

WORK-STUDY MANUAL FOR STUDENTS

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Policies and Procedures

Although many of the policies and procedures specified in this document are similar to those of other institutions or agencies, University of the Cumberland declares that its policies and procedures are independent of those of any other agents or groups and that it cannot be bound by interpretations of other institutions or agencies policies or suggestions.

The Right of the University

The University President has the right to amend, withdraw or make exceptions to this document. The Financial Planning Office and/or the Human Resources Office reserve the right to make exceptions to any part of the policies and procedures when the exception is deemed to be in the best interest of the University and/or any other constituent of the Work-Study Program. The University further asserts that changes in the implementation of the Work-Study Program may be made without prior notice in the event of a change in University policy.

Literary Style

The use of the masculine pronoun throughout the policies and procedures is in the interest of simplicity, uniformity and literary expediency only.

Non-Discrimination

No person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination in any program or activity of the University on the grounds of race, color, national or ethnic origin, sex or handicap. University of the Cumberland is an equal opportunity employer.

Objectives of the Work-Study Program

The Work-Study Program is and has always been an integral part of the operation of the University and of the University's objective to prepare students to become well-rounded and educated individuals.

The Work-Study Program at University of the Cumberland is considered to be a program consisting of financial aid to promising and deserving students; production of needed college work; and training of students to realize the characteristics, responsibilities and requirements associated with present and future employment. The program is designed to serve the following purposes:

- to provide a self-help feature within the framework of the Financial Aid Programs;
- to provide a University work force to assist in the daily, routine and occasionally special tasks required of various departments on campus;
- to relate the work ethic and the dignity of labor to the Christian faith on which the University was founded;
- to instill in students certain characteristics - honesty, dependability, efficiency, punctuality, professionalism and courtesy that current and future employers and society as a whole expect;
- to promote within the student a greater appreciation of the education received through the realization that it was paid for in part with his earnings from the Work-Study Program;

- to provide the student an opportunity for the enhancement of his current skills and/or the attainment of new skills;
- to promote self-appreciation as a result of the realization of his contribution toward the provision of manpower for the University operations; and
- to provide, whenever feasible, the opportunity for the work-study assignment to be correlated with the student's chosen profession or special interests.

General Policies of the Work-Study Program

At University of the Columbians students are employed in nearly all departments and offices on campus as well as in a minimal number of off-campus agencies. The areas of student employment include but are not limited to offices, academic and related areas, student services, institutional support, library, buildings and grounds, and auxiliary enterprises.

Because of the many and varied positions that are available, the program affords the student the opportunity or the possibility of being placed in a job that is relevant to the student's major or to a special interest the student may have.

The following are general policies of the Work-Study Program:

- The program is administered by the Dean of Student Employees in accordance with University policies.
- A student is awarded work-study only after completing an application for financial aid (FAFSA) and submitting all required forms to the Financial Planning Office.
- The amount of work-study committed to and accepted by a student through the official Financial Aid Award Letter is used to calculate the maximum number of hours per week that the student is permitted to work.).
- The student will submit an online application for a work-study job for one or more approved positions that are posted on the student employee website.
- The supervisor will consider all applicants based upon each applicant's skills and experience. Interviews may be requested.
- An orientation program is required for new student employees who have been approved for work-study. In addition, because there have been numerous changes in the University's Work-Study Program, a work-study orientation will be offered to returning students who have been previous employees.
- Time is recorded on an electronic time and attendance system called Ultra Time. Whenever possible, students must utilize the time clock. When this is not feasible because of the location of the time clock, students may report their time in and out on a website at a designated computer. This is called "web punch". The supervisor will instruct student employees regarding which system will be used and where they are to clock in.

Overview of the Work-Study Program

Work-study employees will usually be hired prior to the beginning of the semester for the entire semester. Supervisors may offer the current employee a position for the following semester without benefit of an application. Students wishing to apply for new employment may do so at the end of the semester for the following semester. Those wishing to remain

with their current job may wish to ask their supervisor to retain them for the following semester. Supervisors may do this by making a written offer of employment.

