Clark University

Student Employment Guide for Supervisors

Introduction

Thank you for participating in the Clark University Student Employment Program. Student employment plays an important role in the Clark experience for many of our students. These positions offer opportunities for students to gain professional development experience and skills and help students connect with a broader network of faculty and administrators on campus.

This handbook outlines policies and procedures for undergraduate student employment at Clark. **All hiring managers are required to follow these policies** and should familiarize themselves with the material. To provide an opportunity for questions and get support on supervising student employees, each year the University provides a workshop for hiring managers in mid-August.

Student employment is a collaborative effort among campus departments including the Office of Financial Assistance, Career Development/ClarkCONNECT, Payroll Office, and Human Resources. This guidebook will direct you to the appropriate office for handling specific questions.

This document is designed to help you understand the process of hiring a student employee for your department. It also provides you with some basic guidelines and advice to assist you in your role as a student employee supervisor.

Posting a Student Employment Position

All new undergraduate student employment opportunities will be posted in Handshake, the University's online job portal. Hiring managers are responsible for creating user accounts, position descriptions, and posting jobs. If your department wishes to hire undergraduate students, follow these steps:

1. If you have not already done so, sign up for a user account in Handshake. Please note that you will connect to a specific department at Clark. If you do not see your department listed, please email ugoncampusemployment@clarku.edu and ask for one to be created.

2. Follow the posting guidelines to add your position(s) to Handshake.

You are encouraged to post jobs by early August to ensure that students have adequate time to browse and apply for positions. Jobs can continued to be posted in Handshake on a rolling basis as the need arises in your department (example: one of your students is going abroad in the spring and you need to rehire for the position). Remember that positions should be posted for a minimum of 3 business days to allow all students an opportunity to view and apply for the job.

Generally, if the student will be working for an office or department on a regular, continual basis, the position should be posted in Handshake. If you will be hiring students on a one-time basis (e.g. Commencement, Reunion, etc.) or faculty managed positions such as Peer Learning or Research Assistants, you are exempt from this process. However, students will need to be paid an hourly wage as they do not qualify for a "stipend" based payment and you will need to complete the one -time hire and payment form available through Business and Financial Services.

Your department is allocated funds within your operational budget for student employment. It is your responsibility to allocate funding to each student you hire within the limit of your budget allocation.

The Student Employment Hire Form

The student employment hire form is one of the documents that establishes the student in Clark's payroll system. It identifies the student employee, it provides the amount of funds you have allocated to the student, identifies the department where the student will be employed, provides the hourly wage rate and the start and end date of the position. Hiring managers need to complete this form for EVERY undergraduate student before they begin work each academic year, regardless of whether they are a new hire or returning to work in the department.

Student Hiring Procedures / Payroll

1. When posting a positon, hiring managers should select notification preferences for applications. You can select to receive application materials each time a student applies or when the position expires. Please note that hiring managers can go into Handshake at any time to review materials. You should review all candidates based on the requirements for the position.

2. There will be a student employment fair during Week One. You can review applications from incoming students and contact potential candidates before the fair. You can encourage them to stop by your department table at the fair or schedule brief interviews during this timeframe.

3. Once you have reviewed all applications, you can choose to interview students (or not) and make an offer of employment. You should be clear with students on the expectations, work schedule, and responsibilities when you make this offer. Once a position is filled, please notify all the applicants of the job status. If you finish the hiring process before the position expires in Handshake, please go into the system and expire your position.

4. After the student has accepted the position, please complete and return the student employment hire form to the Office of Financial Assistance. This form must be completed before a student begins working. Additionally, some students may be required to complete an I-9, W4 and Direct Deposit Forms. All required student employment paperwork must be completed, signed and returned to the Office of Financial Assistance before the student begins and is set up in the payroll system.

5. International students must either be in the process of and/or have obtained a social security number to be paid. Students will work with the International Student and Scholars Office to do this and will require a letter of employment from their supervisor as part of the process to obtain a social security number. Please note that international students are not allowed to begin working until they have applied for a social security number.

