



CONCORD *U*
CAREER SERVICES



STUDENT EMPLOYMENT HANDBOOK FOR SUPERVISORS

Concord University
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CONCORD *U*

Introduction	Error! Bookmark not defined.
Supervisor Resources	4
Is a Student Employee Right for your Position?	4
How to Post a Student Employee Position	4
How to Hire a Student Employee	4
What is Federal Work-Study?	5
Who Is Eligible for Work-Study?	5
What are State Funds?	Error! Bookmark not defined. 5
Who Is Eligible for State Funds?	Error! Bookmark not defined. 5
What is a Graduate Assistant Position?	Error! Bookmark not defined.
How to Manage a Student Employee	6
Payment and Recording Time	6
Clocking In and Out	6
Performance Management	6
On-Campus Student employee Permissible Work Hours	7
Additional Employment	7
One Federal Work-Study Assignment Rule	7
International Students	7
Working During Scheduled Class Time Prohibited	8
Holidays and University Closures	8
Winter Break and Summer Employment	8
Last Day of Employment	8
Workday Breaks	8
To Release or Terminate a Student Employee	8
Exceeding FWS Award Amounts	10

Financial Aid Awards and FWS Revisions	10
Workplace Standards	Error! Bookmark not defined.
Attendance Expectations	120
Special Considerations	120
Consequences of Excessive Absences	120
Communication and Reporting	120
Flexibility and Support	12
Drug-Free Workplace	12
Tobacco Policy	12
Prohibitions	12
Background Checks	12
Other Certifications	12
Student Employee Rights and Responsibilities	12
Injuries	12
Misuse of Computing and Telecommunications Resources	13
Schedule/Duties	13
Personal Appearance	13
Use of Vehicles	13
University Property	14
Work Ethics and Confidential Information	14
Sexual Harassment Policy Commitment	14
Workplace Violence	14
Solicitation	Error! Bookmark not defined. 13

INTRODUCTION

Many students use student employment to offset institutional costs associated with their financial need while in college. Overall, it has been shown that working as a student has an overall positive impact on the college experience and student success.

Concord University is an Equal Opportunity/Affirmative Action Institution. The university does not discriminate based on race, sex, age, disability, veteran status, religion, sexual orientation, color, or national origin in the administration of any of its educational programs, activities, or with respect to admission or employment. Faculty, staff, students, and applicants are protected from retaliation for filing complaints or assisting in an investigation under the University's Equal Opportunity Policy/Affirmative Action Plan.

Supervisor Resources

Is a Student Employee Right for your Position?

- Student employees can be valuable members of your unit, but because student employees are students first and employees second, they may not be right for every position.
- A student employee is not permitted to use work responsibilities as an excuse to miss class assignments, show up late to class, or miss class entirely. If you are considering hiring a student employee, please keep this in mind.
- Consider whether the operational needs of your department could support the student employee having to take time off or leave a few minutes early due to these educational responsibilities.
- Student employees should not be hired in lieu of a full-time employee.
- Be mindful that many student employees will have limited workplace experience and try to use their employment as part of the overall learning experience at the University.

How to Post a Student Employee Position

- Supervisors are **required** to have their student employment opportunity posted in Handshake. Handshake does not require an account to do so. Simply fill out the Student Employment Request Form [Reach out to [careerservices@concord.edu]]. You can find more information about Federal Work Study here: <https://www.concord.edu/financial-aid/federal-work-study>
- Once your job has been posted to Handshake, the point of contact for applications will receive an email each time a student applies with the required documents attached and/or the supervisor can receive an email summary of all applicants once the job expires with request from Career Services.
- Typically, off campus positions require a resume, and to better prepare our students every student employment position requires that a resume be uploaded when applying.

How to Hire a Student Employee

As the supervisor, you will review prospective applicants and reach out to candidates directly to set up an in-person or phone interview.

