Student Employment
Student Manual
2013 – 2014
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About Student Employment

**Mission Statement:** The Student Employment program, in support of the Center for Career Services mission, seeks to connect full-time students with on-campus job opportunities that will foster their professional development and ensure their long-term career satisfaction and success.

**Benefits of Student Employment:**
Student Employment benefits supervisors and the University as a whole in the following ways:

- Aids in the recruitment and retention of students
- Provides offices assistance with carrying out daily operations
- Enhances students’ education outside of the classroom
- Builds relationships, which allow staff and faculty to better understand the characteristics of our student body
- Provides students the opportunity to gain a strong professional work ethic
- Influences graduates’ preparedness for their professional careers

Student Employment provides many benefits and advantages for students in the following ways:

- Develops realistic attitudes about the world of work
- Provides opportunities for career development and exploration
- Enhances educational growth and often improves scholastic performance
- Builds relationships with University staff and faculty
- Provides access to professional role models and advice, networking opportunities, and references
- Aids in reducing financial stress
- Establishes an employment history
- Gain marketable job skills and develops interpersonal communication skills
- Learn to manage income and expenses
- Learn to manage and balance school, work, social and personal responsibilities
- Offers flexible hours that fit your class schedule, including the ability to work between classes

**Contact Information:**

<table>
<thead>
<tr>
<th></th>
<th>Jobs4Saints assistance</th>
<th>Employment Contracts and Pay Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Services</td>
<td>Policy questions from students:</td>
<td>Policy questions from supervisors:</td>
</tr>
<tr>
<td>Rowley Hall, Suite 1005</td>
<td>Amanda Tompkins</td>
<td>Jessica O’Donnell</td>
</tr>
<tr>
<td>703-284-5960</td>
<td>Administrative Secretary</td>
<td>Coordinator</td>
</tr>
<tr>
<td><a href="mailto:joc@marymount.edu">joc@marymount.edu</a></td>
<td>703-284-1606</td>
<td>703-284-5953</td>
</tr>
</tbody>
</table>
Student Employee Expectations

**Student Expectations:** You should understand that working on campus is a privilege afforded to those students who agree to comply fully with the following:

- Upon acceptance of an on-campus employment position, you are responsible for reading all materials associated with your employment contract and completing all required paperwork with the Human Resource Services office (HR) located in Ireton Hall. (Paperwork must be completed within three days of the start date listed on employment contract.)
- You must obtain an employment receipt issued from HR once all required paperwork is complete. You are responsible for submitting this receipt to your direct supervisor prior to beginning employment.
- You must arrange a work schedule with your supervisor that is compatible with your class schedule within the first week of employment.
- You will report regularly and promptly to work. Absences should be arranged in advance with the supervisor by calling or emailing the supervisor directly at least 24 hours prior to the start of your scheduled shift to report if you will be late or absent.
- You will maintain the confidentiality of departmental records and student records when you have access to such records.
- Your work schedule will not exceed the number of work hours per week as indicated on your employment contract.
- You will complete your online timesheet according to the payroll schedule and follow any specific requirements supervisors have stated about time entry dates.
- You will regard on-campus positions as professional experience as well as understand employment is an opportunity to gain valuable skills and potential employment references.
- You will attempt to resolve any employment issues with your supervisor. If an issue cannot be resolved you are responsible for notifying the Center for Career Services.
- You will report to work only when the University is open. You will not report to work on University holidays or inclement weather closures.
- **Students who fail to meet these expectations may lose their eligibility to apply for future positions.**
Proper Job Etiquette/Professionalism

Working on campus is no different than any other position you may have held before and should be treated the same way you would your first professional position. Students must follow proper etiquette in regards to accepting or resigning from a position, and professional behavior should be practiced.

Professional Behavior:

1. Dress appropriately – Ask your supervisor if there is a specific dress code. If not, please remember simple rules such as avoiding revealing clothing like low-cut tops, short skirts or sagging jeans.
2. Be Engaged – It is not appropriate to be on your phone, Facebook or other social media sites during your shift, unless it is being used specifically for a work task.
3. Appropriate Conversation – Personal matters, or any topic that you are not comfortable talking to your grandparents about, does not need to be discussed at work.
4. Be Professional In All Writing – Make sure you are always using proper language in written work-related communications.
5. Watch Your Mouth – Swearing has no place at work and can send a bad impression to your coworkers as well as potentially offend someone.
6. Do Not Gossip – Marymount is a small campus and you would be surprised how many people know each other, so refrain from sharing other people’s information.
7. Confidentiality – You may encounter confidential information about other students on campus and it is imperative that this information does not leave the office.
8. Be Punctual – Always be on time or make sure to notify your supervisor if you are going to be late, even if you will only be a few minutes late.
9. Focus On Work Tasks – Do not handle personal matters at work. If you need to deal with something, please request a break or to be excused.
10. Honest/Accountable – Do not lie at work. If you make a mistake, own up to it so you can work with your supervisor to correct the problem and learn from your mistake.

