Job Posting Guidelines

After review by the Career Center, the job listing (ER) will be posted for students under non-work-study listing, work-study listing or both. If the Human Resource Team wishes to publicize its position further at different colleges, divisions or student service units, they are encouraged to do so.

Period of Job Posting

As student employees are temporary and part-time (Casual-Restricted), recruitment is not held to the strict hiring guidelines of career recruitment. However, in order to allow all interested students to apply and to draw the largest applicant pool, hiring units are encouraged to indicate a final filing (posting) date.

Please see the SHR [Fair Hiring Guide](#) and the [Office for Diversity, Equity, and Inclusion](#) for best practices.

Non-Discrimination and Affirmative Action Policy

Non-discrimination and affirmative action guidelines exist to ensure that fair employment practices will be applied to all UCSC employees. Campus employers are expected to recruit openly through the Career Center to fill vacant and new student positions.

On campus student employment is a critical factor in student retention, therefore campus employers are requested to give priority consideration to the hiring of UCSC students for all temporary staff positions requiring less than 20 hours of work per week during the academic year and temporary positions during the summer months for 20 to 40 hours of work per week.

Please see the policies listed by the [Office for Diversity, Equity, and Inclusion](#).

Student Employment Best Practices

- Establish clear goals.
- Provide clear written expectations.
- Utilize active listening.
- Regularly schedule meetings.
- Provide student with the tools necessary for performing the work assigned (training, materials, etc.)
- Give plenty of feedback. Let employees know if their work is on or off track. Expect new workers to make some mistakes. When performance is off track, assume first that the instructions were not clear, and clarify expectations.
- Set a positive example of professional, polite and ethical behavior.
- Remember that student employees are students first.

- Show appreciation for exceptional work.
- Ask for student's input.
- Be an accessible supervisor.
- Be a continuous learner.
- Be a teacher.
- Encourage risk taking and decision-making.
- Communicate openly and honestly.
- Get to know your people. Offer a friendly greeting at the beginning of each workday; talk to them occasionally about outside interests. Let them know that you care about them as individuals.
- Don't ignore non-performance. As soon as you realize someone is not doing the job, check to see what's happening. Let the worker know that you expect performance.
- Remember that the most important intangible part of the work climate is a healthy sense of self-esteem. When workers feel good about themselves, about the company and the work they do, it will be much easier to get cooperation from them.
- Follow-up. After assigning work, be sure it is being done correctly.

Guidelines for the Hiring and Interview Process

Beginning the Hiring Process

- Plan ahead and hire students prior to peak work periods.
- Be clear about the job being offered. Know the job duties, hours, who will supervise, etc.
- Read the applications carefully before the interviews.
- If you have questions regarding the hiring process, refer to this manual. If you still need information, call the Career Center prior to starting the hiring process.

The Interview Process

- The interview is the most important part of the hiring process. Treat the student applicant as if you were hiring a regular career employee, as this person may become a part of your work force.
- Be organized going into the interview to create a sense of security and relaxation for the job applicant.
- Have a copy of the job description available for review by the applicant.
- Before the interview, make a list of the job requirements to use as criteria, and from which to develop interview questions.
- Introduce yourself and address the applicant by name.
- Let the applicant know how long the interview will last.
- Do not allow interruptions from telephone calls, knocks on door, etc.
- Be enthusiastic and courteous during the interview.
- Evaluate the applicant objectively.
- It is expected that interviewers create a set of questions, based on the job duties and qualifications, which all applicants will be asked. Careful, written notes about applicant responses will assist in making the correct hiring decisions.
- Questions asked in an interview should be relevant to the job. Personal questions are inappropriate.

- Do not criticize an applicant during the interview. If, for example, an applicant's appearance is not acceptable, you may not provide a critique on this personal issue. However, you may point out that the hiring unit has a dress code if a dress code was advertised as part of the job description.
- Tell the applicant what the job requires, including a description of office rules. You can explain rules about coming to work on time and when work breaks are allowed, for example. Talk with the students about wages and benefits.
- Have the applicant tell you how his or her experience relates to the job. Many students have relevant unpaid or volunteer experience that should be explored in the interview.
- Do not hesitate to encourage the applicant to respond to a question in more detail.
- Silence is acceptable. Give the applicant time to think before answering an interview question.

Simultaneous Non-Work-Study and Work-Study Recruitment

Employing units may opt to post a job for both non-work-study and work-study candidates simultaneously. In this case it is important that during the interview process the candidates are interwoven so that neither work-study nor non-work-study students are given priority. No hiring decision should be made until all applications have been reviewed and all potential candidates have been interviewed.

Making a Decision

- Make a list of the advertised job requirements for the job prior to the interview and evaluate each applicant against the items on the list after each interview.
- Be prepared to explain selection criteria and why a particular applicant was or was not hired.
- For candidates not selected for a position, there is a standard email letter included in the supervisor's list of options in the ER system. Supervisors are encouraged to send either this generic letter or a personal email informing the candidate that the job is already filled.

