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INTRODUCTION

Northern Arizona University promotes part-time employment of registered students through the Federal Work Study (FWS) program and/or Student Wage (SW). Student employment is intended to provide a student with financial support and job experience in areas closely related to their career or educational goals. The Office of Scholarships and Financial Aid (OSFA) is responsible for administering the eligibility and funding aspects of the FWS program only. Although this Handbook is maintained and provided by the OSFA, employment related questions related to the Affordable Care Act (ACA), disciplinary action, wage rates, etc., should be directed to the Human Resources Department.

TYPES OF EMPLOYMENT

Federal Work Study (FWS)

Federal Work Study (FWS) is a need-based federal financial aid program that provides part-time employment to students. Students may work on-campus or off-campus with approved agencies. To be eligible, students must apply for financial aid via the Free Application for Federal Student Aid (FAFSA) at fafsa.gov. The OSFA is responsible for determining and awarding FWS to eligible students. Students are offered a FWS allocation, which equates to the total amount that a student may earn while working in a FWS position. Department/organization supervisors are responsible for monitoring the student’s earnings, as to not exceed the student’s total allocation. Departments and contracted agencies that hire FWS students are responsible for paying 30 percent of the student’s wage out of their department/agency budget; 70 percent of the student’s salary is paid by the Federal Government.

Students working under the FWS program are recommended to only work a maximum of 20 hours per week when classes are in session. Students may work up to 40 hours per week during breaks (winter and spring break) as necessary by department and supervisor. Overtime is not permitted under the FWS program.

America Reads-Federal Work Study

America Reads is a need-based federal financial aid program that provides part-time employment to FWS eligible students. Students employed by this program, work as tutors to elementary school age children in an effort to complement and expand existing successful literacy efforts to help children increase their skills and achievement levels, and to provide children who need additional help in reading with extended learning time.

Interested students must apply through the College of Education at nau.edu/COE/Student-Resources/America-Reads. In addition, students must apply for financial aid via the Free Application for Federal Student Aid (FAFSA) at fafsa.gov. The OSFA is responsible for determining and awarding America Reads FWS to eligible students. Students are offered a FWS allocation, which equates to the total amount that a student may earn while working in an America Reads position. The America Reads Program Coordinator is responsible for monitoring the student’s earnings, as to not exceed the student’s total allocation. Student’s wages are paid 100 percent by the Federal Government under this program.

Student Wage (SW)

Student Wage (SW) is a non-need based student employment program governed by standard wage, labor laws, and University policy. Departments and contracted agencies that hire SW students are responsible for paying 100 percent of the student’s wage out of their department/agency budget.
Students working under the SW program may work a maximum of 30 hours per week when classes are in session. Students may work up to 40 hours per week during breaks (winter and spring break) and during the summer session (if the student is not enrolled) as deemed necessary by department and supervisor. However, a student employee may not average more than 29 hours per week in a year. Any questions regarding the Affordable Care Act (ACA) and its effects on student employment should be directed to the Human Resources Department.

HIRING
Steps for processing all student employees:

1. Employers may post a position online using Jobs for Jacks recruiting system: [http://www4.nau.edu/careerservices/jobsforjacks.htm](http://www4.nau.edu/careerservices/jobsforjacks.htm)
2. Students may register and view open positions at: [http://www4.nau.edu/careerservices/jobsforjacks.htm](http://www4.nau.edu/careerservices/jobsforjacks.htm)
3. For all new student employees (never worked at NAU or have not worked as a student employee in the previous six month period), the employer initiates the New Hire Xpress online Hiring Packet in LOUIE.
   - Log into LOUIE ○ Navigate: Workforce Administration>Personal Information>Administer Hire Xpress>Create Employee Hire Packet ○ Enter Employee Information
   - System will determine if New Hire Xpress online Hiring Packet is necessary
   - If a New Hire Xpress online Hiring Packet is required, the student employee will receive a “Welcome to Northern Arizona University” email with instructions on completing and submitting necessary online forms
   - After the student employee has completed the forms, the employer clicks on the “Complete I-9” button on the Packet Information Tab and completes the verification of identity and authorization to work in the United States.
   - Employer provides electronic signature on the New Hire Xpress online Hiring Packet
   - Response will be received: “Employment Authorized”
   - Employer logs out and the student employee will be ready to receive pay once the hiring document is received in Human Resources.
4. Employers may also be required to submit specific documents to their department. For example, some departments and positions require a background check to be run on their student employees.

