LIFE CYCLE OF STUDENT EMPLOYMENT IN ASSOCIATED STUDENTS

Associated Students values fair employment practices for all students across our varied departments.

Pre-Recruitment Considerations: Review the students graduating or not returning for the next quarter. What is the budget? How many can you afford? Review the student salary pay scales, are there returning/remaining students that may be due an increase?

Advertising Openings
Students are recruited through posting of notices at:

- Financial Aid Workstudy Office
- Gaucho link
- Classified Section of the Nexus, listserves,
- Other digital resources such as websites
- Announcements sent to all AS email listserves
- Word of mouth.

The Assistant Director for Human Resources is available for assistance and can provide resources throughout the hiring process.

Pre-Recruitment

On a quarterly basis and when vacancies occur, the student supervisor

_____ 1) Determines the need- how many students should be hired and when they are needed to start. Ideally there is a 7 week timeline to complete the employment process from pre-recruitment to start date.

_____ 2) Ensures that the Job Description is up to date and if you have made changes, submits the job description to the Assistant Director for Human Resources for approval.

_____ 3) Reviews the salary scales and criteria for level classification. New positions are approved by the Assistant Director for Human Resources.

_____ 4) Refines the interview questions and submits to Assistant Director for Human Resources for approval. If assistance is needed in determining interview questions there are several lists in the files available from the Assistant Director of Human Resources

_____ 5) Submit the job to the on-line application site. The job should remain open for a minimum of two weeks

_____ 6) Advertise the position in a variety of mediums

_____ 7) Put together a committee of staff and students of at least 3 members

Applications are screened for interviews noting the following qualities:

- Completeness of the application
- Previous work experience related to job functions or transferable skills
- Computer background and expertise if applicable
- In some cases a major related to the field (be careful not to delete a qualified applicant)
- Number and quality of references
- Workstudy recipients (only when applicable to the job)

Interview Notes

Interview Questions
Every applicant will be asked a standard set of questions. There are several A.S. wide questions and an additional 7-10 questions particular to the position. These questions are approved in advance and kept on file with the Assistant Director for Human Resources. All people participating in the search process should review all applications, review the set of questions to be asked, be informed about the types of follow up questions that should not be asked and review the criteria for evaluation.

Interview Evaluation
When possible the committee discusses the applicant immediately following the interview and each person evaluates the applicant via discussion on strengths and weaknesses. If necessary, the top few depending on the number of openings) candidates are called back for a second interview and references are checked as appropriate.

Discrimination Risks
California law prohibits the consideration of "protected categories" in making hiring or other employment decisions. These categories include: race, sex, pregnancy, religion, national origin, sexual orientation, disability, age (40+), military service or affiliation, genetic information, or citizenship status. Considering this kind of information is against the law and could lead to a hiring discrimination claim.

The Search Committee:

- A committee of a minimum of 3 people are scheduled to do the interviews whenever possible.
- The committee should consist of the supervisor and at least one student.
- The search committee should create a list of criteria for use in the screening process
- All committee members should be part of the entire process and part of making a recommendation to the supervisor for hire.
- The interview committee meets to review applications and select candidates to be interviewed.

Associated Students Suggested BASIC Interview Questions

- What do you know about Associated Students?
- What interests you about this position?
- What is your level of expertise in (job function particular to the position)
- Can you give an example of an assignment in which you have had to pay close attention to detail?
- What are your strongest skills that would assist you in this position?
- Cite some example that demonstrate your ability to work well under pressure while maintaining accuracy in your task.
- What do you feel you can contribute to an organization like this?
- How do you plan to balance school and work load? How many hours per week are you hoping to work?
- Is there additional information regarding your experience or training that you would like to convey to us?
- If chosen, when are you available to start?

Questions pertinent to the particular position are added to these basic questions.

Recruitment

_____1) The committee members review all the applications submitted within one week of the job closing
_____2) The committee agrees on the selection of at least three applicants for interview and interviews are scheduled within the next week (no more than two weeks after the position closes)
_____3) Copies of the job description are made available to all applicants chosen for interview. The applicant may either pick up the job description in advance or come a few minutes earlier to the scheduled interview time in order to review the job description.
_____4) Following the interview, the committee discussed the strengths and weaknesses of each candidate
_____5) Once a decision has been made, notify all candidates interviewed within one week
_____6) Contact the candidate to offer the position and review with the candidate the rate of pay
_____7) Review the job description with the candidate
_____8) Sign and give the candidate a copy of the job description and any other documentation needed for payroll orientation
_____9) Inform new hire of payroll orientation dates and advise the candidate regarding documents required to bring for orientation.

