

PURDUE UNIVERSITY STUDENT EMPLOYEE SUPERVISORS GUIDELINES

Student Employment Services in the Division of Financial Aid offers a variety of free services to bring eligible student employees together with on and off-campus employers. The following guidelines are intended to help campus supervisors of student employees understand Purdue University policies and departmental procedures related to the employment of student workers.

In general a student employee is defined as:

- Enrolled at Purdue University on either a full-time or part-time basis
- Primarily pursuing either an undergraduate or graduate degree at the University
- Hired to perform duties designated as student employment

Student employment positions are considered temporary in nature and secondary to the primary purpose of the student's pursuit of obtaining a college degree. Student earnings help to provide financial assistance to students, but student employment also provides personal and educational growth opportunities as well as transferable job skills for all students who choose to work.

EMPLOYMENT EXPECTATIONS

Supervisor Expectations

The supervisor has a tough job. Supervisors may be involved in the interviewing, hiring, and orientation processes for new student employees. They may also be involved in the training, supervision, and possibly, disciplinary actions with their student workers. The supervisor should keep the following roles in mind when working with student employees.

Supervisors are expected to:

- Serve as department role models
- Understand University and departmental policies and procedures for hiring and supervising students
- Provide clear job expectations for student workers
- Implement orientation, training, and evaluation procedures for student employees
- Provide a working environment where students can learn transferable job skills
- Provide opportunities for leadership development of student employees
- Keep their students workers motivated and busy

Student Expectations

When a student is hired for a University position, he or she becomes a member of a work unit that the department will depend upon. The student should be expected to perform as any other departmental employee.

Note: Federal Work-Study (FWS) eligible student employees should be treated as any other employee in regards to following University or departmental work policies and procedures.

Contrary to some popular student opinions, Work-Study does not mean that the student can study while on the job. Students with questions may contact Student Employment Services in the Division of Financial Aid, Schleman Hall Room 302 or by calling 765-494-5056.

Student employees are expected to:

- Locate and secure a job; Student Employment Services maintains a computerized listing of available positions accessible on the World Wide Web at www.purdue.edu/dfa/employment/find-job.html
- Federal Work-Study eligible students must turn in a Payroll Authorization Form (PAF) from the Division of Financial Aid to the employer for each job worked
- Follow all Purdue University and departmental policies and procedures
- Arrange a work schedule with their supervisor
- Report to work promptly when scheduled
- Notify their supervisor promptly if he or she will be late or unable to work
- Dress appropriately for work
- Work hard and perform duties to the best of their abilities
- Take their job duties and their department role seriously
- Refrain from conducting personal business while on the job
- Follow all required time reporting procedures
- Consider the employers needs as well as their own needs when requesting time off

FEDERAL WORK-STUDY

Federal Work-Study Advantages to Employers

The [Federal Work-Study](#) (FWS) program allows **Purdue departments and off-campus nonprofit employers** to hire FWS-eligible students and pay only 30 percent of their wages. The other 70 percent of a student's wage is provided through federal funding.

Note- Off-campus nonprofit employers who hire FWS Students as reading tutors for elementary students and/or math tutors for elementary or middle school students may be eligible for 100% reimbursement of FWS student wages. The Purdue University Bursar Office will monitor and maintain the individual student earnings and provide the primary payroll functions for FWS students working off-campus.

Federal Work-Study Employers/Payroll Clerk Information

The [Handbook of Student Employment](#) at www.purdue.edu/dfa/employment/post-job.html details the procedures a campus employer must follow regarding hiring FWS-eligible students. Student Employment Services and Bursar Office staff will cover valuable employment information during training for payroll clerks at the beginning of each fall semester.

For each FWS student hired, a Student Job Description Form must be turned in with the student's Payroll Authorization Form (PAF) before the PAF may be processed. In order to

expedite the processing of this PAF, please be sure to turn in the Job Description Form with the PAF.

