James Madison University

Supervisor Handbook





Revised: August, 2018

**A Letter from the Student Employment Office**

Dear Student Employee 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 Employment Office 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 at <http://www.jmu.edu/JMUpolicy/numberlist.shtml> 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, you 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,

Student Employment

**Please note**: This handbook has been prepared by Student Employment 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.

**Student Employment Contact Information**

Location & Mailing Address: 5th Floor Student Success Center

MSC 3519 738 S. Main Street Harrisonburg, VA 22807

Email Address: [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu)

Website: [www.jmu.edu/student-employment](http://www.jmu.edu/student-employment)

Telephone Number: 540-568-3269

Fax Number: 540-568-7994

**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 Employment Office 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 until 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 Student Employment**

* 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](http://www.jmu.edu/JMUpolicy/1334.shtml)**)**   
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).

**20 Hour Work Week Rule**

Student employees are eligible to work up to 20 hours per week while classes are in session. The average student employee will work 10 hour per week during academic semesters. During fall, winter and spring break student employees can work up to 40 hours per week since classes are not in session. If the student works more than 40 hours per week during a break the department must pay the student employee overtime.

During the summer if the student employee is taking classes they can work up to 20 hours per week. Once the summer class session for the student employee is completed they may begin working up to 40 hours per week. During this time if the student employee exceeds the 40 hour work week the department is responsible for the overtime.

**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/financialaid/learn/sap/index.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). Students employed as federal work study cannot begin work until the first day of the fall semester and cannot work past the last day/graduation day in the spring semester. **There is no FWS positions for summer.**

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 Student Employment ([studentjobs@jmu.edu](mailto:studentjobs@jmu.edu)) or review the FWS frequently asked questions on our website at, <http://www.jmu.edu/student-employment/students/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 meeting Satisfactory Academic Progress (<http://www.jmu.edu/financialaid/learn/sap/index.shtml>), 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/student-employment/students/job-comparison.shtml>.

**Graduate students seeking assistantships (GAs, TAs, AAs, and Docs)** Students seeking Graduate or Doctorial assistantships should search the JobLink website, <https://joblink.jmu.edu/?_ga=2.3237872.1721814826.1505737631-587426139.1498059908>

or visit the Graduate School website at <http://www.jmu.edu/grad/currentstudents/assistantships/assist_info.shtml>. For a student to be eligible to receive an assistantship upon entry into a graduate program, the following criteria must be met:

* The student must be conditionally or unconditionally accepted into a graduate program. Students who are provisionally accepted will not be eligible until they achieve conditional or unconditional acceptance into their program.
* The students must have an official transcript on file indicating completion of a baccalaureate degree from a regionally accredited institution.
* After receiving an assistantship, the student must maintain at least a 3.0 graduate GPA in order to retain or reapply for the assistantship.

These are minimum criteria. Graduate program coordinators have the right to impose additional criteria if they see fit.

***Assistants are typically paid the following stipends:***   
Teaching Assistant and Athletics Assistants (TA and AA):  $9,284 ($4,642 per semester)   
Graduate Assistant, Service Assistants, and Research Assistants (GA, SA, and RA): $7,911 ($3955.50 per semester).  
  
\*Doctoral Assistants and Assistants funded through grants may be paid at different rates.  
  
**Health Insurance is not included in assistantships. Graduate students may purchase health insurance; for information please call the Health Center.**

*Tuition Waivers*

Graduate, Teaching, Service, and Athletic Assistants generally receive 9 hour tuition scholarship amounts, per semester, for **graduate level course work only.** Doctoral tuition awards may differ. Grant-funded assistantship tuition scholarships may or may not be available. GAs are responsible for tuition for any undergraduate hours and for all additional hours for which the student is registered over and above the designated number specified in your contract.

See **Attachment C** for financial assistant document from The Graduate School.

### 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**.

Exceptions to the 20 hour work week rule Adult Degree Program (ADP) students and Graduate Students without an assistantship are allowed to work over the 20 hour limit. Graduate students with assistantships are also exempt from this rule with the approval of The Graduate School. Please see JMU Policy 1334 for more information, <http://www.jmu.edu/JMUpolicy/policies/1334.shtml>.

**Affiliates**

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 752 Ott St. Harrisonburg, VA 22807 (Wine-Price bldg.)

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.

Students looking for work in the **JMU Post Office** will need to obtain an application from **Ricoh** online at, <http://www.jmu.edu/mailservices/> or visit the post office in Madison Union.

