James Madison University

Student Employee

Supervisor Handbook





Revised: August 2024

**A Letter from the Student Employment Office**

Dear Student Employee Supervisor:

This handbook serves as a resource to ensure you have the necessary information and tools that you will need to successfully supervise student employees. The Student Employment Office is available to assist you with any questions or problems you may encounter throughout your experience as a supervisor of student employees.

The contributions you make as a supervisor of student employees will not only affect the future development of these students, you will significantly affect the success of the university in attaining the central mission: *To prepare students to be educated and enlightened citizens who lead productive and meaningful lives.*

We wish you all the best,

Student Employment

**Please note**: This handbook has been prepared by Student Employment and is intended to be used as a guide and resource to supervisors of student employees at James Madison University. It is neither an employment contract nor an invitation to a contract of any kind. The policies, procedures and other information contained in this book may be changed without notice by the university and/or the Commonwealth of Virginia. Please visit the University Policy Committee’s website at <http://www.jmu.edu/JMUpolicy/numberlist.shtml> for a complete and current list of all JMU policies.

**Student Employment Contact Information**

Location & Mailing Address: 5th Floor Student Success Center

 MSC 3519 738 S. Main Street Harrisonburg, VA 22807

Email Address: studentjobs@jmu.edu

Website: [www.jmu.edu/student-employment](http://www.jmu.edu/student-employment)

Telephone Number: 540-568-3269

Fax Number: 540-568-7994

**Student Employment Mission Statement**

*To enhance student learning and meet departmental student employment needs by providing meaningful work experiences.*

**Introduction**

The objectives of the Student Employment Office are to provide standardized practices and procedures for student employment, to provide a centralized information system for student employment opportunities, to enhance the awareness of student employment, to provide learning opportunities, and to increase the number and variety of on and off campus employment opportunities.

The guidelines, policies, and procedures contained in this handbook have been developed to meet the needs of student employees.

The University’s commitment to educating students is advanced through student employment. An essential knowledge of work ethics is gained through work experiences. Student employment is intended to be a learning experience and a productive activity, which supplements a student’s academic career. We encourage students to be aware of their responsibilities and to be active agents in making the employment experience a positive one.

**Advantages of Student Employment**

* For new student employees to the university, working on campus helps develop a sense of community and belonging. Students who feel a part of their university tend to do better scholastically and remain at the university until degree completion.
* Students with employment history will establish a work record and learn fundamental skills of employment such as punctuality, communication, cooperation, and time management.
* Student employees gain preparation for the world of work through the processes of interviewing, hiring, training, supervision, relating to coworkers and the public, meeting expectations, and goal achievement.
* Student employees have opportunities to sample several career choices through varied work experiences.

**Responsibilities of Student Employment**

* Administration of the Federal Work-Study Program
* Administration of the Institutional Employment Program
* Administration of the Part-time Off Campus Employment Program
* Maintenance of student employee position descriptions and pay rates
* I-9 Compliance
* Student employee and supervisor training

**The Student Employment Policy**

**(**[JMU Policy 1334](http://www.jmu.edu/JMUpolicy/1334.shtml)**)**
Student employees shall be hired strictly on a part-time, at-will basis. Student employees serve at the will and pleasure of the university. Student employees are not covered by the provisions of the Virginia Personnel Act.

Student employment is intended to provide additional workers for part-time, seasonal or temporarily excessive workloads, interim replacements, short-term projects, or jobs that do not necessitate full-time classified employees. Student employment does not encompass internships, fellowships, assistantships or other situations where the purpose of the work performed by the student is primarily training for the completion of a degree (see section 9, Exclusions, and Policy 2103 Graduate Assistants.)

**Student Employee Eligibility**

For a student to be eligible for a student employment position:

* Student must be considered part-time status as a student through the Office of the Registrar. Part-time status is defined as a student taking at least 6 credit hours as an undergraduate student or 5 credit hours as a graduate student.
* Student must be in good academic standing with the University which is defined as having at least a cumulative 2.0 GPA or higher.
* Student must be meeting the Office of Financial Aid & Scholarship’s Satisfactory Academic Progress (for FWS eligible student only.)

**20 Hour Work Week Rule**

Student employees are eligible to work up to 20 hours per week while classes are in session. The average student employee will work 12 hours per week during academic semesters. During winter and/or spring break student employees can work up to 40 hours per week since classes are not in session, (this break must be at least 1 weeklong.) During the summer if the student employee is taking classes, they can work up to 20 hours per week during the weeks the class is in session. During the summer if the student employee is not taking a class, the student employee may work up to 40+ hours per week.

**Overtime**

If the student employee works more than 40 hours per week during a break (a week or longer), the department must pay the student employee overtime. If the student employee is working during the summer (and not taking classes) the student employee is eligible to work up to 40 or more hours per week. During these times if the student employee exceeds the 40-hour work week the department is responsible for the overtime. **Note: If a student is working 2 JMU student employment positions and works more that 40 hours in a work week, the department that records the last hours of the week on the timesheet will be subject to the overtime payment.**

**Student Employment Programs**

JMU offers two on-campus employment programs to assist degree-seeking students. The Federal Work-Study (FWS) program is federally subsidized and designed to promote part-time employment opportunities to students who demonstrate financial need as determined by the Free Application for Federal Student Aid (FAFSA). The Institutional Employment (IE) program is funded entirely by JMU and is not based on financial need.

***Federal Work-Study (FWS)***

To be eligible for employment under the FWS program, the student must be degree seeking, have financial need according to the [FAFSA](https://studentaid.gov/h/apply-for-aid/fafsa), be meeting [Satisfactory Academic Progress](https://www.jmu.edu/financialaid/learn/sap/index.shtml) and be enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the academic year (fall and spring semesters). Students employed as federal work-study cannot begin work until the first day of the fall semester and cannot work past the last day in the spring semester. **There are no FWS positions for summer.**

Off-Campus FWS employment opportunities are coordinated by the [Community Engagement & Volunteer Center](https://www.jmu.edu/cevc/index.shtml?jmu_redir=r_csl)

* *Community Service* ­- employment in an agency where services are designed to improve the quality of life for community residents or to solve problems related to those residents’ needs.
* *America Reads Program* - employment in local elementary schools which enables student to serve as tutors in an effort to increase literacy nationwide.

Questions about this program or FWS eligibility should be directed to Student Employment (studentjobs@jmu.edu) or review the [FWS frequently asked questions](https://www.jmu.edu/student-employment/students/fws/faq.shtml) on our website.

***Institutional Employment (IE)***

The Institutional Employment (IE) Program is on-campus employment, funded by JMU. This program is not based on financial need. The student employee is **not** required to file a FAFSA. The student employee must be meeting [Satisfactory Academic Progress](https://www.jmu.edu/financialaid/learn/sap/index.shtml), be degree seeking and enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the academic year (fall and spring semesters). During the summer, the student employee must have intent to re-enroll for the following fall semester in a degree seeking program or enrolled in at least 3 credit hours and be graduating at the end of the summer semester.

For more information on either the Federal Work Study or Institutional Employment Programs, please visit our [website](https://www.jmu.edu/student-employment/students/job-comparison.shtml).

***Graduate Assistantships (GA)***

Students seeking Graduate or Doctorial assistantships should search the [Page Up](https://jobs.jmu.edu/jobs/search?_gl=1*18s0p04*_gcl_au*NzY5NTc3MTM1LjE3MTU4NjQ2NzA.*_ga*MTAzODU3NDYzMy4xNzA4MDI4MTM5*_ga_VDJD052M5K*MTcyMTMxOTkyNy40MTEuMS4xNzIxMzIxNDY0LjUyLjAuMA..&_ga=2.267651534.1923200355.1721050414-1038574633.1708028139) website, or visit the [Graduate School website](https://www.jmu.edu/grad/) when applying to a specific academic program. For a student to be eligible to receive an assistantship upon entry into a graduate program, the following criteria must be met:

* The student must be conditionally or unconditionally accepted into a graduate program. Students who are provisionally accepted will not be eligible until they achieve conditional or unconditional acceptance into their program.
* The student must have an official transcript on file indicating completion of a baccalaureate degree from a regionally accredited institution.
* After receiving an assistantship, the student must maintain at least a 3.0 graduate GPA in order to retain or reapply for the assistantship.

These are minimum criteria. Graduate program coordinators have the right to impose additional criteria if they see fit.

***Base stipends:***
Teaching Assistant and Athletics Assistants (TA and AA):  $11,519 ($5,759.50 per semester) Graduate Assistant and Research Assistants (GA and RA): $9,816 ($4,908 per semester) Service Assistants (SA): $10,001 ($5,000.50 per semester) Doctoral Assistants (DOC): $19,277 ($9,638.50 per semester) \*

\*Doctoral Assistants and Assistants funded through grants may be paid at different rates from the base salary.

