

IOWA STATE
UNIVERSITY

**ISU Hourly Student
Employment Guidance**

Table of Contents

Table of Contents	2
General Information	4
Student Employment Definition	4
Authority	4
Expectations for Hourly Student Employees	4
Equal Employment Opportunity	4
Financial Aid Student Employment Programs.....	5
Work-Study Program	5
Off-Campus Community Service Work-Study Program	5
America Reads/America Counts Program.....	6
Posting Jobs.....	6
Student Job Board	6
Hiring Process	7
Application Process and Interview Process – Best Practices.....	7
Records Retention	7
Onboarding Processes	7
Hiring Process for New Students.....	7
Required Tasks for New Hourly Student Workers	8
Renewal/Extension of Current Student Employees.....	8
Wage & Payroll Information.....	8
Wage Scale	8
Pay Increases	8
Tax Withholding on Student Wages	8
Pay Periods and Paydays	9
Work Week.....	9
Last Day of Employment	9
Payroll Website.....	9
Hourly Student Employment for Non-U.S. Citizens	9
Permanent Residents	9
Applicants for U.S. Permanent Residence	9
Other Students Authorized for Employment.....	9
Hourly Student Employment for Students with F-1 or J-1 Immigration Status	9
International Students with Immigration Status other than F-1 or J-1	10
F-1 and J-1 Status Nonresident Alien Student FICA Exemption.....	10

Summer International Students.....	10
Resources.....	11
Appendix A: Hourly Student Employee Guidance.....	11
Orientation	11
Overview.....	11
Religious Accommodation.....	12
Dress Code	12
Time Off.....	12
Work Schedules	12
Illness.....	13
Absences and Tardiness.....	13
Scheduling Planned Time-Off.....	13
Breaks	13
Training.....	14
Work Performance.....	14
Appointment Duration.....	14
Performance Feedback and Evaluations.....	14
How to provide an effective performance evaluation.....	15
Disciplinary Problems.....	15
Appendix B: Supervisor Expectations.....	15
Supervising Hourly Student Workers.....	15
Timesheets	16
Process	16
Warnings within Workday Related to Students.....	17
Injuries	17
Separations.....	17
Non-Performance Termination Issues	18
Auto Termination.....	18
Offboarding of Students.....	18
Continuing Employment After Graduation	18
Appendix C: Other Policies and Resources.....	19
Student Employee Grievances	19
Sexual Misconduct, Sexual Assault, Sexual Harassment	19
Drug-Free Workplace.....	19
Smoking	19
ISU Policies	19
Family Educational Rights and Privacy Act (FERPA).....	19
Fair Labor Standards Act (FLSA).....	20

HOURLY STUDENT EMPLOYMENT GUIDE

This guide provides an overview of Iowa State University's hourly student employment process. The guide outlines eligibility for hourly student hiring, requirements, standards, practices and tools used to assure compliance with the legal standards set forth in the student hiring process. The guide was developed to consolidate various resources, information and processes that contribute to the hourly student employment experience at ISU.

General Information

Student Employment Definition

Employment of an undergraduate or graduate student at Iowa State University who was hired as a work-study or non-work-study employee for hourly employment.

Authority

Students working as part-time public employees 20 hours per week or less, except graduate or other postgraduate students in preparation for a profession who are engaged in academically related employment as a teaching, research or service assistant. [Iowa Code - 20.4 \(4\) Public Employment Relations - Exclusion](#)

Expectations for Hourly Student Employees

- Are registered as Iowa State University students for at least one credit hour in the semester of employment.
- Are limited to 20 hours or less per week when classes are in session, except during breaks and summer sessions.
- Can continue as a student employee through the end of month of graduation, as long as otherwise authorized and permitted (i.e., international students cannot work beyond the end of the semester in which they graduate unless they are registered as a student for the following fall semester).
- Are allowed to work during the summer as non-student employees (not taking summer classes) if registered for the next fall semester.
- Will be paid for hours worked. Hours worked over 40 in a workweek will be paid at time and one-half.

Hourly student employees should not be hired to replace Merit or P&S staff. As an employer and hiring unit, we should encourage our students to focus on their school work first and should most often be hired under the expectations listed above. That said, there may be times when individuals are hired as P&S and Merit employees are also classified as students. In those situations, departments would follow any related university policies relevant to that particular employment type.

Equal Employment Opportunity

Iowa State University is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, sex, sexual orientation, gender identity, genetic information, national origin, marital status, disability, or protected veteran status and will not be discriminated against. Inquiries can be directed to the [Office of Equal Opportunity](#) by calling 515-294-7612 or emailing eooffice@iastate.edu.

Financial Aid Student Employment Programs

Work-Study Program

Students who file the FAFSA by the priority aid deadline, who indicate on the FAFSA that they are interested in receiving work-study funds, and who demonstrate financial need through their FAFSA may be eligible for the work-study program. Work-study jobs are subsidized with federal and/or institutional funds, with the employing department paying a percentage of the wages and the work-study program funding the larger remaining percentage. The work-study split can vary each year, so direct questions to the [Student Employment Center](#).

