

JAMES MADISON UNIVERSITY®

Supervisor Handbook for Student Employment 2011-2012

**Prepared by
James Madison University
Student Work Experience Center
Updated June 2011**



A Letter from the Student Work Experience Center

Dear Student Supervisor:

This handbook serves as a resource to ensure you have the necessary information and tools that you will need to successfully supervise student employees. The Student Work Experience Center is always available to assist you with any questions or problems you may encounter throughout your experience as a supervisor of student employees. Please visit the [University Policy Committee's website](#) for a complete and current list of all JMU policies.

The contributions you make as a supervisor of student employees will not only affect the future development of these students, however, will significantly affect the success of the university in attaining the central mission: *To prepare students to be educated and enlightened citizens who lead productive and meaningful lives.*

We wish you all the best,
The Student Work Experience Center

Please note: This handbook has been prepared by the Student Work Experience Center and is intended to be used as a guide and resource to supervisors of student employees at James Madison University. It is neither an employment contract nor an invitation to a contract of any kind. The policies, procedures and other information contained in this book may be changed without notice by the university and/or the Commonwealth of Virginia.

Center Contact Information

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Student Employment Mission Statement

To enhance student learning and meet departmental student employment needs by providing meaningful work experiences.

Introduction

The objectives of the Student Work Experience Center are to provide standardized practices and procedures for student employment, to provide a centralized information system for student employment opportunities, to enhance the awareness of student employment, to provide learning opportunities, and to increase the number and variety of on and off campus employment opportunities.

The guidelines, policies, and procedures contained in this handbook have been developed toward meeting the needs of student employees.

The University's commitment to educating students is advanced through student employment. An essential knowledge of work ethics is gained through work experiences. Student employment is intended to be a learning experience and a productive activity, which supplements a student's academic career. We encourage students to be aware of their responsibilities and to be active agents in making the employment experience a positive one.

Advantages of Student Employment:

- For new student employees to the university, working on campus helps develop a sense of community and belonging. Students who feel a part of their university tend to do better scholastically and remain at the university to degree completion.
- Students with employment history will establish a work record and learn fundamental skills of employment such as punctuality, communication, cooperation, and management.
- Student employees gain preparation for the world of work through the processes of interviewing, hiring, training, supervision, relating to coworkers and the public, meeting expectations, and goal achievement.
- Student employees have opportunities to sample several career choices through varied work experiences.

Responsibilities of the Student Work Experience Center

- Administration of the Federal Work-Study Program
- Administration of the Institutional Employment Program
- Administration of the Part-time Off Campus Employment Program
- Maintenance of student employee position descriptions and pay rates
- I-9 Compliance
- Student employee and supervisor training

The Student Employment Policy

(JMU Policy 1334)

Student employees shall be hired strictly on a part-time, at-will basis. Student employees serve at the will and pleasure of the university. Student employees are not covered by the provisions of the Virginia Personnel Act.

Student employment is intended to provide additional workers for part-time, seasonal or temporarily excessive workloads, interim replacements, short-term projects, or jobs that do not necessitate full-time classified employees. Student employment does not encompass internships, fellowships, assistantships, or other situations where the purpose of the work performed by the student is primarily training for the completion of a degree. (See Section 9, Exclusions, and Policy 2103 Graduate Assistants).

Student Employment Programs

JMU offers two on-campus employment programs to assist degree-seeking students. The Federal Work-Study (FWS) program is federally subsidized and designed to promote part-time employment opportunities to students who demonstrate financial need as determined by the

Free Application for Federal Student Aid (FAFSA). The Institutional Employment (IE) program is funded entirely by JMU and is not based on financial need.

Federal Work-Study (FWS)

To be eligible for employment under this program, the student must be degree seeking, have financial need according to the FAFSA (<http://www.fafsa.ed.gov>), be meeting Satisfactory Academic Progress (<http://www.jmu.edu/finaid/sapgrad.shtml>) and be enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the academic year (fall and spring semesters). During the summer, the student must have intent to re-enroll for the following fall semester in a degree seeking program. **Federal Work Study positions cannot begin until the first day of the fall semester and cannot work past the last day/graduation day in the spring semester.**

Most FWS jobs are on campus. Off-Campus FWS employment opportunities are coordinated by the Community Service Learning Office (<http://www.jmu.edu/csl/>):

- Community Service - employment in an agency where services are designed to improve the quality of life for community residents or to solve particular problems related to those residents' needs.
- America Reads Program - employment in local elementary schools which enables student to serve as tutors in an effort to increase literacy nationwide.

Questions about this program or FWS eligibility should be directed to Shea Tussing (tussinsd@jmu.edu or review the fws frequently asked questions on our website at, http://www.jmu.edu/stuemploy/fws_faq.shtml.

