MISSOURI WESTERN STATE UNIVERSITY

SUPERVISOR HANDBOOK

STUDENT EMPLOYMENT PROGRAM

Career Development Center

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handshake

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Section 1 Introduction

1.1 Goals of the Student Employment Supervisors' Manual

The goal of the Missouri Western State University Supervisor's Manual is to communicate the policies and procedures to student employee supervisors.

1.2 The Student Employment Program

The Student Employment Program is a shared responsibility between the following offices: Human Resources, Financial Aid, Business Office, Graduate school and the Career Development Center.

The Student Employment Program provides students resources to earn, learn, and connect. Our services help provide a source of income to help finance or supplement their educational cost. We help students gain valuable transferable skills needed to reach their career goals, and become a valued member of the campus and community workforce.

The Student Employment Program is housed in the Career Development Center in Eder Hall, Suite 202.

1.3 Handshake

The Career Development Center has partnered with Handshake, a job posting portal, to replace our previous jobs portal, Griffons4Hire. Handshake offers new and exciting features, enabling all Griffons to access personalized on-campus and off-campus job and internship recommendations based upon your major and interests. Students and alumni are encouraged to utilize Handshake to connect with employers and to search for nationwide job and internship opportunities and to stay up-to-date on all Career Development Center events and resources. Access Handshake and all of our resources today via our website at www.missouriwestern.edu/careerdevelopment

1.4 Student Employment Forms

All Student Employment forms can be located on the University A-Z on the page "Forms-Employees."

Section 2 University Policies and Employment Regulations

2.1 Disclaimer

Missouri Western State University retains the right to change, modify, suspend, interpret, or cancel in whole in part any of its published or unpublished policies or practices, with or without advance notice. If statements in this manual are found to be in conflict with existing or future local, state, or federal laws or regulations, such rules shall supersede or prevail over the Supervisors' Manual statements. This edition of the Supervisors' Manual supersedes all previous editions.

2.2 Missouri Western State University Policy Guide

Please reference the Human Resources webpage for the MWSU Policy Guide.

Policies included but are not limited to:

- Nondiscrimination/Equal Employment Opportunity Policy
- Nondiscrimination/Equal Employment Opportunity Policy Procedure for Reporting and Investigating Complaints
- Sexual Misconduct Policy & Complaint Resolution Procedures
- Conflict of Interest
- Nepotism-Employment of Family Members or Other Defined Relationship

2.3 Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, record-keeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state and local governments. Missouri Western State University's employment policies must be in compliance with the requirements outlined in FLSA. For more information regarding FLSA, please reference: Fair Labor Standards Act (FLSA).

2.4 Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) is a federal law which sets forth requirements aimed at protecting the privacy of educational records. Education records are defined as those records which directly relate to a student and are maintained by an educational agency or institution or by a party acting on behalf of that institution. Any educational institution that receives funds under any program administered by the U.S. Secretary of Education is bound by FERPA requirements. This includes but is not limited to student employment records.

2.5 NCAA Regulations

For more information regarding the employment of student athletes, please contact the Associate Athletic Director/Compliance & Sports Administration.

2.6 E-Verify

The Student Employment Program participates in E-Verify.

2.7 Federal Student Aid Handbook

The Student Employment Program abides by the Federal Student Aid Handbook.

Section 3 Employment Procedures

3.1 Student Employment Semester Calendar

A student employment supervisor will complete a Student Employment Offer and Authorization Form at the beginning of each academic year (fall/spring) and summer term, for all new and returning student employees.

Fall Dates: August 01 to December 31

Spring Dates: January 01 to May 31

Summer Dates: June 01 to July 31

Note: If a student is graduating or not returning for the next semester they may not work past the last day of finals of the last semester they are enrolled.

3.2 Student Employee Eligibility

A student must meet the following criteria to be considered to be a student employee on campus:

Undergraduate Student

- MWSU Student
- Degree Seeking
- Maintain a minimum 2.0 cumulative GPA
- Enrolled in at least 6 credit hours

Graduate Student

- MWSU Student
- Degree Seeking
- Maintain a minimum 2.0 cumulative GPA
- Enrolled in at least 5 credit hours

International Student (Undergraduate and Graduate)

- MWSU Student
- Degree Seeking
- Maintain a minimum 2.0 cumulative GPA
- Enrolled Full Time (Academic Year UG = 12+ cr. hours; Academic Year GR = 8+ cr. hours)

Note: New incoming freshmen and transfer student can only begin work on the first day of classes at the beginning of a semester.

Note: The eligibility requirements are set by the Student Employment Program. Student employees who fall below the criteria will be notified by the Student Employment Program via e-mail after their supervisor has been contacted. An exception could possibly be made for a student to continue to work on campus, reference Student Employment On-Campus Criteria Exceptions below.

Student Employment On-Campus Criteria Exception

If a student falls below the criteria to be a student employee the following steps will be taken:

1. The supervisor will be contacted by the Student Employment Coordinator to discuss the student employee who has fallen below the student employment criteria.
2. An e-mail will be sent to student employee and supervisor stating the student has fallen below the student employment criteria and the student employee will have to stop working immediately.
3. A Student Employment Exception Form will be attached to the e-mail that the student employee and supervisor receive. If the student meets any of the exception option on the form, they may complete the form, attach any documents if needed and return it to the Career Development Center in Eder Hall 202. If approved or denied, the student employee and supervisor will be notified within three business days.

3.3 Student Employment Funding Sources

A student working on campus at Missouri Western State University is paid through Federal Work Study (FWS) or Institutional funds.

Federal Work Study

Federal Work Study (FWS) will not show up as a line item in a department's budget. FWS eligible departments are determined by the Student Employment Program. FWS eligible departments can find the ZRWSGBT report in Banner to review and track the FWS budget and any employed students' FWS allocation.

