PRAIRIE VIEW A&M UNIVERSITY

Student Worker Manager Success Guide

A guide to being a successful Student Worker Manager

Updated: 3/24/2022

1.0 PURPOSE

The Student Employment Office is dedicated to assisting the University with enhancing our students' professional skills and preparing managers to employ students to assist our university staff.

The Student Worker Manager Success Guide is a tool to help our managers to understand their responsibilities, navigate the hire process, understand university policies and procedures with regards to student workers, and to address common student worker manager issues. Use this guide as a steering tool. It will help develop you as a successful student worker Manager and provide additional knowledge and understanding of the Three "P's" – policies, procedures, and processes.

A common goal is shared between the Student Employment Office and the University to prepare a diverse student population to become a force for positive change in a global society. You are now a valuable part of the University family who values quality instruction and training of students in career preparation.

We believe the skills and training provided through student employment programs will create personal and business relationship experiences that will influence student outcomes.

Student Employment Office

Monday – Friday

8:00am – 5:00pm

Harrington Science Room 111

Office (Main): 936-261-1793

Email: SEO@pvamu.edu

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1.0 MANAGER RIGHTS & RESPONSIBILITIES

1.1 Manager Rights & Responsibilities

The manager has the right to:

1. Expect quality work from your student worker.
2. Inform the student worker of any unsatisfactory work performance in clear terms.
3. Provide constructive feedback with clear expectations for improvement of work performance.
4. Read all email and paper notifications of any specific requirements for students who will be paid under federal program (work-study) and abide by the information contained therein.
5. Expect your student worker to follow the work schedule you both agreed upon.
6. Expect confidentiality from your student worker.
7. Expect your student worker to follow the requirements for employment in your office.

The responsibilities of each manager include:

1. Communicate the duties and requirements of the job per the job description.
2. Inform the student worker if his or her work performance is satisfactory or unsatisfactory.
3. Provide the student worker with the tools necessary for performing the work assigned (training, materials, etc.).
4. Submit all documents or paperwork needed for the student to be paid correctly and on time.
5. Adhere to the student employment policies, procedures, and processes for monitoring the student's wages earned and submitting time earned by established deadlines.

2.0 HIRING PROCESSES

2.1 Manager Hiring Process

1. The Manager is required to attend a Student Employment Manager Training prior to submitting a request for student workers.

2. The Manager will collaborate with their department's HR Contact to create, submit, and track the Position and Requisition form.

   - **(New positions)** The Manager will work with their HR Contact to help draft a <u>thorough, detailed job description</u> that outlines all the duties and responsibilities the student will perform. The HR Contact will then submit a Position and Requisition Form and select "Create New Position and Create Requisition" as the type of action.

   - **(Existing positions)** The Manager will work with their HR Contact to review the current job description to identify if updates need to be made. The HR Contact will submit a Position and Requisition form and select "Update Existing Position and Create Requisition" as the type of action.

- The Manager and the department HR contact will be responsible to verify the department has sufficient funds available if the position(s) is student hourly.

3. SEO will review the position request and if no changes need to be made, the job will be posted for minimum of three (3) business days.

4. Once the position has posted, students may apply for an open position, based on his/her qualifications.

5. The Student Employment Office will release the pool of applicable candidates to the department & hiring manager on the next business day following the job closing date.
    - ***No actions are not allowed to be taken on any applicants within the pool until the Student Employment Office has released the pool to the department.***

6. The Student Employment Office will send a notification email to the department's HR Contact and Hiring Manager to inform that the pool of applicants has been released and is ready for their screening actions.

7. The hiring department screens the applicant pool, based on minimum qualifications, and interviews the applicants and documents their evaluation of the applicant. The hiring department must keep all records for their screen and selection process per the State of Texas Records Retention schedule.