Institutional Employment (IE)

The Institutional Employment (IE) Program is on-campus employment, funded by JMU. This program is not based on financial need. The student employee is **not** required to file a FAFSA. The student employee must be degree seeking and enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the academic year (fall and spring semesters). During the summer, the student employee must have intent to re-enroll for the following fall semester in a degree seeking program.

For more information on either the Federal Work Study or Institutional Employment Programs, please visit our website at, <http://www.jmu.edu/stuemploy/programs.shtml>.

Multiple Sources of Employment

Students *may* work for more than one department at any given time. **If a student works in two or more departments, it is the responsibility of all supervisors and students to ensure that the student does not work more than a total of 20 hours per week during the fall/spring semesters. It is particularly important that international students do not exceed 20 hours per week as this could result in deportation.** Students may work as many as 40 hours per week during the summer semester.

Additional Information:

Students interested in **JMU's Police Cadet Program**, <http://www.jmu.edu/pubsafety/CadetProgram.shtml>, should visit their website for program description and application procedures.

Students seeking employment in one of **JMU's dining facilities** will need to obtain an application from **Aramark** online at, <http://www.campusdish.com/en-US/CSMA/JMU/Employment/> or visit their office at Entrance 7 of Gibbons Hall.

Students interested in working for the **JMU Bookstore** will need to obtain an application from **e-Follett** online at, <http://www.jmu.edu/bookstore/jobs.shtml>, or apply directly through e-Follett at the bookstore.

Graduate students seeking assistantships should search the Job link website, <https://joblink.jmu.edu/applicants/jsp/shared/frameset/Frameset.jsp?time=1276628719317> or visit the Graduate School website at, <http://www.jmu.edu/grad>.

Part-Time Off-Campus Employment Program

The Part-Time Off-Campus Employment Program is designed to provide resources to assist students with finding part-time, off campus employment, regardless of financial need.

Additionally, the program is centered on creating real-world experiences for students that will not only increase self-knowledge, but develop marketable skills that will provide a solid foundation for securing career options beyond graduation. We post a variety of part-time opportunities including but not limited to: retail, industrial, financial, medical, recreational, childcare, educational, as well as community services agencies. Students may view open positions by choosing Off-Campus Job Announcements from the student employment website at http://www.jmu.edu/stuemploy/job_announcements.shtml.

Local Employers post positions by completing the online Job Posting Form (found on the student employment website at <http://www.jmu.edu/stuemploy/postjob.shtml> . Once a student has been hired, local employers will then fill out the online Remove Job Posting Form (found on the student employment website at <http://www.jmu.edu/stuemploy/removejob.shtml>).

Student Employment Process

Create the Position

A current and accurate Position Description (PD) http://www.jmu.edu/stuemploy/wm_library/PD_2009.doc is required for each student job. The purpose of the PD is to identify the expectations of the job and the knowledge, skills, and abilities (KSAs) that are required to be a successful candidate. It also establishes the appropriate pay rate. If a supervisor employs more than one student with the same responsibilities and KSAs, the same PD may be used. Position descriptions must be signed by the student and hiring supervisor to indicate an understanding of the specific responsibilities and KSAs as detailed in the PD.

Advertise the Job

To facilitate the recruitment process, Federal Work-Study and Institutional Employment job vacancies should be advertised on the Hiring Manager side of Job link. If you have not attended training, please visit [J-ess](#) to search for training opportunities. To obtain more information on Job link and access, please visit the User's Guide to Job link at, [Users Guide](#) or <http://www.jmu.edu/stuemploy/joblink.shtml>.

Note: Student Employment will not start posting fall federal work study positions until June 1st due to financial aid award notices not being sent out until mid-late June of each year. Departments and hiring managers can submit positions as early as they wish for approval; however Student Employment staff will hold positions and post beginning June 1st.

Review applications/interview/select successful candidate(s)

After reviewing applications and conducting interviews, the hiring supervisor/department makes the selection. Supervisors are encouraged to contact all unsuccessful applicants and this can be done using Job Link.

**In conducting interviews, all applicants should be asked the same set of questions to ensure fairness and accuracy in the selection process. Sample interview questions and Interviewing Tips & Hiring Procedures for Student Employees can be downloaded from our website at http://www.jmu.edu/stuemploy/wm_library/Interview%20Questions.doc or http://www.jmu.edu/stuemploy/wm_library/Hiring%20Procedures.doc).

Submit hiring paperwork

After selecting the successful candidate(s), the hiring supervisor/department must submit hiring paperwork to the Student Work Experience Center.

To view the complete list of hiring paperwork for both New Hire and Rehire student employees, please visit our website at this link, <http://www.jmu.edu/stuemploy/paperwork.shtml>. All forms can be downloaded and a printable hiring paperwork checklist is available.