Important Things to Know:

1. You should always provide at least two weeks’ notice if you plan to leave a position.
2. When requesting time off, always ask at least a week in advance.
3. When you accept a position you should remain in the job throughout the entire employment period unless extenuating circumstances arise.
Student Employment Programs

**Federal Work Study (FWS):** Federal Work Study is a government-sponsored program, which enables students to work part-time to help meet the cost of their education. FWS is funded through government assistance and the Marymount University Student Employment budget.

FWS recipients must have financial need as determined by the Financial Aid office. Students do not typically earn their FWS award during the summer, although a student may continue in a position under the Campus Employment program during the summer. Students granted FWS must also meet the minimum eligibility requirements listed on the next page.

It is important to be aware that, in order to have a Student Employment program, Marymount must meet all of the federal guidelines related to the FWS program. Therefore, Marymount must meet all of the following:

1. Marymount must match 25% of the government-provided funds.
2. Seven percent of the total funds set aside for FWS students must be spent on community service-related positions.
3. Only students that are determined to have a financial need can be paid with FWS funds.
4. All of the federal funds granted to Marymount must be spent by the end of the fiscal year. (This means on-campus employers must hire an appropriate number of FWS students.)
5. FWS recipients must receive priority in applying for campus jobs. Therefore FWS jobs will receive a 30-day preference in posting and hiring.

**Campus Employment (CE):** Campus Employment is a Marymount-funded program that enables students to work in part-time, on-campus jobs regardless of financial need. CE is fully funded through the Marymount University Student Employment budget.

Marymount University has created this program to assist those that have not been identified as having a financial need from the Financial Aid office. Students are able to work in CE positions during the school year and during the summer terms.

In order to work in a CE position students must meet the minimum eligibility requirements listed on the next page and not have been granted a FWS award.

**Leadership Positions:** Marymount University has other opportunities for the employment of students through leadership positions on campus. These positions are fully funded by the department that hires the students and are usually paid by stipend. Students in leadership positions also have the opportunity to work in a FWS or CE position. The time commitment for each leadership position is listed below:

- **Resident Assistant:** 16 hours per week
- **Orientation Leader:** Summer Commitment (hours vary each week)
- **Student Ambassador:** 4 hours per week
- **Peer Mentor:** 5 hours per week

**Other On-Campus Positions:** There are a few opportunities for students to work on campus for outside contractors or in positions fully funded by individual departments. Examples of these positions are: working in the dining hall for Sodexo, working in the bookstore or working as a note taker for the Center for Teaching and Learning.
Eligibility Requirements

Fall/Spring Requirements:

- Must be authorized to work on campus in the United States. (For international students, please review section below)
- Must be registered as a full-time student
  - Undergraduate student: 12 credit hours; Graduate student: 9 credit hours
  - Part-time students may work if both of the following conditions are met: 1) The student needs less than a full course load in order to satisfy the requirements for graduation at the end of that semester. 2) The student is requesting employment in the department for which he/she has worked at least one full semester, which must include the preceding semester.
    - Students who must drop down to part-time status due to medical or other unavoidable personal reasons may petition to continue employment in the department in which they have worked for at least one full semester. A written petition must be sent to the Center for Career Services by both the student and supervisor to receive approval for continued employment.
- Must be in good judicial standing.
  - If a student is on disciplinary probation he/she must petition to Kelly DeSenti, Dean of Student Development and Engagement, to receive approval for on-campus employment.
- Students are only permitted to hold one on-campus position at a time. (This requirement does not include leadership positions such as RA, OL or Student Ambassador.)

Summer Requirements:

The above criteria hold true for summer employment with the following exceptions:

- FWS positions are not offered during the summer but FWS students can work in CE positions.
- Students are not required to be registered for summer courses but must meet one of the following criteria.
  - Must have been registered as a full-time student in the spring prior to the summer for which he/she is working and is registered as a full-time student for the following fall semester.
  - Must be registered as a student for the summer session in which he/she is working and be registered as a full-time student for the following fall semester.
  - If a student is graduating in August, he/she must be registered as a full-time student in the spring prior to the summer he/she is working and be registered for the remaining degree requirements to be completed during the summer session.

International Students:

International students must meet the requirements listed above as well as the following:

- Have an approved Visa that permits on-campus employment.
  - Visa types will be assessed by the International Student Services office.
  - Most international students have an F-1 Visa, which only allows a student to work on campus.
  - International students may also need to apply for a Social Security Number (SSN). (Please see hiring procedure information for more details).
  - International students must strictly abide by their Visa requirements. They are not allowed to work more than 20 total hours in one week. For example, if an international student is a RA (16 hour per week commitment) he/she can only work an additional four hours in a student employment position.
Application/Hiring Process

All student employment jobs are posted and processed through Career Services’ online job posting system, Jobs4Saints, accessible at https://www.myinterface.com/marymount/student.

