Community Service Supervisor Handbook
2012-2013

Student Employment
University Hall 255
2197 South University Boulevard
Denver, Colorado 80208
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Email: stuemp@du.edu
www.du.edu/studentemployment
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## 2012-2013 Student Employment Calendar

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<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2</td>
<td>First day of employment (student should be registered for fall term)</td>
</tr>
<tr>
<td>Sept. 3-7</td>
<td>New Student Orientation and Registration</td>
</tr>
<tr>
<td>Sept. 10</td>
<td>Fall Quarter classes begin</td>
</tr>
<tr>
<td>Nov. 16</td>
<td>Last day of Fall Quarter classes</td>
</tr>
<tr>
<td>Nov. 17-20</td>
<td>Final examination period</td>
</tr>
<tr>
<td>Jan. 4</td>
<td>Winter Quarter classes begin</td>
</tr>
<tr>
<td>March 13</td>
<td>Last Day of Winter Quarter classes</td>
</tr>
<tr>
<td>March 14-17</td>
<td>Final examination period</td>
</tr>
<tr>
<td>March 25</td>
<td>Spring Quarter classes begin</td>
</tr>
<tr>
<td>Second week of April</td>
<td>National Student Employment Appreciation Week</td>
</tr>
<tr>
<td>May 31</td>
<td>Last day of Spring Quarter classes</td>
</tr>
<tr>
<td>June 3-6</td>
<td>Final examination period</td>
</tr>
</tbody>
</table>
### Student Employment
University Hall 255  
2197 S. University Blvd.  
Denver, CO 80208  
Ph: 303.871.6792 | Fax: 303.871.7486  
Email: stuemp@du.edu  
www.du.edu/studentemployment

- Awards work awards
- Monitors enrollment status of Student employees
- Authorizes work award Employment
- Maintains work award employee files and records
- Troubleshoots work award and payroll issues
- Develops and manages the Community Service program
- Locates and develops jobs for the Off-Campus Job Database
- Maintains the Student Employment website

### Office of Financial Aid
University Hall 255  
2197 S. University Blvd.  
Denver, CO 80208  
Ph: 303.871.4020 | Fax: 303.871.2341  
Email: finaid@du.edu  
www.du.edu/finaid

- Manages the financial aid application and verification process
- Monitors academic progress for student employees
- Assists graduate departments with awarding GXA positions
- Processes withdrawals

### Payroll Office
Mary Reed 107-A  
2199 S. University Blvd.  
Denver, CO 80208  
Ph: 303.871.3754 | Fax: 303.871.4221

- Houses W-4s and tax exemption status
- Sends out W-2s
- Releases paychecks
- Processes Direct Deposit Forms
- Processes Employment Verifications

### Human Resources
Mary Reed 4th Floor  
2199 S. University Blvd.  
Denver, CO 80208  
Ph: 303.871.7420 | Fax: 303.871.3656  
www.du.edu/hr

- Drug and Alcohol Policy
- Anti-Discrimination Policy
- Workplace violence
- Offers professional development courses
- Houses I-9 records

### Career Center
Suite 30 Driscoll Center South  
2050 E. Evans Ave.  
Denver, CO 80208  
Ph: 303.871.2150 | Fax: 303.871.4335  
Email: career@du.edu  
www.du.edu/studentlife/career

- Directs internship program
- Offers career counseling
- Organizes employment workshops for resume writing, interview techniques, etc.
- Hosts career fair
Student Employee Work Program

The Student Employee Work Program provides jobs for students with financial need, allowing them to earn money to help pay education expenses. The program encourages positions in community service and work related to each student’s course of study. Work award jobs are available both on and off campus. If the student works off-campus, then the employer will be a private nonprofit organization or a public agency. The work performed must be in the public interest.

Although many students qualify, a work award is not offered to all eligible students because funding is limited. We make a conscious attempt to support the employment needs of all University of Denver students to the greatest extent possible. Examples of work awards may include, but are not limited to, Work-Study, Ellison Work Award, International Work Award, and DU Student Employment.

Work Program Objectives:
- To assist students in meeting educational costs.
- To the maximum extent possible, provide jobs that complement and reinforce the student’s educational program or career goals.
- To regulate employment conditions that are appropriate and reasonable according to the type of work performed.
- To make students aware of community service job opportunities and encourage them to get involved with local nonprofits and government agencies.
- To provide a human resource to the University of Denver.

Community Service Program

As a requirement of the Federal Work-Study Program, the University of Denver must make students aware of community service opportunities and employ students in community service jobs.

Community Services Defined
For the purpose of the University of Denver Work Program, community services are defined as services designed to improve the quality of life for community residents, particularly low-income individuals, or to solve particular problems related to their needs. These services include:

- such fields as health care, child care, literacy training, education (including tutorial services), welfare, social services, transportation, housing and neighborhood improvement, public safety, crime prevention and control, recreation, rural development, and community improvement;
- work in service opportunities or youth corps as defined in Section 101 of the National Community Service Act of 1990, and service in the agencies, institutions, and activities designated in Section 124 (a) of that act;
- support services for students with disabilities (including students with disabilities who are enrolled at the school);
- activities in which a student serves as a mentor for such purposes as tutoring, supporting educational and recreational activities, and counseling (including career counseling).

There is no restriction as to whether these jobs are located on or off campus. On-campus jobs can meet the definition of community services, provided that the services are open and accessible to the community. The service provided by the student employee must be in the public interest, meaning it primarily benefits the community as opposed to the agency or school. Work is not in the public interest if:

- it primarily benefits the members of an organization with membership limits, such as a credit union, a fraternal or religious order, or a cooperative;
- it involves any partisan or nonpartisan political activity or is associated with a faction in an election for public or party office;
- it is for an elected official unless the official is responsible for the regular administration of federal, state, or local government;
• it is work as a political aide for any elected official;
• it takes into account a student’s political support or party affiliation in hiring him or her;
• it involves lobbying on the federal, state, or local level.