The following serves as an **overview** of the procedures that occur once a student is hired:

- Hiring department completes all hiring paperwork. If student is an international student, the hiring department will refer them to the Office of International Student & Scholar Services to complete the I-9 Form and Payroll for the completion of tax and direct deposit forms. The hiring department will complete the PAR form and position description for the international student.

Exception: Any hiring department within the **Student Affairs Division** who is hiring a student and is a NEW HIRE or rehire with a break in service of one year or longer, will complete an **Onboard Request form** and the Student Work Experience Center will schedule an onboard session to complete the student's I9 Verification form. **The hiring department will continue to complete all hiring paperwork except the I9 form at this time.**

- Completed paperwork is sent to the Student Work Experience Center, MSC 3519. The documents are reviewed and once it is verified that they are complete and contain accurate information, the PAR is approved.
- Once approved, the original PAR form, Employee Information Form, copy of the Social Security Card, tax forms, and direct deposit form are delivered to the payroll office. A copy of the student PAR form, the current signed position description, and original I-9 are kept on file in the Student Work Experience Center. Student Employment staff will also enter information from the I-9 Verification Form into the E-Verify system to electronically verify the eligibility of newly hired student employees. All new hire student employees hired on or after June 1, 2011 or rehired with a break in service of one year or more will be entered into E-Verify.

I-9 Form: Employment Eligibility Verification Form

The United States Citizenship and Immigration Services requires an I-9 Form to be completed by all student employees, providing both identity and eligibility to work **within three business days following their first day of employment**. Noncompliance could result in fines to the institution.

It is the responsibility of the hiring department to complete the I-9 Form for all student employees who are U.S. citizens. (**Exception:** if hiring department is within the Student Affairs Division and SWEC will complete I9 form for new hires). In doing so, departmental supervisors, in accordance with federal guidelines, should let the student employee determine which supporting documents are submitted and should view originals of those supporting documents to record data on the I-9 Form. The student employee may provide one document from List A OR provide one document from List B AND one document from List C. Documents presented must be unexpired in order to use as acceptable documents.

Due to the implementation of E-Verify, all new hires when completing the Form I-9, Employment Eligibility Verification Form, **will be required to provide a social security number in Section I**. In addition, **any** List B document **that employees present to show identity** **MUST** contain a photo. **The hiring department will need to make a copy of the documents presented and retain the copy with the I-9 form.**

Please see the "Filling out the I-9 Form" or the I-9 Tutorial on the Student Employment website or follow the link, http://www.jmu.edu/stuemploy/i9_tutorial.shtml for more information.

- The Office of International Student & Scholar Services must complete the I-9 Form for all non-citizen student employees. Prior to sending non-citizen student employees to the ISSS Office, complete the SSA Employment Verification Form (**see Attachment L** or download at http://www.jmu.edu/stuemploy/wm_library/SSA%20Letter.doc), which will be used to verify an offer of employment and to make application for a SS Card, if necessary. After completing the I-9, non-citizens **MUST** contact Sherry Willis (willissl@jmu.edu; 568-8034) in the payroll office for tax analysis.
- Student employee PAR forms cannot be approved and processed without a complete and

accurate I-9 Form.

Background Checks

All newly hired or rehired (any individual whose rehire date exceeds one year from the termination date) student employees will undergo a criminal history record check if a job requirement involves the handling and/or processing of credit card data, payments and transactions. This requirement adheres to the universities compliance with the Payment Card Industry Standards (PCI DSS) standards. See Attachment P or download at [http://www.jmu.edu/stuemploy/wm_library/SWEC_CriminalRecordsCheck%20ReleaseForm\(4-09\).doc](http://www.jmu.edu/stuemploy/wm_library/SWEC_CriminalRecordsCheck%20ReleaseForm(4-09).doc)

E-Verify

All new student employees hired on or after June 1, 2011 will be entered into the E-Verify internet-based system operated by DHS (Department of Homeland Security in partnership with SSA (Social Security Administration) that enables employers to electronically verify the employment eligibility of their newly hired employees. Student Employment staff will use the information provided on the student's I-9 Verification form to enter into the E-Verify system. All rehires with a break in service of one year or longer will also need to be entered into the E-Verify system.

Due to the implementation of E-Verify, all new hires when completing the Form I-9, Employment Eligibility Verification Form, will be required to provide a social security number in Section I. In addition, any List B document that employees present to show identity MUST contain a photo. The hiring department will need to make a copy of the documents presented and retain the copy with the I-9 form.

Monitoring Budgets

It is the responsibility of each individual department to monitor their own student employment budget. However, the PAR originator will be notified if a FWS student goes over their financial aid eligibility. You will receive a FWS Monitoring Report at the mid point of each semester and at the end of the spring semester to assist with budget oversight.