Hiring Process

- Supervisor agrees to hire student and clicks the "Start Hire" button at the bottom of the application in the ER system.
- Supervisor checks that all information is correct, especially the account number.
- Supervisor verifies or changes start date, end date and estimated hours per week.
- Supervisor clicks the "Complete Hire" button. The student is now hired. Before clicking "Complete Hire", you may cancel the hire action.

Getting the student on Payroll

When the "Complete Hire" button is clicked, there are two different scenarios:

- Student is already active in the payroll system (PPS) and may start work as of the start date indicated. SHR Operations will complete the PPS data entry.
- Student is NOT active in PPS. Student must come to the Career Center with the required documents to complete payroll signup. A "Blue Card" will be issued to the student so the

supervisor can confirm they have completed the signup process. Student may not start work before signup is completed.

After Hiring

- This may be a student's first job, so do not assume he or she knows what to do without training and supervision.
- Supporting and training a student for a position will enhance performance.
- Explain work-rules and regulations; what the employee's rights are; when a longevity increase can be expected, etc.
- This may not be the student's only job; make the work hours clear so scheduling conflicts do not arise.

Clearance to Commence Work Authorization

Students New to the UCSC Payroll System:

It is the supervisor's responsibility to verify that its student employees have completed the initial hire procedures at the Career Center. The Blue Card is issued to the newly hired student and must be given to the supervisor before s/he begins work. Consequences for allowing a student to work before employment forms are completed at the Career Center include the following:

- The student is not officially employed.
- The student is not covered by worker's compensation.
- The employing unit is responsible for processing a damage payment.
- The student's paycheck for hours worked before the signing of UC employment forms will be considerably delayed.

Re-hired Students:

If the student is "Inactive" or "Separated" on the employee database, s/he must come to the Career Center to update any necessary employment forms after which the Blue Card will be issued.

Students Currently Active on the UCSC Payroll System:

New jobs for "Continuing" employees (those already active on PPS) are entered in PPS by the hiring SHR Operations. Every job must have an approved Employee Request (ER).

Employment Forms and Required Documents

Employment Forms

The Career Center coordinates university employment for students who are new or returning to the UCSC payroll system. It is the policy of the University that all individuals must sign the State Oath of Allegiance, (unless a non-citizen) and Patent Agreement prior to commencing employment. Supervisors are responsible for assuring that work is not performed prior to Career Center employment authorization. The individual is not an employee of the University until the Oath and the Patent Agreement are signed. If employment forms are not completed before work commences, damage payment forms will need to be completed by SHR Operations, and the student's paycheck will be considerably delayed. After employment and on-line entry is completed at the Career Center, a Post Authorization Notification (PAN) will be sent to SHR Operations.

I-9 Process

Under the Department of Homeland Security, employers must certify that anyone they hire is legally entitled to work in the U.S. This law applies to EVERYONE, native-born U.S. citizens as well as immigrants, foreign visitors, and naturalized citizens. Whether a student intends to work on or off-campus (anywhere in the US), s/he must provide documentation of eligibility to work before s/he can be hired or re-hired. No one will be hired or re-hired at UCSC for any position, including academic appointments, without proof of identity and employment eligibility. To avoid delays in hiring dates, late paychecks, etc., please see the list of acceptable documents needed to complete payroll signup at the Career Center.

The Employee Request System (ERS)

The online ER system integrates the recruitment, application and hiring of all student positions in one unified process. The basic requirements of hiring are:

- All student hires must have an approved Employee Request (ER)
- All students must be hired through the ER system

Work-Study Program

The purpose of the Work-Study Program is to stimulate and promote part-time employment of registered students who are eligible for financial aid and are awarded a work-study allocation. The program provides a variety of on and off-campus positions, and the goal is to provide job experience in areas closely related to the student's career or educational goals. The Federal

government or other funding sources supply a portion of work-study student salaries, and the hiring unit pays the remaining balance.

Work Study Eligibility

The Financial Aid and Scholarship Office is responsible for determining the financial need and eligibility for each student who applies for financial aid. Nationally established guidelines determined by federal and university policies are used to calculate eligibility. Students who are eligible may be awarded aid through a variety of programs including grants, loans, scholarships, and work-study.

A student must complete an application for financial aid in order to be considered for a work-study award. A Free Application for Federal Student Aid (FAFSA) or renewal application must be submitted to the federal processor by the deadline in early March. In addition, documents such as tax returns must be submitted to the Financial Aid Office by the published deadline in early May. As funding permits, late applicants are processed on a first-come, first-served basis after all applications completed on time have been awarded.

Work-Study Calendar

Work-study is awarded for the academic year only. Due to limited funds, summer work-study is not available. Work-study funds may be used during breaks within the academic year.