Work-study students receive a paycheck twice each month for hours worked, and those earnings are typically meant to cover personal expenses not included on the U-Bill. The annual work-study program covers wages from August 16-May 15. Wages worked outside these dates are the responsibility of the department.

- Student eligibility for employment under work-study is based on financial need, as determined by the FAFSA.
- Pay rates and job descriptions for work-study-funded positions are identical to those for similar positions not funded through work-study.
- Students authorized for work-study may receive preference in hiring due to the cost to the department, so it is best to indicate interest in work-study when completing the FAFSA.
- Students who are eligible for work-study will be notified of their eligibility on their financial aid award.
- Funds for work-study are limited, and not all students who are eligible will ultimately secure a work-study position.
- Students should begin their job search and arrange interviews as early as possible during the semester.
- If departments wish to give pay raises to students working through the work-study program, they need to initiate a compensation change in Workday. Departments wishing to make corrections for payroll involving work-study students should notify Finance Delivery.
- Departments must pay the students for hours worked and must ensure the department funding is eligible to pay student wages.

Off-Campus Community Service Work-Study Program

Community service jobs allow work-study-eligible students to engage in the community surrounding Iowa State University. ISU participates in the work-study program with off-campus, nonprofit organizations and agencies that are federal, state or local public agencies or private nonprofit organizations. These organizations must be open, accessible and used by the community at large.

Community services are defined as services designed to improve the quality of life for community residents or to solve particular problems for community residents. Approved service areas include health care, child care, literacy training, education, social services, neighborhood development, housing, public safety, and crime prevention and control.

Students must be enrolled in an undergraduate program at Iowa State University, file the FAFSA and indicate work-study, and demonstrate financial need. Work-study amounts will be presented on the financial aid award.

America Reads/America Counts Program

America Reads/America Counts (AR/AC) is a program made up of Iowa State students committed to improving children's reading and math knowledge. By partnering with multiple schools and agencies in central Iowa, tutors can make an impact on their community while earning work-study funds. AR/AC tutors are undergraduate college students who are interested in helping elementary and middle school students improve their math and reading skills by serving as a tutor, role model and mentor.

- Tutors work one-on-one or in small groups to help young students gain confidence and learn the joy of reading and mathematics.
- Any Iowa State undergraduate student who is work-study eligible is encouraged to apply for this program.
- Students receive training prior to their placements, as well as periodic training throughout the terms of their service.
- All students are paid through the federal work-study program.

Interested applicants must:

- Be work-study eligible as determined by the FAFSA.
- Maintain a 2.0 cumulative grade point average.
- Submit an application and be interviewed by America Reads/America Counts staff.
- Pass a background check.
- Commit to attend all required training and reflection sessions.

To submit an AR/AC application, please access the online form [here](#).

Posting Jobs

Student Job Board

The Student Job Board is a free resource provided by the [Student Employment Center](#) (SEC) and offers a way for students to search for jobs that employers (ISU and non-ISU) have posted. We encourage all ISU departments seeking student employees to utilize this resource as a part of their employee recruitment efforts, as it is the only centralized posting for interested students. Positions posted here are intended for employers seeking part-time help that is appropriate for students enrolled at ISU.

The job board classifies jobs into several types of student employment:

- **On-Campus** These jobs are open to all Iowa State students who meet the requirements listed. They are located on campus and posted by ISU departments.
- **Off-Campus** These jobs are located in Ames and surrounding communities. The jobs may consist of light yard work, housework, food service, cashier and sales clerk positions, bookkeeping, child care and farm help.
- **Federal Work-Study** Some positions are limited to consideration by work-study students only. These consist of both on-campus and off-campus positions posted by our work-study community service partners.

On-campus employers can post positions through [AccessPlus](#), and off-campus employers looking to post student jobs can fill out a form to have positions posted for them. For more information, click here: <https://www.financialaid.iastate.edu/post-a-job/>.

Hiring Process

Application Process and Interview Process – Best Practices

[Tools and resources](#) are located within CyBox for hiring managers. An application process is not required but may be used to screen applicants who do not have the qualifications requested for the job. By having student applicants complete an application (or submit a resume), an opportunity is presented for students to learn job-seeking skills.

Once a decision is made to post for a position, the posting can be uploaded to the departmental webpage or the [Student Job Board](#). Students will follow the designated steps to complete the application. The average posting stays up for 30 days; however, a posting can remain for longer or be removed sooner if needed.

It is recommended that applicants be informed that all applications will be reviewed, but that only top candidates will be contacted for an interview. Supervisors should rate the applications based on the qualifications listed on the job description posted and select the applicants with the highest ratings for an interview. If desired, supervisors should notify those applicants who were not selected.