All federal work study earnings must be submitted for payroll by the last pay period of the fiscal year, May 16- May 31 to result in payment on June 16th. Any federal work study earnings submitted after this period will result in these wages being charged out of the department's institutional employment (IE) budget rather than their federal work study budget.

Wage Scale and Pay Levels

The University established a wage scale and pay levels based upon a wage scale analysis on pay rates and working titles for JMU student employees. Upon review of this plan, you will note that the wage scale (**see Attachment B**) is divided into three levels: Basic, Intermediate and Advanced. Each level is distinguished by the following seven factors.

- Complexity of assignment
- Supervision received
- Supervision given

- Scope
- Knowledge
- Training
- Experience

These factors reflect a progression from one level to the next and serve as the basis for the classification system. In addition, each level has a minimum and maximum hourly wage. The intent of this Wage Scale and Pay Levels Plan is to provide a guide to all JMU student employers and to prevent the establishment of arbitrary pay rates. Students employed in the same position, regardless of FWS or IE, performing the same responsibilities, must be paid the same hourly rate or within the same pay range. Contact Shea Tussing (tussinsd@jmu.edu, 540-568-3269) if you need assistance in determining appropriate compensation ranges.

Students may be promoted within the established job classification pay range. The frequency of promotions is determined by the hiring department.

Generally, new hires will begin at the lowest wage of the appropriate classification. However, keep in mind the qualifications and experience level of the individual chosen for hire. The hiring department may set the wage higher as long as it falls within the wage range for the classification established for the position.

Student employees should be evaluated on a regular basis. We recommend student employees be formally evaluated during each semester. If the evaluation is satisfactory, a merit increase within the classification wage range may be appropriate.

If a department wishes to “upgrade” a position or if the position description changes substantially, a new Position Description must be submitted to the Student Work Experience Center.

Promotions/Demotions, Resignations/Terminations, Contract Extensions, Lump Sum after Completion

The PAR allows for a variety of pay actions. When changing the information on an active employee, submit a new PAR and indicate the action/reason for the new PAR. For example, if you wish to give a student a raise, select ‘Pay Rate Change’ in Section III – Action Reasons. **Please be sure to use the drop down menu beside the action code to indicate a specific reason.**

If your student is working through the original PAR end date, a separation notice is **not necessary**. If, however, the employment is terminated prior to the end of the original PAR end date, update the system by submitting a new PAR to indicate a separation with the new end date.

Similarly, if a supervisor wishes to extend the PAR date for a student, a new PAR is required. **NOTE: FWS students cannot work past the last day of the spring semester.** Federal work study employment is not available over the summer.

NOTE: For Lump-Sum after Completion: If a student employee is hired and payment is

lump sum after completion, **ALL hiring paperwork should be completed and processed when the student is actually hired and not near the end or completion of the assignment.** This causes non-compliance issues and paperwork needs to be on file for the duration of the employment contract.

Evaluations

It is important for supervisors to identify job responsibilities and define performance expectations for the student employee. Periodic performance appraisals, both formal and informal, should be conducted. We strongly recommend that all student employees be formally evaluated during each semester. Evaluations are a valuable tool in assessing the student's progress, providing positive reinforcement for good performance or an opportunity to discuss areas that need improvement, and for establishing goals. Evaluations encourage communication and benefit both the student employee and the supervisor.

A student's employment at James Madison University will prove more meaningful if the job is viewed as a learning experience. With this goal in mind, supervisors can assist a student in reaching his/her potential by evaluating the student's performance. Student employment evaluations also serve as a useful tool when writing reference letters for the student employee.

A sample evaluation form can be downloaded at http://www.jmu.edu/stuemploy/wm_library/student_evaluation.doc) and is available on the student employment website. However, supervisors may develop their own evaluation systems provided they are consistent and related to job performance. A signed copy of the evaluation form should be given to the student employee and the original should be placed in the student's departmental file.

FICA Status

FICA (Federal Insurance Contributions Act) is a tax on earnings or wages. Where an employer-employee relationship exists, employers are required to withhold FICA from the earnings/wages of an employee and pay a matching contribution, subject to certain maximums. The Internal Revenue Service Revenue Procedure 98-16 sets forth the standards that are used to determine whether student employees are eligible for the student FICA exemption.

A student employee of James Madison University is eligible for this exemption if the following conditions are met:

1. The student employee must be enrolled and attending classes on at least a half-time basis, either in an undergraduate or graduate program of JMU. Per the University Registrar's guidelines, half-time basis equates to at least six credits taken each term for undergraduate students, and at least five credits taken each term for graduate students.
2. The student employee must not be eligible to receive benefits from JMU that are offered to non-student positions. These benefits include but are not limited to the 403-b annuity program, the state retirement program or the tuition waiver benefit.
3. Student employees may start work within one month prior to the beginning of a new

semester in which he/she is enrolled on at least a half-time basis. This exemption is also available for the student employee who completes working for JMU within a month of the completion of the semester in which he/she was enrolled on at least a half-time basis.