**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.

Local Employers post positions by completing the online Job Posting Form, found on the student employment website. Students may view open positions by choosing Off-Campus Job Announcements from the student employment website at <http://www.jmu.edu/student-employment/supervisors/localemployers.shtml>.

### Recruitment & Selection: Student Employment Process

***Create the Position***

A current and accurate Position Description (PD) 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. The PD can be found on the Student Employment website at:

<http://www.jmu.edu/student-employment/supervisors/paperwork.shtml>.

**Advertise the Job**

To facilitate the recruitment process, Federal Work-Study and Institutional Employment job vacancies should be advertised in JobLink. To obtain more information on JobLink and access, please visit the User’s Guide to Job link at, <https://www.jmu.edu/humanresources/recruitment/recruiting/hiring-manager/joblink-guide.shtml>.

**Note: Student Employment will not post any fall federal work study positions until after June 1st because financial aid award notices are not distributed until mid-late June each year. Departments and hiring managers can submit positions as early as they wish for approval; however Student Employment staff will hold positions and begin posting after June 1st.**

***Review applications***

Review applications and other requested documents, such as resumes, cover letters, etc. thoroughly for each applicant. Compare their skills, talents and experience to the PD created for the position. Select the best applicants that meet your needs to interview. Student Employment recommends interviewing at least two candidates per position that you are hiring for.

***Interviews***

When planning for interviews, all applicants should be asked the same set of questions to ensure fairness and accuracy in the selection process. Sample interview questions can be downloaded from our website at: <http://www.jmu.edu/student-employment/supervisors/index.shtml>. For student interviews it is recommended not to ask more than 15 questions. Begin with easy questions and work your way to the harder questions. The candidate is nervous, put them at easy, this may be their first interview.

During the interview be watching for non-verbal cues, professionalism, soft skills, etc. Leave time at the end of the interview for the candidate to ask questions.

After the interview immediately discuss with your search committee on the candidate’s performance and fit for your office. If you interviewed alone, reflect on the candidate’s answers and how they would fit in your office dynamic.

***References***

The Student Employment Office recommends completing at least 2 references when hiring a student employee.

***Hiring***

Contact the student(s) you have selected to work in your office first and get a confirmation that they accept the position you are offering. Then contact the other candidate(s) you interviewed to let them know of the decision.

***Submit hiring paperwork***

After selecting the successful candidate(s), the hiring supervisor/department must submit hiring paperwork to Student Employment. Please follow these steps to ensure the hiring paperwork is completed thoroughly.

*Completing New Hire Paperwork*

1. Complete Employee Information form (attach to ePAR)
2. Position Description (attach to ePAR)
3. Collect a copy of the student employees Social Security Card (attach to ePAR)
4. W-4 (send original to Payroll Services, MSC 5706)
5. VA-4 (send original to Payroll Services)
6. Direct Deposit Form (send original to Payroll Service)
7. Complete Electronic I9 Section 1 ([www.newi9.com](http://www.newi9.com))
8. Inform the student employee that they will be receiving an email from [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu) to complete I9 Section 2
9. The person completing the hiring paperwork with the student employee will receive a confirmation email once I9 Section 2 is complete.
10. Complete the ePAR and attach all attachable documents

*Completing Re-Hire Paperwork*

1. Complete ePAR
2. Complete Position Description (attach to ePAR)

Once the ePAR has gone through the approval routing the ePAR will be routed to Student Employment where it will be checked, verified and processed through to Payroll. If anything is missing the ePAR will be RECYCLED back to the department with a comment as to why. A system generated email will notify the initiator of the RECYCLE and comment. Please do NOT resubmit the ePAR until the problem(s) have been completed. Then the initiator must resubmit the ePAR, it will go back through the approvers and then forwarded on to Student Employment to process the documents and send on to Payroll Services. For more information please go to

<http://www.jmu.edu/student-employment/supervisors/paperwork.shtml>

### *Electronic 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. JMU’s procedures state that the electronic I9 form must be completed on or before the student employees 1st day of employment. Section 1 of the electronic I9 must be completed by the student employee at [www.newi9.com](http://www.newi9.com) with the employer code 17737 and Location needs to be Student Employment. Section 2 of the electronic I9 must be completed with Student Employment. Please see instructional video at <https://www.powtoon.com/online-presentation/byJeGY0cpFL/electronic-i9/?mode=movie>

Noncompliance could result in fines to the department and/or the university. Effective August 1, 2018 a fee will be assessed to all departments who do not meet the I9 requirements and allow student employees to begin working without authorization.. It is the responsibility of the hiring department to complete the electronic I-9 Form Section 1 for all student employees. The first non-compliant letter will be sent by email and the second will be an official letter to the supervisor and department head. The third and final notice will be sent with an attached Accounting Transfer Voucher (ATV) to remove the funds from your department’s org code.

