James Madison University

Student Employee

Supervisor Handbook





Revised: July 2025

**Welcome Student Employee Supervisors**

Welcome to the Student Employee Supervisor Handbook. This guide is designed to provide you with the essential information, tools, and resources needed to effectively supervise student employees at James Madison University.

As a supervisor, you play a vital role in shaping the student employment experience. Your guidance not only supports the professional development of student employees but also contributes significantly to the university’s mission: *To prepare students to be educated and enlightened citizens who lead productive and meaningful lives.*

The Student Employment Office is here to support you. If you have any questions or encounter challenges during your supervisory experience, please don’t hesitate to reach out to us.

We appreciate your commitment and wish you a successful and rewarding experience.

Sincerely,  
**Student Employment**

**Disclaimer:**  
This handbook has been prepared by the Student Employment Office as a resource for supervisors of student employees at James Madison University. It is intended for guidance only and does not constitute an employment contract or an offer of employment. Policies, procedures, and other information contained in this handbook are subject to change without notice by the university and/or the Commonwealth of Virginia. For the most current university policies, please visit the [University Policy Committee’s website](https://www.jmu.edu/jmu-policy/numberlist.shtml).

**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 Student Employment Office is dedicated to supporting a consistent and enriching student employment experience at James Madison University. Our primary objectives include:

* Establishing standardized practices and procedures for student employment
* Maintaining a centralized system for student job opportunities
* Promoting awareness of student employment across campus
* Creating meaningful learning experiences through work
* Expanding the range and availability of both on- and off-campus employment opportunities

This handbook outlines the guidelines, policies, and procedures designed to support student employees and their supervisors. It serves as a practical resource to help ensure a successful and educational work experience.

Student employment plays a vital role in the university’s mission to educate and empower students. Through their work, students gain valuable insights into professional expectations, develop strong work ethics, and build skills that complement their academic journey. We encourage all student employees to take ownership of their roles and actively contribute to a positive and productive work environment.

**Advantages of Student Employment**

Student employment offers a wide range of benefits that support both personal and professional development. Some of the key advantages include:

* **Sense of Belonging:**  
  For new students, working on campus fosters a sense of community and connection. Students who feel engaged with their university are more likely to succeed academically and persist through to graduation.
* **Skill Development:**  
  Student employees build a strong foundation of essential workplace skills, including punctuality, communication, teamwork, and time management. These skills are valuable in any career path.
* **Career Preparation:**  
  Through experiences such as interviewing, onboarding, training, and working under supervision, students gain practical insights into the professional world. They also learn how to interact with coworkers and the public, meet expectations, and achieve goals.
* **Career Exploration:**  
  Student employment provides opportunities to explore various career paths through diverse job roles, helping students make more informed decisions about their future.

**Responsibilities of the Student Employment Office**

The Student Employment Office is responsible for overseeing and supporting all aspects of student employment at James Madison University. Key responsibilities include:

* **Managing Employment Programs:**
  + Administration of the **Federal Work-Study Program**
  + Administration of the **Institutional Employment Program**
  + Administration of the **Part-Time Off-Campus Employment Program**
* **Position Oversight:**
  + Maintaining accurate **student employee position descriptions**
  + Establishing and updating **student pay rates**
* **Compliance and Documentation:**
  + Ensuring **I-9 employment eligibility verification** compliance
* **Training and Support:**
  + Providing **training and resources** for both student employees and their supervisors

**Student Employment Policy**

*(*[*JMU Policy 1334*](https://www.jmu.edu/jmu-policy/policies/1334.shtml)*)*

Student employees at James Madison University are hired on a **part-time, at-will basis**. This means they serve at the discretion of the university and are not covered under the provisions of the **Virginia Personnel Act**.

Student employment is designed to support university operations by providing additional staffing for:

* Part-time or seasonal workloads
* Temporarily increased demands
* Interim replacements
* Short-term projects
* Roles that do not require full-time classified employees

It is important to note that student employment **does not include** internships, fellowships, assistantships, or other positions where the primary purpose is academic training related to degree completion. For more information on these exclusions, refer to **Section 9** of this policy and [**Policy 2103: Graduate Assistants**](https://www.jmu.edu/jmu-policy/policies/2103.shtml).

**Student Employee Eligibility**

To be eligible for student employment at James Madison University, a student must meet the following criteria:

* **Enrollment Status:**  
  The student must be enrolled with **part-time status** as verified by the Office of the Registrar.
  + *Undergraduate students:* Minimum of **6 credit hours**
  + *Graduate students:* Minimum of **5 credit hours**
* **Academic Standing (Federal Work-Study only):**  
  Students participating in the **Federal Work-Study (FWS)** program must meet the **Satisfactory Academic Progress (SAP)** standards as defined by the Office of Financial Aid & Scholarships.

**Work Hour Guidelines for Student Employees**

To support academic success while providing meaningful work experience, student employees must adhere to the following work hour limits:

* **During the Academic Semester (Including Exam Weeks):**
  + Students may work **up to 20 hours per week** while classes are in session.
  + Most student employees typically work an average of **12 hours per week**.
* **During University Breaks (Winter and/or Spring Break):**
  + Students may work **up to 40 hours per week**, provided the break is **at least one full week** and classes are not in session.
* **During the Summer Term:**
  + If enrolled in summer classes:
    - Students may work **up to 20 hours per week** during the weeks their classes are in session.
  + If **not enrolled** in summer classes:
    - Students may work **up to 40 or more hours per week**, depending on departmental needs and funding availability.

**Overtime**

Student employees are eligible for overtime pay under specific conditions. Departments must be aware of the following guidelines:

* **Over 40 Hours During Breaks:**  
  If a student employee works **more than 40 hours in a single week** during a university break (lasting at least one full week), the department is required to pay **overtime** for any hours beyond 40.
* **Summer Employment (Not Enrolled in Classes):**  
  Students not enrolled in summer classes may work **40 or more hours per week**. However, any hours worked **beyond 40 in a given week** must be compensated at the **overtime rate**, and the department is responsible for this payment.
* **Multiple Positions:**  
  If a student holds **two or more student employment positions** at JMU and their **combined hours exceed 40 in a week**, the department that records the **final hours of the week** on the student’s timesheet will be responsible for the **overtime compensation**.

**Student Employment Programs at JMU**

James Madison University offers two on-campus employment programs to support degree-seeking students: **Federal Work-Study (FWS)** and **Institutional Employment (IE)*Federal Work-Study (FWS)***

The **FWS program** is a federally subsidized initiative that provides part-time employment to students who demonstrate financial need, as determined by the **Free Application for Federal Student Aid (FAFSA)**.

**Eligibility Requirements**

To qualify for FWS, students must:

* Be enrolled in a degree-seeking program.
* Demonstrate financial need via the FAFSA.
* Maintain **Satisfactory Academic Progress (SAP)**.
* Be enrolled at least half-time:
  + **Undergraduates**: 6 credit hours
  + **Graduates**: 5 credit hours

**Employment Period**

* Students may work **only during the academic year** (fall and spring semesters).
* Employment **cannot begin before the first day of the fall semester** and must **end by the last day of the spring semester**.
* **No FWS positions are available during the summer.**

**Off-Campus Opportunities**

Coordinated by the **Community Engagement & Volunteer Center**, off-campus FWS positions include:

* **Community Service**: Work with agencies that enhance the quality of life for local residents.
* **America Reads Program**: Tutor elementary school students to promote literacy.

For questions or to check eligibility, contact **Student Employment** at [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu) or visit the [FWS FAQ section](https://www.jmu.edu/student-employment/students/fws/faq.shtml) on the Student Employment website.

***Institutional Employment (IE)***

The **IE program** is funded entirely by JMU and is **not based on financial need**. No FAFSA is required.

**Eligibility Requirements**

To participate, students must:

* Be enrolled in a degree-seeking program.
* Maintain **Satisfactory Academic Progress (SAP)**.
* Be enrolled at least half-time during the academic year:
  + **Undergraduates**: 6 credit hours
  + **Graduates**: 5 credit hours

***Summer Employment***

Students must either:

* Be enrolled in at least **3 credit hours** and graduating at the end of the summer, or
* Have **intent to re-enroll** in a degree-seeking program for the upcoming fall semester.

For more information on either program, visit the [**Student Employment**](https://www.jmu.edu/student-employment/students/ie/index.shtml) website.