Vacant positions will be posted on the Student Employee Website. Students wishing to apply for a posted job should submit an online application including skills and employment experience. The supervisor will review the application and often interview the students who meet the needs of the department. Supervisors may interview prospective student employees in person or by phone (particularly if the student is not on campus).

After making a selection, the supervisor completes the Offer of Employment and forwards it to the student. This form includes an “agreement to accept employment,” and the student has 5 days from the posted date on the letter to accept or decline the appointment. This form also contains a statement to remind students that once employment is accepted for the semester, they are required to complete that semester’s employment before seeking another work-study employment opportunity.

When the Offer/Acceptance of Employment is returned to the supervisor with the student’s signature to accept employment, the supervisor submits a copy of the form to the Dean of Student Employees. The Dean will then remove the job from the website.

Financial Aid Award Letter

The student who has applied for and been awarded work-study is mailed the Financial Aid Award Letter, which is the official notification of the award. The amount of work-study committed to the student is indicated on the Award Letter. To make the commitment official, the student must indicate acceptance of the aid by signing the Award Letter and returning it to the Financial Planning Office. Once the signed Award Letter is received in the Financial Planning Office, the student may apply for any of the work-study positions listed on the website.

Job Opportunities for Students

University of the Cumberland offers a variety of job experiences for work-study students. Students must apply through the web site for the jobs they are interested in. Selection will be considered for specific positions based on skills and projected attitude. A limited number of student related positions are available each year on a first-come, first-served basis, with direct pay to the student. These are called Presidential Student Employment positions. Applicants for these positions may apply at any of the following locations: Aramark Physical Plant, Chartwells Food Service, or the Cumberland Inn. Once the student accepts Presidential Student Employment at any one of these locations, it is the student’s responsibility to report to work, and to perform any assigned tasks.

If a student is eligible for the Work-Study Program in addition to applying for a Presidential Student Employment, both work assignments must be at the same location. Any Presidential Student Employee must abide by the policies and procedures of the department in which they work.

Work-study Positions

Students must visit the work-study website in order to find approved work-study positions. Once a job of interest is found, the student should submit an on-line application and including information of skills and experience. The supervisor for the posted job will contact the student for an interview. Selections will be made by the supervisor based upon the interview, the job skills/experience that the student possesses and the student's projected attitude.

Offer of Employment

After the supervisor for the position has made a selection, the student will be notified by the supervisor by giving or sending an Offer of Employment. The position will be held for the student for 5 days from the date shown on the form. Students electing to accept the employment offer, must sign the "Acceptance of Employment" section on the Offer of Employment and return the form to the supervisor within the 5 day time frame. If the offer is sent to the student electronically, the student must return the acceptance or decline within the 5 day time frame. Note that by signing the form the student is committed to complete the assignment which will end at the end of the semester. If desired, the student will have an opportunity to apply for other employment for the following semester

Maximum Hours

The amount of work-study committed to a student in combination with aid from all other sources, cannot exceed the student's financial need (as determined by the FAFSA).

The amount of work-study committed, the rate of pay and the number of weeks in the award period is used in a simple formula to determine the maximum number of hours each week that the student is permitted to work. In explanation of the formula, the amount of work-study is divided by the rate of pay to establish the total number of hours the student should work. This is further divided by the number of weeks in the award period. The quotient obtained represents the maximum number of hours each week that the student is approved to work.

It is a mutual responsibility of the supervisor and the student to devise a work schedule that affords the student an opportunity to work up to but not exceed the maximum hours committed. The schedule should also meet the needs of the supervisor and/or the department.

Although there is a small tolerance level, University policy mandates that a student cannot be permitted to earn more than the amount of work-study that has been officially committed. Therefore, a supervisor should not allow the student to work more than the number of hours designated as the student's weekly maximum. If a student misses work for a legitimate reason, the procedure described in Absences and Tardiness should be followed to reschedule work time.

It is also the student's responsibility to maintain a log of the hours worked and not exceed this maximum number of hours.