Work-Study Students and Employee Benefits

Students employed under the Federal Work-Study program:

- Do not accrue sick leave or vacation time
- Do not receive pay for holidays
- Are compensated only for hours worked
- Must be paid for all hours worked
- Are not paid for overtime (the department will be charged)
- Should work only during normal department business hours (although exceptions could be made, such as to help with a special events, as long as a supervisor can verify that any hours turned in on a time sheet were actually worked)
- Are covered under Workers Compensation for job related injuries

INTERVIEWING STUDENT EMPLOYEES

Interviewing Basics

Student employment should be a win-win situation for both the department employer who gets a versatile worker at a relatively lower cost and the student worker who not only earns a paycheck, but also gains valuable resume` building experience. During the interview the employer should let the applicant know exactly what the job entails and confirm with the applicant that this position is something in which he/she would be satisfied. Replacing a student worker who quits because the job wasn't what was expected will cost the department time, money, and productivity.

The interview is used to determine if a student applicant's skill, knowledge, and abilities are relevant to the position. Interviewing also provides an opportunity for the supervisor to ask questions and gain information that was not provided on a resume or job application.

Students should be informed of the job responsibilities and supervisor expectations during the interview. The following job duties and expectations are some items that could be covered during the interview:

- Overview of the job duties
- Reporting for the position*
- Training requirements
- Attendance requirements (including punctuality and reliability)
- Dress code
- Acceptable behaviors
- Pay rate
- I-9 documentation required to start work

***Note on Nepotism:** Employment decisions within Purdue University are not and should not be based upon or influenced by family relationships. In general, it is the policy of the University that no person be employed or continued in employment by the University in any position which

places such person under the administrative supervision of another employee to whom such person is related as father, mother, brother, sister, uncle, aunt, husband, wife, son, daughter, niece, nephew, grandparents, or such persons related by marriage. Purdue University's specific Anti-Nepotism Policy and Procedures are available: <http://www.purdue.edu/policies/ethics/iib3.html>

Interview Questions

The supervisor and anyone involved in the interviewing process should understand what questions can and can't be asked during the interview. All questions or inquiries related to gender, race, color, age, religion, national origin, or disability are prohibited by the Civil Rights Act of 1964 as amended and the American with Disabilities Act of 1990 as amended. In addition under Purdue policy you cannot ask questions that are intended to discover information about someone's parental status, marital status, sexual orientation, genetic information, gender expression or gender identity.

In general:

- Do not ask questions designed to learn things about an applicant that will not and cannot be considered in making a hiring decision
- Avoid any questions that give the impression that the selection might rely on personal feelings instead of job related experience and criteria
- Ask open-ended questions which allow the student applicant to do most of the talking

Examples of "job related" questions:

- Tell me about your duties in your previous job?
- What do you feel your strengths are related to this position?
- Tell me about your attendance at your previous job?"
- Please give examples of MS Office products or other software that you have used?
- Tell me about any courses that you have taken that might relate to this opening?
- Do you feel that you can perform the duties of this position as outlined?

Examples of questions not to ask:

- Are you married or do you have kids?
- What country were you born in?
- Do you have any physical or mental disabilities I should be aware of?
- Do you have a car so you can get here on time?
- Have you ever been arrested?
- Do you belong to a sorority or any social organizations?

EMPLOYING INTERNATIONAL STUDENTS

Most international students in the United States attend college holding an **F-1 Visa**, which is the U.S. non-immigrant student visa. F-1 students may work in the United States (including at Purdue), but only in accordance within the guidelines and restrictions issued by the United States

Citizenship and Immigration Service (USCIS). On-campus employment is the category most freely permitted by the USCIS regulations, and it does not require USCIS approval.