***Graduate Assistantships (GA)***

Graduate and Doctoral students may apply for assistantships through the [**Page Up**](https://jobs.jmu.edu/jobs/search?_gl=1*cip7iv*_gcl_au*MzY5MDAzNzAxLjE3NDczMjM3NTI.*_ga*MTc1NzI3ODQwNC4xNzQ3MzIzNzUy*_ga_VDJD052M5K*czE3NTI1MjMwMzAkbzkzJGcxJHQxNzUyNTIzMTkyJGo1MyRsMCRoMA..&_ga=2.218339227.303956015.1752501637-1757278404.1747323752) system or the [**Graduate School website**](https://www.jmu.edu/grad/index.shtml).

**Eligibility Requirements**

To receive an assistantship, students must:

* Be **conditionally or unconditionally accepted** into a graduate program (provisional acceptance is not sufficient).
* Have an official transcript verifying a **bachelor’s degree** from a regionally accredited institution.
* Maintain a **minimum 3.0 GPA** to retain or reapply for the assistantship.

*Note: Individual programs may set additional requirements.*

**Base Stipends**

* **Teaching Assistants (TA)** and **Athletics Assistants (AA)**: $11,865/year ($5,932.50/semester)
* **Graduate Assistants (GA)** and **Research Assistants (RA)**: $10,110/year ($5,055/semester)
* **Service Assistants (SA)**: $10,301/year ($5,150.50/semester)
* **Doctoral Assistants (DOC)**: $19,855/year ($9,927.50/semester)

*Stipends may vary for Doctoral Assistants or those funded through grants.*

**Health Insurance**

Health insurance is **not included** in assistantships. Students may purchase coverage through the university. For details, contact the **Health Center** at (540) 568-6178.

**Tuition Awards**

Most assistantships include a **9-credit hour tuition award per semester** for graduate-level coursework.

* **Doctoral tuition awards** may differ.
* **Grant-funded assistantships** may or may not include tuition scholarships.
* Students are responsible for:
  + Undergraduate course tuition
  + Additional fees
  + Credits beyond the contract-specified amount

*Refer to Attachment B for financial assistance details from The Graduate School.*

**Office of Residence Life (ORL)**

Students employed as **Resident Advisers (RAs)** or **Hall Directors (HDs)** through the Office of Residence Life (ORL) serve in essential leadership roles and are expected to be available on an **on-call basis**.

**Work Expectations**

* **Resident Advisers (RAs)**: Average of **10 hours per week**
* **Hall Directors (HDs)**: Average of **15 hours per week**

**Additional On-Campus Employment**

RAs and HDs may pursue a second on-campus job, but **prior approval from ORL is required**.

If approved:

* **RAs** may work up to **10 additional hours per week** in a second position.
* **HDs** may work up to **5 additional hours per week** in a second position.

Students must coordinate with ORL before accepting any additional employment to ensure it does not interfere with their primary responsibilities in the residence halls.

**Multiple Sources of Employment**

Students are permitted to work for more than one department at a time. However, it is the **shared responsibility** of the student, and all supervisors involved to ensure that the student does **not exceed 20 total work hours per week** during the **fall and spring semesters**.

**Important Note for International Students**

International students must **strictly adhere** to the 20-hour weekly limit during the academic year. Exceeding this limit may result in **serious immigration consequences**, including potential **deportation**.

**Exceptions to the 20-Hour Rule**

The following students are **exempt** from the 20-hour weekly limit:

* **Adult Degree Program (ADP) students**
* **Graduate students without assistantships**
* **Graduate students with assistantships**, *with prior approval from The Graduate School*

For full details and policy guidelines, please refer to [**JMU Policy 1334**](https://www.jmu.edu/jmu-policy/policies/1334.shtml).

**Affiliate Employment Opportunities**

Students interested in working with JMU’s affiliate partners should apply directly through the appropriate organization listed below:

**Dining Services (Aramark)**

To apply for a position in one of JMU’s dining facilities:

* Visit the **Aramark office** at:  
  **150 Bluestone Dr., D-Hall**  
  **MSC 0901, Harrisonburg, VA 22807**
* Or apply online through [Aramark](https://jmu.campusdish.com/Careers).

**JMU Bookstore (eFollett)**

To apply for a position at the JMU Bookstore:

* Visit the **bookstore in person** at:  
  **211 Bluestone Dr.**  
  **MSC 2902, Harrisonburg, VA 22807**
* Or apply online through **[eFollett](https://www.jmu.edu/bookstore/jobs.shtml)**.

**JMU Post Office (Ricoh)**

To apply for a position at the JMU Post Office:

* Visit the **Post Office** located in **Madison Union**  
  **MSC 0001, Harrisonburg, VA 22807**
* Or request an application from [**Ricoh**](https://www.jmu.edu/mailservices/index.shtml).

**Part-Time Off-Campus Employment Program**

The **Part-Time Off-Campus Employment Program** is designed to help students find part-time job opportunities in the local community, regardless of financial need. This program aims to connect students with meaningful work experiences that foster personal growth, build marketable skills, and support long-term career development beyond graduation.

**How it Works**

* **Local employers** submit requests to post their part-time job openings.
* A Student Employment Team Member reviews each request to ensure the position is legitimate and safe for students.
* Once approved, the job is posted and made available for students to view.

**Finding Opportunities**

Students can explore current off-campus job listings by visiting the [**Off-Campus Job Announcements**](https://www.jmu.edu/student-employment/jobs/off-campus/index.shtml)page on the Student Employment website.

**Recruitment & Selection: Student Employment Process**

**1. Create the Position**

Each student job must have a current and accurate [**Position Description (PD)**](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml). The PD outlines:

* Job expectations
* Required knowledge, skills, and abilities (KSAs)
* Appropriate pay rate

If multiple students are hired for the same role with identical responsibilities, the same PD may be used. Both the student and the supervisor must sign the PD to confirm understanding of the job duties and expectations.

**2. Advertise the Job**

To recruit student employees, post job openings in [**Page Up**](https://www.jmu.edu/humanresources/recruitment/joblink.shtml)for both **Federal Work-Study (FWS)** and **Institutional Employment (IE)** positions.

**Note:** FWS positions for the fall semester will not be posted until after **June 1**, as financial aid offer letters are distributed in early June. Departments may submit positions for approval before this date, but Student Employment will hold postings until June 1.

**3. Review Applications**

Carefully review all submitted materials (applications, resumes, cover letters, etc.). Compare each applicant’s qualifications to the PD and select the most suitable candidates for interviews.

**Recommendation:** Interview at least **two candidates per position**.

**4. Conduct Interviews**

Ensure a fair and consistent process by asking all candidates the **same set of questions**. Sample interview questions are available on the [Student Employment website](https://www.jmu.edu/student-employment/supervisors/index.shtml).

**Interview Tips:**

* Limit to **15 questions or fewer**
* Start with easy questions to help candidates feel comfortable
* Observe non-verbal cues, professionalism, and soft skills
* Allow time for candidates to ask questions

After the interview, discuss the candidate’s performance with your search committee or reflect individually if interviewing alone.

**5. Check References**

It is recommended to complete **at least two reference checks** before making a hiring decision.

**6. Make the Hire**

* Contact your selected candidate(s) first to confirm acceptance.
* Notify all other interviewed candidates of your decision.

**Important:** Return to your posting in [**Page Up**](https://jobs.jmu.edu/jobs/search?_gl=1*6pvcc*_gcl_au*MzY5MDAzNzAxLjE3NDczMjM3NTI.*_ga*MTc1NzI3ODQwNC4xNzQ3MzIzNzUy*_ga_VDJD052M5K*czE3NTI1MjMwMzAkbzkzJGcxJHQxNzUyNTI0Njc0JGo0OSRsMCRoMA..&_ga=2.42588199.303956015.1752501637-1757278404.1747323752)and update the status of each applicant (e.g., hired, interviewed, not interviewed, not hired). Then, complete the **Finalize a Posting Request Form**, located in Page Up under “Guidelines/Tips.”

***Submit hiring paperwork***

After selecting the successful candidate(s), the hiring supervisor/department must submit hiring paperwork to Student Employment. Please follow the steps below or at <https://www.jmu.edu/student-employment/supervisors/paperwork.shtml> to ensure the hiring paperwork is completed thoroughly.

**Completing New Hire Paperwork**

To hire a new student employee, follow these steps:

**Documents to Complete and Attach to the ePAR**

1. **Employee Information Form**  
   – Must be signed by the student.

– Attach to the ePAR.

1. **Position Description (PD)**  
   – Must be signed by both the student and the reviewer (this is the person that goes over the PD with the student.)  
   – Adobe Sign may be used if original signatures are unavailable.  
   – Attach to the ePAR.
2. **Copy of Social Security Card**  
   – Attach to the ePAR.
3. **Estimated Weekly Hours**  
   – Determine carefully (must not exceed 20 hours/week during academic sessions).  
   – Required for the ePAR.

