



Work-Study Student Employment Program

Overview and
Participation Guidelines
For Faculty and Staff

2009–2010

Pacific University
Career Development Center
2043 College Way
Forest Grove, OR 97116

Introduction

The Pacific University Work-Study Student Employment Program is administered by the Career Development Center. Every effort is made to unite the educational goals of Work-Study with our Career Center mission of collaborating with fellow educators and community members to provide a transformative blend of liberal arts, experiential, and career education. This education strives to be so well integrated, empowering, and responsive to student needs that it emboldens them to pursue pathways to personal, professional, and community engagement that might otherwise have remained hidden or unattainable. Work-Study jobs can be excellent vehicles for gaining skill and experience valuable in helping students to reach their career goals. Our promise to students who join us in making the most of this opportunity is that they will launch meaningful careers *before* graduation.

We understand the challenges and opportunities associated with this program: It provides a nice way for students to earn funds for college, yet it can be a struggle for students to balance classes and jobs. Supervisors understand this challenge, but nevertheless feel the weight of tasks to be done when students need to shift their focus to studying or earning additional income elsewhere. Another challenge facing supervisors: Supervising student workers (or any workers) is time-consuming, requiring attention to a certain amount of detail and process that inevitably shifts attention away from other pursuits. Not everyone who winds up supervising Work-Study students necessarily wants to get into human resource management . . .

The Career Development Center is committed to simplifying the Work-Study program as much as possible. Even the best-oiled machine requires maintenance and tending, however, so while intent on achieving such a machine in the form of this program, we do ask for supervisors' cooperation in tending it.

Following are answers to the questions most likely to arise among supervisors of Work-Study students. Additional questions about Work-Study should be directed to Brian O'Driscoll, Director of the Career Development Center, at odriscob@pacificu.edu or 503.352.2917.

What is the Work-Study Program?

Work-Study is a Federal Financial Aid Program designed to assist students with the costs of a college education by making funds available that can be redeemed as wages earned in part-time jobs. That is, students have the opportunity to *work* so that they can afford to attend college to *study*—hence the name of the program. **The term *Work-Study* does not imply that students literally study while on the job—students should not feel entitled to do so, and supervisors should not allow or encourage this.** The Office of Financial Aid awards Work-Study funds to eligible students. Work-Study jobs can be located on campus, in local non-profit organizations, in governmental or community service agencies, and in a few special cases with for-profit employers. Students are encouraged to choose jobs that will complement their educational and career goals, and the jobs they fill must do this to the extent practicable.

How does Pacific Work-Study differ from Federal Work-Study?

Students receive either a Pacific Work-Study award or a Federal Work-Study award. Because the University funds the award of Pacific Work-Study, students with *Pacific* Work-Study awards may work only in on-campus, non-community service jobs. Students with *Federal* Work-Study are eligible to apply for both on- and off-campus positions. Students uncertain about which type of Work-Study award they have should contact the Office of Financial Aid.

What is the Community Service Student Employment Program?

The Federal guidelines require that a portion of Work-Study student wages be earned in community service jobs, which are defined as positions in non-profit, governmental, and community-based organizations providing services that are open and advertised to the public, and are designed to improve the quality of life or solve problems related to the needs of community residents. It is possible for some jobs on campus to be defined as community service jobs—for instance, some positions in the Office for Students with Disabilities and the Humanitarian Center qualify. Further questions about this program should be directed to the Career Development Center at 503.352.2877 or careerdc@pacificu.edu. The point to keep in mind is that some wages need to be redeemed in such positions, and this amount is likely to increase in the future, meaning more students working off campus and therefore fewer available to work on campus. Off-campus and on-campus community service Work-Study jobs are open only to students with *Federal* Work-Study.

How do offices on campus participate in the Work-Study Program?