4. The FICA exemption is not available for a student employee during summer break if he/she is not enrolled at JMU on at least a half-time basis during the summer semester. The FICA exemption does not apply to any other university break if that break extends more than five weeks in length.

A student's employee status as half-time will be determined at the end of the drop-add period of each semester.

Supervising Student Employees **Guidelines for Supervisors**

The supervisor plays a key role in the employment program. A supervisor is responsible for making the assignment not just a job, but also an opportunity for students to learn and test new skills while they earn necessary funds.

Roles of a Supervisor

- Teacher
- Trainer
- Mentor
- Manager
- Communicator
- Leader
- Liaison
- Mediator
- Organizer

Supervisor Responsibilities

- Verify that the student employee is enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the fall and spring semesters.
- If hiring for a FWS position, the supervisor **MUST** obtain verification of FWS eligibility prior to the start of employment. Students can print this information from the financial aid summary on their MyMadison account or copy and paste the information into a Word document and send via email.
- Determine and create a job description for each student position in the department.
- Accurately complete the departmental section of the PAR/contract and have it signed to the appropriate point of contact within the department who has personnel budget authority.
- Review the position description with the student employee.
- Keep an accurate record of the FWS budget allocation and current expenditures.
- Have each student read the "Guidelines for Student Employees" (included in this handbook)

- Review with each student employee the appropriate JMU policies at this link, (<http://www.jmu.edu/JMUpolicy>) or the list of recommended policies found on Attachment A.
- Do not permit students to begin working until submitting all completed hiring paperwork to the Student Work Experience Center.
- Comply with federal regulations regarding the I-9 Form.
- Submit tax forms to the payroll office for each student employee.
- Submit Direct Deposit forms to the payroll office for each student employee.
- After class schedules have been finalized, establish a compatible work schedule for each student
- At the earliest convenient date, coordinate a group orientation session with all student employees to establish the nature of the students' duties, expectations concerning punctuality, dress code, confidentiality of assigned work (if applicable), training and compliance with time-keeping regulations, and other general responsibilities.
- Ensure detailed departmental time records (i.e., student employee timesheets or timecard) are properly completed, mathematically accurate, signed by the student employee and designated supervisor, and submitted in a timely manner. Supervisors and student employees must sign departmental time records as evidence of hours worked, and these internal records must be kept on file within the department for three years.
- Keep an accurate account of the time worked by FWS students and an accurate account of the hours still remaining to be worked on a semester basis. Students are not allowed to exceed the authorized FWS amount as noted on the financial aid award notice.
- Notify students of paydays and other payroll related information deemed appropriate. Instruct students on how to view this information via the J-ess system.
- Inform the Student Work Experience Center regarding any student who has resigned from work by submitting a separation PAR form. If a student wishes to resign, advise him/her that a five-day notice is recommended.
- Ensure that the department has adequate funding to cover FICA wages for any student who is not enrolled on at least a half time basis.
- Ensure that student employees do not study on the job, but are working on their assigned tasks.
- Provide the students with feedback on their performance in a timely manner.

What Students Need for Success in the Workplace

1. Clearly defined expectations

- What specific tasks are the student employee's responsibilities?

2. Information about the mission/purpose of the department

- What services does this office provide?

3. Supervision

- To whom should the student employee report for daily tasks/assignments or priority projects?

4. Channel of communication

- If the student employee has a problem or concern, who is the best person to offer clarification?

5. **Instruction regarding attendance and punctuality**
 - How many times can the student employee be absent from work before jeopardizing his/her position?
6. **Training**
 - What type of formalized training does the student employee receive?
 - Is the training important to the student employee's job performance?
7. **Guidance regarding physical appearance**
 - What guidelines must students adhere to concerning dress within the workplace?
8. **Positive attitude**
 - How should the student employee present him/herself to the clientele the office serves?
9. **Commitment to confidentiality**
 - Will the student have access to confidential data?
 - What is his/her comfort level with this responsibility?
 - How will the student's commitment to maintain confidentiality be handled?
10. **Knowledge about evaluation standards**
 - On what specific items is the student employee evaluated?
 - How often do written evaluations occur?
 - Is the rate of pay determined by the student employee's job performance and evaluation?

Guidelines for Student Employees

On campus positions are an educational opportunity to enhance a student's college experience. By accepting campus employment, the student is accepting the responsibilities of that employment. In this regard, certain guidelines and responsibilities have been established for the student.