**Health Insurance is not included in assistantships. Graduate students may purchase health insurance; for information, please call the Health Center at (540) 568-6178.**

***Tuition Award***

Graduate, Teaching, Service, Research and Athletic Assistants generally receive 9-hour tuition award amounts, per semester, for **graduate level course work only.**

Doctoral tuition awards may differ. Grant-funded assistantship tuition scholarships may or may not be available. Assistants are responsible for tuition for any undergraduate hours, additional fees and hours for which the student is registered over and above the designated number specified in your contract.

\*See **Attachment B** for financial assistance document from The Graduate School.

**Office of Residence Life**

Student employees working as a Resident Adviser (RA) or Hall Director (HD) are on an on-call basis. RAs work an average of 10 hours per week and HDs work an average of 15 hours per week. If a RA or HD is hired into a 2nd on-campus position the student employee must acquire permission from the Office of Residence Life (ORL) to work the 2nd position. RAs, if approved by ORL the student will be able to work up to 10 hours per week in the 2nd position, HDs, if approved by ORL will be able to work up to 5 hours per week in the 2nd position.

### Multiple Sources of Employment

Students *may* work for more than one department at any given time. If a student works in two or more departments, it is the responsibility of the supervisors and student to ensure that the student does not work more than a total of 20 hours per week during the fall/spring semesters. It is particularly important that international students do not exceed 20 hours per week as this could result in deportation.

Exceptions to the 20-hour work week rule: Adult Degree Program (ADP) students and Graduate Students without an assistantship are allowed to work over the 20-hour limit. Graduate students with assistantships are also exempt from this rule with the approval

of The Graduate School. Please see [JMU Policy 1334](https://www.jmu.edu/JMUpolicy/policies/1334.shtml) for more information.

**Affiliates**

Students seeking employment in one of **JMU’s dining facilities** will need to obtain an application from [**Aramark**](https://jmu.campusdish.com/Careers) or visit their office at 150 Bluestone Dr. MSC 0901 Harrisonburg, VA 22807 (D-Hall.)

Students interested in working for the [**JMU Bookstore**](https://www.jmu.edu/bookstore/jobs.shtml) will need to obtain an application from [**e-Follett**](https://www.jmu.edu/bookstore/jobs.shtml) or apply directly through e-Follett at the bookstore, 211 Bluestone Dr. MSC 2902 Harrisonburg, VA 22807.

Students looking for work in the [**JMU Post Office**](https://www.jmu.edu/mailservices/) will need to obtain an application from [**Ricoh**](https://www.jmu.edu/mailservices/)or visit the post office in Madison Union, located in Madison Union, MSC 0001 Harrisonburg, VA 22807.

**Part-Time Off-Campus Employment Program**

The Part-Time Off-Campus Employment Program is designed to provide resources to assist students with finding part-time, off campus employment, regardless of financial need. Additionally, the program is centered on creating real-world experiences for students that will not only increase self-knowledge, but develop marketable skills that will provide a solid foundation for securing career options beyond graduation.

Local Employers request for their open, part-time position to be posted. A Student Employment Team Member will confirm that the request is a legitimate and safe position for our students and post the position. Students may view the open positions by going to [Off-Campus Job Announcements](https://www.jmu.edu/student-employment/students/off-campus.shtml).

### Recruitment & Selection: Student Employment Process

***Create the Position***

A current and accurate [Position Description (PD)](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml) is required for each student job. The purpose of the PD is to identify the expectations of the job and the knowledge, skills, and abilities (KSAs) that are required to be a successful candidate. It also establishes the appropriate pay rate. If a supervisor employs more than one student with the same responsibilities and KSAs, the same PD may be used. Position descriptions must be signed by the student and reviewer to indicate an understanding of the specific responsibilities and KSAs as detailed in the PD.

***Advertise the Job***

To facilitate the recruitment process, Federal Work-Study and Institutional Employment job vacancies should be advertised in [Page Up](https://www.jmu.edu/humanresources/recruitment/joblink.shtml).

**Note: Student Employment will not post any fall federal work study positions until after June 1st. The financial aid offer letters are not distributed until the beginning of June each year. Departments and hiring managers can submit positions as early as they wish for approval; however, Student Employment staff will hold the positions and begin posting after June 1st.**

***Review applications***

Review applications and other requested documents, such as resumes, cover letters, etc. thoroughly for each applicant. Compare their skills, talents and experience to the PD created for the position. Select the best applicants that meet your needs to interview. Student Employment recommends interviewing at least two candidates per position that you are hiring for.

***Interviews***

When planning for interviews, all applicants should be asked the same set of questions to ensure fairness and accuracy in the selection process. [Sample interview questions](https://www.jmu.edu/student-employment/supervisors/index.shtml) are available to use on our website. For student interviews it is recommended not to ask more than 15 questions. Begin with easy questions and work your way to the harder questions. The candidate is nervous, put them at easy, this may be their first interview.

During the interview be watching for non-verbal cues, professionalism, soft skills, etc. Leave time at the end of the interview for the candidate to ask questions.

After the interview immediately discuss with your search committee on the candidate’s performance and they are suited for the position. If you interviewed alone, reflect on the candidate’s answers and if they are a good hire for your office dynamic.

***References***

The Student Employment Office recommends completing at least 2 reference checks when hiring a student employee.

***Hiring***

Contact the student(s) you have selected to work in your office first and get a confirmation that they accept the position you are offering. Then contact the other candidate(s) you interviewed to let them know of the decision.

**DON’T FORGET** to go back to your posting in Page Up and update each applicant (hire, interviewed, not interviewed, not hired, etc.) Then complete the [Finalize a Posting Request Form](https://jmu.co1.qualtrics.com/jfe/form/SV_0vRoxe3UyPwpkIm) This form can also be found in Page Up on the right side under “Guidelines/Tips.

***Submit hiring paperwork***

After selecting the successful candidate(s), the hiring supervisor/department must submit hiring paperwork to Student Employment. Please follow the steps below or at <https://www.jmu.edu/student-employment/supervisors/paperwork.shtml> to ensure the hiring paperwork is completed thoroughly.

***Completing New Hire Paperwork***

1. Complete Employee Information form (attach to ePAR)
2. Position Description (attach to ePAR)
	1. Make sure the student and the person completing the PD both sign (you may now use [Adobe sign](https://www.jmu.edu/computing/administrative-and-business/electronic-signature.shtml) only if you are unable to obtain the original signature)
3. Collect a **copy** of the student employees Social Security Card (attach to ePAR)
4. Carefully determine the number of estimated hours the student will work; not to exceed 20 hours per week while classes are in session (you will need this information on the ePAR)
5. W-4 (send original to Payroll Services, MSC 5706)
6. VA-4 (send original to Payroll Services, MSC 5706)
7. Direct Deposit Form (send original to Payroll Service, MSC 5706)
8. Complete Electronic [I9 Section 1](https://www.newi9.com/) - go to [Section 1 Step by Step Process](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml) for detailed instructions of the I9 process
	1. Employer Code 17737
	2. Location: Student Employment
		1. If student is an international student, they will select International Programs
	3. Inform the student employee that they will be receiving an email from studentjobs@jmu.edu to complete I9 Section 2
	4. The person completing the hiring paperwork with the student employee will receive a confirmation email once I9 Section 2 is complete.
9. Complete the ePAR and attach all attachable documents

***Completing Re-Hire Paperwork***

1. Complete ePAR
2. Complete Position Description (attach to ePAR)
	1. Make sure the student and the reviewer, both sign (you may now use [Adobe sign](https://www.jmu.edu/computing/administrative-and-business/electronic-signature.shtml) only if you are unable to obtain the original signature)
3. W-4 – *only send a new form if it has been longer than 6 months since the student employee has worked on campus* - (send original to Payroll Services, MSC 5706)
4. VA-4 – *only send a new form if it has been longer than 6 months since the student employee has worked on campus* - (send original to Payroll Services, MSC 5706)
5. Direct Deposit Form – *only send a new form if it has been longer than 6 months since the student employee has worked on campus* - (send original to Payroll Service, MSC 5706)
6. Complete Electronic [I9 Section 1](https://www.newi9.com/) – *only complete if it has been longer than 1 year since the student employee has worked on campus* - go to [Section 1 Step by Step Process](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml) for detailed instructions of the I9 process
	1. Employer Code 17737
	2. Inform the student employee that they will be receiving an email from studentjobs@jmu.edu to complete I9 Section 2
	3. The person completing the hiring paperwork with the student employee will receive a confirmation email once I9 Section 2 is complete.
7. Complete the ePAR and attach all attachable documents

Once the ePAR has gone through the approval routing the ePAR will be routed to Student Employment where it will be checked, verified and submitted to Payroll Services. If anything is missing the ePAR will be RECYCLED back to the department with a comment explaining what needs to be complete before resubmitting the ePAR. A system generated email will notify the initiator of the recycled ePAR and comment. Please do NOT resubmit the ePAR until the task(s) have been resolved. Then the initiator must resubmit the ePAR. It will go back through the approvers and forwarded on to Student Employment to process the documents and submit to Payroll Services.

