Introduction

Thank you for participating in the Clark University Student Employment Program. Student employment plays an important role in the Clark experience for many of our students. These positions offer opportunities for students to gain professional development experience and skills and help students connect with a broader network of faculty and administrators on campus.

This handbook outlines policies and procedures for undergraduate student employment at Clark. All hiring managers are required to follow these policies and should familiarize themselves with the material.

Student employment is a collaborative effort among campus departments including the Career Connections Center, Office of Financial Assistance, Payroll Office, Financial Services, and Human Resources. This guidebook will direct you to the appropriate office for handling specific questions.

This document is designed to help you understand the process of hiring a student employee for your department. It also provides you with some basic guidelines and advice to assist you in your role as a student employee supervisor.

Posting a Student Employment Position

All new undergraduate student employment opportunities will be posted in Handshake, the University’s online job portal. Hiring managers are responsible for requesting user accounts, creating position descriptions, posting jobs, and tagging applicants as hired/declined. If your department wishes to hire students, follow these steps:

If you do not already have an employer account, or are not sure if you have one, please email ugongcampusemployment@clarku.edu, say what department you are from, and ask for an account to be created for you (or whether you have an account).

When you post a position, please follow these guidelines:

- Ensure you include the number of positions in the job title, for example, “Assistant (1 position)”.
- Job Type: On-Campus Student Employment (not Job).
- Employment Type: Part time.
- Duration: Temporary (not Permanent).
• Specify start/end dates for the position.
• Ensure the hourly rate is specified. Note that minimum wage is currently $12.75, and will increase to $13.50 on 1/1/21.
• In the job description, include the number of hours and whether the job is remote or virtual (or a possibility of both).

Visit the Resources for On-Campus Employers section of the Student Employment website for in-depth guides for using Handshake to post jobs.

You are encouraged to post jobs by early August to ensure that students have adequate time to browse and apply for positions. Jobs can be posted in Handshake on a rolling basis as the need arises in your department (e.g., one of your students is going abroad in the spring and you need to rehire for the position). Remember that positions should be posted for a minimum of 3 business days to provide equal opportunity for students to view and apply for the job.

Generally, if the student will be working for an office or department on a regular, continual basis, the position should be posted in Handshake. If you will be hiring students on a one-time basis (e.g., Commencement, Reunion, etc.), you are exempt from this process and can use a one-time pay form (found on the Payroll website). However, students will need to be paid an hourly wage as they do not qualify for a “stipend” based payment and you will need to complete the one-time hire and payment form available on the Payroll website.

Your department is allocated funds within your operational budget for student employment. It is your responsibility to allocate funding to each student you hire within the limit of your budget allocation. If you would like a template for budgeting your student hires, email ugontcampusemployment@clarku.edu.

The Student Employment Hire Form

The student employment hire form is one of the documents that establishes the student in Clark’s payroll system. It identifies the student employee, it provides the amount of funds you have allocated to the student, identifies the department where the student will be employed, provides the hourly wage rate and the start and end date of the position. Hiring managers need to complete this form for EVERY student before they begin work each academic year, regardless of whether they are a new hire or returning to work in the department. The hire forms for undergraduate students and graduate students are different forms and processes.

The hiring department should submit a hire form to the appropriate office as noted below. Students cannot begin working until they are fully onboarded onto payroll.

Undergraduate Student Hire Form
The hire form for undergraduate students is on SmartBuy Plus. Please note the following:

• Instructions for submitting the student employment request form are here. Please review them in detail! Note that the hard copy form is no longer used as of Spring 2020.
The status of the hire form will be updated as a comment within SmartBuy Plus. Please **do not email** asking for the status of the hire form; look in SmartBuy Plus, and refer to the SmartBuy Plus Instructions linked above.

The Office of Financial Assistance handles onboarding for undergraduate students.

**Graduate Student Hire Form**

The hire form for graduate students is [here](#), and the form should be submitted to the Payroll Office on the 4th floor of the Shaich Family Alumni and Student Engagement Center.

**Student Employment End Dates**

For this academic year (2020-2021), students (undergraduate and graduate) should not work past Sunday, June 20, 2021, which is the day of commencement. In years past, we have had different end dates for on-campus employment depending whether students were graduating, among other factors. In order to streamline the process, we are now designating June 20, 2021 as the last day of on-campus employment for the academic year.

Please note that the spring semester now spans two fiscal years, FY21 and FY22. FY22 begins on June 1, 2021. Student wages incurred after May 31, 2021, will be considered part of the FY22 budget.

**Intercession 2020-2021**

Things to keep in mind if you’d like students to work during intercession, or between fall and spring semesters:

- You should ensure that you have the budget to do so. Some departments budget only for the 30 weeks that school is in session.
- Students can only work remotely from within the US until **12/31/20**. After that date, students can work only within the state of Massachusetts (remotely or in-person) or one of the following states listed [here](#).