Tax-exempt status as described in the Internal Revenue Code is not an automatic qualification for the Community Service Work Program. The Office of Student Employment reviews all Community Service job descriptions and classifies them for the Community Service Work Program.

**Community Service Contracts**

Once the job description has been reviewed and classified as community service, the University of Denver must enter into a written agreement (contract) with the agency. Student Employment staff are authorized to initiate the contract with agencies on behalf of the University of Denver. Neither supervisors nor students are permitted to contract with the agency. Contracts must be renewed every academic year. The agency is required to submit a copy of the State Form or IRS Form and the Bylaws, Constitution, or Charter for verification.

Student Employment staff will ensure that the agency is a reliable agency with professional direction and staff and that the work performed is consistent with the purpose of the Community Service Program. In contracting with potential community service agencies, priority will be given to jobs that meet the human, educational, environmental, and public safety needs of low-income individuals. For-profit agencies do not qualify as community service employers.

The agency will maintain time and attendance records and retain such records for a period of five years. The University of Denver assumes payroll responsibility and bills the agency for 30% of student earnings on a quarterly basis.

The Office of Student Employment is responsible for making sure that payment for work performed is properly documented and that each student’s work is properly supervised. Student Employment staff will make annual site visits to determine whether students are doing appropriate work and whether the terms of agreement are being fulfilled. Staff members of the agency must become acquainted with the University of Denver’s Financial Aid Office and Office of Student Employment to better understand the educational objectives of the Community Service Work Program.

Community Service Student Employee Supervisors are responsible for following all policies and procedures in the *Student Employee Supervisor Handbook*. In general, supervisors are expected to:

- Develop a job description for each position available in the agency.
- Post job openings on the University of Denver Student Employment Website.
- Recruit students who are generally interested in the position.
- Conduct interviews.
- Submit hiring paperwork to the University of Denver in a timely manner.
- Check timesheets for accuracy and completeness. Ensure all areas are filled in and the hours are added correctly.
- Provide supervision and regular communication to student employees.
- Ensure that Student employees do not study while at work.
- Monitor the student’s work award earnings using RZIWORK.

**On-Campus Community Service**

On-campus community service is defined as an academic or administrative unit at the University of Denver that provides services to the Denver community. If the school provides services through off-campus sites, these sites are considered “on-campus” community service as long as the services are open to the community. A service is considered open to the community if the service is publicized to the community and members of the community use the service. Collaborative projects affiliated with the University of Denver are eligible for on-campus community service classification and will not be billed for student earnings. These may include, but are not limited to:

- Center for Community Engagement and Service Learning (CCESL) – The Bridge Project
Student Employment staff will determine the eligibility of University of Denver collaborative projects for the Community Service Work Program.

**Off-Campus Community Service**

Off-campus Community Service is defined as a private nonprofit organization or a federal, state, or local public agency. We will not contract with agencies that are located more than 30 miles away from DU. The share of wages paid by an agency to a student working off-campus is 30%. The share is paid by the agency on a quarterly basis.

**Community Service Tutor**

A share of 30% is paid by the agency on a quarterly basis. A tutor is defined as a student:

- employed as a reading tutor for preschool age children or elementary school children,
- employed as a mathematics tutor for children in elementary school through ninth grade,
- performing literacy activities in a family literacy project that provides services to families with preschool age children or elementary school children, which includes Even Start and Head Start.

Elementary school is defined by the Colorado Department of Education as grades K-6.

A family literacy program integrates four components. It provides:

- literacy or pre-literacy education to children,
- literacy training for parents or other caregivers of children in the program,
- a means of equipping parents or other caregivers with the skills needed to partner with their children in learning,
- literacy activities between parents or other caregivers and their children.

**Community Service Job Description**

Community Service job descriptions are required for every position and will be reviewed by the Office of Student Employment prior to hiring or contracting with an agency.

**Community Service Paperwork**

The Office of Student Employment will provide all student employees with an I-9, Affirmation Statement, and W-4. Students will work directly with the Office of Student Employment to be hired. The Office of Student Employment will provide timesheets, collect timesheets on a bi-weekly basis, and process payroll time entry for off-campus employees. Agencies will be billed on a quarterly basis for 30% of the student’s earnings.
Student Employee Work Award

To qualify for a work award a student must:

- be a U.S. citizen, permanent resident, or eligible non-citizen (as determined by FAFSA),
- submit a FAFSA (if flagged for verification, additional documents will be required),
- demonstrate financial need.

Priority will be given to students enrolled full-time who meet the priority application deadline. Students enrolled half-time, in continuous enrollment, or are in a reduced rate academic program* will be offered a work award in the amount of $1,500, without the option to increase their award. Work awards will be prorated for students that: do not attend full year; switch his/her academic program to a reduced tuition program; or change his/her enrollment from full-time to half-time or continuous enrollment. Students may only retain one Work award position at a time, and may not utilize both Work award funds and a GTA or GRA waiver within the same quarter or semester.

*For the 12-13 aid year, quarter students that have a tuition rate less than $1062 per credit, semester students that have a tuition rate less than $1305 per credit. Examples include but are not limited to The Women’s College, University College, and Certificate and Licensure programs.