***E-Verify***

All new student employees hired on or after June 1, 2011 are entered into the E-Verify internet-based system operated by DHS (Department of Homeland Security in partnership with Social Security Administration) this enables employers to electronically verify the employment eligibility of their newly hired employees. By using the electronic I9 system E-Verify is automatically completed once the student completes Section 2 of the I9 with the Student Employment staff. All rehires with a break in service of one year or longer will also need to complete a new electronic I9 and be re-verified through the E-Verify system.

***International Students:*** If your department is hiring a student employee who is an international student, please visit our website <http://www.jmu.edu/student-employment/supervisors/international.shtml> for special instructions in completing their hiring paperwork.

***Criminal Records Check Release Form (Background Checks)***

All newly hired or rehired (any individuals 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 following: 1) handling and/or processing of credit card data, payments and transactions***. ***This requirement adheres to the universities compliance with the Payment Card Industry Data Security Standards (PCI DSS) standards***, **2) if the student has access to sensitive and/or confidential data** (PeopleSoft system access to include HRMS, SA, Finance, etc.). The form can be on our website at <http://www.jmu.edu/student-employment/supervisors/paperwork.shtml>.

### Monitoring Budgets

**It is the responsibility of each individual department to monitor their own student employment budget.** However, the ePAR initiator will be notified if a FWS student goes over or is close to their financial aid eligibility. You will receive a FWS Monitoring Report at the midpoint of fall semester and throughout the spring semester to assist with budget maintenance.

**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 in June.**  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 (see Attachment B)

Our wage scale and pay levels are 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 Planis 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. Please contact Student Employment 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.

If a department wishes to “upgrade” a position or if the position description changes, a new Position Description must be submitted to Student Employment. The position description can be found at this link, <http://www.jmu.edu/student-employment/supervisors/paperwork.shtml>.

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

The e-PAR Form allows for a variety of pay actions. When changing the information on an active employee, submit a new e-PAR and indicate the action/reason for the new e-PAR.

If your student is working through the original ePAR end date, a separation notice is **not necessary**. If, however, the employment is terminated prior to the end of the original e-PAR end date, update the system by submitting a new e-PAR to indicate a separation with the new end date. Similarly, if a supervisor wishes to extend the e-PAR date for a student, a new e-PAR is required prior to last day of the current contract (if a contract extension is submitted after the end date on the current e-PAR a rehire e-PAR must be submitted).

***Transfers, Resignations & Terminations***

Upon transfer, resignation or termination of a student employee, complete the Checklist for Supervisors of Transferring or Separating Employees found at <http://www.jmu.edu/student-employment/supervisors/paperwork.shtml> and obtain any supplies/equipment, etc. issued to the student employee. This form must be completed for all student employees and retained in the departmental file.

***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 found on our website <http://www.jmu.edu/student-employment/supervisors/index.shtml>. 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 add-drop 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 attach the Financial Aid Award Notice when applying for the position through JobLink. If a student is applying direct through the department and JobLink is not being used the student must show proof of eligibility by hand delivering or emailing the information directly to the department.
* Determine and create a job description for each student position in the department.
* Accurately complete the departmental section of the ePAR/contract and submit through proper approvals.
* 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)
* Do not permit students to begin working until submitting all completed hiring paperwork to Student Employment.
* Comply with federal regulations regarding the electronic I9 Form.
* Submit tax forms to Payroll Services for each student employee.
* Submit Direct Deposit forms to Payroll Services 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/individual 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) are properly completed, 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. Please use the JMU Student and Wage Timesheets located at <http://www.jmu.edu/student-employment/supervisors/index.shtml>.
* 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 by using the Track Federal Work Study Hours and Earnings spreadsheet found at <http://www.jmu.edu/student-employment/supervisors/index.shtml>. 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 MyMadison.
* Inform Student Employment regarding any student who has resigned from work by submitting a separation ePAR form.
* Upon transfer, resignation, termination, or end of contract of a student employee, complete the Checklist for Supervisors of Transferring or Separating Employees found at <http://www.jmu.edu/student-employment/supervisors/index.shtml> and obtain any supplies/equipment, etc. issued to the student employee. This form must be completed for all student employees and retained in the departmental file.
* 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 jeopardizinghis/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 Student Employment Office 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 FWS 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 supervisor if unable to work during assigned time due to illness or other acceptable reasons. Give sufficient advance notice when possible.
* Perform tasks in an efficient and timely manner.
* Use time productively and avoid socializing on the job; if possible, schedule two- or three-hour time slots when determining work schedule.
* Be courteous at all times to 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. **Please visit our website at** [**http://www.jmu.edu/student-employment/supervisors/index.shtml**](http://www.jmu.edu/student-employment/supervisors/index.shtml) **for a sample of a disciplinary report you can use to address and/or document any discipline related offenses**. 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 Student Employment in writing of the reason for the dismissal. Notification to Student Employment should be delivered via a separation ePAR 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 employee, 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 or in private depending on the employee. 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?