8. The department will move the candidates selected for interview, to the interview stage of the recruiting module.

9. Once the selected candidate has been identified, the department's HR Contact will access and complete the SEO New Hire Selection form, which is located on the Human Resources Intranet
    - The remaining candidates **must** be dispositioned from the requisition with the appropriate reason for non-selection. Only the selected candidate will remain in the interview stage.
    - The SEO New Hire Selection form will capture the information necessary to process the hiring actions required for the selected candidate and the position they are being hired to fill.
    - The following attachments will be required within form: Resume, Detailed Class Schedule, Federal Work Study Award Offer (If applicable).

10. The Student Employment Office will generate the offer letter and initiate the background check for the candidate.

11. Once the offer letter has been accepted and the background check results have been received, the Student Employment Office will initiate **ALL** hire actions on behalf of the department in Workday.

12. The SEO will approve all hire action in Workday to include consolidated approval by manager, assign costing allocation & cost center approval.

- **NOTE** Please do not submit any hire action that you see in your Workday inbox. For Workday processes, once a staff member submits a step, they then become the owner of that entire process.**

13. Once the new hire action has been approved through the Budget Office, the SEO will contact the new student worker to schedule their onboarding day, send them a link to complete section one of their I-9 and determine their official first day of work. SEO will also provide a notification email to the Department HR Contact, Hiring Manager, and Student to inform of the official hire date.
    - The notification email will also instruct the candidate to provide the following documents to the Student Employment Office, in person, to receive their UIN.
        i. Electronic I-9 (receipt page)
        ii. Acceptable Forms of Identification[1]
        iii. TrainTraq Transcript (If prior worker)
        iv. International Employment Eligibility Form (International F-1 students only)

    - ***NOTE** The student may NOT begin working until their I-9 has been completed, all onboarding tasks have been completed and the New Hire Confirmation email has been sent to the hiring department.***

14. **The Student Employment Office must approve all prospective hires <u>before</u> the student reports for work. It is essential that all new employees report to the Student Employment Office for their scheduled onboarding day and provide the required "original" documentation for the Form I-9 (Employment Eligibility Verification) required for compliance with the United States Citizen and Immigration Services (USCIS) guidelines.**

15. All Student Workers are required to attend the New Student Worker Orientation session no later than **seven (7) days** from their hire date**.**

16. All Student Workers are required to complete their State Mandated Training courses via TrainTraq no later than **14 days**. Student Workers be allowed sufficient time to complete their training and **<u>must be paid</u>** while completing all mandatory state trainings and orientations.

Notes:

- ❖ Departments are encouraged to meet and coordinate with the SEO for all their hiring requirements to ensure proper planning if certain hiring requirements are needed by the department, i.e., grant related, Evergreen Requisitions, etc.

Helpful Links

- Manager Resources: https://intranet.pvamu.edu/spaces/11/human-resources/resources/resources
- Student Resources: https://www.pvamu.edu/hr/student-employment/student-worker-resources/
- Selective Service Online VERIFICATION: https://www.sss.gov/regver/wfverification.aspx
- Selective Service Online REGISTRATION: https://www.sss.gov/RegVer/wfRegistration.aspx

2.1 Departmental Chargeback

Hiring departments are responsible for paying 100% of all funds that their work-study students earn in excess of their awarded amounts. If for any reason, a work-study student's hiring department approves time through the Workday that results in an overpayment, SEO will notify the Manager and the department head in writing, detailing the amount of the total payment that must be returned to the work-study account. The department will have a total of **five (5) business days** to ensure that a "Change Job" action is routing for the purpose of retroactively transferring the student to the Student Hourly title code effective as of the date that student exhausted his/her work study award.

3.0 UNDERSTANDING YOUR DEPARTMENT

Orientation is a time to welcome and introduce new student workers to your area and should consist of two parts:

1. General Overview of the Department's Structure and Organization
2. General Overview of Employer's Expectations, Rules, Policies

3.1 General Overview of The Department's Structure and Organization

During the first part of orientation give the students a general overview of the job and the unit, and other information that will help them feel comfortable in their new work environment. For example, show them where the rest room, water fountain, and vending machine are located. Show them where to put their personal belongings and where their workstations will be. Introduce them to the other employees in the area and give them a brief explanation of what each person does. Students will usually be more enthusiastic about their jobs and take pride in their work, if they understand how their job performance affects the office.