**Tax and Payroll Forms**

Send originals to **Payroll Services, MSC 5706 (do NOT attach to the ePAR)**:

* **W-4 (Federal Tax Form)**
* **VA-4 (Virginia State Tax Form)**
* **Direct Deposit Form**

**Electronic I-9 Process**

Complete **Section 1** of the I-9 electronically:

* Employer Code: **17737**
* Location: **Student Employment**  
  – *International students should select “International Programs”*

**Important:**

* The student will receive an email from [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu) with instructions on how to schedule an appointment with Student Employment to complete **Section 2**.
* The hiring manager and/or supervisor will receive a confirmation email once Section 2 is complete.

**Completing Rehire Paperwork**

To rehire a student employee, follow these steps:

**Documents to Complete and Attach to the ePAR**

1. **ePAR**
2. **Updated Position Description (PD)**  
   – Must be signed by both the student and the supervisor.  
   – Adobe Sign may be used if original signatures are unavailable.

**Tax and Payroll Forms**

Only required if the student has not worked on campus in the past **6 months**:

* **W-4**
* **VA-4**
* **Direct Deposit Form**

\* Send originals to **Payroll Services, MSC 5706 (do NOT attach to the ePAR)**

**Electronic I-9 Process**

Only required if the student has not worked on campus in the past **12 months**:

* Complete **Section 1** using Employer Code **17737**
* Use “Student Employment” as the Location
* Student will receive an email from [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu) to complete **Section 2**
* Hiring Manager and/or Supervisor will receive confirmation once Section 2 is complete

**After Submitting the ePAR**

Once submitted, the ePAR will route through the approval process and then to **Student Employment** for review and submission to **Payroll Services**.

If any required information is missing, the ePAR will be **recycled** back to the department with a comment explaining what needs to be corrected.  
Do **not** resubmit the ePAR until all issues are resolved. Once corrected, resubmit the ePAR—it will go through the approval process again before final processing.

**Adobe Sign Usage for Student Employment Paperwork**

**Adobe Sign** should be used **only when necessary** for student employment hiring documents. This option is intended for situations where the student is **fully remote** and **unable to be physically present** on campus or in the local area to complete their paperwork.

**Important Exceptions**

The following forms **must include original, handwritten signatures** and **cannot** be completed using Adobe Sign:

* **W-4 (Federal Tax Form)**
* **VA-4 (Virginia State Tax Form)**
* **Direct Deposit Form**

These documents must be **mailed or hand-delivered** to:

**Payroll Services**  
**MSC 5706**  
**James Madison University**

For more information and guidance on using Adobe Sign, visit the JMU Electronic Signature page at <https://www.jmu.edu/computing/administrative-and-business/electronic-signature.shtml>

**Electronic I-9 Form: Employment Eligibility Verification**

All student employees are required to complete the **I-9 Form** to verify their identity and eligibility to work in the United States, as mandated by the **U.S. Citizenship and Immigration Services (USCIS)**.

**Section 1 – To Be Completed by the Student**

* Must be completed **on or before the first day of employment**.
* Access the form at www.newi9.com.
* Use **Employer Code: 17737**.
* **Location**:
  + Select **Student Employment**.
  + *International students* should select **International Programs (Students Only)**.
* Enter your **full legal name** (no nicknames) and **permanent/home address**.

**Section 2 – To Be Completed with Student Employment**

* The student will receive an email from [studentjobs@jmu.edu](mailto:studentjobs@jmu.edu) the next business day after completing Section 1.
* The email will include instructions to schedule an appointment to complete **Section 2** in person with Student Employment.
* Once completed, the hiring manager and/or supervisor will receive a confirmation email.

**Compliance & Penalties**

Failure to comply with I-9 requirements may result in **fines** to the department and/or university.

**Effective August 1, 2018**, the following penalty process is in place:

1. **First offense**: Email warning to the department.
2. **Second offense**: Official letter to the supervisor and department head.
3. **Third offense and beyond**: Final notice with an **Accounting Transfer Voucher (ATV)** to deduct the fine from the department’s org code.

It is the **hiring department’s responsibility** to ensure the I-9 is completed on or before the student begins work.

***E-Verify***

All new student employees hired on or after **June 1, 2011** are automatically entered into **E-Verify**, a federal system that confirms employment eligibility.

* E-Verify is triggered **automatically** once Section 2 of the I-9 is completed.
* **Rehires** with a break in service of **one year or more** must complete a new I-9 and be re-verified.

***Super Users***

Some departments are designated as **Super Users**, meaning they are authorized to complete both Section 1 and Section 2 of the I-9 in-house. These include:

* **UREC**
* **Residence Life**
* **Libraries**

Super Users are trained and approved by **Human Resources** and **Student Employment**. Students working in these departments should select the appropriate department-specific location in Section 1.

***International Student Employees***

If the student **does not have a Social Security Number (SSN)**, follow these steps:

1. **Supervisor** completes the **Social Security Administration (SSA) Employment Verification Form**.
2. **Student** brings the form and work authorization documents to the **Office of International Student Services (ISSS)**:  
   Holland Yates Hall, 2nd Floor  
   100 E. Grace Street  
   (540) 568-5209 | [isss@jmu.edu](mailto:isss@jmu.edu)
3. **ISSS** signs the form and directs the student to the **SSA Office** to apply for a Social Security Card:  
   351 N. Mason St, Harrisonburg, VA  
   (866) 964-1718
4. Once received, the **student provides a copy of the SS Card** to the hiring department.  
   The department sends the copy to **Student Employment** (attach to the ePAR).
5. Student completes **Section 1** of the I-9 at www.newi9.com using:
   * Employer Code: **17737**
   * Location: **International Programs (Students Only)**
6. Student receives an email to schedule an appointment with **Student Employment** to complete Section 2.
7. At the Section 2 appointment, Student Employment will direct the student to contact Payroll for tax setup.

**Note:** International students may begin working **before receiving their SSN**, but section 1 must be completed, and section 2 of the **I-9 must be started by the first day of work**.

***Social Security Cards***

All student employees are required to provide a **copy of their Social Security card** at the time of hire. This is a **federal requirement** to ensure that the name on the employee’s paycheck matches the name on their Social Security card.

**Lost or Missing Card?**

If a student employee has lost their card or does not have a copy:

* They can apply for a replacement [**online**](https://www.ssa.gov/myaccount/)or by visiting the **Social Security Administration (SSA) Office**:

**SSA Office**  
351 N. Mason Street  
Harrisonburg, VA 22802

**Temporary Receipt**

* Upon applying, the student will receive a **receipt** from the SSA.
* This receipt may be used as a **temporary placeholder** until the new card arrives by mail.

Once the new card is received, the **student is responsible** for submitting a **copy** to **Student Employment**. This copy should also be attached to the student’s **ePAR**.

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

All newly hired or rehired student employees must undergo a criminal background check if their job responsibilities include any of the following:

1. **Handling or processing credit card data, payments, or transactions**, in compliance with the university’s adherence to Payment Card Industry Data Security Standards (PCI DSS).
2. **Access to personally identifiable or confidential information**, such as through PeopleSoft systems (HRMS, SA, Finance), or data including names, phone numbers, and Social Security numbers.
3. **Direct interaction with children or minors**.

The background check form is available on the [**Student Employment website**](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml).

Student employees are only required to complete **one background check** during their time as a student employee at JMU. If you are unsure whether a student has previously completed a background check for another student employment position, have them submit the form. Once submitted, **TrueScreen** (JMU’s background check provider) will verify whether a check has already been completed. If so, Student Employment will not initiate a new check. An email confirmation from studentjobs@jmu.edu will be sent to the department contact listed on the background check form once the results have returned from TrueScreen.

**Monitoring Federal Work-Study (FWS) Budgets**

Each department is responsible for monitoring its own student employment budget. However, if a Federal Work-Study (FWS) student approaches or exceeds their financial aid eligibility, the **ePAR initiator** will be notified.

To assist with budget oversight, departments will receive a **FWS Monitoring Report** at the midpoint of the fall semester and periodically throughout the spring semester.

All FWS earnings must be submitted for payroll processing by the final pay period of the fiscal year, **May 16–May 31**, to ensure payment on the **June 16** pay date—the last pay date of the fiscal year. Any FWS earnings submitted after this deadline will be charged to the department’s **Institutional Employment (IE)** budget instead.

**Wage Scale and Pay Levels**

*(See Attachment A for detailed wage ranges)*

Student employment positions at JMU are classified into three wage levels: **Basic**, **Intermediate**, and **Advanced**. These levels are determined based on the following seven factors:

* **Complexity of assignment**
* **Supervision received**
* **Supervision given**
* **Scope of responsibilities**
* **Knowledge required**
* **Training needed**
* **Relevant experience**

These factors represent a progression in responsibility and skill, forming the foundation of the university’s student employment classification system. Each level includes a defined **minimum and maximum hourly wage**.