###### Attachment A

###### JMU Policies

**The Student Employment Policy**

**(**[JMU Policy 1334](http://www.jmu.edu/JMUpolicy/1334.shtml)**)**   
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).

**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](http://www.dol.gov/esa/programs/whd/state/state.htm) 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](http://www.jmu.edu/JMUPolicy/1110.shtml)**)**

James Madison University strives to provide a healthy and safe environment for employees and to comply with laws relevant to the abuse of alcohol and controlled substances. It is the intent of the university to fairly and equitably apply this policy while offering support and possible solutions to employees who are dealing with alcohol and other drug-related problems.  
  
The following acts by employees are prohibited and may result in termination:

* the unlawful or unauthorized manufacture, distribution, dispensation, possession, or use of alcohol or other drugs in the workplace;
* impairment in the workplace from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes);
* failure to report an arrest for any offense related to criminal drug laws or alcoholic beverage control laws or laws that govern driving while intoxicated, based on conduct occurring on or off the workplace to your supervisor or designee within 72 hours of an arrest;
* The criminal conviction for a(n):
  + violation of any criminal drug law, based on conduct occurring either on or off the workplace; or
  + violation of any alcoholic beverage control law, or law that governs driving while intoxicated, based on conduct occurring either on or off the workplace; or
  + employee’s failure to report, within five calendar days, the conviction for any offense described above to his or her supervisor.

**Smoking Regulations**

**(**[JMU Policy 1111](http://www.jmu.edu/JMUPolicy/1111.shtml)**)**

Smoking is not permitted within buildings, facilities, structures, or vehicles owned, leased or rented by the university, including parking garages, covered walkways, temporary enclosed structures, trailers, and tents, as well as structures placed on state-owned property by contractors or vendors. This includes individual offices. Smoking is permitted outdoors on university grounds, plazas, sidewalks, malls and similar open pedestrian-ways, unless such areas are designated as non-smoking areas, provided smokers are 25 feet or more in distance away from an entrance, exit, outdoor air intake, or operable window of any facility, including parking garages. Smokers are required to use ash urns to dispose of their smoking material waste and are prohibited from littering state-owned property with smoking material waste.

**Prohibition of Weapons**

([JMU Policy 1105](http://www.jmu.edu/JMUPolicy/1105.shtml)*)*

Carrying, maintaining, or storing a weapon, concealed or otherwise, on any property owned, leased, or controlled by the university is prohibited.

**Reporting Suspected Child Abuse or Neglect**

([JMU Policy 1406)](http://www.jmu.edu/JMUpolicy/1406.shtml)

Recent changes in state law, (Code of Virginia §63.2-1509), have expanded the scope of who is required to report suspected child abuse or neglect. Effective July 1, 2012 the following persons have been included and, in their professional or official capacity, are required by state law to report suspected child abuse or neglect within 24 hours to the local department of Social Services:

* Any athletic coach, director or other person 18 years of age or older employed by or volunteering with a private sports organization or team. At JMU this would include volunteers or paid employees who are working at a camp sponsored by an outside entity, but held on the JMU campus.
* Administrators or employees 18 years of age or older of public or private day camps, youth centers and youth recreation programs. At JMU this includes employees of UREC, the JMU Young Children’s Program, Parent’s Night Out and other camps, sponsored by and held in a JMU owned or operated facility.
* Any person employed by a public or private institution of higher education other than an attorney who is employed by a public or private institution of higher education as it relates to information gained in the course of providing legal representation to a client. At JMU, this includes ALL JMU EMPLOYEES.