**Hiring Procedures / Payroll**

1. **When posting a position**, hiring managers should select notification preferences for applications. You can select to receive application materials each time a student applies or when the position expires. Please note that hiring managers can go into Handshake at any time to review materials. You should review all candidates based on the requirements for the position.

2. **Once you have reviewed all applications**, you can choose to whether and how to interview students and make an offer of employment. You should be clear with students on the expectations, work schedule, and responsibilities when you make this offer. Once a position is filled, please notify all the applicants of the job status. If you finish the hiring process before the position expires in Handshake, please go into the system and set your position to **Expired**.

3. **After the student has accepted the position**, please complete the hire form. This form must be completed before a student begins working. Additionally, some students may be required to complete an I-9, W4 and Direct Deposit Forms. All required student employment paperwork must
be completed and submitted before the student begins and is set up in the payroll system. If the student is an undergraduate student, a comment will be posted in SmartBuy Plus when the student is approved for work. If the student is a graduate student, the supervisor will be notified via email when the student is approved for work.

4. International students must either be in the process of and/or have obtained a Social Security Number (SSN) to be paid. Students will work with the International Student and Scholars Office to do this and will require a letter of employment from their supervisor as part of the process to obtain a SSN. Please note that international students are not allowed to begin working until they have applied for a SSN.

5. A supervisor should be assigned the role of the approver and proxy for approving timesheets. All student employee timesheets must be approved bi-weekly and are submitted directly to Payroll. If your student employee has never used the WTE system it is your responsibility to train and assist them with this process. Instructions for submitting timesheets (for students) and approving timesheets (for supervisors) are posted on the Student Employment website. If you need assistance, contact the Office of Financial Assistance at finaid@clark.edu or the Payroll office at payroll@clark.edu.

   a. If your student cannot access their timesheet, it is likely that they are not onboarded into the system yet. If you need assistance, contact the Office of Financial Assistance at finaid@clark.edu (undergraduate students) or the Payroll office at payroll@clark.edu (graduate students).

6. If a student employee has been terminated from their position, please notify the Office of Financial Assistance (undergraduate students) or the Payroll Office (graduate students) of the student’s last working day. This will enable them to update the job record for the student so they can no longer submit a timesheet past their last day of employment.

General Employment Policies for Undergraduate Student Employment

Establishing a Schedule

Students and supervisors will determine their work schedule as needed. Supervisors should clearly communicate this process to student employees in a timely fashion. The work schedule and the budget listed on the Hire Form are estimates of what a student will work and earn in a position, and NOT a guarantee of payment. Requested time off, their availability to work during the semester, changes in department or University schedules, and/or changes in departmental budgets will affect the actual earnings.

Generally, a weekly schedule is determined at the beginning of the semester. If a position requires fluctuation in the weekly hours in terms of shifts worked or the total number of weekly hours, please list that clearly in the position description. Supervisors can adjust schedules as needed and any changes should be clearly communicated to students in a timely fashion. Supervisors should make sure students are aware of department policies on missed work hours; the ability to make up any missed hours is up to the discretion of the supervisor and is not guaranteed.
Limits to Weekly Work Hours

International students should not exceed 20 hours per week during the academic year. US and permanent citizen students should not exceed 25 hours per week during the academic year. If a student is working more than one position on campus, it is their responsibility to make sure their hours do not exceed the limits. As a supervisor, please talk with them and make sure they are aware of and understand this policy.

Last Day of Work

For the 2020-2021 academic year, the last day that undergraduate and graduate students are allowed to work is Sunday, June 20, 2021.

Pay Rates

All student employees must be paid nothing below the Massachusetts minimum wage rate, currently set at $12.75/hr. You should determine the hourly rate for the position, if above the minimum hourly wage, when you post positions and clearly communicate the wage rate to the student employees. Please note that as of January 2021, the minimum wage in Massachusetts will rise to $13.50/hr. This increase will be automatically adjusted; you do not need to submit additional paperwork to reflect the increase.

If you would like to increase the rate of pay for a student during the year, email the appropriate office (finaid@clarku.edu for undergraduate students, payroll@clarku.edu for graduate students) with the following information:

- Student name
- Student’s Clark ID
- Job title
- The new pay rate
- The date that the pay increase should be effective

Supervising Student Employees

Student employment is a mutually beneficial arrangement that allows students to support your department while developing valuable and transferable skill sets. In your role as a supervisor, creating a positive work environment for student employees encourages strong performance while also facilitating their professional development. Please keep the following tips in mind as you supervise students:

Provide thorough training and orientation

Supervisors are expected to provide timely training for student employees on their specific job responsibilities and departmental guidelines. This should include information on call out procedures, confidentiality, dress codes, email etiquette, social media policy, etc. The Career Connections Center also offers professional development workshops for students throughout the year. Supervisors can encourage students to attend sessions as appropriate.