These guidelines are intended to provide answers to the many questions raised regarding student employment. The supervisor and/or the Student Work Experience Center are ready to provide any assistance not covered in these guidelines. Whether or not the student is a financial aid recipient employed by the Federal Work-Study Program or an Institutional Employment Program student employee, jobs for students are valuable experiences providing the necessary transferable skills needed to achieve long term career success.

Student employees are expected to maintain high standards on the job that reflect well on both themselves and the University. They are to perform assigned duties promptly and efficiently. In addition, students are to exercise good judgment and show courtesy to fellow employees, employers, and the general public.

Student Employee Rights

As an employee of the university, students have a right to:

- Information regarding the rate of pay, award amount (FWS), and the number of hours to be worked per week.
- A specific job description, as well as the supervisor's expectations and standards.
- A clearly defined work schedule.

- Adequate training to perform assigned tasks.
- A safe and sanitary work environment.
- Regular supervision and review of work performed (evaluation).
- Clear explanation of the procedures for submitting completed timesheets.
- Instructions by supervisors regarding procedures to be followed if the student cannot report for a scheduled work period.
- A procedure for stating concerns related to the job or supervisor.

Student Employee Responsibilities

Student employees are encouraged to:

- Become familiar with information provided regarding the terms of the Student Employment Contract and/or FWWS award, and general student employee policies
- Provide supervisor with a copy of class schedule. Students may not be assigned work during times that classes are scheduled.
- Report to the designated department on the agreed contract starting date.
- Complete all hiring paperwork in a timely manner.
- Understand the specific job responsibilities, as well as the supervisor's expectations and standards.
- Observe specific employing unit work rules and requirements.
- Report promptly at your scheduled time and work for the required period of time.
- Notify your supervisor if you are unable to work your assigned time due to illness or other acceptable reasons. Give sufficient advance notice when possible.
- Perform tasks in an efficient and timely manner.
- Use your time productively and avoid socializing on the job; if possible, schedule two- or three-hour time slots when determining your work schedule.
- Be courteous at all times to your supervisor, other department members, and guests.
- Accurately complete, sign and submit timesheets to their supervisor each pay period. This requirement is a condition of employment and could result in termination if not submitted after two consecutive time periods (1 month).

Performance Prohibitions

- Unauthorized disclosure of confidential information or falsifying information.
- Improper use of any University property including office supplies, equipment, mail or phone service.
- Threatening, attempting, or doing bodily harm to another person.
- Use of alcohol or illegal drugs during work hours or reporting to work under the influence of such.
- Possession of illegal weapons.
- Falsification of hours and/or signatures on timesheets.
- Theft of money, equipment, personal or University property.

Consequences

Violation of these rules could result in immediate termination. However, these work rules are general and there may be others specific to the position and/or department. Please share this with your student employees:

The development of good work habits is vital to your career. Do not hesitate to ask your Supervisor questions if you do not understand your job responsibilities. Maintain a good relationship with your supervisor; future employers may seek a recommendation from your on campus employer.

Standards of Conduct and Sanctions

If a student's performance or behavior on the job is unsatisfactory, the immediate supervisor should discuss the situation with the student. If sufficient improvement does not occur, the supervisor, along with the student, should develop a written notice stating the deficiencies and a time period in which improvement is expected. The student and supervisor should sign this agreement to indicate it is mutually agreed upon by both parties. If improvement is not satisfactory within the given time period, the department should notify the student and the Student Work Experience Center in writing of the reason for the dismissal. Notification to the Student Work Experience Centers should be delivered via a separation PAR form.

Students are subject to immediate dismissal from their campus employment for:

- Not reporting to work as scheduled without a legitimate reason and/or without calling their supervisor. (Some departments may opt to give a warning on the initial infraction and dismissal if it occurs again.)
- Falsifications of information on time sheets or having someone else sign the timesheets.
- Improper or insufficient skills (computer competency, literacy, etc.) for the job assignment if they are requirements of the job.
- Breaches of confidentiality of the University, student records and job related information, and any act of dishonesty.

This list is not comprehensive and supervisors may deem other actions inappropriate thus resulting in reasonable cause for termination. We encourage on campus supervisors to contact us with questions regarding these matters.

Top 10 Suggestions on Working with Student Employees

BE AN EXAMPLE. Model strong working habits through efficient, dedicated work practices. Let your own approach to daily work be an example from which students can learn.

BE FLEXIBLE. Understand that student employees are students first, and employees second. Though it is important to have high standards on the job, it is also important to be flexible to accommodate academic obligations.

COMMUNICATE EXPECTATIONS. Communicate the job standards and expectations to your student employees. One cannot assume that these are self evident to the student, even though they may seem obvious to you.

GIVE FEEDBACK FREQUENTLY. Provide consistent and appropriate feedback to your

student employees. Student employees - like all employees - benefit from feedback on job performance, provided it is communicated with a positive spirit.