Due to the limited amount of funding received from the Department of Education for the Federal Work Study Program, there is not enough funding to give to every department on campus. Departments can submit the Departmental Federal Work Study Request Form if they do not already have a FWS allocation. This form can be found in the MWSU A-Z index under "Forms-Employees." Funding is limited and not all requests are guaranteed. Allow 30 days for the request to be reviewed.

Institutional Funds

Institutional funds are funds allocated from Missouri Western State University funding source (not including FWS). This could include but is not limited to student personnel line, Student Success Act funds, grants, etc.

3.4 Posting a Position on Handshake

All student positions are required to be posted on Handshake. Hiring departments need to make the position available to the general student population for a minimum of three (3) business days.

To learn how to use Handshake, a Handshake learning session will be held the first Tuesday of every month. Contact the Student Employment Coordinator for more details.

3.5 Student Position Descriptions

All student positions must contain the following information:

- Name/Title of position
- Rate of pay (*reference section 5.2*)
- Name of department
- Name of supervisor
- Location where the student will perform their duties
- Anticipated Start Date
- Anticipated Hours Per Week
- Purpose/Role of the position within the department
- Duties and responsibilities associated with the position and how they relate to the purpose/role
- General qualification for the position and the specific qualifications of the rate of pay associated with the position
- Physical Requirements:
  - **Sedentary Work**: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
  - **Light Work:** Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.
  - **Medium Work:** Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
  - **Heavy Work:** Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects
  - **Very Heavy Work:** Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.

Student positions being posted by a department will be reviewed by the Student Employment Program as a part of the approval process before positions are made active and available for students to view and apply. If you need help creating a job description please contact the Student Employment Coordinator.

3.6 Interview and Selection

Hiring departments should treat the student employment hiring process in a similar manner to hiring any other part-time or full-time employee.

Reviewing Applications

Handshake will require all students to have a resume on file before they apply to any position. Any additional documents (i.e. on campus application, work availability, cover letter, etc.) needed to fulfill your application process can be required as an additional document. Please contact the Student Employment Coordinator for more information.

Interview and Selection

Hiring departments are not required to interview every applicant. It is a good idea to narrow the field of qualified applicants by screening resumes against the qualifications/requirements of the position. Students who are not selected for an interview should be notified (reference section 7.10).

Hiring departments may then set up an interview with qualified applicants. By interviewing candidates, departments are able to assess applicants, while providing students the opportunity to practice their interviewing skills. All questions asked during the interview should be job related and hiring decisions should be based on objective criteria. Departments can then select the best candidate for the position.

3.7 Student Employment Offer and Authorization Form

Hiring departments that have posted a position on Handshake, screened and interviewed applicants can start the hiring process. Once a student has been selected a Student Employment Offer and Authorization Form should be completed. This can be found in the MWSU A-Z index under "Forms-Employees."

A student cannot begin working until an e-mail from Human Resources has been received by the supervisor and student stating the student has been authorized to work.

3.8 New Hire Paperwork

Student employee hiring paperwork includes the following:

- Confidentiality Statement
- FERPA Release
- Form I-9 (will only accept original, authentic, and unexpired documents)
- W-4 (state and federal)
- Direct Deposit (optional)

Federal labor laws mandate that employees may NOT begin working until ALL necessary paperwork is complete and verified in the Human Resources Office (Popplewell 117). You will receive an e-mail stating when a student has been authorized to work with the official start date. If you have questions regarding the status of any new employee in your office, contact Human Resources at 816-271-4587.

3.9 Rehires/Returning Students

A supervisor wanting to rehire a student employee will not need to post a position through Handshake (only new hire students have to apply). A supervisor will complete a Student Employment Offer and Authorization From at the beginning of each academic year (fall/spring) and summer term for student returning to the same position to work (refer to section 3.1). Returning students will complete the confidentiality statement, and FERPA release when they present the Student Employment Offer and Authorization Form to Human Resources. A student returning after one year (365 days) of not working at MWSU will have to complete all new hire paperwork.

3.10 On-Campus Internships

Internships offered through campus departments are considered "on-campus employment" and should be listed and approved on Handshake. Paid interns will be treated as student employees and are subject to the same employment policies and hiring procedures.

Positions will only be considered "internships" if they are tied to a student's major or are used to satisfy a course requirement. Internships are tied to specific learning outcomes and students should have an appropriate faculty advisor.

3.11 Employing International Students

International students go through the same process as U.S. citizens when applying for part-time positions and internships on campus through Handshake.

Hour Limits for International Students

According to the U.S. Department of Homeland Security, U.S. Immigration and Customs Enforcement, international students are limited to a maximum of 20 hours per week during the academic year (fall and spring) while classes are in session. They may work up to 37.5 hours per week during the summer session.

Overtime

International students are not allowed to work any overtime hours

Visas

It is the responsibility of the student to work with International Student Services (ISS) to ensure they remain compliant with their visa status requirements. Please contact International Student Services with specific questions regarding compliance and the different types of Visas.

Social Security Cards

If the student does not already have a Social Security Card, they must apply for one prior to beginning employment. International students may provide the letter (receipt) from the Social Security Administration (SSA) as verification of SSN in order to begin the new hire paperwork process for employment. Human Resources must view the original Social Security Card when it arrive from SSA* in order to complete the new hire paperwork process.

Once a supervisor has offered an international student a position, please fill out the appropriate form located via the link below (also found on the ISS website) and submit to ISS: https://forms.missouriwestern.edu/international/stuemp.asp

- This form must be approved by International Student Services. (Blum 210)
- The student will then bring it to their hiring supervisor or appropriate department representative to be signed.
- Once signed, the student will take the letter, passport, and visa information to the local SSA office(s).