The interviews should be consistent and job-related. Interview questions should be the same for each candidate. The best answers should provide specific work experiences and demonstrate the skills needed to succeed in the position.

The hiring department will notify the finalist, offering the position via phone; the rest of the applicants should be notified via email that they were not selected.

Records Retention

Retention of personnel files for hourly student employees should follow the same [records retention](#) schedule as set out for regular employees, with the exception that these records are held within each department rather than in UHR. Student employment records (resume/application, performance reviews, etc.) should be retained for each student hire for five fiscal years after separation from your department.

Onboarding Processes

Hiring Process for New Students

1. The Manager or JM Support initiates Hire or Add Job and enters job details, including compensation, supervisor and start and end dates of employment.
2. Once a hire is approved, the onboarding process kicks off in Workday and the student employee receives self-service tasks in Workday to complete, including employee demographic information, Form I-9, payroll sign-up (federal and state withholding elections, direct deposit), required training and notices.
3. The hiring process for work-study students is the same as student workers but requires that the hire be put into the work-study job profile to be reviewed by the Student Employment Center.

Required Tasks for New Hourly Student Workers

The following outlines the current required steps that need to be completed in order for departments and the UHR Service Center to add new student hires to the current system.

1. Student must bring [acceptable forms of ID](#) to the UHR Service Center to complete the Form I-9 process. Failure to do so may result in their separation and inability to work until the appropriate documentation has been received.
2. International students must complete the Form I-9 with the International Student and Scholars Office (ISSO) located in the Memorial Union. All employees, including student employees, need to complete an I-9 **before they start working**. This includes providing [acceptable documentation](#) (original and unexpired) to the UHR Service Center.

Student employees may present one selection from List A or a combination of one selection from List B and one selection from List C. The student employee must complete the Form I-9 Section 1 on or before the first day of work.

Renewal/Extension of Current Student Employees

Hiring departments may renew their current student employees by initiating a renewal within Workday. Renewed student employees should be registered for the current semester or for the fall semester of the next academic year if after May 31. Renewal dates should not go past the end of May of the current academic year. See below: Continuing Employment After Graduation for more information.

Visit the [HR Portal](#) for more information on how to process Student Employment Transactions.

Wage & Payroll Information

Wage Scale

Students must earn at least the minimum wage for Iowa or the United States, whichever is greater.

Average pay rates for positions posted on the Student Job Board can be found here:

<https://www.financialaid.iastate.edu/workstudy/average-pay-rates/>.

Pay Increases

Typically, students are initially attracted to a position by the complexity, level of responsibility and opportunities it can offer. In addition, the salary or hourly rate can attract the most qualified students to a position.

Each department may have policies regarding when a student is eligible to receive a pay increase. Departmental policies for wage increases may be based on number of hours worked, longevity, work performance or promotion. Once a student becomes eligible for an increase based on departmental policy, the supervisor should communicate to the appropriate JM Support staff in writing of the new hourly pay rate and the effective date. Departments are encouraged to advance students in their pay rate when possible, especially in instances where students have been with the department for more than one year.

If a department has decided to increase the wages of a student working through the [work-study](#) program, they can process the raise through Workday.

Tax Withholding on Student Wages

Wages earned by undergraduate students who are enrolled at Iowa State University and are at least half-time students are exempt from FICA and Medicare taxes. Students attain half-time status by

enrolling in at least six credit hours during the fall and spring semesters and three credit hours during the summer session. Graduate students must be registered for five credit hours or more during the fall and spring semesters and three credit hours or more during the summer session to be exempt from FICA and Medicare taxes.

Wages earned during the summer months by students not registered in summer classes are subject to FICA and Medicare withholding.

Pay Periods and Paydays

All students receive their pay on a twice-monthly basis. Hours worked from the 1st to the 15th of each month are paid the last working day of the month. Hours worked from the 16th to the last day of the month are paid the 15th of the following month. If the 15th or last day of the month falls on a Saturday or Sunday, payday will be the prior Friday. If the 15th or last day of the month falls on a holiday, payday will be the preceding workday.

Work Week

Student employees follow the university's [Work Week policy](#).

Last Day of Employment

Work-study students can work through the end of the day on the final day of payroll in which their graduation occurs. They may be able to continue through the end of the month of graduation on non-work-study funds. International students cannot work beyond the date of graduation.

Payroll Website

For more information, visit the payroll office's [Student Employee Information page](#).

Hourly Student Employment for Non-U.S. Citizens

The following non-U.S. citizen students are allowed on-campus employment under the same rules that apply to U.S. citizen students:

Permanent Residents

Permanent resident students must have a green card as proof of employment eligibility.

Applicants for U.S. Permanent Residence

Students applying for U.S. legal permanent residence must have a valid Employment Authorization Document issued by United States Citizenship and Immigration Services (USCIS).

Other Students Authorized for Employment

Students with an unexpired Employment Authorization Document issued by USCIS and an immigration status other than F-1 or J-1.