Work Schedule and Time and Attendance

After registering for classes the student employee should meet with the supervisor to devise a suitable work schedule for the student that will not interfere with classes or meal time but would still meet the needs of the supervisor. The Work- Study Schedule must be completed indicating the times the student can be available to work and must be signed by both the supervisor and the student. The Work-Study Schedule will be retained by the supervisor and kept on file in the supervisor's office or work area until the end of the assignment period. Work schedules will be posted in the work place by Wednesday of the week preceding the week that it is to take effect.

The pay structure of the Work-Study Program is relatively simple. All students participating in the Work-Study Program are paid on an hourly basis with the rate of pay being the current federal minimum wage. In all instances, students are to perform an hour's work in order to receive an hour's pay.

Work-Study payrolls are done on a semi-monthly basis. Student employees will receive a check. It is the student's responsibility to apply amounts earned to the student's account balance in the Bursar's Office.

Earnings from the Work-Study Program are fully taxable income and are subject to both federal and state income tax withholdings. Earnings are exempt from FICA withholdings as long as the student is enrolled in college and is attending classes regularly. Earnings are also exempt from unemployment tax.

All students or former students who are paid on the work-study payroll during each calendar year will have a W-2 form prepared for them after the final December payroll is completed. The W-2 form indicates the total earnings of each student from work-study for the preceding year as well as the total withholdings in federal income, state income, and FICA taxes. Amounts from the W-2 form must be included on both the federal and the state income tax returns filed by the student.

Disbursement of the W-2 forms is a function of the Business Office. The forms are available by January 31 of the following calendar year.

Time and Attendance Pay Periods

Begin	End	Supervisor approves Time (Due by Noon)	Payroll Disbursement (Business Office)
19 th	3 rd	5 th	15 th (or last work day prior to 15 th)
4 th	18 th	20 th	Last work day of month

Time is recorded on the time clock or website each time the student employee works. Supervisors develop a weekly schedule which will be posted in the work place by Wednesday the week prior to the work week that the schedule pertains to. On the 5th and 20th of each

month, Supervisors review and approve the time that has been entered on the electronic time system and submit to payroll.

Effective with the fall semester, students will be paid for the time worked as opposed to their earnings being posted to their account. When the student fails to clock in and out as appropriate, this infraction is subject to be reflected on the student's performance evaluation and can result in termination of their work-study position.

Absences and Tardiness

Supervisors are responsible for coaching and teaching student employees good attendance habits. The student, as well as the supervisor, should realize the importance of the punctuality and that all work performed by students in the Work-Study Program is considered to be an integral part of the total operation of University of the Cumberlands.

When a student has legitimate reasons for being absent from work, it is the student's responsibility to make satisfactory arrangements with the supervisor well in advance. If the absence is not legitimate, the supervisor should discuss the issue with the student employee and it should be reflected on the "Performance Evaluation." After an absence, the student and supervisor should establish a mutually acceptable time to make up the work missed. The supervisor has the responsibility for approval of legitimate absences and tardiness. If not approved, the supervisor is not required to allow the student to make-up the time missed.

If an absence is not anticipated but is necessitated by an emergency or illness, the supervisor should still expect to receive notification of the situation from the student. The supervisor should make arrangements for a method in which the student may report an emergency situation which would preclude the student from working the scheduled time. The student and supervisor should reschedule any missed work time within the same pay period.

Unexcused absences should be reflected on the "Performance Evaluation." If the student is tardy without good cause, this should be documented and reflected on the "Performance Evaluation."

The student should not only plan to be at work each scheduled day, but also should plan to be there at the designated time. The supervisor should be notified immediately of any exceptions. In the event that the student has to be late for work because of any emergency or another legitimate reason that was not anticipated, the supervisor should be notified if at all possible.

At the time of placement in a work-study job, it should be emphasized to the student that there would seldom be a reason for absence from work. Unexcused and/or excessive absences from work cannot be tolerated and should be dealt with according to the process described in Disciplinary Procedures.

Professionalism

Thomas A Edison wrote: "Being busy does not always mean real work. The object of all work is production or accomplishment and to either of these ends there must be forethought, system, planning, intelligence, and honest purpose, as well as perspiration. Seeming to do is not doing."