The purpose of this wage structure is to provide consistent guidance for all JMU student employers and to ensure fair and equitable compensation. Students performing the same duties in the same position—regardless of whether they are funded through **Federal Work-Study (FWS)** or **Institutional Employment (IE)**—must be paid the same hourly rate or within the same pay range.

If you need help determining the appropriate pay level for a position, please contact **Student Employment**.

**Promotions and Pay Adjustments**

Students may be promoted within the wage range of their job classification. Promotion frequency is determined by the hiring department. While new hires typically start at the **minimum wage** for their classification, departments may offer a higher starting wage based on the student’s qualifications and experience—if it remains within the approved range.

**Position Upgrades**

If a department wishes to **upgrade a position** or if the **job description changes**, a new, signed **Position Description** must be submitted to Student Employment and attached to the **ePAR**.

**Federal vs. State Minimum Wage**

The **federal minimum wage** for covered, nonexempt employees remains at **$7.25 per hour**, effective since **July 24, 2009**. This rate is established under the **Fair Labor Standards Act (FLSA)** and is enforced by the **U.S. Department of Labor’s Wage and Hour Division**.

However, many states—including Virginia—have enacted their own minimum wage laws. When both federal and state minimum wage laws apply, employees are entitled to the **higher of the two rates**.

As of **January 1, 2025**, the **Commonwealth of Virginia’s minimum wage** is **$12.41 per hour**, reflecting a 3.4% increase based on the Consumer Price Index (CPI).

This rate applies to most employees covered under Virginia law.

**All university employees must be paid at least the Virginia minimum wage.**

**Fair Labor Standards Act (FLSA)**

The **Fair Labor Standards Act (FLSA)** is a federal law that sets standards for:

* **Minimum wage**
* **Overtime pay eligibility**
* **Recordkeeping**
* **Child labor protections**

These standards apply to most full-time and part-time workers in the private sector and in federal, state, and local governments.

For more information, visit the [FLSA website](https://www.dol.gov/agencies/whd/flsa).

***Meals and Breaks***

Under the FLSA, **meals and breaks are not required** for student employees. However, departments may choose to offer:

* **Short breaks (typically 20 minutes or less)** – These are considered paid time if the student is not completely relieved of duties.
* **Meal breaks (30 minutes or more)** – These may be unpaid if the student is fully relieved of work duties.

If a student employee works **8 or more consecutive hours**, they **must be provided a 30-minute break**, which may be paid or unpaid at the department’s discretion.

***Overtime***

Student employees are **not eligible to work more than 20 hours per week** during the academic semester. However, during 1 weeklong or more **academic breaks** (e.g., Thanksgiving, winter break, spring break) or **summer** (if not enrolled in classes), students may work **over 40 hours per week**.

If a student exceeds **40 hours in a workweek**, the department is responsible for paying **overtime at 1.5 times the regular hourly rate**, as required by the FLSA.

***Disability Services***

Under the **Americans with Disabilities Act (ADA)**, individuals with disabilities are protected from discrimination in employment. A person is considered to have a disability if they:

* Have a physical or mental impairment that substantially limits one or more major life activities,
* Have a record of such an impairment, or
* Are regarded as having such an impairment.

If a student employee qualifies under the ADA, they are entitled to **reasonable accommodations** that enable them to perform the essential functions of their job. The **Office of Disability Services (ODS)** works with departments to determine and implement appropriate accommodations.

For more information, visit the [ODS website](https://www.jmu.edu/ods/index.shtml).

**Employment Changes: Promotions, Demotions, Resignations, Terminations, Contract Extensions, and Lump Sum Payments**

**ePAR Actions**

The **ePAR (Electronic Personnel Action Request)** form is used to process a variety of employment changes. When updating information for an active student employee, submit a new ePAR and clearly indicate the action and reason for the change.

* If a student continues working through the original ePAR end date, **no separation notice is required**.
* If employment ends **before** the original end date, submit a new ePAR to reflect the **separation** and update the end date.
* To **extend** a student’s employment beyond the current ePAR end date, submit a new ePAR **before** the contract expires.
  + If the extension is submitted **after** the original end date, a **rehire ePAR** will be required.

**Transfers, Resignations, Terminations, and End of Contract**

Approximately one week before a student employee’s **transfer, resignation, termination, or contract end**, you will receive an **automated email notification**. This email includes a checklist of tasks to complete, such as collecting university property. Please ensure all items are addressed before the student’s final day of employment.

**Lump Sum Payments After Completion**

If a student is hired with the understanding that they will receive a **lump sum payment upon completion** of their assignment:

* **All hiring paperwork must be completed at the time of hire**, not at the end of the assignment.
* Delaying paperwork until the end of the assignment results in **non-compliance** with university policy.
* Employment documentation must be on file for the **entire duration** of the student’s work period.

**Timesheets**

Student employees are required to **accurately complete, sign, and submit timesheets** to their supervisor **each pay period** to ensure timely payment for hours worked. This is a **condition of employment**.

* If a student fails to submit timesheets for **two consecutive pay periods (approximately one month)**, they may be subject to **termination** from their position.
* Supervisors are encouraged to regularly review and approve timesheets to avoid delays in payroll processing.

**Pay and Direct Deposit**

Participation in **JMU’s direct deposit program** is mandatory for all employees. This program allows wages to be automatically deposited into up to **four** accounts at the financial institution(s) of the employee’s choice.

* Student employees can view their pay information through **MyMadison** under the **Employee** tab.

***Pay Schedule***

Pay is issued **twice per month**:

* **On the 16th** of each month: for hours worked from the **16th to the end of the previous month**.
* **On the last business day** of the month: for hours worked from the **1st to the 15th** of the current month.

If a pay date falls on a weekend or holiday, payment will be issued on the **previous business day**.

**Example:**  
If a student works 20 hours from **September 1–15**, those hours will be paid on **September 30**.

**Student Employee Evaluations**

Supervisors play a key role in shaping the student employment experience by clearly defining job responsibilities and performance expectations. Regular performance evaluations—both **formal and informal**—are encouraged to support student development and ensure job effectiveness.

**Why Evaluate?**

Evaluations serve multiple purposes:

* **Reinforce strong performance**
* **Identify areas for improvement**
* **Set goals for continued growth**
* **Encourage open communication**
* **Support future references and recommendations**

We strongly recommend conducting **formal evaluations at least once per semester**. These evaluations help students view their job as a meaningful learning experience and provide supervisors with a structured way to guide and mentor their student employees.

**Evaluation Process**

* A **sample evaluation form** is available on the [Student Employment website](https://www.jmu.edu/student-employment/supervisors/index.shtml).
* Supervisors may also use their own evaluation tools, provided they are **consistent** and **job-related**.
* A **signed copy** of the evaluation should be:
  + Given to the student employee
  + Retained in the student’s employment file

**FICA Status (Federal Insurance Contributions Act)**

**FICA** is a federal tax that funds Social Security and Medicare. Employers are required to withhold FICA taxes from employee wages and contribute a matching amount. However, under IRS Revenue Procedure 98-16, **student employees may qualify for a FICA exemption** if specific conditions are met.

**Eligibility for the Student FICA Exemption**

A student employee at James Madison University is eligible for the FICA exemption if **all** the following conditions are satisfied:

**Enrollment Requirement**  
The student must be **enrolled and regularly attending classes** on at least a **half-time basis**:

* + Undergraduate students: **6 or more credit hours per term**
  + Graduate students: **5 or more credit hours per term**  
    Enrollment status is determined **at the end of the add/drop period** each semester.
  + A **FICA compliance report** is generated each pay period to identify student employees who have dropped **below half-time enrollment status**.
    - If a student is no longer enrolled at least half-time, they **become subject to FICA taxes** for that pay period.
    - The **Student Employment Office** will notify the department of the change in status.
    - Upon notification, the department must submit an **ePAR** to either:
      * **Terminate** the student’s employment, or
      * **Transfer** the student to a non-student (HR) position, if continued employment is appropriate.
    - Timely action ensures compliance with IRS regulations and accurate payroll processing.

**Employment Status**  
The student must not be eligible for **employment benefits** typically offered to non-student employees, such as:

* + 403(b) retirement plans
  + State retirement programs
  + Tuition waivers

**Timing of Employment**

* + Students may begin working **up to one month before** the start of a semester in which they are enrolled at least half-time.
  + They may continue working **up to one month after** the end of a semester in which they were enrolled at least half-time.