The Director of Financial Aid and the Assistant VP of Finance & Administration look at the total Work-Study allocation available to students and designate an amount of Work-Study funds that students may redeem in each of the major areas of the University, and in community service positions. These are referred to as *Student Earning Quotas*, with a dollar amount assigned to each of these areas:

- Academic Affairs
- Arts & Sciences
- Athletics
- College of Education
- College of Health Professions
- Community Service (a portion of Work-Study wages *must* be earned in community agencies)
- Finance and Administration
- Library
- Optometry
- Student Life
- University Information Services
- University Relations

The Dean, Director, or VP of each of the above areas is responsible for establishing Student Earning Quotas in the programs and/or departments under his or her supervision. It is important that the entire Federal Work-Study allocation the University obtains on behalf of students be used by the end of the fiscal year—and it is equally important that these areas do not allow students to earn more wages than have been designated to be earned in their areas. Our Federal allotment will likely decrease the following year if we fail to use all the funds. Also, individual departments and programs may be held liable for overspending their student earning quotas and have to make up the amount with non-Work-Study student wage funds. In order to ensure use of the total allocation, and/or to respond to unexpected program needs, Student Earning Quotas in the major areas listed above may be increased at the discretion of program administrators, if warranted and if funds are available.

How are jobs created and posted?

Departments and programs interested in employing Work-Study students should contact the Career Development Center to obtain and complete a *Job Request* form for each position they wish to fill. (The form is also available at <http://www.pacificu.edu/career/facultystaff/workstudy.cfm>.) This document is a MS-Word auto-entry form which should be filled out on-screen, saved with a new document name, and then forwarded to the department's Work-Study Budget Authority for approval. If approved, the Budget

Authority will *forward* the Job Request form as an email attachment to Julie Burris at julieb@pacificu.edu. Once a job is approved, the Career Development Center assigns it a Job ID Code for reference and database purposes and this code must subsequently be entered on the timecards of the student(s) working this job. Copies of the new job description with the new Job ID Code will be sent to the department Budget Authority.

Jobs are posted and viewable at www.careercenterjobs.org. Supervisors and Budget Authorities can view their posted, active jobs by logging onto the website as a "Job Seeker" (sign in by entering name and email address in appropriate fields, choose Pacific University in the School pull-down menu, then click the Submit button) and searching Job Type = Work-Study. Scroll to your department/division name in the Employer column (all start with "P.U.") and search by job title. Click on job title for description, contact and job information. Contact Julie Burris in the Career Center with any questions about navigating www.careercenterjobs.org, posting jobs, or searching jobs — 503-352-2877 or julieb@pacificu.edu.

How are positions classified?

Work-Study positions fall under one of four occupational classifications: Instructional Assistant, Office Assistant, Program Assistant, and Technical Assistant. Departments may also specify a more precise job title.

◆ Instructional Assistant

Provides support to program instructors and students.

Tutor, Teaching Assistant, Laboratory Assistant, Research Analyst, etc.

Level I: Entry-level position. No previous experience required.

Level II: May include tutoring individuals on a specific subject.

Level III: May include basic research work.

Level IV: May include compiling, classifying, tabulating, and recording data from studies, or aiding in the analysis of research material and data, and assisting with the writing and editing of research reports.

◆ Office Assistant

Provides general office support.

Data Entry, Word Processor, Receptionist, File Clerk, Accounting Clerk, etc.

Level I: May include filing, sorting, maintaining records, providing information, running errands, operating basic office machines, or answering phones.

Level II: Duties may include typing, data entry, word processing, etc., and may require moderate experience, technical knowledge, and/or previous training.

Level III: Duties may include data entry and/or data maintenance, and require intermediate proficiency with data entry and/or typing, and a detailed knowledge of specific software programs.

Level IV: May include administering special projects and/or performing decision-making on an administrative level with little supervision. These positions require advanced technical experience and/or administrative expertise.

◆ Program Assistant

Library, Athletics, Graduate Programs, Community Service Agencies, etc.

- Level I: No experience required. These positions may offer on-the-job training in program-specific areas. Duties may include assisting during athletic functions and other entertainment events, data organization, etc.
- Level II: These positions provide general assistance to patrons and staff of the department or company. Duties may include stock maintenance; monitoring and recording of statistical data; equipment maintenance; laundering and issuing of clothing and/or materials; and equipment preparation. Customer service skills and prior cashier experience may be required.
- Level III: May include administering special projects and/or performing decision-making on an administrative level with little supervision.
- Level IV: These positions require advanced technical experience and/or extensive administrative expertise, substantial training, and/or program related experience. Database management experience and knowledge of a second language is generally preferred and may be required.