Steps for processing FWS eligible students:

1. Complete Federal Work Study Hiring Form Training
   - Contact the OSFA at student.employment@nau.edu or (928) 523-6036 to arrange training.
   - Training lasts approximately half an hour
   - Complete the LOUIE Administrative Security Request provided at the training.
   - Submit Administrative Security Request signed by supervisor to the Office of Scholarships and Financial Aid.
2. Access FWS Eligibility via PeopleSoft
   - Navigate: Financial Aid>Awards>NAU FWS>FWS Eligibility
   - If student has been offered FWS, click on Hiring Form Link
3. Complete FWS Online Hiring Form
   - Begin date
• Pay rate
• Estimated hours per week
• Estimated weeks
• Verify safety/security sensitive position
• Position numbers (FWS and Student Wage)
• Supervisor Empl ID
• Department submitting form

4. Form is submitted electronically to OSFA and then submitted to HR for processing

**Steps for processing Student Wage eligible students:**

1. Complete Electronic Personnel Action Request (ePAR) if is a new student employee or has not worked at a Student Wage student employee in the last six months.
   
   □ Available at: PeopleSoft > Main Menu > Department Self Service > ePAR Home Page

2. Submit to Human Resources
EMPLOYMENT REQUIREMENTS

Equal Opportunity

Northern Arizona University is a committed Equal Opportunity/Affirmative Action Institution. Women, minorities, veterans, and individuals with disabilities are encouraged to apply for student employment positions.

Fair Labor Standards Act

All student employment positions are covered by the Fair Labor Standards Act (FLSA) which establishes minimum wage, overtime pay, record-keeping, and child labor standards.

Conditions of Employment

Every student employment position has unique characteristics which cannot be detailed in a general policy statement. Therefore, it is the responsibility of the employer to specify conditions of employment within their organization. Those conditions should include:

• Job description/duties
• Number of hours to be worked
• Wage rate
• Responsibilities, rights, and any additional departmental personnel policies

Enrollment Requirements

• **Academic Year:**
  o FWS: at least half-time enrollment (Undergraduate students: 6 credit hours/term; Graduate students: 5 credit hours/term)
  o SW: at least one credit hour

• **Summer:**
  o FWS: at least half-time enrollment (Undergraduate students: 6 credit hours/term; Graduate students: 5 credit hours/term)
    ▪ Student must be enrolled and FWS eligible during the current and upcoming academic year
  o SW: no enrollment required if:
    ▪ Student is enrolled in at least one credit hour for the upcoming fall term

Academic Requirements

Students must maintain a 2.0 Cumulative Grade Point Average to be eligible for student employment. Specific departments may have additional GPA requirements.

Dual Positions

Students may be employed at more than one location on campus. This requires the coordination of work by supervisors so hours worked per week by FWS student employees do not exceed 20 and SW student employees do not exceed 30 hours when classes are in session. The collective hours worked cannot exceed an average of 29 hours per week in a year. Departments employing FWS student employees need to make ensure the student’s total FWS award/allocation is not exceeded.