As a registered student at Marymount University you automatically have a user account through which you can submit job applications to employers. In order to be hired for an on-campus position you must apply and be selected through Jobs4Saints and receive a Student Employment paperwork receipt from HR. Supervisors must receive an employment receipt issued by HR from you before you can begin to work.

Application Process: There is no placement process for on-campus employment. You are expected to apply for jobs the same way you would when applying for positions outside of the University. On Jobs4Saints, please review the ‘How to Apply’ section and ‘Documents Required’ section of each job posting to verify the information you will need to submit. Once you have submitted all of the proper documents, the supervisor will review your application. Supervisors will then determine whom they would like to interview for the positions. After the interview, supervisors will select to whom they wish to offer their open slots. If selected for a position you will be able to decide if you would like to accept or reject the offer of employment. Always use proper etiquette when accepting or rejecting a position. If you choose to select the offer, your supervisor will notify the Center for Career Services to begin your hiring process.

Student Hour Limitations: Supervisors are aware that your first priority is your academic work. The following hour limitations have been established to ensure that you achieve balance in work and school. Please see international student eligibility for further restrictions.

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<thead>
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<th>Criteria</th>
<th>Hour Limits– School Year</th>
<th>Hour Limits– Summer</th>
<th>Program</th>
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</thead>
<tbody>
<tr>
<td>Undergraduate Student</td>
<td>10 hours a week</td>
<td>20 hours a week</td>
<td>FWS or CE</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>10 hours a week</td>
<td>20 hours a week</td>
<td>FWS or CE</td>
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Hired As A Returning Student Employee: If you are a returning student employee, you do not need to reapply for your position if both you and your supervisor agree upon continued employment. Supervisors will notify the Center for Career Services to confirm that you will return for the next academic year or summer session. Returning students will be hired before new applicants will be considered for remaining vacancies. Returning students will receive an employment contract prior to the beginning of the employment period and will be required to receive a receipt from HR before beginning work in a new employment period. As a returning student you will need to visit HR at the beginning of each employment period.

Hired As A New Student Employee: All newly hired students must be hired through the Jobs4Saints system. Students must apply for either a FWS or CE opening by submitting the required documents, interview for the position, and be selected by the supervisor. Once a hiring decision has been made, the supervisor must notify the Center for Career Services. You will then be sent an employment contract that you must take to HR. You must complete all appropriate new-hire paperwork to receive an employment receipt. You should keep in mind that you will need to provide proper documentation to fill out your new-hire paper work such as driver’s license, passport, social security card or birth certificate. Please bring original copies of these documents with you to make the hiring process faster.
Application/Hiring Process

**How To Apply:** The Center for Career Services has created a step by step guide for applying to positions that is included in this packet and can be found on our website. As a registered student you automatically have a Jobs4Saints account. To apply for positions you will need to log into Jobs4Saints with your Marymount username and password.

If this is your first time using Jobs4Saints you will need to update your profile information, making sure you fill in all required information marked by a red asterisk. After you update your profile, you will need to go to the documents section and upload a resume. Your resume will be reviewed by a Career Services staff member to ensure that the document is ready to be viewed by employers. If your resume is not approved, you will receive an email with suggestions on how to improve it. Once you have taken these steps, you can view job postings and apply to positions. For on-campus positions, search for either Federal Work Study or Campus Employment positions. Pay special attention to the “How to Apply” and “Documents” sections to ensure you have all the appropriate documents required for each job. Keep in mind that some positions may require more than just a resume. If multiple documents are required, the “Submit Resume” won’t appear until you have uploaded one of each type of required document into the Jobs4Saints system.

Supervisors will review all applications through Jobs4Saints and will contact you directly about the position. Supervisors may request that you interview with them and/or other staff members over the phone or in-person before you are offered the position. If you are selected for a position, you should receive either a call or an email from the position’s supervisor. You will need to either accept or reject the offer at this time. The most important thing to remember is to be honest but polite about your decision. Once you accept a position your supervisor will notify the Center for Career Services to begin the official hiring process.

**What Happens Once You are Hired:** Once your supervisor has reported you as hired in Jobs4Saints, the system will prompt the Center for Career Services to create your employment contract.