*Note: Receiving a social security card can typically take 7-10 business days. If a social security card takes longer than 7-10 days, please expect a delay in a student's paycheck.

3.12 Performance Evaluations

Evaluations provide students with both reinforcement and constructive criticism of their performances. Please reference section 5.11 for information on pay increases as it pertains to performance evaluations.

Performance evaluation of student employees should be completed, at a minimum, once a year at the end of the spring semester (supervisors may do more than one evaluation throughout the year). The Student Employment Coordinator will notify supervisors beginning March 1st to complete evaluations. Evaluations must be completed electronically by May 1st of that same academic year.

Electronic performance evaluations can found on the Career Development Center home webpage or https://www.missouriwestern.edu/student-services/careerdevelopment/performance-evaluations/.

Section 4 Student Employee Conduct and Dismissal Procedures

4.1 Grievance
Grievances with Coworkers

If a student employee has an issue or complaint with another coworker, the supervisor shall encourage the student to address any complaints directly with the person(s). If the reconciliation efforts fail or result in additional conflict, the supervisor should meet with both parties to resolve the issue. The supervisor may then utilize the *Corrective Action Plan*, if necessary and follow up with all parties involved. It is the supervisor's responsibility to maintain a productive, non-hostile work environment.

Grievances with Supervisors

If a student employee has an issue with a supervisor, or vice versa, the supervisor is first encouraged to meet with the student to resolve the issue(s), properly documenting each instance and encouraging a follow-up meeting. The Student Employment Program may be consulted as an unbiased third-party who can provide additional resources or general recommendations for moving forward, if necessary. A supervisor should only consult the Student Employment Program once he or she has notified their direct supervisor of the situation and all other avenues have been exhausted.

Grievance related to Title IX
If a student employee or supervisor has a grievance or would like to file a complaint related to sexual harassment or discrimination, the student or appropriate party/parties should immediately contact the [Title IX Coordinator](#) and [Director of Human Resources](#).

4.2 Discipline and Dismissal Procedure

The student employment dismissal procedure is to provide fairness and consistency in regard to discipline and dismissal of employees. If an employee fails to meet acceptable standards or exceptions in job performance, the immediate supervisor is to clearly and specifically inform the employee of the problem and the corrective measures to be taken.

If adequate performance is still lacking, the supervisor should meet the employee and document in writing, of the conditions creating the failure to perform satisfactorily, the corrective measures to be followed, and the possible consequences. The Student Employment Coordinator is to be provided a copy of the written notice*.

After receiving a written warning, the employee may be subject to dismissal if satisfactory performance is not achieved. Prior to dismissal of a student employee, the supervisor must contact HR to ensure all processes have been followed & the situation has been properly documented. If documentation is lacking or the procedure has not been followed, the dismissal may not be possible.

Note: Suspension and/or dismissal without prior written warning can be deemed in cases where Gross Misconduct has taken place. Contact the Director of Human Resources immediately.

Use the Student Employee Corrective Action Plan to assist in any disciplinary action or recommendation for dismissal.

Corrective Action Plan

The Corrective Action Plan form is used to address any disciplinary/conduct issues and to note any corrective action taken. A copy of any corrective action plan with any additional documentation must be sent to Human Resources to add to the student employees file. This can be found in the MWSU A-Z index under "Forms-Employees."

Termination Form – Voluntary

A termination form must be submitted if a student voluntary leaves their on campus position (i.e. graduation, resignation, etc.). The completed termination form must be submitted to Human Resources to end the student's time sheet and employment record.

Termination Form – Involuntary

After the corrective action plan is approved for the request for dismissal, a department must submit a termination form to Human Resources to end the student's time sheet and employment record. Contact the Student Employment Coordinator or Director of Human Resources for any questions.

4.3 Gross Misconduct

Immediate termination for a student is expected for gross misconduct; including but not limited to:

- Actions threatening the safety of others
- Malicious use or theft or agency property
- Falsification of time sheets or other documents

Supervisors should report such cases to the Director of Human Resources immediately upon occurrence. A student's actions while employed may result in further disciplinary action by the university and/or civil penalties impost by the county, state, or federal authorities. Supervisors should indicate the reason for involuntary and immediate termination on the Termination Form. Immediate termination must be approved by Human Resources.

4.4 Student Conduct

If any actions violate the Missouri Western State University Student Code of Conduct as outlined in the [Student Code of Conduct Handbook](#), please follow the appropriate course of action and report such actions/activity to the Office of the Associate Vice President of Student Affairs/Dean of Students.

Section 5 Wage and Hour Requirements

5.1 Classification & Wages

Students are paid an hourly wage in accordance with the guidelines as set forth in the Fair Labor Standards Act (FLSA). All students must be paid at least minimum wage as defined by state and federal wage guidelines. If you have any questions related to the payment of wages, contact the Student Employment Coordinator or Director of Human Resources. The Student Employment Program will review job postings before approval to ensure guidelines are being met and wages are adjusted accordingly.

5.2 Hourly Paid Student Positions

Student Assistant I
A Student Assistant is service in a general support role to the departments and providing assistance with daily activities.

Student Assistant II
A Student Assistant II is an advanced level of employment and deemed to be above the rate established at a Student Assistant I. A student employee must support the department's need plus meet one of the following:

- Required certifications (state or nationally recognized)
- Special education level (i.e. higher GPA requirements, specific academic course, etc.)
- Special skill set in order to complete the duties of the position

5.3 Monthly Paid Student Positions

Graduate Assistantship (GA)
Graduate Assistantships are paid monthly at a rate determined by the department. Wage rate must comply with FLSA regulations. This role will be treated as a student employee and is subject to the same employment policies and hiring procedures.

