SUPERVISOR'S GUIDE TO STUDENT EMPLOYMENT

Introduction

Students are valuable part-time employees who can make significant contributions to Mandel School operations. For students, working on campus provides income, and can help them develop professionally, making them stronger candidates for employment after graduation.

As a supervisor, your role will be two-fold: to train the student employee in the skills and processes needed for the job, and to coach them as needed on professional workplace expectations including office etiquette, communication norms, time management, and other issues. As a coach, frequent direct and kind communication is essential.

This guide lays out the basics of hiring, training, and supervising student employees.

Supervisor Responsibilities:

- You are responsible for ensuring student employees do not work until employment paperwork has been completed. **Employment paperwork must be renewed each academic year and summer session.**
- If your student worker receives federal work study (FWS), you must monitor their work study earnings and limit. The Office of Student Employment must be notified when a job changes from FWS to non-FWS.
- Student time must be approved every two weeks, following the student employment approval calendar. If not approved, student employees are not paid.
- Provide students with timely job performance review – this includes on the spot feedback (positive and negative) as well as more formal review sessions at least once per semester.

Professionalism

Professionalism in communications and behavior is the only acceptable form of interaction on campus and in related university business settings. Every employee is expected to conduct themselves in a manner that is a positive reflection of the university. When differences of opinion occur, only constructive, legitimate, and respectful forms of communication are considered appropriate.

The university does not condone the following behaviors in the workplace.

- Intimidation (raised voices, yelling, screaming)
- Verbal abuse, including use of profanity; humiliation via sarcasm; inappropriate physical contact; threatening-like behavior; or invading personal space or privacy.

Employees who engage in these behaviors may be subject to termination. Employees who feel they have been subjected to these behaviors should report such behavior to their supervisor, HR administrator or, if a student, to the Office of Student Employment or Office of Student Affairs, immediately. All reports of these types of behavior will be taken seriously and handled appropriately.

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Beyond this, student employees are expected to:

- Understand and practice the principles and actions of ethical and professional conduct including personal responsibility, honesty, and confidentiality.
- Report to work at the agreed-upon time, ready to work.
- Meet grooming, hygiene, and dress standards for a casual professional environment.
- Carry out assigned duties and not engage in personal or class activities while at work.
- Take full responsibility for the results of their efforts and actions.
- Notify their supervisor in advance of work schedule changes.
- Maintain satisfactory academic progress and notify their supervisor of any enrollment changes.

As a supervisor, you are expected to model, communicate, and uphold these expectations.

Creating, Posting, and Hiring for a Position

No student may be hired without approval of the Office of Student Employment. In some cases, employment can affect a student's financial aid package so it is essential supervisors and students follow established procedures.

- Positions need a job description, start and end date, and preferred pay schedule and pay rate per pay guidelines below.
- Fill out Mandel School Employment Request Form and submit to Mandel School HR.
- Student employment positions can be created after funding has been confirmed by the Office of Finance & Administration.
- Supervisor should post new on-campus positions to the student job board, Handshake (https://students.case.edu/career/employers/careerlink/).
    - You must create an account to post a position and access applicants.
    - If you have questions or problems with Handshake, contact the Office of Student Employment at 216-368-4530.
- You can review candidates and schedule interviews via Handshake.
- Interviews should follow standard professional interview processes. For more information and resources, contact Mandel School HR.
- Once a candidate is identified, supervisor will fill out the Student Employment Hire/Maintenance Form.
- Mandel School HR will submit the hire/maintenance form to Office of Student Employment for approval.

Required Hiring Paperwork

New Hire paperwork will be handled by the Office of Student Employment. Students must complete the following before hire: employment application, Ohio Employees Withholding Exemption Certificate or equivalent, Form W-4, Employee's Withholding Allowance Certificate, Form I-9, Employment Eligibility Verification: this form must be completed within three days of start date. Acceptable forms of original documentation (no photocopies or scans) must be presented in person. Students cannot complete new hire paperwork remotely.

International Students

International Students must got to the International Student Services Office (ISSO) to obtain permission to work and tax confirmation forms prior to completing employment paperwork.

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International students must obtain valid social security cards within 30 days of obtaining employment on campus.

Employment Guidelines

Students may work up to 20 hours per week during the semester and up to 40 hours per week during breaks at least a week long. Students may not work during times they are scheduled to be in class. Students with MSASS field placements can work on campus up to 15 hours per week outside their field placement while it is active.

Students should sign up for direct deposit (instructions on student employment website), otherwise, paper checks can be picked up in the student employment office in Yost Hall.

Students are only paid for days worked; they do not get paid holidays or emergency snow days.

Students can be reimbursed for work-related travel and other work-related purchases.