***Adobe Sign***

Only when it is necessary should the Adobe Sign be used on hiring paperwork for a student employee. Necessary is if the student is fully remote and will not be physically on campus or within the local area to complete their hiring paperwork. Tax forms and the direct deposit form are the exceptions to Adobe Sign, these forms **must** have original signatures and be mailed or dropped off at Payroll Services. Please see more details on Adobe Sign at <https://www.jmu.edu/computing/administrative-and-business/electronic-signature.shtml>

### *Electronic I-9 Form: Employment Eligibility Verification Form*

***Section 1***

The United States Citizenship and Immigration Services requires an I-9 Form to be completed by all student employees, providing both identity and eligibility to work. JMU’s procedures state that the electronic I9 form must be completed on or before the student employee’s 1st day of employment. [Section 1](http://www.newi9.com) of the electronic I9 must be completed by the student employee with the **employer code 17737** and **Location as Student Employment.** If the student is an international student, they will need to select their location as **International Programs.** The student will need to enter their full legal name (not a nickname) and home/permanent address.

***Section 2***

Section 2 of the electronic I9 must be completed with Student Employment. An email will be sent to the student employee the next business day from studentjobs@jmu.edu The student must follow the instructions set forth in the email to set up an appointment to complete Section 2 of the I9 Form.

***Sanction/Fine due to noncompliance***

Noncompliance could result in fines to the department and/or the university. Effective August 1, 2018 a fee will be assessed to all departments who do not meet the I9 requirements and allow student employees to begin working without authorization. It is the responsibility of the hiring department to ensure the electronic I9 Form is completed by the student employee(s). The first non-compliant letter will be sent by email as a warning. The second notification will be an official letter to the supervisor and department head as a second warning. The third (and beyond) notification is a final notice and will be sent with an attached Accounting Transfer Voucher (ATV) to remove the fine from your department’s org. code.

***E-Verify***

All new student employees hired on or after June 1, 2011 are entered into the E-Verify internet-based system operated by Department of Homeland Security in partnership with Social Security Administration, this enables employers to electronically verify the employment eligibility of their newly hired employees. By using the electronic I9 system E-Verify is automatically completed once the student completes Section 2 of the I9 with Student Employment. All rehires with a break in service of one year or longer will need to complete a new electronic I9 and be re-verified through the E-Verify system.

***Super Users***

Super Users are designated departments on campus that can complete their own student employee’s I9 (section 1 and section 2). These departments have access to the I9 system and conduct in-person I9 appointment for their department’s new student hires or student hires that have not worked at JMU in the last year. New student employees working in UREC, Residence Life, and Libraries will choose the department specific location on section 1 of the I9 form. These departments are trained and designated by Human Resources and Student Employment.

***International Students***

If your department is hiring a student employee who is an international student, please follow the steps below:

If the student **DOES NOT** have a Social Security Card to complete the electronic I-9 Form, then the following steps need to take place, if the student **DOES** have a Social Security Card skip to step 4.

1. On Campus Supervisor completes the [Social Security Administration Employment Verification form](https://www.jmu.edu/global/isss/forms-pdf/ss-ltr.pdf).
2. Student will need to deliver completed SSA Employment Verification Form, and supporting work authorization documentation to meet with a representative in the Office of International Student Services office in Holland Yates Hall (formerly Madison Hall), 2nd floor, 100 E. Grace Street (568-5209, isss@jmu.edu).  At this time, SSA Employment Verification form will be signed by the ISS office representative.
3. Student will be directed to deliver the SSA Employment Verification Form to the Social Security Administration office (351 N. Mason St, (866) 964-1718) to make application for a SS Card. Please visit  <https://www.jmu.edu/global/isss/resources/employment/on.shtml> for more information.
4. Once the student has the SS Card, the student is responsible for turning in a copy to their hiring department. The hiring department will send the SS Card to Student Employment (attach to ePAR).  Student Employment will update the HRMS system, and a copy will be sent to the Registrar's office to update the SA system.
5. Student will complete Section 1 of the I9 form with their hiring department at [www.newi9.com](http://www.newi9.com/) using the Employer Code 17737 and Location "International Programs (Students Only)"
6. An email will be sent to the student to schedule an appointment with Student Employment to complete Section 2 of the electronic I9 form. At this appointment Student Employment will instruct the student to schedule a meeting with Sherry Willis (willissl@jmu.edu) in the payroll department for tax purposes.

**\*\*\*Note:** A student's employment and payment of wages cannot be withheld because of the timeframe it takes to complete the Social Security process. This delay does not prevent the student from working in the position during this period. **However, the electronic I-9 MUST be started on or before the first day of hire and must be completed within 3 days of hire. It is imperative that the student go to the Student Employment office within that timeframe.**

Please visit [Hiring International Students](https://www.jmu.edu/student-employment/supervisors/international.shtml) for instructions in completing their hiring paperwork.

***Social Security Cards***

Every employee ***must provide a copy*** of their social security card upon hire. It is federal law that the name on the paycheck matches the name on the social security card. If your student employee has lost or do not have a copy of their social security card, they can apply for a new card by going [on-line](https://www.ssa.gov/myaccount/) or going directly to the Social Security Administration (SSA) Office, SSA Office is located at 351 N. Mason St., Harrisonburg, VA 22802.

If the student employee applies for a new card, they will receive a “receipt” from the SSA. The receipt can be used as a placeholder until they receive their new card. Once the new card arrives via United States Postal Services the student is responsible for submitting a copy of the card to Student Employment.

***Criminal Records Check Release Form (Background Checks)***

All newly hired or rehired student employees will undergo a criminal history record check ***if a job requirement involves the following:*** 1) handling and/or processing of credit card data, payments and transactions. This requirement adheres to the universities compliance with the Payment Card Industry Data Security Standards (PCI DSS), 2) if the student has access to personally identifiable information and/or confidential data (PeopleSoft system access to include HRMS, SA, Finance, names, phone numbers, Social Security numbers, etc.), 3) interaction with children/minors. The [background check form](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml) is located on the Student Employment website.

Student employees will only need to undergo one background check during their tenure as a student employee. If you are unclear if your student that you are hiring has completed a background check in a previous JMU student employment position, have the student complete the background check form. When the check is processed, TrueScreen (JMU’s software company for background checks) will let us know if a background check has been completed for the student. Student Employment will not run the check if it has already been completed.

### Monitoring FWS Budgets

**It is the responsibility of each individual department to monitor their own student employment budget.** However, the ePAR initiator will be notified if a FWS student goes over or is close to their financial aid eligibility. You will receive a FWS Monitoring Report at the midpoint of fall semester and throughout the spring semester to assist with budget maintenance.

**All FWS earnings must be submitted for payroll by the last pay period of the fiscal year, May 16- May 31 to result in payment on the June 16th pay date (the last pay date in the fiscal year.)** Any FWS earnings submitted after this period will result in these wages being charged out of the department’s institutional employment (IE) budget.

### Wage Scale and Pay Levels (see Attachment A)

Our wage scale and pay levels are divided into three levels: Basic, Intermediate and Advanced. Each level is distinguished by the following seven factors:

• Complexity of assignment

• Supervision received

• Supervision given

• Scope

• Knowledge

• Training

• Experience

These factors reflect a progression from one level to the next and serve as the basis for the classification system. In addition, each level has a minimum and maximum hourly wage. The intent of this Wage Scale and Pay Levels Planis to provide a guide to all JMU student employers and to prevent the establishment of arbitrary pay rates. Students employed in the same position, regardless of FWS or IE, performing the same responsibilities, must be paid the same hourly rate or within the same pay range. Please contact Student Employment if you need assistance in determining appropriate compensation rates.

Students may be promoted within the established job classification pay range. The frequency of promotions is determined by the hiring department. Generally, new hires will begin at the lowest wage of the appropriate classification. However, keep in mind the qualifications and experience level of the individual chosen for hire. The hiring department may set the wage higher as long as it falls within the wage range for the classification established for the position.

If a department wishes to “upgrade” a position or if the position description changes, a new [signed Position Description](https://www.jmu.edu/student-employment/supervisors/paperwork.shtml) must be submitted to Student Employment attached to the ePAR.

