as they require no previous work experience or existing skills.

2. Determine the Student Employee's Pay Grade

Newly Hired Student Employees

After determining the position level, determine the Pay Step for the specific employee (Exhibit 2). Most newly hired student employees will be paid an amount equivalent to Step 1 of their position's corresponding position level. However, newly hired employees may be paid at Step 2 if they have previous experience performing similar duties at a previous employer.

Returning/Re-appointed Student Employees

When funding is available, employees returning to a department for a second academic year, may be compensated at the next higher Pay Step if their performance warrants an increase. Unsatisfactory or marginal performance does not warrant a pay increase.

Supervisors may consider increasing a student's salary from Step 1 to Step 2 when a student has successfully completed one semester of work. It is expected that the student employee will have successfully completed on-the-job training and demonstrated a high-level of proficiency during their first semester of work.

Thereafter, students may move from one pay step to the next after having worked in a department for a full academic year. Satisfactory performance and available funding must be considered for the step increase.

3. Complete and submit a Student Personnel Action Form

Hiring supervisors will complete and submit to the Student Employment Office a Student Personnel Action Form (SPAF) indicating the student employee's dates of employment and the amount of their hourly rate of pay, as determined in Steps 1 and 2, above. In addition to the hiring manger's signatures, SPAFs authorizing pay rates above level 1 requires the signature of Division Heads or Deans. Paying a student employee an amount above level 5 will require Presidential authorization on the SPAF.

Exhibit 1

University of Montevallo

Student Employment Wage Level Rubric

Factor	Level I Basic	Level II Intermediate	Level III Advanced
Complexity of Assignment	Routine and non-complex.	Moderate difficulty requiring limited decision making.	Performs difficult tasks requiring problem solving and multi-tasking.
Supervision Received	Closely supervised with assistance readily available.	Receives moderate supervision but may make independent decisions within context of clearly defined policies and procedures.	Works with minimal supervision and makes decisions independently based on general guidelines and best practices.
Supervision Given	None	On a limited scale, supervises other student employees or monitors progress toward project completion.	Involves supervision of other student employees or manages complex or large projects.
Scope	Work impacts single department.	Performs tasks that have direct impact on other departments, interacts with other campus departments, or performs tasks in multiple locations.	Work performed reaches beyond campus to community stakeholders.
Knowledge	Performs routine and repetitious tasks.	Intermediate skills, knowledge, or abilities relative of tasks to be performed.	Proficiency in a specific skill and advanced knowledge is required.
Training	Minimal to no training required.	Some training is related required.	Requires specialized advanced training.

Experience	No previous experience required.	Prior experience is necessary.	Closely related experience is required.
Physical Intensity	Mostly sedentary with infrequent lifting of up to 10 pounds.	Completing tasks requires significant amounts of walking, crawling, bending, stooping, climbing, pulling or pushing. Required to lift 11 to 20 pounds.	Completing tasks requires constant walking, crawling, bending, stooping, climbing, pulling or pushing. Required to lift more than 20 pounds.
Environmental Exposure and Hazards	Tasks are performed in a clean and climate controlled environment with little to no exposure to adverse conditions.	Work may be performed in harsh weather conditions; safety precautions may be practiced (protective eyewear and clothing).	Majority of work is performed outdoors; safety precautions must be practiced (protective eyewear and clothing); procedures for handling biohazards and/or operating equipment must be followed.
Certifications and Licensures	None	None	Requires specific certification or licensure.

Exhibit 2

UNIVERSITY OF MONTEVALLO STUDENT COMPENSATION TABLE

	Level 1 Jobship and Work Study	Level 2 Jobship and Work Study	Level 3 Jobship and Work Study	Graduate Research Assistant	Level 1 Graduate Assistant	Level 2 Graduate Assistant	Project Based & Flat Rate
Step 1	$ 8.00	$ 8.50	$ 9.00	$ 11.00	$ 12.00	$ 13.00	Flat Rate Payments Creative Works/RAs
Step 2	$ 8.25	$ 8.75	$ 9.25	$ 11.50	$ 12.50	$ 13.50	
Step 3	$ 8.75	$ 9.25	$ 9. 75	$ 11.75	$ 12.75	$ 13.75	
Step 4	$ 9.25	$ 9.75	$ 10.25				
Step 5	$ 9.75	$ 10.25	$ 10.75				

National Student Employment Appreciation Week

Appreciating Valuable Service

Each spring colleges and universities across the country recognize the importance of the student work experience during National Student Employment Week. Student employees perform invaluable services at UM and the Office of Student Employment will provide ideas for expressing appreciation to student employees during NSEA Week.

Student Employee of the Year

Beginning in 2017, the University of Montevallo will recognize a Student Employee who has gone above and beyond the norm in providing services to their employer. Supervisors are encouraged to nominate a stellar employee by completing a nomination form found on the Office of Student Employment website. The UM winner may then be nominated for the regional and national competitions.

Employing International Students

Supervisors should show no disparity in the treatment of international and domestic students. If an international student is selected for a position, their eligibility to work will be confirmed when they have meet with the Office of Student Employment for Onboarding. It is important that supervisors do not permit students to begin work prior to the Office of Student Employment confirming their work eligibility.