The following international students are allowed on-campus employment with certain restrictions:

Hourly Student Employment for Students with F-1 or J-1 Immigration Status

- May work no more than 20 hours per week on-campus, except during breaks when school is not in session.
- Must be registered as full-time students or have ISSO approval for a reduced course load.

- F-1 students are authorized to work on campus starting their first semester at ISU after completion of Form I-9 with the ISSO
- J-1 students are authorized to work on campus starting their first semester at ISU with written employment permission from their J-1 sponsor and after completion of Form I-9 with the ISSO
- Must not work off campus without authorization from the ISSO.
 - F-1 students may apply for off-campus work permission to gain employment experience directly related to their curriculum after completion of one academic year in their program at ISU.
 - J-1 students may apply to their J-1 sponsor for off-campus work permission to gain employment experience directly related to their curriculum after completion of at least one academic semester at ISU.

International Students with Immigration Status other than F-1 or J-1

Students must get clarification from the ISSO on whether their current immigration status allows them to work before applying for any job. For further information, please contact the ISSO at isso@iastate.edu or 515-294-1120.

F-1 and J-1 Status Nonresident Alien Student FICA Exemption

Nonresident alien students, scholars, professors, teachers, trainees, researchers, physicians, au pairs, summer camp workers and other aliens temporarily present in the U.S. in F-1, J-1, M-1 or Q-1/Q-2 nonimmigrant status are exempt from FICA (Social Security and Medicare) tax on wages paid to them for services performed within the U.S. as long as such services are allowed by USCIS for these nonimmigrant statuses, and such services are performed to carry out the purposes for which such visas were issued to them.

- Exempt employment includes:
 - On-campus student employment up to 20 hours a week.
 - Off-campus student employment authorized by ISSO or USCIS.
 - Practical training student employment on or off campus.
 - Employment as professor, teacher or researcher.
 - Employment as a physician, au pair or summer camp worker.
- Limitations on exemption:
 - The exemption does not apply to spouses and children in F-2, J-2, M-2 or Q-3 nonimmigrant status.
 - The exemption does not apply to employment not allowed by USCIS or to employment not closely connected to the purpose for which the visa was issued.
 - The exemption does not apply to F-1, J-1, M-1 or Q-1/Q-2 nonimmigrants who change to an immigration status that is not exempt or to a special protected status.
 - The exemption does not apply to F-1, J-1, M-1 or Q-1/Q-2 nonimmigrants who become resident aliens. Note that F-1 and J-1 students generally become resident aliens for U.S. tax purposes after five years in the U.S. and become subject to the same FICA rules that apply to U.S. citizen students.

For more information on Foreign Student Liability for Social Security and Medicare Taxes, click [here](#).

Summer International Students

- *Enrolled in summer and fall classes:* International students must check in with the ISSO, Room 4530 Memorial Union, on or before their first day of work to determine if/when they are eligible

for employment.

- *Enrolled in summer classes but not fall classes:* International student employment eligibility for the summer must be verified with the ISSO.
- *Graduated in spring or summer, but not continuing in a new degree program at ISU for the fall:* International students cannot work beyond the last day of classes in their final semester. Their eligibility and authorization to work ends the Friday before graduation.
- *Graduated with undergraduate degree in spring and enrolled in fall classes (may or may not be on assistantship):* International students must obtain permission from the ISSO to continue study and employment at a new degree level. If students have authorization for Optional Practical Training (OPT) or Academic Training (AT) to work after graduation, they can no longer work in a student capacity. They may work only in a non-student capacity such as P&S, Postdoc, Faculty, etc.

Resources

Colleges, departments and business units that hire students across campus:

[International Students and Scholars Office \(ISSO\)](#)

[Office of Student Financial Aid Payroll Office](#)

[University Human Resources](#)

Appendix A: Hourly Student Employee Guidance

The following is a sample of work rules and other procedures that may be customized to share with student employees to create clarity around the work environment and their roles.

Orientation

Overview

Hourly student employees may arrive with little to no work experience. It will benefit the employee and supervisor to take the time to introduce the student to the workplace, provide adequate orientation, on-the-job training and discussion of the dress code, guidance, open communication and feedback. This does not have to be a lengthy process, but you are encouraged to take enough time to be thorough. Students should never replace primary staff employees. Remember, student employees are students first and employees second. It is important to be flexible in accommodating academic obligations.

Describe the goals and activities of your department and provide the student employee with valuable training and experience that will complement and reinforce the student's educational program and/or career goals.

Provide the student with a list of expected tasks. It is essential that the supervisor clearly explains performance expectations, shares applicable rules and regulations, provides expectations for professionalism and provides sufficient opportunity for questions and clarification. If your department provides performance reviews for student employees, that should be explained at this time.

Introduce the student to other staff members and explain how they may be interacting with the student if applicable.

