



Student Employment Manual for Supervisors

Towson University
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Purpose and Responsibility

Purpose

This comprehensive manual explains the procedures, policies and rules regarding training, supervising, hiring and paying student staff at Towson University.

Your Role

As a supervisor, you are responsible for overseeing at least one student. This means that you will be assigning responsibilities, delegating tasks, professionally developing, and managing your student(s). Your job is to provide a comfortable and fair work environment, as well as help establish a skill set that will help your student in their career after college. In order to be fully equipped to supervise students as best as possible, consider attending a [Student Employment Workshop](#) presented by the department of Human Resources.

Supervisor Responsibilities

1. Submit a job posting in Handshake, offering a job to the student, and processing all employment paperwork regarding employment status.
2. Interview potential student candidates against a hiring criteria, and selecting the student who best fits your needs.
3. Oversee the performance of the assigned student staff, including all work assigned to the student and all work completed by the student.
4. Supervise the development of good workplace behavior.
5. Supervisors must not schedule students during scheduled class time.
6. Schedule students for no more than 20 hours per week, including Federal Work Study eligible students.
 - a. It is recommended that students working at least five consecutive hours be granted a 30-minute unpaid lunch break.
 - b. Breaks of 20 minutes or more are unpaid; breaks less than 20 minutes must be paid.
7. Provide applicable training to your students.
 - a. Explain responsibilities related to the position and detailed expectations as soon as possible.
 - b. Give the student a general overview of your department so the student can understand how their positions fits into your department's mission.
 - c. Clarify who will be responsible for training, supervising, and giving instructions to the student.
 - d. Introduce the student to fellow student and professional staff members.
 - e. Provide the student with office emergency procedures and locations of important resources.
 - f. Post a schedule of assigned work hours for all students.
 - g. Create goals with your students, along with an achievable timetable.
8. Best practices:
 - a. Remain patient with your students. Many students have never worked before and may be unfamiliar with common workplace practices.
 - b. Patience, kindness, and clarity will go a long way.

- c. *Understand that your students are students first.* Their studies are the top priority while enrolled at Towson, so be willing to work around their class schedules and study time during finals week.

Adapted from the Nova Southeastern University Student Employment Manual

Student Responsibilities

1. Perform all duties in a responsible and professional manner.
2. Refrain from accessing and/or discussing personal record information of other students, unless it's specific to the student's job responsibilities.
3. Refrain from utilizing university equipment or supplies for personal use.
4. Abide by all TU [student staff guidelines](#).

Adapted from the Nova Southeastern University Student Employment Manual

Types of Student Employment

Regular Student Employment

Regular Student Employment ([RSE](#)) allows students to work on-campus positions paid through various funding sources, such as a department's budget or grants. Completion of the FAFSA is not required.

All student employees are able to work during university breaks, and can work up to 40 hours per week when classes are not in session. After a student graduates, they may work as a student employee up until the following semester's classes begin. For example, if a student graduates in May, they may work up until the first day of classes of the fall semester.

Federal Work Study

The Federal Work-Study ([FWS](#)) program allows eligible first and second bachelor's degree or graduate students to earn paychecks to support their education expenses by getting part-time jobs within Towson University. While some departments may hire a FWS students for an hourly paid position at [minimum wage](#), not all departments hire these students due to specific budget requirements. FWS jobs can be on or off campus up to 20 hours per week, however the award may not be split between multiple positions. The typical earnings/award for FWS students is \$1,800 per year, and any earnings exceeding a student's award amount will be charged to the department budget. FWS eligibility is given to students who demonstrate financial need on their annual [FAFSA](#) application.

FWS is employment financed through the government's Federal Student Aid program. Students must apply for federal aid and meet specific eligibility [requirements](#) in order to be approved by the Financial Aid Office. Please contact fws@towson.edu to verify that a student accepted a FWS award and to verify the amount. Students and departments are responsible for tracking the amount of FWS funds used. FWS awards cannot be used to pay the TU FICA subsidy match and unemployment tax if student is FICA Taxable (for students carrying less than six credits for the semester). A [FWS Recertification Form \(PDF\)](#) must be submitted to Payroll at the beginning of each fiscal year (July 1) to reactivate a student's award.

All FWS student employees are able to work during university breaks, however, FWS and International Students may still only work up to 20 hours per week. FWS students can not earn or work after graduation.

[Graduate Assistantships](#)

[Graduate Assistantships](#) are available for Masters or Doctoral degree seeking students who are placed in academic programs, administrative offices, external works sites, or other sites approved by the Graduate Dean. Graduate, teaching, and research assistants receive a stipend and tuition waiver that vary according to the length of employment. Graduate assistants may work 20 hours per week (full-time) or 10 hours per week (part-time). They may be hired for the academic year (9-month commitment), the semester (4.5 month commitment), or for the summer (2.5 month commitment). For more information on hiring Graduate Assistants, you may view the [Graduate Assistant Handbook \(PDF\)](#).