**Break Periods**

* + The FICA exemption **does not apply** during **summer** or other university breaks unless the student is enrolled at least half-time during that period.
  + The exemption also does **not apply** during breaks longer than **five weeks**, unless the student remains enrolled during that time.

### The IRS defines a student as someone whose services are “incident to and for the purpose of pursuing a course of study.”

### 

**Family Educational Rights and Privacy Act (FERPA)**

**FERPA** is a federal law that protects the privacy of student education records. At James Madison University, a student’s primary relationship with the institution is as an enrolled student. Therefore, under FERPA, a student’s **employment records related to their student status** (such as on-campus jobs) are considered part of their **education record** and **cannot be released without the student’s written consent**.

**Annual Notification Requirement**

In compliance with federal regulations, JMU is required to **notify all enrolled students annually** of their rights under FERPA. This notification is:

* Distributed after the **third week of the fall semester**
* Published in both the **Undergraduate and Graduate Catalogs**
* Available on the [**University Registrar’s website**](https://www.jmu.edu/registrar/index.shtml)

These rights include the ability to:

* Inspect and review their education records
* Request amendments to inaccurate or misleading records
* Consent to disclosures of personally identifiable information, except where FERPA authorizes disclosure without consent

For more information, visit the [U.S. Department of Education’s FERPA website](https://studentprivacy.ed.gov/ferpa).

**Supervising Student Employees**

Supervisors play a vital role in the student employment experience. Beyond managing day-to-day tasks, supervisors help students develop professional skills, build confidence, and gain meaningful work experience.

***Supervisor Roles***

A supervisor may serve in many capacities, including:

* **Teacher** – guiding skill development
* **Trainer** – providing job-specific instruction
* **Mentor** – offering support and encouragement
* **Manager** – overseeing performance and productivity
* **Communicator** – setting clear expectations
* **Leader** – modeling professionalism
* **Liaison** – connecting students with resources
* **Mediator** – resolving conflicts
* **Organizer** – coordinating schedules and tasks

***Supervisor Responsibilities***

**Before Employment**

* Confirm the student is enrolled at least **half-time** (6 credits undergrad / 5 credits grad).
* For **Federal Work-Study (FWS)** positions:
  + Obtain proof of FWS eligibility from the student (via MyMadison).
  + Retain a copy of the financial aid offer letter in the student’s employment file.
* Create a **clear job description** for each student position.
* Review the job description with the student employee.
* Ensure the **I-9 Form (Sections 1 & 2)** is completed before the student begins work.
* Submit **tax and direct deposit forms** to Payroll Services.
* Complete and submit the **ePAR/contract** through the appropriate approval channels.
* Review **JMU Policies** [**1406**](https://www.jmu.edu/jmu-policy/policies/1406.shtml) **and** [**1324**](https://www.jmu.edu/jmu-policy/policies/1324.shtml)with the student.
* Have the student read the **“Guidelines for Student Employees”** (included in this handbook).

**During Employment**

* Establish a work schedule that aligns with the student’s class schedule (keep a copy on file).
* Conduct an **orientation session** to review:
  + Job duties and expectations
  + Punctuality and dress code
  + Confidentiality (if applicable)
  + Timekeeping procedures
* Maintain accurate **departmental time records** using [JMU Student and Wage Timesheets](https://www.jmu.edu/student-employment/supervisors/index.shtml) under sample forms.
  + Timesheets must be signed by both the student and supervisor.
  + Retain records for **three years**.
* Monitor and track **FWS hours and earnings** using the provided [spreadsheet](https://www.jmu.edu/student-employment/supervisors/index.shtml) under sample forms.
  + Ensure students do not exceed their authorized FWS award.
* Notify students of **pay dates** and how to access pay information via **MyMadison**.
* Provide **timely feedback** on performance.
* Ensure students are actively working during scheduled hours (no studying on the job).
* Ensure adequate departmental funding for **FICA wages** if a student drops below half-time enrollment.

**At Separation**

* Submit a **separation ePAR** if a student resigns or ends employment.
* Collect any university property issued to the student.

For transfers, resignations, terminations, or contract completions, follow the checklist provided in the auto-notification email that is sent to the supervisor approximately 1 week prior to last day of the student employee’s contract end date.

**What Student Employees Need for Success in the Workplace**

To thrive in their roles and contribute meaningfully, student employees benefit from clear guidance, consistent support, and a structured work environment. Below are key elements that help ensure a successful student employment experience:

**1. Clearly Defined Expectations**

* What are the student’s specific job duties and responsibilities?
* Are expectations communicated clearly from the start?

**2. Understanding the Department’s Mission**

* What is the purpose of the department?
* How does the student’s role support the department’s goals?

**3. Effective Supervision**

* Who is the student’s direct supervisor?
* Who assigns daily tasks and oversees progress?

**4. Clear Communication Channels**

* Who should the student contact with questions or concerns?
* Is there a process for providing feedback or resolving issues?

**5. Attendance and Punctuality Guidelines**

* What is the policy on absences and tardiness?
* How many absences are allowed before employment is at risk?

**6. Job-Specific Training**

* What training is provided to prepare the student for their role?
* How does the training support job performance and development?

**7. Professional Appearance Standards**

* What are the expectations for dress and grooming in the workplace?

**8. Positive Attitude and Professionalism**

* How should students present themselves to colleagues and clients?
* What behaviors reflect a strong work ethic and team spirit?

**9. Commitment to Confidentiality**

* Will the student handle sensitive or confidential information?
* How is confidentiality explained and enforced?

**10. Awareness of Evaluation Criteria**

* What performance standards will the student be evaluated on?
* How often are evaluations conducted?
* Is pay progression tied to performance and evaluations?

**Guidelines for Student Employees**

On-campus employment is more than just a job—it’s an opportunity to gain valuable experience, develop professional skills, and enhance your student’s overall college journey. By accepting a student position at James Madison University, they are also accepting the responsibilities that come with it.

These guidelines are designed to help students understand their role and expectations as a student employee. If the student has questions not addressed here, the supervisor or the Student Employment Office is always available to assist.

**Purpose of Student Employment**

Whether they are employed through the **Federal Work-Study (FWS) Program** or **Institutional Employment (IE)**, their job is a meaningful part of their education. Student employment provides real-world experience and transferable skills that support long-term career success.

**Expectations for Student Employees**

As a representative of JMU, they are expected to:

* **Maintain high standards of professionalism** in all aspects of their work.
* **Complete assigned duties promptly and efficiently**.
* **Demonstrate good judgment** and act responsibly in the workplace.
* **Show respect and courtesy** to supervisors, coworkers, and the public.
* **Uphold the values and reputation** of the university through conduct.

**JMU Student Employee Handbook**

The [**Student Employee Handbook**](https://www.jmu.edu/student-employment/students/index.shtml)is maintained by the **Student Employment Office**, part of the Division of Access and Enrollment. It serves as a resource for student employees and supervisors, outlining expectations, rights, and responsibilities to ensure a successful and professional work experience.

***Student Employee Rights***

As a student employee at James Madison University, they have the right to:

* Clear information about **rate of pay**, **Federal Work-Study (FWS) award amount** (if applicable), and **expected weekly hours**.
* A **specific job description** and a clear understanding of supervisor’s expectations.
* A **defined work schedule** that accommodates academic commitments.
* **Adequate training** to perform assigned duties effectively.
* A **safe and sanitary work environment**.
* **Regular supervision and performance evaluations**.
* Clear instructions for **submitting timesheets** and tracking hours worked.
* Guidance on what to do if **unable to report to work**.
* A process for **raising concerns** related to the job or supervisor.

***Student Employee Responsibilities***

As a student employee, they are expected to:

* Understand the terms of the **Student Employment Contract** and/or **FWS award** and follow all applicable policies.
* Provide the supervisor with a **copy of the class schedule**. A student may not be scheduled to work during class times. If a class is canceled and the student employee wish to work during that time, they must provide written proof (e.g., syllabus or email from the professor), which should be kept in their personnel file.
* Report to the department on the **agreed start date**.
* Complete all **hiring paperwork** promptly.
* Understand **job responsibilities** and supervisor’s expectations.
* Follow all **departmental policies and procedures**.
* Arrive on time and work the **scheduled hours**.
* Student employee should notify supervisor in advance if they are unable to work due to illness or other valid reasons.
* Perform duties **efficiently and professionally**.
* Use time productively and avoid socializing during work hours. When possible, schedule **2 to 3-hour work blocks**.
* Student employees need to be courteous and respectful to their supervisor, coworkers, and guests.
* **Accurately complete and submit timesheets** each pay period. Failure to submit timesheets for **two consecutive pay periods (one month)** may result in termination.