JMU Policy 1406 includes methods and steps of reporting such suspected abuse or neglect as outlined below:

1. Reports of suspected child abuse or neglect must be submitted by the employee to the Department of Social Services in the locality in which the child resides or where the abuse or neglect is believed to have occurred, or to the Department of Social Services (DSS) toll-free child abuse and neglect hotline (800) 552-7096.
2. JMU employees may also report suspected child abuse or neglect to their supervisors or other university officials, including Public Safety (540) 568-6912, Human Resources (540) 568-6165), or a member of their department’s administration. Such an internal report will relieve the employee of the responsibility of reporting the matter to Social Services if the employee received the information in the course of his or her professional services to the university. In that case, the internal report made by the employee to the supervisor, public safety officer, or department head shall be forwarded immediately by the university official receiving the internal report to HR.

If you have any questions regarding your requirement to report or matters related to the pending policy, contact HR at [humanresources@jmu.edu.](https://www3.jmu.edu/wm2_preview/WM_edit_content/humanresources@jmu.edu.)

**Equal Opportunity**

([JMU Policy 1302](http://www.jmu.edu/JMUpolicy/1302.shtml))

James Madison University does not discriminate and will not tolerate discrimination on the basis of age, color, disability, genetic information, national origin, parental status, political affiliation, race, religion, sex, sexual orientation or veteran status. Conduct by a member of the university community that constitutes discrimination or harassment on the basis of any protected class is a violation of university policy and is sanctionable.

Any applicant, employee, student, affiliate or visitor who feels that he or she has been the victim of discrimination or harassment by an employee, affiliate or visitor to the university may file a complaint with the Office of Equal Opportunity. See JMU Policy 1324 at <http://www.jmu.edu/JMUpolicy/policies/1324.shtml>.

Inquiries or requests for reasonable accommodations for disabilities may be directed to the activity coordinator, the Office of Disability Services, Human Resources or the Office of Equal Opportunity. See JMU Policy 1331 at <http://www.jmu.edu/JMUpolicy/policies/1331.shtml>.

**Disabilities & Reasonable Accommodation**

**(**[JMU Policy 1331](http://www.jmu.edu/JMUpolicy/1331.shtml)**)**

The university will provide reasonable accommodation to qualified individuals with documented disabilities to ensure equal access and equal opportunities with regard to university employment, university educational opportunities, and the university's programs and services. Persons with disabilities are held to the same standards of conduct as other employees, students, or visitors and a disability will not excuse misconduct.

The Americans with Disabilities Act as modified by the ADA Amendments Act of 2008 (42 U.S.C. § 12,101 et seq.), 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. The university is obliged to provide reasonable accommodations to enable qualified individuals with disabilities to perform a job, participate in a class, or participate in other university functions.

**JMU Student Handbook**

<https://www.jmu.edu/osarp/handbook/index.shtml>

The Student Handbook is maintained by the Office of Student Accountability & Restorative Practices, a department in the Division of Student Affairs and University Planning (SAUP).

**JMU Student Employee Handbook**

<http://www.jmu.edu/student-employment/students/index.shtml>

The Student Employee Handbook is maintained by the Student Employment Office, a department in the Division of Access & Enrollment Management (AEM).

**Transfer or Separation from Employment**

**(**[JMU Policy 1314](http://www.jmu.edu/JMUpolicy/1314.shtml)**)**

Student employees must return all university property such as keys, electronic equipment, uniforms, etc. *before* they leave the position to their supervisor. Upon transfer, resignation or termination of a student employee, supervisors must complete the Checklist for Supervisors of Transferring or Separating Employees at <http://www.jmu.edu/student-employment/supervisors/index.shtml> and obtain any supplies/equipment, etc. issued to the student employee. This form must be completed for all student employees and retained in the departmental file. See JMU Policy 1314 at <https://www.jmu.edu/JMUpolicy/policies/1314.shtml>.

**Release of Information from Employee Records**

[(JMU Policy 1316)](http://www.jmu.edu/JMUpolicy/policies/1316.shtml)

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. See JMU Policy 1316 at <http://www.jmu.edu/JMUpolicy/1316.shtml>

**Attachment B**

**Student Employment Wage Scale and Pay Levels**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Scale** | | **Minimum Hourly Wage** | | **Maximum Hourly Wage** | |
| **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 | | -Moderate difficulty | | -Considerable difficulty |
| -Procedures are  well established | | -Alternate methods of resolution are available | | -Extensive problem  solving & decision making required |
|  | |  | | -Usually involves concurrent activities |
|  |  | |  | |  |
| Supervision Received | -Close supervision with assistance readily available  -Limited independent decision making | | -Receives some instructions but may use independent judgment within limits | | -Receives supervision in the form of a general outline |
| -Duties performed independently after training | |  | |  |
|  | |  | |  |
|  |  | |  | |  |
| 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***