**Federal vs. State Minimum Wage**

The federal minimum wage for covered, nonexempt employees is $7.25 per hour effective July 24, 2009. The federal minimum wage provisions are contained in the Fair Labor Standards Act (FLSA), which is administered and enforced by the U.S. Department of Labor (DOL) Employment Standards Administration's Wage and Hour Division. Many [states](http://www.dol.gov/esa/programs/whd/state/state.htm) also have minimum wage laws. In cases where an employee is subject to both the state and federal minimum wage laws, the employee is entitled to the higher of the two minimum wages. The Commonwealth of Virginia’s minimum wage rate as of January 1, 2023 is $12.00 per hour. All university employees are to be paid the Virginia minimum wage.

**Fair Labor Standards Act (FLSA)**

The Fair Labor Standards Act is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping and child labor standards affecting full-time and part-time workers in the private sector and in federal, state and local governments. For more information, please go to the [FSLA website](https://www.employmentlawhandbook.com/federal-employment-and-labor-laws/flsa/).

***Meals and Breaks***

Meals and breaks for student employees are not required by FSLA, however, employers can at their own discretion, choose to grant a meal break, regular break or rest period (typically lasting 20 minutes or less). These breaks do not need to be paid breaks so long as the student employee is free to do what they wish while on break. If a student employee works an 8 or more-hour period the student employee MUST be provided a 30-minute break. This break can be paid or unpaid, this is up to the discretion of the department.

***Overtime***

If the student employee works more than 40 hours per week during an academic break (i.e., Thanksgiving, winter break, spring break) the department must pay the student employee overtime. If the student employee is working during the summer (and not taking classes) the student employee is eligible to work 40+ hours per week. During these times if the student employee exceeds the 40-hour work week the department is responsible for the overtime pay at time and a half.

***Disability Services***

The Americans with Disabilities Act (ADA) prohibits employees with disabilities from being discriminated against. An employee with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major life functions; has a record of such an impairment; or is regarded as having such an impairment. If an employee qualifies as disabled as defined by the ADA, the employee is entitled to a reasonable accommodation to facilitate employment, so as long as they can perform the essential functions of the job that they are being hired to do. The Office of Disability Services (ODS) will collaborate with hiring departments to help reach a solution for reasonable accommodations for any student employee that needs assistants on the job. For more information on services ODS can provide please visit their [website](https://www.jmu.edu/ods/).

**Promotions/Demotions/Resignations/Terminations, Contract Extensions, Lump Sum after Completion**

The e-PAR Form allows for a variety of pay actions. When changing the information on an active employee, submit a new e-PAR and indicate the action/reason for the new e-PAR.

If your student is working through the original ePAR end date, a separation notice is **not necessary**. If, the employment is terminated prior to the end of the original e-PAR end date, update the system by submitting a new e-PAR to indicate a separation with the new end date. Similarly, if a supervisor wishes to extend the e-PAR date for a student, a new e-PAR is required prior to the last day of the current contract (if a contract extension is submitted after the end date on the current e-PAR a rehire e-PAR must be submitted).

**Transfers, Resignations, Terminations & End of Contract**

Approximately a week before a transfer, resignation, termination or End of Contract of a student employee, an auto-notification email will be sent to you. A list of items to collect/do is listed within the email. Please complete the tasks in order to confirm all JMU property has been returned before the last day of employment.

**Lump-Sum after Completion**

 If a student employee is hired and payment is lump sum after completion, **ALL** **hiring paperwork should be completed and processed when the student is initially hired and not at the end or completion of the assignment**. This causes non-compliance, paperwork MUST be on file for the duration of the employment contract.

**Timesheets**

Student employees are required to accurately complete, sign and submit timesheets to their supervisor each pay period to ensure the timely payment of wages earned. This requirement is a condition of employment if after two consecutive time periods (one month) time sheets are not submitted the student could be terminated from their position.

***Pay and Direct Deposit***

As a condition of employment, employees must participate in JMU’s direct deposit program. This program provides for pay to be automatically deposited into a maximum of four accounts at the financial institution(s) of the employee’s choice. Additionally, student employees may view their pay information via MyMadison under the Employee tab.

Pay is issued on the 16th of each month for hours worked the 16th through the 30th or 31st of the previous month, and on the last work day of each month (30th or 31st) for hours worked the 1st through the 15th of the current month. Should that day fall on a weekend or a holiday, the student employee will be paid on the previous business day. Example: If a student employee works 20 hours from September 1st – September 15th, those hours will be paid on September 30th.

### Evaluations

It is important for supervisors to identify job responsibilities and define performance expectations for the student employee. Periodic performance appraisals, both formal and informal, should be conducted. We strongly recommend that all student employees be formally evaluated during each semester. Evaluations are a valuable tool in assessing the student’s progress, providing positive reinforcement for good performance or an opportunity to discuss areas that need improvement, and for establishing goals. Evaluations encourage communication and benefit both the student employee and the supervisor.

A student’s employment at James Madison University will prove more meaningful if the job is viewed as a learning experience. With this goal in mind, supervisors can assist a student in reaching their potential by evaluating the student’s performance. Student employment evaluations also serve as a useful tool when writing reference letters for the student employee.

A sample evaluation form can be found on our [website](http://www.jmu.edu/student-employment/supervisors/index.shtml). Supervisors may develop their own evaluation systems provided they are consistent and related to job performance. A signed copy of the evaluation form should be given to the student employee and the original should be placed in the student’s employee file.

### FICA Status

FICA (Federal Insurance Contributions Act) is a tax on earnings or wages. Where an employer-employee relationship exists, employers are required to withhold FICA from the earnings/wages of an employee and pay a matching contribution, subject to certain maximums. The [Internal Revenue Service Revenue Procedure 98-16](https://www.irs.gov/pub/irs-tege/rp98-16.pdf) sets forth the standards that are used to determine whether student employees are eligible for the student FICA exemption.

A student employee of James Madison University is eligible for this exemption if the following conditions are met:

1. The student employee must be enrolled and attending classes on at least a half-time basis, either in an undergraduate or graduate program of JMU. Per the University Registrar’s guidelines, half-time basis equates to at least six credits taken each term for undergraduate students, and at least five credits taken each term for graduate students.

2. The student employee must not be eligible to receive benefits from JMU that are offered to non-student positions. These benefits include but are not limited to the 403-b annuity program, the state retirement program or the tuition waiver benefit.

3. Student employees may start work within one month prior to the beginning of a new semester in which they are enrolled on at least a half-time basis. This exemption is also available for the student employee who completes working for JMU within a month of the completion of the semester in which they were enrolled on at least a half-time basis.

4. The FICA exemption is not available for a student employee during summer break if they are not enrolled at JMU on at least a half-time basis during the summer semester. The FICA exemption does not apply to any other university break unless that break extends more than five weeks in length.

A student’s employee status as half-time will be determined at the end of the add-drop period of each semester.

###

### Family Educational Rights and Privacy Act (FERPA)

FERPA is a federal law designed to protect the privacy of a student’s educational records. A student’s sole purpose for being at JMU is enrollment; therefore, per FERPA regulations the work record becomes part of the enrollment record and cannot be released without signed permission from the student.

JMU is required to annually distribute a FERPA Rights Notification to all enrolled students after the 3rd week of Fall Semester classes. The notice is also printed in the Graduate and Undergraduate Catalogs and is on the [Registrar’s website](https://www.jmu.edu/registrar/).

### Supervising Student Employees

### *Guidelines for Supervisors*

The supervisor plays a key role in the employment program. A supervisor is responsible for making the assignment not just a job, but also an opportunity for students to learn and test new skills while they earn necessary funds.

***Roles of a Supervisor***

* + Teacher
	+ Trainer
	+ Mentor
	+ Manager
	+ Communicator
	+ Leader
	+ Liaison
	+ Mediator
	+ Organizer