Work Award Policies and Procedures

Work Awards
The total work award depends on when the student applied, the level of need, and the funding level available at the time the student applied. Work awards are need-based and awarded on a first-come, first-served basis. The standard award amount is $3,000 for continuing undergraduate students and $2,500 for incoming undergraduate students. For graduate students, the standard award amount is $5,000. The maximum work award for an undergraduate student is $6,000 and the maximum award amount for a graduate student is $10,000. Students enrolled half-time, in continuous enrollment, or are in a reduced rate academic program will be offered a work award in the amount of $1500, without the option to increase their award. Work awards will be prorated for students that: do not attend full year; switch his/her academic program to a reduced tuition program; or change his/her enrollment from full-time to half-time or continuous enrollment.

For newly awarded students, all work award funds are distributed on a first-come, first-served basis, to those who met the priority deadline.

- Priority Date for New Students: February 15th
- Priority Date for Continuing Students: March 15th

In mid-May, awarding begins for continuing students. Students who submitted a complete financial aid application by April 1 are given priority during the awarding process. Work award funds are awarded to:

1. students who posted earnings for a work award in the previous year and submitted a complete financial aid application by the priority date, March 15th, neediest students first.
2. students who did not receive work award in the previous year, submitted a complete financial aid application by the priority date, March 15th and indicated on the Free Application for Federal Student Aid (FAFSA) that s/he would like work award, neediest students first.

Because work awards are a highly competitive financial aid awards, there are not enough funds to award all students that show financial eligibility. In order to accommodate additional requests, a student can ask to be put on a waitlist. However, we cannot guarantee that the Office of Student Employment will have the funds to award all requests. Employment is an excellent financing option and students can still work even if they do not receive a work award. You may contact the Office of Student Employment for more information regarding these options.

Loan Changes
If you are awarded a work award through the waitlist process, a loan change may be required. There are two common work award scenarios which require loan changes. In the first scenario, the student does not demonstrate financial need. If the student does not demonstrate need, it may be possible to reduce the student’s federal Direct Subsidized Stafford Loan. In the second scenario, the student’s financial aid package has reached the student’s Cost of Attendance (COA). If the student has reached the COA, then it is possible to reduce the student’s Private Loan, federal PLUS Loan, or federal Direct Unsubsidized Stafford Loan.

Students must contact the Office of Financial Aid to authorize loan changes. In this situation, please note that you may not begin working until the loan has been reduced. It can take up to one-two weeks to process changes.

**Award Increase, Cancellation, or Reduction**

**Award Increase**

If a supervisor expects that a student will earn more than their award during the year, then the student can fill out the *Work Award Increase Form* online to request more money. The supervisor and student will be notified by the Office of Student Employment if/when the award increase is processed. Award increases are contingent on a variety of factors pertaining to the student’s award, as well as the amount of work award funding left. Not all award increases will be processed due to these restrictions.

In order to receive a work award increase, a student may need to request a loan change after the disbursement date, in which case the student may need to return loan funds. Students are responsible for contacting the Office of Financial Aid to receive a loan reduction. The loan reduction can take one-two weeks to process.

**Award Cancellation**

Work award awards will be cancelled if:

- The award is not accepted by July 1.
- The student does not find a job by October 15th. Students studying abroad in the fall quarter will have until January 31st.

**Reduction**

If the student receives an additional scholarship or grant, requests a loan, or makes a loan change, then the work award will be reduced by any amount necessary to prevent awards that exceed gross need. Work award reductions occur frequently for students, thus students and supervisors should anticipate an award change.

**Job Description**

A job description is a written document which describes the duties of the job and the skills and knowledge a successful candidate will need to be hired for the position. Every employee needs a job description so that they clearly understand the nature of their role within your unit.

Supervisors hiring for work award positions are responsible for submitting the *Job Description* via the Student Employment website prior to recruiting for the position. Your job description will be associated with a Job Level Classification and Pay Grade. You will be notified via email once the job description and job level classification has been approved.

**A Note about Job Duties**

At the University of Denver, student employees perform a variety of job duties. This job is an entry level position for most first and second year undergraduate students. Entry level positions include answering phones, clerical errands, filing, and basic data entry. Many third year, fourth year, and graduate students have already mastered these skills and can perform advanced job duties which include supervising other student employees, graphic design, managing special projects, and creating training manuals. It is the responsibility of the supervisor to recognize if their student employee is ready to assume more responsibility.

**Job Grade Classification and Pay Grades**

**Job Level Classification**

Job Grade Classifications are separated into levels 0 - 5. By determining the appropriate knowledge, skills, and
abilities necessary to perform the job function, you will correlate the most appropriate Job Grade Classification for the job description. Please use the Job Grade Classification worksheet as a guide for this determination. After a Job Description is submitted to the Office of Student Employment, we will either approve or reject the classification and notify the supervisor via email.

Pay Rates
The Department of Education regulations state that pay must be determined according to the type of work performed. In past academic years, work award pay rates have been based on student class level. While level of education is an important factor in the hiring process, it does not provide a comprehensive evaluation of the prospective employee’s abilities or the variation in job duties from employee to employee. Pay Grades are associated with the Job Grade Classification and is required to be submitted with the job description.

Work Award Earnings and Limits
It is your responsibility to monitor earnings and ensure the student does not earn more than their authorized award amount. The Office of Student Employment monitors every pay cycle closely to ensure that the student does not earn more than they are eligible to be paid. When a student earns over their award amount, the Office of Student Employment will correct the overage by charging the organization and terminating the work award position.