The **International Students & Scholars (ISS)** Office www.iss.purdue.edu located in Schleman Hall, Room 136 is the authoritative entity for any questions related to international students, including work-related questions. Purdue does not require that F1 students obtain permission from the International Students & Scholars (ISS) Office prior to accepting any on-campus employment, but the students may need help from the ISS in securing a social security number and other documents required to be employed in the United States.

In general, immigration regulations are strict with respect to working while holding a student visa. F-1 status allows for part time, on-campus employment (20 hours per week maximum) during the academic year. International students should not expect part-time employment earnings to cover all of their University expenses, but as a supplement to other funds.

F-1 students are subject to the following rules related to working on campus:

- Must maintain valid F-1 status
- May work up to 20 hours per week while school is in session
- May work full-time on campus during holidays and vacation periods if intending to register for the next academic semester
- Employment may not displace a U.S. resident

Some international students may be on campus holding a **J-1 Visa**. Prior to accepting a job position J-1 students **MUST...**

- Obtain a J-1 Student Employment Information Form from the ISS office
- Have the campus employer complete the form
- Submit the form to the ISS office for approval during the semester of employment

RETENTION

The supervisor has the important role of setting the tone for retention of the student employee in the job position, and possibly at the University. Some research has shown that beginning students who find on-campus employment often get acclimated to the college atmosphere as a whole more easily than students who work off-campus, or don't work at all. Student workers often build relationships with their student co-workers, University faculty or staff, and customers that help them smoothly transition into the college experience and many of those students also tend to stay on course and matriculate through college.

Retention and Student Wages

One way to encourage retention of student workers is to ensure the students is paid a fair and equitable wage for the duties performed. Purdue HR maintains a list of pay rates and pay scales at http://www.purdue.edu/hr/Compensation/Pay_Scales.html to help determine the correct amount to pay a student worker.

Retention and Training

Student employees, like all University employees, require the proper tools or resources and proper training to succeed. The supervisor must take the time to train the student employee in the proper departmental procedures to ensure that they are successful in the performance of their job duties.

Student employees:

- Like to keep busy
- Like to be challenged
- Like to use technology
- Like variety in their job tasks
- Like some flexibility in their schedule

SCHEDULING

Scheduling Student Employees

It is important to remember that student employees are “students” first and “employees” second. There may be times during a semester where the student needs additional time to study for an exam, meet with a professor, or work on a group project. Supervisors should not only take into consideration department needs, but the availability and time of students during periods of heavy class demands when arranging work schedules.

ORIENTATION

Department Orientation

Every student employee should be oriented to the department and their job position by being informed of their specific job duties, departmental policies, work schedule, and supervisor expectations. The student supervisor should review any departmental policies prior to starting the orientation process.

Possible orientation topics that should be explained in detail are:

- University policies on Conflict of Interest, Access and Confidentiality concerning Student Records, The Family Educational Rights and Privacy Act (FERPA), and policies related to Security, Discrimination, Harassment and any other policies that are appropriate to the specific work situation
- Department policies on appropriate dress, work schedule, reporting absences, time sheets and pay procedures, appropriate use (or misuse) of office equipment, phones, and University facilities

Other general topics to be covered during orientation should be

- Organizational structure and layout/tour of department
- Location of exits, stairs, elevators, and emergency procedures
- Location of mailboxes, supply cabinets, office equipment etc.
- Location of bathroom, break areas and procedures on taking a break

- Security access and use of department and/or building keys (if applicable)

Job training

Specific training topics should be covered in more detail once the student worker actually begins employment. Some topics to cover would be:

General Office information

- What is important to know about the department
- Who are the department's internal or external customers (I.e. students, parents, faculty, staff, vendors)
- What are some typical questions that the student worker may be asked
- What are some appropriate answers to those questions
- What upcoming campus events, holidays, projects, etc might affect office procedures

Phones

- Preferred greeting for answering the phones
- How to transfer calls to department extensions
- When to make a transfer and when to take a message
- Other phone etiquette procedures

Computers

- Log-in and log-off procedures
- Software and other programs to be used
- Office policies on personal use for checking email, web access, downloading music, doing homework, etc

STUDENT EMPLOYEE DRESS

Purdue University does not have a uniform dress code, so it is up to the employing department to communicate what constitutes appropriate dress. Business casual dress might be appropriate for most departments on most days, but specific jobs may warrant something more formal, or more casual depending on the situation.