Resident Assistant (RA)
Residence Assistants are paid monthly. Wage rate must comply with FLSA regulations. This role will be treated as a student employee and is subject to the same employment policies and hiring procedures.

5.4 Payroll

Direct deposit is the preferred method of payment to all university employees; however this is optional for student employees. Direct Deposit can be set up through the Business Office or Human Resources.

Student employment supervisors are responsible for training student employees on proper timesheet procedures and ensure that a student employee's timesheet is submitted accordingly.

Pay Dates

Student payroll is issued on the 10th day of the month following service (i.e. January hours of service will be paid February 10th). If the 10th of the month occurs on a Saturday or Sunday, payment will be made on the previous Friday.

FICA Exemption

A student employee and the University is exempt from FICA taxes while enrolled in at least part-time according to the IRS.

5.5 Time Recording

Student employees are to enter time worked daily through Banner. The student's time entry is to be submitted to their supervisor for approval before 12:00 am midnight on the first day of the month following the end of the pay period (i.e. June hours submit July first).

Minutes should be recorded in banner in the following manner:

Minutes	Quarter Hour
0-7	.00
8-22	.25
23-27	.50
38-52	.75
53-59	.00 + 1 hour

5.6 Late Time Entry

Time submitted after the close of a student payroll period will need to be submitted to the supervisor via e-mail and will be paid the following payroll cycle. Supervisor will then forward the e-mail to the payroll office.

5.7 Fraudulent Timekeeping

Falsifying time records is considered fraudulent (gross misconduct). Any student employee caught falsifying time records may be subject to immediate termination.

5.8 Time Approver Change

If at any time a student employee is going to have an approver that is different than the default approver for the department, the Head of the Department will need to contact payroll via email to facilitate this change.

5.9 Meal and Rest Periods

Student employees are allowed unpaid lunches and paid breaks depending on the amount of hours in their shift.

- 6-8 hours per day
    - The student should receive 2 paid 15-minute breaks and a 30-minute unpaid lunch
- 4-6 hours per day
    - The student should receive at least a paid 15-minute break
- Under 4 hours per day
    - Supervisor may use discretion on breaks for periods of work under 4 hours

5.10 Work Eligibility and Hour Requirements

Student employees may work up to a maximum of 20 hours per week during the fall and spring semesters when class is in session. A student is defined in section 3.2.

University Breaks

Student Employees may work up to 37.5 hours per week during university breaks, including spring, summer, fall, and holiday breaks. Please note for summer and holiday breaks students may begin working 37.5 hours per week after finals week (see summer break and eligibility below). This is contingent upon the department being open during that time.

Summer Break and Eligibility

Student employees may work up to 37.5 hours per week beginning the Sunday after spring semester finals week.   Reference the next paragraphs for further eligibly as it regards to student summer employment.

Students Not Enrolled in Summer Courses
Students who are not enrolled in courses for the summer are eligible for student employment if they had previously attended Missouri Western State University at least part-time in the spring semester and are pre-enrolled at least part-time for the coming fall semester at Missouri

Western State University. New incoming freshmen or transfer students hired must meet the Student Employee criteria as defined in section 3.2.

Students Enrolled in Summer Courses

Students enrolled in summer courses (online or seated) are eligible to work up to 37.5 hours per week; however, they may not work while their course is in session or scheduled to meet (online courses included).

Graduation

Student employees are able to work until the last day of finals exam week. Student employees who graduate cannot work past that date, as they are no longer considered a student.

Work Week

A student employee work week begins on Sunday and ends on Saturday for the calculation of hours worked in a week.

Multiple Positions On-Campus

A student may hold no more than two on-campus positions at the same time, and cannot exceed the 20-hours per work week limit set by Missouri Western State University. Those with special circumstances must have prior approval from the Student Employment Coordinator for additional on-campus employment opportunities.

Overtime

Overtime occurs when a student works over 37.5 hours per week. If the student is working multiple positions the overtime will be charged to the student's primary position. Overtime is strongly discouraged.

Scheduling and Cancellation

Schedules are determined between the immediate supervisor and the student employee. Student employees should have flexible scheduling to ensure academic success.

A student cannot be scheduled during class periods, labs, or other scheduled academic commitments; however, if a class is cancelled a student may work during that time given they have provided their e-mail from the professor of the cancelled class during that time. The e-mail provided should be documented and put in students personnel file in Human Resources.

5.11 Pay Rate Adjustment (only occur August 1ˢᵗ of each year)

The hiring department will decide if a pay rate adjustment will take place as long as the student meets the criteria for a pay rate adjustment. Pay rate adjustments will be approved by Human Resources.

A student employee is eligible for a pay rate adjustment of up to $.25 per academic year if the following criteria have been met:

- Student Employee has been employed in their current position for a full academic year (Fall/Spring)
- Student received a satisfactory performance evaluation and the supervisor has submitted the evaluation on-line (reference section 3.12)
- Student Employee is continuing with the same department in the current position for the upcoming term
- **Note:** Student employee pay rate adjustments are only given during the academic year staff/faculty are given cost of living raises

Section 6 Workplace Standards and Expectations

6.1 Workplace Standards

Supervisors are responsible for maintaining and communicating standards for student employees.

Supervisors should:

- Provide a job description to student employees
- Provide student employees with expectations of acceptable behavior and dress
- Provide any departmental training necessary
- Communicate with student employees about work hours, work timelines, and office rules and procedures.
- Work with student employees to ensure accuracy of timesheets and understand the deadlines for submission

6.2 Workplace Expectations

Supervisors play a part in creating a successful workplace for student employees to make positive contributions. To support successful employee performance, supervisors should promote a positive work environment where employees are committed to mutual respect, open communication, quality service, and teamwork.