References

Questions you can ask include:
- Verify job title and dates of employment.
- What were his/her essential job duties when they worked in your organization
- Please comment on the applicant's: Strengths; Weaknesses; Reason for Leaving; Attendance/Punctuality
- If you had the chance to hire them again, would you?

Many employers will only respond in writing. Some will only verify information that you supply.

Second Interviews

If a second interview is needed the candidates are again ranked and a decision is made. All candidates interviewed are then contacted and informed of the decision. Candidates who are "runners up" are informed that we will keep in them in mind in case another position opens up.

Salary Scale and Criteria
In order to ensure that AS student staff are paid equitably across all AS departments, the Student Supervisor group created the Student Staff Salary Scale and Criteria. All supervisors should follow these criteria when determining changes in staff salaries.
https://supervisors.as.ucsb.edu/salary-scale/

Pay increases
Please see the salary scales and criteria for detail of eligibility for pay increases.

Identification List

Every student staff supervisor is given a copy of the I-9 list- if another is needed please ask payroll analyst

A student must go through the re-hire process if he/she has been separated or had a break in service for 3 months or longer. All rehires will need to fill out hire documents.

Additional Student Staff Training

AS requests that supervisors send students to trainings or provide trainings as appropriate in the following areas. A.S. will also recommend classes offered by other departments when appropriate. Supervisors should review trainings and training processes whenever possible.

- KRONOS
- Conflict Resolution
- Distressed Students training
- Emergency Training
- Ergonomics
- Ethics
- Fair Employment and Non-discrimination
- Office Etiquette
- OSHA Regulations
- Professionalism in the workplace
- Safety Training
- Safe Zone Training

Payroll Orientation

Payroll Orientation for New Hires
Students need the following documents in order to attend payroll orientation:

_____1) Identification from the I-9 list-
_____2) Signed Job Description
_____3) Work Study referral form
　　_____a)　　Only applies if student was offered Work Study
_____4) Approval Slip from the student supervisor that is hiring
_____5) Key Access Agreement Forms (If student needs access to office in AS Building or Annex Building)
_____6) Safety forms to be turned in after safety training with supervisor

Payroll Orientation for Re-hires
Rehire students need the following document

_____7) Identification from the I-9 list-
_____8) Signed Job Description- If different from previous job description
_____9) Work Study referral form
_____10) Only applies if student was offered Work Study
_____11) Approval Slip from the student supervisor that is hiring
_____12) Key Access Agreement Forms (If student needs access to office in AS Building or Annex Building)

Continuing Students:
_____1) Email payroll analyst informing that student is continuing and including name and last name, pay rate if changed and new end date.
_____2) A new job description is required if the student has been given a pay increase due to new job duties

Training

Each supervisor should schedule a second orientation (individually or in groups) (and repeat annually) to cover:

_____1) Scheduling (Supervisor should receive schedule at this time or earlier)
_____2) A physical tour of the building
_____3) Expectations of all Employees
_____4) Review of all reference materials applicable to the job
_____5) Review of the written job description
_____6) Additional Safety training
_____7) Position specific training
_____8) Sign up student staff email list:
http://servex.as.ucsb.edu/mailman/listinof.as-student-staff

- Sexual Harassment and
- Title IX
- Whistle Blowing Policy

Associated Students Student Staff Pay Scale Criteria

Purpose:

To define the criteria used to place an AS Student Staff job description within one of the four pay levels. These criteria are designed to allow positions to be place along a scale rather than the current draft classification where "labor intensive" positions are considered separate and lower than "skill based" positions.

Criteria:

AS Student Staff positions are evaluated based on the following four criteria:

- Degree of supervision required
- Experience/skills required before hiring
- Amount of training required after hiring
- Responsibilities (shared vs unshared, special challenges)

Other Notes

- At level two previous comparable experience can be considered in placing a student at Step 1 or 2. Student would receive a minimum of $.50 when moving from one level to the next.
- Students are never hired based on how many hours they may work and how quickly they may move to the next step.
- Students may be paid an additional $2 per hour for work during the Thanksgiving Break or Winter Break. This should be utilized only when there is a clear Business need and when the budget can support the additional pay.