 ***Supervisor Responsibilities***

* Verify that the student employee is enrolled on at least a half time basis (6 credits for undergraduate and 5 credits for graduate) during the fall and spring semesters.
* Verify that the student employee has a cumulative GPA of a 2.0 or hire upon hiring.
* If hiring for a FWS position, the supervisor **MUST** obtain verification of FWS eligibility prior to the start of employment. Students can print this information from the financial aid summary on MyMadison or copy and paste the information into a Word document and attach the Financial Aid offer letter when applying for the position through Page Up. If a student is applying direct through the department and Page Up is not being used the student must show proof of eligibility by hand delivering or emailing the information directly to the department. The department should keep the copy of the offer letter in the student employee’s employee file.
* Determine and create a job description for each student position in the department.
* Accurately complete the departmental section of the ePAR/contract and submit through proper approvals.
* Review the position description with the student employee.
* Keep an accurate record of the FWS budget allocation and current expenditures.
* Have each student read the “Guidelines for Student Employees” (included in this handbook.)
* Do not permit students to begin working until the I9 Form is completed (sections 1 & 2.)
* Comply with federal regulations regarding the electronic I9 Form.
* Review JMU Policies [1406](https://www.jmu.edu/jmu-policy/policies/1406.shtm) and [1324](https://www.jmu.edu/jmu-policy/policies/1324.shtml) with each student.
* Submit tax forms to Payroll Services for each student employee.
* Submit Direct Deposit forms to Payroll Services for each student employee.
* After class schedules have been finalized, establish a compatible work schedule for each student employee. It is recommended that the supervisor keep a copy of the class schedule in the employee file.
* At the earliest convenient date, coordinate a group/individual orientation session with all student employees to establish the nature of the students’ duties, expectations concerning punctuality, dress code, confidentiality of assigned work (if applicable), training and compliance with time-keeping regulations, and other general responsibilities.
* Ensure detailed departmental time records (i.e., student employee timesheets) are properly completed, signed by the student employee and designated supervisor, and submitted in a timely manner. Supervisors and student employees must sign departmental time records as evidence of hours worked, and these internal records must be kept on file within the department for three years. Please use the JMU [Student and Wage Timesheets](http://www.jmu.edu/student-employment/supervisors/index.shtml).
* Keep an accurate account of the time worked by FWS students and an accurate account of the hours still remaining to be worked on a semester basis by using the [Track Federal Work Study Hours and Earnings](http://www.jmu.edu/student-employment/supervisors/index.shtml) spreadsheet. Students are not allowed to exceed the authorized FWS amount as noted on the financial aid offer letter.
* Notify students of paydays and other payroll related information deemed appropriate. Instruct students on how to view this information via MyMadison.
* Inform Student Employment regarding any student who has resigned from work by submitting a separation ePAR form.
* Upon transfer, resignation, termination, or end of contract of a student employee, obtain any supplies/equipment, etc. issued to the student employee.
* Ensure that the department has adequate funding to cover FICA wages for any student who is not enrolled on at least a half time basis.
* Ensure that student employees do not study on the job, but are working on their assigned tasks.
* Provide the students with feedback on their performance in a timely manner.

### *What Students Need for Success in the Workplace*

*1.* ***Clearly defined expectations***

What specific tasks are the student employee’s responsibilities?

*2****. Information about the mission/purpose of the department***

What services does this office provide?

*3.* ***Supervision***

To whom should the student employee report for daily tasks/assignments or priority projects?

*4.* ***Channel of communication***

If the student employee has a problem or concern, who is the best person to offer clarification?

*5****. Instruction regarding attendance and punctuality***

How many times can the student employee be absent from work before jeopardizinghis/her position?

*6.* ***Training***

What type of formalized training does the student employee receive?

Is the training important to the student employee’s job performance?

*7.* ***Guidance regarding physical appearance***

What guidelines must students adhere to concerning dress within the workplace?

*8.* ***Positive attitude***

How should the student employee present him/herself to the clientele the office serves?

*9.* ***Commitment to confidentiality***

Will the student have access to confidential data?

What is his/her comfort level with this responsibility?

How will the student’s commitment to maintain confidentiality be handled?

10. ***Knowledge about evaluation standards***

On what specific items is the student employee evaluated?

How often do written evaluations occur?

Is the rate of pay determined by the student employee’s job performance and evaluation?

### Guidelines for Student Employees

On campus positions are an educational opportunity to enhance a student’s college experience. By accepting campus employment, the student is accepting the responsibilities of that employment. In this regard, certain guidelines and responsibilities have been established for the student.

These guidelines are intended to provide answers to the many questions raised regarding student employment. The supervisor and/or Student Employment are ready to provide any assistance not covered in these guidelines. Whether or not the student is a financial aid recipient employed by the Federal Work-Study Program or an Institutional Employment student employee, jobs for students are valuable experiences providing the necessary transferable skills needed to achieve long term career success.

Student employees are expected to maintain high standards on the job that reflect well on both themselves and the university. They are to perform assigned duties promptly and efficiently. In addition, students are to exercise good judgment and show courtesy to fellow employees, employers, and the general public.

**JMU Student Employee Handbook**

<http://www.jmu.edu/student-employment/students/index.shtml>

The Student Employee Handbook is maintained by the Student Employment Office, a department in the Division Enrollment Management.

***Student Employee Rights***

As an employee of the university, students have a right to:

* Information regarding the rate of pay, award amount (FWS), and the number of hours to be worked per week.
* A specific job description, as well as the supervisor’s expectations and standards.
* A clearly defined work schedule.
* Adequate training to perform assigned tasks.
* A safe and sanitary work environment.
* Regular supervision and review of work performed (evaluation).
* Clear explanation of the procedures for submitting completed timesheets.
* Instructions by supervisors regarding procedures to be followed if the student cannot report for a scheduled work period.
* A procedure for stating concerns related to the job or supervisor.

***Student Employee Responsibilities***

Student employees are encouraged to:

* Become familiar with information provided regarding the terms of the Student Employment Contract and/or FWS award, and general student employee policies.
* Provide supervisor with a copy of class schedule. Students may not be assigned work during times that classes are scheduled. If a class is cancelled and the student employee wishes to come into work during that time, the employee must provide a copy of the syllabus or email from the professor to provide proof that the class has been cancelled. This proof must be saved in the employee’s personnel file.
* Report to the designated department on the agreed contract starting date.
* Complete all hiring paperwork in a timely manner.
* Understand the specific job responsibilities, as well as the supervisor’s expectations and standards.
* Observe specific employing unit work rules and requirements.
* Report promptly at your scheduled time and work for the required period of time.
* Notify supervisor if unable to work during assigned time due to illness or other acceptable reasons. Give sufficient advance notice when possible.
* Perform tasks in an efficient and timely manner.
* Use time productively and avoid socializing on the job; if possible, schedule two- or three-hour time slots when determining work schedule.
* Be courteous at all times to supervisor, other department members, and guests.
* Accurately complete, sign and submit timesheets to their supervisor each pay period. This requirement is a condition of employment and could result in termination if not submitted after two consecutive time periods (1 month).

***Performance Prohibitions***

* Unauthorized disclosure of confidential information or falsifying information.
* Improper use of any university property including office supplies, equipment, mail or phone service.
* Threatening, attempting, or doing bodily harm to another person.
* Use of alcohol or illegal drugs during work hours or reporting to work under the influence of such.
* Possession of illegal weapons.
* Falsification of hours and/or signatures on timesheets.
* Theft of money, equipment, personal or university property.

***Consequences***

Violation of these rules may result in immediate termination. However, these work rules are general and there may be others specific to the position and/or department. Please share this with your student employees:

*The development of good work habits is vital to your career. Do not hesitate to ask your supervisor questions if you do not understand your job responsibilities. Maintain a good relationship with your supervisor; future employers may seek a recommendation from your on-campus employer.*

### *Standards of Conduct and Sanctions*

If a student’s performance or behavior on the job is unsatisfactory, the immediate supervisor should discuss the situation with the student. If sufficient improvement does not occur, the supervisor, along with the student, should develop a written notice stating the deficiencies and a time period in which improvement is expected. **Please visit our website at** [**http://www.jmu.edu/student-employment/supervisors/index.shtml**](http://www.jmu.edu/student-employment/supervisors/index.shtml) **for a sample of a disciplinary report you can use to address and/or document any discipline related offenses**. The student and supervisor should sign this agreement to indicate it is mutually agreed upon by both parties. If improvement is not satisfactory within the given time period, the department should notify the student and Student Employment in writing of the reason for the dismissal. Notification to Student Employment should be delivered via a termination ePAR form.

Students are subject to immediate dismissal from their campus employment for:

* Not reporting to work as scheduled without a legitimate reason and/or without calling their supervisor. (Some departments may opt to give a warning on the initial infraction and dismissal if it occurs again.)
* Falsifications of information on timesheets or having someone else sign the timesheets.
* Improper or insufficient skills (computer competency, literacy, etc.) for the job assignment if they are requirements of the job.
* Breaches of confidentiality of the university, student records and job-related information, and any act of dishonesty.

This list is not comprehensive and supervisors may deem other actions inappropriate thus resulting in reasonable cause for termination. We encourage on campus supervisors to contact us with questions regarding these matters.

***JMU Student Handbook***

(<http://www.jmu.edu/osarp/handbook/index.shtml>)

The Student Handbook is maintained by the Office of Student Accountability & Restorative Practices (OSARP), a department in the Division of Student Affairs and University Planning (SAUP).