**Employment of Relatives**

Please refer to the NAU Human Resources Policy Manual, Policy 1.05 at the following link: [http://hr.nau.edu/sites/default/files/files/policy_manual.pdf](http://hr.nau.edu/sites/default/files/files/policy_manual.pdf)

**International Students**

Please refer to the Center for International Education for guidelines regarding student employment practices: [http://international.nau.edu/student_scholar_services/index.html](http://international.nau.edu/student_scholar_services/index.html)

- **On-Campus Employment**
  - **F-1 Status** students may work on-campus 20 hours or less per week when school is in session. Students may work on-campus up to 40 hours per week during official breaks (summer, spring, and winter break) if registered for classes for the next semester. There are few exceptions students will need to check with their International Student Advisor before beginning any employment.
  - **J-1 Status** students may not begin employment before the first day of class. They are allowed to work 20 hours a week on-campus while school is in session. Such employment may be full-time (40 hours a week) during vacation periods for students who are eligible and intend to register for the subsequent academic term. International students can apply for student wage jobs only.

- **Off-Campus Employment**
  - **F-1 Status** students are NOT generally permitted to work off campus.
  - **J-1 Status** students must be authorized in advance and in accordance with specific procedures as guided by federal regulations. Students are not allowed to work off-campus without prior permission.

- All international students in F-1 and J-1 status must adhere to Immigration and Naturalization Service regulations.

**Graduate Students**

Graduate assistants working 20 hours per week on an assistantship cannot hold another job on campus without written authorization from the Graduate College. Please refer to [http://home.nau.edu/gradcol/](http://home.nau.edu/gradcol/) for additional information.

**Internships**

Students participating in an internship must work with their respective department that would like to award them an internship. All paperwork is completed by the respective department and submitted to HR-Payroll.

**Resident Hall Assistants**

Residence Hall Assistants are hired by the Office of Residence Life. The Office of Residence Life submits hiring documentation online via New Hire Xpress. Once all hiring documentation is received by Human Resources-Payroll, the student is paid a stipend every two weeks.

**Non-Degree Students**

Students classified as non-degree are not eligible for student employment unless the student is taking pre-requisites for a graduate program or is enrolled in the teacher certification program. Eligibility is determined by the Office Scholarships and Financial Aid.
SUMMER EMPLOYMENT

Federal Work Study (FWS)

Availability of FWS funds for summer will be determined each spring. If funding is available, students seeking FWS:

• Must have current FAFSA on file
• Must have a positive financial need for summer
• May work up to 29 hours while classes are in session
• May receive a FWS offer up to $1,000.00, based on eligibility

FWS will be offered to eligible students as part of their summer financial aid awards.

Student Wage (SW)

Students working SW during the summer are not required to be enrolled. However, they must be enrolled in the upcoming fall semester. Students who are not enrolled in the upcoming fall semester (due to graduation or other reasons) need to be terminated from their SW position and hired as a part-time temporary employee through the ePAR form. Information regarding hiring temporary employees can be found at http://hr.nau.edu.
COMPENSATION

Federal Work Study Allocation

Students earning FWS wages must not go over the allocation awarded by the OSFA. Departments/agencies allowing students to exceed those allocations are required to pay 100 percent of excess earnings out of departmental agency funds.

Eligibility to work under the FWS program is not transferable from one student to another. Unused portions of a student's award/allocation will lapse at the conclusion of the award period.

A student’s FWS allocation may be increased if he/she has additional need. FWS student employee supervisors may contact the FWS program coordinator in the OSFA or email student.employment@nau.edu to review a student’s eligibility and availability of additional FWS funds.

A student’s FWS allocation may be reduced if he/she has received an increase in another form of aid such as scholarships, grants, need-based loans or has a change in residency.

Timesheets

All departments/agencies/organizations are responsible for maintaining timesheets for all student employees. On campus departments are responsible for entering students’ time via PeopleSoft. Off campus employers must submit timesheets to the OFSA to ensure timely processing of student employment payroll.

Timesheets are available at http://hr.nau.edu under the Forms link.

Wage Rates

All student employees must be paid at least the state hour minimum hourly rate. All students will be paid an hourly wage rate as defined by each individual department/agency/organization.

- Please view the wage rate structure guideline in Appendix A. THIS IS GUIDELINE ONLY. Specific departments/agencies determine their wage rate structures.

