SUPERVISOR HANDBOOK

Student Employment

at

Seattle Pacific University

2013-2014 Edition

Table of Contents

OVERVIEW

Seattle Pacific University (SPU) is proud to sponsor a large on-campus student employment program. An underlying philosophy of financial aid is the idea that students are responsible to work and contribute to their cost of attendance. On-campus jobs allow students to earn the funding needed for their educational expenses while learning valuable skills and exploring career interests. Working on campus helps students connect to the campus community, contributes to their academic success, and improves their chances of completing their degree at SPU.

Student labor is also critical for the numerous departments across the SPU campus and its student employees are vital to the success of the University.

Supervisors play an important role in the on-campus student employment program. As a supervisor, you are in a position to ensure that students benefit from their work experience. A supervisor serves as a mentor, role model, friend and connection to the SPU campus. As a supervisor, you are also in a position to ensure that SPU receives real value for the resources that are invested in student employees in terms of training, time, and funding.

TYPES OF ON-CAMPUS STUDENT EMPLOYMENT

There are two student employment programs on campus: Federal Work Study and Non-Work Study.

The Federal Work Study Program is designed to promote the part-time employment of students. Eligibility is based on demonstrated financial need as determined by the FAFSA (Free Application for Federal Student Aid form). The Office of Student Employment, located in Student Financial Services (lower Demaray Hall), monitors student's earnings under the Federal Work Study Program. Federal Work Study allows the student to earn money for the current year's cost of attendance. Work study earnings are deducted from the student's total earnings for the year when completing the FAFSA for the upcoming year which may increase their financial aid eligibility. Under the Federal Work Study Program, student wages are partially subsidized by the Federal Government, however this subsidy is not passed on to individual departments. Supervisors should not take work study eligibility into consideration when making hiring decisions.

The Non-Work Study Program is available to those students who do not demonstrate financial need based on the FAFSA or to those students who are hired later in the academic year when work study funds are depleted. Student earnings for the Non-Work Study Program are paid directly from University funding.

All student employees are paid twice a month through the Student Payroll office.

STUDENT EMPLOYMENT POLICIES AND PROCEDURES

CREATING AND ADVERTISING A STUDENT POSITION

Each supervisor must request a login to the JobLink website to post and maintain their listings. SPU JobLink serves as the central place for all job postings. In addition, departments may choose to advertise the open position on bulletin boards across campus or in campus publications (note: some bulletin boards require ASSP approval for postings).

If a department has a student position that has already been created and is on file in JobLink, but it needs to be advertised, supervisors may login to the website and post the corresponding position. New listings will be verified, approved, and posted by the Office of Student Employment.

Job descriptions will remain posted until the time indicated on the posting passes or the department closes the position by logging into the website. It is REQUIRED that each individual position has a specific job description on file with the Office of Student Employment. It is important for the department to update the listing on JobLink as soon as the position has been filled in order to keep the website postings current and helpful to students.

Students seeking work must take the initiative to check the website and apply for the positions that interest them. Supervisors may also request students to apply by phone, email or fax. Departments may set their own hiring practices, as long as they meet fair labor standards. Departments may not discriminate among students who have Federal Work Study eligibility or Non-Work Study eligibility. Students who apply for a position should not be questioned regarding their work study eligibility.

PROCESSES REQUIRED / PAPERWORK NEEDED FOR STUDENT HIRING

ELECTRONIC PERSONNEL ACTION FORM (EPAF)

Once a student has been hired by a department on campus, the supervisor will complete an Electronic Personnel Action Form (ePAF) in the Banner Information System, under the employee menu. This online form includes information about the student and the department. The ePAF must be submitted to the Office of Student Employment in order for the student to be paid. Instructions are available on our website.

The ePAF is used whether or not a student is eligible for the Federal Work Study Program. A student will be paid from the Federal Work Study funding if the student is eligible, the department is eligible, and there is funding remaining. All departments across campus are eligible for Federal Work Study funding except: ASSP, Campus Ministries, Campus Dining, and the Bookstore. After the ePAF has been approved by the Office of Student Employment, the ePAF will then be applied by Student Payroll for payment processing.