Degree of Supervision

Level 1	Full supervision at virtually all times. Work is regularly checked or verified by supervisor; supervisor (or student coordinator) is available to answer questions or solve unusual problems as needed.
Level 2	Major duties require working alone or without direct supervision (but possibly alongside other same-level students). However, these duties are standardized and routine so the student is able to follow a procedure and is not regularly making his or her own decisions without consulting with supervisor. Supervisor generally but not always available for immediate questions.
Level 3	Major duties require working alone or without direct supervision. Duties may require student to occasionally make decisions or judgment calls without prior approval from supervisor, though supervisor should always be notified when possible. Work not always specifically verified by supervisor (data entry, etc)
Level 4	Major duties require working with minimal supervision and position allows for a great deal of independent decision-making without prior approval from supervisor, though supervisor

	should always be notified when possible. Position may require acting in a supervisory role over other student staff.

Experience/Skills Before Hiring

Level 1	Entry level (typing ability)
Level 2	Specific but fairly common skills and experience *required* (computer software skills), less common skills or experience considered desirable but *not required* (bilingual)
Level 3	Moderate skill and experience in specific areas required (Photoshop, HTML, etc), significant skill and experience in areas not required but beneficial to position (translator, etc)
Level 4	Significant skill and experience in specific areas essential to position, required skills and experience uncommon in typical college student population (advanced web design, art skill, supervisory experience)

Amount of Training Required After Hiring

Level 1	Basic training needed – student capable of performing most duties after simple instruction from supervisor
Level 2	Specific and/or extended training required at or soon after position start (hazardous waste training, first aid/CPR, cash handling, Safe Zone, etc). HR requirements that are common to all employees such as sexual harassment training not included.
Level 3	Specific and/or extended training required at or soon after start of position. Ongoing training and skill building throughout employment period
Level 4	Specific and/or extended training required at or soon after start of position. Ongoing training and skill building throughout employment period. Student must be able to apply general training principles to unexpected situations (leadership skills), may be responsible for training new student staff

Type of Responsibilities

Level 1	Responsibilities fairly straightforward, easy, and shared by multiple students so that one can generally cover another's absence (answering phones, filing, data entry)
Level 2	Responsibilities more complex or challenging in some aspect (handling confidential information, physically strenuous, very long or late hours), may still be shared by multiple students
Level 3	Responsibilities complex and specialized, duties are assigned to one to very few students
Level 4	Responsibilities complex and specialized, one to very few students fill role that is considered critical to department function (student coordinators), student is responsible for some daily functions.

Student Salary Scales
July 1, 2015

LEVEL 1	STEP 1	STEP 2	STEP 3	STEP 4	Comments
	0-200 hours	200-400 hrs	400-600 hrs	600-800 hrs	
Proposed Salary	**$10.00**	$10.25	$10.50	$10.75	
					Basic entry positions
Office Assistant I					Reception and basic work
Basic Cashier/Ticket Seller					Basc Minutes
Mechanic 1					
Event Assistant					

LEVEL 2					
Proposed Salary	$10.75	$11.00	$11.25	$11.50	Additional Interview not required
					Labor Intensive Positions
Recycling workers					or based on more skills
Composting					Bilingual reception
Mechanic 2					Bill Book
Office Assistant II					
Event Supervisor					
Food Bank					
KCSB Music Directors					
KCSB Training/Traffic Manager					
KCSB Assistant Engineer					
KCSB Publications director					
KCSB Production Director					
KCSB Promotions Director					
KCSB Digital Media Coordinator					
KCSB Special Projects News Reporter					

LEVEL 3					
Proposed Salary	$11.50	$11.75	$12.00	$12.25	Skill based
Videographer					
Office Assistant III					Finance Board Minutes
Mechanic 3					
America Reads Tutor					Bilingual translation
Cashiers Coordinator TBA III or IV					
Student Artist					
KJUC General Manager					
KJUC Program Director					
KCSB Associate News Director					
KCSB Sports Director					
PB Senior Event Assistant					

LEVEL 4

Proposed Salary	**$12.50**	**$12.75**	**$13.00**	**$13.25**	Higher level skills
Senate Minute taker					
Student Coordinator					
Student Special Projects					
Mechanic 4					
America Reads Senior Tutor					

LEVEL 4

Proposed Salary	**$12.50**	**$12.75**	**$13.00**	**$13.25**	Higher level skills
Web					
Desktop support					
Office Assistant IV					
Ticket Coordinator					
KCSB General Manager					
KCSB Program Director					

DEPARTMENT/POSITION

I.V. Youth Project				
AIDE/ASSISTANT	**$10.00**	$10.25	$10.50	$10.75
COORDINATOR/STUDENT MGR	$10.50	$10.75	$11.00	$11.25