Create goals and expectations

Establishing goals and expectations when students are hired establishes a baseline for accountability and helps students to take ownership of their responsibilities.
Get to know them
Demonstrating interest in your student employees as individuals helps them feel more comfortable in the work place and encourages open communication.

Be clear about assignments you are delegating
Before you assign a task to your student employee, make sure the task is expressed clearly and your expectations are clear.

Make sure tasks assigned to students fit their job description
Make sure that when a task is assigned to a student employee, it matches the position description that they were hired for. While it is not always unreasonable to ask your student employee to participate in tasks not outlined in their position description, make sure the student understands why they are being asked to perform the task at hand.

Monitor their progress
It is important to periodically monitor a student’s work to be sure that the job is progressing and being performed correctly. Do not wait until the deadline to check with your students to see how things are going. In addition, plan to have a mid-semester check-in to talk to the student about how they think everything is going and to provide feedback. Giving advance notice of this check-in will encourage reflection.

Do not ignore poor work ethic
If a student employee is not adequately following their responsibilities, meet with them to address your concerns. Use this time to clarify expectations and job tasks and to seek feedback.

Provide them with feedback
When a specific task or project is completed, provide your student employee with feedback so they know what they have done well and how they can improve the next time a task is assigned to them.

Praise students on a job well done
When your student employee has completed a task you assigned to them with impressive results, take the time to let them know they did a good job.

Confidentiality
Student employees may, as part of their responsibilities, have access to confidential information. Confidential information may include, but is not limited to, student records, contact information, and parent information. The content of this information cannot be disclosed to any unauthorized individuals. Should this happen it could be means for termination. We recommend that all departments have student employees sign a confidentiality statement that is applicable to their particular position. If you need an example, email ugoncampusemployment@clarku.edu.

Social Media
While there is no specific Clark University policy regarding social media usage and on-campus student employment, it is recommended that you talk to students about your expectations for their social media communication, especially if part of their job responsibilities include managing or contributing to social media sites for the department. If desired, you can include expectations about social media
communication in a confidentiality agreement. When connecting with student employees via social media, it is best use professional networking sites such as LinkedIn.

---

**Performance Management**

1. When you hire a student employee, take time to have a clear conversation with them about the expectations of their position and the standard of work that they will be held accountable to. It is also helpful to create a set of goals for what the student will seek to accomplish. By ensuring a mutual understanding of the student’s role and responsibilities, these conversations serve as a baseline for conversations about performance concerns.

2. Put an evaluation process in place in order to assess the student’s performance each semester.

3. If a student is failing to meet expectations, supervisors are encouraged to give them a verbal warning. This should be accompanied by a conversation that seeks to address and the student’s shortcomings and establish a plan for improvement. For additional suggestions on conducting this conversation, see the following section on problem solving with your student employee.

4. If a student’s performance issues continue, issuing a written warning is an appropriate next step. This warning should be reviewed and signed by both the supervisor and student employee.

Please note that the Career Connections Center can provide support on handling these issues. If you would like to seek support, please contact Julie Bolduc, Director of Career Operations and Student Employment, jbolduc@clarku.edu.

---

**Problem Solving with Your Student Employee**

Despite how clear you are with your student employee regarding policies and expectations, there may be times when performance problems arise. The following steps are designed to guide you through a conversation with your student employee if such a problem occurs:

*Define the problem*

It is important for you to have a clear understanding of the problem so you can articulate it to your student employee.

*Think of solutions*

Before you discuss the problem with your student employee, consider some possible, reasonable solutions to better prepare you for your meeting.

*Meet with your student employee*

Take the time to have a direct conversation about the performance concern rather than simply mentioning it in passing.

*Clearly present the observed problem*

The clearer you are, the better understanding your student employee will have of what they need to improve upon.

*Give the student a chance to provide input and reflect*

It is important that your student employee has the chance to take ownership and provide any necessary explanations to their behavior.
Come up with a mutually agreeable solution
Working with the student employee to come up with a solution is important because if the student is involved in this decision-making process, they are more likely to remember the solution and follow through with it.

Get a commitment
Make sure your student employee has a clear understanding of what their expectations are and make an agreement so that this problem is not repeated.

Student Employment Contacts
Julie Bolduc, Director of Career Operations and Student Employment, jbolduc@clarku.edu
Office of Financial Assistance, finaid@clarku.edu
Payroll Office, payroll@clarku.edu
Human Resources, HR@clarku.edu

Link to the Student Handbook and other information:
http://connections.clarku.edu/gain-experience/clark-student-employment/