In general, certain minimum standards of employee dress, whether written or unwritten, are necessary to present a professional environment for students, staff, and guests. An employee's personal appearance is an extension of the University and reflects how colleagues, staff, guests, students, and the community view the employing department or office.

Articles of clothing from the dress code below could be used as a possible attire template:

Generally Appropriate Attire

- Dresses, skirts, and jumper dresses of appropriate length for a University office
- Suits/Pant suits (ankle or mid-calf Capri length pants for women)
- Solid color denim jeans (if clean and without rips, fraying, holes, etc.)

- Blouses, shirts, sweater sets
- Polo style shirts
- Blazers, jackets, and ties – as appropriate
- Vests
- Pants in business suitable fabrics (ankle and mid-calf Capri length for women)
- Any type of business shoe (heels, flats, etc), dress sandals, dress boots, and athletic shoes in some situations

Generally Inappropriate Attire

- Casual sport t-shirts with non-Purdue printed messages, logos, pictures, etc
- Casual shorts
- Stirrup pants, leggings, or sweat pants
- Flip flops or non-dress sandals
- Flannel shirts
- Tank tops (unless fully covered by outer clothing)
- Short crop tops (no bare midriff)

*Exceptions may be made on occasion for the duties performed or under non-standard daily working conditions. Student workers should consult with their supervisor in these instances.

Casual or Spirit Friday

Many departments designate each Friday as “Purdue Spirit Friday and the dress standards are relaxed. Staff members are often encouraged to wear shirts or sweatshirts that promote the spirit of Purdue University on these days. Supervisors should explain to the student employee what is OK and what is not OK to wear in their specific departments.

Final Thoughts on Attire

It is understood that student employees may not have funds to purchase new clothes to wear to work, but modest, clean, pressed, and appropriate dress is generally expected. Being appropriately dressed indicates that the student worker is serious about the job and conveys a respect for the employing department’s policies and procedures. Above all else, common sense should prevail. If someone questions whether or not something will meet appropriate dress standards, then they shouldn’t wear it.

STUDENT PERFORMANCE EVALUATIONS

The performance evaluation is an opportunity for a student employee and the supervisor to meet and discuss the students’ work performance. Performance evaluations could be done as often as at the end of each semester or the end of an employment period such as the summer. At minimum, a performance evaluation should be done at least once a year for returning student workers. The evaluation is the time to discuss the students’ performance strengths and weaknesses, clarify job expectations, ask for feedback, make suggestions, and possibly reward the student worker for a job well done.

Note: A **Purdue Student Employee Evaluation** form that could be used as a template can be found at the end of this document.

STUDENT MERIT INCREASES

The amount of a merit increase should be determined by the supervisor and granted on the basis of department specifications. Any merit increase in the case of Federal Work-Study eligible students may depend on available funding. Supervisors also may want to review the Purdue HR Pay Scales/Compensation pages http://www.purdue.edu/hr/Compensation/Pay_Scales.html to make sure any student employee rate increase is within suggested guidelines.

STUDENT DISCIPLINARY PROCEDURES

Purdue HR Disciplinary Guidelines

All disciplinary action will be determined on a case-by-case basis. The discipline imposed will depend upon, but not be limited to, the seriousness of the performance/behavioral issues and the impact on the University.

The University values its employees and believes that termination is appropriate only in serious cases of performance/behavioral issues. Consistent with this belief, it is the University's general policy to correct employee performance/behavioral issues before they rise to a level requiring discharge. Accordingly, the University generally uses the following four-step, progressive discipline process.