To calculate the number of hours per week a student can work, maximizing his/her award, use the following formulas:

\[
\frac{\text{Total Work Award}}{\text{Rate of Pay}} = \text{Total Hours of Eligibility}
\]

\[
\frac{\text{Total Hours of Eligibility}}{\text{Number of Weeks Employed}} = \text{Number of Hours per Week}
\]

A student may not earn more than the work award. However, there is an option for students who expect to earn more than their authorized award amount (see Award Increase section of this handbook).
Hiring Process
A new hire request is required each year for every student in the Work Program. First, you should ensure that the student has been given a work award. You can verify a student status in the program through the Office of Student Employment. You must notify the office via phone or email in order to initiate the hiring process. Please note that the following items must be satisfied before a student may begin working:

- **Background Checks**: All employees are required to complete a background check. The Office of Student Employment will initiate a background check for your chosen employee upon receiving your hiring request via email. A background check may take up to two weeks to clear.
- **Job Description**: Organizations are responsible for submitting a job description to the Office of Student Employment via our website in order to have it approved.

Newly awarded students must also submit the following items to the HR Office:

- **I-9**: As mandated by the Immigration Reform and Control Act of November 6, 1986, the University administration is required to verify the identity and work eligibility of all employees. The supervisor must verify employment eligibility and submit it to HR for every new hire. Also, photocopies of the documents used for the I-9 verification must be attached. Employees will not be placed on the University payroll until this paperwork has been received.
- **Affirmation Statement**: As mandated in House Bill 1017, the law requires employers to take additional steps in verifying work authorization for all new hires. In addition to completing an I-9 on each new employee, you must also complete the Affirmation Statement and attach appropriate documentation to the Affirmation Statement on all new employees.
- **W-4**: The Payroll Office requires a new, original W-4 for each new hire. The Office of Student Employment will issue a W-4, I-9, and affirmation statement to each student to submit to HR.

Once the process is complete, the student will have an Employee tab in webCentral where they can complete the following items:

- Under Employee Information→Employee Additional Online Action Items
  - **Confidentiality Statement**: This statement is now required for all employees and is available online via webCentral once the student has been hired.
  - **Patent Agreement**: This form is required for all employees to maintain appropriate Intellectual Property rights for DU.
- Under Employee Information→Paycheck Direct Deposit
  - **Direct Deposit**: Students are encouraged to enroll in Direct Deposit. If they choose not to enroll in Direct Deposit, then their paychecks will be mailed to them. Direct Deposit is the student’s best option for being paid promptly.
  - **Tax Forms→Electronic W-2 Consent**: Students are encouraged to enroll in electronic W-2s as it will be the most prompt way to distribute this information. It will also allow students to access this information at any time.

Period of Employment
Students must pay the bulk of their education costs in the beginning of each period of enrollment. To provide the opportunity to earn wages before incurring education costs, the Office of Financial Aid allows students to earn work award wages to cover expenses for the next period of enrollment. The next period of enrollment is usually the next term, including summer term, or in the case of summer earnings, fall term. Work award employment begins as early as July 5 and ends the last day of exams in the spring quarter (main campus). The law school begins July 5 and ends the last day of exams in the spring semester. Organizations must budget appropriately if they wish to hire work award students during June, July, and August as these dollars will come from their next year’s allocation.

First-year students should register for fall term before beginning work award employment. If an organization would like to hire an incoming student before they are enrolled, they have the ability to do so, but should the student not attend DU in the fall, all earnings will be charged to the organization. The work award appointment is temporary and ends by the last day of finals in spring term each year.
Employment in the Summer
Students may continue to utilize their 2012-2013 work award until the last day of finals, June 6, 2013. If a student is enrolled at least half-time in summer term, they may continue to utilize work award funds until June 16, 2013. The 2013-2014 work award will begin on July 2, 2013 for students registered for fall term.

Graduation
If your work award employee graduates, the last day of finals for that term is the last day the student may work.

Volunteering at Work
The Fair Labor Standards Act of 1938, as amended, prohibits the University of Denver from accepting voluntary services from any paid employee. Student employees may not volunteer hours at their job. If a student is participating in a “Service Learning” course and the Work Program, they may not volunteer and work for the same agency.

Work Hours
The University of Denver has the philosophy that academic success comes first. To ensure this, full-time students are encouraged to work no more than 20 hours per week while classes are in session. During University breaks, students may work 37.5 hours per week. Student employees are not permitted to work on University holidays. However, if the office remains open and the supervisor is present, then the student is permitted to work. Student employees do not receive a higher wage for work performed on a holiday.

Breaks
Where required by law and in certain situations where the University deems appropriate, the University permits employees to have a paid 10 minute rest period every four (4) hours worked. Organizations do not have to permit the employees to leave the premises for the break. At the supervisor’s discretion, the lunch period may be considered the break, if it falls within the four hour time frame.

A meal period of not less than thirty minutes (off duty, unpaid time) is required if an employee works for a period of more than five hours. When a work period of not more than six hours will complete the day’s work, the meal period shall be optional. If for some reason an employee is required to remain in the work area all day (e.g. to answer phone calls, handle walk-in inquiries, etc.), an “on duty” meal period will be permitted, which shall be paid time and counted as time worked for overtime purposes.

<table>
<thead>
<tr>
<th>Hours Worked</th>
<th>Break Time</th>
<th>Paid or Unpaid</th>
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<tbody>
<tr>
<td>4</td>
<td>10 minutes</td>
<td>Paid</td>
</tr>
<tr>
<td>5</td>
<td>30 minutes</td>
<td>Unpaid</td>
</tr>
<tr>
<td>6</td>
<td>60 minutes</td>
<td>Unpaid</td>
</tr>
</tbody>
</table>

Overtime
It is not recommended that a student employee work more than 37.5 hours per week. However, if a student employee works more than 40 hours in a work week, then they will be compensated at time and a half. It is important to remember that student employees may juggle a hectic school schedule. Please discourage your student employees from working more than 37.5 hours per week. Overtime earnings cannot be paid out of work award monies and the department will be responsible for any and all overtime earnings.

