

# **student employment**

---

## **SUPERVISOR'S MANUAL**

**Alfred University  
1986-87**

---

## WE CAN'T GET ALONG WITHOUT YOU!

Student employment supervisors at Alfred University are very important people, both to their own divisions and to the University as a whole. As time passes, it is becoming apparent just how important you are. According to recent studies, part-time student employment on campus is a significant factor in recruitment and (more importantly) in retention of students. These studies indicate that employment on campus increases the student's sense of community, of belonging, and being an important part of the University. Individual students who were interviewed recently indicated that they feel that a good student employment experience improves their chances in the world of work after graduation, adding increased relevance to their educational program and providing them with a verifiable work experience to present to potential employers.

Perhaps more important are the factors which have been demonstrated to influence the success of student employment. The single most important factor has been found to be the quality of supervision given to student employees particularly first-time workers. This bears out one of the maxims of student employment; that just as the student employee is first a student, so the student employment supervisor is first a teacher.

Since student employees are students first, they have certain inherent drawbacks when compared to regular employees. However, as we have seen at A.U., the experience can be mutually beneficial; especially when managerial flexibility and creativity allow the unique advantages of the student-as-employee to come to the fore.

Many supervisors have been surprised to discover what a student, often hired to perform a rather routine job, can do to help solve a problem or fill a need for special skills.

As a supervisor, you can make a real and lasting difference in a student's life. The student who comes to you for a job may never have worked for pay before; or, worse, he/she may have been poorly supervised in a previous job. The teaching you give a student in how to work may be one of the most important gifts he/she will receive from higher education.

You are invited to use the services of the Student Employment Office; the Student Employment Counselor hopes to be your partner in providing a mutually satisfying work experience for students at Alfred University.

#### STUDENT WAGE RATE POLICY

Adopted by the President's Council of Alfred University effective July 1, 1981.

The purpose of this policy is to ensure that all undergraduate students employed on campus by Alfred University are paid fairly and consistently. The policy recognizes that student employment at Alfred University is offered by the University in order to assist undergraduate students to defray the cost of their education. Therefore, the University establishes a campus-wide hourly pay rate, hereinafter known as the University Hourly Wage Rate, so that as many students as possible may benefit from employment on campus. This rate will be applicable to both Regular Student Assistants (RSA) and College Work-Study (CWS) recipients.

The University Hourly Wage Rate (UHWR) is equal to the United States minimum wage (or subminimum wage, if applicable). All undergraduate student employees who work on campus will be paid at this rate.

Student employees are expected to bring various skills, previous knowledge and types of technical training to their campus positions. In the course of their duties, many student employees will be expected to supervise other student employees, or to take on certain responsibilities consistent with their ability, training, and experience.

In cases where student positions call for a high degree of technical training, prior education, or management ability, the supervisor may petition the Director of Financial Aid to pay a rate higher than the University Hourly Wage Rate. The rate paid, on the approval of the Director of Financial Aid, must correspond to one of the steps outlined in the Undergraduate Student Wage Rate Scale (see Section 3 of this manual). The petition must include clear justification for the higher rate, based on the extent of prior technical training, education, or the degree of management ability required for the position. However, wages higher than the University Hourly Wage Rate will be the exception, not the rule and will only receive 80% reimbursement up to the UHWR. The department will be responsible for 100% of the increase.

#### UNDERGRADUATE STUDENT WAGE RATE SCALE

Base Rate	University Hourly Wage Rate (U.S. minimum wage, or subminimum if applicable).
Step I	University Hourly Wage Rate, plus ten cents.

(This represents the wage for positions requiring a higher-than-usual degree of prior technical training, formal education, or management ability and responsibility.)

Step II University Hourly Wage Rate, plus twenty-five cents.

(This represents the wage for positions requiring a degree of prior technical training, formal education, or management ability and responsibility higher than that required for Step I positions.)

Step III University Hourly Wage Rate, plus fifty cents.

(This represents the wage for positions requiring a very high degree of prior technical training, formal education, or management ability and responsibility).

If you have any questions concerning the Undergraduate Student Wage Rate Scale, contact the Student Employment Counselor (SEC) or the Director of Financial Aid.

#### STUDENT EMPLOYMENT OFFICE

The Student Employment Office (SEO) was established in 1978 to provide a central clearinghouse for pre-degree students seeking on- or off-campus jobs, and for employers seeking student workers. Its functions include:

- 1) Posting all on-campus positions on the computer - to access, type WSJOBS at the \$.
- 2) Counseling students on job-search skills, interviewing techniques, employer expectation and on-the-job problems.
- 3) Administering the College Work-Study Program after awards are given by the Financial Aid Office.

