



On-Campus Student Employment

Supervisor Handbook

Office of Student Financial Services

Office of Human Resources

Student Success and Career Development

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****This Handbook is subject to change depending on University Policy or Cabinet Initiatives****

OVERVIEW OF STUDENT EMPLOYMENT

Student employment policies and procedures are established to ensure compliance with all federal and state laws, as well as institutional regulations and payroll deadlines.

Student workers are an integral part of nearly all University operations, departments, and offices. For students, the experience of working on campus can be a significant factor in the preparation for future careers. Student workers are expected to learn skills in areas such as interpersonal communication, time management, and personal responsibility. As a supervisor of student workers, you have an opportunity and a responsibility to set an example for our students and for the students that follow.

The information contained in this handbook will help you to supervise your student workers more effectively as well as to simplify the hiring process. To ensure a positive work experience for both you and the student(s) working with you, Financial Services asks that you familiarize yourself with the policies and procedures outlined in this handbook. We hope that the information outlined in this handbook will increase your understanding of the important role you play as a student supervisor.

GENERAL CONDITIONS OF STUDENT EMPLOYMENT

The on-campus student employment program is intended to provide part-time and seasonal employment for individuals whose primary purpose is to attend classes in pursuit of a degree or certificate at Otterbein University. Student employment positions are available ONLY to students who meet minimum enrollment requirements of 6 credit hours for undergraduate students and 3 credit hours for graduate students.

All student employment positions at Otterbein fall into one of three categories: Federal Work-Study, Department Paid Student Wages, and Contract/Stipend.

FWS- Federal Work-Study

1. As an undergraduate, the student should continuously carry at least six (6) credit hours per semester.
2. As a graduate student, the student should continuously carry at least three (3) credit hours per semester.
3. While classes are in session, students may work no more than 20 hours per week** during a pay period for all jobs combined. This amount is not to be exceeded.
4. Students may work up to 40 hours per week when school is not in session (winter break, spring break and Summer or Cardinal Term when the student is not enrolled for at least 4 (four) hours), not to be exceeded.
5. A federal grant pays approximately 75% of the student's wages while the University pays the remaining 25%.
6. Stipends cannot to be paid for FWS jobs.

DPSW- Department Paid Student Wages (formerly Non-Federal Work Study)

1. As an undergraduate, the student should continuously carry at least six (6) credit hours per semester.
2. As a graduate student, the student should continuously carry at least three (3) credit hours per semester.
3. While classes are in session, students may work no more than 20 hours per week** during a pay period for all jobs combined. This amount is not to be exceeded.
4. Students may work up to 40 hours per week when school is not in session (winter break, spring break and Summer or Cardinal Term when the student is not enrolled for at least 4 (four) hours), not to be exceeded.

Contract/Stipend

1. Payment is stated in a stipend/lump sum.
2. The student should work in an area directly related to an academic program.
3. Undergraduate students should be currently enrolled for at least 6 credit hours and graduate students should be enrolled for at least 3 credit hours.

4. A student intern may not work on-campus as a Federal Work-Study or Department Paid Student Wages employee during the internship.
5. The student must meet the GPA requirements for an internship.
6. There may be required courses for specific internships.

**** Payroll will notify a campus employer when a student worker has worked over 20 hours in a week during a pay period. If violation is repeated, this could result in job termination ****

REQUIREMENTS AND RESTRICTIONS OF STUDENT EMPLOYMENT

Enrollment Eligibility

Student employment positions are available ONLY to students who meet minimum enrollment requirements of 6 credit hours for undergraduate students and 3 credit hours for graduate students.

A student worker may continue employment until the first day of the next academic term, whether or not he/she is enrolled in the succeeding term. This does not apply to students who have graduated.

Academic Eligibility

The undergraduate student must be meeting Standards of Academic Progress to continue working on-campus as an FWS or NWS student worker.

Earned Hours/Quality Hours Minimum (whichever is greater)	Cumulative GPA
1-32	1.5
33 and above	2.0
A graduate student	3.0

Satisfactory Academic Progress (SAP) must be maintained in order to remain eligible for Federal Aid consideration. The Office of Financial Services evaluates SAP after the completion of each academic period (summer, fall and spring).

Loss of Student Employment Eligibility

A student worker whose hourly wages are paid from Federal Work-Study or Department Paid Student Wages is no longer eligible to be paid from these accounts when that student:

- graduates from the University
- is on academic or non-academic suspension
- fails to meet enrollment requirements
- is not meeting the Standards of Satisfactory Academic Progress.