The Evaluation Process

Annual Evaluation and Exit Interviews

Associated Students recognizes that it is important for supervisors to have an evaluation process and to conduct exit interviews for student staff. The goal of the evaluation process and exit interviews is to:

- Model a professional work place evaluation process.
- Provide the supervisor with a better understanding of student staff needs.
- Give the supervisor an opportunity to help student staff set professional development goals within his or her position.
- Provide the supervisor an opportunity to maximize student staff skills.
- Provide the supervisor, the department, and AS an opportunity to receive feedback about the student's experience as an AS employee.
- The Student Staff Supervisors group recognizes that student staff sizes, duties, and needs vary by department and have created a Student Staff Evaluation Template, which can be tailored to the needs of individual supervisors. Additionally, here are some sample templates from other departments.

Student Staff Evaluation Template

*** It is suggested that you provide your staff with the list of self reflection questions before your one on one discussion.***

Agenda
I. Introduction and Purpose
II. Self Reflection
Sample Questions:
    1) How would you evaluate the following skills?
        a. Job knowledge, quality, planning/organizing, initiative/innovation, teamwork/cooperation, dependability, communication.
    2) What skills do you feel you have mastered or excel in?
    3) What skills do you feel remain to be a challenge or you would like to work on?
    4) What more would you like to learn or do you wished you had learned from your employment here?
III. Supervisor's Feedback
    1) Supervisor can include student manager or coordinator written feedback as well as individual staff reflection.
IV. Goals and Next Steps

ADDITIONAL NOTES:

CONDUCT ISSUES

Conduct issues

Students are "at will" employees. However, in Associated Students we try to role model best practices for conduct issues that are similar to what a person may experience in a career position or in the business world.

The first step is to always meet with the student and discuss what may be going on that is a problem. Help the student identify solutions.

If issues then recur, an email or memo is written suggesting a course to remedy these problems and the consequences of not solving the issue. This is then discussed with the student. Depending on the severity of the problem the student would be terminated if the situation is not corrected within a specified time frame. A letter is sent or given to the student detailing the termination. The Assistant Director for Human Resources must review these proposed terminations.

Sample termination Memo

To: (insert student name)
From: (supervisor name)
Date: (insert date)
Re: Release from student position

As we discussed, this is a notice that you are being released from your student position in Associated Students, effective today (insert date). The reason you are being released is (insert a brief statement of the misconduct, performance, or attendance issues).

Please ensure your timecard is completed and accurate before you leave today. Your final paycheck will be available for you to pick up from the front desk of Business and Financial Services, located at 3201 Student Affairs Administrative Services Building, between 2:30 and 4:00 on (insert date after checking with the Payroll analyst) or any business day thereafter.

We wish you well in your future endeavors. If you have any questions, please let me know.

cc.   Denise Rinaldi,
         Personnel file

EXITING

Supervisor tasks:

When possible request a letter of resignation from students leaving, when students are graduating be sure to determine with them their end date.

_____1) Provide letter (see Template) if students are being let go
_____2) Provide an opportunity for an exit interview
_____3) Notify the payroll analyst to cancel any key access
_____4) Retrieve any equipment the student may have
_____5) Retrieve any password the student may have
_____6) Request that Sean end any AS email the student may have
_____7) Remind student to ask Andy to remove the student from any email lists
_____8) Change any shared codes to copiers, etc.

Payroll Analyst needs the following information to separate a student:
_____1) last day on pay roll-one week before the student's last day (unless the student has not informed the supervisor)
_____2) separation date
_____3) separation reason code:

- to accept another job
- to look for another job
- dissatisfaction with job
- health
- to attend school
- military service
- resignation-other
- resignation- moved out of area
- resignation- no reason given
- graduation no longer a student
- dismissed- performance
- dismissed- misconduct
- dismissed- quit without notice
- job abandonment
- other termination

Letters of recommendation

Upon graduating or transferring students should be offered a letter of recommendation and a review of their resume if needed and depending on their future plans. The approach to the employment process detailed above may seem elaborate for a student position but is designed to prepare students for a "real world" work environment. Students who are exposed to the same job process that staff experience are better prepared for their future professional life. There is an exit interview questionnaire available to utilize when students leave employment as desired.

> The student supervisors and staff who contributed to this process include: Marilyn Dukes, Diana Collins Puente, Ruth Garcia Guevarra, Lili Hartounian, Sean Lieberman, Chelsea Lyon, David Miller, Allina Mojarro, Tuyen Nguyen, Gabriella Piazza, Denise Rinaldi, Sarah Siedschlag, Marta Ulvaeus, Kathleen Versola