[Resident Assistants](#)

[Resident Assistants](#) are full-time, undergraduate students hired by Housing and Residence Life and trained as peer leaders to supervise those living in on-campus residence halls. Compensation includes room and meal plan and a bi-weekly stipend.

[International Students – On-Campus Employment](#)

International students interested in working while on their student visas have specific rules, regulations, and limitations. The [International Student and Scholar Office](#) provides detailed information regarding on-campus employment for international students.

Hiring a Student Employee

The following information will walk you through steps in hiring a student employee through the recruitment phase of the hiring process which includes utilizing The Career Center’s online job and internship database, Handshake.

[Handshake](#)

As of January 1, 2016, all student positions must be posted in [Handshake](#). Handshake is Towson University’s online career database for students and employers. Students can use Handshake to search and apply to full-time or part-time positions, internships, and register for career events.

Posting a Position on Handshake

1. Login or create your [TU Handshake](#) account.
 - a. Make sure to sign up as an employer, and register as a staff member in your department.
2. On your home screen, select “Post a Job.”
3. Fill in all necessary fields, including a clearly outlined [job description \(PDF\)](#) that provides an accurate picture of what the job entails.
 - a. Pay Rate
 - i. Abide by the [minimum-wage requirements](#).

- ii. Determined by job duties – ex: minimum required experience would likely constitute a minimum-wage pay rate; managerial positions would earn more.
 - iii. All questions regarding pay rate may be deferred to the Student Employment Coordinator at campusjobs@towson.edu
- 4. Optional – select the criteria of students who will be able to apply for your position. If no preferences are selected, all students will be able to apply, however students who do not meet your preferences will be labeled as such.
 - a. Federal Work Study
 - i. Posting a FWS position means that it will be hidden from non-FWS students.
 - ii. *Remember to verify a student’s FWS status and award amounts with the Financial Aid Office at fws@towson.edu.*
- 5. It is advised to post the position for at least ten business days. Giving students ample time to view and apply to your position is key to obtaining a sufficient number of applicants.
- 6. To view your job after posting, you may view the position on your homepage under “Jobs,” or click the “Jobs” tab, then selecting “Edit this” and “Jobs created by me.”
- 7. To close a position on Handshake once filled, select “Expire Job” on the position’s page.

Filling the Position

When searching through applicants, choosing the student for the job should take experience and existing skills into consideration. However, keep in mind that many students come to college without ever having a job. Consider the skills they have already learned through volunteering or sports, and imagine the asset they can be with a little training and assistance. The skills they will learn in their employment on-campus are stepping-stones to being professionally prepared for the future.

If you find not enough candidates have applied to your position after a few days or weeks, you may consider changing pieces of the position to widen your applicant pool. Lowering the minimum GPA requirement, opening the position to all majors, or reasonably increasing the hourly pay rate will likely increase the number of applicants.

A good practice is to contact all students who have applied for the position after you decide whether to move forward with their application. Out of respect for the students who took the time to apply for your position, contacting them to let them know whether they will get the position can help the student gain helpful feedback and hopefully learn from the experience. Emailing students is usually a good method of communication, however a phone call may also be necessary to ensure that the student receives the information more quickly.

Below is a sample email to send to a student who interviewed but did not get the position:

I appreciate your interest in the [position title] position, however at this time I will not be moving forward with your candidacy. Thank you again for taking the time to interview with us. Please feel free to reach out to any staff members regarding your interview and if you would like additional follow-up regarding the process.

By sending this email, you acknowledge that you appreciate the student’s efforts, however you clearly state that you will not be moving forward with their application for the position. This also opens the door for the student to ask for additional feedback about their interview skills, should they want more of an explanation.

Interviewing

Interviewing students is the best way to get a feel for how they will behave in the workplace. Many employers choose to conduct phone interviews as an initial way to eliminate candidates who will not be a good fit, based on general skills such as professionalism and verbal communication. Phone interviews are also helpful because they take up less time, and the student doesn't need to worry about coming to campus for a preliminary interview.

Consider conducting a one-on-one in-person, video, panel, or group interview to gain more insight as to how your candidates will fit in your department. Many employers choose to conduct more than one type of interview for candidates who pass a preliminary screening of certain skills or experiences, but the type(s) of interview you implement may vary. For example, departments with large applicant pools may consider using a group interview to assess multiple students at once. Other departments conducting interviews during the summer may consider video interviews, since applicants may live at home in another state during the summer.

The types of questions you ask can help determine the type of student your interviewee will be. Interview questions also help you gain insight as to the type of personality the student has, which you can use to gauge whether they will be a good fit for your department. Below is a list of sample interview questions that could be used for any type of interview:

1. Why are you interested in working on-campus in our office?
2. What is a weakness of yours and how have you learned from it?
3. Describe your ideal boss.
4. A student approaches your desk, the phone is ringing, and your boss is calling you into their office. What do you do first and why?
5. Describe a situation in which you were able to multitask.