6.3 Promoting a Positive Work Environment

Supervisors should encourage student employees to be responsible for their own personal development. To promote a positive work environment, supervisors should encourage employees to:

- Ask questions about their duties and responsibilities
- Take responsibility for addressing performance problems
- Give the supervisor constructive feedback on how the supervisor can better support the employee in their job

6.4 Promoting Personal Development

To support student employees' personal development, supervisors should:

- Help develop employee's unique learning and communication styles
- Encourage open dialogue with student employees
- Communicate with student employees about performance problems and successes and allow students time to address their performance
- Reward positive behavior
- Give employees additional training and development related to their career path

7.1 LISTS OF ACCEPTABLE DOCUMENTS
All documents must be UNEXPIRED

Employees may present one selection from List A
or a combination of one selection from List B and one selection from List C.

LIST A **Documents that Establish Both Identity and Employment Authorization**	OR	LIST B **Documents that Establish Identity**	AND	LIST C **Documents that Establish Employment Authorization**
1. U.S. Passport or U.S. Passport Card		**1.** Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		**1.** A Social Security Account Number card, unless the card includes one of the following restrictions: (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)		**2.** ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa				**2.** Certification of report of birth issued by the Department of State (Forms DS-1350, FS-545, FS-240)
4. Employment Authorization Document that contains a photograph (Form I-766)		**3.** School ID card with a photograph		**3.** Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
		4. Voter's registration card		

5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status:
  a. Foreign passport; and
  b. Form I-94 or Form I-94A that has the following:
    (1) The same name as the passport; and
    (2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.
		5. U.S. Military card or draft record		

		6. Military dependent's ID card		**4.** Native American tribal document
		7. U.S. Coast Guard Merchant Mariner Card		**5.** U.S. Citizen ID Card (Form I-197)
		8. Native American tribal document		**6.** Identification Card for Use of Resident Citizen in the United States (Form I-179)
		9. Driver's license issued by a Canadian government authority		
		For persons under age 18 who are unable to present a document listed above:		**7.** Employment authorization document issued by the Department of Homeland Security
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI		**10.** School record or report card		
		11. Clinic, doctor, or hospital record		
		12. Day-care or nursery school record		

**Examples of many of these documents appear in Part 13 of the Handbook for Employers (M-274).
Refer to the instructions for more information about acceptable receipts.**

Form I-9 07/17/17 N

7.2 Tips for Interviewing Perspective Students

1. Prepare for the interview. Create a list of questions ahead of time. Attempt to ask all applicants for the same job the same type of questions, although individual experiences and follow-up questions may send you down different paths. Clear your desk. Do what you can to minimize interruptions, and focus on the candidate.

2. Put the student at ease with some small talk. Job interviews can make even the seasoned employee stressed, and you may have applicants who have no formal employment experience. If you can't move to a separate office or leave your post, explain to the student the nature of your work, and that the phone might ring (let it go to voicemail if possible) during your interview.

3. Give the student some perspective about the job. Go over the job description from the posting, and put it in the framework of the function of your office or department. (i.e. "Our department is responsible for on-campus employment, and the student hired for this position will be helping newly hired students complete the hiring paperwork.") (Give the student a copy of the job description.)

4. Ask questions that will get the information you need. Use open-ended questions instead of ones that result in "yes" or "no." You can begin with "What interested you in this position?" "Tell me a bit about yourself," and "What did you like best/worst about your last job?" If the student does not have formal work experience, try asking, "What did you like best about your senior year in high school?" "What accomplishment has given you the most satisfaction?"

5. Give a brief overview of your performance expectations, beginning with the schedule. Is it fixed, or flexible? What happens when a student can't make a scheduled work shift? To whom will the student report? What kind of supervision will be provided? How is performance evaluated? What type of training will you provide?

6. Allow the student to ask questions, as well as clarify what information he/she has already offered. Summarize the student's comments about his/her work experience and interests, and ask if your summary is accurate.
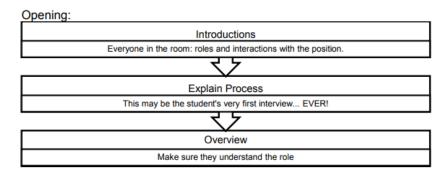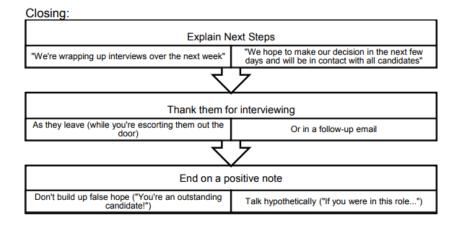
7.3 Structuring an Interview

Preparing:

- Determine requirement from the job description
- Review applications/resumes to evaluate skill, knowledge, and education
- Decide where to conduct the interview
- Decide how you will handle interruptions

Interview Outline:

1. Opening (10%)
   a. Intro, Explain Process, Overview
2. Probing (65%)
   a. Clarifying application questions
   b. Ask interview questions
3. Questions (15%)
   a. From the candidate
4. Closing (10%)
   a. Give follow-up timeline

Opening:

Introductions
Everyone in the room: roles and interactions with the position.

Explain Process
This may be the student's very first interview... EVER!

Overview
Make sure they understand the role

Probing Questions: See sample questions on the following pages as well as questions to avoid.

Closing:

Explain Next Steps	
"We're wrapping up interviews over the next week"	"We hope to make our decision in the next few days and will be in contact with all candidates"

Thank them for interviewing	
As they leave (while you're escorting them out the door)	Or in a follow-up email

End on a positive note	
Don't build up false hope ("You're an outstanding candidate!")	Talk hypothetically ("If you were in this role...")

*Know that students may be nervous, by explaining the process you will help put them at ease.