**Employment Contract:** Employment contracts will be sent to new hires every Monday by 5:00 p.m. during designated hiring periods at the beginning of each semester. Both you and your supervisor will be emailed a copy of the contract that will include important information regarding employment start date, end date, number of hours of work per week, your hourly wage, what budget your pay will come from and any special notes. **Once you have received your employment contract, print a copy and take it to HR to turn it in and fill out any additional paperwork.** Once you have filled out all necessary paperwork and received an employment receipt from HR, you must turn your employment receipt in to your supervisor. After you have completed each of these steps, you will be eligible to start working. Talk to your supervisor to create an agreed-upon schedule so you can begin working.

You must take note of your start date as listed on the employment contract. **You cannot work prior to this start date and prior to obtaining an employment receipt from HR.**
Application/Hiring Process

HR Paperwork/Receipt: All new student employees are required to complete the following paperwork before they begin working. Returning student employees are required to visit Human Resources at the beginning of each employment period to turn in their signed employment contract, update their paperwork on file and obtain an employment receipt.

USCIS I-9 Form: The Department of Homeland Security requires that all employees, including student employees, complete an I-9 form within three days of commencing employment. This form was developed to verify that individuals are eligible to work in the U.S. In order to complete this form, students will be required to show proof of identity and work authorization. Human Resources will review the student’s documents and confirm their eligibility to work. Typical documents used include driver’s license, passport, social security card or birth certificate. Students must have these documents ready prior to going to HR to ensure their employment can be processed as quickly as possible.

Tax Forms: Student employment wages are subject to all federal, state and local tax laws. All student employees are required to complete an IRS W-4 form so that federal income tax may be withheld from their wages. Students whose permanent addresses are in Virginia, Maryland or District of Columbia are also required to complete a state tax form so that state taxes can be withheld. No student can receive a paycheck until all the required tax forms have been completed.

Confidentially of Information: All student employees will be asked to sign the standard Marymount University Student Employee Privacy Agreement. Many offices have access to private information of students, families and/or employees. This information may include records protected by FERPA (Family Education Rights and Privacy Act), grades, medical reports, salary and financial histories, etc. Student employees who may have access to such information should be reminded of the confidential nature of these records. The signed agreement will be retained with the student’s hiring paperwork.

Direct Deposit Form: Students are strongly encouraged to arrange for their wages to be directly deposited into a bank account. Direct deposit ensures timely distribution of wages into an existing bank account. It allows students to choose whether to have their earnings accessible at a local back or near home. Students who elect to receive their pay via direct deposit will continue to receive a pay advice to detail the wages earned for each pay period.

Background Investigations: (only for America Reads students) In response to school systems requiring background checks for anyone who works with their students, all students offered employment with the American Reads Literacy Program are hired contingently based up a favorable background investigation. The required forms include a Disclosure to Employment Applicant Regarding Procurement of A Consumer Report and a Release Authorization. A third form is provided as a summary of the student’s rights under the Fair Credit Reporting Act. The student needs to complete, sign, and return the forms to Human Resource Services. The student employment paperwork receipt will not be issued and the student may not begin to work until the background check is complete.

Employment Receipt: Once a student completes all of the required paperwork Human Resource Services will provide the student with an employment receipt. The student must provide this receipt to their direct supervisor as proof that they completed all the necessary hire paperwork. Students are not permitted to work prior to turning in their receipt.

Hiring International Students: International students must have a visa that allows them to work on campus as well as apply for a SSN (if they have not already done so). Once the international student receives an offer of employment for an on-campus position the student will need to apply for a SSN. The student cannot apply for a SSN without an offer of employment. The student will then need to obtain a letter from both International Student Services and the Center for Career Services as documentation to apply for a SSN. The student will take these letters to the Social Security Administration and apply for a SSN.
Orientation & Training

Orientation and training is a vital proactive step in establishing expectations and responsibilities for you to follow throughout the employment period, to ensure you are able to be successful in your role. This means making sure you are prepared with basic information about your new employer and role as well as basic knowledge to perform all essential tasks. Orientation and training vary across departments but are usually performed on or before your first day of work. Supervisors may also provide on-going training opportunities for you, such as one-on-one meetings or refresher training sessions after long breaks. Your supervisors may complete a checklist with you during your first two weeks of work that will include some of the information listed below.

Departmental Orientation: The departmental orientation is an opportunity for you to be introduced to the office space and staff members and gain a better understanding of the scope of your job. Topics for departmental orientation may include:

- A tour and introduction to other offices in the building
- Introduction to other staff in the department (including other student workers)
- Introduction to staff outside of the immediate hiring department with whom you may interact on a frequent basis
- A tour and/or explanation of the department layout
- Explanation of the dress code appropriate for the department
- Provision of a list of frequently used phone numbers/e-mail addresses
- Explanation of the rest and meal break policy
- Establishment of a work schedule

Student Employee Training: Job training is specific to each individual position. Therefore, your supervisor will provide training for you regarding responsibilities, office policies and procedures, and expectations. Supervisors may create written materials for you to use as a reference after initial trainings. Many offices have created handbooks and contracts that are used throughout the year to management expectations and responsibilities. Some topics supervisors may cover during training include:

- Completion of FERPA training in regards to how FERPA rules apply to confidential information you may encounter while on the job (Please see attached information for FERPA training materials)
- Explanation of job responsibilities and demonstration of how to perform all necessary tasks
- Communication of expectations for the position and explanation the performance review and rehire process
- Discussion regarding office policies and procedures
- Explanation of how performance issues will be addressed and situations that may result in termination of employment contract

FERPA: The Family Educational Rights and Privacy Act (FERPA) is a Federal law that protects the privacy of student education records. We have provided additional information in your training packet about the importance of this law to higher education institutions and how it relates to you in your role as an employee of the University.
Student Compensation

Compensation: Marymount Student Employment programs are subject to the laws set forth by the Fair Labor Standards Act (FLSA), i.e. employees must be paid a minimum wage for hours worked. Students hired through the FWS and CE programs are paid in accordance with the pay grade system stated below, which is based on the type of work performed. All students receive a paycheck for their wages based on the payroll schedule, and wages are not directly applied toward the student’s financial account with the university.

Pay Rate: The pay grade and scores are associated with the job position rating system. This rating system is used to fairly assess all jobs on campus and ensure positions are being paid appropriately.

<table>
<thead>
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<th>Level</th>
<th>Score</th>
<th>Pay Rate</th>
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<tbody>
<tr>
<td>Grade 1</td>
<td>5-10</td>
<td>No jobs rated at this level</td>
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<tr>
<td>Grade 2</td>
<td>11-15</td>
<td>$7.50</td>
</tr>
<tr>
<td>Grade 3</td>
<td>16-20</td>
<td>$8.00</td>
</tr>
<tr>
<td>Grade 4</td>
<td>21-36</td>
<td>$8.50</td>
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Non-Monetary Compensation: Some positions provide non-monetary compensation as part of the student's compensation, such as room and board. These students are required to adhere to the Community Conduct Code and all Residence Life policies to maintain their status as a “resident.” Failure to adhere to these policies may jeopardize the student's ability to remain on campus.

Payroll Process: Students hired through the FWS or CE programs are paid employees of the University and, as such, receive their wages through the Payroll Office. Employers are required to have a procedure for students to sign-in when reporting for work and sign-out when leaving for the day. The payroll time sheet is designed to allow students to track their hours.

Time Sheets: Student workers are paid through the online time sheet approval process. Students are expected to submit their time sheets online for approval by their primary supervisor on or before the dates listed on the payroll schedule (attached at the end of the handbook). Students have until 5:00 p.m. every other Wednesday to submit their time sheet. Supervisors have until midnight every other Wednesday to approve student time sheets.

If a student or supervisor misses these deadlines, the student and supervisor must complete a paper time sheet for that time period and turn it into the Payroll Office. This can delay the student’s pay but will ensure the student is paid for those hours.

Payment Options: Students can either sign up for direct deposit with the Payroll Office or receive a paycheck in the mail. Students should be careful to designate the correct address when filling out their employment paperwork.
Performance Evaluation and Performance Intervention Procedures

Performance Evaluation: The performance evaluation is a method for evaluating your job performance as part of your career development and consists of regular reviews by your supervisor. In your evaluation you will be assessed based on your performance of the expectations and responsibilities put in place by your supervisor at the beginning of your employment. This is an opportunity for supervisors to provide you with constructive feedback to help you grow in your role as well as an opportunity for you to express any questions or concerns you have. Performance evaluations are an integral part of your career development and will be something you will do throughout the rest of your career, even beyond college. Performance evaluations have many benefits including: creating open communication, setting goals, performance improvement and identifying training needs. This is also an opportunity for supervisors to discuss any serious concerns they have about your performance. If these concerns continue they will follow the proper procedure below.

Discipline Procedure/Performance Intervention: There may be times that a supervisor feels you are not meeting the expectations of their department and the supervisor will need to provide informal or formal performance intervention. The discipline procedure follows a “three strike” system. This gives you and your supervisor adequate opportunity to discuss performance issues and work out a resolution. This also ensures that you are aware of the problem prior to termination and gain experience in formal disciplinary procedures often used in professional work environments. Below is the procedure for performance or discipline concerns:

1. First instance of performance concern: the supervisor should have an informal meeting with the student employee to discuss concerns and explain the student is not meeting expectations. This does not count as one of the three strikes; you are given the opportunity to improve without receiving an official mark against your employment record.

2. Second instance of performance concern: the supervisor should issue a formal verbal warning to you. This action must be documented on the Disciplinary Action Form with the date and signature from both you and your supervisor.