◆ **Technical Assistant**

Graphic Designers, Web Development Technicians, Optometric Technicians, etc.

- Level I: No previous experience required. Duties may include data organization or offer on-the-job training in specific technical areas.
- Level II: May include controlling the flow of work through a computer system, responding to user requests for operator services and assistance, training less experienced computer users, monitoring behavior of the computing system; reporting hardware and software problems as they arise, and determining the source or cause of system problems and taking corrective action.
- Level III: May include analyzing, designing, and developing customized programs.
- Level IV: These positions call for advanced technical experience and/or extensive administrative expertise, demonstration of independent judgment and/or decision-making ability with little direct supervision. Must be proficient in one or more operating systems and possess the ability to perform advanced operational functions and/or offer formal instruction.

What are the pay rates?

Work-Study student employees are paid on an hourly basis. The pay level is based on the essential functions of the job and the level of skill and/or experience required—**not on years of service**. Pay rates are reviewed each year as needed. The lowest level reflects the necessity to conform to Oregon’s minimum wage law. Wage levels for the 2009-2010 school year are as follows:

- Level I: \$8.40 or \$8.75
- Level II: \$9.25 or \$9.50
- Level III: \$10.00 or \$10.25
- Level IV: \$10.75 or \$11.00

What is required of the supervisor?

Supervisors are expected to follow the procedures outlined in this handbook. Moreover, they should recognize that the benefits of receiving student assistance come with the costs associated with supervisory responsibility. Staff or faculty who are unwilling to accept this trade-off should not supervise Work-Study students. At the same time, the Career Development Center, Human Resources, and the Office of Financial Aid do everything possible to facilitate participation in the program. Nevertheless, it is the supervisor who interacts most regularly with the student worker, and must meet the student halfway to make the work experience a rewarding one for all. For instance, students' duties, responsibilities, and performance expectations must be made clear, preferably in writing. If these begin to deviate from the original job description, new expectations must be made clear to the student. Students should be monitored closely and regularly enough to ensure adequate performance and prevent ill feelings from arising.

Furthermore, supervisors should keep in mind that the program is supposed to be educational for students, and that their jobs should complement their academic and career goals to the extent practicable. To facilitate this, the Career Development Center provides the Professional Development Series for Work-Study Students, and encourages supervisors to facilitate student participation in the series by allowing students to count time spent in the training sessions as paid training. Supervisors should help students to see the educational benefits of their work, and should provide regular feedback, with both positive reinforcement and constructive criticism. There is no way to outline in this handbook all of the components of good supervision. Please contact Brian O'Driscoll in the Career Development Center or Mona Ward in Human Resources for assistance in this area.

Regarding the process for ensuring that students work and get paid, supervisors should negotiate work schedules with students, and ensure that time cards are accurate, complete, and submitted to Human Resources in a timely manner. With assistance from Human Resources, supervisors will obtain electronic timecards (timecards can be downloaded from H.R. web page under Forms), fill them out with the correct wage, General Ledger account numbers and Job ID Codes, and provide them to their student workers. In turn, students will submit time cards to supervisors to approve, sign, print out, and forward to Human Resources. It is recommended that supervisors save copies of all time cards for their records in case a dispute needs to be settled about hours worked or GL Account numbers. The Career Development Center, Office of Financial Aid, Human Resources, and the Business Office will work with supervisors and budget authorities to help track expenditures and students' declining balances.

NOTE: Supervisors must also work with students to ensure that they do not earn wages in excess of their individual Work-Study awards. Supervisors should ask each student worker if they are working in *multiple* Work-Study positions; if they are, this could reduce a student's Work-Study award much sooner than you expect. **Students' declining balances are printed on their monthly pay stubs.**

How do students learn about jobs?

