



St. Thomas University

POLICY:	Student Employment Policy
Effective Date:	October 11, 2011
Revised Date:	September 13, 2013
Review Date:	July 1, 2014
Approving Body:	President and Vice-Chancellor
Authority:	<i>Down Russell</i>
Implementation:	President delegated to the Director of Student Services and Residence Life
Sponsor/Contact:	Director of Student Services and Residence Life
Applies to:	The University Community

1.0 Reason for Policy

The employment of students attending St. Thomas University meets three key objectives:

1. Student employment opportunities provide financial assistance to our students.
2. Student employment opportunities allow students to gain valuable experience that can be useful in future graduate studies and/or in securing employment post-graduation.
3. Student employment opportunities provide assistance to University community members in the completion of important work.

The scope of the Student Employment Policy includes student jobs designed specifically for full- or part-time students currently attending St. Thomas University and student jobs that are fully or partially funded by the University (e.g., the JOBS Programme, departmental budgets). Student jobs that are entirely funded by external monies are exempt from this policy, as are jobs designed for graduate students.

2.0 Policy Statement

Funding

Students are employed using a variety of funding sources, including:

1. JOBS Programme funding
2. St. Thomas departmental budgets
3. External grants
4. Academic grants

Regarding JOBS Programme funding, an application process is used for academic and administrative units to access funding (See Appendix A – JOBS Programme Funding Application). The JOBS Programme Committee, consisting of faculty and staff representatives, will determine which applications receive full or partial funding based on existing criteria.

Special criteria with regard to the JOBS Programme and grants (e.g., SEED grants) must be administered accordingly. Each grant has its own specific rules and regulations to which faculty, staff and students alike must comply.

Compensation and Hours of Work

The types of jobs that are performed by student employees are diverse. In an effort to recognize the diversity of jobs as well as the need for consistency and administrative efficiency, a rubric was created to facilitate job classification.

The Student Employment Classification Rubric (see Appendix B) uses three categories of qualifications: 1) education, 2) responsibility and judgment, and 3) skills. For each respective category, a Level 1, 2, and 3 description is provided. The descriptions are designed to be general and as such a job may not meet all aspects of the description (e.g., in order for a job to be classified as Level 3 for Responsibility and Judgment, responsibility for planning is NOT required). The hiring manager is asked to review the descriptions for all three levels and to select the description that BEST DESCRIBES the job. NOTE – A hiring manager is an individual who has the authority to hire a student for the approved position.

Please note that the above does not prevent the hiring manager from seeking minimum requirements for the job that must be met in order for a student to be offered the job, nor is it a mandate that all the requirements be met. However, the rubric will provide a starting point for the hiring manager to review and determine which qualifications are considered 'requirements', and which are considered 'assets'. Hiring managers will be instructed to indicate, as part of the JOBS Programme fund application process, qualifications that are required and those that are assets. Hiring managers that post jobs falling outside of JOBS are asked to follow the same method.

Compensation for each Level (1, 2, and 3) is as follows:

- Level 1 – Minimum wage
- Level 2 – Minimum wage plus \$1.50 per hour
- Level 3 – Minimum wage plus \$2.50 per hour

NOTE – all student employees also receive 4% vacation pay over and above his or her hourly rate of pay.

The hiring manager will use the rubric to determine the job classification and will indicate the level on the fund application if accessing the JOBS Programme or as part of the manager's departmental budget approval process.

For the JOBS Programme, a job description is also required as part of the fund application and it is expected that the designated level and the description will be consistent with one another. If the JOBS Programme Committee finds that a discrepancy between the level and the job description may exist, then the Committee will raise the issue with the hiring manager to seek clarification.

The University is committed to providing on-campus, part-time employment opportunities to students as a means for students to gain valuable work experience and meet their financial needs. In doing so, the University does not wish to compromise the academic performance of students and wishes to provide as many students as possible with the opportunity to obtain employment within the University. As such, those employing students should not expect students to work more than 10 hours per week in on-campus employment and shall not permit students to work more than 20 hours per week except in exceptional circumstances. Exceptional circumstances would exist in situations where academic departments and/or administrative units actively sought, but were unsuccessful in finding, other individuals capable of performing the required functions.

The hiring manager will be asked to provide some indication of his or her expectations regarding hours of work, such as whether the hours of work will be flexible (e.g., based on the student's class schedule), variable (e.g., a small number of work hours in some weeks and a large number in others), and/or standard (e.g., 9 a.m. to 11 a.m., Monday through Friday). This information will be included in both the job posting (See Appendix E – Job Ad Template for an example) and the employment letter (Appendix D).