**Safety in the Workplace**

James Madison University strives to provide all employees with a working environment that is free from recognized health or safety hazards. JMU's [Office of Public Safety](https://www.jmu.edu/publicsafety/) strives to improve the quality of life of those we serve by developing partnerships with the university community so that together we can effectively address issues and concerns. Our primary goal is to maintain a secure environment with equal protection under the law and to provide dedicated service for all persons living, working, and visiting with the university. The Safety Coordinator, through the [Office of Risk Management](https://www.jmu.edu/riskmgmt/), conducts safety surveys and inspections, investigates fires and hazardous materials spills, and provides awareness training in all aspects of environmental and workplace safety and health. The office works closely with the Harrisonburg Fire Department, the Virginia State Fire Marshal's office, the state's Offices of Risk Management, Waste Management, and Occupational Safety and Health, and safety equipment service contractors.
The James Madison University Police Department has received accreditation from the Virginia Law Enforcement Professional Standards Commission after in-depth review of every aspect of the agency’s organization, management, operations, and administration to assure the highest standards are practiced. The JMU police have the authority to enforce all regulations and laws, both of the University and of the Commonwealth of Virginia, within their jurisdiction which includes a core campus of 712 acres and 111 major buildings to include all university-owned, -leased or -controlled property, the adjacent streets and sidewalks and expanded off-campus jurisdiction within designated neighboring areas of the City of Harrisonburg through a concurrent jurisdiction agreement. Police officers are members of a patrol unit, an investigative/forensic unit or a crime prevention unit. Patrol units patrol the campus 24 hours a day, seven days a week while enforcing state statutes along with regulations of the university, protecting property, and responding to reported criminal incidents and traffic concerns. Four patrol officers are also Joint Task Force officers which augment the Harrisonburg Police Department in the surrounding extended patrol jurisdiction of JMU Police Department in the off-campus student housing areas adjacent to campus. The forensic unit consists of cyber and evidence gathering response personnel that work in concert with investigators which handle reported cases that require in-depth follow-up investigations. The operations division provides for the coordination of communications, crime prevention/analysis, and special events coordination to ensure appropriate levels of supervision, personnel, security, and traffic control are provided to ensure safety at these venues and provide for emergency situations that may arise. University police officers are graduates of state-affiliated regional criminal justice training academies and are required to complete 40 hours of in-service training biennially. All are certified by the State Department of Criminal Justice Services as police officers and are trained in all phases of law enforcement, including the use of firearms. Officers carry standard issue or approved firearms at all times and must maintain firearms proficiency through semiannual classroom training, qualification and certification at the firing range.

The JMU Police Department utilizes automatic external defibrillators (AEDs) in the field. All sworn personnel within the department have been trained on the proper use of AEDs and basic life support techniques (cardio-pulmonary resuscitation - CPR).

The James Madison University Police Department has the responsibility of responding to, and summoning the necessary resources to mitigate, investigate, and document any situation that may cause a significant emergency or dangerous situation to the JMU community. All crimes or emergencies that occur on the campus of JMU should be reported to the JMU Police through the communications unit for response and documentation. This can be done in person at Anthony-Seeger Hall or by telephone. **The on-campus emergency number, (540) 568-6911, directly connects to the JMU Police Department and should be used when fire, police or medical response is required**. It should be noted that when using a mobile telephone to call university police, callers should dial (540) 568-6911 as dialing 9-1-1 directly may route them to another agency. If you should be routed to another agency, you need to advise them of your specific location at James Madison University so that they may relay this information to the JMU Police Department communications center. The police department also utilizes another emergency number (540) 442-6911 that can be accessed if the JMU telephone network becomes disabled. For information, escort services and other non-emergencies, students and employees should dial (540) 568-6913. Emergency telephones are located across campus to include parking lots and other remote areas. These telephones are housed in highly visible yellow call boxes and feature one-button speed dialing for instant communication with the JMU Police with the location of the activated telephone automatically identified to the police communications staff. If you feel that a crime has been committed against you, you have witnessed a crime in progress, or that you have information about a crime that has occurred, please contact the JMU Police Department immediately.

**All members of the JMU community are instructed to notify the JMU police immediately, or as soon as safely possible, of any situation or incident on or near campus that involves a significant emergency or dangerous situation that may pose an imminent or on-going threat to the health and safety of students, staff and visitors to the campus.**

The Office of Public Safety provides information on crime prevention, emergency notification procedures, and emergencies such as hostile intruders and suspicious packages and provides links to other resources. [The Comprehensive Safety Plan](https://www.jmu.edu/safetyplan/) provides additional information.

[The Annual Security Report and Fire Safety Report](https://www.jmu.edu/publicsafety/clerycompliance/Annual-Security-and-Fire-Safety-Report.shtml) contains safety and security-related policy statements, safety information, and crime statistics for the most recent three-year period.

***Safety and Accident Reporting***

The Office of Risk Management requires the [Student Accident Investigation Report](https://www.jmu.edu/student-employment/_files/JMUAccidentInvestigationReport_2007.pdf) to be completed within 24 hours of the incident.

**“Your Right to Know”**

A copy of the JMU Annual Security Report and Annual Fire Safety Report for the Harrisonburg campus and the three overseas branch campuses; Florence, Antwerp, and London, are available upon request.

The Annual Security Report includes statistics for the most recent three-year period of reported crimes, including “hate” motivated crimes, that occurred on campus, in certain off-campus buildings or property owned or controlled by JMU or its affiliates, and on public property within, or immediately adjacent to and accessible from the campus. This report also includes information regarding the law enforcement authority of the university police; means of immediate notification of students and staff upon confirmation of a significant emergency on campus; protocols for students missing more than 24 hours including voluntary student contact information in cases where the student is missing along with missing person investigation procedures; policies concerning campus security, information on crime prevention, alcohol and drug use, sexual assault, the state sex offender registry and the reporting of any crimes that may occur on the campus.

The Annual Fire Safety Report includes campus housing fire statistics for the most recent three-year period; a description of each on-campus student housing facility fire safety system; the number of fire drills held during the previous calendar year; policies or rules on portable electrical appliances, smoking, and open flames in student housing; procedures for student housing evacuation in the event of fire; policies regarding fire safety education and training programs provided to the students, faculty, and staff; procedures that students and employees should follow in the case of a fire; a list of the titles of each person or organization to which students and employees should report that a fire occurred; and plans deemed necessary for future improvements in fire safety.

You can obtain a copy of any of these reports by contacting the Office of Public Safety, MSC 6810, James Madison University, Harrisonburg, VA 22807 or request that a copy be mailed to you by calling (540) 568-6769 or (540) 568-6913.

Although JMU works hard to ensure the safety of all individuals within its community, the individual must also take responsibility for their own personal safety and that of their personal belongings. Our goal is a campus community that is informed, aware, and alert; all sharing the responsibility of making the JMU campus a safe place to study, work and live. Thank you and stay safe!

***Top 10 Suggestions on Working with Student Employees***

***BE AN EXAMPLE***. Model strong working habits through efficient, dedicated work practices. Let your own approach to daily work be an example from which students can learn.

***BE FLEXIBLE***. Understand that student employees are students first, and employees second. Though it is important to have high standards on the job, it is also important to be flexible to accommodate academic obligations.

***COMMUNICATE EXPECTATIONS***. Communicate the job standards and expectations to your student employees. One cannot assume that these are self-evident to the student employee, even though they may seem obvious to you.

***GIVE FEEDBACK FREQUENTLY***. Provide consistent and appropriate feedback to your student employees. Student employees - like all employees - benefit from feedback on job performance, provided it is communicated with a positive spirit.

***BE FAIR***. Supervisors who are too lenient are not doing students any favors. Campus jobs are substantive work experiences. Treat student employees as you yourself would like to be treated in a given situation.

***TRAIN, TRAIN, TRAIN***. Take time to train your students in important work skills, attitudes, and habits, such as perseverance, time management, phone skills, quality service practices, and handling difficult situations.

***BE A TEAM PLAYER***. As a team leader, develop and nurture the unique contributions of each team member. Take a global perspective.

***GIVE RECOGNITION*.** When you see a student going the extra mile or persevering through difficult situations, acknowledge this in front of other staff and peers or in private depending on the employee. People need to feel appreciated.

***SHARE THE VISION***. Have regular staff meetings with your student employees, and inform them how their work fits into a larger purpose of the department and institution. Remember, purposeful work is meaningful work.

***BE AN EDUCATOR***. To the degree that we each *enhance* the lives of others, we are all educators. How can you contribute to the education of your student employees?

###### JMU Policies

***Code of Conduct***

All employees are expected to conduct themselves in a manner that supports JMU’s mission and the performance of their assigned duties and responsibilities with the highest degree of public trust. All employees are expected to conduct themselves in a professional manner.

***Equal Opportunity***

([JMU Policy 1302](http://www.jmu.edu/JMUpolicy/1302.shtml))

James Madison University does not discriminate and will not tolerate discrimination on the basis of age, color, disability, genetic information, national origin, parental status, political affiliation, race, religion, sex, sexual orientation or veteran status. Conduct by a member of the university community that constitutes discrimination or harassment on the basis of any protected class is a violation of university policy and is sanctionable.