To hire a student employee, you will need to:

1. Complete the training by reading this manual.
2. To begin the process of hiring a student employee, complete the Student Employment Request Form. [Reach out to [careerservices@concord.edu]]
3. Once the position is approved it will be posted in Handshake and be available for students to apply. You will receive emails with their resume and application information, unless otherwise selected.

4. Once you have selected the employee you would like to hire, you will notify them to go to Payroll and fill out the provided paperwork, unless the paperwork has already been completed.
5. Once the paperwork has been completed an email will be sent to you, the supervisor, with the approval of the employee. The email will include the available start date and available monetary amount.
6. You **MUST** receive the onboarding email before the student may begin working. Once you have received the official onboarding email, work with the student to determine their first day of work and their schedule for the semester. Remember, their first day of work must be on or after the official “Start Date” from the onboarding email.
7. At the end of each semester, supervisors should evaluate their student employees. Surveys will be sent out by Career Services for the student and the supervisor to complete.

What is Federal Work Study?

Federal Work Study, also referred to as FWS, is one of the major federal student financial aid programs authorized under Title IV of the Higher Education Act. It is designed to provide part-time employment to students who have established financial need according to federal guidelines. The federal government pays a percentage of the student's salary; the University or off-campus employer pays the remainder. The primary goal of the Federal Work Study Program is to provide students with the opportunity to gain valuable work experience and offset some of their educational costs.

The work a student performs must be in the public interest either on campus or off campus with Community Partners, job responsibilities that cannot promote religious doctrine or involve political lobbying, and the student may not replace or fill a permanent staff position. FWS jobs range from basic service positions to highly technical lab or computer positions. Many students seek a position related to their career objective. Others seek positions that offer skill development. In either case, the FWS Program is intended to provide a balance between the interests of the student and the needs of the hiring department or agency.

Who Is Eligible for Work Study?

To be eligible for FWS funds, a student must:

- Be determined eligible and be awarded, FWS allocation
- Students must complete the application process by filing a Free Application for Federal Student Aid (FAFSA) and meet the March 1 priority filing deadline
- Complete a FAFSA each year
- Be a regularly admitted student
- Be a US citizen, US National, or Permanent US Resident
- Be enrolled for each semester they are employed. Exceptions granted for not enrolled students or students enrolled half-time or less-than half-time when they are working in the summer
- Maintain Satisfactory Academic Progress (SAP) for financial aid eligibility; for more information, please visit <https://www.concord.edu/financial-aid/satisfactory-academic-progress>.

What are State Funds?

Students who are not awarded work study as part of their financial aid award package. Wages are funded by institutional funds and are allocated to departments. Students do not need to show financial need to work in these jobs nor be a U.S. citizen.

What is a Graduate Assistant Position?

These positions are available to graduate students. Please reference the Graduate Assistant Manual for more information.

How to Manage a Student Employee

As a supervisor of a student employee, it is important to understand that ultimately the student employee should determine how many hours per week they feel comfortable working and report that to you. Student employees are students first, and it is important they consider how much time they will need to dedicate to their studies. Student employees are advised not to allow their work schedule to negatively impact their academic success.

Payment and Recording Time

Student employees are paid every other Friday. The University is required by law to make deductions from paychecks for federal and state income taxes, and Social Security. Failure to log in correctly or the falsification of time records can result in disciplinary including termination and repayment of funds for time not worked.

Clocking-In and Out

For On campus positions, student employees will clock in and out of any on-campus job a Kronos time clock. For more information speak go to <https://www.concord.edu/about/important-offices-and-centers/business-office/payroll>

Performance Management

Managing a student employee's performance is an important part of a supervisor's responsibilities. Your response to a student employee either violating workplace rules or performing below expectations should depend on the severity of the infraction. Additionally, workplace rules and expectations should be clearly communicated to the student employee at the commencement of their employment.

When a student employee is not meeting expected and previously communicated performance standards, supervisors are encouraged to implement a process called progressive discipline. Progressive discipline is meant to let a student employee know that there is a performance problem or that an opportunity for improvement exists. The process features increasingly formal efforts to provide feedback to the student employee to correct the problem.