When interviewing, keep in mind that certain interview questions cannot be asked, according to Title IX. [Title IX](#) states that TU does not discriminate against students based on sex, meaning that any related personal questions may not be asked during an interview. Below are some examples of topics that cannot be questioned of a student during the hiring process:

- Age
- Gender
- Sexual orientation
- Marital status
- Religion
- Pregnancy

Onboarding a Student

Once you have chosen the student(s) you will be on boarding to your department, there are several pieces of information that you'll want to provide to your new students to ensure the transition is smooth. All expectations, policies, procedures, rules, and general department information should be

provided to the student in a format that can be accessed at any time. Some departments choose to provide important documents through a flash drive, email, presentation, or a combination.

Expectations

Providing the student with a hard copy of their job description and duties helps them understand exactly what is expected of them, and helps hold them accountable. Many departments ask students to read over all policies, procedures, and expectations, then sign a copy acknowledging that they understand what is expected. This way, should any disciplinary action need to take place, there is documentation that the student already knew acceptable versus unacceptable behavior.

In addition to the expectations, providing the new students with a contact information sheet for all staff in your department can be helpful. They should be aware of the organizational structure of your department, and who to contact if you cannot be reached. Consider providing these students with a verbal or written description of the roles of each staff member and their contact information.

Below is a sample list of policies and procedures that should be established and communicated to all student staff. Expectations may need to be added or removed, depending on the department. See **Appendix B** for an example of a student dress code policy, and see **Appendix C** for an example of an attendance policy.

- Late policy
- Dress code
- Workplace etiquette (phone greeting, use of office refrigerator, etc.)
- Disciplinary steps determined by level of offense
- Timesheet procedures (see Payroll section)
- Chain of command
- Calling out sick/finding a substitute for a shift

Establishing a distinct set of expectations for the items in the list above is very important and effective. However, there are endless day-to-day situations that will come up, and you should establish methods of handling them as well. Below are some things to think about:

- If I will be late to work, how will the student get in the office?
- Should my staff email or text me when they have questions outside of normal business hours?
- If I'm not at work, who is their professional staff contact if there is an emergency?
- How will my students know if our department is closed due to inclement weather?
- How will I delegate tasks to my students?
- Do I need to meet with my staff on a weekly/bi-weekly/monthly basis?
- Will my students need swipe access or a set of keys to get into the office or building?

This list is by no means comprehensive, but it helps you get into the mindset of minor hiccups that could turn into large issues if not handled correctly. Again, consistency and clarity are key when communicating expectations to your students. Providing the information through several different mediums such as written and verbal can help ensure the information can be remembered. It's also a good practice to have students sign any concrete information they receive (policies, discipline procedures, etc.) and keep copies for future reference.

University Steps for On-Boarding

1. Complete a [Student Employee Hiring Form \(PDF\)](#) (**Appendix F**).
 - a. If the student hired is currently active on Payroll, only completion of Step 1 is necessary. On this form, select “Additional Job” as the job type.
2. Add the new student to the New Student Employee Orientation Module through [Blackboard](#).
 - a. Email the Student Employment Coordinator with the student’s full name, TU ID#, Handshake job ID#, and start date.
3. Give the student their completed Hire Form and an [On-Campus Student Employment Checklist \(PDF\)](#) (**Appendix G**) directing them to complete the following steps:
 - a. Activate their online [e-verify profile](#) before visiting the Office of Human Resources.
 - b. Bring completed Student Employee Hire Form and original [identification documents](#) to the Office of Human Resources (first floor of the Administration building) to complete their I-9 verification.
 - c. In the Office of Human Resources, complete I-9 confirmation form and keep pink copy for their records.
 - d. Bring pink copy of I-9 Confirmation Form to the Payroll Office (fourth floor of the Administration building) to complete their [W-4](#) and Direct Deposit Forms.
 - e. Leave their Hire, Yellow I-9 Confirmation, W-4, and Direct Deposit Forms with the Payroll Representative.
4. Once the above steps are completed, the student’s position will be setup through an electronic [timesheet](#) through PeopleSoft.
5. Title IX Training
 - a. Required for all students.
 - b. Contact the Title IX office to schedule training.
 - c. See **Appendix A** for a full description of Title IX.

Maryland Healthy Working Families Act

The State of Maryland passed the Maryland Healthy Working Families Act (the “Act”), requiring employers to offer paid sick and safe leave (SSL) to eligible employees who are not already provided equivalent leave benefits under existing policies. Therefore, the Act specifically affects contingent I hourly staff and student employees (excluding federal work-study students, graduate and resident assistants, and other students that receive a stipend).