Payroll Calendar
Time Entry opens at noon Friday and closes at 4 p.m. the following Monday. Timesheet deadlines may vary when holidays occur. Please refer to the online Payroll Calendar and make note of early bi-weekly time entry deadline exceptions that may occur.
**Timesheets**

Student timesheets must be emailed from a supervisor’s email account to the Office of Student Employment by noon on Friday so that time entry may be processed by 4 p.m. Monday. Blank timesheets are available on the Student Employment Website.

An email from a supervisor indicates that the timesheet has been reviewed for accuracy and completeness. Please ensure all areas are filled in and the hours are added correctly, not exceeding daily or weekly allowances. *A copy of all student timesheets should be retained by the organization for five academic years.*

The Office of Student Employment will *not* authorize hand checks to be issued upon the error of a supervisor or timekeeper. Special care should be taken when entering student hours, especially during high-need times such as before winter or spring break.

If you submit a hiring request after the hiring deadline for the pay period and the student submits a timesheet, the timesheet will be delayed until the following time entry. All students should anticipate a delay in receiving their first paycheck.

If a timesheet is submitted after the due date of the final pay period of the academic year, or your student works past the last day s/he is eligible, your organization will be responsible for paying the student for the hours worked.

**Paychecks**

Student employees will have two options for receiving their paychecks:

1. Every work award employee is eligible to enroll in Direct Deposit (see below).
2. If you do not enroll in Direct Deposit, then Payroll will automatically send paychecks to the student mailing address on file as shown in webCentral.

Any questions about your paycheck (i.e., missing hours, wrong pay rate, etc.) should be directed to the Payroll Office.

**Direct Deposit**

Student employees may enroll in *Direct Deposit* by completing the form located on the Controller’s forms page, webCentral, or the Student Employment website. Please encourage all of your employees to consider this option.

**Tax Information**

Money earned through the Work Program is subject to state and federal taxation.

- *W-4:* Federal and state tax withholding is calculated from information provided on the *W-4.* All Student
employees are required to submit a W-4. If a student asks you how to complete the form, refer them to their tax preparer or to a parent. If a student has a question about what they reported for tax withholding, please refer them to the Payroll Office. The Office of Student Employment does not provide students with any information about tax withholdings.

- **W-2**: Payroll will mail University employees a W-2. Duplicate W-2’s can be requested from the Payroll Office.
- **Social Security**: All University employees contribute to Social Security as a requirement of the Federal Insurance Compensation Act (FICA). However, students that are enrolled at least half-time are automatically exempt from paying FICA.

### Student Employees

**New Student Orientation**

New Student Orientation, known as Discoveries at DU, is designed to assist first year students in making the best possible start to their experience at the University of Denver. The Office of Financial Aid attends Discoveries and presents an educational session for new students receiving financial aid, and a Work Award Orientation is included.

At the orientation, freshman and transfer work award students receive information about the Work Program, instructions for finding a job, and the hiring process. They may begin working after attending Work Award Orientation. As with all work award students, they must find a job by October 15th or the award will be cancelled.

**National Student Employment Appreciation Week**

Each year colleges and universities across the country recognize the importance of the student work experience during National Student Employment Week. The University of Denver’s Work Program offers students career-enhancing opportunities, the ability to develop skills relevant in any career, and better preparation for the job market upon graduation. Community service partners are invited to participate in this week of recognition.

**Student Employee of the Year**

The Office of Student Employment encourages community service partners to recognize their outstanding students during National Student Employment week, the second full week in April. To help raise awareness of all of the extraordinary student employees at the University of Denver, the Office of Student Employment sponsors the University of Denver Student Employee of the Year competition.

**Satisfactory Academic Progress**

[www.du.edu/finaid](http://www.du.edu/finaid)

The Office of Financial Aid monitors academic progress on an annual basis for all students who receive aid. The Satisfactory Academic Progress (SAP) policy is located on the Office of Financial Aid Website.

**Resources for Student Employees**

- **Student Employment Website**
  [www.du.edu/studentemployment](http://www.du.edu/studentemployment)

  The Student Employment Website is an excellent resource for students. Work award policies and procedures are posted online.

**Training Opportunities for Student Employees**

Please encourage all of your student employees to take advantage of the wide variety of training opportunities available to them as employees of the University of Denver. While it is recognized that students might have periods of work that are slower than other times of the year, we do not encourage studying while at work. Instead, have the student utilize the resources outlined below. Remember that students are paid for any training, workshop or conference hours.

- **Diversity and Community Awareness Training**

  Each quarter the Center for Community Engagement and Service learning along with the Center for Multicultural Excellence will host training on diversity and community awareness. This training is designed to give students the opportunity to discuss diversity within the University of Denver community and how to appreciate the cultural
needs of the greater Denver community. Please contact CCESL for more information.

UTS Classes
http://www.du.edu/uts/training
University Technology Services offers a diverse schedule of computer classes that can enhance a student’s professional knowledge. The classes mainly focus on the Microsoft Office Suite and are held every quarter.

Human Resources Training and Development
http://www.du.edu/hr/training/index.html
Designed by Sharon Gabel, Associate Human Resources Director of Organizational Effectiveness
The following online courses are available to all work award students through DU Training and Development (along with 1000+ other business and professional skills courses). Contact Sharon Gabel for customized performance consulting to make the student work award experience productive.