JOBS Programme Top-ups

As explained above, there are three levels of compensation. Typically, successful funding applications will receive sufficient funding to pay a student the minimum wage (plus 4% vacation pay), or Level 1 compensation, for a set number of work hours (e.g.,

100 hours). For jobs that are classified as either Level 2 or 3, which attract higher compensation, the hiring manager is normally responsible to top-up the difference. The top-up will often come from a departmental budget, a grant, and/or the hiring manager's PDA. In situations where the job is classified as Level 2 or 3 and the hiring manager does not have access to sufficient funds to compensate for the difference, the hiring manager must indicate this on the JOBS Programme funding application in order to request the necessary funding.

Top-ups that result in a student's hourly rate exceeding that of his or her job classification are NOT permitted. However, if an academic or administrative unit has additional funding then the funding can be used for additional hours of work up to prescribed maximums and/or the hiring of another student employee, assuming the required approval is granted.

Requests to Exceed Level 3 Compensation

Approval to exceed the Level 3 compensation level may be granted in exceptional circumstances, such as a job that requires experience, skills, and/or qualifications well beyond that of a typical student job. Requests for exceptions are to be sent to the Director of Student Services and Residence Life for approval and must include:

- A detailed explanation of why the exceptional experience, skills, and/or qualifications are required to successfully perform the job; and
- The funding source(s).

Recruitment and Selection Process – JOBS Programme

Step 1 – The Human Resources Department puts out a call for funding applications from academic and administrative units.

Funding applications are completed using a template requesting the following information:

1. Start Date
2. End Date
3. Number of hours requested
4. Job level and hourly rate of pay (based on completion of Appendix B – Student Employment Classification Rubric)
5. Job title and description
6. Minimum qualifications required; qualifications considered assets
7. Benefits to the student employee; benefits to the University

Step 2 – The completed applications are submitted to the Human Resources Department, compiled, and then forwarded to the JOBS Programme Committee.

Step 3 – The JOBS Programme Committee evaluates the applications and determines which applications will receive funding. A summary of the successful and unsuccessful applications is created by the Committee and forwarded to the Human Resources Department, who will in turn notify the applicants of the results.

Step 4 – Hiring managers must now create a job ad (See Appendix E – Job Ad Template for an example). Once created, the job ad is forwarded to the Employment and Student Life Coordinator for posting. Job ads are based on the information provided as part of the funding application and are typically posted on the STU website and on a physical job board located on campus.

Step 5 – Student job applications are submitted directly to the respective hiring manager.

Step 6 – The hiring manager (or a hiring committee if desired) screens the applications, develops a short-list of applicants, and interviews the applicants using the guideline and form in Appendix C and selects the successful candidate.

Step 7 – The hiring manager notifies the successful applicant and confirms acceptance of the job using the Employment Letter (see Appendix D). Once confirmed, the hiring manager will forward a copy of the completed Employment Letter to the Employment and Student Life Coordinator, who will then forward the appropriate information to the Payroll Office for pay purposes and file the remaining information. The Employment and Student Life Coordinator will also inform the successful applicant as to her/his obligations regarding payroll forms. It is not a requirement to contact unsuccessful candidates as all job ads are to contain the following message to applicants: “Please note that only those selected for an interview will be contacted.”

NOTE – All students must have a SIN number (including international students) in order to be paid and must be legally entitled to work in Canada (e.g., a study permit).

Recruitment and Selection Process – Other student hires

Step 1 – Funding is secured either through the University budget process or through an application for an external grant. It is understood that the provisions of an external grant may have an impact on one or more of the Steps described below.

Step 2 – Hiring managers create a job ad (See Appendix E – Job Ad Template for an example) and forward the ad to the Employment and Student Life Coordinator for posting. All roles must be posted on the STU website and on a physical job board located on campus. The job postings shall contain the following information:

1. Job title
2. Supervisor's name and position
3. Department
4. Work location
5. Preferred method(s) of receiving applications (e.g., electronically; paper) and applicable addresses (e.g., e-mail, physical).
6. Start Date
7. End Date
8. Hours per week (flexible, variable, or standard)
9. Job level and hourly rate of pay (based on completion of Appendix B – Student Employment Classification Rubric)
10. Job description
11. Minimum qualifications required; qualifications considered assets
12. Application deadline

Step 3 – Student job applications are submitted directly to the respective hiring manager.