Students who have graduated from the University or have otherwise terminated their enrollment are no longer eligible to be paid on the student payroll.

Summer Enrollment Guidelines for Department Paid Student Wages

Enrollment Requirements

Student must be enrolled at least (6) six credit hours for undergraduate or (3) three for graduate students during Summer semester or be registered for Fall semester.

Employment Eligibility

Employment runs from the day following commencement until the last day before the start of Fall semester. If this is the student's first semester enrolled at Otterbein, employment may begin on the first day of the Summer session. If the student's first semester is Fall Semester, then the student will have to be hired as a temporary non-student employee through the Office of Human Resources for the preceding summer.

All students working Summer semester will be paid out of a separate University budget line. Summer pay does not count against the student's academic-year eligibility.

Financial Aid Recipients – Federal Work-Study (FWS)

Federal Work-Study is a federally funded, need-based student aid program. Students who file a Free Application for Federal Student Aid (FAFSA) on an annual basis, demonstrate financial need, adhere to the Standards of Satisfactory Academic Progress, and are awarded Federal Work-Study eligibility by the Office of Financial Services can work as part of the Federal Work-Study program. Students are notified of their eligibility in an award letter from the Office of Financial Aid or on My O-Zone/MyBanner.

If the student receives Federal Work-Study (FWS) as part of his/her financial aid package, the maximum earnings limit will be listed on the student's award letter. This figure is the limit of FWS the student may earn during the period indicated on the eligibility letter. If a student receives additional financial aid during the year, the Office of Financial Services may adjust the earnings maximum.

The student worker and the hiring departments hold primary responsibility for monitoring the work hours and eligibility for pay from the FWS account. If the student earns more than his/her Federal Work-Study eligibility for the term, if the student is attending school less than half-time, or if the student is found to be working without a signed Conditions of Employment form, the student must stop working and hiring department's budget will be charged for any additional pay the student has earned.

International Students

If you are hiring a non-immigrant international student with an F-1 (student) visa to work in your department/office on campus, please note the following Department of Homeland Security (DHS) and Internal Revenue Service (IRS) regulations:

International students are permitted to work on campus from the very start of their stay in the United States. They do not need permission from the DHS to do so.

****International Students must have a valid Social Security Number before they start working, as well as a completed Form I-9****

They are limited to working 20 hours per week while school is in session and 40 hours per week during winter break, spring break and Summer or Cardinal term when the student is not enrolled for at least **4 (four) hours**. If they exceed these amounts, they violate their immigration status and must see the Center for International Education and Global Engagement (CIEGE) to apply for reinstatement, which the DHS may or may not approve. As you can see, it is important that they not exceed the limits under any circumstances.

They can work off-campus only after having been in student status for nine months and only through one of four USCIS programs: Optional Practical Training, Curricular Practical Training, Employment Based on Severe Economic Hardship, and Special Student Relief. They should consult with the Center for International Education and Global Engagement to apply for these programs.

In order to work on or off-campus, students need a Social Security Number. The Center for International Education and Global Engagement will assist them.

Income tax, *but not Social Security or Medicare tax*, will be withheld from international students' pay.

If you have any questions, please get in touch with the Center for International Education and Global Engagement at 823-3263

Graduate Assistants

There are two types of Graduate Assistantships – those that support athletic programs and those that support other departments. Graduate assistantships require that the graduate student be admitted into a

graduate program and enrolled in courses. Positions are posted on the HR website; application instructions are contained in the posting.

Graduate assistants will be paid on a stipend basis and includes a tuition benefit. GA's do not use web time entry, however, they must track their hours worked for ACA purposes. The tracking forms for GA/RA's are located on the HR Intranet site under Payroll Information/forms. The Graduate School may be contacted regarding additional guidelines for graduate assistantships.

THE HIRING PROCESS

Advertising a Job

Position openings are posted through the **Office of Human Resources** for a minimum of 5 business days. Otterbein is required to comply with Equal Employment Opportunity laws and the Fair Labor Standards Act. Failure to comply could result in charges of discriminatory hiring practices and liability assessed to the University.

On-campus employers are required to submit a Student Employment Job Posting Notice form to the Office of Human Resources by email, fax or campus mail. The form is available at <https://otterbein.sharepoint.com/sites/HR/StudentEmployment/Lists/Job%20Posting%20Request/Item/newifs.aspx>

The Office of Human Resources will post all student jobs on the Cardinal Careers website.