I-9 (EMPLOYMENT ELIGIBILITY VERIFICATION)

Students must complete an I-9 Form in Student Financial Services within three days of being hired. If a student does not submit the I-9 Form within three days, they must stop working until they can complete the I-9. A student employee must present documentation showing his/her eligibility to work in the United States. In order to limit liability for the University, Student Financial Services staff will complete all student I-9 Forms. I-9 Forms will be carried forward to the next year as long as work authorization documents have not expired and the

student has not had a break in employment. Students that have breaks in employment may need to complete a new I-9 Form. Before working, students are encouraged to stop by or call SFS to make sure their I-9 requirement is fulfilled for the current year. The I-9 Form is available in Student Financial Services or on our website.

W-4 FORM

Students must complete a W-4 Form, available in Student Financial Services, Student Payroll, or at our website. Students also have the option of completing their W-4 online through their Banweb account under the Employee Menu. This form must be completed once at the time the student employee is initially hired for an on campus job. International students should talk with the Student Payroll Office (3rd Floor, Weter) about tax consequences that may affect them. Student employees will not be paid until all documents (Electronic Personnel Action Form (ePAF), I-9 and W-4) are received by Student Financial Services.

In addition to the student employment paperwork, departments must have a current job description stored on JobLink. If a job description is not on file, the department will be contacted to submit one before the student will be paid. Job Descriptions should be updated when the hiring supervisor, job duties or pay rate changes.

ELIGIBILITY CRITERIA

In order to work on campus as a student employee, the student must be enrolled in at least 6 undergraduate credits or 3 graduate credits per quarter during the academic year. Employees who do not meet these enrollment requirements should discuss the possibility of being designated temporary staff persons with Human Resources. A Personnel Action Form, I-9, and W-4 must be completed through the Human Resources Office.

SUMMER EMPLOYMENT ELIGIBILITY

Students are eligible to work on campus during the summer if they are enrolled in at least 1 credit or if they intend to enroll in at least 6 undergraduate credits or 3 graduate credits the following fall quarter. Students may work up to 40 hours per week during summer. If a student graduated spring quarter, they are not eligible to continue into the summer as a student employee. They must be set up as a temporary staff person through Human Resources. If a student will graduate during summer quarter, they may work as a student employee until the last day of summer quarter. An Electronic Personnel Action Form (ePAF) is required for students working during the summer even if they are continuing in a job they held during the prior academic year. This electronic form is available in the Banner Information System.

EMPLOYMENT OF RELATED PERSONS

Supervisors of Student Employees should be aware of the University's policy regarding employment of related persons. SPU generally permits employment of close relatives on a concurrent basis. Exceptions to this do exist. Supervisors should not be directly supervising or approving timesheets for close relatives. For purposes of this policy, a close relative is a relationship established by blood, marriage, or otherwise. See the SPU Staff Handbook for further clarification.

MAXIMUM HOURS PER WEEK

It's important to honor that student employees are students first and employees second. Therefore, they are limited to working a maximum of 20 hours per week during the academic year. Students may work up to 40 hours per week during the summer, Christmas break, or Spring Break (students can only work 20 hours per week during the summer if they are enrolled at least half-time). Under extenuating circumstances, students (with supervisor support) may petition to be allowed to work over 20 hours per week (but not more than 30 hours per week to comply with the Affordable Care Act) by writing a petition letter to the Student Employment Coordinator. The petition must include the following information: (1) Student name, (2) Supervisor name, (3) Number of hours requesting to work per week, (4) The expected duration of the "overtime," (5) Reason(s) why the "overtime" is needed, and (6) A clear statement of how the student will maintain satisfactory academic standing while working additional hours. Upon approval, the student may be granted to work more than 20 hours per week for a short period of time.

CAMPUS WAGE GUIDELINES

Student wages are set based upon the hiring department's discretion. Supervisors should take into account their available student labor budget and the type of work involved. Wages should be set based on the type of work and the work experience the student brings to the job, not on class status. Students normally will be started at the lower end of the wage range; pay increases may be given once per year or more often based on the department's policies and student performance. Below are the wage guidelines for 2013-2014:

• Level I: $9.19-10.00/hour. Entry level, basic skills, zero or little previous experience. Very

 little independent decision making.

