

CAREER SERVICES  
*at Whitworth*

**WHITWORTH UNIVERSITY  
STUDENT EMPLOYMENT  
SUPERVISOR'S  
HANDBOOK**

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# STUDENT EMPLOYMENT SUPERVISOR'S HANDBOOK

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**STUDENT WORK EXPERIENCE  
AT  
WHITWORTH UNIVERSITY**

**PRINCIPLES**

Whitworth University is committed to assisting students by providing on campus employment opportunities based on the following principles:

Student work experience enhances the educational development and growth of students by providing work related learning experiences.

Student work experience can provide practical training in areas of student academic or career related interests.

Student work experience is a vital part of the total financial aid program and provides assistance to students who otherwise might be unable to attend Whitworth University.

## **SUPERVISOR AS EDUCATOR**

Often students will have a more long-term relationship with their supervisor than with any other individual faculty member or administrator. The supervisor can often be a key figure in the student's University experience...and in his/her personal growth. By affecting attitudes about work, the supervisor can influence the success of the individual throughout his/her life.

Student work experience can provide a full spectrum of learning and career development opportunities from basic job skills to interpersonal skills to leadership skills. The following list outlines the typical types of skills and values developed through work experience...from the skills gained at the basic trainee position to those gained in a position which requires significant responsibility and autonomy.

### **SKILLS AND VALUES DEVELOPED THROUGH STUDENT WORK EXPERIENCE**

- |           |   |
|-----------|---|
| SKILL I   | <b>BASIC WORK HABITS &amp; ATTITUDES</b><br>Meeting Schedules<br>Effective Use of Time<br>Positive attitudes toward work and supervision<br>Working with others<br>Learning basic skills and information  |
| SKILL II  | <b>RESPONSIBILITY AND SKILL DEVELOPMENT</b><br>Taking personal responsibility<br>Application of knowledge to situation<br>Learning and developing confidence in skill or program<br>Appreciation of work as a process as well as product                  |
| SKILL III | <b>CREATIVITY AND AWARENESS</b><br>Importance of initiative<br>Problem identification<br>Analytical ability<br>Problem solving  |
| SKILL IV  | <b>UNDERSTANDING AND COMMITMENT</b><br>Understanding relationships between individuals, institutions & process<br>Commitment to service<br>Ability to articulate and interpret observations & experiences<br>Comprehension of values, realities and goals |
| SKILL V   | <b>LEADERSHIP AND AUTONOMY</b><br>Development of responsible autonomy<br>Confidence of self-knowledge and value commitments   |

Based on "Values clarification and self-understanding through Student Work Experiences" by William A. Laramée.

## **UNIQUE CHARACTERISTICS OF STUDENT EMPLOYEES**

Students are diverse individuals and caution must be exercised in categorizing students as a homogeneous population. There are, however, some generalizations that can be made about student employees and, consequently, some implications for supervision.

Students are short term employees. Their primary goal and first concern is academics.

Students have a desire for quick results and impact.

Students face issues related to:

- autonomy from their parents

- relationships with peers

- career and life direction

- establishing/confirming an ethical and moral base of reasoning

Students are often free from the constraints of work experience or vested interest in long term employment.

## **IMPLICATIONS FOR SUPERVISION**

The students' primary goal of academics does not excuse irresponsibility, but may make flexibility necessary.

By understanding your dual role as employer/educator, you can be instrumental in assisting a student in his/her development.

Students are often an invaluable resource for innovative and creative ideas.

## **INTERVIEW TECHNIQUES**

Mastering job interview skills is a major step in a student's progress toward becoming a successful participant in the world of work. The process of applying and interviewing for a position gives the student experience and confidence for the future employment search.

The principal purpose of the job interview is to determine whether the student is capable of fulfilling your employment needs and to allow the student the opportunity to evaluate his/her match with your position.

## **TIPS FOR INTERVIEWING**

Prepare for the interview by reviewing the materials you will use. Know the job description.

Structure the interview to the functions and responsibilities of the job. Secure basic information about student's class schedule and work background.

Have a written copy of the job description for the student to review.

Encourage the student to talk by using open-ended questions such as:

- Why do you feel you are qualified for this position?
- What skills and qualifications do you have that would relate to this position?
- What questions do you have about this position?

Explain the role of the position within the department, emphasizing that the student will be considered an integral part of the staff. Be clear about expectations and ask the student for response, questions and comments.