Step 4 – The hiring manager (or a hiring committee if desired) interviews the applicants using the guideline and form in Appendix C and selects the successful candidate.

Step 5 – The hiring manager notifies the successful candidates, and provides each with an Employment Letter (see Appendix D). The hiring manager must also forward the appropriate information to the Payroll Office for pay purposes, and is encouraged to securely file this information for record keeping purposes. It is not a requirement to contact unsuccessful candidates as all job ads are to contain the following message to applicants: "Please note that only those selected for an interview will be contacted."

NOTE – All students must have a SIN number (including international students) in order to be paid and must be legally entitled to work in Canada (e.g., a study permit).

Performance Management and Position Reviews

Performance evaluation is an important consideration (it represents a take away for the student). Hiring managers are encouraged to review performance with students on a continuous basis.

Student Concerns

Student concerns regarding the recruitment and selection process for the JOBS Programme can be directed to the Employment and Student Life Coordinator. All other concerns are to be directed to the Director of Student Services and Residence Life.

Payroll Processing and Authorization

All students must have a SIN number (including international students) and must complete TD-1 and Direct Deposit forms in order to be paid. These forms are available at the Financial Services Office. Students should fill out these forms prior to doing any work for the University.

All payroll requisitions must be approved in advance by authorized signing officers for approved budget accounts. The authorized signing officers are academic department chairs or administrative unit managers. During exceptional circumstances such as vacation leave, signing authority may be delegated to another member of the department or unit. The department chair or unit manager should notify the comptroller in writing of the delegation of signing authority and the time period covered.

Accounts used by signing officers must have sufficient uncommitted balances in order for payments to be processed.

The signing officer for JOBS grants will be the faculty member or administrative employee to whom the grant is issued.

All payroll requisitions must be forwarded to the Financial Services Office and received no later than 10:00 a.m. on the Monday before the next pay date. An email will not be accepted as authorization for payment.

3.0 Accountability

The Director of Student Services and Residence Life will be responsible for communication, administration and interpretation of this policy.

Responsibility for answering questions related to the JOBS Programme has been delegated to the Employment and Student Life Coordinator.

4.0 Secondary Documents

Secondary documents are included in the appendices.

5.0 Review

The policy shall be reviewed after one (1) year.

6.0 Effect on Previous Statements

This policy supersedes all previous policies on the subject.

7.0 Cross References

There are no other policies cross-referenced under this policy.

Dawn Russell

Dawn Russell
President and Vice-Chancellor
St. Thomas University

September 16, 2013

Date

Appendix A – JOBS Programme Funding Application

To: All Administrative Units & Faculty Members
From: Human Resources Department
Date:
Re: **20XX-20XX JOBS Programme** (*Job Opportunities Benefiting Students*)

St. Thomas University is now accepting applications for funding through the JOBS Programme.

This programme provides funding to faculty members and administrators to hire students during the school year to assist with worthwhile initiatives. The programme is part of the University's on-going commitment both to help defray costs of pursuing higher education, and to ensure that the student's degree reflects a holistic experience at St. Thomas University.

Any administrative unit or faculty member may submit an application for JOBS funding. Funding is only available to cover the wages of a student employee hired for a designated task; the eligible wage to be covered is equivalent to a Level 1 hourly rate based on the Student Employment Classification System as outlined in the Student Employment Policy. Funding is not to be used for student employment during the Christmas break (e.g., between the end of the Fall Semester classes and the beginning of Winter Semester) or after the end of the teaching year (April 30th). Depending on the volume of applications, applicants may not receive 100% of funding requested.

All JOBS funding applications will be reviewed by the JOBS Programme Committee. The Committee, consisting of faculty and staff representatives, will review the applications for suitability for funding, which will be assessed based upon the following criteria (no one of which is determinative):

- Learning opportunity for the student
- Benefit to the University community
- Opportunity for the student to gain experience in a research, programming, or office environment

To submit an application, please complete **(in full)** the "*JOBS Programme Funding Request Form*" and return it to the Human Resources Department. **The proposal deadline is 4:00 pm on DATE.** The committee expects to announce the JOBS funding by DATE.

I hope that you will consider this opportunity to benefit our students and our University.

Attached: JOBS Programme Funding Request Form

JOBS PROGRAMME FUNDING REQUEST FORM

Deadline for submitting a funding request is DATE.