Student Pay Rates, Evaluations and Merit Increases

Each fiscal year, the Office of Student Employment publishes student employee wage rates and classifications, and communicates federal work-study distribution for the period. Please read these materials in the Student Employment Handbook on the Office of Student Employment website before establishing hourly rates for jobs.

For short-term or piecemeal positions, students can be paid via lump-sum payment or via stipend. Please speak to your HRA or the Office of Student Employment for more information.

Evaluations
Students should receive a performance evaluation at least once per semester. Evaluation forms are available from the Office of Student Employment website. The student should complete the self-evaluation and then give to the supervisor for evaluation. Student employee and supervisor should meet to discuss evaluation results and formulate future goals.

Performance feedback (positive and negative) should be given regularly and related to the work expectations. It is important to give feedback within 24 hours of the action or activity you want to point out. For situations in which you need to give negative feedback here are some suggestions:
- Plan what you will say – make it succinct, focused on specific actions, not on vague concepts like "sloppy" or "rude". Focus on the gap between expectation and performance.
- Give feedback in private and listen to the employee's point of view.
- Make sure the employee understands the problem and impact of the problematic action.
- Ask the employee how they would like to improve their performance and help them develop specific strategies.

If you want assistance dealing with a student employee issue, talk with Mandel School Human Resources.

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Merit Increases
Student employees are eligible for annual merit increases after six months employment in their position. A review of student performance is recommended and should be documented in their employment file with a copy to the Office of Student Employment. Increases must conform to department budget guidelines and approvals.

University Policy on Equal Employment Opportunity and Affirmative Action

Case Western Reserve University does not discriminate in recruitment, employment, or policy administration on the basis of race, religion, age, sex, color, disability, sexual orientation or gender identity or expression, national or ethnic origin, political affiliation, or status as a disabled veteran or other protected veteran under U.S. federal law. In addition, the university expects all employees, students, vendors, and associates to comply with the policy of non-discrimination. The university intends to maintain an environment free of sexual harassment and will not tolerate any form of harassment of its employees, faculty, or students. Retaliation against persons raising concerns about discrimination, sexual harassment or harassment of any kind is prohibited and will constitute separate grounds for disciplinary action up to and including discharge or expulsion from the university.

For more information about this commitment and related issues, see
https://case.edu/diversity/university-policies/affirmative-action-and-equal-employment-opportunity

On-the-job Injuries
If injured on the job, the student employee must notify their supervisor and report immediately to University Health Service for diagnosis and possible treatment. If the injury requires immediate emergency treatment, the student should be transported to the University Hospitals Case Medical Center Emergency Room.

An injury report must be submitted to the Office of Risk Management and Insurance (riskmanagementandinsurance@case.edu; 216-368-1547). Issues regarding worker's compensation are also handled through this office.

Confidentiality
When working on campus, student employees may have access to confidential information about other students, employees or the University. Supervisors should review the Acceptable Use Policy (AUP) https://case.edu/utech/departments/information-security/policies/i-1-acceptable-use-of-information-technology-policy-aup and share it with student employees for who it applies. Disclosing confidential information is grounds for immediate dismissal from the position. In general, confidential information is any information that students would not have access to if not for their position of employment.

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Student Employee Orientation and Onboarding

In addition to school onboarding, departments are encouraged to have their own onboarding processes for student employees, to capture policy and procedure, work and social norms particular to the area.

Onboarding Checklist:

Prior to First Day

☐ Designate, clean, and set up student work space

☐ Inform staff of new student employee's name, start date and tasks

Student's First Day

☐ Welcome tour of department and school

☐ Introduce student to other staff and describe staff areas and job functions

☐ Confirm rate of pay and payroll schedule

☐ Explain mission of department and relationship of area to school

☐ Discuss office expectations: start and end times, where to work, professionalism, expectations when student will be late or absent

☐ Discuss when and how performance feedback will be given

☐ Discuss confidentiality of information, Acceptable Use Policy.

☐ Where to put lunch, where to eat & drink; take personal phone calls

☐ Review time recording procedures in HCM

☐ Contact MSASS Facilities Coordinator (Bill Haller) for after-hours key card access if necessary

☐ Work with UTech to network student to appropriate drives

Student's First Week

☐ Review job description and train on specific job tasks

☐ Review phone system, office mail, office supplies (use, where to get), copy machine

☐ Review performance evaluation procedure

Student's First Three Months

☐ Give frequent feedback (positive and negative) on job performance

☐ Discuss with student professional and other goals for position. Develop plans to meet those goals

☐ Arrange for trainings and skill-building opportunities to meet job and professional development goals

☐ Ask student for questions, and for informal performance self-assessment

End of Semester

☐ Carry out performance evaluation

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