Work Schedules

The weekly hours of employment for FWS student employees is recommended not to exceed 20 when classes are in session. The weekly hours of employment for SW student employees is recommended not to exceed 30 hours a week when classes are in session. The OSFA monitors weekly hours for all student employees, including SW. An e-mail will be sent from the OSFA every two weeks to those FWS students who have exceeded 20 hours in a week, and students working SW who have exceeded 30 hours in a week. International students may never work more than 20 hours per week during periods of enrollment. During summer and vacation periods, international students may work 40 hours per week. In addition, per NAU Human Resources rules, student employees must not average more than 29 hours of work per week over a period of one year. Students are expected to work the agreed upon hours and satisfy all reasonable requirements of the employer with regard to performance and behavior standards of the position. The student should notify the employer in advance if unable to work an assigned shift.
**Breaks**

Students working a four-hour shift should be given a paid 15-minute break half way through the period. A six-hour shift should have a half-hour lunch, which is not paid after four hours of work. A full eight-hour shift should have two 15-minute breaks, which are paid, and at least a half-hour lunch, which is not paid.

**Paychecks**

Paychecks are issued by Human Resources bi-weekly.

- Payroll schedule [http://hr.nau.edu/payroll](http://hr.nau.edu/payroll)

It is strongly recommended that student employees complete Direct Deposit via their LOUIE account. They will need their bank’s routing number and account number.

Student employees who have not set up direct deposit will have their checks mailed to them at their designated mailing address. Updates to their mailing address and to view their paycheck data may be accessible via their LOUIE account.
BENEFITS AND LEAVES

Unemployment Compensation

Student employment positions are not considered permanent employment, therefore, are not eligible for unemployment compensation benefits upon discontinuation of employment.

Worker’s Compensation

Worker’s Compensation covers expenses for medical care and certain benefits for loss of pay resulting from injuries or disabilities incurred on the job. Student employees are covered by Worker’s Compensation Insurance for on-the-job injuries. Supervisors must be informed as soon as possible about on the job injuries. All accidents/injuries that cause an employee to miss work must be reported to Risk Management and Safety Services by means of the Supervisor's Report of Industrial Injury (SRI) form. For further and more detailed information please see the Human Resources website http://hr.nau.edu/

Leaves

Student employees are not eligible to receive paid vacation, sick leave, holiday leave, life or medical insurance programs, retirement benefits, or payment for hours worked due to an official University closure.
EMPLOYEE RELATIONS

Evaluations
All newly hired student employees should be placed on a 30 days probation period. Student employees are to receive periodic performance reviews from their supervisors. A written review is used to document performance and should include accomplishments as well as areas for improvement. Copies of this review should be distributed to the student with a copy placed in the department file. Annual review or exit evaluations should be given upon the completion of the student’s work experience.

☐ Please view Student Employee Evaluation Template in Appendix B. THIS IS AN EXAMPLE ONLY. Specific departments/agencies determine the specific probation periods and performance reviews.

Merit Increases
Student employees who have performed their jobs well should be given merit increases at appropriate intervals in addition to any increases warranted for seniority/time on the job. Departments/agencies determine the amount and timing of merit increases. It is recommended that merit increases be given annually. Please refer to the pay wage template for examples of pay increases. THIS IS AN EXAMPLE ONLY.

Drug Free Workplace
Northern Arizona University is committed to providing a healthy educational environment, consistent with the University policies and free from unlawful acts. NAU must certify compliance with The Drug-Free Workplace Act, The Safe and Drug-Free Schools and Communities Act, and the Drug and Alcohol Abuse Prevention Regulations. As a condition of employment with the University, student employees must abide by the terms of these rules and report to the University any convictions under a criminal drug statute for conduct in the workplace no later than five (5) days after the conviction. Please view the Human Resources page at http://hr.nau.edu/node/2602.