Making the Hiring Decision

Once you have selected a candidate, the student should present you with a work-study hiring packet. The hiring packets can be picked up in the Office of Financial Services. The student will need to return the hiring form, Conditions of Employment form and a Form I-9 (if a Form I-9 is not on file) to the Office of Human Resources at 25 W. Home Street before the employee can begin work.

The student must provide proper identification (list of acceptable documents is on back of form) to complete the Form I-9. The Form I-9 documentation is mandatory for verification of work eligibility under the guidelines of the Department of Homeland Security (DHS). **The form I-9 cannot be completed later than the first day of employment nor before the student has accepted a job.** You will need to complete the Student Hiring Form and Conditions of Employment form. FERPA information can be found in the Student Handbook or in the next section. The department is responsible for maintaining a file on each of its student workers.

The student is required to return the Student Hiring Form and the Conditions of Employment and a Form I-9 (if not on file) to the Office of Human Resources before he/she can start work. The hiring supervisor will receive written confirmation notifying them that all paperwork is in order and that the student can be given a schedule to begin work.

Once the position is filled, contact the Office of Human Resources to remove the job posting.

A STUDENT MAY NOT WORK UNTIL ELIGIBILITY IS VERIFIED THROUGH THE OFFICE OF HUMAN RESOURCES AND THE HIRING SUPERVISOR RECEIVES WRITTEN CONFIRMATION.

Hiring Process Summary

- Departments provide the Office of Human Resources (HR) with job posting notice.
- HR posts student employment jobs on Handshake website.
- Students are informed to look at the website for employment.
- Students contact you, the supervisor, for job inquiries.
- Supervisors fill out the Google Student Employment Request form after reviewing your budget and making the decision to hire the student(s).

- The Office of Student Financial Services will review the request, making sure it is within your allotted department budget and student eligibility, and will email the supervisor approval/non-approval, and if approved, the Hiring Forms for the requested student(s).
- If the student is hired, the hiring supervisor goes over the Conditions of Employment and the Code of Responsibility for Security and Confidentiality of University Information.
- Hiring supervisor fills in information on Hiring Form completing all applicable blanks (i.e. position #, campus location etc). Both student and supervisor sign form.
- The student should then take the Hiring Form and the Conditions of Employment to the Office of Human Resources at 25 W. Home St. He/She can complete an I-9, at that time, if needed.
- An HR representative will assist the student in completing the Form I-9 if this is the student's first job on campus.
- HR will provide written notification for the student to deliver to his/her supervisor confirming that the student can now begin working.
- The hiring supervisor will offer a work schedule to the student.
- HR will retain the Hiring Form.
- HR will retain original copy of Form I-9.
- HR will retain the original copy of the Conditions of Employment (the supervisor may keep a copy).

Verifying the Student

Verification of the student's eligibility to work must be completed before the student will be "cleared" to work. The clearing process involves verifying the student's work-study eligibility and the accuracy of the Student Hiring Form, as well as ensuring the Form I-9 is completed. Please complete all work-study documents in ink. Do not submit documents completed in pencil.

Please keep in mind that no student should start work unless a Student Hiring Form and supporting documentation have been completed by the student and hiring department and processed by the Office of Human Resources. You will not have timesheets to submit for students that have not been cleared to work.

It is a violation of the Fair Labor Standards Act to fail to pay a non-exempt employee (including student workers) for all hours worked. **Students are not eligible to work on campus until valid documents are received, and all required payroll paperwork is completed and sent to the Office of Human Resources.**

If a problem exists within the documentation, the Office of Human Resource will inform the department of the problem via email or phone. The department is responsible for ensuring all forms are completed properly. Listed below are several reasons why there could be a delay in processing a student for payroll:

1. The Hiring Form has not been submitted to the Office of Human Resources.
2. The Hiring Form is missing data required to establish a payroll record for the student.
3. The student has not completed the Form I-9 with the Office of Human Resources.
4. The student has not completed the Conditions of Employment and submitted it to the Office of Human Resources

If a student withdraws from the University, graduates, is academically dismissed or is separated by any other method, he/she must immediately stop work. HR and Financial Services must be notified.

Employment Authorization (Form I-9)

Students must present proof of legal authorization to work in the United States.