Online Courses: For Student Employees
The Effective Administrative Support Professional
ADM0101 Getting Started – Administrative Support
ADM0102 Overview to Effective Business Communication
ADM0103 Using Effective Business Communication
ADM0104 Administrative Functions

Skills for Administrative Support Professionals
ADM0111 Behavior: Putting Your Best Foot Forward
ADM0112 Managing Yourself and Those Around You
ADM0114 Communication with Power and Confidence

Interpersonal Communication Skills for Business
COMM0001 The Dynamics of Interpersonal Communication Skills
COMM0002 The Mechanics of Effective Communication
COMM0003 Communication Skills for the Workplace

Professional Telephone Skills
COMM0401 Handle Calls with Confidence and Professionalism
COMM0402 Turn Difficult Callers into Delighted Customers
COMM0403 Managing Telephone Technology

Student Employee Supervisors

Responsibilities
As a supervisor of students in the Work Program, you are responsible for following all policies and procedures in this handbook. You are expected to:
● Develop and/or update a job description for each position available in your office every academic year.
● Post job openings and recruit students who are generally interested in the position.
● Conduct interviews.
● Submit hiring requests and appropriate paperwork to the Office of Student Employment in a timely manner for new hires, pay rate changes, and terminations.
● Check timesheets for accuracy and completeness; ensure all areas are filled in and the hours are added correctly, not exceeding daily or weekly allowances. Submit timesheets to the Office of Student Employment by noon on Friday. Retain a record of all student timesheets for five academic years.
● Provide supervision and regular communication to student employees.
● Ensure that student employees do not study while at work.
● Monitor the student’s work award and earnings.
● Celebrate National Student Employment Appreciation week and nominate your excellent student employees for Student Employee of the Year.

Resources for Supervisors

Student Employee Supervisor listserv
The Office of Student Employment publishes a monthly Student Employee Supervisor Update. Topics include: New Hire process, Payroll Calendar, Performance Reviews, Student Employee of the Year Competition, and much more! Supervisors are also encouraged to use the listserv as a resource for asking questions, requesting feedback, etc. from other Student Employee Supervisors.

UTS Classes
http://www.du.edu/uts/training
University Technology Services offers a diverse schedule of computer classes that can enhance your professional knowledge. These classes are offered quarterly and mainly focus on Microsoft Office Suite.

Human Resources Training and Development
http://www.du.edu/hr/training/index.html
Human Resources Training and Development offers professional development opportunities to support individual and group job performance at all levels of the University.

Supervisory Skills

Student employees are temporary employees, thus you should anticipate experiencing challenges in areas such as recruitment, training, motivation, and retention. Students are focused on academics, so it may take them a significant amount of time to job search, interview, and submit the required documentation to get hired. Once hired, they need to be trained before they will be able to handle the responsibilities described in the job description. Depending on the student and the number of hours worked per week, it may be spring term before they hit their stride. Sometimes after hours and hours of training, the student does not stay with the job. The work you do as a supervisor will always be time consuming and at times frustrating, but it will also be one of the most rewarding aspects of your job at the University of Denver.

Role of the Student Employee Supervisor
The roles and responsibilities of supervisors vary greatly depending on the field in which you work. Your responsibilities may include planning and organizing work activities, scheduling work hours, providing leadership and direction, ensuring that the work gets done, and taking responsibility for the performance of students working for you. Student Employee Supervisors must set a positive example of professional, polite, and ethical behavior. If students witness a supervisor that is punctual and professional, they will learn the importance of doing the same.

Recruiting Student Employees
Your ability to recruit successfully will determine the number of student employees you are able to hire. Keep in mind that undergraduate students and graduate students will conduct their job search differently. For example, undergraduate students might not have as much work experience as a graduate student, thus your recruiting practices need to be tailored to fit the demands of each student type.
Use the Internet to your advantage to recruit students. Post your position on the Student Employment Website. This is a great tool for students because they are already familiar with the site.

Post a Job Opening on the Student Employment Website
The Work Award Job databases on the Student Employment Website are provided as a resource to students who would like to identify community service job openings. If you need assistance recruiting student employees, contact the Office of Student Employment.

Interviewing and Selecting a Student Employee
Interviewing will help you get to know the applicant, reveal qualifications, work experience, and work attitude.

Before the interview

- Make arrangements to conduct the interview undisturbed.
- Review the job description.
- Prepare questions. Design open-ended questions that are behaviorally anchored- avoid “yes” or “no” answers. Past behavior predicts future performance. Title VII of the Civil Rights Act of 1964 prohibits employment discrimination on the basis of race, color, religion, sex, disability, or national origin. If you are unsure what you may ask in an interview, contact Human Resources.

Sample Interview Questions

- What attracted you to this job?
- How will this job relate to your area of study and career goals?
- What type of experience do you have with...?
- What did you like most (or least) about your last job?
- Tell me about a time when you encountered a difficult customer. What did you do?
- Tell me about a time when you had to make a tough decision, but didn’t have all the information you needed.
- How do you plan to balance your class work with your Work award job?
- What are your long and short term goals? How do you plan to achieve them?

During the interview

- Put the applicant at ease.
- Describe the work environment.
- Review the responsibilities of the job, pay rate for the job, job requirements (skill set, experience, etc.), any training provided to perform the job, and start date and length of employment.
- Allow the applicant to ask questions.
- Share your hiring timeline.
- Thank the applicant for his/her time.
- Offer a means to contact you with questions.

After the interview

- Assess applicant potential- definitely hire, hire, maybe, probably not, do not hire.
- Rank applicants.
- Make an offer.
- Follow-up with all applicants.