Confirm pay rate and duration of employment. Explain that payment will be rendered for actual hours worked and they will not be paid for studying or completing classwork, unless previously

approved by the supervisor.

Confirm 20-hour work limit while classes are in session. Student employees may work 40 hours during breaks or during summer sessions.

Outline expectations of the student's attendance. Agree on a specific work schedule and communication procedures for reporting absences or delays. Discuss the check-in and check-out procedures to record time either by logging into Workday or using the Workday app on their mobile device.

Assign a workstation or environment and show the student where to find work materials, where to secure personal belongings, and the location of restrooms, break rooms, etc.

Discuss confidentiality expectations with the students. Some students may have access to confidential records. In those cases, the student should be informed/trained on [FERPA](#), HIPAA and any other ISU privacy policies. The student should also sign a confidentiality statement if they work with confidential records.

Expectations about the use of cell phones and electronic devices should also be discussed.

Religious Accommodation

If an academic or work requirement conflicts with the student employee's religious practices and/or observances, they may request reasonable accommodations. Requests must be in writing, and an instructor or supervisor will review the request. The student employee or supervisor may also seek assistance from the Dean of Students Office or the Office of Equal Opportunity.

Disability Accommodation

If a supervisor becomes aware of a student employee experiencing a barrier to completing their work responsibilities due to a medical issue or disability, it may be necessary to explore the [workplace accommodation process](#) pursuant to [ISU policy](#) and the Americans with Disability Act (ADA). University Human Resources coordinates the university workplace accommodation process and should be consulted early, once a potential need for accommodation has been identified, in order to determine if this process is appropriate depending on the circumstances, and in order to initiate the process in a timely manner.

Dress Code

Student employees are expected to dress appropriately for the positions they hold. Departments and supervisors may establish specific regulations for dress and personal hygiene that are appropriate to the activities conducted by the position. Student employees are expected to always present a neat and clean appearance while working. Specific dress code policies can be developed by the department and communicated with the student employees at the time of hire.

Time Off

Good attendance and punctuality are important to the effective operations of the university and shaping student employees into valuable candidates for future employment. These guidelines should be used to help promote behaviors that are generally expected by all employers:

Work Schedules

- Work schedules are established jointly by the employing department and students, based on class schedules and needs of the department. The students are responsible for

- communicating a change in class schedule and adequate time needed for studying, etc.
- Student employees are expected to be at their position and ready to work at their designated starting time, unless prior arrangements have been made with their supervisor.
 - If additional coverage is needed, the department or supervisor will contact student employees via email (student account) or phone call to inquire about additional availability. The department will be proactive in requesting additional coverage with as much advance notice as possible.

Illness

- In the event of an illness from an assigned work shift, the employee is required to report the absence to their supervisor immediately. Notification of an illness should be made via a phone call or other previously agreed upon communication method.
- For the student employee's personal safety and the safety of others in the workplace and public, they are encouraged to stay home if they are ill.
- If a student employee becomes ill during a work shift and needs to go home, they must notify their supervisor before leaving the workplace.

Absences and Tardiness

- Departments or supervisors may require student employees to find a substitute worker for their shift.
- If the student employee knows that he or she will be reporting to work late (more than five and less than 30 minutes), they should call their supervisor as soon as it is feasible. Refer to the first bullet in the Illness section for notification guidelines.
- Students should not have other individuals report absences or tardiness for them.
- A student employee's absence will be deemed unexcused when the employee fails to call in and misses their shift. Unexcused absences will be subject to corrective discipline.
- Student employees should leave a voicemail message only if they cannot reach their supervisor directly. An email message is preferred. A text message can be sent if previously agreed upon with your supervisor.
- A student employee's request to leave work early may be considered by the supervisor. Approval of such absences should be based on urgency of the reason for absence and staffing needs.

Scheduling Planned Time-Off

- Students often have demanding academic schedules and may want to schedule time off at various times during the school semester. The university prides itself on being as flexible as possible; however, student employees are expected to be proactive in requesting time off, giving as much advance notice as possible.
- If time off is requested, student employees must submit a request to their supervisor. The supervisor should respond to requests for planned time off in a timely manner.
- Hourly student employees are not eligible for paid time off or holidays.

Breaks

A student working a six- to eight-hour period is entitled to two 15-minute breaks with pay and no less than a 30-minute lunch break without pay. Paid breaks should be taken when they will not place an undue burden on the department. Breaks may not be accumulated to extend a lunch hour or to arrive late or leave early.

Training

All student hourly employees must complete two required safety trainings provided by Environment Health and Safety: [Fire Safety and Extinguisher Training](#) and the [Emergency Response Guide video](#). For more information on EH&S, visit <https://www.ehs.iastate.edu/> or <https://www.ehs.iastate.edu/training>.

Students who have been hired for positions that require driving a university vehicle must complete training provided by Transportation Services prior to driving a university vehicle. For more information, visit <https://www.transportation.iastate.edu/policies-and-training>.