In accordance with the Immigration Act of 1986, all employees must present the appropriate documents for employment authorization and complete the Form I-9 no later than the first day of employment and not before the student has accepted a position. A list of acceptable documents is listed on the Form I-9.

Privacy of Educational Records (FERPA) - The Family Educational Rights and Privacy Act (FERPA) grants students certain rights in connection with educational records maintained at Otterbein University. Questions and requests for greater detail should be addressed to the Vice President and Dean for Student Affairs.

The University reserves the right to notify parents or guardians of "dependent" students, regardless of the student's age or status, in health and safety emergencies, hospitalization, or where, in the University's judgment, the health or well-being of the student or others is or may be at risk.

1. Students, parents, and foreign government agencies supporting dependent students have access rights to the educational records maintained about students during their enrollment.
 - a. "Dependent" means being listed as such on the parents' annual federal income tax statement, or (in the case of foreign students) receiving at least 50 percent of their support from parents or foreign government agencies.
 - b. Students who are independent of their parents must file an annual statement by September 30 to this effect on a form available in the Student Affairs Office.
 - c. Non-immigrant foreign students have agreed to give the United States Culture and Immigration Services access to certain information. See INS Form 1-20A, page 2.

2. Certain educational records exempt from this access are as follows:

- a. Records in the sole possession of a professor, physician, counselor, psychologist or the law enforcement unit of Otterbein University;
- b. Parental financial statements; and
- c. Recommendations for which the student has waived rights of access.

3. "Directory information" – the starred (*) items below can be furnished without the student's permission, unless the Student Affairs Office receives a written request from the student, annually, to exclude themselves from the University's Online Directory. However, please be aware that when we exclude information, it is either all or none.

- * a. Name
- * b. Addresses - campus, home, and/or local address
- c. Telephone numbers - campus
- * d. Email address – campus
- * e. Campus SMC Number
- f. Enrollment Type
- * g. Date and place of birth
- h. Major field of study
- i. Participation in officially recognized activities and sports
- j. Dates of attendance at Otterbein University
- k. Degrees and awards received while attending Otterbein University
- l. Most recent educational agency or institution attended by student
- m. Weight and height of members of athletic teams
- * n. Pictures
- o. High school of student
- p. Greek affiliation
- q. Class rank of student

4. Unless the student waives access to specific information in writing, and with the exception of items described in number two above, all educational records reviewed and placed in the student's files following January 1, 1975, are considered available to the student.

5. Students have the right to inspect and review their student educational records within seven days of the day Otterbein receives a request for access. Students should submit to the Registrar's Office, Office of Financial Services, Business Office, Student Affairs Office, Alumni Affairs Office, head of the Academic Department, or other appropriate official, a written request that identifies the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

6. Students may challenge educational records on the grounds of inaccuracy, or misleading or inappropriate information, or violations of privacy. Students should write the University official responsible for the record, clearly identifying the part of the record they want to have changed and specify why it is inaccurate or misleading. A copy of this letter should be sent to the Vice President and Dean for Student Affairs.

If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

7. Certain individuals or groups are permitted to have access to educational records without student permission. Information can also be released as described in number three for the Campus Online Directory and in emergencies when necessary to protect health and safety. Permission is not needed for access by the following:

- a. Members of the faculty and administration acting in the student's educational interest and within the limits of their need to know.
- b. Clerks and secretaries responsible for maintaining the files.
- c. Officials of other schools in which the student wishes to enroll, and
- d. Representatives of federal, accrediting, and research agencies (provided the materials are not personally identifiable).

8. Release of educational records to third parties (including any response to a sponsoring scholarship agency outside the University) requires the student's written consent, whether or not the student is a dependent student. Such "permission to release" may be sent to Otterbein University or may be indicated on a form available to students in the Registrar's Office. A record of persons obtaining such permitted access will be maintained, including the date of the inquiry and the organization represented.

9. The release of medical or counseling records, plus the issuance of official transcripts, requires a specific request to the offices concerned.

10. In general, student records are destroyed seven years after the student's withdrawal or graduation. The exceptions are:

- a. Alumni files, placement records and transcripts of academic work – these are continuously maintained by the appropriate offices;
- b. National Direct Student Loan Electronic records – these are maintained by the Office of Financial Services for ten years.

11. Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by Otterbein University to comply with the requirements of the Family Educational Rights and Privacy Act (FERPA). The name and address of the office that administers FERPA is:

TRAINING OF STUDENT WORKERS

While it is often difficult to find the time to spend training your new workers, it is important. Things that seem very simple and obvious to you may seem confusing to the student. Remember, you may do these procedures every day, but it is new for the person you are training.