3.2 General Overview of Employer's Expectations, Rules, and Policies

The second part of the orientation should be spent outlining what you expect of your student worker. Prepare a general form containing the information listed below, include the manager's and back-up manager's names and telephone numbers. Preparing a general form will save you the time of preparing for each individual student. Keep the form as general as possible (i.e., do not mention names; instead, refer to position titles) and simply revise it when changes occur). For example:

1. Outline their duties and responsibilities.
2. List office rules and regulations.
3. List grounds for disciplinary action.
4. Discuss dress code, if any.
5. Explain how to arrange for time off.

6. Explain whom to call if they are unable to work because of sickness.
7. Explain when and how their performance will be evaluated.
8. Make up a work schedule for them.
9. Confirm hourly rate of pay and duration of employment.
10. If the student needs to change his schedule, explain the procedure to be followed.

3.3 Training

While it is often difficult to find the time away from your work to spend training your new student worker(s), it is important. Things that seem quite simple and obvious to you may seem confusing to the student. Remember, you may do these procedures every day, but it is new for the person you are training.

Explain procedures in a clear and concise manner. Provide written documentation to assist the student in following the proper steps and procedures. Ask questions to ensure both you and the student has the same understanding of what is required to complete his/her assignments.

Key areas to cover are telephone etiquette, office protocol for requesting excused absences or reporting absences due to illness, requesting adjustments in work schedule, familiarizing the student with the staff and their duties, the manager's role within the office and procedures for any forms required as a part of performing the student's normal duties.

4.0 PAY PROCEDURES AND TIMESHEETS

1. Student workers are paid biweekly. Time earned must be entered into Workday according to the established schedule distributed at the beginning of the fiscal year by Payroll Services. It is the responsibility of the Manager to ensure that the student's time is correctly entered and approved according to the established schedule.
2. Managers may maintain an internal record of time worked, if necessary, based on the department's preference. However, all departments are required to ensure their students record time in Workday and that time submissions are approved by the respective Manager prior to each payroll submission date established by Payroll Services.
3. Students are not permitted to hold more than one position, work simultaneously through any student employment programs, or hold a faculty or staff position.
4. Students are not permitted to work more than eight (8) hours per day or twenty (20) hours per week.
5. Students are not permitted to work during normal class time.
6. Work-Study students are not permitted to work beyond the total amount awarded per semester.
7. Managers are responsible for ensuring all time entered is accurate and accountable, meaning the student has legitimately worked to earn the hours, the time has been monitored daily for accuracy, and the time is entered according to the established deadlines to ensure accurate payment.
8. Managers must monitor the students' hours earned and utilize the work-study balance sheet to ensure they do not exceed the total amount allocated for the semester of their work-study award**. The hiring department is responsible for any overages that are incurred.**

9. Time must be approved in Workday no later than 12:00pm according to the Biweekly Pay Schedule. Time submitted after the due date/time will result in a delay of payment.

5.0 DISCIPLINARY ACTION

The Student Employment Office expects student workers to support the standards of conduct which are essential to the values of the university and to work according to the highest ethical standards. University student workers have a responsibility to respect and support the university and co-workers. Student workers are expected to interact with faculty, staff, students, residents of the community and potential PVAMU students in a manner which reflects the university's endeavor to create an environment of respect and service.

Prairie View A&M University is an 'at will' employer, and at any time can choose to discontinue a student's employment with or without cause. In most cases, the formal disciplinary procedures will be followed when disciplining a student worker; however, depending on the nature of the offense, a department may choose to terminate the student immediately before a student has received any form of discipline.