3. Third instance of performance concern: the supervisor should issue a written warning to you. This action must be documented on the Disciplinary Action Form with the date and signature from you and your supervisor with a copy of the written warning attached to the form.

4. Fourth instance of performance concern: After the verbal and written warning the supervisor can terminate the employment contract. The supervisor must notify you of the termination, obtain your signature if possible, and send both the Disciplinary Action Form and the Student Employee Release form to the Center for Career Services.

It is important to remember to keep open communication with your supervisor and explain any performance concerns. They understand that performance concerns can be attributed to environmental or personal circumstances. By identifying the reason(s) the performance issue exists, you can both address the issues and create better job performance. If the performance issue is because of personal circumstances it is important to know that Marymount offers many campus resources to assist you. You can ask your supervisor to refer you to these resources, which often help solve performance issues.
Performance Evaluation and Performance Intervention Procedures

Types of Termination: You or your supervisor may initiate the termination of employment. Types of termination and proper steps to take for each type are below:

Voluntary Termination: If you choose to terminate your employment before the end of the employment period, you must formally resign from the position by submitting a written letter of resignation to your supervisor and provide a copy to the Center for Career Services. You are required to provide two weeks’ notice unless extenuating circumstances arise, which should be explained in your resignation letter. The letter must include the effective date of resignation, the reason for resignation, your name, your direct supervisors name, the position you are resigning from and your signature. This letter must be received before you are eligible to apply to other positions on campus, and depending on the reason for resignation you may be required to meet with the Center for Career Services.

Involuntary Termination - End of Employment Period: All student employees, regardless of whether they will be rehired by the department, are automatically terminated on the last day of the academic year and/or summer session employment period (the Saturday prior to the start of summer/fall classes). Students are hired for a specific employment period through their initial employment contract. Therefore, no paperwork is necessary to formally terminate a student employee who has worked through the end of an employment period. This automatic termination occurs to ensure that employment records are accurate.

Involuntary Termination - Not Meeting Expectations: When an employer’s efforts at performance intervention have not resulted in improved performance, the employer may initiate the involuntary termination of the student employee. Throughout the performance intervention the employer must have documented their attempts through the Disciplinary Action Form. Once termination occurs it is the supervisor’s responsibility to inform the student employee that he/she is being terminated and submit a copy of the Disciplinary Action Form and the Student Employee Release Form to the Center for Career Services.

Involuntary Termination - Abandonment: For newly hired students, a supervisor has the right to immediately terminate a student if the student does not communicate with the supervisor within 2 weeks of receiving a verbal or written offer of employment or if the student does not show up for any shifts during the first two weeks of employment. The supervisor also has the right to terminate a student if the student does not meet the requirements for employment within two weeks of the agreed upon start date. If the student’s contact with the supervisor prior to employment is deemed unsatisfactory by the supervisor, the supervisor reserves the right to terminate the student’s employment offer. For current or returning students, a supervisor may terminate a student if the student stops reliably showing up for shifts for a three-week period without communication at least 24 hours in advance of a missed shift. For current or returning students it is expected that supervisors attempt to have a conversation with the student about the change in behavior. However, if the student is unreachable and absent for a three-week period the student can be involuntarily terminated.

Involuntary Termination - Immediate Dismissal: In some circumstances student conduct may require immediate action and does not require the same procedure as a student not meeting expectations. In these cases supervisors are required to notify the employee that he/she is being dismissed immediately and complete the termination form and turn it into the Center for Career Services documenting the reason for immediate dismissal. Immediate dismissal may be appropriate for students who engage in the following:

- losing “student” status (i.e. long-term suspension or expulsion)
- submitting falsified time sheets or other documents
- reporting to work under the influence of illegal substances or alcohol
- theft of property
- failure to adhere to Student Employment Privacy agreement
- sexual or racial harassment of a co-worker or customer
- behavior that endangers the safety of co-workers, customers or other members of the community or behaviors that violate the Marymount University code of conduct or code of ethics.
Performance Evaluation and Performance Intervention Procedures

**Grievance Procedure:** You have the right to appeal a termination or unresolved conflict. The following procedure must be taken in order to protect you and your supervisor’s needs.

1. You should first discuss the appeal or concern with the direct supervisor.
2. If the concern is unresolved or not satisfactory in your opinion you should take the concern your supervisor’s direct supervisor.
3. If the concern is still unresolved or not satisfactory in your opinion you should take the concern to the head of the department. If the head of the department is the direct supervisor of your direct supervisor you should take the concern to the Center for Career Services.
4. If you speak with the head of the department and the conflict is still unresolved you should take the concern to the Center for Career Services who will make a final determination on how to resolve the concern.