Safe Working and Learning Environment Policy
Please refer to the Human Resources Policy Manual, Policy 5.16 at the following link:

DISCIPLINARY ACTION

Warning Notice
Disciplinary action is a constructive means of dealing with unacceptable behavior or performance deficiencies on the part of a student employee. The supervisor should meet with the student employee about any aspects of work performance that fails to meet standards and provide an opportunity for improvement. Supervisors are strongly encouraged to use progressive discipline to assist and encourage an employee to correct his/her conduct and to achieve satisfactory work performance. Progressive discipline includes the following:

- Verbal warning: discuss the problem and desired resolution with the student employee. Written warning: written documents signed by student employee and supervisor used to document failed performance and timely desired resolution. Includes language regarding the possibility of termination if corrective action is not taken.
- Termination Notice: written document used to formally inform student of their termination.
Terminations

Student employees may be terminated under a variety of circumstances and as deemed necessary by the supervisor.

- **Voluntary Termination**: A student employee may resign from their position. Resignations should be submitted in writing to the supervisor, no less than two weeks prior to the date of termination.

- **Administrative/Layoff**: A student employee may be laid off for reasons other than unsatisfactory performance or behavior within their job. A student’s dismissal may be the result of the lack of departmental funding. For example, the student has used their entire FWS allocation and department is not in a financial position to transfer student to SW. Student employees in this situation or any other layoff circumstance should be given, in writing, at least two weeks’ notice that they are being laid off.

- **Involuntary Termination**: Student employees may be terminated from their position if they:
  - Do not possess the qualifications, skills, and ability to meet the requirements of his/her job
  - Do not adhere to the office policies concerning work schedule, excessive absences, tardiness and failure to adhere to dress requirements
  - Student walks off of the job
  - Absences exceed three consecutive days (or as department defines)
  - Student fails to return to work following the end of a personal leave of absence/vacation *In addition, supervisors have the right to terminate student employees for insubordination or any other justifiable cause. Upon termination, the supervisor is required to notify HR-Payroll.

Grievance Procedures

The grievance procedure for student employees is considered an informal procedure. The following steps are recommended:

- **Step 1**: The student employee must present his/her grievance in writing to the immediate supervisor who shall conduct a review and render a decision in writing. The employee may bypass the supervisor when the grievance involves allegations of sexual, racial, or other prohibitive harassment by that supervisor. (These allegations should be referred to Affirmative Action [http://nau.edu/affirmative-action/]. The grievance shall state the nature of the complaint and the relief, which the employee requests that the University provide him/her. *The employee must file his/her grievance within two weeks after the event has occurred. The supervisor must issue his/her written decision to the employee within two weeks after receiving the written grievance from the employee.* The date on these written documents will be used to verify the two-week period and will be necessary for the next step.

- **Step 2**: The student employee may present a copy of his/her grievance to the Department Head, Chair or Director/Vice President and should also notify the immediate supervisor of his/her action. This action should occur within one week of the decision reached in Step 1. If the Department Head, Chair or Director/Vice President determines that the matter is not considered grievable his/her decision shall be final and the grievance shall be dismissed.

CONTACT INFORMATION

Northern Arizona University
Office of Scholarships and Financial Aid
PO Box 4108
Flagstaff, AZ 86011
E-mail: student.employment@nau.edu

We are located on the 2nd floor of the Gammage Administration Building
Federal Work Study Program Coordinator
Tammy Jones, Financial Aid Advisor
Office of Scholarships and Financial Aid
928-523-4533
Tammy.Jones@nau.edu
APPENDIX A

Pay Levels:

Arizona minimum wage information: http://www.dol.gov/whd/minwage/america.htm#Arizona

EXAMPLE ONLY  Specific Departments/Agencies must pay at least the current minimum wage and may
determine all other pay levels

- **Level I** — Pay Range (Minimum Wage to $8.05)
- **Level II** — Pay Range ($8.05 to $8.50)
- **Level III** — Pay Range ($8.50 to $9.00)
- **Level IV** — Pay Range ($9.00 to $9.50)
- **Level V** — Pay Range ($9.50 to *** to be determined case by case)

It is up to the each department/agency to determine a pay rate that falls within the appropriate range;
however, it is recommended to start at the lower end of the appropriate pay level so as to leave room for pay
increases when warranted.