In cases where disciplinary action is required due to unsatisfactory work performance, attendance, misconduct, or the student worker fails to meet the expectations of the hiring department, the Student Employment Office strongly recommends that necessary steps be taken to help the student fully understand his or her area(s) of weakness, with a goal toward helping the student grow and develop in the workplace.

The goal of the hiring department should be to foster constructive feedback and to identify the specific areas of performance in need of improvement. This process should include proposed resolutions and objectives, including a timeframe for identified improvement.

The Student Employment Office recommends that the hiring department:

a. Meet with the student to review his or her job description and expectations the first week of hire.
b. Periodically acknowledge to the student the task the student has performed well and address the areas where the student needs improvement.
c. Discuss corrective steps which need to be addressed, including a timeframe for improvement.
d. Properly document all meetings.
e. Provide the student with documentation clearly stating problem areas.
f. Discuss the consequences should the student fail to meet the expectations at the end of the allotted timeframe.

During the orientation, include a discussion of offenses that require disciplinary action, and the procedure that will be followed if the offenses occur.

5.1 Offenses That May Require Disciplinary Action

- Excessive tardiness
- Excessive absences
- Absent without a legitimate excuse
- Sloppy or unclean appearance
- Carelessness or lack of attention that results in injury to property, self, or others
- Inability to provide accurate, up-to-date information to the public
- Inappropriate behavior of misconduct
- Discourtesy or failure to collaborate harmoniously with fellow employees
- Failure to serve the public with courtesy
- Sleeping on duty
- Gross misconduct or negligence
- Theft
- Falsifying timecards or other university documents or records
- Intoxication and/or Drugs
- Insubordination
- Engaging in acts of dishonesty, fraud, or sabotage
- Unauthorized disclosure of confidential information or records
- Violations of FERPA or HIPPA
- Accepting and Using Access Codes not assigned to student worker
- Inaccurately entering work hours into Workday continuously

5.2 Preceding Offenses Will Be Subject to The Following:

1. First Occurrence – verbal counseling
2. Second Occurrence – Performance Improvement Plan
3. Third Occurrence - Written Reprimand
4. Fourth Occurrence – termination

5.3 Verbal Counseling

The first step in the process of progressive discipline is verbal counseling. Verbal counseling is used to address deficient performance, when the violation is of a minor nature, or when it is the first occurrence. It is important to recognize the potential problem and address it when it begins to develop.

Let the student know why this action is being taken by clearly identifying the performance and/or behavior concerns. Discuss the problem with your student in a positive way while maintaining the student's self-esteem. Assist the student with understanding that the problem as well as the solution belongs to him/her. Solicit the student's feedback and cooperation in solving the problem.

Counsel the student by being constructive and direct with the primary purpose of helping the student correct the performance issue. Offer your guidance by clearly and specifically stating what the student must do to improve his/her performance.

Set reasonable timelines to correct the problem. Obtain a commitment from the student towards improvement. Monitor the student's progress, and, if necessary, plan further action.

The number of times counseling may be provided is at the manager's discretion but be consistent in this practice toward all the students being managed.

It is recommended that the Manager at least document the counseling, briefly. (i.e., notes, journal or calendar entry, etc.). The documentation should contain:

- the date and time of the counseling/meeting
- a description of the specific violation/behavior/action
- the student's response or explanation for his/her actions and suggested solutions.
- the performance expectations specified by the Manager to the student (what areas of performance the Manager expects the student to improve)
- reasonable timelines for improvement

Verbal counseling is considered a departmental matter, with records remaining in the department. Verbal counseling is not documented in the student's personnel file.

Steps to assist managers in conducting verbal counseling

1. Evaluate the situation before the session
2. State an objective
3. State a desired change
4. Allow a response
5. Discuss solutions
6. Agree
7. Document
8. Follow-up

5.4 Performance Improvement Plan (PIP)

A performance improvement plan is a way to give struggling students the opportunity to succeed while still holding them accountable for past performance. students can only be successful at changing behavior if they acquire clear direction from their manager about what behavior needs to change and how that change should occur.