**Tips to Succeed in Your Performance Evaluation:**

1. **Be Prepared:** Have a list of things you want to talk about.
2. **Ask About the Process:** Find out what to expect before you go into the review.
3. **Assess Yourself:** Evaluate how you think you have done in your job before you go into the review.
4. **Come Up With Goals:** Think about areas you would like to improve on or new projects you would like to work on.
5. **Reflect On Your Work Attitude:** Take time to think about your attitude in the office, not just tasks completed.
6. **Highlight Your Success:** Think of some things you did really well that you could talk about.
7. **Discuss Challenges:** Reflect on some areas that were really hard for you and ways you could improve.
8. **Think of Feedback on Work Environment:** Come prepared with feedback in case your supervisor asks about how you feel the work environment of the office is for student workers.
9. **Provide New Ideas:** If you see there are ways your department could be doing things more efficiently let your supervisor know.
10. **Ask Questions:** Questions show that you are interested and engaged and give you a chance to clarify anything you are uncertain of.
11. **Don’t Be Defensive:** Take time to consider criticism and understand that your supervisor is only trying to help you improve your performance.
12. **Provide Feedback For Your Supervisor:** Let them know if there is something they can do to help you do a better job.
13. **Ask For Additional Training:** If you feel like you have some areas you are weaker in ask to receive some additional training to help strengthen these areas.
14. **Check-In:** Throughout the year ask how you are doing so that your year-end review won’t seem as intimidating or uncertain.
15. **Stay Positive:** This process is only in place to help you grow and improve as an employee.
Performance Review Process

Performance reviews serve to develop you as a future professional by highlighting your strengths and providing feedback in areas where you can improve. Performance evaluations can happen regularly on an informal basis and as part of the formal semi-annual performance review process.

**Informal Review:** Informal reviews typically happen in the form of regularly scheduled one-on-one meetings between you and your supervisor. This is an important step to ensure that there is a continuous open line of communication between you and your supervisor about your performance so that the first time you are notified of a performance problem is not during the formal review process. Regular meetings give supervisors the opportunity to have open communication with you about performance issues as well as provide positive feedback and recognition for a job well done. The formal review process will be less stressful for you once you are accustomed to receiving feedback about your job performance. Regular meetings also provide an opportunity to stay connected, which allows for greater awareness of outside factors that can affect your work performance. It is important to remember to fill your supervisor in on any important things going on that may affect your performance and any concerns you may have regarding working in the department. Mutual feedback can create an open environment, which reduces performances issues and increases a positive work environment.

**Formal Review:** Your performance is formally evaluated by your supervisor at the end of each semester and at the end of the summer employment period if you were a new hire at the beginning of the summer. Supervisors will complete a formal midterm review of all student employees in December and a final review in April. Supervisors will review your performance evaluation one-on-one with you. Once you have reviewed the evaluation together you both must sign the Performance Review form and submit it to the Center for Career Services. Supervisors will keep a copy for the department and can provide you an additional copy if you request it. Performance is evaluated on the following criteria:

- **Dependability** (attendance, punctuality)
- **Interpersonal Skills** (interaction w/ co-workers, supervisor, the public, communication and listening)
- **Efficiency** (organization, minimal use of resources, time and effort to perform tasks)
- **Precision** (attention to detail when performing tasks)
- **Attitude** (ability to be cooperative/flexible, follow directions, accept correction)
- **Two categories specific to your department** (these are determined by the supervisor; examples include: professionalism, initiative, appropriate attire)

The Performance Review form includes space to list a few of your strengths and opportunities for growth. In addition, mid-term evaluations include space for a couple of goals that you and your supervisor will agree on for you to work towards in the upcoming semester. Your supervisor can indicate if they wish to rehire you for the upcoming academic year, summer session or end your employment on the form.
Student Employee Recognition

Recognition programs are an opportunity for supervisors and the University to recognize the important work you do to help keep our organization running smoothly. Each year, the National Student Employment Association recognizes one full week in April as National Student Employee Appreciation Week during which employers recognize the importance of the student work experience and show appreciation to student employees for their hard work and dedication. National Student Employee Appreciation Week is recognized at Marymount on a campus-wide basis through the Marymount Student Employee of the year award, and employers are encouraged to recognize their student employees on an individual basis during that week.

Campus-wide Recognition: Marymount University participates in the Student Employee of the Year program sponsored by the National Student Employment Association. Faculty and staff who employ student employees through the Federal Work Study or Campus Employment programs are invited to nominate their outstanding student employees for the Marymount University Student Employee of the Year Award.

Marymount University also sponsors the Student Supervisor of the Year program. As a student employee you are able to nominate your supervisor for the outstanding commitment to the Student Employment program at the University. We encourage all student employees to take the time to recognize their supervisor who has done an excellent job supporting you throughout your employment time and helping you grow in your future professional careers.

Information about the programs is sent to supervisors and students each January. Nominations are due in late February and the winners are announced at an award luncheon during National Student Employee Appreciation Week in April.