Departments/agencies determine the criteria of pay increases and the timing of increases.

EXAMPLE OF A PAY LEVEL STRUCTURE:

**Level I - No Experience**

Pay Range: Minimum Wage – $8.05/hour

<table>
<thead>
<tr>
<th>Job Duties</th>
<th>Required Experience</th>
<th>Skill Level</th>
<th>Supervision</th>
</tr>
</thead>
<tbody>
<tr>
<td>General routine work involving simple to moderate levels of difficulty</td>
<td>Little or no previous education/experience necessary and requires training in routine procedures</td>
<td>Few or no special skills necessary</td>
<td>Closely supervised and uses little independent judgment or initiative. No supervision of other student employees</td>
</tr>
</tbody>
</table>

Example:

**Front Counter Student Worker**: Responsible for the overall operations involved with working the financial aid front counter by answering phones and assisting walk-ins. Various clerical duties will also be performed including multi-function phones, filing, faxes, copier, typing, etc.

**Level II - 1-2 Years Experience**

(2-4 Semesters)

Pay Range: $8.05 to $8.50/hour

<table>
<thead>
<tr>
<th>Job Duties</th>
<th>Required Experience</th>
<th>Skill Level</th>
<th>Supervision</th>
</tr>
</thead>
</table>
**Performs moderately difficult tasks**

- Works within general guidelines including written or verbal direction

<table>
<thead>
<tr>
<th>Requires moderate level of related education/work experience required (minimum one semester)</th>
</tr>
</thead>
</table>

**Related Skills**

- Knowledge and skills to perform independently with limited training

- Limited supervision

- Uses independent judgment and initiative

- No supervisory duties

**Example:**

**Peer Trainees:** Students must have prior experience that provides familiarity with processes and procedures utilized in financial aid applications. Applicants should be capable of performing multiple tasks and be able to work independently to complete projects on time and with provided resources.

**Level III - 1-3 Years Experience.**

(2-6 Semesters)

**Pay Range: $8.50 to $9.00/hour**

<table>
<thead>
<tr>
<th>Job Duties</th>
<th>Required Experience</th>
<th>Skill Level</th>
<th>Supervision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performs tasks involving a high level of difficulty and complexity</td>
<td>High level of previous experience required (minimum of two semesters or equivalent)</td>
<td>High level of related skills</td>
<td>Performs independently with minimal supervision</td>
</tr>
<tr>
<td>Duties which may be technical in nature</td>
<td></td>
<td>Possesses knowledge and abilities to perform duties with little/no training</td>
<td>Exercises independent judgment and initiative</td>
</tr>
<tr>
<td>Must demonstrate good independent judgment and decision making ability</td>
<td></td>
<td>Prioritizes and performs multiple tasks with attention to detail</td>
<td>May require supervisory duties over some student employees</td>
</tr>
</tbody>
</table>

**Example:**

**Peer:** Student’s duties include supervising other student workers and completing tasks as assigned. Able to answer questions and assist in helping students, parents, and other parties making inquiries.

- Proven customer service skills
- Ability to maintain confidentiality
- Excellent interpersonal and oral communication skills.
- High willingness to take ‘initiative’
- Assist with projects as needed to meet department needs.
- Develop and facilitate workshops and training sessions with student workers

Process Emails, DES and Enrollment Deposit Deferrals
Level IV - 2-4 Years Experience.