Student Expectations
Student employees want to look up to you, learn from you, and receive daily feedback from you. Plan to spend a lot of time teaching and coaching. They want you to be invested in their success. They want “in” on the whole picture and to know the scoop. It is appropriate to communicate information about the organization’s operation as a whole.
Time Management and Delegation
For some supervisors, learning to manage their own time as well as supervising student employees can be very daunting. The key to successful time management is to learn how to delegate. Delegating tasks to student employees is a great way to provide structure within your office. This also provides students with valuable business skills.

Communication
Your verbal and nonverbal communication sets the performance standard for your student employee. If you do not use open communication with a student employee, chances are the student will become too frustrated to perform at their highest level. Thus, make sure you communicate specific goals for you student employees. Specify your performance expectations and ground rules. Plan and organize the student’s work in advance and show the student employee how to do the specific task. A student should always know how s/he is doing.

Teambuilding
Student employees are used to working in groups and teams. They believe a team can accomplish more because they’ve experienced team success. Plan to mentor, coach, and train your student employees as a team. With a common goal, team members support each other until success is achieved. In this environment, team members are needed for achieving the goal. For this reason, team motivation is extremely powerful. The exchange of ideas, information and testing the results adds to the motivating force. As a result, each member seeks to be a leader of quality input. Letting students know that you trust and believe in them helps to foster a sense of cohesiveness, and provides great practical experience. Please remember that this is a learning experience for the students you hire.

A Note about Customer Service
If your student employees provide customer service in your organization, make sure that they understand your department’s philosophy on providing customer service. Customer service incorporates a variety of factors including: phone skills, multi-tasking, friendliness, situation management, and interpersonal skills. If you have more questions about customer service training, consider the Human Resources online courses.

Motivation
Every employee has a different reason for working. For a student employee, working means financial support while earning a degree. Because of this factor, money is the main motivation for student employees. In response to this, the Office of Student Employment has designed the “Merit Increase” system which is outlined in this handbook. However, motivation is not always about the money. Some students might be motivated by a variety of factors including: training, development, education, flexible workplace, opportunities for advancement, and control of their own work. If you have a student employee who lacks motivation, try to design new challenges that will result in a more rewarding experience.

Retention
The quality of supervision an employee receives is critical to employee retention. Student employees leave supervisors more often than they leave the organization. It is not enough that the supervisor is well-liked or a nice person. Thus, supervisors that start with clear expectations of the student employee play a critical role in retention. Anything the supervisor does to make the student employee feel unvalued will contribute to turnover. Frequent student employee complaints center on these areas: lack of clarity about expectations, lack of clarity about earning potential, lack of feedback about performance, failure to hold scheduled meetings, and failure to provide a framework within which the employee perceives they can succeed.

Also, when it comes to retaining a student employee, it’s about food! Students react well to pizza, soda, sweets, and office potlucks.

Performance Evaluation
At least one Performance Evaluation is required for every student employee by March 1st. Students hired in the winter quarter are subject to a performance evaluation at the supervisor’s discretion. Performance evaluations for student employees hired after March 1st are encouraged, but not required. Provide comments for areas in which the employee is evaluated as outstanding or below average. Meet with your employee and discuss the evaluation. This is also a good time to re-state goals and expectations. Both the supervisor and the student are asked to sign the
form and submit to the Office of Student Employment no later than March 1st. If a merit increase is requested, attach the Performance Evaluation to the Merit Increase. The forms can be found on the Student Employment Website.

**Merit Pay Increase**
When reviewing the performance of your work award employee, you may want to reward outstanding performance by increasing the rate of pay. Student employees who have been employed for 6 months or who have worked 400 hours since the beginning of the 2011-2012 academic year are eligible for a merit pay increase. The student must also have a meritorious performance review. The supervisor must submit a Merit Increase Form to the Office of Student Employment. If the merit increase is approved, then the supervisor will be sent a confirmation email with the assigned effective date. Pay rate may not exceed the Student Pay Grade for which the position is classified.

If the Merit Increase Form is submitted after the Performance Review, then the supervisor does not need to submit the Performance Review again.

**Rewards and Recognition**
Student employees need to know that they are more than just students. There are numerous ways to show your appreciation through rewards and recognition. Try to give positive feedback and praise to students for exceptional work. This is a particularly effective tactic when the praise is verbal, but you could also praise your students in writing. When student employees are recognized for being important members of your organization, they tend to develop loyalty towards their position. Recognition and praise is priceless and provides a quick and effective reward.

**Problem Solving**
Student employees are great at problem solving! Because of their academics, they are challenged daily to think outside the box. Allow for student input within your organization. Ask your student employees what they think of a certain project and facilitate employee problem solving. For example, if you have student employees that are responsible for a specific area (such as file management), gather their input before implementing any drastic changes. Chances are, they have invaluable ideas.

**Coping with Stress and Managing Change**
Student employees have the additional stress of prioritizing their academics before work. For some students, you might need to provide stress relief. Try to plan a fun activity or ease the work load to help eliminate some of the student’s stress. Supervisors should also plan to communicate with their students during peak academic times. If a student needs to rearrange their schedule, try to be flexible and accommodating. Changes within the office can also add stress to your student employee’s responsibilities. Make sure that you communicate with your student to understand where the stress is coming from. If you do not address the student employee’s situation, then it could affect their job performance.