BE FAIR. Supervisors who are too lenient are not doing students any favors. Campus jobs are substantive work experiences. Treat student employees as you yourself would like to be treated in a given situation.

TRAIN, TRAIN, TRAIN. Take time to train your students in important work skills, attitudes, and habits, such as perseverance, time management, phone skills, quality service practices, and handling difficult situations.

BE A TEAM PLAYER. As a team leader, develop and nurture the unique contributions of each team member. Take a global perspective.

GIVE RECOGNITION When you see a student going the extra mile or persevering through difficult situations, acknowledge this in front of other staff and peers. People need to feel appreciated.

SHARE THE VISION. Have regular staff meetings with your student employees, and inform them how their work fits into a larger purpose of the department and institution. Remember, purposeful work is meaningful work.

BE AN EDUCATOR. To the degree that we each *enhance* the lives of others, we are all educators. How can you contribute to the education of your student employees?

Conclusion

The material in this handbook is intended to serve as a guideline for departmental supervisors. As policies and procedures change, the Student Work Experience Center will send updated notices. It is imperative that departments comply with all regulations. If you have concerns, or need additional information, please contact Student Work Experience Center, ext. 83269.

Attachment A

JMU Policies

The Student Employment Policy (JMU Policy 1334)

Student employees shall be hired strictly on a part-time, at-will basis. Student employees serve at the will and pleasure of the university. Student employment is intended to provide additional workers for part-time, seasonal or temporarily excessive workloads, interim replacements, short-term projects, or jobs that do not necessitate full-time classified employees. Student employment does not encompass internships, fellowships, assistantships, or other situations where the purpose of the work performed by the student is primarily training for the completion of a degree. See Section 9, Exclusions, and Policy 2103 Graduate Assistants. Student employees are not covered by the provisions of the Virginia Personnel Act.

<http://www.jmu.edu/JMUpolicy/1334.shtml>

Federal Minimum Wage

The federal minimum wage for covered, nonexempt employees is \$7.25 per hour effective July 24, 2009. The federal minimum wage provisions are contained in the Fair Labor Standards Act (FLSA), which is administered and enforced by the U.S. Department of Labor (DOL) Employment Standards Administration's Wage and Hour Division. Many states also have minimum wage laws. In cases where an employee is subject to both the state and federal minimum wage laws, the employee is entitled to the higher of the two minimum wages.

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act (FLSA) does not require breaks or meal period be given to workers. Since the State of Virginia does not require breaks or meal periods, these benefits are a matter of agreement between the employer and the employee.

The FLSA does not require:

- 1) Vacation, holiday, severance, or sick pay;
- 2) Meal or rest periods, holidays off, or vacations;
- 3) Premium pay for weekend work or holiday work;
- 4) Pay raises or fringe benefits;
- 5) A discharge notice, reason for discharge, or immediate payment of final wages to terminated employees; and
- 6) Pay stubs or W-2's.

Alcohol and Other Drugs (JMU Policy 1110)

James Madison University's Policy 1110 states that each of the following acts by university employees is prohibited under this policy:

- The unlawful or unauthorized manufacture, distribution, dispensation, possession, or use of alcohol or other drugs on the workplace;
- Impairment in the workplace from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes);
- Or an employee's failure to report, within five calendar days, any offense described above to his or her supervisor.

A workplace is any university-owned or leases property or any site where university employees are performing official duties. Any employee who commits any prohibited act under this policy shall be subject to the full range of disciplinary actions pursuant to applicable disciplinary policies, up to and including termination. The severity of the disciplinary action chosen must be decided on a case-by-case basis depending on the circumstances of each case.

<http://www.jmu.edu/JMUpolicy/1110.shtml>

Smoking Regulations

(JMU Policy No. 1111)

James Madison University is committed to providing a safe and pleasant learning and working environment for its students, employees, and visitors in all University buildings. Medical research has recognized that passive smoke may be hazardous to non-smokers. This policy is an effort to protect the rights of non-smokers from the potential health hazards and discomfort of exposure to passive smoke while also recognizing and respecting the rights of those who choose to smoke.

<http://www.jmu.edu/JMUpolicy/1111.shtml>

Worker's Compensation

(JMU Policy 1312)

It is the policy of James Madison University to provide all employees with a working environment free from recognized health or safety hazards. To implement this policy, it is essential that all employees practice safe working habits and develop safety awareness.

<http://www.jmu.edu/JMUpolicy/1312.shtml>

Release of Information from Employee Records

(JMU Policy 1316)

It is James Madison University's objective to ensure compliance with the Privacy Protection and the Freedom of Information Acts. This policy establishes guidelines for access to and release of personal information on employees, which is maintained by the university.