PLEASE PRINT

Name: _____ Telephone: _____

Department: _____ Email: _____

Start Date: _____ End Date: _____

Number of Hours Requested:

- One Semester (Fall **or** Winter)

10 weeks at 10 hours per week = 100 hours

- Both Semesters (Fall **and** Winter)

20 weeks at 10 hours per week = 200 hours

Job Level (based on completion of Student Employment Classification Rubric – see Appendix B in the Student Employment Policy):

- Level 1 (minimum wage plus 4% vacation pay = \$X per hour)
- Level 2 (minimum wage plus \$1.50 per hour plus 4% vacation pay = \$X per hour)
- Level 3 (minimum wage plus \$2.50 per hour plus 4% vacation pay = \$X per hour)

Total Funding Requested:

_____ hours multiplied by \$_____ per hour = \$_____

If the job level is classified as Level 2 or Level 3, then please provide the following information:

Source of top-up funding: Departmental budget

Grant

PDA

JOBS Programme

Other: _____

If applicable, please provide the account number for the top-up source: _____

Job title: _____

Job Description:

Minimum qualifications required; qualifications considered assets:

Benefits to the student employee / Benefits to the University:

PLEASE NOTE:

If a student works fewer than 10 hours per week, the period of employment may be extended until the total value of the grant is used or until the end of the Teaching Year (April 30th).

To be considered for the JOBS Programme, you MUST include a separate funding request form for each job you are applying for.

Completed applications are to be returned to the Human Resources Department **no later than DATE.**

The applicant certifies that the proposed job would not be created without the funding requested and that this position does not replace a position currently present within the department or already funded through other sources.

Signature

Date

Appendix B - Student Employment Classification Rubric

Qualifications	Level 1 Description	Level 2 Description	Level 3 Description
Education	Years of study is not a consideration Completed courses in a specific program or discipline is not required Completion of specific courses is not required (1 POINT)	Completion of 2 or more years of post-secondary study Knowledge of a specific program or discipline is an asset Completion of specific courses is not required (2 POINTS)	Completion of 3 or more years of post-secondary study Knowledge of a specific program or discipline is required Completion of specific courses is required (3 POINTS)
Responsibility and Judgment	Direction is given on a daily basis Minimal requirement to work independently Judgment required is limited and low risk Does not supervise others Responsibilities do not put reputation of STU at risk (1 POINT)	Direction is occasionally required Moderate requirement to work independently Some judgment required, yet low risk Does not supervise others Responsibilities pose minimal risk to STU (2 POINTS)	Direction is rarely required The majority of work is independent Judgment is required, moderate risk to STU Supervises others Responsible for planning, such as a major event or function (3 POINTS)
Skills	Specialized skills are not required A basic knowledge of computer programs (e.g., MS Office) is required Skills required could be learned with minimal training (1 POINT)	Some specialization is required Some familiarity with specialized programs required A working knowledge of computer programs is required (2 POINTS)	Specialized skills or expertise required (3 POINTS)

Examples of specialized skills include but are not limited to:

Multi-lingual Creative works (brochures, posters) Literature Searches Proof Reading	Transcription Event Planning Content Analysis MS Access
SPSS Budgeting Discourse Analysis Data Analysis (Qualitative and/or Quantitative)	Report writing Moodle Coding of Data Website Design (Adobe Contribute)

Compensation (Hourly Rate of Pay)	Level 1	Level 2	Level 3
	Minimum Wage plus 4% vacation pay	Minimum Wage plus \$1.50 per hour plus 4% vacation pay	Minimum Wage plus \$2.50 per hour plus 4% vacation pay

Determination of Job Classification	Level 1	Level 2	Level 3
	3 - 4 points	5 - 6 points	7 - 9 points

Appendix C – Student Employment Selection Guideline and Interview Form

This guideline is designed to outline the typical stages in the selection process for student employees and to provide best practices for each. The Student Employment Interview Form is also provided to facilitate record keeping and follow up.

Stage 1 – Create a Job Description (including minimum requirements and assets)

A job description is a foundational document that explains the duties, working conditions, and other key aspects of a job; it has a direct influence on virtually all aspects of the selection process. For the purposes of student employment, a narrative description that covers the job in two or three paragraphs should suffice.

The job description must also include the knowledge, skills, abilities, and other characteristics necessary to do the job. These requirements may include, but are not limited to, education, training, completion of specific courses, and specialized skills. If applicable, the hiring manager will outline the minimum requirements for the job as well as other aspects that would be considered assets.