Any applicant, employee, student, affiliate or visitor who feels that they have been the victim of discrimination or harassment by an employee, affiliate or visitor to the university may file a complaint with the Office of Equal Opportunity. See [JMU Policy 1324](http://www.jmu.edu/JMUpolicy/policies/1324.shtml).

Inquiries or requests for reasonable accommodations for disabilities may be directed to the activity coordinator, the Office of Disability Services, Human Resources or the Office of Equal Opportunity. See [JMU Policy 1331](http://www.jmu.edu/JMUpolicy/policies/1331.shtml).

***Discrimination & Harassment***

**(**[JMU Policy 1324](http://www.jmu.edu/JMUpolicy/1324.shtml)**)**

It is the policy of James Madison University to provide a work and study environment free from all forms of harassment including sexual harassment, intimidation, and exploitation. Harassment is unwelcome offensive verbal, physical, or written conduct when:

* Submission to the conduct is made a condition of employment or admission of an applicant.
* Submission to or rejection of the conduct is made the basis for personnel action (recommendation for promotion or tenure) or grades.
* The conduct seriously affects an employee's performance or creates an intimidating, hostile, or offensive work or study environment.

The conduct includes, but is not limited to, unwelcome offensive behaviors referring to a person's race, sex, color, national origin, religion, age, genetic information, sexual orientation, disability, veteran status, parental status or political affiliation.Questions, assistance or violations related to these policies should be directed to the university's Office of Equal Opportunity at (540) 568-6991.

***Disabilities & Reasonable Accommodation***

**(**[JMU Policy 1331](http://www.jmu.edu/JMUpolicy/1331.shtml)**)**

The university will provide reasonable accommodation to qualified individuals with documented disabilities to ensure equal access and equal opportunities with regard to university employment, university educational opportunities, and the university's programs and services. Persons with disabilities are held to the same standards of conduct as other employees, students, or visitors and a disability will not excuse misconduct.

The Americans with Disabilities Act as modified by the ADA Amendments Act of 2008 (42 U.S.C. § 12,101 et seq.), and Section 504 of the Rehabilitation Act (29 U.S.C. §791, et seq.) prohibit discrimination against a person with a disability in the offer or conditions of employment, and in the participation or furnishing of services. The university is obliged to provide reasonable accommodations to enable qualified individuals with disabilities to perform a job, participate in a class, or participate in other university functions.

***Telework***

***(***[JMU Policy 1322](https://www.jmu.edu/jmu-policy/policies/1332.shtml)***)***

Student employees need to complete and receive approval to telework as a student employee. A [Standard Telework Agreement](https://www.jmu.edu/humanresources/forms/standard-telework-agreement.pdf) must be submitted to **Student Employment** (MSC 3519) before the student employee begins teleworking. It is up to the department and/or supervisor to set up a work schedule and confirm that hours are being worked. Student employees will not be allowed to have remote access to JMU systems such as, PeopleSoft, JMU networks, etc. A signed [timesheet](https://www.jmu.edu/financeoffice/accounting-operations-disbursements/payroll/forms-payroll.shtml) must be submitted to provide documentation of hours worked.

***Inclement Weather***

[(JMU Policy 1309)](https://www.jmu.edu/JMUpolicy/policies/1309.shtml)

Student employees are non-designated part-time staff for the purpose of this policy. If the university is delayed or closes during the time that a student employee is scheduled to work the student employee is not required to report to work unless otherwise specified by the student employee’s supervisor. If the student employee does not work the student employee will not receive pay for the missed hours. It is at the discretion of the supervisor if the student employee can make up the missed hours. If the closing or delay falls on a non-scheduled time, then the student employee will not report to work.

***Worker’s Compensation***

([JMU Policy 1312](https://www.jmu.edu/JMUpolicy/policies/1312.shtml))

If a student employee is hurt on the job a worker’s compensation claim will need to be filed with JMU’s Human Resource’s Office. An [Accident/Incident Report](https://www.jmu.edu/humanresources/forms/workers-comp/index.shtml) must be filed within 24 hours of the incident. This form can be completed by the student employee or their supervisor.

***Driving JMU Vehicles***

([Policy 4303](https://www.jmu.edu/JMUpolicy/policies/4303.shtml))

Student employees are eligible to be employed as drivers or be allowed to drive JMU vehicles as needed. The student employee must be working under the direction and supervision of JMU and are at least 19 and have possessed a driver’s licenses for at least 2 years. Stipulations include the following, allowed only to travel to and from prearranged locations, no side trips or frolics, abide by all JMU policies and applicable laws/regulations, only designated passengers are allowed. If passengers are minors, the department must obtain written permission from the minor’s parent/guardian before transporting.

***Discrimination and Harassment***

([Policy 1324](https://www.jmu.edu/JMUpolicy/policies/1324.shtml))

It is the policy of James Madison University to provide a work and study environment free from all forms of harassment including sexual harassment, intimidation, and exploitation. Harassment is unwelcome offensive verbal, physical, or written conduct when:

* Submission to the conduct is made a condition of employment or admission of an applicant.
* Submission to or rejection of the conduct is made the basis for personnel action (recommendation for promotion or tenure) or grades.
* The conduct seriously affects an employee's performance or creates an intimidating, hostile, or offensive work or study environment.

The conduct includes, but is not limited to, unwelcome offensive behaviors referring to a person's race, sex, color, national origin, religion, age, genetic information, sexual orientation, disability, veteran status, parental status or political affiliation. See [JMU Policy 1324](https://www.jmu.edu/JMUpolicy/policies/1324.shtml).Questions, assistance or violations related to these policies should be directed to the university's Office of Equal Opportunity at (540) 568-6991.

***Release of Information from Employee Records***

[(JMU Policy 1316)](http://www.jmu.edu/JMUpolicy/policies/1316.shtml)

It is James Madison University's objective to ensure compliance with the Privacy Protection and the Freedom of Information Acts. This policy establishes guidelines for access to and release of personal information on employees, which is maintained by the university. See [JMU Policy 1316](http://www.jmu.edu/JMUpolicy/1316.shtml).

***Accident Reporting***

(JMU Policy 1312)

It is James Madison University’s objective to make sure that all employees are safe while on the job. Accidents are to be reported to Risk Management within 24 hours of the incident.

***Alcohol and Other Drugs***

**(**[JMU Policy 1110](http://www.jmu.edu/JMUPolicy/1110.shtml)**)**

James Madison University strives to provide a healthy and safe environment for employees and to comply with laws relevant to the abuse of alcohol and controlled substances. It is the intent of the university to fairly and equitably apply this policy while offering support and possible solutions to employees who are dealing with alcohol and other drug-related problems.

The following acts by employees are prohibited and may result in termination:

* the unlawful or unauthorized manufacture, distribution, dispensation, possession, or use of alcohol or other drugs in the workplace;
* impairment in the workplace from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes);
* failure to report an arrest for any offense related to criminal drug laws or alcoholic beverage control laws or laws that govern driving while intoxicated, based on conduct occurring on or off the workplace to your supervisor or designee within 72 hours of an arrest;
* The criminal conviction for a(n):
	+ violation of any criminal drug law, based on conduct occurring either on or off the workplace; or
	+ violation of any alcoholic beverage control law, or law that governs driving while intoxicated, based on conduct occurring either on or off the workplace; or
	+ employee’s failure to report, within five calendar days, the conviction for any offense described above to his or her supervisor.

***Smoking Regulations***

**(**[JMU Policy 1111](http://www.jmu.edu/JMUPolicy/1111.shtml)**)**

Smoking is not permitted within buildings, facilities, structures, or vehicles owned, leased or rented by the university, including parking garages, covered walkways, temporary enclosed structures, trailers, and tents, as well as structures placed on state-owned property by contractors or vendors. This includes individual offices. Smoking is permitted outdoors on university grounds, plazas, sidewalks, malls and similar open pedestrian-ways, unless such areas are designated as non-smoking areas, provided smokers are 25 feet or more in distance away from an entrance, exit, outdoor air intake, or operable window of any facility, including parking garages. Smokers are required to use ash urns to dispose of their smoking material waste and are prohibited from littering state-owned property with smoking material waste.

***Prohibition of Weapons***

([JMU Policy 1105](http://www.jmu.edu/JMUPolicy/1105.shtml)*)*

Carrying, maintaining, or storing a weapon, concealed or otherwise, on any property owned, leased, or controlled by the university is prohibited.