Supervisors submit a completed *On-Campus Job Request* form for each position they wish to fill. Job requests are reviewed by the Career Center to verify eligibility under the federal guidelines of the Work-Study program. Approved job requests are entered into the Work-Study database (shared by Career Center, Human Resources and Office of Financial Aid) and posted at www.careercenterjobs.org.

Positions remain posted until supervisors notify the Career Center that the position is no longer available. Once a position has been filled, employers should notify the Career Center as soon as possible so that the posting(s) can be removed and further student inquiries prevented. The Career Center saves the job descriptions of positions that have been filled, and the following spring shares them with supervisors for editing and resubmission to start the process over. Supervisors are invited to recruit for their positions at

the Work & Service Fairs hosted by the Career Development Center and Humanitarian Center on the first Thursday of Fall and Spring semesters (per Arts and Sciences academic calendar).

What is the hiring process?

1. Students obtain from the Career Development Center an *Employment Authorization* form, at which point Career Center staff will explain the process while verifying the student award amount and writing it on the form. (This is why blank forms are **not** given to departments for distribution to students.) Then the student fills out the top portion (Section 1) of the *Employment Authorization* form and takes it to his or her prospective supervisor.
2. Supervisors will screen and interview applicants for suitable positions. The Career Center has a generic student employment application form that can be used, but individual procedures and forms may vary per hiring department. (For instance, some departments like to require résumés in addition to application forms.) The *Employment Authorization* form with Section 1 filled out can be used as an abbreviated application form at this point.
3. Upon hiring, the student signs and dates Section 2 of the *Employment Authorization* form.
4. The supervisor then completes Section 3 of the *Employment Authorization* form, gets budget authority sign-off, and returns it to the student immediately.*
5. The student then returns the form to the Career Development Center and, if these are not already on file, completes an I-9 and W-4 form for payroll processing.**
6. After the *Employment Authorization* form is completed by all parties and filed in the Career Center, the supervisor receives the yellow copy stamped “Report for Work” which signals approval for the student to begin working. **Students must not be allowed to start working until this process is complete.**

* Eugene, Portland and Hillsboro Campuses: Send completed Employment Authorization forms via inter-campus mail to Julie Burris, Career Development Center, UC Box A-152. After approval and sign-off by Career Development Center staff, the form will be processed and the yellow copy returned to the supervisor or budget authority for file and reference in preparing student timecards.

** Eugene, Portland and Hillsboro Campuses: The Administrative Assistants or Manager of Administrative Services of most departments have been authorized to complete and sign Form I-9 documents and check W-4 forms for first-time workers. These completed forms should be included with the Employment Authorization form sent via inter-campus mail to Julie Burris, Career Development Center, UC Box A-152.

Note: The Americans with Disabilities Act and the Rehabilitation Act prohibit discrimination against qualified individuals with disabilities in all employment practices, compensation, benefits, and training. A qualified disabled applicant must be considered if he or she can perform the job with "reasonable accommodations." Additionally, hiring and treatment of students must comply with the provisions of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987.

How does scheduling work?

Students may work up to 20 hours per week and will undoubtedly request flexibility in scheduled hours to be able to work around class times. Students can not work during scheduled class times. Work schedules are to be negotiated between the student and supervisor. The length of time a student can work is a function of the student's award amount and weekly schedule. Once the allocation is depleted, a student must stop working and will no longer be paid by the University.

Any wages due for hours worked that exceed those consistent with a student's award amount or the time frame within which the student may earn an award, or that exceed those available in the overall Student Earning Quota (allocation) for the unit in which the department/program is located, are the responsibility of the hiring department. Some students earn their awards quickly by working several jobs simultaneously. Therefore, to prevent any unexpected labor costs, supervisors should work closely with students to monitor their earnings and work schedules. **Supervisors should keep in mind that many students are simultaneously earning their awards in multiple jobs, and therefore a supervisor should not rely on students to earn their full awards in any one job or department.**

Can students volunteer above and beyond their paid hours?