**Attachment C**

**Graduate School/Financial Assistant**

**Scholarships, Grants, Student Employment and Loans**

Office of Financial Aid and Scholarships

Student Success Center 5th floor

MSC 3519

Phone: (540) 568-7820

Website: <http://www.jmu.edu/financialaid/>

**The Graduate School**

100 E. Grace Street

MSC 6702

Phone: (540) 568-7860

Website: <https://www.jmu.edu/grad/grad-community/index.shtml>

**Assistantships**

Each year, James Madison University makes funds available through the graduate assistantship program. Although limited in number, assistantships contribute significantly to academic and non-academic areas of the university. Assistantships provide financial assistance to qualified students who otherwise might be unable to pursue graduate degrees. They also offer opportunities for students to gain worthwhile teaching and other experiences relevant to their chosen disciplines.

Students will be awarded assistantships for a maximum of four academic semesters (exclusive of summer session) in most master's and educational specialist degree programs and a maximum of three years in the Master of Fine Arts and doctoral programs. Assistantships are limited to nine paid graduate hours of tuition each fall and spring semester, although contracts are usually written for an academic year. Students must pay for any additional hours each semester at the tuition rate based on residency status. Tuition will be covered at the on-campus rate for the hours stated on the contract.

Any additional charges for Web-based courses will be the responsibility of the student. Under no circumstances will payment from assistantship funds be used for audited course work or undergraduate hours. Assistantships do not cover the student's room and board expenses. No tuition or stipend is paid through the assistantship program for summer hours.

Acceptance of an offer of financial support–such as a graduate scholarship, fellowship, traineeship or assistantship–for the next academic year by a prospective or enrolled graduate student completes an agreement that both student and graduate school expect to honor. In that context, the conditions affecting such offers and their acceptance must be defined carefully and understood by all parties. Students are under no obligation to respond to offers of financial support prior to April 15; earlier deadlines for acceptance of such offers violate the intent of this resolution. Read the Council of Graduate Schools' Resolution Regarding Graduate Scholars, Fellows, Trainees, and Assistants for full details.

**Classification of Assistantships**

***Doctoral Assistant***

A Doctoral Assistant is assigned to an academic department to assist faculty members in their responsibilities of teaching and/or research. Students in doctoral programs may also serve as Teaching Assistants. Doctoral Assistants must be enrolled in a doctoral program at JMU. Doctoral Assistantships may cover more than the regular amount of tuition, may pay a higher stipend and may remain in effect through all or part of the summer term.

***Graduate Assistant***

A Graduate Assistant is assigned to an academic department, support program or administrative office to assist faculty members in preparing for instruction, leading discussion groups, grading papers, conducting research, preparing laboratories, performing departmental administrative tasks, etc. Specific duties will vary according to the needs of the department.

***Teaching Assistant***

A limited number of Teaching Assistantships are available in academic units offering major programs of graduate study. A Teaching Assistant is assigned to an academic department and is required to instruct one course or three credit hours of course work each semester or an equivalent of three credit hours of laboratory work each semester. Students may also be awarded a teaching assistantship to assist professors within the department with instructor related duties. Teaching Assistants must have completed a minimum of 18 hours of appropriate graduate course work. A Teaching Assistant must be directly supervised by a graduate faculty member.

***Assistantship Hours***

In accordance with university policy guidelines, Graduate Assistants will provide an average of 20 hours of assistance each week. Graduate Assistants cannot be asked to perform more than an average of 20 hours per week unless special permission is granted from The Graduate School. Visa requirements stipulate that international students may not in any circumstances work more than 20 hours per week. Students may not begin their assignment prior to completion and submission of all required forms.

**Additional JMU Employment for Graduate Assistants**

Graduate students receiving stipends from Virginia state funds are occasionally permitted to accept JMU employment in addition to the 20 assistantship hours. Permission for such employment must come from The Graduate School, in response to a request by the student's graduate director or adviser. The student and the director or adviser should carefully consider the overall effect of additional employment on the student's academic performance.

**Application for Assistantships**

***Application Process***

A student interested in a graduate assistantship should inform the graduate program to which he or she is applying of his or her interest in an assistantship. If there is not an assistantship available, the student may want to apply for a posted assistantship through another department.

To apply for an assistantship go to <https://joblink.jmu.edu/?_ga=2.3237872.1721814826.1505737631-587426139.1498059908>