The amount of additional training required varies from job to job and depends on the level of required skills and experience for the position. Most training occurs on the job with the supervisor demonstrating and describing the correct methods and skills to be utilized. Many departments rely heavily on experienced student workers in training new student employees. Ongoing training and staff meetings are essential to review operating principles and discuss changes or problems.

It is important for supervisors to train students in work skills, attitudes and habits, such as perseverance, time management, phone skills, customer service, quality service practices and handling difficult situations. These skills can be transferred to other jobs. Students must learn to develop a positive attitude about their abilities. When student employees are well trained, they are more confident of their work performance and tend to be more efficient and productive.

Federal work-study students and hourly students may not work and cannot be required to attend training sessions or staff meetings during hours they are scheduled to be in class.

Work Performance

Appointment Duration

During orientation, supervisors should communicate that performance that meets or exceeds expectations may warrant continued employment for future semesters. However, the decision to continue a student's employment from one semester to the next is solely the decision and responsibility of the supervisor. There should be no surprises for students, as performance reviews should be conducted regularly and obvious problems should always be addressed promptly.

Performance Feedback and Evaluations

Student employee performance should be reviewed in accordance with department-specific standards. Performance feedback is a learning tool to assist the student in further developing their work skills and abilities and functions as an indicator of current job performance and expectations. Providing feedback on student performance, and basing any increases in pay on these evaluations, rewards students who do their job well, encourages improvements in students who do not, and provides an opportunity for students and supervisors to communicate about the position.

Student employees should be evaluated by their primary supervisor to ensure they receive adequate and direct feedback regarding their performance. Evaluations should be administered annually or by the end of the semester. Supervisors are encouraged to provide continuous feedback throughout the semester.

A supervisor should be prepared to give future employers a recommendation based on documentation maintained in the department files. Keep track of the positive qualities the student has. A supervisor may not receive a request for a recommendation until a later time, so write these qualities down as you observe them. A sample student employee evaluation tool can be found in this [tool kit](#).

How to provide an effective performance evaluation

- Supervisors should meet with their student employees in a private area to review the evaluation. The overall purpose of the evaluation should be explained to the student before discussing the evaluation itself.
- The tone of the evaluation should be positive, encouraging and open to dialogue. You should cite examples of areas where the student has done well and areas where improvement is needed. If any criticism is included, it should be done in a constructive and supportive manner.
- Be specific. Bring up examples and discuss ideas for improvement.
- Maintain privacy. Criticism should never be given in front of staff or peers.
- Don't feel guilty. Students usually know when they need improvement.
- Be sensitive. Don't expect everybody to perform at the same level of proficiency. Differences in abilities and aptitudes should be taken into consideration.
- Stress positive behavior and note improved activity whenever possible.
- The supervisor and student should sign their names at the end of the form, following a discussion regarding possible further development of the student's career goals.
- A copy of the evaluation should be given to the student, as well as retained by the supervisor/evaluator. All forms should be kept in a secure place such as a file for each student employee managed by the supervisor.

Remember: the long-range goal of the evaluation is not simply to grade work, but also to assist students in their development and enhance their overall work experience.

Disciplinary Problems

An hourly student may be disciplined for various reasons. If there is a performance problem with a student employee, discipline can range from a verbal warning to a written warning to termination. It is highly recommended for supervisors to document any issues as they arise and address them immediately and as part of the performance review process.

- **Verbal Warning:** Meet in private to discuss the issue. Be sure the student understands the job expectations or expected behavior. Provide an opportunity to make corrections. Arrange a schedule for additional training or provide resources to the student, if necessary. Follow a fair process and keep the developmental aspect of student employment in mind.
- **Written Notice:** If a problem continues after the initial discussion, the employer can give a written notice. Refer to the previous discussions and address reoccurring problems. Let it be known that failure to comply with expectations could result in termination. The written notice should clearly state the problem, outline the remedy, and be dated and signed by the student and supervisor. Note that this information is not stored in a formal university file and/or Workday, so supervisors should keep a copy of any written discipline in their supervisor file.
- **Termination:** If an issue continues after both verbal and written notices, the employee may be terminated. Advance notice before termination is not required. This remedy should be used as a last resort and after all other options have been exhausted.

Appendix B: Supervisor Expectations

Supervising Hourly Student Workers

For many students, on-campus employment is the first opportunity in seeking and obtaining employment. For this reason, it is important that supervisors provide the student employee with adequate orientation, on-the-job training and have discussions about dress code, guidance, motivation, open communication

and feedback. Students should never replace primary staff employees. Remember that hourly student workers are students first and employees second. It is important to be flexible in accommodating academic obligations within means.

As supervisors, we train, motivate, communicate, guide, evaluate and relate to the student. We serve as role models for the development of good work habits such as punctuality, dependability, cooperation, honesty and efficiency. Perhaps the most important skill required for good supervision is the ability to work with people, since much of the supervisor's time is spent in the business of human relations.