Eligible employees who are regularly scheduled to work a minimum of 24 hours per pay period, in one or more jobs on campus, accrue one (1) hour of SSL for every 30 hours worked, up to a maximum of forty (40) hours per calendar year. SSL can be used:

- For absence from work due to domestic violence, sexual assault, or stalking committed against the employee or the employee’s family member;
- To care for or treat the employee’s mental or physical illness, injury, or condition;
- To obtain preventative medical care for the employee or the employee’s family member;
- To care for a family member with a mental or physical illness, injury, or condition;
- For maternity or paternity leave

For purposes of this law, a family member includes a spouse, child, parent of employee or spouse, grandparent, grandchild, sibling, or legal guardian.

For more information, to confirm available leave balances/answer questions:

- Review the [FAQs](#) on the OHR website
- Email leavebenefits@towson.edu
- Contact the Office of Human Resources at 4-2162, or talk with your supervisor

Visit the [Maryland Department of Labor, Licensing and Regulation](#) website.

Payroll and Professional Development

After you've reviewed applications, interviewed potential candidates and selected a student for the role the next steps include on-boarding and payroll procedures. This section also covers professional development for student employees, which is highly encouraged and can be supported through workshops and events through the Career Center and across campus.

Payroll

Student timesheets are used to issue payments to on-campus student staff. Timesheets must be submitted by the student and approved by the supervisor on a bi-weekly basis, following the [Contingent/Student Payroll Schedule \(PDF\)](#). The Supervisor Approval Group (listed on the Student Employee Hire Form) determines the electronic routing of the student timesheet. If you do not have an Approval Group, submit an [Approval Group Change Form \(PDF\)](#) to the [Leave and Timekeeping Associate](#) in Payroll. See **Appendix E** for systematic instructions on how to access your administrative timesheet approval, as well as the student steps for completing timesheets. If necessary, pay rate changes should be submitted to Payroll using the [Student Pay Rate Change Form \(PDF\)](#), however these changes will not be processed retroactively.

Establish a consistent deadline and schedule for approving and submitting timesheets, and provide the information to all students. Establish a policy and procedure for students who fail to complete their timesheet or complete a false timesheet. Disciplinary action is determined by the supervisor and should be communicated during the initial on boarding period.

Student Responsibilities

- Completing and approving their online timesheet by the scheduled deadline.
- If applicable, completing and approving a separate timesheet for each on-campus position held.
- Completing the "comments" section to communicate shift changes or additions to the supervisor.
- Completing their online timesheet honestly.

Supervisor Responsibilities

- Approve all timesheets by the bi-weekly deadline.
- Verify that all recorded hours and times are accurate.

Professional Development

[Professional development](#) opportunities are not required, however these events and presentations prove to be beneficial to both supervisors and their student staff. Below is a list of different opportunities for professional development on and off campus:

Supervisors:

- [LeaderShape](#)
- [Student Employment Workshop](#)
- [Supervising Student Employees Workshop](#)
- [Supervisor Toolkit](#)

Students:

- Workshops that can be requested for Student Employees
 - Career Center
 - Resume and cover letter writing
 - Job search process
 - Interviewing
 - Networking
 - Towson University Police Department
 - Shelter-in-place drills
 - Safety on campus
 - Title IX
 - Overview
 - Practical application and steps
 - Center for Student Diversity
 - Cultural competence
 - [CliftonStrengths](#)
- Conferences
 - Black Student Leadership Conference
 - Women in Leadership Conference
 - Career in Student Affairs Conference
 - [LeaderShape](#)
- [Challenge Course](#)
- [Student Employee Technology Corps \(PPTX\)](#)
 - This unique opportunity allows students to receive training from the Office of Technology services, then serve as a first-responder to troubleshoot technology issues.
 - This provides students with transferrable skills for their resume, and benefits supervisors by establishing a first line of defense to troubleshoot computer problems before submitting a help request through OTS.

Evaluations

[Student Employee Performance Evaluations \(PDF\)](#) are a tool used to gauge the progress towards meeting a student's goals and expectations. The student can also identify opportunities for growth in order to transfer their developed skills to the working world in the future. Consider conducting

performance evaluations on a semester or annual basis, and sit down with the student to discuss the evaluation.

Student Files

Each department maintains a personnel file for each student throughout the duration of employment and three years after employment ceases. Files will include:

- Student employment application
- A copy of the current class schedule
- A current copy of the Student Employee Hiring Form
- Hiring forms (if applicable)
- Disciplinary actions (if applicable)
- Documentation of compensation exceptions
- Performance evaluations

Career Ready Skills

All student staff will be gaining valuable [career ready skills](#) through their on-campus employment. As their supervisor, you should be doing your best to provide ways to cultivate their skills towards their future career. Think about having a [workshop or presentation](#) done by the Career Center to show student staff how they can use their experiences to show employers that they have the skills they're looking for. Consider reviewing their resume and pointing out opportunities to share the skill set they have gained as a student employee.