When explaining procedures to student workers, try to think objectively and be clear. For example, if you knew nothing about the procedures yourself, think of how someone could best explain them to you. Some workers learn more quickly by watching others work through the procedures step-by-step; others will benefit more by listening to a thorough explanation before attempting the procedures themselves. Still others may require a combination of both methods. Find the method that works for your student worker. If the student seems confused, you can always switch to another method. The key is to start out simple -- with the general ideas -- and work toward the more complex.

Prepare some written instructions in advance. This will save you time by eliminating the need for the new worker to ask basic questions repeatedly. At minimum, supervisors should make sure that your student workers know the following:

- What to say when answering the phone.
- How to transfer calls.
- How to put calls on hold.
- How to sign on to the computer.
- Answers to commonly asked questions.
- Frequently used phone numbers.
- Areas of responsibility in the unit (who does what).
- Procedures for filling out or filing forms.

Training is important and should be given some priority, especially in the beginning. Well-trained student workers are more confident of their work performance and tend to be more efficient and productive. Taking time away from your busy schedule to train the student should suggest to him/her that his/her job is important to the office. Continued training as changes occur in the office will reinforce this.

WORKERS COMPENSATION

In accordance with State Workman's Compensation law, a student is covered under the state workers' compensation insurance. If injured while working, injuries must be reported to Otterbein Police at x1692 or x1222 and an incident form must be filed with the Office of Human Resources within 24 hours.

SCHEDULING/TIMESHEETS

Student workers are not permitted to work more than twenty (20) hours per week during the Fall and Spring semesters. During academic breaks students may work up to forty (40) hours per week.

Consider the student's academic workload when preparing work schedules. Most student workers who are enrolled for 12 to 18 credit hours a semester are able to work between 10 and 15 hours a week without their jobs interfering with their academic course work. While employment can be a valuable part of a student's educational experience, it's important to remember that academic work is the student's first priority. Students should never be encouraged to skip classes or forgo assignments to work. Federal

Work-Study students are prohibited from working during scheduled class time (unless the class is canceled).

Students will submit their hours using Web Time Entry in Banner self-service. Students are required to complete their timesheets weekly and submit them to their supervisor for approval by the due date. Late time sheets are not permitted.

Keep track of student hours and the eligibility limits for your student hires, and do not allow them to work more than 20 hours a week or earn more than the annual eligibility amount.

TIME OFF POLICIES

Sick/Emergency Leave

Student workers are not entitled to sick pay. Students who are ill or have an emergency arise should call their supervisors prior to their scheduled shift. Should the student's illness persist for an extended period of time, you may need to evaluate the student's situation and make the necessary arrangements.

In the event of illness or emergency, student workers should NOT be required to arrange for a substitute to assume their work shift.

If the student is absent due to uncontrollable circumstances and is unable to notify you, allow the student to explain his/her situation when he/she returns to work. If the student does not have a justifiable reason for her absence, or continues to miss work without proper notification, he/she is subject to appropriate disciplinary action based on your written office policy.

Lunch

Lunch breaks are unpaid.

Vacation

Student workers are not entitled to vacation pay. It is advisable that you establish a policy for students to request time off from work in advance, when possible. Students are not required to work during regularly scheduled break periods (spring break, winter break, summer sessions, etc.) unless the job posting and/or description specifically stated that it is part of the job.

Maternity/Paternity Leave

Student workers are not entitled to be paid while on maternity or paternity leave. Discuss with the student whether or not you will be able to keep the position open while he or she is on leave. If the student is leaving for maternity reasons, you should require her to provide a physician's medical release as a condition of her return to work.

Voting

Students are urged to make provisions to vote on their own time. However, if their class and work schedules make it inconvenient, you should allow up to one hour of unpaid release time, authorized at your discretion.

Military Leave

Students are not entitled to military leave pay. If a student is called for active military duty, assess the situation on an individual basis and make arrangements with the student. Every effort should be made to ensure the student a position upon return from military duties.

Jury Duty

If summoned, student workers are not automatically exempted from jury duty. If required to appear, students may or may not be chosen to serve on a jury. Depending on the jury (municipal or county), jurors are paid a per diem by the court. Trials are of short duration, and every effort should be made to

accommodate students' work and class schedules. Student workers cannot be paid Otterbein wages for time served on jury duty.