Employees of the Work-Study Program are expected to give an hour's work for an hour's pay. While your first priority here at the University is getting an education, participants of the Work-Study Program must be dutiful to their jobs. It is the responsibility of any employee in whatever setting, to earmark time for their responsibilities to the job for which they are paid.

Like all campus employees, students who participate in the Work-Study Program are expected to project a professional image. Appropriate dress, language and image is expected. Students must set aside time for study other than when they are on the job. While on the job, the student is expected to work.

Personal electronic devices are not to be used while the employee is on the job. Examples are those devices such as headphones, iPods or other music devices, computer games and etc.

Student employees should tell their friends that they are not permitted to accept phone calls of a personal nature while on the job.

Many of the work-study positions actually take place at a time when and/or where the supervisor cannot be on the job site. Responsible and professional student employees will take responsibility for assignments just as if the supervisor were present. This attitude toward one's job is admirable and speaks of integrity. Random visits will be made to insure that these standards are being met.

Student Employee Orientation

The program is designed to be informative and to promote an awareness of the student's commitment to self, family and the University as a whole. As a result of attending the session, students should be able to visualize the rewards available through participation in the Work-Study Program in addition to the remuneration received for the work performed. Through the Work-Study Program students should develop and/or foster such favorable characteristics as honesty, responsibility, dependability, efficiency, punctuality, professionalism and courtesy.

The Work Contract covers the general contract conditions of the Work-Study Program. The Work Contract is entered into between the student and the University for the period that the student is participating in the Work-study Program. At no time will a student be placed in a work-study job until a signed Work Contract is on file in the Human Resource Office. This form is completed at the Work-Study Orientation.

During the orientation, the student is given a federal income tax withholding form (W-4), a state income tax withholding form (K-4) and a Time Sheet.

The training session for students would include, but not be limited to, the following:

- an emphasis that this is a job which requires an hour's work for an hour's pay;
- a review of General Policies of the Work-Study Program;
- an indication of the many different types of jobs available and the many potential places of employment;
- an explanation as to how the maximum number of hours are calculated and the importance of not overworking or under working the determined number of hours;
- a review of all forms pertinent to the program with special emphasis on those that the student is required to complete (e.g., tax forms);
- an explanation of the payment procedures;
- a precise discussion of good workmanship expectations: dress, courtesy, good grammar, confidentiality, pride in work, punctuality and dependability;
- specific recommendations of procedures such as how to answer the telephone, how to greet college guests, how to improve skills;
- a discussion of the problems caused by absences and tardiness and the disciplinary procedures related to each;
- an explanation of the availability of the Grievance Committee;
- an indication of the 'open door' policy of the Financial Planning Office and the Dean of Student Employees and the willingness of the staff to work with the student or to discuss any problem, misunderstanding or misconception that he may have concerning the program; and
- a provision for questions and comments.

Departmental Orientation

Each department is encouraged to have training sessions for its student employees which would include:

- a clear understanding as to who the immediate supervisor is;
- the development of a work schedule that meets the department's needs as well as the student's schedule;
- a clear explanation of the work required, the quality of standards to be met and the penalties for not meeting these expectations;
- individual department's policies concerning dress, telephone etiquette, accepted work procedures and who to call if the student is ill or unable to arrive to work on time; and
- any other policy or procedure pertinent to the individual department's needs and uniformly administered for all students in the department.

Student Performance Evaluation Form

The Student Performance Evaluation Form is a very important and useful tool of the Work-study Program. Completion of the form should be viewed as a serious matter by both the supervisor and the student.

The evaluation form is not designed to be used as a method of grading the student, but rather it should be considered as a means of measuring the student's development within the framework of the Work-Study Program. Effective use of the form by the supervisor should enhance desirable qualities of the student employee while at the same time helping to discourage any undesirable habits, traits or characteristics that the student may possess.

The completed "Performance Evaluation" must be submitted by the supervisor to the Dean of Student Employment as follows:

- Prior to the final exam week each semester for students who will not be returning the following semester
- Prior to the final exam week each semester for students who will not be returning to the employ of the same supervisor the following semester
- Prior to final exams in the spring for all students
- When a student employee is leaving your employee for any reason

If the student disagrees with the evaluation and this disagreement cannot be resolved between the employee and the supervisor, the student should be advised to submit a written statement to the Dean of Student Employment or to file a formal grievance.