• Level II: $9.69-11.00/hour. Basic skills with some previous experience. Some independent

 decision making, less supervision, more accountable for application of knowledge.

• Level III: $10.49-12.00/hour. Moderately developed skills or significant experience. Great

 attention to detail, independent decision making, coordination of programs, or supervision of

 other students.

• Graduate Student Assistants: $14-$16/hour. Independent decision making, less supervision.

• Pay Raises. $.25 or $.50 increments, usually once per year of service.

MINIMUM WAGE CHANGES

The Washington State Minimum Wage may be increased each year by the rate of inflation and shall be calculated using the consumer price index. The new minimum wage rate will take effect in January. Student Payroll will automatically increase student employees with a pay rate below the new minimum wage. Student Payroll will notify the campus when the minimum wage is increased and inform supervisors of the new rate.

STUDENT EMPLOYEE DRESS CODE AND PERFORMANCE EXPECTATIONS

Departments may set their own dress code policies for student employees based on the type of work performed and the expectations of the position. Departments should also formulate their own policies regarding performance expectations and standards for student employees. These policies should be in writing and should be made available to every student employee when they are hired. All supervisors in the department should apply the policy equally to all student employees in the department.

BENEFITS

Student employees do not accrue unemployment benefits, sick leave, vacation pay or holiday pay.

Students should not work over 40 hours per week, thus they should not earn overtime pay.

STUDENT LABOR BUDGET ALLOCATIONS

Student labor budget allocations are determined and monitored by the Finance Office. Department budgets will be assigned 2 budget lines- an amount in the Federal Work Study Program and an amount in the Non-Work Study Program. Departments ought not to focus on the 2 separate budget lines, but rather should monitor the _total amount_ of the student labor budget allocation (federal work study plus non-work study). Departments are not affected if a student is or is not eligible for the federal work study program. Throughout the year, funds may be shifted between the two budget lines based on what program student employees are eligible for. The Student Employment Coordinator will monitor the overall expenditure levels for the University to ensure that Federal Work Study funding is maximized.

FEDERAL WORK STUDY/PRACTICUM CREDITS POLICY

By Federal regulation, students who are receiving practicum or internship credits for a job on campus may not be paid from Federal Work Study funds unless all students receiving the credits are also being paid. For this reason, students who are otherwise eligible for Federal Work Study will be paid from non-work study funding if they are receiving practicum or internship credits for their on campus job.

BREAKS AND MEAL PERIODS

Student employees, who work more than 5 consecutive hours, must be allowed an off-the-clock meal period of at least 30 minutes beginning no less than 2 nor more than 5 hours from the beginning of the shift. Employees who work more than 3 hours of overtime* are required to have an additional 30 minute meal period, prior to or during the overtime period. Student employees should not be paid for meal periods when they are completely relieved from duty during the break.

Student employees must be allowed a rest period of 15 minutes paid time for each 4 hours of working time. Rest periods should be scheduled as close as possible to the midpoint of the work period.

*Students should not regularly be scheduled to work more than 20 hours/week during the academic year and 40 hours/week during breaks and summer. See section "*maximum hours per week*."

COMMUNITY CHAPEL ATTENDANCE/PAYMENT POLICY

If a student employee is normally scheduled to work at a time when a community chapel has been scheduled, the student should be encouraged to attend the chapel event with the department and may record the hour spent at chapel on the timesheet. This policy only applies to chapel events that are designated as community chapels by the Office of Campus Ministries.

INCLEMENT WEATHER CLOSURES

Student employees are not eligible for pay during campus closures (i.e. snow days, etc.), unless they are required to work. If students are required to work during a closure, they will be paid for the time worked at their normal rate of pay, unless otherwise arranged by the supervisor.

STUDENT PAYROLL POLICIES AND PROCEDURES

Payment for work done by student employees is based on the premise of "an hour's pay for an hour's work." Student employees are expected to be working each hour for which they are paid. Student employees are paid on the basis of submitting student employee timesheets to Student Payroll according to the published Payroll Schedule. The Payroll Schedule is available in Student Payroll, Student Financial Services or on the Student Payroll website.