At the end of the interview, summarize the student's experience, interests and plans in an affirming way and ask if it is a fair assessment. Student should be given the opportunity to respond to your assessment.

Be sure the student understands the timeline for your hiring process and when to expect further contact.

Make certain to inform student of your decision in a timely manner.

## **ORIENTATION**

Explain the operation, purposes and goals of the department and introduce student to other staff members.

Establish basic conditions of employment, e.g. hourly rate, employment paperwork (work authorization, I-9, W-4, and Direct Deposit forms), timecards, payroll schedule, attendance requirements, dress code, provide student with job description.

## **CLEAR PERFORMANCE EXPECTATIONS**

Departments should formulate their own policies regarding performance expectations and standards for their student employees. These policies should be in writing and made available to every student employee when they are hired.

Once student begins work, it is important that:

- Supervisor provides adequate training for student
- Plan the day's work assignment before student arrives
- Offer positive and constructive feedback to student regularly.

## **DRESS CODE**

Departments may set their own dress code policies for student employees based on the type of work performed and the expectations of the position.

## **PERFORMANCE EVALUATIONS**

In addition to providing funds to meet educational expenses, student employment can be a profitable learning experience. The student is:

- learning basic employee responsibilities
- developing a professional attitude regarding work
- gaining job skills which will be important in future employment

An essential element in this learning process is feedback and performance evaluation. Consistent, informal feedback is essential to an effective working relationship between the supervisor and student.

In addition, an annual, formal evaluation is valuable for the student, providing a permanent copy of work assessment and preparing the student for similar instruments upon entering the work force.

A performance evaluation form is available on the campus "L" drive in the Student Employment folder.

## **ON CAMPUS WORK OPPORTUNITIES**

### **INSTITUTIONALLY FUNDED EMPLOYMENT**

Each Whitworth department may be allocated funds within its operational budget for student employment. These funds are intended to be used solely for student employment opportunities and may be used by all Whitworth students accepted into a degree program and enrolled in a minimum six (6) semester hours, regardless of financial aid status.

### **FEDERAL WORK STUDY**

The Federal Work Study Program was established by the U.S. Department of Education to provide employment opportunities for students who need to work to meet basic educational expenses. Student participation in this program is based on “need” as determined by the Whitworth Financial Aid Office. If your department has been allocated Federal Work Study funds, only work study eligible students may fill these positions. Please note that international students are not eligible to receive federal work-study funding.

## **ADDITIONAL EMPLOYMENT OPPORTUNITIES**

### **STATE WORK STUDY**

Off-Campus, the Washington State Work Study Program allows students with demonstrated financial need to receive work experience in their projected career field. Positions are developed with both non-profit agencies and for-profit businesses. Please refer interested students to the Student Employment Office for additional details.

### **NON WORK STUDY**

Many employers in Spokane hire Whitworth students during the academic year. The Student Employment Office maintains a free posting service for these positions.

**STUDENT EMPLOYMENT  
POLICIES AND PROCEDURES  
ON CAMPUS**

## **STUDENT EMPLOYMENT ELIGIBILITY CRITERIA**

### **MINIMUM CREDIT REQUIREMENTS**

Eligibility for on campus employment requires that students must be enrolled in a minimum six (6) semester credits. Contact Student Employment regarding summer term employment or exceptions to the minimum credit requirement.

## **STUDENT HIRING PROCEDURES**

### **REQUESTING STUDENT EMPLOYEES**

**All open on campus positions must be posted with the Student Employment Office.** Contact the office at x4707 for a posting form, or fax your request to x3731. A job description (forms available on L drive: Student Employment folder) must be on file at Student Employment for the position prior to posting. Remember to review your budget and delineate whether the position is open to all students (institutional budget) or limited to work study eligible students (work study).