After review by the Dean of Student Employment, the evaluation is filed and kept on record as a part of the student's credentials file. Performance Evaluations will be retained in the office of the Dean of Student Employees. Future prospective student employee supervisors will have access to the students' Performance Evaluations. Supervisors should assure that students are aware that they will be evaluated and that the evaluation will become a part of their credentials file.

In most cases, any difference of opinion about the evaluation should be settled at the supervisor-student level. In the event this is not possible, the party or parties involved should contact the Dean of Student Employees. An attempt will be made to solve the problems through informal discussion with both parties. If no solution is reached, the student may file a written statement with his evaluation or he may file a formal grievance.

Supervisor Evaluation

The supervisor has been identified as a key to the success of the Work-study Program. An effective supervisor can guide the student worker through a valuable learning experience. In support of the aim of improving supervisory skills, student workers are asked to evaluate their supervisors. Evaluations are intended to serve as aids to strengthen the supervisor's effectiveness in this cooperative venture. The process has potential benefits for both parties.

The student employee will be asked to complete the Supervisor Evaluation Form at the end of each semester or at the end of the spring semester if the student employee has worked for the same supervisor in both fall and spring semesters. It is recommended that the student employee and the supervisor review the evaluation together. This may be the appropriate time to review the student evaluation, also. After discussion of each evaluation, both parties should sign each form. The Supervisor Evaluation Form will then be submitted to the Dean of Student

Employees by the student worker. If the supervisor disagrees with the evaluation, a written statement may be filed with the evaluation.

Grievance Procedures

Problems most commonly reported in work-study situations are failure to report for work assignment, persistent tardiness, failure to complete assignments satisfactorily, disruptive behavior, failure to perform an hour's work for an hour's pay and failure to abide by regulations.

Whenever possible, problems and conflicts should be resolved between the supervisor and the student. These problems and their resolution should be kept on file for further inquiry as needed. The supervisor may reflect the problem on the "Performance Evaluation." If the resolution is effective, the supervisor may elect not to reflect the issue on the evaluation depending upon the nature of the issue.

However, if the problem cannot be resolved by the student and the supervisor, the next step is to discuss the grievance with the chair of the department. Should the chair of the department in which the student is employed be unable to resolve the problem, it may be referred with documentation to the Dean of Student Employees. Within one week of receipt of a written complaint, a report of the findings and conclusions will be written and submitted to all concerned by the Dean of Student Employees. The Dean of Student Employees may resolve the problem or request the assistance of the Grievance Committee in resolving the conflict.

Grievance Committee

The Grievance Committee performs three distinct and very important functions relative to the administration of the Work-Study Program. One function is to review complaints presented by students who are unable to resolve problems with their supervisors, the chairman of the department in which they are employed, or the Dean of Student Employees. The second function is to assist in resolving disciplinary problems. The third function is to review and to make a decision concerning a supervisors' request for student workers.

The committee is comprised of five members and one of two alternates appointed by the University President from the full-time faculty and staff, the President of the Student Government Association and a representative of the Financial Planning Office staff as an ex-officio member. The chair of the Committee is the Vice President of Financial Planning.

The Grievance Committee will convene at the request of the Dean of Student Employees or on appeal of the decision of the Dean of Student Employees. The chair of the Grievance Committee will be informed by the Dean of Student Employees that the committee needs to be convened. All written documents concerning the problem and the written report of the conclusions of the Dean of Student Employees will be forwarded to the chair of the committee. A meeting should be scheduled within one week of the appeal.

All parties will receive written notification of the meeting. The supervisor and the student will be asked to be present and to present appropriate documentation. The student

will be allowed to make a statement. The committee will make a decision concerning the grievance and submit a report in writing within one week of the meeting to all parties concerned. The decision of the committee will be final, subject to legal and other institutional requirements as determined by the University President.

Depending on the severity of the offense, the Grievance Committee or the Dean of Student Employees may terminate the student from the Work-Study Program with the student assuming full responsibility for any unpaid balance on the student's account in the Business Office.