Before a student employee can access his/her timesheet via Banweb or receive payment for time worked, the following forms must be completed: (1) Electronic Personnel Action Form (ePAF), (2) I-9, and (3) W-4.

STUDENT TIMESHEETS

Student employees must record the hours worked each day on Student Timesheets, available online through the Banner Information System (once all paperwork is completed). Convert hours and minutes worked to decimal time (see decimal chart). For example, if a student worked 2 hours and 15 minutes, the time would be recorded as 2.25 hours.

Supervisors must carefully check timesheets for accuracy and submit student timesheets to Student Payroll every other Wednesday by 12pm. Refer to the published Student Payroll Schedule for exact dates. If the due date falls on a holiday, timesheets are due on the day following the holiday.

Decimal Time Conversion

5 min = .10

10 min = .20

15 min = .25

20 min = .30

25 min = .40

30 min = .50

35 min = .60

40 min = .70

45 min = .75

50 min = .85

55 min = .90

STUDENT PAY INCREASES

Supervisors must notify the Student Payroll Office of any increase to a student employee's pay rate. This may be done by submitting an On Campus Pay Raise Request Form to Student Payroll. This form is available online at http://www.spu.edu/depts/finance/forms/forms.asp. When giving a pay increase, please refer to the published Payroll Schedule and start the increase on the first day of a pay period, so that one timesheet does not have two different pay rates.

STUDENT PAYROLL SCHEDULE

Students will receive their earnings via direct deposit twice per month. Refer to the Student Payroll Schedule to determine pay dates. If there are questions about student payroll, please contact The Student Payroll Office located on the 3rd floor of Weter Hall.

EARLY CHECK POLICY

Early checks may be requested by completing a Request for Early Check form available online. An early check will be processed only once per year per student employee. If the delay in submitting timesheets was due to a supervisor error, contact Student Payroll concerning the processing of rush checks for the student employees affected. Student Payroll requires 24 hours to process the early check request.

NOTIFICATION OF STUDENT'S LAST DAY OF WORK

Supervisors are responsible for notifying Student Payroll when a student employee has worked their last day for that department. The preferred notification is an e-mail indicating the last day worked. Notification of the student employee's last day worked helps Student Payroll to keep payroll information accurate and allows the

payroll process to run smoothly. (NOTE: All students who have not been paid after 45 days will be automatically terminated.)

SUPERVISION OF STUDENT EMPLOYEES

EFFECTIVE INTERVIEW TECHNIQUES

The main purpose of the interview is to determine if the student applicant is capable of filling your employment needs. It also allows the student the opportunity to determine whether he/she feels qualified for and comfortable with the position.

Mastering job interview skills is a major step in a student's progress toward becoming an able and self-assured participant in the world of work. The process of applying for a position and discussing his/her qualifications and skills gives the student experience and confidence.

TIPS FOR INTERVIEWING

Prepare for the interview by reviewing materials you will use (for example the job description). The more familiar you are with the job description, the more useful the interview will be in selecting a student employee.

Try to create a friendly, comfortable atmosphere. Be aware of body language-both yours and the student's. Emphasize a relaxed, conversational attitude. Use eye contact and smile. Most job applicants are a bit nervous, especially if it is their first job interview. Devoting a few moments to putting the student at ease with "small talk" is often helpful.

Structure the interview to the functions and responsibilities of the job. Be sure you ask the questions necessary to verify that the student has the qualifications needed. Secure some basic information about the student's class schedule and work background.

Have a written copy of the job description available for the student to review. This will allow the student to organize his/her thoughts and be prepared to answer the questions posed in the interview and to formulate his/her questions.

After the basic information has been obtained, further questions are often necessary to determine skill level or degrees of talent. Encourage the student to talk by using open-ended questions such as:

- Why are you interested in working for this department?
- What skills and qualifications do you have that would relate to this position?
- After seeing the job description and hearing more information, what interests you about the position? What reservations do you have?
- What questions do you have about the job and its responsibilities?

Explain the useful and necessary role of the position within the department, emphasizing that the student will be considered an integral part of the staff. It is appropriate to give information about the department, standards expected, and the supervisory style. Be clear about expectations and ask the student for response, questions, or comments.