### **HIRING A STUDENT WORKER**

After conducting interviews and selecting a candidate, the following tasks must be completed before the student can begin work:

- 1) **Complete On-Campus Work Authorization**  
Have your student employee complete the student section of the on-campus work study employment agreement (available from Student Employment). The same form is used whether the student is eligible for the Federal Work Study Program or the Institutional Program. Complete the employer/departmental section. Make certain that the authorization is signed and a valid budget number is included. Submit entire form to Student Employment. Student Employment will enter into system and return yellow copy to department for files.
- 2) **Complete I-9 and W4 form and Direct Deposit Forms**  
Student must complete an I-9 form (Employment Eligibility Verification) at Student Employment within three days of employment. Federal law requires that your student employee must present valid documentation showing eligibility to work in the United States. If your student employee states they have already completed an I-9 form, please contact x4707 to confirm. Please note that the Work Authorization will not be returned until the student has completed an I-9. **If the I-9 has not been completed in three days, the student must terminate employment immediately.**

Student employee must complete a W-4 form and Direct Deposit form. These are available either in the Student Employment office or at the Payroll Office in Auld House.

***THESE FORMS MUST BE COMPLETED BEFORE THE STUDENT BEGINS WORKING.***

- 3) **Complete Web Time Entry Timecards**

Students record their hours on their web time entry card on Whitnet. Please encourage students to record their hours daily. Supervisors are responsible for reviewing the time card at the end of the pay period and approving for submission to payroll. **Please remember that students are not eligible to work, nor can they be paid, without completed work authorization, I-9, W-4, and Direct Deposit forms.** Student payday is on the 12th and 27th of the month.

## TYPES OF COMPENSATION

### Hourly Pay Positions

On campus student employment positions, and all federal work study positions are compensated on an hourly basis, by completion of a timecard. In order to maintain equity and consistency in student work compensation, Student Employment classification guidelines have been established. (page 12)

### Stipends

All work, even if done on a one-time basis, needs to be compensated via salary and all **paperwork needs to be completed before the work is performed.** In those exceptional cases where students are not in the university payroll and perform tasks not defined as work (no supervision or assumed liability in the part of the university, the student completes a task independently, using his own supplies and in his own time), the department may request an honorarium payment by submitting a check request to the Accounts Payable Office.

## DETERMINING PAY RATES FOR HOURLY POSITION

Campus employers are asked to refer to the classification guidelines (page 12) and determine the best match for their individual student employment positions. Each classification has a corresponding pay level I, II, III and IV . Pay ranges are designated for each level.

LEVEL I	Range: \$ 8.55 to \$ 9.00
LEVEL II	Range: \$ 9.00 to \$ 9.50
LEVEL III	Range: \$ 9.51 to \$ 10.00
LEVEL IV	Range: \$10.01 to \$12.00

### STARTING PAY

In most cases, student employees will be hired at the minimum rate within the pay range for the appropriate job classification. The employer may choose to begin the student at a higher rate of pay if the student has previous job experience or special qualifications for the job.

### PAY INCREASES, MERIT

Once the student is hired, the employer is free to determine pay increases within the range, but those increases must be based on definite guidelines established by the employing department. Maintaining consistency and fairness in pay rates within the department is the employer's responsibility.

### PAY INCREASES, LONGEVITY

For every academic year (or 2 semesters) of satisfactory employment in the same position within the department, the student employee is entitled to a \$.10 (ten cents) per hour increase in pay.

### **MINIMUM WAGE CHANGES**

The Washington State Minimum wage will be increased January 1<sup>st</sup> each year, and is calculated utilizing the consumer price index. Student Employment will automatically increase student pay rates that fall below the new minimum wage.

### **MAXIMUM HOURS PER WEEK**

In order to accommodate a reasonable spread of work opportunities and that the work experience does not hamper the student's academic success, students may not work more than 20 hours per week.

### **VACATION PERIODS**

During certain periods of the year, students may exceed the 20 hour limit per week. Current Whitworth students may work full-time (maximum 40 hours per week) during vacation breaks if they are enrolled full-time during the following semester. Summer will be considered a vacation period and students may work up to 40 hours per week, regardless of their enrollment status during the summer term (given full-time enrollment for the upcoming fall semester).

*may* **EXCEPTION:** *Federal Work Study students enrolled full-time during summer term not exceed 20 hours per week when classes are in session.*

### **STUDENT EMPLOYEE BENEFITS**

Student employees do not accrue unemployment benefits, sick leave, vacation pay or holiday pay. Students should not work over 40 hours per week (during approved break periods). Injuries to student employees while on the job are covered by the State Industrial Accident Insurance Programs. Employees must report any injuries, no matter how slight, immediately to their supervisors.

### **BREAKS**

Students must be allowed a 10 minute break if they are scheduled to work four (4) or more hours at a time. If a student is working more than five (5) consecutive hours, he/she must take an unpaid 30-minute lunch break in the middle of the scheduled workday.