These efforts can range from verbal conversations and written warnings to termination. The goal of progressive discipline is not to punish an employee, but rather to improve employee performance and assist employees in overcoming workplace difficulties. Progressive discipline is most successful when it assists an individual to become an effectively performing member of the organization. Common issues requiring performance management and disciplinary action include, but are not limited to, unexcused tardiness, inappropriate behavior, sleeping, absenteeism, or failure to properly perform assigned duties and tasks.

EMPLOYMENT POLICIES

On Campus Student Employee Permissible Work Hours

On campus student employees will work with their supervisor to establish a feasible work schedule. Student employees can work from one up to 20 hours per week on a semesterly basis throughout the fall and spring semesters. There are some exceptions where student employees can work up to 29 hours per week. Student days off, such as spring break, are days the university itself is not officially closed for a university holiday.

As a supervisor of a student employee, it is important to understand that ultimately the student employee should determine how many hours per week they feel comfortable working and report that to you. Student employees are students first, and it is important they consider how much time they will need to dedicate to their studies. Student employees are advised not to allow their work schedule to negatively impact their academic success.

Regardless of the number of hours worked, student employees are not considered benefit eligible by the university and thus are not entitled to the university's benefit offerings including, but not limited to, health insurance, life insurance, and retirement plans. Student employees are at-will employees and may resign their position at any time. The university requests that student employees provide at least two weeks' notice prior to the student employee's final date of employment.

Additional Employment

When a student holds more than one university job at a time, the total hours worked across all hourly student positions cannot exceed the 20 hours per week during the spring and fall semesters while enrolled in classes, and cannot exceed 29 hours per week during breaks and summer in which the student is not enrolled in classes.

One Federal Work Study Assignment Rule

Students may only be employed in one FWS position at any given time. Students may choose to change positions. However, the student should be discouraged from making more than one position change during the academic year. Student Financial Services may limit the number of position-changes a student may pursue.

International Students

On-campus employment is work that F-1 or J-1 students whose status is Active in SEVIS may apply for. On-campus employment is specific to work that takes place on campus or at an off-campus location that is educationally affiliated with the school. Examples of on-campus employment include working at the university bookstore or cafeteria.

Active F-1 or J-1 students may apply for on-campus employment up to 30 days before the start of classes. To apply, talk to the staff of the International Center. If approved, they will provide you with a letter of approval. Take this letter and a letter of approval from your employer to apply for a Social Security Number (SSN). All students who wish to work must apply for a Social Security Number.

If you participate in on-campus employment, you may not work more than 20 hours per week when school is in session.

International students do not qualify for Work Study paid positions. They can only be paid by State funded positions.

For questions regarding the employment of international students, contact the Multicultural Affairs and Disabilities Services.

Working During Scheduled Class Time Prohibited

In general, students are not permitted to work in FWS positions during scheduled class times. Exceptions are permitted if an individual class is cancelled, if the instructor has excused the student from attending for a particular day, and if the student is receiving credit for employment in an internship, externship, or community work-study experience. Any such exemptions must be documented.

Holidays and University Closures

Student employees may be required to work during university holidays (found on the [Holiday Schedule](#)) or when the university is closed. You must make clear in the job posting that the position may include a request to work on university holidays, and you may not take disciplinary action against a student employee for refusing to do so if they provide you with two weeks' notice prior to the holiday that they are not available to work. University closures include emergency closures such as snow days when classes are canceled, and university employees (except for emergency/essential personnel) are told not to report to work.

Winter Break and Summer Employment

If the student is enrolled in the upcoming fall semester, they may work in the summer without being enrolled in summer classes. Students enrolled in six or more credit hours during the summer must adhere to working 20 hours.

In the summer, full-time student employees who are not enrolled or are enrolled halftime or less (three credits or less for graduate students, 6 credits or less for undergraduate students in the summer semester only) can work up to 29 hours per week.

