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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 our students in the following ways:

- Develop realistic attitudes about the world of work
- Provide opportunities for career development and exploration
- Enhance educational growth and often improve scholastic performance
- Build relationships with University staff and faculty
- Access to professional role models and advice, networking opportunities and references
- Gain marketable job skills and develop interpersonal communication skills
- Manage and balance school, work, social and personal responsibilities
- Establish an employment history
- Aid in reducing financial stress
- Flexible hours that fit a student’s class schedule, including the ability to work between classes
- Learn to manage income and expenses

Contact Information:

Career Services
Rowley Hall, Suite 1005
703-284-5960
joc@marymount.edu

Jobs4Saints assistance
Policy questions from students:
Amanda Tompkins
Administrative Secretary
703-284-1606

Employment Contracts and Pay Questions
Policy questions from supervisors:
Jessica O’Donnell
Coordinator
703-284-5953
Supervisor Expectations

**Supervisor Expectations:** To ensure the success of the Student Employment program, student supervisors are expected to observe the responsibilities below:

- Observe and enforce all policies and procedures set forth in this manual.
- Utilize the online application system (Jobs4Saints) to submit job requisitions and hire students.
- Define the students’ duties as presented on the job requisition, explain the job expectations as thoroughly as possible to the student employee, and encourage student to improve his/her level of performance on the job.
- Do not allow students to begin working prior to the stated start date listed on the student’s employment contract and before supervisor has received the HR-issued receipt from the student employee.
- Consult with the student employee to establish a schedule of work hours in accordance with the student’s class schedule and needs of the office. This schedule is not to exceed the maximum number of hours the student is permitted to work each week as listed on his/her employment contract.
- Provide sufficient amount of tasks and responsibilities to ensure the student is engaged in meaningful work throughout the entire scheduled shift.
- Provide written and clear expectations of student in his/her specific role and provide adequate training for all students to be successful in their roles.
- Convey the importance of the student’s contribution to the office and reward students who excel at their jobs.
- Review timesheets for accuracy and approve them according to the payroll schedule.
- Evaluate each student semi-annually with the appropriate forms provided by the Center for Career Services and review the evaluation with the student.
- Follow the proper procedure for discussing performance problems and terminating a student employee’s contract. Notify the Center for Career Services of student termination regardless of who initiates the termination.
- Act as an employer in overseeing the student employment experience and serve as an employment reference for the student, when appropriate.
- **Supervisors who fail to meet these expectations may lose their eligibility to hire future student employees.**
Student Employee Expectations

**Student Expectations:** Students 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, student is responsible for reading all materials associated with his/her 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.)
- Student must obtain an employment receipt issued from HR once all required paperwork is complete. Student is responsible for submitting this receipt to his/her direct supervisor prior to beginning employment.
- Student must arrange a work schedule with his/her supervisor that is compatible with the student’s class schedule within the first week of employment.
- Student 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 the student’s scheduled shift to report if the student will be late or absent.
- Student will maintain the confidentiality of departmental records and student records when he/she has access to such records.
- Student’s work schedule will not exceed the number of work hours per week as indicated on his/her employment contract.
- Student will complete online timesheet according to the payroll schedule and follow any specific requirements supervisors have stated about time entry dates.
- Student will regard on-campus positions as professional experience as well as understand employment is an opportunity to gain valuable skills and potential employment references.
- Student will attempt to resolve any employment issues with his/her supervisor. If an issue cannot be resolved the student is responsible for notifying the Center for Career Services.
- Student will report to work only when the University is open. Student 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.**
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, though 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 at minimum 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 DeSentl, 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 be 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 a 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.
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/employer/.

The Center for Career Services will assign all hiring managers a user account through which they can submit job requisitions and receive and manage student applications. In order to hire a student employee to be paid by FWS or CE funds, supervisors must hire the student employee through Jobs4Saints and receive a Student Employment paperwork receipt from HR. **Supervisors must receive an employment receipt issued by HR from a student employee before the student can begin to work.**

**Allocations:** All hiring, regardless of whether hires are returning employees or new hires, must remain within the department allocations issued by the Center for Career Services. Allocations can be determined either by the total number of hours students work per week or by the number of students a department hires. Allocations issued by the Center for Career Services include both the number of hours per week and the number of students permitted. FWS v. CE allocations are based on the number of students rather than number of hours a department is allocated. **If a supervisor plans to hire based on hours, he/she must contact the Center for Career Services to specify the number of students that will be hired and how many hours each will be working.** Based on this information the Center for Career Services will determine FWS v. CE hours allocations for that department.