- 4) Soliciting and posting off-campus positions under the Job Location and Development Program.
- 5) Maintaining an Odd Job computer listing to refer students to short-term opportunities in the community.
- 6) Coordinating students' earnings with their financial aid to avoid overawards.
- 7) Cooperation with other offices on special projects helpful to students seeking employment.
- 8) Assisting students in finding summer employment near their homes under the Job Location and Development Program.
- 9) Providing job-seeking students on campus with interview cards which inform the potential employer of the student's CWS award or RSA earnings limit.

#### EMPLOYING A STUDENT - THE PAPERWORK

##### 1. To fill a job

The supervisor fills out a "Request for Student Employees" form (attached), available from the SEO. Since students' work-study awards and Regular Student Assistant earnings limits vary in size, it is best not to ask just for "4 students," but to tell the SEO how many hours of student work are needed per week.

The Request for Student Employees form must include a job description for each job, each year, if you intend for the job to be filled by a CWS student. This is federal law.

Temporary jobs -- you can list temporary jobs by phone. The SEO maintains a pool of applicants, and can often fill last-minute and/or temporary jobs.

## 2. Job Postings

SEO will either post your job on the computer or, at your request, will select two or three applicants to interview with you if the job has very specific requirements.

## 3. Time Sheets

The supervisor must maintain a supply of timesheets for each student employee from the Business and Finance Office. You will need green timesheets for CWS students and white timesheets for RSA students. Each student will need a place to keep timesheets at your workplace. The student should record his/her time as he/she works it; hours cannot be projected.

Before turning in the timesheet, each supervisor should verify the student's hours worked, check to be sure the student has signed the timesheet and included his/her social security number, indicate whether or not the student's work has been satisfactory, and sign the timesheet. Please include your payroll account number, and fill in the rate that you are paying the student.

## 4. Timesheet Days

The Payroll Clerk in the Business and Finance Office sets the schedule of timesheet days; payday is usually the Friday of the week following timesheet day. Payroll for students is bi-weekly throughout the calendar year.

Each supervisor must establish a cut-off day for his/her student employees to turn in their completed timesheets. For instance, if timesheet day falls

on Thursdays, a supervisor might establish Tuesday of timesheet week as the cutoff day for his/her workplace. A student would include on her/his timesheet only time worked through Tuesday. Time worked after Tuesday would be posted on the next timesheet. This gives the supervisor time to complete the work involved in preparing the timesheets to be submitted to the Business and Finance Office in a timely manner.

In the Ceramics College, the cut-off date is determined by the Ceramics College Business Office. ALL CERAMICS COLLEGE STUDENTS TIMESHEETS MUST BE TURNED IN TO THE CERAMICS COLLEGE BUSINESS OFFICE for later submission to the University Business and Finance Office.

## 5. Evaluation Forms

Each April, supervisors of CWS students will receive an evaluation form from the SEO. This form is to be completed for each CWS employee and returned to the SEO by June 30, in compliance with Federal law. If you wish to evaluate your RSA employees also, you can request a supply of forms from the SEO. Yearly evaluation for all student employees is good practice, helpful to both the employer and the student.

## 6. THE STUDENT'S PAPERWORK

### 1. For Regular Student Assistants (RSA)

The student must visit the SEO to obtain a yellow interview card. This card shows the prospective employer how much money the student may earn in that academic year without endangering her/his already-awarded financial aid. If the student does not receive financial aid, the card will show that (s)he has no earnings limit ("unlimited".)

For further information on RSA students, see Section 8, "Regular Student Assistant Employment."

## 2. For College Work Study (CWS) recipients

Since CWS is a part of the student's total financial aid package, the CWS award is given by the Financial Aid Office. For information on applying for CWS, see Section 8-2, "College Work-Study employment".

The student must visit the SEO to obtain a green interview card, which shows prospective employers how much the student may earn under CWS and how many hours per week the student may work. This number of hours is an average, based on the minimum University Hourly Wage Rate (see Section 3) and on a 30-week term of employment. The student may actually work as many hours a week (up to twenty) as the student and the supervisor find appropriate; however, supervisors should keep in mind that a student who consistently works more than his/her hours-per-week average will use up his/her award faster. AND ONCE THE CWS AWARD IS USED UP, THE EMPLOYER PAYS 100% OF THE STUDENT'S WAGES.

## 3. For all student workers

The student must obtain a W-4 withholding form and a "Record of Student Employment at Alfred University" form. These must be completed and returned to Business and Finance either along with the first timesheet, or before the first timesheet day. The W-4's are distributed with the green cards while the supervisor should have a supply of the "Record of Student Employment forms."