Types of Funding Sources

The two Work-Study programs used by the Financial Aid Office when awarding aid are Federal and President's. Federal work-study is funded federally, while the President's program uses University funding. In the work-study program field (WSP) field on PPS, an "F" designates Federal program; a "P" designates President's. The employing unit is charged for 40% of the student's earnings, plus a 10% Financial Aid administrative surcharge. The student's work-study allocation represents the gross earnings that the student is eligible to earn with work-study funds, not the amount the employer is charged. Once the student has earned all of the work-study allocated to him or her, the unit has the option of changing the student employee to non-work-study status and continuing to pay the entire wage from its own non work-study funding sources. Work-study funding is applicable only for gross hours worked and may not cover bonuses, holiday pay, etc. Since students during the academic year are normally employed less than 50%, they rarely would accrue vacation, holiday or sick pay.

Work-Study Limits

An Academic Information System (AIS) and an Employment Database (EDB) interface manage work-study award limits in the Payroll/Personnel System. Once work-study jobs are updated in the EDB and work-study students are paid without a work-study limit, a '99999' default work-study limit is established in the EDB. The AIS/EDB interface will automatically see this 99999-

default amount and then insert the correct work-study amount in the EDB. All changes to the work-study limit throughout the year are maintained by the interface or updated by the Financial Aid and Scholarship Office.

The work-study award is placed at the employee level in the EDB in one grand total. As work-study students add jobs and/or earn work-study earnings, the total award is reduced until it is exhausted. Students and multiple employing units will be responsible for tracking earned work-study awards. There will be a report sent out to Human Resource Service Teams each month by the Financial Aid and Scholarship Office that details total work-study earnings.

Revision of Work-Study Eligibility Limits

If it becomes necessary to revise a work-study award due to a change in financial circumstances or a student's request, a Post Authorization Notification (PAN) will be sent by the Financial Aid and Scholarship Office to the Human Resource Service Team. A Work-Study Award Report is sent out to employers monthly, which also serves as official notification of a change in award. Each subsequent award revision supersedes prior notifications.

Types of Work-Study Jobs Available

- **On-Campus:** Most work-study jobs are on-campus and differ from non-work-study jobs only in terms of the funding source and the employment process.
- **Off-Campus:** An off-campus employer must be non-profit, non-religious and non-political. They must contract with the University through the work-study coordinator at the Career Center. A student may initiate a conversation with a qualifying employer to encourage them to participate in the work-study program. The Financial Aid and Scholarship Office will act as SHR Operations for all off-campus work-study positions.

Continuing Work-study students

When students are returning to work in fall, the student **MUST be re-hired as work-study through the ER system.** The start date for a work-study appointment is the start date specified on the ER hire record. In no case shall a student be set up as work-study in PPS unless there is a corresponding work-study hire in the ER system.

Academic Eligibility

Work-study eligibility is contingent upon the student employee making satisfactory academic progress and being a currently registered student. Any student who is barred from enrollment, withdraws, takes a leave of absence, or is not registered loses eligibility for all financial aid including work-study. If a student is notified that s/he has been barred from enrollment and is appealing the decision, it is NOT advisable that the student continue to work. If the appeal is denied and the student has worked, the employer will be responsible for 100% of those earnings. Work-study employees may work up to the effective date of withdrawal.

Termination of Work-Study

The employing unit is responsible for keeping accurate records of work-study earnings and removing students from work-study payroll status when allocations are exhausted. Any earnings in excess of work-study allocations will be automatically charged to the unit for 100% of earnings.

A "Notice of Termination of Work-Study" will be sent to those units that have not complied with the above procedures and responsibilities when their employees earn more than their award. The department should then immediately take the employee off of work-study status. The employee will not be paid from work-study funds after this Notice of Termination is issued. The employing unit will transfer any work-study earnings in excess of the award to its non-work-study payroll account.

It is recommended that at the time of the initial interview for the work-study position, the employer make it clear to the student whether his or her services will be retained once the work-study funds are depleted (i.e. converted to non-work study).

Classification and Wage Rates for Work-Study Students

Classifications and wage rates are established in accordance with the UCSC Class Specifications.

Work-Study and Benefits

As UCSC casual/restricted employees, work-study employees are eligible to accrue sick leave and holiday pay when they work over 50% of the hours of the month. PPSM policies apply to work-study employees, as well as non-work-study employees. However, if a student works more than 20 hours per week for one month or longer and qualifies for these benefits, the employing unit must pay 100% of those benefits. (Call the Career Center or the Payroll Office for information should this situation occur.) The Work-Study Program will not pay for any time other than hours actually worked, (although a 15 minute rest period may be granted for each work period of three continuous hours or more, not to exceed two rest periods per day).

Work-Study Split Awards

Work-study funds will be used on a **first come, first served basis** when there are multiple jobs. Funds will be split among all work-study jobs until they are exhausted. Employers will be notified via email when a student is hired into an additional work-study job. A student may have the option of working with their supervisor to convert any job from work-study to non work-study.

Re-allocation of Funds by Student

Students are NOT able to designate specific amounts of their award to specific jobs.

Unused Work-Study Allocations

Unused work-study allocations cannot be carried over from one academic year to the next. By student request, approved by the Financial Aid and Scholarship Office, a work-study award or a portion of it may be converted to loan.