To incorporate a PIP a manager must first meet with an Employee Relations representative in the Office of Human Resources. The Manager will demonstrate that previous counseling has taken place with the student where weaknesses have been identified and the student has been provided with feedback, resources, and training (informal/formal) on a continuous basis. The Office of Human Resources will provide a template PIP. The tools needed to incorporate into the PIP are most current performance evaluation, Position Description, and documentation of previous disciplinary actions.

<u>Step 1: Document Performance Issues</u>

The first step in the PIP process is for the Manager to document the areas of the student's performance that need improvement. In documenting, the Manager should be objective, factual, and specific and provide facts and examples to further clarify the severity or pattern of performance concerns.

<u>Step 2: Develop an Action Plan</u>

Develop an action plan that includes specific and measurable objectives that are accurate, relevant and time bound. When developing a performance improvement plan, it would be useful to draw on the student's job description and University policies to clearly identify the performance or behavioral issues.

The Manager should determine if the student may need any additional resources, time, training or coaching to meet these objectives. The plan should identify exactly what management will do or provide to assist the student in achieving these goals.

This action plan should help set performance expectations and should include a statement about the consequences for not meeting those objectives.

Step 3: Review the Performance Plan

It is considered a best practice to share the constructed PIP with one's Manager for his/her feedback. Then the Office of Human Resources will review the PIP and provide any comments and/or suggestions to the manager.

Step 4: Meet with the student (similar to verbal counseling meeting)

During this meeting, the Manager must clearly lay out the areas for improvement and plan of action. The Manager may need to modify the action plan slightly after receiving the student's input and feedback. After changes to the plan are made, the Manager and the student should sign the PIP form.

Step 5: Send HR a copy of executed document for the student worker's file.

Step 6: Follow Up

The student and manager should establish regular follow-up meetings (weekly, biweekly, or monthly), which can be outlined in the PIP to discuss and document progress toward objectives. But it is best when a student is provided the opportunity in follow-up meetings to ask questions and seek guidance or clarification on performance expectations.

5.5 Written Reprimand

Written reprimands should be used for issues that are repetitive in nature (discussed verbally in the past) or serious incidents requiring a severe form of disciplinary action. Prior to conducting the counseling session where a written reprimand will be presented to the student, the issue and draft of the written reprimand should be discussed with the Office of Human Resources.

Documentation of past incidents and well-developed improvement plans will determine the appropriate level of disciplinary action to be taken and communicated to the student if they are unable to meet the expected goals and objectives.

If a severe incident occurs that is a blatant violation of University Policy contact the Office of Human Resources immediately. Provide all documentation related to past issues discussed with the student and specific information relative to the current incident. Based on the severity of the situation, disciplinary action may include suspension without pay, transfer, demotion and/or reduction in salary, or dismissal.

Meet with the student, **SIMILAR** to Verbal Counseling and PIP session. Once the meeting is conducted, have student sign the Written Reprimand form. If the student refuses to sign the document, state “student refused to sign” and have a witness sign acknowledging that the student refused to sign. A copy of the signed document is forwarded to the Office of Human Resources via HRDocs@pvamu.edu.

5.6 Dismissal

All nonfaculty positions in the system are “at will,” meaning that any nonfaculty employee may be dismissed from employment with or without cause. This regulation applies to any nonfaculty employees of the system, including graduate assistants, student workers, and agency employees with faculty titles who are not in tenure track positions. Any such dismissal must be in compliance with federal and state law.

The first step to dismissing a student worker is contacting the Office of Human Resources. Submit a request for termination by stating the reason for termination, what form of disciplinary measures have taken place. Provide a timeline of the events in a chronological order. Include documents which support your basis for termination (previous counseling, written reprimands, PIP, Performance Evaluation, attendance records, etc.) Include the events in a chronological order. HR will provide the approved draft Termination Letter. The letter will be emailed to the Manager with additional instructions.