Step 1: Verbal Warning

Step 2: Written Reprimand

Step 3: Suspension without Pay/Final Written Warning

Step 4: Termination of Employment

Because some performance/behavioral issues warrant skipping steps in the process, the University reserves the right to immediately terminate an employee or skip any step(s) in the progressive discipline process.

When a student staff member fails to meet the expectations of the hiring department, Student Employment Services strongly recommends that the necessary steps be taken to help the student fully understand his or her area(s) of weakness, with an eye toward helping the student grow and develop in the workplace.

The goal of the department supervisor should be to foster constructive feedback and to identify the specific areas of performance that need improvement. This process should include proposed resolutions and objectives, including a time frame for marked improvement.

Recommended disciplinary steps

- Follow University guidelines on the appropriate progressive discipline steps
- Meet with the student to review his or her job description and expectations
- Acknowledge those things that the student has done well and address area(s) of weakness
- Discuss corrective steps that need to be taken

- Discuss a timeframe for marked improvement
- Inform the student that failure to adhere to expectations could result in dismissal

Student Employment Services further recommends that the supervisor properly document all meetings and then provide the student with documentation clearly stating the problem, outlining the corrective actions proposed, the timeframe for improvement, and the consequences should the student employee fail to meet the expectations at the end of the allotted timeframe.

If an employment issue develops, the student should first discuss the issue fully with the department supervisor. If further assistance is needed, the student may contact Student Employment Services personnel in Schleman Hall, Room 302 or call (765) 494-5056.

TERMINATION/RESIGNATION

Employees may resign at any time with or without notice. Two weeks is the norm for a notice of resignation, but may not always be possible.

Should the supervisor need to terminate a student employee, the supervisor should:

- Follow University guidelines on the appropriate progressive discipline steps
- Give the employee a written termination of employment document
- Discuss with the student the reason why he or she is being terminated
- Collect any keys, equipment, and follow any other departmental procedures

SUMMARY

Student Employment Services hopes that all campus supervisors have found these guidelines informative and useful in answering their questions about employing student workers. Our office, located in Schleman Hall Room 302 can be reached at 765-494-5056, Monday – Friday, 8:00am – 5:00pm Eastern Time for any general questions related to posting student job openings, hiring student employees, or the Federal Work-Study program. Helpful information also may be found at www.purdue.edu/dfa/stuemp/empinfo.php

PURDUE STUDENT EMPLOYEE EVALUATION

Employee Name: _____ PUID: _____

Department/Area: _____ Job Title: _____

Purpose: To provide the student with constructive feedback necessary to enhance work performance and professional development. This form may be used in evaluating student work performance for possible merit raises.

Instructions: Please complete this form for all students who work in your department. This evaluation can be used per semester and /or annually. Circle the appropriate number after each question based on the student's work habits and performance.

1 = Above Expectations 2 = Meets Expectations 3 = Needs Improvement

- | | | | |
|--|---|---|---|
| 1. Performs work by following specified procedures & directions | 1 | 2 | 3 |
| 2. Reliable and dependable in completing job tasks | 1 | 2 | 3 |
| 3. Able to make sound judgments and decisions | 1 | 2 | 3 |
| 4. Asks appropriate questions when unsure about procedures | 1 | 2 | 3 |
| 5. Maintains confidentiality of departmental records and information. | 1 | 2 | 3 |
| 6. Interacts well with supervisor, co-workers, staff, customers | 1 | 2 | 3 |
| 7. Adheres to departmental policies regarding office etiquette
(I.e. schedule, attire, personal use of phones/equipment, etc) | 1 | 2 | 3 |
| 8. Approaches job in a responsible and conscientious manner. | 1 | 2 | 3 |

Use the back of this form for written feedback from the student employee and supervisor

Student Comments

Student signature _____ **Date** _____

Supervisor's Comments

Supervisor Signature _____ **Date** _____