6. Someone in your department should be assigned the role of the approver and proxy for approving timesheets. All student employee timesheets must be approved bi-weekly and are submitted directly to payroll. If your student employee has never used the WTE system it is your responsibility to train and assist them with this process. Should you need assistance, you may contact the Office of Financial Assistance at finaid@clarku.edu or the Payroll office at payroll@clark.edu.

7. If, at some point during the year a student employee will no longer be working for your department, please notify the Office of Financial Assistance and the Payroll Office of the student's last working day. This will enable them to "terminate" the student from your department web time entry system and you will no longer see a "timesheet" for that student.

General Employment Policies for Undergraduate Student Employment

Establishing a Schedule:
Students and supervisors will determine their work schedule as needed. Supervisors should clearly communicate this process to student employees in a timely fashion. The work schedule and the award amount listed on the New Hire Form are estimates of what a student will work and earn in a position, and **NOT** a guarantee of payment. Requested time off, their availability to work during the semester, changes in department or University schedules, and/or changes in departmental budgets will affect the actual earnings. Generally, a weekly schedule is determined at the beginning of the semester. If a position requires fluctuation in the weekly hours in terms of shifts worked or the total number of weekly hours, please list that clearly in the position description. Supervisors can adjust schedules as needed and any changes should be clearly communicated to students in a timely fashion. Supervisors should make sure students are aware of department policies on missed work hours; the ability to make up any missed hours is up to the discretion of the supervisor and is not guaranteed.

Limits to Weekly Work Hours:
International students should not exceed 20 hours per week during the academic year. Domestic students should not exceed 25 hours per week during the academic year. If a student is working more than one position on campus, it is their responsibility to make sure their hours do not exceed the limits. As a supervisor, please talk with them and make sure they are aware of and understand this policy.

Last Day of Work:
Graduating seniors are considered to have completed their program as of the last day of classes. Their program does not extend through either final exams or through to the date of graduation. Graduating seniors cannot work after the last day of classes (April 29, 2019). Other undergraduates can, if approved by their supervisor, work through Commencement (May 19, 2019).

Pay Rates:
All student employees must be paid nothing below the Massachusetts minimum wage rate, currently set at $12.00/hr. You should determine the hourly rate for the position, if above the minimum hourly wage, when you post positions and clearly communicate the wage rate to the student employees.

Supervising Student Employees

Student employment is a mutually beneficial arrangement that allows students to support your department while developing valuable and transferable skill sets. In your role as a supervisor, creating a positive work environment for student employees encourages strong performance while also facilitating their professional development. Please keep the following tips in mind as you supervise students:

Provide thorough training and orientation: Supervisors are expected to provide timely training for student employees on their specific job responsibilities and departmental guidelines. This should include information on call out procedures, confidentiality, dress codes, email etiquette, social media policy, etc. The Career Development Office also offers professional development workshops for students throughout the year. Supervisors can encourage students to attend any or all sessions as appropriate.

Create goals and expectations: Establishing goals and expectations when students are hired establishes a baseline for accountability and helps students to take ownership of their responsibilities.

Get to know them: Demonstrating interest in your student employees as individuals helps them feel more comfortable in the work place and encourages open communication.

Be clear about assignments you are delegating: Before you assign a task to your student employee, make sure the task is well thought-out and your expectations are clear.

Make sure tasks assigned to students fit their job description: Make sure that when a task is assigned to a student employee, it matches the position description that they were hired for. While it is not always unreasonable to ask your student employee to participate in tasks not outlined in their position description, make sure the student understands why they are being asked to perform the task at hand.

Monitor their progress: It is important to periodically monitor a student's work to be sure that the job is progressing and being performed correctly. Do not wait until the deadline to check with your students to see how things are going.

Do not ignore poor work ethic: If a student employee is not adequately following their responsibilities, check-in with them to address your concerns. Use this time to clarify expectations and job tasks.