Voluntary services are prohibited. The Fair Labor Standards Act of 1938 (FLSA) prohibits employers from accepting voluntary service from any paid employee. If a supervisor wishes to continue employing a student who has earned all of his or her allocation, the supervisor will assume responsibility for the student's wages.

How are students paid?

Students are paid through the University once a month, and are responsible for presenting timecards to supervisors in a timely fashion. On the last working day of each month, ask students to return their Excel electronic timecard to you or print off the timecard for you to sign. **If the timecard is printed**, verify student signature, hours worked and pay-rate, sign as supervisor, and send to your department office or Work-Study Budget Authority by the end of the workday. **If you receive it electronically**, verify name and date on the student signature line, verify hours worked, and deliver it to your department Budget Authority in the form preferred by your department—either printed or in the electronic format. If sending electronically via email, type in your name and the current date on the supervisor signature line before saving the file and forwarding it to your department Budget Authority. It is recommended that supervisors save copies of timecards to improve recordkeeping and reduce error. Timecards with missing or incorrect information cannot be processed and will be returned for correction and completion. **Do not send timecards to Human Resources via email.**

(Student timecards — single-page and 12-month workbooks — can be found on the Human Resources web page under Forms at <http://www.pacificu.edu/hr/forms/index.cfm>. Supervisors are encouraged to use the 12-month workbook which includes an Info Page and Summary Page useful to both student and supervisor in keeping track of student's declining award balance.)

Department Budget Authorities are responsible for delivering all student timecards to Human Resources by 5:00 pm on the first day of the month (or first working day following a weekend or holiday). Timecards received by Human Resources after the cut-off, or that have missing or inaccurate information, will be processed and paid on the subsequent payroll cycle.

Student employees should not handle their timecards after their supervisors have signed them. If the supervisor is unable to deliver timecards directly to their department office or Budget Authority, he or she should place them inside a signed, sealed envelope for the student employee to deliver.

Student employees may pick up their paychecks in the Pacific Information Center (PIC) on the Forest Grove campus on the 15th of the month following the previous month's employment. Paychecks not picked up are mailed to the student's permanent home address on file with Human Resources. If a student employee reports a discrepancy in pay, please contact the Career Development Center or Human Resources for assistance.

Automatic deposit is available for Work-Study students. Direct Deposit forms can be found in new Work-Study packets, and on the Human Resources web site (<http://www.pacificu.edu/hr/forms/index.cfm>) under Payroll Forms. Checks will be deposited electronically on the 15th of each month. Students will receive a pay statement in lieu of a check that can be picked up in the Pacific Information Center (PIC) in the University Center on the Forest Grove campus on the 15th of the month. Unclaimed pay statements will be mailed to the student's permanent address on file with Human Resources.

NOTE: A stamped (Report to Work) yellow copy of the *Employment Authorization* form serves as confirmation that the student is on the payroll with Human Resources and all required paperwork is on file. It is imperative that employers not allow students to work until they have received this stamped form. Wages earned before receipt of the *Employment Authorization* form will be the responsibility of the supervisor's department.

Is there a limit to how many hours students can work?

All Work-Study recipients are allowed to work up to 20 hours per week and may work only while their academic program is in session and during the year of their award — and they must be paid from the budget of the fiscal year of their award. Therefore, undergraduates may work only through the last day of spring finals (May 19 in 2010), and they must be paid from the 2009-10 Work-Study budget. Academic programs and award years vary greatly among professional students. Furthermore, professional students whose award year is 2009-10 cannot earn beyond the end of that fiscal year, even if their academic year extends beyond June 30, 2010. Contact the Career Development Center with questions about individual student cases, as it can be confusing.

ORS Chapter 653 requires all Oregon employers to provide their employees with rest breaks and meal periods. An unpaid meal period of at least 30 minutes is required when any employee works a shift of six hours or more, as is a paid rest period of not less than 10 minutes for every four hours (or major part thereof) worked. A student employee cannot waive his or her rights to receive the required rest breaks or meal periods. Pacific University does not permit students to work overtime.

What happens when the student's award has been fully earned?