**Student Hour Limitations:** Supervisors should be aware that a student’s first priority is to his/her academic work. The following hour limitations have been established to ensure that students achieve balance in work and school. Please see international student eligibility for further restrictions.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Hour Limits– School Year</th>
<th>Hour Limits– Summer</th>
<th>Program</th>
</tr>
</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>
</tr>
</tbody>
</table>

**Hiring Returning Student Employees:** Returning student employees do not need to reapply for their positions if continued employment is agreed upon by both the student and supervisor. Supervisors will use the “Report A Hire” feature of Jobs4Saints to confirm the student will return for the next academic year or summer session. Instructions for how to do this are in the attached job posting instructions. 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.

**Hiring New Student Employees:** All new hires must be hired through the Jobs4Saints system. Supervisors must create a job posting for either a FWS or CE opening, formally review applicants, and interview qualified candidates. Once a hiring decision has been made, the supervisor must report the hire in Jobs4Saints. The student will then be sent an employment contract that he/she must take to HR. The student must complete all appropriate new-hire paperwork to receive an employment receipt. Supervisors should keep in mind that new hires can take longer to process than returning students because of the paperwork that is necessary for a student to complete the first time he/she is hired.
Hiring Process

Posting a Position: The Center for Career Services has created a step-by-step guide to posting positions on Jobs4Saints that is included with this manual. The Center for Career Services will create a user account for supervisors that will allow access to post positions, view applicants, and hire students. Positions posted by supervisors are sent to the Center for Career Services for final review before the posting can be viewed by students. Once the position is approved, the supervisor will receive an automatic email from Jobs4Saints to indicate the job posting is viewable to students. Job postings must contain the following information. Supervisors are encouraged to prepare the information ahead of time to make the posting process as quick as possible.

- Job Title
- Hours per week
- Hourly Rate - Agreed upon with the Center for Career Services
- Job Description - Explain the position and list the duties, responsibilities and essential functions the student employee will perform.
- Minimum Qualifications—List any qualifications a student must possess to be able to do the job. Include days/hours the student must be free to work if essential to the posting.
- Preferred Qualifications - List any qualifications that will help distinguish candidates but are not a requirement for the opening.
- Job Location - Please indicate the campus and the building in which your office is located.
- Position Type - Please indicate whether the job opening is for FWS or CE students.
- Documents required - All postings require students submit a resume in order to apply, but a cover letter, list of references, unofficial transcript, and writing sample can be required as well.

Supervisors are encouraged to review all applicants and interview qualified candidates before making a hiring decision. Supervisors will use Jobs4Saints to “report a hire”, which allows supervisors to officially report hires to the Center for Career Services.

What Happens Once a Student is Hired: Once a supervisor has reported a student as hired in Jobs4Saints, the system will prompt the Center for Career Services to create an 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 (see ‘Important Dates’ for hiring period information). In order for students to receive an employment contract, supervisors must report a hire by 5:00 p.m. the Friday prior to the Monday on which the supervisor would like the employment contract to be sent. Both the student and 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, the student’s wage, what budget line the student’s pay will come from and any special notes.

Supervisors must note the student’s start date as listed on the employment contract. Supervisors can not allow students to work prior to this start date and prior to students obtaining an employment receipt from HR. Supervisors who allow students to work prior to the stated start date and/or prior to completing employment paperwork will be restricted in hiring future students.
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 students’ documents and confirm their eligibility to work. Typical documents used include driver’s license, passport, social security card or birth certificate. Please remind students to have these documents ready prior to going to HR to ensure their employment paperwork 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 the 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.

**Confidentiality 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 bank 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 upon 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. Supervisors who allow students to work prior to completing their employment paperwork will be restricted in hiring future students.

**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 can not 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.
Orientation & Training

Training is a vital proactive step in establishing expectations and responsibilities with all student employees. Each hiring department is strongly encouraged to provide an orientation to the department and job-specific training on or before the first day of work. Supervisors are also highly encouraged to provide on-going training opportunities for students, such as one-on-one meetings or refresher training sessions after long breaks.