***Reporting Suspected Child Abuse or Neglect***

([JMU Policy 1406)](http://www.jmu.edu/JMUpolicy/1406.shtml)

Recent changes in state law, (Code of Virginia §63.2-1509), have expanded the scope of who is required to report suspected child abuse or neglect. Effective July 1, 2012 the following persons have been included and, in their professional or official capacity, are required by state law to report suspected child abuse or neglect within 24 hours to the local department of Social Services:

* Any athletic coach, director or other person 18 years of age or older employed by or volunteering with a private sports organization or team. At JMU this would include volunteers or paid employees who are working at a camp sponsored by an outside entity, but held on the JMU campus.
* Administrators or employees 18 years of age or older of public or private day camps, youth centers and youth recreation programs. At JMU this includes employees of UREC, the JMU Young Children’s Program, Parent’s Night Out and other camps, sponsored by and held in a JMU owned or operated facility.
* Any person employed by a public or private institution of higher education other than an attorney who is employed by a public or private institution of higher education as it relates to information gained in the course of providing legal representation to a client. At JMU, this includes ALL JMU EMPLOYEES.

JMU Policy 1406 includes methods and steps of reporting such suspected abuse or neglect as outlined below:

1. Reports of suspected child abuse or neglect must be submitted by the employee to the Department of Social Services in the locality in which the child resides or where the abuse or neglect is believed to have occurred, or to the Department of Social Services (DSS) toll-free child abuse and neglect hotline (800) 552-7096.
2. JMU employees may also report suspected child abuse or neglect to their supervisors or other university officials, including Public Safety (540) 568-6912, Human Resources (540) 568-6165), or a member of their department’s administration. Such an internal report will relieve the employee of the responsibility of reporting the matter to Social Services if the employee received the information in the course of his or her professional services to the university. In that case, the internal report made by the employee to the supervisor, public safety officer, or department head shall be forwarded immediately by the university official receiving the internal report to HR.

If you have any questions regarding your requirement to report or matters related to the pending policy, contact HR at [humanresources@jmu.edu.](https://www3.jmu.edu/wm2_preview/WM_edit_content/humanresources%40jmu.edu.)

***Release of Information from Employee Records***

[(JMU Policy 1316)](http://www.jmu.edu/JMUpolicy/policies/1316.shtml)

It is James Madison University's objective to ensure compliance with the Privacy Protection and the Freedom of Information Acts. This policy establishes guidelines for access to and release of personal information on employees, which is maintained by the university. See JMU Policy 1316 at <http://www.jmu.edu/JMUpolicy/1316.shtml>

**Attachment A**

**Student Employment Wage Scale and Pay Levels**

|  |  |  |
| --- | --- | --- |
| **Scale** | **Minimum Hourly Wage** | **Maximum Hourly Wage** |
| **MINIMUM WAGE IS $12.00/hr.** |  |  |
| Level I (Basic) | $12.00 | $12.55 |
| Level II (Intermediate) | $12.50 | $13.65 |
| Level III (Advanced) | $13.50 | $16.00 |
| FACTOR | LEVEL IBasic | LEVEL IIIntermediate | LEVEL IIIAdvanced |
|  |  |  |  |
| Complexityof Assignment | -Routine & non-complex | -Moderate difficulty | -Considerable difficulty |
| -Procedures are well established | -Alternate methods of resolution are available | -Extensive problem solving & decision making required |
|  |  | -Usually involves concurrent activities |
|  |  |  |  |
| Supervision Received | -Close supervision with assistance readily available-Limited independent decision making | -Receives some instructions but may use independent judgment within limits | -Receives supervision in the form of a general outline |
| -Duties performed independently after training |  |  |
|  |  |  |
|  |  |  |  |
| Supervision Given | None | -Supervisory responsibilities for limited activities | -Involves supervisory responsibilities for large or complex activities |
|  |  |  |  |
| Scope | -Limited to job task performance | -Responsible for segment of the total operation activity | -Responsible for specialized or whole operation |
|  |  |  |  |
| Knowledge | -On the job training provided | -Relevant job-related knowledge required-Specialized knowledge required | -Requires specified advanced experience indicating advanced knowledge in area |
|  |  |  |
|  |  |  |  |
| Training | -None or minimal previous training required | -Relevant job-related training | -Requires specified advanced training |
|  |  |  |  |
| Experience | -None or minimal experience related to job | -Prior experience necessary | -Requires moderate experience |

***\* If a student is being paid by piece work the minimum is $5.00***

**Attachment B**

**Graduate School/Financial Assistant**

**Scholarships, Grants, Student Employment and Loans**

Office of Financial Aid and Scholarships

Student Success Center 5th floor

MSC 3519

Phone: (540) 568-7820

Website: <http://www.jmu.edu/financialaid/>

**The Graduate School**

Madison Hall, 4th floor

MSC 6702

Phone: (540) 568-6131

Website: https://www.jmu.edu/grad/prospective/Tuition-and-Aid.shtml

**Assistantships**

Each year, James Madison University makes funds available through the graduate assistantship program. Although limited in number, assistantships contribute significantly to academic and non-academic areas of the university. Assistantships provide financial assistance to qualified students who otherwise might be unable to pursue graduate degrees. They also offer opportunities for students to gain worthwhile teaching and other experiences relevant to their chosen disciplines.

Most assistantships will be awarded for a maximum of four academic semesters (exclusive of summer session) in most master's and educational specialist degree programs and a maximum of three years in the Master of Fine Arts and doctoral programs. Assistantships (with the exception of Doctoral Assistants) are limited to nine paid graduate hours of tuition each fall and spring semester, although contracts are usually written for an academic year. Students must pay for any additional hours each semester at the tuition rate based on residency status. Tuition will be covered at the on-campus rate for the hours stated on the contract.

Any additional charges for Web-based courses will be the responsibility of the student. Under no circumstances will payment from assistantship funds be used for audited course work or undergraduate hours. Assistantships do not cover the student's room and board expenses. No tuition or stipend is paid through the assistantship program for summer hours.

Acceptance of an offer of financial support–such as a graduate state scholarship, fellowship, traineeship or assistantship–for the next academic year by a prospective or enrolled graduate student completes an agreement that both student and graduate school expect to honor. In that context, the conditions affecting such offers and their acceptance must be defined carefully and understood by all parties. Students are under no obligation to respond to offers of financial support prior to April 15; earlier deadlines for acceptance of such offers violate the intent of this resolution. Read the Council of Graduate Schools' Resolution Regarding Graduate Scholars, Fellows, Trainees, and Assistants for full details.

**Classification of Assistantships**

***Doctoral Assistant***

A Doctoral Assistant is assigned to an academic department to assist faculty members in their responsibilities of teaching and/or research. Students in doctoral programs may also serve as Teaching Assistants. Doctoral Assistants must be enrolled in a doctoral program at JMU. Doctoral Assistantships may cover more than the regular amount of tuition, may pay a higher stipend and may remain in effect through all or part of the summer term.

***Graduate Assistant***

A Graduate Assistant is assigned to an academic department, support program or administrative office to assist faculty members in preparing for instruction, leading discussion groups, grading papers, conducting research, preparing laboratories, performing departmental administrative tasks, etc. Specific duties will vary according to the needs of the department.

***Teaching Assistant***

A limited number of Teaching Assistantships are available in academic units offering major programs of graduate study. A Teaching Assistant is assigned to an academic department and is required to instruct one course or three credit hours of course work each semester or an equivalent of three credit hours of laboratory work each semester. Students may also be awarded a teaching assistantship to assist professors within the department with instructor related duties. Teaching Assistants must have completed a minimum of 18 hours of appropriate graduate course work. A Teaching Assistant must be directly supervised by a graduate faculty member.

***Other Types of Assistants***Some assistantships are assigned to Student Affairs (Service Assistants), Athletics (Athletic Assistants), or Grants (Research Assistants). The assistantships in Student Affairs and Athletics are handled within their division, and the grant related assistantships are handled individually by departments with external funding and approval from the Office of Sponsored Programs and Vice Provost of Research and Scholarship.

***Assistantship Hours***

In accordance with university policy guidelines, Graduate Assistants will provide an average of 20 hours of assistance each week. Graduate Assistants cannot be asked to perform more than an average of 20 hours per week unless special permission is granted from The Graduate School. Visa requirements stipulate that international students may not in any circumstances work more than 20 hours per week. Students may not begin their assignment prior to completion and submission of all required forms.

**Additional JMU Employment for Graduate Assistants**

Graduate students receiving stipends from Virginia state funds are occasionally permitted to accept JMU employment in addition to the 20 assistantship hours. The maximum number of additional hours that can be considered either in a wage or student employee position only are nine hours per week. Permission for such employment must come from The Graduate School, in response to a request by the student's graduate director or adviser. The student and the director or adviser should carefully consider the overall effect of additional employment on the student's academic performance.

**Application for Assistantships**

***Application Process***

A student interested in an academic assistantship, the student should inform the graduate program to which he or she is applying of his or her interest in an assistantship through the graduate application. If there is not an assistantship available, the student may want to apply for a posted assistantship through another department.

To apply for an assistantship opportunity outside the respective graduate application, please go to: <https://joblink.jmu.edu/>