Stage 2 – Create a Job Posting

The job posting will include the information provided in the job description as well as other important components that a potential applicant would need to know in order to make an informed decision whether to apply for the job or not. The following information is typically found in a job posting:

1. Job title
2. Supervisor's name and position
3. Department
4. Work location
5. Preferred method(s) of receiving applications (e.g., electronically; paper) and applicable addresses (e.g., e-mail, physical).
6. Start Date
7. End Date
8. Hours per week (flexible, variable, or standard)
9. Job level and hourly rate of pay (based on completion of Appendix B – Student Employment Classification Rubric)
10. Job description
11. Minimum qualifications required; qualifications considered assets
12. Application deadline

Stage 3 – Short-list the Applicants

For most postings, the number of applicants will far exceed a reasonable number to be interviewed. The length of the short-list is at the discretion of the hiring manager, but it is recommended that all applicants who are short-listed possess the minimum qualifications. If several applicants possess the minimum qualifications, then a determination is required as to which applicants are the best qualified for an interview. Applicants that rise to the top may be those who exceed the minimum qualifications and/or possess qualifications that are designated as assets. Furthermore, hiring managers are encouraged to interview as many applicants as is reasonable because participating in an interview is an important developmental experience for students.

Criteria for short-listing must be based on the bona fide requirements of the job. Hiring managers are reminded that employment decisions must abide by the New Brunswick Human Rights Act.

Stage 4 – Interviewing the Short-listed Applicants

The hiring manager will conduct interviews to determine the best candidate for the job. A structured approach to interviewing is strongly recommended to ensure that all applicants have the same interview experience. The key aspect of structured interviewing is that all applicants are asked the same set of questions (although asking follow up questions on a case-by-case basis often provides key insight). Hiring managers are encouraged to use a scoring system to rate the interview performance of the applicants; however, performance on the interview will often be considered in conjunction with the applicant's qualifications. A scoring system that takes all relevant factors into consideration is a best practice.

The Human Resources Department and the Employment and Student Life Coordinator can be used as a resource for a variety of needs, including the development of interview questions and/or a scoring system.

A form, entitled the Student Employment Interview Form, was created to facilitate the decision-making process and record keeping.

Student Employment Interview Form

Hiring Manager: _____

Department: _____

Applicant: _____

Is the applicant able to fulfil the following requirements (if applicable)?

Start date:	Yes	No	N/A
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Number of work hours per week:	Yes	No	N/A
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The total number of work hours:	Yes	No	N/A
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Does the applicant meet the minimum qualifications required for the job:	Yes	No
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Does the applicant exceed the minimum qualifications for the job? If so, list those that you believe bring additional value to the job:

Does the applicant possess qualifications that you consider to be assets:	Yes	No
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If so, list below:

Describe the applicant's performance on the interview. If a scoring system was used, then indicate the score; if not, then a narrative description is requested:

After taking the above, and other relevant factors, into account, please indicate whether this applicant was or was not selected as the successful applicant:

Successful Applicant	Unsuccessful Applicant
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Appendix D – Employment Letter

The purpose of this letter is to provide basic information, if known, related to your student employment with St. Thomas University. This information is subject to change; this letter is not an employment contract and does not impose any obligations on the University.

Student's Name:	
Student Number:	
Job Title:	
Supervisor's Name:	
Department:	
Approximate Start Date:	
Approximate End Date:	
Hours of Work: (variable or standard)	
Hourly Rate of Pay:	
Funding Source(s): (list all that apply)	

All student employees at St. Thomas are required to maintain confidentiality as described in the following statement:

As a student employee of the University you may acquire information about certain matters or details which are confidential to the University and which information is the exclusive property of the University. As such, you shall undertake not to disclose the same to any other party, either during the term of the appointment except as may be necessary in the proper discharge of your student employment, or after your student employment, except with the written permission from the President.

Student Concerns

If you have a concern regarding your student employment that cannot be resolved by your supervisor, then please contact the Director of Student Services and Residence Life.

Supervisor's Signature

Date

Appendix E – Job Ad Template

St. Thomas University
Fredericton, NB E3B 5G3

Student Services and Residence Life
George Martin Hall, 306

TEL: 506.452.9593

Email: studentemployment@stu.ca

Position Title:

Employer/Department:

Work Location:

Job Description:

Minimum Qualifications Required:

Qualifications Considered Assets:

Start and End dates:

Hours of Work:

Rate of Pay: (+4% vacation pay)

Application Deadline:

To Apply:

Please submit a résumé and cover letter to

*Please note that only those selected for an interview will be contacted.