Severe Weather

If Otterbein classes are canceled due to severe weather, students are not expected to work their regular work shifts, nor will they be paid for the work they miss. If the student is unable to make it to work (e.g., his vehicle will not start or roads are impassible), he should contact you as soon as possible. Students who work when the Otterbein is closed due to severe weather receive their regular hourly wages. Each supervisor should establish a severe weather policy and means of contacting students in the event the University is closed.

Legal Holidays

Student workers are not required to work on legal holidays and official Otterbein holidays, and are not entitled to special holiday pay. However, many University departments do remain open on certain holidays, and consequently you may need to schedule students to work. You must notify the student in advance when he/she is scheduled to work on a legal or University holiday. The student has the option to decline to work on designated holidays. Students who choose to work on legal or Otterbein holidays are paid their normal hourly rate.

Religious Observances or Holidays

If a student requests time off in advance for a religious holiday or observance, you must accommodate the student's right to observe the holiday. Students should not be penalized for missing work for their religious observances but cannot be paid for time missed to attend religious observances.

WAGES

The supervisor will determine the wage rate using the current Student Pay Schedule based on job responsibilities and the student's qualifications. Determine Level I-IV and year (1-4) in the job; the wages are to follow the printed guidelines. Any deviations must be submitted to the Office of Human Resources and approved by the V.P. for Business Affairs.

STUDENT WORKER JOB PERFORMANCE

Evaluating the Student's Job Performance

Keep a personnel file for each student worker and document work performance, whether good or poor. This serves two functions. First, the student will gain work experience in your area that he can use on future resumes. He/she may need a reference when applying for a career position. If he/she does, you should be prepared to give a future employer a recommendation based on the documentation you have in your files. It is especially important to keep track of the positive aspects of the student's work.

Secondly, it may be necessary to terminate a student's employment for poor performance. If this is the case, you must have documentation to support your action. Keep a record of specific incidents of poor performance and documentation of attempts to help the student improve.

Supervisors should evaluate each student's job performance at least once each year, preferably before the end of the Spring semester and/or if the student graduates or is no longer able to work for the specific department. However, you or the student can request an evaluation of performance at any time.

Resolving Student Job Performance Issues

The key to handling job performance problems is to establish clear and concise job expectations and performance standards upon hiring. Student workers should be informed of all applicable office or departmental policies and procedures at the beginning of their employment.

When a student worker is consistently tardy or absent or fails to perform specified tasks satisfactorily, you have the right to terminate his/her employment. However, you must first attempt to discuss and settle the problem with the student. The student should be given the opportunity to improve his/her performance. In many cases, an honest discussion focused on expectations for job performance followed by the creation of a plan for improvement will have positive results. In all instances, you should document the employee's behavior and the steps you have taken to resolve the situation.

If a student is not meeting expected performance standards, you are responsible for addressing your specific concerns with the student, initiating a conference, and recording the problem and results. Progressive discipline should be used where applicable, including verbal warning, written warning, and finally termination, if the seriousness of the offense warrants it.

Discipline and Terminating a Student's Employment

When a student's employment ends, you must complete a **Student Termination Form** and submit it to Office of Human Resources.

A student may be dismissed not only for unsatisfactory performance, but also for budget constraints, non-completion of a project, lack of work, and other valid reasons. If possible, the employer should give the student a two-week written notice with the reason for dismissal if one of these situations arises.

Listed below are actions that may require disciplinary action and/or termination:

- Excessive tardiness.
- Excessive absences.
- Absences without a legitimate excuse.
- Sloppy or unclean appearance.
- Carelessness or lack of attention that results in injury to property, person, or public relations.
- Conduct inappropriate to representatives of Otterbein University.
- Discourtesy or failure to work harmoniously with fellow workers.
- Sleeping on duty.
- Unacceptable performance of job duties.
- Discontinuation of the job.
- Lack of department funding.
- Elimination of position due to office re-organization.
- Scheduling conflicts.
- Student reached FWS limit established by Financial Services.

Dismissal Due to Poor Performance

Prior to terminating a student's employment for unacceptable performance, you should have taken the appropriate steps to ensure that the student has been given reasonable time and opportunity to improve his/her work performance. Setting clear expectations, training, feedback sessions, job coaching, attendance patterns and performance evaluations should all be documented. Disciplinary measures should be applied uniformly and in accordance with your department's policies.