Last Day of Employment

The last day of employment during the academic year is the last day of spring exams. Please visit the <https://www.concord.edu/academics/academic-calendars> or the university's current academic calendar.

Workday Breaks

When working a consecutive four-hour period, student employees must receive a 15 minute break with pay. If they are working a six to eight-hour period, student employees are entitled to two 15-minute breaks with pay and no less than a 30-minute lunch break without pay. Paid breaks may not be taken at the beginning or end of the work period and are not cumulative. Breaks should also be taken at times when the student employee's absence will not place an undue burden on the department.

Addressing Performance and Conduct Issues

Supervisors are responsible for addressing performance or conduct issues promptly and fairly. Concerns such as repeated tardiness, poor attitude, failure to complete assignments, or unprofessional behavior must be managed through a consistent process. The goal is not punishment, but improvement and professional development.

Identification and Documentation

- Supervisors should observe and define the behavior clearly (e.g., repeated lateness, inappropriate comments, failure to follow instructions).

- Record the date, time, and description of the incident in a confidential supervisor log.
- Focus on observable actions and outcomes rather than personal judgments.

Initial Conversation

- Meet with the student privately as soon as possible.
- Clearly describe the concern and explain its impact.
- Allow the student the opportunity to respond.
- Work together to clarify expectations and establish steps for improvement.

Verbal Counseling

- Used for first-time or minor issues.
- Supervisor communicates what needs to change, why it matters, and sets a clear timeline for improvement.
- The conversation should be documented informally in the supervisor's records.

Written Warning

- If the issue persists, a formal written warning should be issued.
- The warning must include:
 - Summary of the concern
 - Actions previously taken (e.g., verbal counseling)
 - Expectations for improvement and timeline
 - Potential consequences if improvement does not occur
- Both the supervisor and student should sign the written warning. A copy must be kept on file and shared with Career Services.

Final Review or Termination

- If no improvement occurs after a written warning, supervisors may request termination in consultation with Career Services and/or Human Resources, as appropriate.

Record Keeping

- Supervisors are required to maintain a confidential performance log including:
 - Dates and times of incidents
 - Notes on verbal and written warnings
 - Improvement plans or follow-up actions
- Documentation ensures fairness, accountability, and consistency across all departments.

Supervisor Guidelines

- Address concerns promptly and privately.
- Be specific by citing behaviors and examples.
- Remain professional and respectful, focusing on growth and solutions.
- Apply policies consistently to all student employees.

To Release or Terminate a Student Employee

Please complete the Termination/Release form.

Here are reasons to release or terminate a student employee:

- If a student is no longer working for you or your department.
- Grounds for termination can include excessive tardiness, inappropriate behavior, sleeping on the job, absenteeism, or failure to properly perform assigned duties and tasks.

- If a student is recording time fraudulently, the student should be immediately terminated and referred to the Office of Student Conduct for further disciplinary action.

Exceeding FWS Award Amounts

A FWS student cannot earn more than their initial FWS allocation. Supervisors and students are notified of the FWS award offer at the time of hiring. Changes to their financial aid package will be emailed to them and they are responsible for checking for changes.

It is the student's and the supervisor's responsibility to maintain a record of the student's total gross earnings. The student must stop working once their full allotment has been earned. Any earnings above the student's eligible award amount will result in a charge to the employing department/agency. If a student has additional eligibility for Federal Work study funds and if funds are available, the award may be increased.

Supervisors and students can monitor their hours in Oasis.

Financial Aid Awards and FWS Revisions

A student's work study allotment may be revised at any time during the academic year to compensate for other types of aid or a change in aid eligibility. Student Financial Services will issue a revised award notification to the student and send a notice to his/her supervisor regarding the change. If current earnings exceed the student's current earnings, any overages are the responsibility of the department/agency.