**Performance Prohibitions and Standards of Conduct**

Student employees are expected to uphold the highest standards of integrity and professionalism while representing James Madison University. The following actions are strictly prohibited and may result in disciplinary action, including immediate termination:

***Prohibited Conduct***

* Unauthorized disclosure or falsification of confidential information.
* Misuse of university property (e.g., office supplies, equipment, mail, phone services).
* Threatening, attempting, or inflicting bodily harm on another person.
* Use of alcohol or illegal drugs during work hours or reporting to work under the influence.
* Possession of illegal weapons on university property.
* Falsifying hours worked or forging signatures on timesheets.
* Theft of money, equipment, or personal/university property.

**Note:** This list is not exhaustive. Departments may identify additional behaviors as grounds for disciplinary action based on the nature of the position.

***Consequences and Disciplinary Process***

Violations of university or departmental policies may result in disciplinary action, up to and including termination. Supervisors are encouraged to address performance or behavioral concerns promptly and constructively.

***Progressive Discipline Process***

1. **Initial Discussion**  
   The supervisor should meet with the student to discuss the concern and expectations for improvement.
2. **Written Warning**  
   If the issue persists, a written notice should be developed outlining:
   * The specific performance or behavioral issue
   * Expectations for improvement
   * A reasonable timeline for correction  
     Both the student and supervisor should sign the notice to acknowledge the discussion.
3. **Final Action**  
   If no improvement is made within the designated timeframe, the supervisor should notify the student and submit a **termination ePAR** to Student Employment, including documentation of the issue and steps taken.

A sample disciplinary report is available on the [Student Employment Supervisor Resources page](https://www.jmu.edu/student-employment/supervisors/index.shtml).

***Grounds for Immediate Dismissal***

Some actions may warrant immediate termination without warning, including but not limited to:

* Repeated failure to report to work without notice or valid reason.
* Falsification of timesheets or signatures.
* Inadequate skills for the position (e.g., lack of required computer literacy).
* Breach of confidentiality or any act of dishonesty.

***Professional Development Reminder***

Developing strong work habits is essential to the student’s future career success. If they are ever unsure about their responsibilities or expectations, they need to ask their supervisor. Maintaining a positive relationship with your student employee is important—future employers may request references from the supervisor.

**JMU Student Handbook**

The [**JMU Student Handbook**](https://www.jmu.edu/osarp/handbook/index.shtml)is maintained by the **Office of Student Accountability & Restorative Practices (OSARP)**, part of the Division of Student Affairs. It outlines the rights, responsibilities, and behavioral expectations for all students, including policies related to conduct, safety, and accountability processes.

All students are expected to be familiar with the policies outlined in the handbook and to comply with university, local, state, and federal laws.

***Safety in the Workplace***

James Madison University is committed to providing a safe and healthy work environment for all employees, including student workers. This commitment is supported by several departments working collaboratively to ensure campus safety and emergency preparedness.

***Workplace Safety Oversight***

* The **Office of Risk Management** conducts safety inspections, investigates incidents, and provides training on environmental and workplace safety.
* The **Safety Coordinator** works closely with local and state agencies, including the Harrisonburg Fire Department and the Virginia State Fire Marshal’s Office, to ensure compliance with safety standards.

***JMU Police Department***

The **James Madison University Police Department (JMUPD)** is a fully accredited law enforcement agency with jurisdiction over all university-owned, -leased, or -controlled properties, including adjacent streets and off-campus housing areas through a concurrent jurisdiction agreement.

**Key Functions:**

* 24/7 patrols and emergency response
* Crime prevention and investigation
* Event security and traffic control
* Emergency preparedness and response coordination

All officers are certified by the **Virginia Department of Criminal Justice Services** and receive ongoing training, including CPR and AED use.

**Emergency Contacts**

* **On-campus emergency:** (540) 568-6911
* **Backup emergency line:** (540) 442-6911 (if JMU phone network is down)
* **Non-emergency line:** (540) 568-6913
* **Emergency call boxes** are located throughout campus and connect directly to JMUPD.

**Important:** When calling from a mobile phone, always dial the full number for JMUPD. Dialing 911 may route your call to a different agency.

**Incident Reporting**

* All workplace accidents involving student employees must be reported using the [**Student Accident Investigation Report**](https://www.jmu.edu/student-employment/supervisors/index.shtml)within **24 hours** of the incident.
* Reports should be submitted to the [**Office of Risk Management**](https://www.jmu.edu/riskmgmt/index.shtml).

**Additional Resources**

* [**Annual Security and Fire Safety Report**](https://www.jmu.edu/police/clerycompliance/annual-security-and-fire-safety-report.shtml): Includes crime statistics and safety policies for the past three years.
* [**Comprehensive Safety Plan**](https://www.jmu.edu/safetyplan/emergency_plans.shtml): Outlines emergency procedures and safety protocols.
* [**Office of Public Safety Website**](https://www.jmu.edu/police/index.shtml): Offers information on crime prevention, emergency alerts, and safety tips.

**Top 10 Tips for Supervising Student Employees**

Student employees bring energy, creativity, and fresh perspectives to the workplace. As a supervisor, your role is to guide, support, and help them grow professionally. Here are ten best practices to help you create a positive and productive experience for both you and your student employees:

**1. Lead by Example**

Demonstrate strong work habits, professionalism, and a positive attitude. Your behavior sets the tone and serves as a model for your student employees.

**2. Be Flexible**

Remember that students are students first. While maintaining high standards, be understanding of academic responsibilities and scheduling needs.

**3. Set Clear Expectations**

Clearly communicate job duties, performance standards, and workplace policies. Don’t assume students know what’s expected. Clarity leads to confidence.

**4. Provide Regular Feedback**

Offer constructive and timely feedback. Recognize achievements and address areas for improvement in a supportive and encouraging manner.

**5. Be Fair and Consistent**

Treat all student employees with respect and equity. Fairness builds trust and reinforces the value of accountability.

**6. Invest in Training**

Take time to train students in essential skills such as time management, customer service, and problem-solving. Training builds competence and confidence.

**7. Foster Teamwork**

Encourage collaboration and recognize the unique strengths each student brings to the team. A strong team culture enhances productivity and morale.

**8. Recognize Contributions**

Celebrate successes—big or small. A simple thank-you or public acknowledgment can go a long way in boosting motivation and engagement.

**9. Connect Work to Purpose**

Help students understand how their role supports the department’s mission and the university’s goals. Purpose-driven work is more meaningful and rewarding.

**10. Be an Educator**

Every interaction is a teaching moment. Support your student employees’ growth by mentoring them not just as workers, but as future professionals.

###### JMU Policies

**Code of Conduct**

All student employees are expected to uphold the values and mission of **James Madison University** by conducting themselves with integrity, professionalism, and respect in the workplace.

As representatives of the university, student employees must:

* Perform their duties responsibly and ethically.
* Demonstrate professionalism in behavior, communication, and appearance.
* Maintain the highest standards of honesty and accountability.
* Foster a respectful and inclusive work environment.
* Protect the confidentiality of sensitive information.

Student employees are trusted members of the university community and are expected to act in a manner that reflects positively on themselves, their department, and JMU.

**Equal Opportunity and Non-Discrimination**

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

James Madison University is committed to providing an environment that is free from discrimination and harassment. In accordance with **Policy 1302**, the university prohibits discrimination based on:

* Age
* Color
* Disability
* Gender identity or expression
* Genetic information
* Marital status
* Military or veteran status
* National origin
* Parental status
* Political affiliation
* Pregnancy or related conditions
* Race
* Religion
* Sex
* Sexual orientation
* Any other characteristic protected by law

Any conduct by a member of the university community that constitutes discrimination or harassment based on a protected characteristic is a violation of university policy and may result in disciplinary action.

***Filing a Complaint***

Any **applicant, employee, student, affiliate, or visitor** who believes they have experienced discrimination, or harassment may file a complaint with the **Office of Equal Opportunity (OEO)**. See [JMU Policy 1324](https://www.jmu.edu/JMUpolicy/policies/1302.shtml) for detailed procedures.

***Disability Accommodations***

Requests for reasonable accommodations related to a disability may be directed to:

* The **Office of Disability Services** (for students and student employees)
* **Human Resources** (for faculty, staff and affiliates)
* The **Office of Equal Opportunity**

For more information, refer to [JMU Policy 1331](https://www.jmu.edu/JMUpolicy/policies/1302.shtml).

**Discrimination & Harassment**

[JMU Policy 1324](https://www.jmu.edu/JMUpolicy/policies/1324.shtml)

James Madison University is committed to maintaining a work and academic environment that is free from all forms of discrimination, harassment, and retaliation. In accordance with **Policy 1324**, the university prohibits conduct that creates a hostile, intimidating, or offensive environment based on any legally protected characteristic.