Grounds for Immediate Dismissal

You have the right to terminate the student's employment if he/she has been found in violation of the policies contained in the Campus Life Handbook. Examples of violation include, but are not limited to:

- Repeated documented unexcused absences.
- Unsatisfactory job performance.
- Misuse of office/department equipment.
- Theft or gross negligence resulting in serious injury to property, person or public relations.
- Time sheet falsification (incorrect hours, signing another student's card).

- Violation of any serious infraction of the University Student Code.
- Use of or under the influence of drugs or alcohol immediately prior to or during a scheduled work shift.
- Physical violence or obscene language when dealing with the public or other staff.
- Breach of confidentiality.
- No effort to rectify a grievance you previously presented (you must be able to document this violation).

Resignation

Student workers may terminate their employment at their own discretion. Reasons for a student's resignation include:

- Course work overload
- Class scheduling conflicts
- Better job opportunity
- Co-op or internship opportunity
- Graduation
- Conflict with supervisor or co-workers
- Personal reasons

Student workers are encouraged to submit a letter of resignation or email message at least two weeks (14 days or 10 working days) prior to their last day of work. The letter should include the effective resignation date.

GRIEVANCE PROCEDURE FOR STUDENT EMPLOYMENT

Policy Statement

The University strives to maintain fair and consistent policies towards its student workers. If a student worker believes that established personnel policies and procedures are not being properly interpreted and applied to the employee's situation, the employee should follow the respective grievance procedure referenced below. The grievance procedure is to be utilized for specific violations of policy, as opposed to relating to general complaints, job analysis, or compensation.

Employees with sexual harassment and affirmative action complaints should take the complaint to the Office Human Resources and the Vice President for Student Affairs.

Grievance Procedure

- A. Application of Grievance Procedures
Student workers who have any dispute which arises out of their employment relationships including but not limited to any disciplinary action or termination of their employment, or who believe they have been discriminated against, shall use the following procedures for an equitable resolution of their grievance.

- B. Informal Grievance Procedures
The student worker shall first discuss the subject of the grievance with the person who is initiating the adverse employment action, or who is alleged to have committed the discriminatory act(s). This discussion should be undertaken to resolve any problem, which may be a result of misunderstanding, or some other failure of communication. If the matter cannot be resolved by informal discussion, the student worker may request a conference with the department supervisor at the next management level to request a review of the situation.

- C. Formal Grievance Procedures
Student workers who have been unable to resolve the grievance through informal procedures may file a formal Notice of Grievance with the Director of Human Resources in the Office of Human Resources within fifteen (15) days of: (a) the receipt of the notice of termination or (b) the

condition of discrimination or (c) the receipt of notice of disciplinary action. The Notice of Grievance shall be in writing and shall set forth in detail the factual background of the grievance, the person(s) responsible for the adverse employment action or alleged act of discrimination (hereinafter referred to as the "respondent"), the efforts the employee (hereinafter referred to as "complainant") has undertaken to informally resolve the grievance, and the relief the complainant is seeking.

The student worker representative will contact the parties involved to gather written documentation from the supervisor and any witnesses, including the student's co-workers. After considering the information provided in the interview with the student and supervisor, it may be possible to resolve the concern by reviewing, clarifying, and stating policies of the department, Financial Services, and the *Campus Life Handbook*. If resolution is not possible, the student worker representative will meet with the student worker and department supervisor at the second-management level to mediate the grievance. A written record will be made of the proceedings and copies of that record will be sent to the student worker and the supervisor.

Within fifteen (15) days of this meeting, the student worker representative shall rule upon the grievance and shall make the decision as to what, if any, action is appropriate. Written notice of the student worker representative's decision shall be given to the complainant and the respondent.

Nepotism

Student workers may not be hired for or promoted to positions in which they would supervise directly, indirectly (with one level between) or be subject to the immediate supervision by a member of his/her immediate family. Supervision is defined as responsibility for the following areas: hiring, job performance evaluation, scheduling work hours, assigning job duties, discipline, censure, demotions, promotions, awarding rate increases and/or substantially influencing such actions for or against student staff.

This policy will be upheld regardless of the gender of the relatives involved or the classification or rank of the supervisor. Immediate family is defined as spouse, mother, father, son, daughter, brother, sister, half-brother, half-sister, aunt, uncle, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparent, stepparent, and legal guardian or other person who stands in place of a parent.