WORKPLACE STANDARDS

Attendance Expectations:

Student workers are expected to adhere to the following attendance guidelines:

- **Maximum Allowed Absences:** They are allowed up to four (4) call-ins per semester. This includes any absences due to illness, personal matters, or emergencies (e.g., sickness, family emergency, etc.).
 - o Each call-in should be made at least 24 hours in advance if possible. In case of an emergency, they should notify the supervisor as soon as possible.
 - o If they need time off for a long-term illness (e.g., multiple days due to a serious illness), a doctor's note may be required. Such absences will count as one (1) call-in, regardless of the number of days missed.
- **Unnotified Absences:** They are allowed one (1) unnotified absence per semester (e.g., missing a shift without informing your supervisor). After the first unnotified absence, further unnotified absences may result in disciplinary action or termination of their position.
- **No-Call, No-Show:** Failing to report an absence or not showing up for a scheduled shift without prior notice may result in immediate disciplinary action, up to and including termination of employment, depending on the situation.

Special Considerations:

- **Medical Emergencies:** If they experience an illness or medical emergency that prevents them from attending work, they need to contact their supervisor as soon as possible. For extended illnesses (e.g., hospitalization, significant injury), a doctor's note may be required to excuse additional absences.
 - o **Extended Illness:** If they are unable to attend work for more than a few days due to a serious illness, they must submit a doctor's note to your supervisor. Extended illness will count as only one (1) call-in, even if it spans multiple days.
- **Scheduled Time Off:** If they know they need time off for a planned event (e.g., personal or academic commitments), they are responsible for submitting a request for time off as early as possible. This will help ensure proper scheduling.

Consequences of Excessive Absences:

- **After 3 Call-Ins:** If they reach three call-ins in one semester, a meeting with their supervisor will be scheduled to review your attendance and assess your ability to meet work expectations. It's important to address any ongoing challenges to ensure success in your position.
- **After 4 Call-Ins:** If they exceed four call-ins in one semester, their employment will be reviewed and could result in a reassignment or termination of your position based on attendance and job performance.

Communication and Reporting:

- **How to Report an Absence:** Notify the supervisor of an absence as soon as possible via email, phone, or text (according to your department's preferred communication method).

- Documentation: If the absence is due to illness or another serious matter, a doctor's note or other relevant documentation may be requested to verify the absence.

Flexibility and Support:

We understand that life as a student can be unpredictable, and we are committed to being flexible and supportive. If they are facing challenges that might affect their attendance or work schedule (personal difficulties, academic stress), they need to reach out to their supervisor early to discuss possible accommodations.

By adhering to this attendance policy, this will help ensure that we maintain a smooth, professional, and effective workplace. We appreciate their commitment and dedication, and we are here to support their success.

Drug-Free Workplace

All employees of Concord University, including faculty, classified and non-classified staff, administrators, and student employees, must comply with the Drug-Free Workplace Act of 1988 (Public Law 100-690 Title V, Subtitle D, 41 U.S.C. 701 et. Seq.)

Tobacco Policy

Tobacco or other similar products such as vaping devices are prohibited on all campuses and/or Concord University grounds. Smoking is also prohibited in any motor vehicle owned, leased, or otherwise operated by Concord University.

Prohibitions

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace. Reporting to work under the influence of a controlled substance is also prohibited.

Background Checks

Background checks may be required by various on-campus departments before final employment.

Other Certifications

Other job certifications and training may be required specifically for the job. They may include, but are not limited to; Food Handling, Cash Handling, Lifeguard, First Aid, CPR, HIPAA, and FERPA.

Student Employee Rights and Responsibilities

Student employees are required to behave in a civil, professional manner, to treat others with respect, to comply with state and federal laws and regulations related to individual rights, business operations, and procedures, health and safety, conflict of interest, and to comply with university regulations, rules, and policies and procedures. Student employees are entitled to be treated with respect and dignity by supervisors and other employees.

Injuries

Every student employee is covered during working hours by Workers Compensation for work-related injury/illness. It is imperative that the employee immediately report any job-related accident or illness to his/her supervisor. If a student employee is injured while on the job, the student and supervisor should contact Concord University Human Resources at 304-384- 6217. If the student does not seek medical treatment, they cannot make a Workers Compensation claim. All injuries, no matter how trivial, should be reported immediately. Questions regarding Workers Compensation should be directed to Concord University Human Resources.