7.4 Interview Questions – Be Cautious

Inquiry Area	Illegal Questions	Legal Questions
Age	- May not require an applicant's age, date of birth, or for records to prove his/her age. - Year of graduation from high school.	An employer may ask whether an individual meets the minimum age requirements set by law. "Are you over the age of 18?" is an appropriate question.
National Origin/ Citizenship	- Are you a U.S. citizen? - Where were you/ your parents born? - What is your "native tongue?"	Are you authorized to work in the United States?
Race/ Color	All questions regarding a person's race/ color will be deemed illegal under federal and state laws.	None!
Religion	Any question with regard to an applicant's religious beliefs, denomination, or any questions that indicate religious customs or holidays observed.	After an individual is hired, an employer may inquire about religious accommodations.
Marital/ Family Status	- Are you married? - With whom do you live? - Do you plan to have a family? - What are your childcare arrangements?	- Would you be willing to relocate if necessary? - Would you be able and willing to work overtime as necessary?
Personal	- How tall are you? - How much do you weigh?	Are you able to lift a 50 lb. weight and carry it 100 yards, as that is part of the job?
Disabilities	- Do you have any disabilities? - Please complete the following medical history. - How's your family's health?	- Are you able to perform the essential job functions? - Can you demonstrate how you would perform the following job-related functions?
Arrest Record	Have you ever been arrested?	Have you ever been convicted of _____ ?
Military	If you've been in the military, were you honorably discharged?	- In what branch of the Armed Forces did you serve? - What type of training or education did you receive in the military?

7.5 Sample Interview Questions

1. Tell me about yourself and why you are interested in this position?

2. How do you see this position helping you gain experience in your chosen career field?

3. How do you see your past experiences benefiting our department/office?

4. What would you say is your top strength/weakness?

5. Tell me about a job you particularly enjoyed. What was the work environment? Why did you enjoy it?

6. Give me an example of a time when you made a mistake. How did you handle it?

7. Tell me about one of the best decisions you ever made.

8. Tell me about a time when you proved to your supervisor that you were reliable.

9. ANY OTHER SPECIFIC JOB RELATED QUESTIONS YOU MAY HAVE FOR THE CANDIDATE

10. Do you have any questions?

11. What is your work availability?

12. Are you working any other on-campus jobs?

7.6 New Student Employee Checklist

Prior to First Day:

☐ Ensure all new hire paperwork has been completed with Human Resources

First Day:

☐ Go over departmental policies and procedures

Policies:

☐ Review policies:

- Requesting time off procedures
- Calling in Sick
- Holiday/exam week scheduling
- Time reporting
- Performance reviews
- Dress Code
- Email and internet use

- Personal conduct standards
- Security
- Safety/accident reporting
- Visitors/personal calls policies
- Emergency procedures/evacuation
- Confidentiality
- Corrective Action Procedure

Administrative Procedures:

☐ Review general administrative procedures

- Offices/desk/work station
- Keys
- Mail (incoming/outgoing)
- Shipping (FedEx, DHL, UPS)
- Voicemail
- Fax machine/copy machine

- Computer login
- Telephone
- Building access
- Conference rooms
- Office supplies
- Breaks

Introductions and Tours:

☐ Give introductions to department staff and key personnel during tour

☐ Tour of building/facilities

Positions Information:

☐ Review job assignments and training plans

☐ Review job description and performance expectations and standards

☐ Review work schedule and hours

Computers:

☐ Hardware and software reviews including:

- E-Mail
- Social media accounts
- Login to software/network

- Microsoft Office
- Databases and shared drives
- Internet

7.7 Setting Expectations

What are Expectations?
- An expression of desired behaviors from an employee. They are not an employee's duties/responsibilities (those are listed in the job description).
- A set of clearly defined performances that are meaningful to the person and desired by the organization.
- It is understood that the expectations are both achievable given the skills/ knowledge of the performer and resources/ constraints of the environment.
- The anticipated behaviors and/or accomplishments are expressed in unambiguous terms and are verifiable.

Clear Expectations Rules
- Less is more. Create succinct statements of expectations.
- Express expectations in terms and language everyone understands. Be specific and precise.
- Write them down so you and your employees can refer to them.
- If there are dangers of misinterpretations, provide examples to help employees understand.
- Monitor performance to verify that it conforms to expectations.

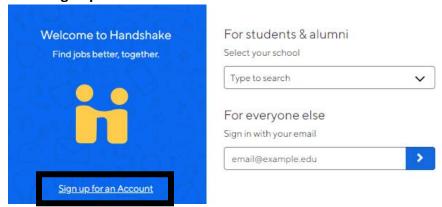**The Process of Setting Expectations with your Team**
- Write out a list of expectations you have for each member of your team.
- Meet with each team member. Explain the reason for setting expectations (clear understanding), and provide your list and discuss each. Ask the team member to develop their list of expectations for you and set a date to meet again to discuss.
- Meet with each team member to discuss their expectations for you, and any concerns they have of the expectations you presented to them in the first meeting – "negotiate" if necessary.
- Record all expectations – yours of each team member, and theirs of you.
- Arrange for each team member to meet with other team members and provide expectations of each other. During these discussions, you should be present to clarify and "mediate."
- Publish all expectations between each and every team members.
- Prepare to re-visit and update these expectations on a regular basis – at least every 6 months, and on an as-needed basis.