As supervisors, we also formulate certain expectations of the actions and responsibilities of students. Initially they must assist in providing necessary goods and services as assigned, but students are also expected to demonstrate initiative, creativity and efficiency in learning from their experience and in using the work experience for personal growth and skill development. Once properly trained in their specific area of responsibility, they should require minimum supervision and be self-starting and able to work independently in meeting work assignments and responsibilities punctually and dependably.

Helpful Tips

- Communicate department goals, job standards and work expectations.
- Define job responsibilities.
- Reinforce instructions with demonstrations or visual information.
- Follow up on work assignments.
- Correct unsatisfactory behavior or performance promptly and privately.
- Reinforce a job well done by giving recognition in front of staff and peers.
- Use advancement possibilities and added responsibilities as motivational elements.
- Let students know their jobs are important by planning assigned work in advance.
- Lead by example by exhibiting good work habits and attitudes.
- Develop rapport and listening skills by showing interest and respect for the student employee's ideas and thoughts. Be flexible by accommodating academic obligations. Show appreciation through things like:
 - Handwritten notes/cards/emails of thanks
 - Pats on the back, handshakes, simple and sincere "thank you"
 - Taking pictures for an "our team" staff bulletin board
 - Encouraging students to recognize their peers
 - Empowering students with greater responsibilities

Timesheets

It is the responsibility of the student employee and their manager (or manager's delegate) to review and submit electronic timesheets that are accurate and reflect the worker's actual hours worked. If a timesheet is submitted with an error, the manager or their delegate can [correct the time block](#) or punch to ensure the employee is paid correctly for their hours worked.

Process

Student employees will be expected to clock in and out at the start and end of their shifts and for meal breaks utilizing either a [time clock](#) if assigned, via [web clock](#) using a computer, [or mobile device \(if approved\)](#). Students with multiple positions will want to pay close attention in selecting the correct position when recording their hours worked. See [Time Entry for Students with Multiple Positions](#). Student employees will review their electronic timesheet for accuracy and submit it to their manager weekly

within Workday for approval. Managers and/or their delegates will [approve the timesheet](#) for the student employee to be paid for their hours worked.

Warnings within Workday Related to Students

Students can work a maximum of 20 hours a week during normal fall and spring semester weeks. Students can work up to 40 hours during non-academic weeks, including winter, spring and summer breaks when classes are not in session.

Injuries

Any work-related injuries should be immediately reported to a supervisor. Even if the injury may not appear to be serious, it is important to report it to be in compliance with ISU policy. ISU's workers' compensation vendor will determine if the injury is compensable based on the information provided in the First Report of Injury (FROI).

After the supervisor is informed about an injury, he or she may need assistance from the injured hourly student employee in completing the FROI. This online form can be completed by the injured party or by the supervisor but must be done within 24 hours of the injury or as soon as the supervisor learns of the injury.

Life-threatening injuries require immediate medical attention. Call an ambulance by dialing 911. If the injured employee requires non-emergency medical attention, the supervisor will set up an appointment with Occupational Medicine McFarland Clinic at 515-239-4496. For injuries that require only first-aid care, please refer students to the Thielen Student Health Center. The supervisor is responsible for confirming the student employee's work status, answering any questions about leave, and ensuring return-to-work documentation is received and reviewed by University Human Resources before the student employee returns to work.

UHR will answer workers' compensation questions, assist departments with appropriate and timely return to work for employees with physician restrictions, and assist with questions concerning payroll reporting for employees receiving workers' compensation benefits. Worker's compensation questions should be directed to 515-294-8917 or workcomp@iastate.edu.

Separations

Separation

Student employees have the status of temporary employees. As such, they are not guaranteed continuous employment and can be terminated without cause or advance notice. The student employee must be provided written notification of the termination.

Immediate Termination Infractions

Following is a list of infractions that can be cause for immediate termination and other department issues that might influence the decision to terminate a student employee:

- Being under the influence of drugs or alcohol while working
- Theft or gross negligence resulting in serious injury to property or person
- Physical violence or obscene language when dealing with the public or other staff members
- Misuse of confidential information
- Incidences of fraud
- Excessive tardiness

- Excessive absences without legitimate excuses
- Intentionally submitting false time records
- Carelessness or lack of attention that results in injury to property or person
- Conduct inappropriate to a representative of ISU
- Discourtesy or failure to work harmoniously with fellow employees
- Failure to serve the public with courtesy
- Sleeping on duty

Non-Performance Termination Issues

Issues that could lead to termination of student employees include:

- Budget constraints
- Completion of project
- Lack of work
- Withdrawal from all coursework/university

Auto Termination

UHR will automatically separate on a monthly basis any active student worker who has not reported hours for the past 60 days and their End Employment Date in Workday is in the past.

Offboarding of Students

All student employees will be offboarded through Workday.