Individual Recognition: Departments that employ students may also recognize their students individually during National Student Employee Appreciation Week to show their appreciation for the hard work and dedication of their student employees. Supervisors may recognize you in small ways throughout the year. Some ways that departments have recognized their students in the past are listed below:

- Hosting an appreciation lunch (pizza or pot luck)
- Rewarding a job well done with the your favorite treat or with a thank you card
- Saying “thank you” or “good job” when you end your shift for the day
- Hosting an end of the year party
- Present students with a certificate of appreciation for their contributions
- Develop fun awards to hand out (longest/shortest commute, toughest customer survivor, perfect attendance)
- Give students more responsibilities (invite you to help with training new student staff members or developing new programs in the office)
University Employment Policies

All student employees and student supervisors are required to follow all University employment policies as established by Human Resources Services. A summary is listed below but please refer to the University Employee Handbook for all University-wide policies and code of ethics.

Equal Employment Opportunity: In accordance with the resolution of the Board of Trustees of Marymount University, it is the policy and practice of the University to recruit, hire and train persons in all job classifications without regard to race, creed, color, religion, sex, age, national origin, sexual orientation, marital status, citizenship, covered veteran, disability, or any other legally protected characteristic. Objective employment measures will be the sole criteria in arriving at decisions in the above area.

Marymount University will ensure that all promotions and transfers are consistent with the principles of Equal Employment Opportunity and will impose valid criteria in these employment actions.

Workers Compensation: Workers’ compensation is a state mandated benefit that is provided at no cost to the employee. Workers’ compensation laws provide money and medical benefits to an employee who has an injury as a result of an accident, injury or occupational disease on-the-job. Workers’ compensation is designed to protect workers and their dependents against the hardships from injury or death arising out of the work related injury. It is intended to benefit the employee and employer alike. When an injury is ruled as compensable by law, the injured employee becomes eligible for compensation and medical benefits as prescribed by the Workers’ compensation law.

If a student employee is injured on the job, he/she must contact HR Services and their direct supervisor immediately. Please contact HR Services at 703-284-1680 to report an injury or with questions regarding Workers’ compensation.

Non-Discrimination: Marymount University is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Marymount University expects that all relationships among persons in the educational environment will be business-like and free of bias, prejudice and harassment.

Anti-Harassment: Marymount University seeks to provide an environment built upon respect that emphasizes the worth of each individual and values diversity. The University is committed to providing an environment in which students, faculty and staff are able to learn and work without any form of verbal or physical harassment. Harassment in any form is an affront to human dignity and fundamentally at odds with the values and mission of Marymount University. The University will not condone or tolerate any verbal or physical conduct that would constitute harassment, including sexual harassment of any member of the University community. All forms of unlawful harassment including but not limited to sexual, racial, national origin, disability or other forms of unlawful harassment, not only violate University policy, but also violate federal laws and those of the Commonwealth of Virginia and Arlington County. Therefore, all members of the Marymount University community have a responsibility to maintain an environment free from harassment.
Complaint Procedure:

Reporting an Incident of Harassment, Discrimination or Retaliation: Marymount University requires the reporting of all incidents of discrimination, harassment, or retaliation, regardless of the offender’s identity or position. Any member of the University community who believes that he or she has been subjected to unlawful harassment of any kind has the responsibility to report the discrimination, harassment, or retaliation immediately to his or her supervisor and the Executive Director of Human Resource Services. If the individual is uncomfortable reporting the harassment to his or her immediate supervisor (whether because the supervisor has committed the harassment, or for any other reason whatsoever), the employee must report the harassment to the next higher level of management above the immediate supervisor or, if the employee prefers, to the Executive Director of Human Resource Services or anonymously to Ethicspoint. Supervisors must inform student employees of this policy and encourage students to report any incidents to Human Resource Services at 703-284-1680.

For more information please refer to your University Employee Handbook or contact Human Resource Services.

Rest/Break Policies: The following break policy requirements apply to all student employees:

- Employees are permitted to a 15-minute rest break for each four hours worked.
- Employees who work an eight-hour shift are permitted a 30 minute meal break.
- Employees are not permitted to take these breaks at the beginning or end of a shift.
- At the supervisor’s discretion the rest breaks can be combined with a meal break not to exceed 60 minutes.

Inclement Weather Policy: Student employees are not considered essential employees. However, during a campus closure, those offices or departments which remain open can have student employees work alongside essential employees. No supervisor can require and/or pressure a student to work during a campus closure. A supervisor may invite a student to work if the student is within reasonable walking distance of the work site (preferably an on-campus resident). Additionally, a supervisor cannot discipline a student for turning down the opportunity to work. Students who work voluntarily during a campus closure will be paid at their regular work rate and should not exceed the 10 hour per week limit.