Also consider challenging your student to establish higher-level skills such as management and leadership. Provide opportunities for growth that will give the students a higher goal to achieve, as well as developing skills that are most desired by employers.

The [National Association of Colleges and Employers](#) have identified eight core competencies associated with career readiness for the new college graduate. Consider aligning your student's job responsibilities with these competencies in an effort to best prepare them for life after graduation.

1. Critical Thinking and Problem Solving: Exercise sound reasoning to analyze issues, make decisions, and overcome problems.
2. Oral and Written Communication: Articulate thoughts and ideas clearly and effectively in written and oral forms to persons inside and outside of the organization.
3. Teamwork and Collaboration: Build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. The individual is able to work within a team of structure, and can negotiate and manage conflict.
4. Digital Technology: Leverage existing digital technologies ethically and efficiently to solve problems, complete tasks, and accomplish goals.
5. Leadership: Leverage the strengths of others to achieve common goals, and use interpersonal skills to coach and develop others.
6. Professionalism and Work Ethic: Demonstrate personal accountability and effective work habits such as punctuality, working productively with others, and time management, and understand the impact of non-verbal communication on professional work image.

7. Career Management: Identify and articulate one's skills, strengths, knowledge, and experiences relevant to the position desired and career goals, and identify areas necessary for professional growth.
8. Global and Intercultural Fluency: Value, respect, and learn from diverse cultures, races, ages, genders, sexual orientations, and religions.

Returning Students

When students leave campus for winter or summer breaks, make sure they are equipped and approved to continue working in their on-campus position when they return. Students may stay in the Payroll system for up to six months. If a student is expected to return to their on-campus position up to six months after their most recent day of work, they will not need to resubmit their Payroll paperwork.

FWS students need to be recertified each academic year, to ensure their award amounts are accurate and up-to-date. To verify that all FWS students are certified at the start of the new academic year, please complete and submit the [Federal Work Study Recertification Form \(PDF\)](#).

If you are implementing a change for the financial hourly rate for student employees, please complete the [Student Payroll Quick Change Form \(PDF\)](#). All minimum wage rate changes will be completed automatically through Payroll, so no form is necessary in this case.

Off-Boarding a Student

Off-boarding a student can be the result of graduation or termination, among other factors. Students are highly encouraged to give their supervisor at least two weeks' notice to terminate employment. It is important to note that TU is an "at will" employer, meaning that supervisors may dismiss a student immediately for any reason deemed appropriate by the department.

As indicated in the policies and procedures section, please document each step of the termination process in case the student feels the need to appeal their termination. This can include phone call records, emails, or text messages that prove the reasoning behind their termination.

Exit Interviews

In order to gain feedback from a student after leaving your department for any reason, consider conducting an exit interview. These types of interviews are reflective conversations with the student about their experience as an employee. Exit interviews can be a great opportunity to receive feedback from the student about their professional development in their position, as well as provide feedback to the student about their growth and development. For more information on how to conduct an exit interview, contact the Student Employment Coordinator at campusjobs@towson.edu.

Removing a Student from Payroll

Complete the [Payroll Quick Change Form](#) and submit to the Payroll office to officially remove the student from the Payroll system. After six months of non-payment, a student will automatically be removed from payroll. This includes anything that would take a student away from the main campus, such as an internship or study abroad.

Please reach out to the Student Employment Coordinator with any questions regarding the termination process. It can be challenging to get the conversation started, and they are available as a resource for all of your questions relating to supervising students.

Appendices

[Appendix A: University Policies](#)

Family Educational Rights and Privacy Act

The Family Educational Rights and Privacy Act ([FERPA](#)) grants students the right to withhold the disclosure of directory information. Student requests for non-disclosure may be made in the Registrar's Office any time during the semester. In compliance with FERPA, Towson permits students to inspect their education records, limits disclosure to others of personally identifiable information from education records without students' prior written consent, and provides students the opportunity to seek correction of their education records where appropriate. For a more complete description of [FERPA \(PDF\)](#).

Title IX

[Title IX](#) states that Towson University does not discriminate against students, faculty, or staff based on sex, including employment. Sexual harassment and violence are types of sex discrimination, and are prohibited by Title IX and the university. As a supervisor, you are responsible for reporting sexual misconduct or discrimination if a student discloses this to you.

Appendix B: Sample Student Employee Dress Code Policy

The [department name]'s objective in establishing a dress code is to enable students to project a professional, business-like image.