1. Manager or JM Support initiates a separation action in Workday.
2. Once the separation is approved, the offboarding process kicks off in Workday and the hourly student employee receives self-service tasks to complete in Workday, including a Student Termination Checklist.

Continuing Employment After Graduation

Managers often are interested in retaining their current student employees on a temporary basis after graduation. Temporary employment is intended to cover short-term (i.e., filling in for vacation/illness or special project) or intermittent needs of a department. Temporary hires are limited to 780 hours per fiscal year and are not eligible for benefits. Individuals can work in more than one temporary position on campus, but all hours worked will be counted toward the 780-hour maximum.

Managers have the ability to transfer hourly student employees who will no longer be registered for classes to be transitioned by HR Delivery into a temporary job profile (P&S Temp, Clerical Helper, Helper, etc.). Supervisors should contact HR Delivery to transfer the student out of the hourly student employee job profile (e.g., student worker, work-study student) due to payroll tax implications.

Hourly Student Employees will still be able to work as an hourly student employee through the end of the month in which they graduate but must be transitioned to a temporary employee by the first of the month following graduation or when no longer registered for classes. Like the process described above, an offer letter will be generated and signed by both the graduating hourly student employee and the hiring manager during the transition process. Work-study will not be able to be used once a student transitions to a temporary position. Students who are not graduating or will be attending class in the fall can remain student employees.

International Undergraduate and International Graduate Students on Assistantships

Graduating international undergraduate students cannot work in an hourly student employee position beyond the last day of the semester in which they graduate. Graduating international graduate students cannot work in an hourly student employee position past the last day of the semester in which they graduate or the last day of their academic program, whichever is earlier. A graduating international student's start date in a nonstudent position (P&S temp position) cannot be earlier than the start date on their nonstudent work permit (OPT, H-1B, etc.).

Appendix C: Other Policies and Resources

Student Employee Grievances

Student employees have the right to appeal any actions they feel are unfair. If possible, complaints and grievances should be resolved with the individual staff member involved. However, if a student employee believes a member of our staff has been unfair or unprofessional, they may have their grievance reviewed through the procedures described under the [Undergraduate Student Employee Grievances](#).

Student employees who have employment-related complaints or grievances may bring such matters to the attention of their supervisors. Situations related to work performance, personality disputes, wages, hours worked, etc. should be settled within the hiring department.

- As a first step, the student should bring the situation to the attention of the supervisor who should make reasonable efforts to respond or resolve grievances. If the situation persists, the student should contact the department hiring authority or department head. The decision of the department hiring authority or department head will be final.
- In cases of termination, the student may appeal to the Board of Regents as defined in [Board of Regents Policy Manual Section 1.7 Appeals to the Board](#).

Discrimination and Harassment

ISU Equal Opportunity: <https://www.eoc.iastate.edu/resources-and-policies/discrimination-and-harassment>

Sexual Misconduct, Sexual Assault, Sexual Harassment

<http://policy.iastate.edu/policy/students/sexualmisconduct>

Drug-Free Workplace

The Federal Drug-Free Workplace Act of 1988 states that all employees be aware of the illegal use of alcohol and drugs in the workplace. If an employee encounters a co-worker buying, selling, manufacturing or using illegal drugs or alcohol in the workplace, he/she is to report this information to his/her manager. The full ISU policy is available at <http://policy.iastate.edu/policy/drugfree>.

Smoking

It is the policy of ISU to comply with the Iowa Smokefree Air Act (ISAA) by declaring the entire university grounds and properties as a smoke-free campus. Therefore, smoking is prohibited in public buildings and vehicles owned, leased or operated by or under the control of the university, as well as on the entire grounds of the university. Source: <https://www.policy.iastate.edu/policy/smoking>.

ISU Policies

The Student Life policy library can be found at <https://www.policy.iastate.edu/policy/student-life>.

Family Educational Rights and Privacy Act (FERPA)

All Iowa State University employees are required to complete the online Family Educational Rights and

Privacy Act (FERPA) training and confidentiality agreement in order to access ISU student academic information systems. The FERPA training and confidentiality agreement process will take approximately 20-30 minutes and is completed by doing the following:

- Viewing a video tutorial.
- Taking a 20-question quiz.
- Confirming the confidentiality agreement by answering yes/no.

If you are new to FERPA, check out [FERPA: What Faculty and Staff Need to Know](#). Additional information is available at <http://www.registrar.iastate.edu/policies>.

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act (FLSA) is a federal law originally enacted in 1938 during a period of economic depression to address the lack of federal employment standards. The U.S. Department of Labor (DOL) administers the FLSA, which addresses a variety of employment areas, including:

- Establishment of the federal minimum wage
- Restrictions on child labor
- Creation of the 40-hour workweek
- Requirements for recordkeeping

To learn more, please review the Guide for FLSA and Timekeeping responsibilities [here](#).