Please contact the Employee Relations office for assistance and guidance on student worker discipline and terminations.

6.0 STUDENT EMPLOYMENT TERMINATION

6.1 Termination

A student worker’s manager may terminate employment if the student has failed to fulfill the responsibilities communicated between the hiring Manager and the student. The hiring department is responsible for proving adequate cause for dismissal. The Manager seeking to terminate a student worker must keep documentation of all conversations or conferences with the student, as well as a record of incidences with dates and times. Violations, which result in immediate termination, may include but are not limited to the following:

a. Theft
b. Falsifying timecards or other university documents or records
c. Intoxication and/or Drugs
d. Insubordination
e. Engaging in acts of dishonesty, fraud, or sabotage
f. Unauthorized disclosure of confidential information or records
g. Violations of FERPA or HIPPA
h. Accepting and Using Access Codes not assigned to student worker
i. Inaccurately entering work hours into Workday continuously

Student workers may be terminated if their performance is deficient or if their behavior does not merit continued employment. Managers are encouraged to give the student opportunity to correct his or her deficiencies prior to termination. There are two types of terminations: (1) the student may voluntarily terminate their employment and (2) the hiring department may initiate involuntarily termination.

1. Involuntary Termination is a severance from employment due to the independent exercise of the hiring department (manager) to terminate employment due to poor work performance or any of the items listed below:

    a. Does not perform his/her job duties in a satisfactory manner
    b. Is excessively tardy or absent
    c. Demonstrates a poor work ethic or attitude
    d. Has committed a major offense such as theft, insubordination, gross misconduct, etc.

2. Voluntary Termination is when a student worker decides to leave employment for any reason based on their own decision. Students are required to provide their hiring managers with appropriate written notification whenever they find it necessary to terminate their current employment. It is preferred that all student workers provide their manager with at least one (1) week notice prior to resigning from their position. Voluntary termination may include any of the items listed below:

    a. Student worker changing job locations
    b. Student worker job dissatisfaction
    c. Student worker transferring schools or graduating (end of term)

All hiring departments should follow the procedure below when terminating a student worker:

- Gather all documentation of disciplinary actions that led up to termination
- Schedule a meeting with Human Resources – Employee Relations
- Process Termination via Workday
- Although all managers reserve the right to terminate a student's employment within their department at any time, any student who feels that he/she has been unjustly terminated will have the option to file a grievance via the Office of Human Resources, Employee Relations. (See Student Employment Grievance Procedure).

Grievance documents are located on the Human Resources website under Employee Relations at www.pvamu.edu/hr

7.0 STUDENT MANAGERRESOURCES

The following resources are located on the HR Intranet within the Manager Resources section of the Student Employment page. The HR Intranet can be accessed via PV Place.

Human Resources Intranet hiring resources located at:

https://intranet.pvamu.edu/spaces/11/human-resources/resources/hiring-process

PVAMU Hiring Guidelines & Job Aids - Create: Position, Requisition; Hiring Guidelines, Hiring Steps

- SEO Position and Requisition Form & Instructions
- SEO Personnel Action Form & Instructions
- Student Worker Manager Training Power Point

For detailed information regarding the hire process and associated forms, please navigate to the HR Internet under "Hire Process."

Student Work Schedule - This should be used for each student worker in your department. This allows the department and the student to know when the student will be working during each week.

Work-Study Balance Sheet - This must be used for each work-study student worker in your department. This allows the department and the student to keep track of their current work-study balance.

Biweekly Pay Periods – The current TAMUS pay calendar that includes pay period dates, when timesheets are due, and pay dates.

SEO Calendar of Events – Provides overview of upcoming Student Employment events, trainings, and important dates.

New Student Worker Manager Training Power Point – Provides an overview of the responsibilities required as a student worker manager.