Inappropriate Attire:

- Clothing and/or shoes that are torn, dirty, or frayed
- Clothing that exposes too much skin (ex: midriff, back, see-through/mesh)
- Any clothing that has words, terms, or pictures that may be offensive
- T-shirts (up to the discretion of the department)
- Yoga pants, leggings, sleepwear, sweatpants, sweatshirts, athletic clothing
- Shorts
- Hats
- Sunglasses
- Denim (up to the discretion of the department)
- Tops that are strapless, have spaghetti straps, or halter necklines
- Flip flops or slippers

Appropriate Attire:

- Slacks or suit pants
- Khakis
- Skirts or dresses (not too form-fitting, no more than four inches above the knee)
- Polo shirts
- Dress shirts
- Blouses
- Sweaters
- Flats, boots, dress heels, sandals (not flip flops), leather/suede shoes

If the clothing fails to meet these standards, as determined by the student's supervisor and [department name] staff, the student will be asked to not wear the inappropriate item to work again. If the problem persists, the student may be sent home to change clothes. Progressive disciplinary action will be taken for further dress code violations.

[Appendix C: Sample Student Employee Absence and/or Tardiness Policy](#)

Dependability is crucial. When you are absent or tardy others must absorb a greater workload. Good attendance is an expectation and includes showing up for all scheduled work hours unless previous arrangements have been made with your supervisor. Excessive absenteeism or tardiness may result in disciplinary action.

Absences

If for any reason a student is unable to work a scheduled shift, the first course of action should be to find a substitute or trade shifts with another student. All students will be provided with the email addresses and permanent schedules of other students. If a student does switch a shift with another student, the immediate supervisor must be notified.

If for some reason a student is unable to work a scheduled shift and cannot find a substitute, the immediate supervisor must be notified no less than one hour before the shift is scheduled to begin. A belated explanation accounting for why the student missed their shift is not acceptable. Students should refer to their direct supervisor for call out procedures.

If a student must miss a shift due to a medical reason, that absence will be excused. The student is still required to notify his/her supervisor by email or text no less than one hour before the shift is scheduled to begin. If several shifts are missed, documentation may be required and will be left up to the discretion of the immediate supervisor.

Absence due to an academic conflict can be excused under the condition that a syllabus documenting the conflict is provided before the scheduled work date and is approved by the supervisor.

NO CALL, NO SHOW, NOT ACCEPTABLE

No call, no show is unacceptable. The first no call, no show absence will result in verbal counseling. A second no call, no show will result in a written warning. A third may result in dismissal from employment. All instances will be documented in the student's file.

Tardiness

If a student arrives more than 10 minutes late for his/her shift, she/he will be recorded as tardy for that shift.

A student who accumulates two records of tardiness without contacting his/her supervisor will receive a written warning. On the third such instance, employment may be terminated. A student who accumulates three records of tardiness where his/her supervisor was contacted will receive a written warning. On the fourth such instance, employment may be terminated.

A planned late arrival or early departure will ONLY be acceptable if you arrange this ahead of time with your supervisor.

Work Environment

Monthly meetings will be scheduled for training or other necessary purposes. Attendance at these meetings is mandatory. These announced meetings are treated as though they are scheduled shifts; you will be paid for attendance. If you cannot attend an announced meeting, you must notify your supervisor in advance with a valid reason such as class, going home for doctor's appointment (requires a note), etc. Meeting times will be prescheduled for the semester and you will be notified during training.

Student staff will be expected to read their university email, daily and respond (if necessary) to any inquiries and instructions within 24 hours.

If a student is not currently working on a project, homework may be completed. Please keep in mind that your duties here at the [department] are first priority, while working your scheduled shift. Also, homework is the only acceptable activity when there are no [department] projects to be completed. Visiting personal social media sites, playing games, or having visitors for extended periods of time are not acceptable activities during a scheduled work shift.

Students who have concerns in their work environment should address those concerns with their immediate supervisor.

It is recommended that students give two weeks' notice if they must terminate employment. Upon withdrawal or dismissal from the University, student workers must notify their supervisor and stop work immediately.

Appendix D: Sample Student Accountability Point System

The Employee Accountability Point System assigns a numerical value to any infraction that a student might commit while on duty. The Point System is based on the academic calendar beginning in August and ending the following summer in July.

All students have the opportunity to gain a total of ten (10) points each academic year. Subsequent rule infractions will result in receiving points. Academic years begin in August during Fall Staff training and end the week prior to Fall Staff training the following year. At the beginning of each academic year, each student will start out at zero (0) with the ability to receive ten (10) points.

In the event that a student is approaching the point of potential termination, a student contingency contract may be established between the supervisor(s) and the student. This contract will be serve as their final warning and any future violations that break the agreement set forth in the contract will be grounds for immediate termination. A contract may also be used at any point if deemed necessary by the area supervisor including a student who ends the academic year with a high point total.

For students who work in multiple program areas or hold multiple positions, terminations will be honored throughout the department. Additionally, terminated students must wait 365 days before re-applying again with [department name].