<http://www.jmu.edu/JMUpolicy/1316.shtml>

Discrimination & Harassment Policy

(JMU Policy 1324)

James Madison University seeks to provide a work and study environment free from all forms of harassment, intimidation and exploitation. Harassment is unwelcome, offensive verbal or physical conduct when:

- submission to the conduct is made a condition of employment or admission of an applicant;
- submission to or rejection of the conduct is made the basis for personal action (recommendation for promotion or tenure) or grades; or
- The conduct seriously affects an employee's performance or creates an intimidating, hostile or offensive work or study environment.

The conduct includes, but is not limited to, unwelcome offensive behaviors referring to a person's gender, race, age, religion, disability, political affiliation, sexual orientation, or national origin.

Questions, assistance or violations related to these policies should be directed to the university's Office of Equal Opportunity at 540-568-6991. <http://www.jmu.edu/JMUpolicy/1324.shtml>

Equal Opportunity Policy

(JMU Policy 1302)

It is the policy of James Madison University to provide equal employment and educational opportunities for all persons without regard to race, color, national origin, religion, gender, sexual orientation, age, veteran status, political affiliation, or disability. An integral part of this policy is to administer recruiting, hiring, working conditions, benefits and privileges of employment, compensation, training, opportunity for advancement, including upgrades and promotion, transfer, and termination of employment including layoffs and recall for all employees with out discrimination. <http://www.jmu.edu/JMUpolicy/1302.shtml>

Disabilities and Reasonable Accommodations

(JMU Policy 1331)

The Americans with Disabilities Act (42 U.S.C. § 12,101 et. seq.) as modified by the American with Disability Act Amendments Act of 2008, and Section 504 of the Rehabilitation Act (29 U.S.C. §791, et. seq.) prohibit discrimination against a person with a disability in the offer or conditions of employment, and in the participation

or furnishing of services. James Madison University is obliged to provide reasonable accommodations to enable qualified individuals with documented disabilities to perform a job, participate in a class, or participate in other university functions.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of a particular job or meet specific academic/program requirements for participation in a university-sponsored program, service, or activity. To be covered under ADA, the disability must be substantial and not temporary. The ADA does not alter JMU's right to hire the best-qualified applicant but does prohibit discrimination against a qualified applicant or employee because of his/her disability. For more information on ADA, contact Human Resources or the university's Office of Equal Opportunity at 540-568-6991. A Disability Resources Committee has also been established to provide information on ADA related matters. Visit their web site at <http://jmu.edu/humanresources/ADA.shtml>.

<http://www.jmu.edu/JMUpolicy/1331.shtml>

Prohibition of Weapons on Campus

(JMU Policy 1105)

No person shall carry, maintain, or store a weapon, concealed or otherwise, on any property owned, leased, or controlled by James Madison University. This policy applies to weapons carried about the person and maintenance or storage of any weapon in any university facility or within any parked vehicle on university premises.

<http://www.jmu.edu/JMUpolicy/1105.shtml>

Returning University Property/Transfer or Separation from Employment

(JMU Policy 1314)

Student employees must return all university property such as keys, electronic equipment, uniforms, etc *before* they leave the position.

<http://www.jmu.edu/JMUpolicy/1314.shtml>

Attachment B

Student Employment Wage Scale and Pay Levels

Scale	Minimum Hourly Wage	Maximum Hourly Wage
EFFECTIVE JULY 24, 2009		
MINIMUM WAGE IS \$7.25/hr		
Level I (Basic)	\$7.25	\$7.95
Level II (Intermediate)	\$8.00	\$9.55
Level III (Advanced)	\$8.90	\$11.70

FACTOR	LEVEL I Basic	LEVEL II Intermediate	LEVEL III Advanced
Complexity of Assignment	-Routine & non-complex -Procedures are well established	-Moderate difficulty -Alternate methods of resolution are available	-Considerable difficulty -Extensive problem solving & decision making required -Usually involves concurrent activities
Supervision Received	-Close supervision with assistance readily available -Limited independent decision making -Duties performed independently after training	-Receives some instructions but may use independent judgment within limits	-Receives supervision in the form of a general outline
Supervision Given	None	-Supervisory responsibilities for limited activities	-Involves supervisory responsibilities for large or complex activities
Scope	-Limited to job task performance	-Responsible for segment of the total operation activity	-Responsible for specialized or whole operation
Knowledge	-On the job training provided	-Relevant job related knowledge required -Specialized knowledge required	-Requires specified advanced experience indicating advanced knowledge in area
Training	-None or minimal previous training required	-Relevant job related training	-Requires specified advanced training
Experience	-None or minimal experience related to job	-Prior experience necessary	-Requires moderate experience

*** If a student is being paid by piece work the minimum is \$5.00**