Provide them with feedback: When a specific task or project is completed, provide your student employee with feedback so they know what they have done well and how they can improve the next time a task is assigned to them.

Praise students on a job well done: When your student employee has completed a task you assigned to them with impressive results, take the time to let them know they did a good job.

Confidentiality

Student employees may, as part of their responsibilities, have access to confidential information. Confidential information may include; but not limited to; student records, contact information, parent information etc. The content of this information cannot be disclosed to any unauthorized individuals. Should this happen it could be means for termination. We recommend that all departments have student employees sign a confidentiality statement that is applicable to their particular positon.

Social Media

While there is no specific Clark University policy regarding social media usage and on-campus student employment, it is recommended that you talk to students about your expectations for their social media communication, especially if part of their job responsibilities include managing or contributing to social media sites for the department. If desired, you can include expectations about social media communication in a confidentiality agreement. When connecting with student employees via social media, it is best to stick to professional networking sites like LinkedIn.

Performance Management

1. When you hire a student employee, take time to have a clear conversation with them about the expectations of their position and the standard of work that they'll be held accountable too. It is also helpful to create a set of goals for what the student will seek to accomplish. By ensuring a mutual understanding of the student's role and responsibilities, these conversations serve as a baseline for conversations about performance concerns.
2. Put an evaluation process in place in order to assess the student's performance each semester.
3. If a student is failing to meet expectations, supervisors are encouraged to give them a verbal warning. This should be accompanied by a conversation that seeks to address and the student's shortcomings and establish a plan for improvement. For additional suggestions on conducting this conversation, see the following section on problem solving with your student employee.
4. If a student's performance issues continue, issuing a written warning is an appropriate next step. This warning should be reviewed and signed by both the supervisor and student employee.
5. If termination appears to be the solution and the student has a Federal Work-Study award, the supervisor should discuss the situation with the Director of Financial Assistance before terminating the student. If the student is terminated, documentation should be provided to the Office of Financial Assistance.

Please note that the Human Resources Office can provide support on handling these issues. If you would like to talk to someone for advice or support, please contact hr@clarku.edu.

Problem Solving with your Student Employee

Despite how clear you are with your student employee regarding policies and expectations, there may be times when performance problems arise. The following steps are designed to guide you through a conversation with your student employee if such a problem occurs:

<u>Define the problem:</u> It is important for you to have a well thought-out understanding of the problem at hand so you can clearly articulate it to your student employee.

<u>Think of solutions:</u> Before you discuss the problem with your student employee, consider some possible, reasonable solutions to better prepare you for your meeting.

<u>Meet with your student employee:</u> Take the time to have a direct conversation about the performance concern rather than simply mentioning it in passing.

<u>Clearly present the observed problem:</u> The clearer you are, the better understanding your student employee will have of what they need to improve upon.

<u>Give the student a chance to provide input and reflect:</u> It is important that your student employee has the chance to take ownership and provide any necessary explanations to their behavior.

<u>Come up with a mutually agreeable solution:</u> Working with the student employee to come up with a solution is important because if the student is involved in this decision-making process, they are more likely to remember the solution and follow through with it.

<u>Get a commitment:</u> Make sure your student employee has a clear understanding of what their expectations are and make an agreement so that this problem is not repeated.

Student Employment Contacts:

ClarkCONNECT/Student Employment Office
Kate Benoit
kbenoit@clarku.edu or ugoncampusemployment@clarku.edu
508-793-7307

Office of Financial Assistance
Chris Carney, Student Employment Coordinator
ccarney@clarku.edu or finaid@clarku.edu
508-793-7478 or 508-793-7783

Payroll Office
Lynne St. George
lstgeorge@clarku.edu
508-793-7438 or 508-793-7564

Human Resource Office
HR@clarku.edu
508-793-7294

Link to the Student Handbook and other information:
http://www.clarku.edu/financial-aid/employment/forms.cfm