2-point violations

- Late for shift (10 minutes or less)
- Improper/absent uniform
- Failure to provide appropriate customer service as defined in the Student Manual
- Eating food at an unapproved work station
- Not completing daily job functions
- Having inappropriate conversations while on duty (ex: using derogatory language, discussing inappropriate content)
- Failure to submit timesheet on time
- Misuse of office equipment
- Unapproved usage of electronic devices (ex: cell phone, laptop, Kindle, etc.)

4-point violations

- Late for shift (more than 10 minutes)
- Unexcused but communicated failure to attend in-service, shift, meeting, or training
- Inappropriate behavior while on duty (ex: disrespect to co-workers)

6-point violations

- Failure to comply with job duties as defined in the Student Manual that are detrimental to the integrity of the job
- Letting participants into the facility or program without the proper identification or paperwork
- Ignoring a directive from a staff member of authority

8-point violations

- Unexcused, non-communicated missed in-service, shift, meeting, or training
- Same 2-point offense three times

- Expiration of certification
- Disrespect to coworkers, professional staff, graduate assistants, and/or patrons

10-point violations (instant termination)

- Dishonesty/stealing
- Working under the influence of drugs or alcohol
- Vandalism of department or university property
- Sleeping while on duty

Consequences

1. Verbal warning: Supervisor will discuss problem and solution with the student.
2. Written warning: Written documentation of the offense will be given to and discussed with the student by the supervisor.
3. Suspension or demotion: Student will be removed from scheduled shifts for a certain period of time and/or demoted from their current position(s). Written documentation will be given to the student and placed in their permanent file.
4. Termination: Student will be taken completely off the schedule and asked to return his or her uniform. Documentation of actions will be placed in the student's permanent file.

Taken from the Campus Recreation Student Employee Handbook

Appendix E: Student Employee Timesheet Procedure

- I. Getting Started: Logging On
 - a. Using Internet Explorer, visit the [My TU](#) webpage.
 - b. Click on the [Timesheets](#) link under the Top Links section.

The screenshot shows the My TU website interface. At the top, there is a navigation bar with the Towson University logo and a search bar. Below this, the 'My TU' section is displayed. On the left, there are navigation links for 'TU Home' and 'My TU'. The main content area features a 'Login' form with fields for 'NetID' and 'Password', and radio buttons for 'Faculty & Staff (My TU Portal)' and 'Students (Towson Online Services)'. Below the login form is a 'Help With Login?' section. To the right of the login form is a 'top links' section with various service links. The 'Timesheets' link is circled in red. Other sections include 'news' and 'information for'.

- c. Enter your TU Net ID and password.
- II. [Completing Your Timesheet \(PDF\)](#)
 - a. Select timesheet by job or department
 - i. Open your timesheet by clicking the name of the department.
 - ii. If you work in multiple jobs or departments, you must complete a timesheet for each department or job worked in the pay period.

The screenshot shows the 'Employee Timesheet' page. At the top, there is a navigation bar with the Towson University logo and a menu with links for 'Main Menu', 'Inactive Timesheets', 'Leave Statement', 'Pay Periods', and 'Administrative'. Below this is the 'Employee Timesheet' heading. A greeting reads 'Good Evening, Your Name (Employee ID:)'. Below the greeting, it says 'Listed below are your active timesheets. Please choose one.' A table with five columns is displayed: 'Department', 'Job Title', 'Internal Title', 'Approval Group', and 'Pay Period End Date'. The table contains five rows of data, with the 'Department' column circled in red.

Department	Job Title	Internal Title	Approval Group	Pay Period End Date
Financial Services	Mgr, Accounting	Asst. Dir. Fin. Systems & Tech	Comptroller's Office	08/06/2002
Financial Services	Mgr, Accounting	Asst. Dir. Fin. Systems & Tech	Comptroller's Office	05/28/2002
Accounting	Regular Student		Accounting	07/26/2002
Bursar's Office	Account Clerk I		Bursar's Office	07/26/2002
Human Resources	Mgr, Employment		OHR Director's Office	07/26/2002

b. Fill in the hours worked.

WEEK ONE							
Enter time (Use 00:00 format)	Sat 07/13	Sun 07/14	Mon 07/15	Tue 07/16	Wed 07/17	Thu 07/18	Fri 07/19
Shift Hours							
StartTime			8:00	8:00	8:00	8:00	18:00
Time Out			12:00	1:00	12:00	1:00	23:00
Time In			12:30	1:30	12:30	1:30	23:30
Time Out							24:00
Time In							00:00
StopTime			5:30	5:30	5:30	6:00	03:00
Total Hours	0	0	9	9	9	9.5	8.5

- i. Enter time in regular format, unless hours cross into midnight (if so, use military time).
- ii. Start time: beginning of the shift
- iii. Time out: beginning of the break (if applicable; if not, leave blank)
- iv. Time in: end of the break
- v. Stop time: end of shift
- vi. Ex. Friday 7/19