**Conflict Resolution**
According to a recent article, managers spend 30-40% of their time each day responding to conflicts. For a student employee, conflicts can occur with other students, class time, or even superiors. To resolve a conflict with a student employee, make sure that you use open communication. If the conflict is with another employee or a customer, then you should handle the situation from a non-partisan viewpoint. Try to hear both sides of the situation to create the solution. Some supervisors are hesitant to resolve conflicts such as tardiness, leaving work early, absenteeism, or substandard work. However, supervisors should be proactive in resolving these issues. For the most part, talking with students about their behavior will result in a valuable lesson learned for the student. Try to be creative and flexible with resolutions and never play the blame game.

**Corrective Action, Termination, and Grievance**
The University does not have a formal disciplinary policy for non-union employees. Since discipline problems do arise, it is important for supervisors to respond to the situation. Your goal is to change the undesired behavior by being fair, firm, and friendly and allowing the employee time to make improvements. Supervisors should be aware that the Office of Student Employment provides assistance with the resolution of disputes. Human Resources is responsible for procedures involving sexual harassment, drugs and alcohol, or workplace violence.

*Corrective Action*
It is recommended that students are hired for the duration of the academic year. However, it is understood that conflicts may occur and corrective action may be necessary. The Office of Student Employment has developed an Employee Warning Notice to assist you with the corrective action process. This process involves communicating with your students the duties of their position and making recommendations for future behavioral changes. Try to be open and positive, and communicate clear boundaries when discussing any corrective action.

Separation
Terminations may happen for a variety of reasons: the student’s academic schedule and work schedule conflicts, the workload of the office does not allow for continued employment, or the student has earned the work award. When the job ends, a Separation Form must be completed and sent to the Office of Student Employment. The student must be terminated from your office before submitting a request for a new job.

In most cases, incompetence, failure to report to work, and habitual tardiness can be remedied with a strong warning, without resorting to termination (see Conflict Resolution). In the event this situation arises please consider the following:

Step One: Verbal Discussion
Students should receive an initial, verbal warning from the immediate supervisor.

Step Two: Written Statement
Students should receive a written warning outlining all infractions and possible ways to remedy the problem. Work award positions are real jobs and, therefore, a written warning is professional and just. The Office of Student Employment has developed an Employee Corrective Action Form to assist you with the corrective action process.

Step Three: Separation
In the event that termination is necessary, the supervisor must submit a Separation Form to the Office of Student Employment. This form must be signed by the supervisor and student employee. This form will be placed in the student’s file. Please attach copies of written warnings given.

Grievance
Grievances by Student employees are those complaints relating to:

- alleged wrongful termination
- substantial disagreement regarding an unsatisfactory work performance evaluation
- significant matters affecting terms or conditions of employment

Step One: Verbal Discussion
The employee must discuss any complaint with his/her direct supervisor and make a concerted effort to resolve the issue.

Step Two: Written Statement
If employee is not satisfied with the results of this discussion, the employee must provide a written statement to the employee’s direct supervisor. The supervisor’s written response should be made within five (5) working days after the receipt of the employee’s written statement.

Step Three: Resolution
If the employee and the supervisor are unable to resolve the grievance, Human Resources will assist in the resolution of the matter.
From the Office of Human Resources

Anti-Discrimination Policy
The University of Denver strives to create and maintain a community in which people are treated with dignity, decency and respect. The environment of our community service partners should be characterized by mutual trust, freedom of inquiry and expression, and the absence of intimidation, oppression and exploitation. People in this community should be able to work and learn in a safe, yet stimulating, atmosphere. The accomplishment of this goal is essential to the academic mission of the University. Therefore, the University will not tolerate unlawful discrimination or harassment of any kind. Through the procedures which follow and by targeted educational programming, the University will seek to prevent, correct and discipline behavior that violates this Policy.

Anti-Discrimination Prohibited Conduct

Discrimination
It is a violation of this Policy to discriminate in the provisions of educational or employment opportunities, benefits or privileges, to create discriminatory work or academic conditions, or to use discriminatory evaluative standards in employment or educational settings if the basis of that discriminatory treatment is, in whole or in part, the person’s race, color, national origin, age, religion, disability, sex, sexual orientation, gender identity, gender expression, marital status, or veteran status.

Discrimination of this kind may also be strictly prohibited by a variety of local, state, and federal laws, including Title VII of the Civil Rights Act of 1964; the Age of Discrimination Act of 1975; the Americans with Disabilities Act of 1990; the Vietnam Era Readjustment Assistance Act; Title 24, Article 34 or the Colorado Revised Statute, and Denver Municipal Ordinance. This Policy is intended to comply with the prohibitions of these anti-discrimination laws. Discrimination in violation of the Policy will be subject to severe sanctions, including termination.

Sexual Harassment
This Policy prohibits sexual harassment by any faculty, student, staff or agent of the University. Besides disciplinary action under this Policy, the sexual harasser may also suffer criminal and/or civil penalties in a court of law. Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature will constitute “sexual harassment” when:

- Submission of such conduct is either explicitly or implicitly a term or condition of an individual’s employment or status in a course, program or University sponsored activity.

  OR

- Submission to or rejection of such conduct is used as the basis of employment or education decisions affecting that individual.

  OR

- Such conduct has the purpose or effect of unreasonable interfering with an individual’s academic or work performance, or creating an intimidating, hostile of offensive environment for working or learning.

Verbal or physical conduct that may constitute sexual harassment, if unwelcome, includes the following:

- directly or indirectly threatening sexual activity
- joking about sex or about men/women in general
- touching, pinching, patting, stroking or brushing against a person
- “rating” a person’s sexuality or attractiveness
- insulting or belittling a person on the basis of gender
- pestering a person for a date or sexual relations
- displaying sexually explicit material or material demeaning to men/women
- sending letters or notes, or making telephone calls of a sexual nature
- aggressively exposing one’s self
- attempting or committing sexual assault