Misuse of Computing and Telecommunications Resources

Student employees should be instructed as to the appropriate use of the following:

- Concord University campus network
- Concord University telecommunications and telephone systems
- University-owned microcomputers and printers.
- University-owned software.
- Email
- Computer or communications equipment, data, or programs owned, leased, or otherwise provided by Concord University are authorized for administrative and academic purposes.

The following is specifically prohibited:

- Disruption or interference with the normal use of computers or communications- related equipment, data, or programs of individuals, or the University
- Unethical, unauthorized, illegal, or other improper use of this equipment, data, or programs.
- Attempts to breach security in any manner.
- Use of a computer account or network access for other than the purpose for which assigned.
- Unauthorized copying or unauthorized use of computer software.

The Concord University campus e mail system is a service provided to faculty, staff, and students for official university business only; it is not to be used for personal gain, political, religious, or special interest purposes.

Schedule/Duties

As the supervisor, it is your responsibility to ensure that the student employee understands the general workplace procedures and schedule and is trained to complete their specific assignment.

If you would like help creating an office manual for student employment please reach out to Career Services.

Personal Appearance

As representatives of Concord University, they are always expected to present a neat and clean appearance while working on behalf of the University. The default expectation is set to business casual. This can be altered at the discretion of the supervisor for the position, but is still beholden to the oversight of the university.

Business Casual Dress is defined as follows:

- **Casual Shirts:** All shirts with collars, business casual crewneck or V-neck shirts, blouses, golf and polo shirts. Examples of inappropriate shirts include T-shirts, shirts with inappropriate slogans or graphics, tank tops, muscle shirts, camouflage, crop tops, and overly casual or revealing blouses or tops.
- **Pants/Skirts:** Casual slacks and trousers, jeans without holes, frays, etc., and knee-length or longer skirts. Examples of inappropriate pants include shorts, camouflage, skirts that are too short or too tight, and pants worn below the waist or hipline.
- **Footwear:** Casual slip on or tie shoes, dress sandals, clean athletic shoes, and appropriate flats or low heels. Examples of inappropriate footwear include flip-flops, construction, or hunting boots.

Use of Vehicles

Student employees required to operate a university vehicle must possess a valid driver's license, have a good driving record, and must be authorized by the immediate supervisor and take the state driver's training.

Student employees are prohibited from using their own personal vehicle while on the clock.

University Property

University programs, personnel, time, titles, and property, including equipment, systems, vehicles, information, supplies, and office space are to be used in conducting authorized business of the university. Use of such for personal benefit or gain may be grounds for disciplinary action. Keys issued to students are to be for work-related reasons. When employment ends, students must return any keys they may have been issued.

Work Ethics and Confidential Information

While at work, student employees may learn confidential information about business, other students, parents of students, or other university personnel. This information is strictly confidential and should not be discussed with others except within the scope of carrying out their university duties. You should ensure student employees are aware of this obligation, and you may ask a student employee to sign a confidentiality agreement if the information is particularly sensitive.

Sexual Harassment Policy Commitment

Concord University is committed to providing its faculty, staff, and students with a work and educational environment free from all forms of sexual harassment. Therefore, sexual harassment, in any manner or form, is a violation of university policy and expressly prohibited. All faculty, students, and staff of the university are expected to acquaint themselves with this policy. Located here:

<https://www.concord.edu/student-life/office-of-public-safety/student-conduct>

Workplace Violence

Concord University is committed to preventing workplace violence and maintaining a safe work environment. To provide a safe and healthy work environment for its employees, customers, students, and visitors the university expects student employees to follow rules of conduct that will protect the interests and safety of all employees and the university.

Solicitation

Solicitation and the selling of products or articles on University property, owned or leased, are prohibited; except, by organizations and groups directly affiliated with and recognized by Concord University, and authorized by written approval of the university's president/designee.