WEEK ONE							
Enter time (Use 00:00 format)	Sat 07/13	Sun 07/14	Mon 07/15	Tue 07/16	Wed 07/17	Thu 07/18	Fri 07/19
Shift Hours							
StartTime			8:00	8:00	8:00	8:00	18:00
Time Out			12:00	1:00	12:00	1:00	23:00
Time In			12:30	1:30	12:30	1:30	23:30
Time Out							24:00
Time In							00:00
StopTime			5:30	5:30	5:30	6:00	03:00
Total Hours	0	0	9	9	9	9.5	8.5

1. Shift was from 6pm to 3am
2. Enter the start time and break time as normal (in military time)
3. Include 00:00 to indicate that the hours overlapped midnight
4. Enter the end time of the shift in the stop time field

III. Submitting Your Timesheet

- a. Once your timesheet is complete, check the approval box at the bottom of the screen.
- b. If any adjustments were made to your shifts, write those notes in the comments box.
 - i. Ex: If you covered a shift for someone, if someone took your shift, etc.

Appendix G: Sample On-Campus Student Employment Checklist

Download the [On-Campus Student Employment Checklist \(PDF\)](#) here. The following is a sample only.

On-Campus Student Employment Checklist

Effective October 1, 2016

Please follow all required procedures outlined below in order to be put into the Payroll system and have an electronic timesheet created. Signatures on this form are a recommendation only!

STUDENT NAME: _____

ID # _____

<p>PART I: Hiring Department & Students</p> <p>Departments – Create/update account on Handshake for Employers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Post your job, review applications & set up interviews <input type="checkbox"/> Hire, set terms (schedule/expectations) <input type="checkbox"/> If student has Federal Work Study funding, email fws@towson.edu to confirm award status/amount, and complete FWS section on the hiring form. <input type="checkbox"/> Add students to the New Student Employee Orientation module -Email Students First/Last name and email address to campusjobs@towson.edu <input type="checkbox"/> Complete/sign Student Employee Hiring Form & give to student (Graduate Assistants – GA Office will complete paperwork) <input type="checkbox"/> For International Students with no SSN ONLY-complete/sign the Employment Letter and send with student to the ISSO for validation and instructions to apply. <p>Students- (Complete online/before going to the Admin. Building)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Complete New Student Employee Orientation via Blackboard; module should appear upon sign in; Students must Earn 80% or better on assessment. <input type="checkbox"/> Complete Section 1 of the I9 process online: https://ows01.hireright.com/oseserv/entry?entry=i9_kiosk&code=TOWSON1 <p style="text-align: center;">~International Students~</p> <p>*For International students with NO Social Security Number (SSN) ONLY!</p> <ul style="list-style-type: none"> <input type="checkbox"/> Complete full I9 process to begin work! <input type="checkbox"/> Take Completed Employment Letter to the ISSO for validation and instructions to go apply for your SSN in person at the Social Security Office in Towson, MD. <p>*For International students w/ SSN, or when SSN arrives by mail-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Contact nratax@towson.edu to setup an appointment for tax analysis before going to the Payroll Office. NRA Tax Associate will assist with Payroll forms. 	<p><i>Signature of Supervisor:</i></p> <p><i>Date:</i></p> <p>~Int'l Student's ONLY~</p> <p><i>Signature of NRA Tax Office:</i></p> <p><i>Date:</i></p> <p>NOTE: Int'l Students may LEGALLY begin to work once they have completed the I-9 – even if they do not have SSN. For more information, see: www.towson.edu/academics/international/isso/.</p>
<p>PART II: Administration Building (M-F, 8:30a.m-5p.m.) in person.</p> <p>Office of Human Resources, 1st floor:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Take Hire Form and original, acceptable forms of identification (or immigration documents) to OHR to finish the I9 Process. <input type="checkbox"/> OHR Representative will give student a yellow "I9 confirmation/Tax Residency Form" to take to Payroll. <p>Payroll Office, 4th Floor:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Present Student Employee Hiring Form as evidence of your job <input type="checkbox"/> Present Yellow I9 Confirmation/Tax Residency Status Form <input type="checkbox"/> Complete W4/MD 507 Tax withholding Form <input type="checkbox"/> Complete State of MD Direct Deposit Authorization Form <input type="checkbox"/> Receive "Student Payroll Tips Sheet" with timesheet and pay information. 	<p><i>Signature of OHR Representative:</i></p> <p><i>Date:</i></p> <hr/> <p><i>Signature of Payroll Representative:</i></p> <p><i>Date:</i></p>
<p>PART III: Return Signed Checklist to Hiring Department Supervisor</p> <ul style="list-style-type: none"> <input type="checkbox"/> Return Signed Checklist to Supervisor to verify hire process is complete. <input type="checkbox"/> Student's electronic timesheet should post online within 1 week 	<p><i>Supervisor:</i></p> <p><i>Date:</i></p>