(4+ Semesters)

Pay Range: $9.00 to $9.50/hour

<table>
<thead>
<tr>
<th>Job Duties</th>
<th>Required Experience</th>
<th>Skill Level</th>
<th>Supervision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform highly skilled duties with considerable internal/external knowledge</td>
<td>Substantial previous work or educational experience</td>
<td>Skilled and knowledgeable in all required duties</td>
<td>Performs independently with minimal supervision</td>
</tr>
<tr>
<td>Must exercise independent judgment and perform self-decided tasks</td>
<td>Typically an undergraduate with exceptional skill or experience in a particular field</td>
<td>Performs duties independently with minimal job training</td>
<td>Exercises independent judgment and initiative</td>
</tr>
<tr>
<td>Responsible for developing, coordinating, and implementing assigned projects</td>
<td></td>
<td>Prioritizes and performs multiple tasks with great attention to detail</td>
<td>May require supervision, training, and evaluation or other student employees</td>
</tr>
<tr>
<td>Personal accountability similar to faculty/staff or administrative positions</td>
<td></td>
<td></td>
<td>Instruction and evaluation of student progress may be involved</td>
</tr>
</tbody>
</table>

Example:

Peer Sr.: All duties and tasks as assigned.

- Able to complete all peer tasks.
- Supervision of student peers.
- Process change-sheets
- Process Front Counter Payroll / Timesheet Reviews.
- Processes Time-Off Requests and coordinate student scheduling with Supervisor.
- Coordinates with Front Counter Supervisor on training and disciplinary items.
- Other duties as assigned.

Level V - 3-4 Years Experience.

Pay Range: $9.50/hour +

As defined by request for such pay rate and/or determined by supervisor.
Student Employee Evaluation

_______________________________
Name of Employee

________________________
Date

_______________________________
Name of Evaluator

Timeliness

☐ Does the employee consistently show up for work on time?

1  2  3  4  5
Needs Improvement  Adequate Performance  Exceeds Expectations

☐ Does the employee often call in late or not show?

1  2  3  4  5
Needs Improvement  Adequate Performance  Exceeds Expectations

☐ Does the employee ask for a lot of time off?

1  2  3  4  5
Needs Improvement  Adequate Performance  Exceeds Expectations

☐ Does the employee offer to work extra hours when needed?

1  2  3  4  5
Customer service

☐ Does the employee treat the customer with equality, in a polite manner, and take the necessary steps to answer the customer’s question?

1 2 3 4 5
Needs Improvement  Adequate Performance  Exceeds Expectations

☐ Does the employee create a friendly environment?

1 2 3 4 5
Needs Improvement  Adequate Performance  Exceeds Expectations

☐ Does the employee seem approachable?

1 2 3 4 5
Needs Improvement  Adequate Performance  Exceeds Expectations

Accuracy of information

☐ Does the employee give accurate, up-to-date information?

1 2 3 4 5
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☐ Is it evident that the employee continually implements information from emails, staff meetings, and other notifications?

1 2 3 4 5
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☐ Does the employee utilize available resources?
Teamwork

☐ Does the employee work well with his/her coworkers?

Needs Improvement 2 3 4 5 Adequate Performance Exceeds Expectations

☐ Does the employee ask for help when necessary?

Needs Improvement 2 3 4 5 Adequate Performance Exceeds Expectations

☐ Does the employee provide any mentoring skills to fellow coworkers?

Needs Improvement 2 3 4 5 Adequate Performance Exceeds Expectations

☐ Does the employee keep an eye on office-workings to determine if someone else may need help (e.g., logging in faxes, jumping on queue, etc.)?

Needs Improvement 2 3 4 5 Adequate Performance Exceeds Expectations

Initiative

☐ Does the employee ask for additional responsibilities?

Needs Improvement 2 3 4 5 Adequate Performance Exceeds Expectations

☐ Does the employee complete projects without being asked?
Is the employee self motivated, or does s/he require the direction of a peer counselor or supervisor?

Conscientiousness

Does the student complete work given?

What level of quality does the employee’s work have?

What is the accuracy and detail of the work?

What level of response do coordinators and supervisors receive from the student?

Does the employee listen to student/parent and respond accordingly?