### **STUDENTS WORKING MORE THAN ONE POSITION ON CAMPUS**

Students may be employed at more than one location on campus. Supervisor(s) must ensure that the student employee does not work more than 20 hours per week (all position hours combined) while classes are in session, or 40 hours per week during approved break periods. Please call the Employment Office to verify numbers of hours worked in other on-campus positions before completing hiring process.

### **EXEMPTION FROM FEDERAL WITHHOLDING TAX**

Every student employee must complete a W-4 form at the Whitworth Payroll Office. International students are not eligible for Federal Work Study funding, but they are eligible for Institutional Work Study funds. Institutional students must complete a tax status verification form in addition to the W-4 at Payroll. Some students may be exempt from income tax withholding if they meet the criteria listed on the form(s).

## **HOLIDAY AND OVERTIME PAY**

As temporary employees, students are not paid for holidays unless worked. Work performed on holidays is compensated at the students regular pay rate. **Under no circumstances may a student exceed 40 hours of employment during a week.**

## **TERMINATION PROCEDURES**

### **STUDENT EMPLOYEE DISMISSAL**

Employment with Whitworth University is at will and may be terminated at any time.

It is expected that whenever possible, the student employee will give the employer two weeks notice prior to termination, and that the employer will similarly give the employee two weeks notice before terminating, unless an earlier date is mutually agreed upon. Reasons for termination include, but are not limited to:

*completion or elimination of job  
loss of funding  
repeated unavoidable absences  
unsatisfactory work, inability to carry out assignments  
repeated lateness*

It is expected that the employer will advise the student verbally, and then in writing, of unsatisfactory performance before terminating the student employee. (A warning of impending termination should precede actual termination by at least two weeks.) A copy of the warning should be kept in the department. Copies of all notices of termination should be sent to the Student Employment Office. Confidentiality of this information will be maintained, and will not become a part of student's permanent file.

### **IMMEDIATE DISMISSAL**

There are circumstances that warrant immediate termination. Some of the situations for immediate termination include:

- Breach of confidentiality
- Failure to cooperate with supervisors or other employees
- Willful, deliberate or negligent acts that cause serious disruption in the efficiency or safety of the workplace.
- Falsification of timesheets, personnel records or other University records.
- Theft of financial resources or equipment.

## **GRIEVANCE**

Although most grievances will be worked out satisfactorily on an informal basis, some problems require additional attention. The following procedure exists to address unresolved grievances.

- 1) Student Employees should first discuss their grievance directly with their supervisor. It often helps to request a written statement prior to the meeting.

- 2) If the grievance is not resolved, the student may request a review by the Director of Career Services and Coordinator of Student Employment.
- 3) If a resolution cannot be reached, final resolution of the grievance will be determined by the Student Employment Committee.

## **GUIDELINES FOR DETERMINING PAY LEVELS**

Compare your student employee job description with the following classification guidelines and determine which category (I, II, III or IV) most accurately matches. The Student Employment Office makes final approval of pay range assignments. Your student employee must be paid at least the minimum of the payrate listed. At any point you may determine the student's responsibilities have changed and/or increased and that a new classification is appropriate. Additionally, students are entitled to at least a 10 cent per hour increase after 2 semesters of satisfactory work performed at any one job title.

### **2008-2009 Student Employment Pay Levels**

- I Duties are routine, but involve a moderate degree of responsibility and judgment by the employee. Duties require a limited amount of prior job knowledge or acquired skills. High to moderate degree of supervision.

Pay Range: \$8.55 to \$9.00

- II Duties are semi-routine, but involve a substantial degree of responsibility and judgment by the employee. Requires specific knowledge or skill and/or equivalent experience or training. May lead other student employees. Moderate degree of supervision.

Pay Range: \$9.00 to \$9.50

- III Duties are varied and moderately complex and involve a high degree of responsibility and judgment. May supervise and direct activities of other student employees. Requires specific knowledge or skill and/or equivalent experience or training. Limited supervision.

Pay Range: \$9.51 to \$10.00

- IV Duties are highly technical and complex and involve an extremely high degree of responsibility and judgment. May supervise or direct activities of student employees.

A significant amount of specialized training is required. Limited supervision/high level of autonomy.

Pay Range: \$10.01 to \$12.00

## **APPENDIX**