Students are no longer eligible to be paid through the Work-Study Program once their award has been fully earned, and at this point should stop working immediately. Students and Supervisors will receive an email notice from the Office of Financial Aid to alert when the student's balance is close to exhaustion. Also, students receive monthly balance updates on their pay stubs. Changes in a Financial Aid award package and/or working multiple jobs will impact the rate at which students earn their awards.

Even though notices are sent, it remains the supervisor's and student's responsibility to ensure that students do not earn wages in excess of their individual Work-Study awards. Individual department budgets may be charged for any student earning in excess of their student Work-Study award.

What about work-related injuries?

Student employees are covered under the University's Workers' Compensation program. Students should report immediately all job-related injuries to their supervisor. They will also need to make a report to Human Resources within 24 hours of the time they are injured. Campus Public Safety can provide basic first aid. If professional medical assistance is needed, the student should seek treatment as soon as possible with their physician or the nearest medical facility. Employees seeking medical assistance should

inform the physician that their injury is job-related. The physician should complete a Medical Status Report, and the student should bring this form to Human Resources and submit it along with an OSHA Form 801.

What is unacceptable conduct?

Although there is no way to identify every possible violation of standards of conduct, and the following does not try to represent an exhaustive list, some examples of the types of conduct that may result in disciplinary action include the following:

- Dishonesty.
- Violating attendance, tardiness, or call-in rules or procedures.
- Incompetence, inefficiency, neglect of duties; or lack of application to the tasks at hand.
- Violating or disregarding any known, posted or generally accepted safety rule or practice, including the unauthorized removal of safety guards or devices or failure to wear protective equipment.
- Fighting, horseplay, or other forms of conduct that is likely to provoke or cause bodily injury or property damage or otherwise interfere with University operations.
- Refusing to perform job assignments or refusing to comply with supervisory requests or instructions except in circumstances where there is a reasonable belief that serious bodily injury may result.
- Doing personal work or conducting personal business without prior permission from a supervisor.
- Threatening, intimidating, coercing, or using profane or abusive language with any employee, supervisor, client, or others.
- Unauthorized release of confidential, sensitive, or proprietary information.

Again, these are only some general examples of conduct or behavior that could result in discipline and/or termination of employment. Students are of course expected to adhere to the individual policies of the hiring department.

How to handle absences or late arrivals?

Student employees are expected to notify their supervisor as soon as possible if they will be absent from or late to work. Any student employee failing to report to work for three consecutive days without notifying their supervisor will be considered to have voluntarily terminated his or her employment, but this is at the discretion of the supervisor.

Guidelines for disciplinary procedures?

To assist supervisors in resolving serious work-related problems, the following guidelines are suggested:

- Step One: Verbal Warning
- Step Two: Written Warning
- Step Three: Probation
- Step Four: Suspension
- Step Five: Termination

Work-Study students are hired "at will." Supervisors are strongly encouraged to contact the Career Development Center as soon as possible if problems arise or the student leaves the job. "At will" means that an employee is hired for an indefinite period and may resign or be terminated without cause or notice at any time. Normally, supervisors should try to give employees an opportunity to correct less serious performance problems before being terminated. It is important to remember that Work-Study is

meant to be an educational experience: employers are expected to hold student workers to a high level of performance, but should also take advantage of teachable moments as they occur with respect to educating students about the working world. **Hiring departments should provide students with a clear set of expectations regarding required duties and appropriate conduct.** If termination becomes necessary, supervisors are requested to inform the Career Development Center.

Students suspected of dishonest or criminal misconduct on the job (e.g., falsifying hours on time cards, forging an employer's signature, theft of office property, unauthorized use of computer accounts, etc.) will be subject to investigation by the Career Development Center. A comprehensive and confidential report may be submitted to the Dean of Students for further review and investigation. The Dean's office will notify the appropriate parties with regard to their findings and determine the appropriate disciplinary action as needed. Based on the severity of the violation, the student could be removed from the Work-Study Program for one academic semester or more.

Questions or suggestions?

Contact Brian O'Driscoll at odriscob@pacificu.edu or 503.352.2917.