	Baby Boomers	Generation X	Millennials
Birth Years	1946 – 1964	1965 – 1980	1981 – 2000
Current Age	50 – 68	34 – 49	14 – 33
Number	80 million	51 million	75 million
Family Experience	• Disintegrating • "Cleaver Family" • Mom stayed home • As children were seen as "special"	• Latch-key kids • Women widely expected to work outside the home • The first "day care" generation • Dual income families	• Merged families • Coddled kids (they got a trophy for coming in 8th place)
Education	• A birthright	• A way to get there	• An incredible expense
Value	• Success	• Time	• Individuality
Dealing with Money	• Buy now, pay later	• Cautious • Conservative • Save, Save, Save	• Earn to spend
Work Ethic	• Driven • Workaholic 60-hour work weeks • Work long hours to establish self-worth and identity and fulfillment • Work ethic = Work ethic	• Balance • Work smarter and with greater output, not work longer hours • Eliminate the task • Self-Reliant • Want structure and direction • Skeptical	• Ambitious • What's next? • Multitasking • Tenacity • Entrepreneurial
Focus	• Relationships and Results	• Task and Results	• Global and Networked
Technology	• Acquired	• Assimilated	• Integral
Workplace View on Respect for Authority	• Originally skeptical of authority but are becoming similar to Traditionalists – time equals authority	• Skeptical of authority figures • Will test authority repeatedly	• Will test authority but often seek out authority figures when looking for guidance
Workplace view on Skill Building	• Skills are an ingredient to success but they are not as important as work ethic and "face time"	• Amassed skills will lead to next job, the more they know the better. Work ethic is important, but not as much as skills	• Training is important and new skills will ease stressful situations. Motivated by learning/want to see immediate results
View on Work/Life Balance	• Were hesitant of taking too much time off work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family	• Because of parents who are Boomer workaholics, they focus on clearer balances between work and family. Do not worry about losing their place on corporate team if they take time off	• Not only balance with work and life, but balance with work, life, community involvement and self-development • Flex time, job sharing and sabbaticals will be requested more by this generation
Preferred Work Environment	• "Flat" organizational hierarchy • Democratic • Humane • Equal Opportunity • Warm, friendly environment	• Functional, positive, fun • Efficient • Fast paced and flexible • Informal • Access to leadership • Access to information	• Collaborative • Achievement-oriented • Highly creative • Positive • Diverse • Fun, flexible, wants feedback

	Baby Boomers	**Generation X**	**Millennials**
What they are looking for in a Job	- Ability "shine"/"be a star" - Make a contribution - Company represents a good cause - Fit in w/company vision/mission - Team approach - Need clear and concise job expectations, and will get it done - Like to achieve work through teams	- Dynamic young leaders - Cutting edge systems/ tech - Forward thinking company - Flexibility in scheduling - Input evaluated on merit, not age/seniority - If you can't see the reason for the task, they will question it - If you can't keep them engaged then they will seek it in another position	- Want to be challenged, provide variety - Expect to work with positive people - Treated with respect in spite of age - They expect to learn new knowledge and skills
Keys to working with	- Want to hear that their ideas matter - They were valued youth, teens, and young adults and expect to be valued in the workplace - Their careers define them, their work is important to them - Silly routines are frustrating - They expect their work, and themselves to matter - Before they do anything, they need to know why it matters, how it fits into the big picture, and what impact it will have on whom	- Want independence in the workplace and informality - Give them time to pursue other interests - Allow them to have fun at work - Give them the latest technology	- Like a team oriented workplace - Want to work with bright, creative people - Take time to learn about their personal goals - They expect to be treated respectfully - Raised to feel valued and very positive about themselves; they see as a sign of disrespect to do things just because this is the way it has always been done - Provide engaging experiences that develop transferable skills - Provide rationale for the work you've asked them to do and the value it adds - Provide a work environment that rewards extra effort and excellence - As students pay close attention to helping then navigate work and family issues.
Technology Is…	The microwave	What you can hold in your hand; Cell, PDA	Ethereal, intangible
Feedback and Rewards	- Feel rewarded by money and will often display all rewards for public view - Like praise - Title recognition - Give something to put on the wall - Enjoy public recognition - Appreciate awards for hard work and long hours	- Not enamored by public recognition - Want to be rewarded with time off - Freedom is the best reward - Prefer regular feedback on their work - Are self-sufficient, give them structure but hands-off supervision	- Like to be given feedback often and will ask for it often - Meaningful work - Be clear about goals and expectations - Communicate frequently - Provide Supervision and structure

7.9 Handshake Resources: Creating an Account

1. **Go to missouriwestern.joinhandshake.com**
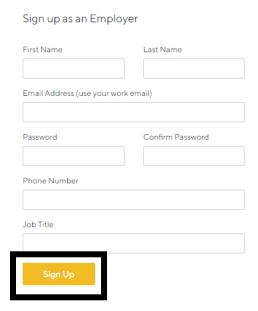
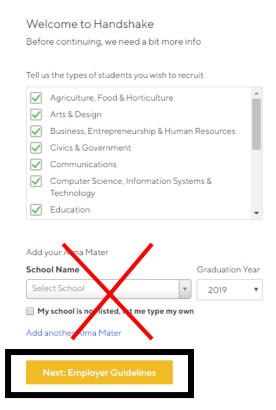2. **Click "Sign up for an Account"**

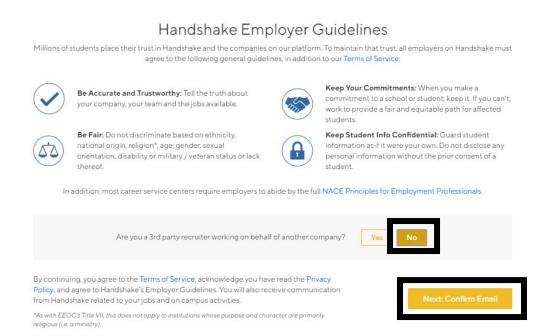3. **Select "Employer"**

4. **Fill out all requested information and click Sign Up**

5. **Select <u>all 15</u> types of students from the list that you will recruit. This is required. You do not need to complete the Alma Mater section. Click "Next: Employer Guidelines"**

6. **Click No to the 3ʳᵈ Party Recruiter question. Then click Next: Confirm Email**

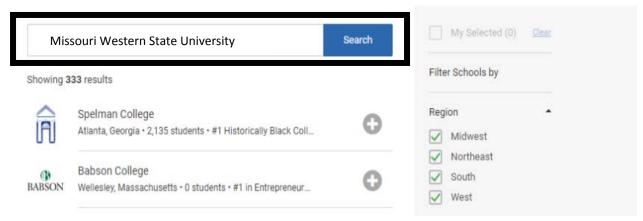7. **After you receive the message below, check your email for confirmation.**

Great! You've successfully signed up for Handshake.