The University's policy of limiting all students to working 20 hours per week is consistent with the Immigration and Naturalization Service guidelines. When employing an international student enforcing the 20 hour limit is essential to the University complying with INS regulations.

International Students from a country with a tax treaty with the United States will have to complete additional paperwork than is required by other students. Those students will be referred to the Payroll Office after they complete their initial employment forms.

Steps for Hiring a Student Employee

1. Review your departmental budget and determine if funds are available to employ a student employee. If so, your position will be classified as **Jobship**.
2. If departmental funds are not available, you may only hire a student who has been awarded **Work Study**.
3. Requests for Graduate Assistantships may be made to the Provost prior to the beginning of each academic year. If approved, you may hire a **Graduate Assistant**.
4. Create a Job Description in PeopleAdmin.
5. Request the Office of Student Employment to post your position on the University's employment webpage.
6. As students apply for your position, review their applications via PeopleAdmin.
7. Interview the best candidates from the applicant pool.
8. Decide which candidate will best meet your department's need. Make a hiring decision.
9. Make an employment offer to the candidate of choice; contingent upon the student satisfactorily completing the hiring/onboarding process.
10. Update PeopleAdmin by marking the candidate of choice as, "hired." And mark the other candidates, "not hired."
11. PeopleAdmin will automatically email unsuccessful applicants rejection notices.
12. Complete a Student Personnel Action Form (SPAF), acquire necessary signatures/approvals, and forward the SPAF to the Office of Student Employment.
13. The Office of Student Employment will notify the Supervisor when the student is eligible to begin work.

A student may not begin working until they have completed the necessary hiring process with the Office of Student Employment.

Conducting Employment Interviews

Interviews are a significant part of the hiring process. The interview is used to determine if the applicant's skills, abilities, and interests are a good match with specific departmental needs. It is also an opportunity for the supervisor to gain information not provided in the application (and resume).

Interview questions should be open-ended (questions which require more than a "yes" or "no" answer) and will provide applicants with opportunities to talk about themselves. All interview questions must relate to the job description and cannot pertain to race, religion, color, gender, sexual orientation, gender identity, gender expression, age, genetic information, disability, national origin, or veteran status.

In addition to providing the supervisor with information to make a good hire; on-campus interviews provide students with valuable experience which will benefit them when looking for a permanent position after graduating from UM.

Corrective Action

The University, at its discretion, may utilize progressive disciplinary procedures to circumvent the necessity of an involuntary termination. If progressive discipline does not adequately correct the problem, student employees shall be given a written explanation of the cause of the termination. Involuntary terminations require the approval of the Office of Student Employment.

Behaviors which necessitate progressive discipline include but are not limited to:

- Repeated failure to comply with the agreed work schedule
- Failure to complete assigned tasks
- Poor performance
- Insubordination or lack of cooperation which results in disturbing other workers or work progress

Egregious behaviors which would likely require summary terminations include but are not limited to:

- Theft
- Threatening/violent behavior
- Job abandonment (consecutive unexcused absences of 5 work days)

Progressive Discipline

When appropriate, the University may utilize a system of progressive discipline to address situations where student employees demonstrate unacceptable conduct and/or performance. The progressive discipline principle allows employees to see the results of their actions if the problem persists and encourages the employee to develop good work habits and avoid further disciplinary measures.

The Office of Student Employment will partner with the supervisor when administering Progressive Discipline. Progressive Discipline may include the following steps.

1. **Counseling:** Discussion by the supervisor with the employee of behavior which could result in further discipline. The discussion should be documented in the supervisor's personal files but need not be filed in Human Resources.
2. **Verbal Warning:** A verbal discussion between a supervisor and an employee about an employee's failure to comply with a rule or demonstrated unacceptable conduct or performance. This is the first step in the formal disciplinary process. The supervisor must document that the meeting occurred, the subject of the meeting, and the outcome of the meeting. Submit the documentation to the employee's file in the Office of Student Employment.

3. **Written Warning:** A second or subsequent step of an ongoing disciplinary issue. Clearly document the steps or action which should be taken by the student employee to correct the performance deficit. Documentation goes to the employee and employee's file in the Office of Student Employment.
4. **Final Warning:** A final warning is issued when the supervisor and Manager of Student Employment have decided that the only possible consequence of further problems with performance or behavior is termination of employment. A Final Warning clearly states the corrective action required by the student and the impending consequence of termination. Documentation goes to the employee and employee's file in the Office of Student Employment.
5. **Termination of Employment:** The end of the progressive disciplinary process requires both documentation of the rationale and circumstances leading up to termination. A Student Personnel Action Form (SPAF) documenting the termination should submitted. Terminations require consultation with the Office of Student Employment.

Providing Employment References

Internal References

University departments may exchange factual employment-related information concerning the job history and performance of student employees. Former or current supervisors should provide information to other UM departments upon request and should not withhold any information related to work performance. This communication should be accurate, objective, and limited to performance only.

External References and Employment Verifications

A student employee's principal relationship with the University is "student" and the individual's records, including employment records, are protected by FERPA. Requests for references and/or employment verifications should be made in writing and must include a release of information authorization. Additionally, the University will respond to bonafide legal requests such as subpoenas and questionnaires from the Federal government. Human Resources should be the only entity to respond to external employment-related inquiries. The information provided by the University regarding a student's employment will only be to the extent that the authorized requests are satisfied.