**Departmental Orientation:** The departmental orientation is an opportunity for the student to be introduced to the office space and staff members and gain a better understanding of the scope of his/her 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 the student employee may interact on a frequent basis
- Familiarize the student with the department layout
- Explanation of the dress code appropriate for the department
- Establishment of a work schedule
- Explanation of the rest and meal break policy
- Provision of a list of frequently used phone numbers/e-mail addresses

**Student Employee Training:** Job training is specific to each individual position. As such, it is the employer’s responsibility to provide training for student employees on responsibilities, office policies and procedures, and expectations. Supervisors are highly encouraged to create written materials for students to use as references after their initial trainings. Many offices have created handbooks and contracts that are used throughout the year to manage expectations and responsibilities. Some areas to cover during training may include:

- Complete FERPA training in regards to how FERPA rules apply to confidential information the student may encounter while on the job (Please see attached information for FERPA training materials for student workers)
- Explain job responsibilities and demonstrate how to perform all necessary tasks
- Communicate and set expectations for the position and explain the performance review and rehire process
- Discuss office policies and procedures
- Explain how performance issues will be addressed and situations that may result in termination of employment contract

A training checklist will be provided by the Center for Career Services to help guide supervisors through the orientation and training process. Please complete a checklist for all student employees and return each checklist to the Center for Career Services by interdepartmental mail or by email at joc@marymount.edu.
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 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 account.

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

<table>
<thead>
<tr>
<th>Level</th>
<th>Score</th>
<th>Pay Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 1</td>
<td>5-10</td>
<td>No jobs rated at this level</td>
</tr>
<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>
</tr>
</tbody>
</table>

**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 to their primary supervisor by the dates listed on the payroll schedule. 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. Instructions for how to approve a student’s time sheet are available from the Center for Career Services.

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. A copy of the paper time sheet is available on a supervisor’s my.marymount.edu account.

**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

Expectations: Student supervisors are expected to provide continuous and adequate feedback to student employees. There should be expectations in place for students to follow as well as supervisor-initiated conversations about a student’s performance before a determination of termination is made. The Center for Career Services has created two forms to help ensure that proper disciplinary steps are taken. It is imperative that a supervisor use these forms when issuing warnings or takes steps to terminate a student’s employment contract. Students have the right to appeal any termination of employment and it is required that supervisors provide proper documentation of these incidents so the Center for Career Services can make the appropriate decision if an appeal is made.

Discipline Procedure/Performance Intervention: There may be times that student employees do not meet the expectations of their department and the supervisor will need to provide informal or formal performance intervention. Supervisors are highly encouraged to have clear written expectations of student employees as well as meet with student employees regularly to provide feedback on performance. The discipline procedure follows a “three strike” system. This gives supervisors and students adequate opportunity to discuss performance issues and work out a resolution rather than immediate termination. This also ensures that the student is aware of and acknowledges the problem prior to termination and gains 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; the student is given the opportunity to improve without receiving an official mark against their employment record.

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

3. Third instance of performance concern: the supervisor should issue a written warning to the student. This action must be documented on the Disciplinary Action Form with the date and signature from both the student and 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 student employee’s employment contract. The supervisor must notify the student of the termination, obtain the student’s 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 that performance concerns can be attributed to environmental or personal circumstances. By identifying the reason(s) the performance issue exists, employers can address the issues and encourage better job performance. If the performance issue is because of personal circumstances it is important to remember that Marymount offers many campus resources to assist students. Referring a student to these resources can often help solve performance issues.
Performance Evaluation and Performance Intervention Procedures

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

Voluntary Termination: If a student chooses to terminate his/her employment before the end of the employment period, he/she must formally resign from the position by submitting a written letter of resignation to the supervisor and provide a copy to the Center for Career Services. The letter must include the effective date of resignation, the reason for resignation, the student’s name, direct supervisors name, the position they are resigning from and the student’s signature. This letter must be received before the student is eligible to apply to other positions on campus, and, depending on the reason for resignation, the student 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 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 Student Employee Releaseform 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:** Students have the right to appeal a termination or unresolved conflict. The following procedure must be followed to protect the student:

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

<table>
<thead>
<tr>
<th>Student Employee Performance Issue</th>
<th>Possible Solutions</th>
</tr>
</thead>
</table>
| Doesn’t know how to perform his/her specific job duties or responsibilities | - Review job description/expectations  
- Provide additional training  
- Provide job aids or workplace manual for employee’s reference  
- Have them shadow another student employee or staff member for a week |
| Doesn’t appear to have the skills for tasks to be performed | - Provide on-the-job training  
- Review employee’s work and provide feedback  
- Provide job aids or workplace manual for employee’s reference  
- Reassign employee’s tasks to focus on the individual’s strengths |
| External factors appear to be affecting performance | - Refer employee to appropriate campus resources based on the nature of the external factor, i.e. Center for Teaching and Learning, Counseling Center, etc. |
| Interpersonal conflicts with supervisor, other staff, customers, etc. | - Mediate conflict between employee and other staff  
- Discuss employer’s expectations and provide training on customer service skills  
- If conflict is between student and supervisor contact Center for Career Services to mediate |
| Doesn’t appear to be motivated to perform well | - Discuss why the student applied for the job—are employee’s expectations are being met?  
- Highlight the transferable skills the employee is gaining from job  
- Discuss whether employee should consider pursing a position that is a better fit for him/her |
| Doesn’t report to work on time or is absent frequently without first notifying the employer | - Discuss whether any external factors are contributing to the tardiness/absenteeism; follow up accordingly  
- Reassess the student’s schedule and, if possible, establish a different work schedule to which the employee can adhere |
Performance Review Process

Evaluating a student’s performance serves to develop the student as a future professional by highlighting the student’s strengths and providing feedback in areas where the student can improve. Performance evaluation should happen regularly on an informal basis and as part of the formal semi-annual performance review process.

Informal Review: In order to ensure that students are meeting expectations and receiving continuous feedback on their performance, supervisors are highly encouraged to meet with students one-on-one throughout the semester. It is important to note that the first time a student is notified of a performance problem should not be during the formal review process. Meeting regularly with students gives supervisors the opportunity to have open communication 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 the student if the student is already accustomed to receiving feedback about their job performance. Regular meetings also provide an opportunity to stay connected to students which allows for greater awareness of outside factors that can affect a student’s work performance. It is important to allow students the opportunity to provide feedback to you as a supervisor and the working conditions of the department. Allowing mutual feedback creates an open environment which reduces performances issues and increases retention in your office.

Formal Review: A student’s performance is formally evaluated by his/her supervisor at the end of each semester and at the end of the summer employment period if the student was a new hire at the beginning of the summer. Supervisors are expected to complete a formal midterm review of all student employees in December and a final review in April. Performance review forms will be sent to supervisors via email a month prior to the completion deadline. Formal reviews must be completed for all currently employed students. If a student fails to complete the employment period the supervisor should notify the Center for Career Services at the time of termination through the Student Employee Release Form. Supervisors are required to review a student’s performance evaluation one-on-one with the student. Once the supervisor and student have reviewed the evaluation together they both must sign the Performance Review form and submit it to the Center for Career Services by interdepartmental mail or via email to joc@marymount.edu. Supervisors should keep a copy for the department’s records and a copy should be given to the student as well. 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 the employee’s strengths and opportunities for growth. Mid-term evaluations include space for a couple of goals that the student agrees to work towards in the upcoming semester.

A supervisor can indicate if he/she wishes to rehire the student for the upcoming academic year or summer session or end the student’s employment on the form. Supervisors must still report a hire on Jobs4Saints or complete a Student Employee Release Form for students who do not return to the position due to graduation or termination, whether voluntary or involuntary.
Student Employee Recognition

Recognition programs encourage student employees to take their campus jobs seriously by demonstrating that employers sincerely appreciate their work. Each year, the National Student Employment Association sets aside 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. Students are able to nominate their supervisors for their outstanding commitment to the Student Employment program at the University.

Information about the programs are 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 are encouraged to recognize National Student Employee Appreciation Week within their individual offices to show their appreciation for the hard work and dedication of their student employees. Supervisors are strongly encouraged to recognize students in small ways throughout the year. Students want to know that the work they perform is meaningful. By expressing appreciation to the students, employers can initiate a discussion about the students' work experience and enhance the office’s retention efforts. Recognition does not have to be expensive to make an impact. Some suggestions on how to recognize students are listed below:

- Hosting an appreciation lunch (pizza or pot luck)
- Rewarding a job well done with the student’s favorite treat or with a thank you card
- Saying “thank you” or “good job” when the student ends his/her shift for the day
- Hosting an end of the year party (take time to recognize seniors so they feel appreciated and younger students have something to work towards)
- 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 them to help with training new student staff members or developing new programs in the office)
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.
University Employment Policies

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 supervisors 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.