We've sent you a link to confirm your email address. Please check your inbox. It could take up to 10 minutes to show up in your inbox.

8. **Once you receive your email confirmation, click on Confirm Email. You may need to check your spam.**

9. **Once you confirm your email, you will search for "Missouri Western State University: Department Name". (You may need to refresh your screen.)**

   If your department is not listed, you will need to email the Student Employment Coordinator at studentemployment@missouriwestern.edu. If you department is listed, click on Request to Join at the top of the screen.
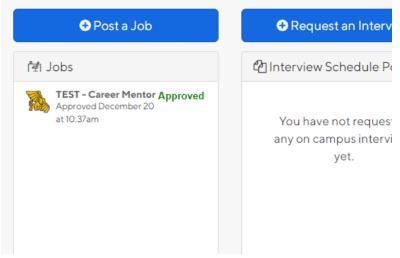
10. **Next, you will connect to Missouri Western State University by typing in Missouri Western State University in the search box, then click "Search."**

11. **Once Missouri Western State University appears, click on the "+"sign on the right hand corner to add. Click "Next: Finish."**

Posting an On-Campus Position

1. **Go to missouriwestern.joinhandshake.com**
2. **Click "Post a Job"**

3. **Type in or click the following on the Basics tab:**
   a. Job Title
   b. Click "Apply in Handshake" (Note: On-campus positions cannot be posted through an external system)
   c. Do not change. You are required to display your contact information to students.
   d. Job Type: Click "On Campus Student Employment"
   e. Employment Type: Click "Part-Time"
   f. Duration: Click "Permanent"
   g. Is this a work study job?: Click "NO" (Note: No position in Handshake will be classified as work study. If you have work study funding you must consult with the Office of Financial Aid to see if a student is work study eligible before interviewing)
   h. Click Next
4. **Type in or click the following in the Details tab:**
   a. Description: You will need to reference the Supervisor Handbook which outlines what needs to be included in Student Position Descriptions.
   b. Click in the job functions box and choose all functions that pertain to your position.
   c. Click in the box to insert how many students you expect to hire. This information is used for Human Resources purposes only and will not be displayed to students.
   d. Approximate salary: All positions are to be marked as "Paid". Insert an hourly rate in accordance to the Pay Rate Categories found in the Supervisors Handbook.
   e. Job location: Insert University address. Do not check "Allow remote workers"
   f. Required documents: **Resume must remain checked.** You can require additional documents if you choose. (Note: There is only one general application that is available to students)
   g. Click Next.

5. **The Preference tab allows you to set up screening criteria for your position. However, all students will still be able to apply regardless of criteria. Handshake will separate applicants based on criteria.**
   a. Graduation date range: Do not enter any dates
   b. School Years: check freshman, sophomore, junior, senior, masters
   c. Minimum GPA: 2.0 (Anything higher you will need to contact the Student Employment Coordinator)
   d. Majors: majors are mapped to more general groupings
   e. Applicant pages recipients: you can select how you get notified of applicants and if you want an additional person to review the applicants. To add someone else, click in the "Choose recipient" box. If person is not listed then create a new contact and fill in information asked.
   f. Click next
6. **On the Schools tab:**
   a. Choose Missouri Western State University **ONLY**
   b. **DO NOT CLICK INTERVIEW ON CAMPUS –** this is for companies requesting to come on campus to interview with MWSU students
   c. You only need to use the Apply State Date and Expirations Date not the Global versions. As a reminder, all positions must be posted for a minimum of three (3) business days.
7. **Click Next to Preview**
8. **Click Save**

Your position will be reviewed by the Student Employment Coordinator, please allow 1-3 business days for review.

7.10 E-Mail Templates for Student Hiring Supervisors

Pending

Thank you for applying to {position name}. Your resume will be reviewed soon after the posting has closed. If you are chosen for an interview, you will be notified.

Reviewed

Thank you for applying to {position name}. Your resume is currently under review by our department. If we feel that you meet the qualifications for the position, we will contact you. We appreciate your time and interest in our position.

There are different reasons why an applicant may be Decline. Here are a few options:

Do Not Meet Minimum Qualifications:

Thank you for your interest in this position. Based on your resume, your do not meet the minimum qualifications for this position.

If you have questions about this or believe that your resume did not adequately reflect your qualifications for this position, please let me know or send an updated resume.

No Interview – More Qualified Candidates:

Thank you for applying for this position. Please know that we have given your resume a careful review, but at this time we are unable to offer you an interview due to the high number of qualified candidates. We appreciate your time and interest and wish you every success at MWSU.

Interviewed – Not Selected

Note: We HIGHLY recommend you call these student personally rather than simply sending an email.

Thank you for interviewing for this position. After careful review of your qualifications and experience, unfortunately, we are unable to offer you this position. We appreciate your time and interest and wish you every success at MWSU.

If you have to cancel a posting, consider Bulk Messaging students:

Thank you for your interest in this position. However, this positing has been canceled. We apologize for the inconvenience, but the department will no longer be hiring students for this position. We appreciate your time and interest and wish you every success at MWSU.

If you are still in search of student employment opportunities at MWSU, please log into Handshake.

7.11 Student Employment Program Contact Information

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