For a discussion of the student's and supervisor's responsibilities with regard to timesheets, see Section 5-3.

## INCREASED HOURS

It is Alfred University policy that students may work up to 20 hours per week during periods when classes are in session. The supervisor must ask permission from the SEO to allow a student to work more than 20 hours per week at these times.

During breaks in the class schedule and during the summer, students who are not taking classes may work up to 40 hours per week.

However, it should be noted that CWS funds are usually available only during the fall and spring semesters; if additional CWS funds become available, all supervisors will be notified, so that they can request use of those funds during the summer. Also, permission from the SEO is required before students can be allowed to work more than 20 hours per week during breaks in the class schedule, such as vacations.

Also please note that ANYTIME A STUDENT WORKS MORE THAN 40 HOURS IN A WEEK, (S)HE MUST BE PAID AT THE OVERTIME RATE. THE EMPLOYER IS RESPONSIBLE FOR ANY WAGES IN EXCESS OF THE MINIMUM UNIVERSITY HOURLY WAGE RATE. CWS funds will be used to reimburse only 80% of the University Hourly Wage Rate.

## EXPLANATION OF THE THREE EMPLOYMENT PROGRAMS

### 1. Regular Student Assistant employment (RSA)

RSA employment is offered by Alfred University from University funds, in order to help students defray educational expenses. 100% of RSA students' wages are paid by the campus employer.

RSA employment is not based on financial need, but is open to all Alfred students. However, any earnings from campus work must be considered

as a resource for the student in paying educational costs.

Therefore, if a student applies for and receives financial aid from the University, the Federal aid programs, or both, his/her earnings must be considered against the student's remaining financial need. The total of financial aid, plus earnings, must not equal more than the student needs for that year.

The amount a student needs for an academic year is determined by the Financial Aid Office each year, from information submitted by the student regarding his/her resources, and from the budget established for that student by the FAO. This budget includes not only tuition, fees, board and room, but also reasonable living expenses (including necessary travel, books, personal supplies, etc.) for the student.

IF A STUDENT DOES NOT RECEIVE FEDERAL OR A.U. AID, HIS/HER EARNINGS NEED NOT BE LIMITED. His/her yellow interview card will read "unlimited".

## 2. College Work-Study employment (CWS)

CWS is a form of federal financial aid; it is one of the six student aid programs established under Title IV of the Higher Education Act of 1965, as amended. The regulations governing CWS are published each time the Education Act is reauthorized and/or amended by Congress; current regulations are available in the FAO, and in the campus libraries (published in the Congressional Record).

Since CWS is awarded on the basis of financial need by the Financial Aid Office, students must apply for it, along with other federal aid programs, by submitting a Financial Aid Form and an A.U. Financial Aid Application each year. The deadline

for the first applicant pool is February 15, or the nearest working day, for the following academic year. Applications for aid will continue to be accepted throughout the year, but the amount of funding available to be awarded to later applicants is of course reduced.

Budgetary considerations -- Under CWS, the University as employer pays at least 20% of the student's wages, while the CWS pays no more than 80%. Individual campus employers budget funds each year with which to pay their 20% (or more) share. The 80% share comes from an allocation given to the University each year by the Office of Education. It is the intention of the University to help as many students as possible with CWS; therefore employers who receive permission from the Director of Financial Aid to pay a rate higher than the University Hourly Wage Rate (see Section 2) must pay 100% of the excess above that rate.

Chargebacks -- There are three instances in which an employer will be charged more than 20% of CWS student earnings.

1. When the student has earned wages equal to his/her award for the academic year, the employer is responsible for 100% of any further wages paid to that student under that payroll account number. In effect, when the CWS awarded is expended and the student continues to work, the student has become an RSA employee. Students must always be paid for hours already worked.
2. When an employer receives permission from the Director of Financial Aid to pay a rate higher than the University Hourly Wage Rate (see Section 2), the employer is responsible for 100% of the wage increase. CWS funds will only cover 80% of the UHWR.
3. When a supervisor allows a student to work more than 40 hours in a week, the student must

be paid at the overtime rate. (Questions about the overtime rate and overtime work for students should be referred to the Payroll Clerk in the Business and Finance Office). The employer is responsible for 100% of the overtime pay; CWS funds cover only 80% of the UHWR.

Reporting -- Twice a year, in January and in June, the SEC reports to the University Controller on the total wages paid to CWS students during the previous six months. This report shows expenditures broken down by payroll account number, and divides the expenditures into federal (CWS) and University shares.