**What Constitutes Harassment?**

Harassment includes unwelcome verbal, physical, or written conduct that is based on a person’s:

* Age
* Color
* Disability
* Gender identity or expression
* Genetic information
* Marital status
* Military or veteran status
* National origin
* Parental status
* Political affiliation
* Pregnancy or related conditions
* Race
* Religion
* Sex
* Sexual orientation
* Or any other characteristic protected by law

Harassment is prohibited when:

* Submission to such conduct is made a condition of employment, academic status, or admission.
* Submission to or rejection of such conduct is used as a basis for employment or academic decisions.
* The conduct unreasonably interferes with an individual’s work or academic performance or creates a hostile or offensive environment.

***Reporting Discrimination or Harassment***

Any **student, employee, applicant, affiliate, or visitor** who believes they have experienced discrimination, harassment, or retaliation may file a complaint with the **Office of Equal Opportunity (OEO)**.

**Contact OEO:** (540) 568-6991  
[How to File a Complaint](https://www.jmu.edu/access-and-enrollment/oeo/how-to-file-a-complaint/formal-complaint.shtml)

**Disabilities & Reasonable Accommodation**

[JMU Policy 1331](https://www.jmu.edu/JMUpolicy/policies/1331.shtml)

James Madison University is committed to ensuring equal access and opportunity for individuals with disabilities in all aspects of university life, including employment, academics, and participation in university programs and services.

In accordance with the **Americans with Disabilities Act (ADA)**, as amended, and **Section 504 of the Rehabilitation Act**, the university will provide **reasonable accommodations** to qualified individuals with documented disabilities.

**Key Principles**

* Accommodations are designed to enable individuals with disabilities to perform essential job functions, participate in academic programs, or access university services on an equal basis.
* Individuals with disabilities are held to the same standards of conduct as all other members of the university community. A disability does not excuse misconduct.
* Reasonable accommodations are determined on a case-by-case basis and may include modifications to the work environment, academic adjustments, or auxiliary aids and services.

**Requesting Accommodations**

Requests for accommodations may be directed to:

* The supervisor
* The **Office of Disability Services** (for students and student employees)
* **Human Resources** (for faculty, staff and affiliates)
* The **Office of Equal Opportunity**

Documentation from a qualified healthcare provider may be required to support the request.

**Telework**

[JMU Policy 1332: Telework](https://www.jmu.edu/JMUpolicy/policies/1332.shtml)

Student employees may be eligible to telework under specific conditions. To ensure compliance with university policy, the following guidelines must be followed:

**Approval Process**

* A **Standard Telework Agreement** must be completed and approved **before** the student begins any remote work.
* The signed agreement must be submitted to **Student Employment (MSC 3519)**.

**Supervisor Responsibilities**

* Supervisors are responsible for:
  + Establishing a clear **telework schedule**.
  + Verifying that assigned hours are being worked.
  + Ensuring that student employees do **not** access restricted university systems remotely (e.g., **PeopleSoft**, **JMU networks**, etc.).

**Timekeeping**

* Student employees must submit a **signed timesheet** documenting all hours worked while teleworking.
* Timesheets serve as official records and are required for payroll processing.

**Inclement Weather Guidelines**

[JMU Policy 1309: Inclement Weather and Emergency Closings](https://www.jmu.edu/JMUpolicy/)

Student employees are considered **non-designated part-time staff** under this policy. The following guidelines apply during university delays or closures due to inclement weather:

**When the University is Delayed or Closed**

* Student employees are **not required to report to work** during a university delay or closure unless specifically instructed by their supervisor.
* If a student does **not work** during the closure, they will **not be paid** for the missed hours.
* Supervisors may, at their discretion, allow student employees to **make up missed hours** at a later time.

**If the Closure Occurs Outside Scheduled Hours**

* If the university delay or closure occurs during a time the student is **not scheduled to work**, the student should **not report to work**.

**Worker’s Compensation**

[JMU Policy 1312: Workers’ Compensation/Return to Work](https://www.jmu.edu/JMUpolicy/policies/1312.shtml)

James Madison University is committed to maintaining a safe work environment. If a **student employee is injured while performing job duties**, they may be eligible for coverage under the **Virginia Workers’ Compensation Act**, provided the injury meets the criteria for a compensable claim.

**Steps to Take if an Injury Occurs**

1. **Report the Injury Immediately**  
   The student employee or their supervisor must report the injury to **Human Resources** as soon as possible—**within 24 hours** of the incident.
2. **Complete the** [**Accident/Incident Report**](https://www.jmu.edu/humanresources/forms/workers-comp/index.shtml)  
   This form can be completed by either the student employee or the supervisor and must be submitted to the **HR Benefits Team**.
3. **Seek Medical Attention (if needed)**  
   If medical treatment is required, the student must choose a provider from JMU’s [**Panel of Physicians**](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https:/www.jmu.edu/humanresources/forms/2024-panel-of-physicians11.pdf). In emergencies, treatment may be sought at **Sentara RMH Emergency Room**, but follow-up care must be with a panel physician.
4. **Follow Up with HR**  
   Contact a **Benefits Specialist** at (540) 568-3593 or email [benefits@jmu.edu](mailto:benefits@jmu.edu) for guidance on next steps and to ensure proper documentation is in place.

**Driving JMU Vehicles**

[JMU Policy 4303: Use of State Vehicles](https://www.jmu.edu/JMUpolicy/policies/4303.shtml)

Student employees may be authorized to drive university-owned, leased, or rented vehicles **only when operating under the direction and supervision of JMU** and in accordance with university policy.

**Eligibility Requirements**

To be eligible to drive a JMU vehicle, a student employee must:

* Be at least **19 years old**
* Have held a valid driver’s license for **a minimum of two years**
* Be employed by JMU and performing duties directly related to university business

**Usage Guidelines**

* Travel must be limited to **pre-approved destinations**; no unauthorized side trips or personal errands are permitted.
* Student drivers must comply with **all university policies**, as well as **local, state, and federal laws**.
* Only **designated passengers** are allowed in the vehicle.
* If transporting **minors**, the department must obtain **written parental or guardian consent** prior to travel.

**Discrimination and Harassment**

[JMU Policy 1324: Discrimination and Retaliation Complaint Procedures](https://www.jmu.edu/JMUpolicy/policies/1324.shtml)

James Madison University is committed to maintaining a work and academic environment that is free from all forms of discrimination, harassment, and retaliation.

**What Constitutes Harassment?**

Harassment includes **unwelcome verbal, physical, or written conduct** that is offensive or demeaning and is based on a person’s protected characteristics. It becomes a violation of university policy when:

* Submission to the conduct is made a **condition of employment, academic status, or admission**.
* Submission to or rejection of the conduct is used as a **basis for employment or academic decisions**.
* The conduct **interferes with an individual’s work or academic performance** or creates an **intimidating, hostile, or offensive environment**.

**Reporting Concerns**

Anyone who believes they have experienced or witnessed discrimination, or harassment should contact the **Office of Equal Opportunity (OEO)**:

**Phone:** (540) 568-6991  
[OEO Website](https://www.jmu.edu/access-and-enrollment/oeo/index.shtml?jmu_redir=r_oeo)

The OEO provides guidance, investigates complaints, and ensures compliance with university policy and applicable laws.

**Release of Information from Employee Records**

[JMU Policy 1316: Employee Records – Release of Information](https://www.jmu.edu/JMUpolicy/1316.shtml)

James Madison University is committed to protecting the privacy of employee records while complying with applicable federal and state laws, including the **Virginia Freedom of Information Act (FOIA)** and the **Virginia Government Data Collection and Dissemination Practices Act**.

**Policy Overview**

JMU maintains employee records in accordance with legal requirements and university policy. The release of personal information is governed by strict guidelines to ensure confidentiality and transparency.

**Information Requiring Employee Consent**

The university **may not release** the following types of personal information without the employee’s written consent, unless legally authorized:

* Applications for employment
* Leave records
* Performance evaluations
* Medical or mental health records
* Disciplinary actions
* Social Security numbers, home addresses, and other sensitive personal data

**Information That May Be Released Without Consent**

Certain information is considered public and may be disclosed upon request, including:

* Job title and classification
* Dates of employment
* Salary (if over $10,000 annually)
* Employment contracts
* Reimbursements or allowances paid to the employee

**Access Without Consent**

Some individuals or agencies may access employee records without consent, such as:

* Supervisors and managers in the employee’s reporting chain
* Human Resources and legal counsel
* State agencies or contracted service providers (e.g., benefits administrators)

**Accident Reporting**

[JMU Policy 1312: Workers’ Compensation/Return to Work](https://www.jmu.edu/JMUpolicy/policies/1312.shtml)

James Madison University is committed to maintaining a safe and healthy work environment for all employees, including student workers. If a student employee is injured while performing job duties, the incident must be reported promptly.