Be sure the student understands the next step in the selection process. Be sure to contact all student applicants in a timely manner regarding your hiring decision.

STUDENT EMPLOYEE ORIENTATION

A thorough and well-planned orientation allows the new student employee to become familiar with the activities of the work place and to more quickly feel like an integral part of the staff. The following recommendations are helpful:

Complete all necessary employment paperwork (Electronic Personnel Action Form (ePAF), I-9, W-4) and submit forms to Student Employment. *(This is always REQUIRED.)*

Review a copy of the job description. Explain the student's general work assignment and regular duties.

Explain the operation, purpose and goals of the department and specify the student's role in accomplishing the goals.

Introduce the student to other staff members, including other student employees.

Provide a tour of the physical surroundings of the office. Be sure to point out the nearest restroom and break room.

Show the student his/her work area and make sure it is well stocked with supplies.

Establish the basic conditions of employment. For example, hourly wage, work schedule, and attendance requirements. (Who does the student contact in case of absence or tardiness?)

Explain office procedures and policies concerning breaks, use of the telephone or office equipment for personal business, access to office coffee and kitchen facilities, etc.

Provide guidance to the student regarding appropriate dress for the department.

Explain how to use the phone system including how to transfer calls, put a call on hold, proper telephone etiquette.

Explain how to use the department fax machine and copy machine. Show the student how mail is handled in the department.

Explain how to use any specific equipment in your department.

Discuss responsibility for finding a substitute if the student is not able to report to work on a particular day (if applicable to your department).

Arrange for the student to complete FERPA (Family Educational Right to Privacy Act) training. The student must request access to the online training session by emailing ferpa@spu.edu.

Once the student has begun working, it is important that the supervisor lay the groundwork for a successful working relationship by communicating clear expectations. The supervisor should provide adequate training for the student. Most new employees initially require one-on-one training. As the student gains skills and confidence in the job, the need for continued close supervision might be reduced.

It is also important for the supervisor to be generous in giving the student feedback, praising the student for what he/she does well, and redirecting the student when necessary.

TEN WAYS TO HELP STUDENT EMPLOYEES

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

2. 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 in accommodating academic obligations.

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

4. GIVE FEEDBACK FREQUENTLY. Provide consistent and appropriate feedback to your student employees. Student employees, like all employees, benefit from feedback on job performance, providing it is communicated with a positive spirit.

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

6. TRAIN! TRAIN! TRAIN! Take time to train your students in important work skills, attitudes and habits, such as perseverance, time management, phone skills, quality customer service practices, handling difficult situations. This is the "common sense" from which success is made.

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

8. GIVE RECOGNITION. When you see a student employee "going the extra mile" acknowledge this in front of other staff and peers. People need to feel appreciated.

9. 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 the University. Remember, purposeful work is meaningful work.

10. BE AN EDUCATOR. To the degree that we each contribute to the lives of others, we are all educators. Consider how you can contribute to the education of your student employees.

MOTIVATING STUDENT EMPLOYEES

Recognize the student as an individual. A supervisor has a responsibility to see the student employee as a unique and valuable person.

Inform students of the relationship between their work, the role it plays in the department and the University, how it relates to their academic work. Share with them about the role it can play in their future work.

Help the students train for future work and career goals. Help them acquire skills that will make them more marketable later on. What is the student's major? Try to give them responsibility for projects that relate to their course of study. Give them clearly defined goals and the freedom to achieve them in their own way.

Offer constant informal feedback in addition to periodic performance evaluations. Student employees need to know that they are on the right track and are performing up to your standards. They also need to know the areas that need improvement.

Mix up the workload for student employees. Don't overload them with "grunt work" only. It's a strong temptation to assign all low-level work to student employees, but please don't. It's demoralizing for them. Find out what specialized skills and talents they have and help them further expand these skills. Recognize that student employees are an invaluable resource for innovative and creative ideas for change and improvement.

Be prepared to increase responsibilities to match the growing abilities of each student employee. Try to provide some job duties that will have "resume value."

Treat student employees as a vital part of the department. When they are hired, be sure to introduce them to the other staff members. Include them in office celebrations, recognize their birthdays, a job well done, etc.