At the same time, the SEC sends each supervisor a corresponding report, showing the names of students who were paid from the supervisor's payroll account number, each student's CWS award for the year, total earnings to date, and (in the column headed "Dept. Total") the amount earned from that account number only. The supervisor should compare the total earned to the award on the January report, in order to see if the student is earning "on schedule" or not. The total of the column headed "Dept. Total" should be compared to the employer's budget (keeping in mind that the total on the CWS report represents 100% earnings, rather than 20% share) to see whether expenditures are "on schedule".

### 3. Job Location and Development Program (JLD)

JLD is a program which seeks and develops employment opportunities for students off-campus. It is funded by a small percentage of the annual CWS allocation. It must justify its existence yearly by generating off-campus student earnings greater than the amount used to run the program.

JLD is open to all A.U. students, regardless of financial circumstances; it is non-need-based. It uses a variety of approaches to help students find summer employment (and sometimes in-term jobs) near their homes.

JLD maintains a Job Bank and a People Bank; the Job Bank is continuously updated and enlarged. The People Bank consists of questionnaires completed by students, which are used to match students to potential job opportunities along several axes: geographic location, qualification, applicant interests, etc. An effort is made to match students with jobs that will in some way fit in with student's career aspirations and/or academic areas.

Counseling is offered to students who need help with writing letters of application or resumes (copies of sample letters are available in the SEO). The SEO also joins Career Planning and Counseling Services and other offices from time to time in implementing workshops and other special projects helpful to students seeking pre-degree employment.

Interested students should be referred to the SEO for a JLD questionnaire.

### QUESTIONS AND ANSWERS

Q. When a student employee has a CWS award or an RSA earnings limit, who is responsible for keeping track of his/her earnings?

A. First, the student is responsible. The student should keep a record of how many hours he or she works during a payroll period. This is especially important when a student holds more than one job, especially if (s)he is on both the CWS and RSA payrolls. In such cases, the student is often the only person who has all



all the information. Supervisors should impress upon their student employees that the first responsibility is theirs.

Second, the supervisor; it makes sense for the employer to keep close track of his/her employees' earnings, since when students run out of work eligibility at inopportune times, inconvenience and discontinuity usually result.

Third, the SEC, who tracks the earnings of all CWS students and all RSA students with earnings limits, and notifies both the employer and the student when the student is within \$150 of his/her award or earnings limit. It should be noted, however, that the SEC learns of students' earnings after the fact; the student and the supervisor have much earlier knowledge of them. If you have a question about a particular student, please feel free to call the SEC.

Q. Can a student have more than one job? Can (s)he be on both the CWS and RSA payrolls simultaneously?

A. Yes to both questions. Theoretically, since a student can work up to 20 hours per week when classes are in session, (s)he can take as many jobs as necessary to fill those hours. However, multiple jobs make tracking of earnings very difficult, for the student, the employer and the SEC.

In addition, multiple jobs do not make the best use of the finite amount of money available to support student employment at Alfred University. Since the purpose of student employment is to help as many students as possible

to meet educational costs, the SEO asks students not to seek additional campus employment if the first job fills two-thirds or more of the hours needed to earn their awards or earnings limits.

Also, employers are asked to question applicants as to where else they are working and how many hours they already work; students with multiple jobs may inconvenience both themselves and their employers seriously when their work eligibility runs out early.

Q. Do I really have to come up with a job description each year for my CWS jobs? After all, a secretarial assistant is a secretarial assistant!

A. Yes, a job description is needed for the following reasons:

1. It is good practice for employer and employee to agree on the exact duties the employee will perform, whether or not the employee is a CWS student. The job description can serve to lessen the chance of misunderstandings, and gives the employer something concrete upon which to evaluate performance.
2. The SEO will use the job description in posting the job or in seeking qualified applicants. The job description is important at this point in the process, since a secretarial assistant is not necessarily expected to perform the same duties in all settings.
3. It is required by law for CWS students EACH YEAR.

Q. Can I dismiss a student employee?

A. Yes, you can dismiss an unsatisfactory student employee, whether CWS or RSA. Of course other alternatives should be exhausted before dismissal is considered. The SEO suggests the use of a procedure similar to this:

1. Talk with the student privately, using the job description as a guide. Tell him/her specifically in what areas you need to see improvement.
2. Give the student a specific period of time in which to effect the improvements.
3. Decide beforehand on a concrete way of measuring the improvement (or lack of it).
4. Talk with the student again at the end of the period and share with him/her the method of measurement you used, and your assessment of his/her improvement (or lack of it).
5. At this point you may wish to refer the student to the SEC, either for counseling or for help in finding a new job.