**Reporting Requirements**

* **All work-related injuries or illnesses**—regardless of severity—must be reported to the employee’s **supervisor** immediately.
* An **Accident/Incident Report** must be completed and submitted to **Risk Management** within **24 hours** of the incident.
* The report may be completed by either the **student employee** or their **supervisor**.

**Next Steps**

* If medical treatment is needed, the student must select a provider from JMU’s **Panel of Physicians** to be eligible for workers’ compensation benefits.
* In emergency situations, treatment may be sought at **Sentara RMH Emergency Room**, but follow-up care must be with a panel physician.

For questions or assistance, contact **Human Resources – Benefits Team** at (540) 568-3593 or [benefits@jmu.edu](mailto:benefits@jmu.edu).

**Alcohol and Other Drugs**

[JMU Policy 1110: Alcohol and Other Drugs](https://www.jmu.edu/jmu-policy/numberlist.shtml)

James Madison University is committed to maintaining a safe, healthy, and productive work environment. In alignment with federal and state laws, the university prohibits the misuse of alcohol and controlled substances and supports employees in addressing substance-related challenges.

To uphold this commitment, the following actions are strictly prohibited and may lead to disciplinary action, including termination:

* **Unlawful or unauthorized activities** involving the manufacture, distribution, dispensation, possession, or use of alcohol or other drugs in the workplace.
* **Being under the influence** of alcohol or other drugs while at work, except when using prescribed medications for legitimate medical purposes.
* **Failure to report an arrest** related to criminal drug laws, alcohol laws, or driving while intoxicated—whether the incident occurred on or off duty—within 72 hours to your supervisor or designated university official.
* **Criminal convictions** for any of the following, whether the conduct occurred on or off duty:
  + Violations of criminal drug laws.
  + Violations of alcoholic beverage control laws or laws governing driving while intoxicated.
  + Failure to report such a conviction to your supervisor within five calendar days.

The university aims to apply this policy fairly and consistently, while also offering support and resources to employees who may be struggling with substance use.

**Smoking Regulations**

[JMU Policy 1111: Smoking, Vaping, Tobacco and Nicotine Regulations](https://www.jmu.edu/jmu-policy/numberlist.shtml)

To promote a healthy and safe environment, James Madison University prohibits smoking in all university-owned, leased, or rented buildings, facilities, structures, and vehicles. This includes:

* Parking garages
* Covered walkways
* Temporary enclosed structures, trailers, and tents
* Contractor- or vendor-placed structures on state-owned property
* Individual offices

**Outdoor smoking** is allowed on university grounds such as plazas, sidewalks, malls, and other open pedestrian areas—unless specifically marked as non-smoking zones. Smokers must remain at least **25 feet away** from any building entrance, exit, outdoor air intake, or operable window, including those of parking garages.

To maintain campus cleanliness and safety, smokers are required to dispose of smoking materials in designated ash urns. Littering university property with cigarette butts or other smoking waste is strictly prohibited.

**Prohibition of Weapons**

[JMU Policy 1105: Prohibition of Weapons](https://www.jmu.edu/jmu-policy/numberlist.shtml)

James Madison University strictly prohibits the possession, carrying, storage, or use of any weapon—whether concealed or visible—on any property owned, leased, or controlled by the university. This policy applies to all individuals, including employees, students, and visitors, and is enforced to ensure a safe and secure campus environment.

**Reporting Suspected Child Abuse or Neglect**

[JMU Policy 1406: Reporting Suspected Child Abuse or Neglect](https://www.jmu.edu/jmu-policy/numberlist.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 while 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 would 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.)

**Release of Information from Employee Records**

[JMU Policy 1316: Employee Records – Release of Information](https://www.jmu.edu/jmu-policy/numberlist.shtml)

James Madison University is committed to protecting the privacy of employee information while complying with the requirements of the **Privacy Protection Act** and the **Freedom of Information Act**. This policy outlines the procedures for accessing and releasing personal employee information maintained by the university.

**Attachment A**

**Student Employment Wage Scale and Pay Levels**

**Minimum Wage: $12.41/hour**  
*Note: For piece work, the minimum rate is $5.00 per unit.*

| **Pay Level** | **Minimum Hourly Wage** | **Maximum Hourly Wage** |
| --- | --- | --- |
| Level I – Basic | $12.41 | $13.75 |
| Level II – Intermediate | $13.50 | $15.25 |
| Level III – Advanced | $15.00 | $17.00 |

**Pay Level Descriptions**

| **Factor** | **Level I – Basic** | **Level II – Intermediate** | **Level III – Advanced** |
| --- | --- | --- | --- |
| **Complexity of Assignment** | Routine, non-complex tasks Established procedures | Moderate difficulty Alternative methods available | High difficulty Extensive problem-solving and decision-making Often involves concurrent activities |
| **Supervision Received** | Close supervision Assistance readily available | Some instructions provided Independent judgment within limits | General supervision Duties performed independently after training |
| **Supervision Given** | None | May supervise limited activities | May supervise large or complex activities |
| **Scope** | Limited to specific tasks | Responsible for a segment of operations | Responsible for specialized or entire operations |
| **Knowledge** | On-the-job training provided | Job-related knowledge required | Advanced, specialized knowledge required |
| **Training** | Minimal or no prior training | Relevant job-related training | Advanced training required |
| **Experience** | Minimal or no experience | Prior experience necessary | Moderate experience required |

**Attachment B**

**Graduate School / Financial Assistance**

**Financial Aid Resources**

**Office of Financial Aid and Scholarships**  
Student Success Center, 5th Floor  
MSC 3519  
(540) 568-7820  
 <https://www.jmu.edu/financialaid/index.shtml>

**The Graduate School**  
Madison Hall, 4th Floor  
MSC 6702  
(540) 568-6131  
<https://www.jmu.edu/grad/index.shtml>

**Graduate Assistantships**

James Madison University offers a limited number of graduate assistantships each year to support students academically and financially. These assistantships provide:

* Financial assistance to help offset the cost of graduate education
* Valuable teaching, research, and professional experience in academic and administrative settings

**Duration and Coverage**

* Most assistantships are awarded for up to **four academic semesters** (excluding summer) for master’s and educational specialist programs.
* For MFA and doctoral programs, assistantships may extend up to **three years**.
* Assistantships typically cover **up to nine graduate credit hours** per fall and spring semester at the **on-campus tuition rate**.
* **Room, board, and summer tuition** are not covered.
* **Web-based course fees** are the student’s responsibility.
* Assistantship funds **cannot** be used for audited or undergraduate coursework.

**Types of Assistantships**

| **Type** | **Description** |
| --- | --- |
| **Doctoral Assistant** | Assigned to academic departments for teaching and/or research. May receive higher stipends and summer support. Must be enrolled in a JMU doctoral program. |
| **Graduate Assistant** | Supports faculty or staff in instruction, research, lab prep, grading, or administrative tasks. Assigned to academic or administrative units. |
| **Teaching Assistant** | Instructs one course or lab (3 credit hours) per semester or assists with teaching duties. Must have completed at least 18 graduate credit hours. Supervised by graduate faculty. |
| **Other Assistantships** | Includes roles in Student Affairs (Service Assistants), Athletics (Athletic Assistants), and externally funded research (Research Assistants). Managed by respective divisions or departments. |

**Workload and Additional Employment**

* Graduate Assistants are expected to work **an average of 20 hours per week**.
* International students **cannot exceed 20 hours/week** due to visa restrictions.
* Additional JMU employment (up to 9 hours/week) may be approved by The Graduate School upon request by the student’s advisor or program director.

**Application Process**

* Indicate interest in an assistantship when applying to your graduate program.
* If no assistantship is available within your program, you may apply for open positions in other departments via [Page Up](https://jobs.jmu.edu/jobs/search?_gl=1*1ur459h*_gcl_au*MzY5MDAzNzAxLjE3NDczMjM3NTI.*_ga*MTc1NzI3ODQwNC4xNzQ3MzIzNzUy*_ga_VDJD052M5K*czE3NTI1ODU4OTgkbzk2JGcxJHQxNzUyNTk0NjUxJGo2MCRsMCRoMA..&_ga=2.251760651.303956015.1752501637-1757278404.1747323752).

**Important Note on Acceptance**

Accepting an offer of financial support (e.g., assistantship, fellowship, scholarship) for the upcoming academic year constitutes a mutual agreement between the student and the university. Students are **not obligated to accept offers before April 15**, in accordance with the **Council of Graduate Schools’ Resolution**.