EMPLOYER HANDBOOK
A Guide to the Regulations and Requirements of being a Student Employer at Brown University
CONTENTS:

I. INTRODUCTION

II. POSTING JOBS – HOW TO GET STARTED
   a. Posting Jobs – Is it a requirement?
   b. Temporary Jobs/Short Term Assignments
   c. Federal Work-Study: Hiring & Funding
   d. Managing Applications
   e. Hiring International Students

III. WORKDAY and PAYROLL REQUIREMENTS
   a. WORKDAY
   b. SPA#
   c. I-9 Form
   d. Social Security Numbers
   e. Informing Students of Direct Deposit

IV. POLICIES AND PROCEDURES SURROUNDING PAY AND ELIGIBILITY
   a. Eligibility to Work
   b. Fair Labor Standards Act (FLSA) Policy
   c. Hourly Rate Requirements
   d. Maximum Hours, Overtime & Special Pay Situations
   e. Breaks
   f. Payment for All Hours Worked/“Volunteerism”
   g. Time Tracking - Workday
   h. Pay Schedules/Submission of Hours

V. PAYMENT
   a. Pay Rates and Grade Levels
      i. Determining Hourly Rates
      ii. Student Minimum Hourly Rate
      iii. Hourly Rate Increases
   b. Payroll Calendar and Approving Hours
   c. Missing or Incorrect Payments
   d. Underpayments and Overpayments
   e. Holiday, Vacation, and Sick Pay

VI. STUDENT EMPLOYMENT REGULATIONS, GUIDELINES AND WORKING CONDITIONS
   a. Statement of Nondiscrimination
   b. Duration of Position
   c. Annual Budget Increases/Additional Resources
   d. Employment Verification
   e. Work Expectations
   f. Workplace Safety

VII. ROLES AND RESPONSIBILITIES OF A STUDENT EMPLOYEE SUPERVISOR
   a. Interviewing
      i. Interviewing and Selection
      ii. Questions You May Not Ask
      iii. Sample Interview Questions
      iv. Making Your Decision
   b. Tips for Good Supervision
   c. Training Checklist
   d. Feedback and Coaching
   e. Three-Step Coaching Process

VIII. PROBLEM RESOLUTION PROCESS
   a. Guidelines for Peers or Colleagues

IX. TERMINATION
   a. Voluntary
   b. Involuntary

X. SUMMARY OF RELATED REGULATIONS
   a. Employment Discrimination
   b. Wage and Hours
   c. Health and Safety
   d. Other Laws
   e. Overview of Noteworthy Policies
      i. Workers Compensation
      ii. Confidential Information
      iii. Smoking
      iv. Sexual Harassment

XI. EMPLOYER FREQUENTLY ASKED QUESTIONS
STUDENT EMPLOYER HANDBOOK

I. INTRODUCTION

Student employment is an integral part of the campus community that benefits both students and employers. Every student employee is responsible for completing the necessary employment paperwork and entering and submitting hours worked on a weekly basis. Student employees must follow Federal and University employment policies including the Fair Labor Standards Act (FLSA), as a condition of initial and continued employment at Brown.

This handbook outlines regulations and requirements concerning the terms and conditions of student employment as well as information on how to post and fill a job at Brown. The practices stated are intended as guidelines only and are subject to change at the sole discretion of Brown University. This handbook does not constitute a contract of employment, expressed or implied, between the student and Brown University. All student workers are employed on an at-will basis, and Brown reserves the right to terminate an individual’s employment at any time. Student employees of Brown University are responsible for complying with the regulations and requirements outlined in this handbook. **Students hired under these guidelines are matriculating students of Brown University, and any employment with Brown University is incidental to their educational program at the University.** Titles and department names referenced in this manual are subject to change. In cases when such titles are no longer accurate, please contact the Student Employment Office for further information.

At Brown, the responsibility for overseeing and managing the student employment function is a collaborative process between the Student Employment Office (SEO), University Human Resources and the Payroll Office. The Student Employment Office is located within the Office of Financial Aid and is responsible for managing information regarding student employment opportunities, supporting students in their pursuit of employment, working with managers and acting as the liaison to University business offices. University Human Resources is responsible for maintaining compliance with government and federal regulations including I-9s and the Fair Labor Standards Act. The Payroll Office produces paychecks, W-2s and manages applicable tax regulations. You are encouraged to contact any of the offices outlined with questions regarding student employment at Brown University. In general, the Student Employment Office should be the primary contact for any questions with your student employee(s) at Brown University as we will refer you to other appropriate offices as necessary.

II. POSTING JOBS - HOW TO GET STARTED

In order to ensure students fair and equal access to all student employment opportunities, **all** undergraduate student jobs are to be posted on the SEO website. The site has been designed to provide campus employers with a mechanism to post student jobs. The functionality is efficient, powerful and user-friendly. There is no delay in your jobs being advertised; once you add a job, the opportunity is immediately posted.

Before you can begin posting jobs, you must first obtain log-in permission. Obtaining log-in permission will create an individual on-line Control Panel, from which any open student positions within your department can be posted.

To obtain a log-in, simply click on "Request Log-in Permission" (Under “On-Campus Employers” on the SEO website). Complete the form & submit. **Please be sure to select your department from the drop down menu.** Your password is created by you and does not need to mirror passwords for other systems you use. Once you are approved, you will receive an e-mail with instructions that can be downloaded and printed. **We encourage you to thoroughly review these instructions prior to posting jobs.** The instructions, along with text provided on the screens, will guide you on how to use the site to post jobs, manage applications, and complete the necessary hiring steps. The instructions are also available in the User Guide found in the “Tools” dropdown menu of your Control Panel.

Subsequent to receiving log-in permission, you can access your Control Panel by selecting "On-Campus Employers" and then "Employer Log-in".

a. POSTING JOBS - IS IT A REQUIREMENT?

In order to ensure that students have fair and equal access to jobs, all on-campus student employment opportunities available to undergraduate students must be posted on the Student Employment Office website for a minimum of 2 business days. The pre-selection of candidates is strongly discouraged. There are a limited number of exceptions to this posting requirement.

**Exceptions** to the posting requirement include:

- **Continuing Employment** - jobs where a student continues his or her employment in the same department from one semester or academic year to the next, or from summer recess. Continuation of a student’s employment within a department can be accomplished by extending the end date of the job in Workday; or by entering the re-hire
directly into Workday (if the job was previously ended). Be sure to enter the word “REACTIVATION” in the Comments box in Workday.

- **Lateral Transfer** - a job is filled by a student employee who is transferred from one job to another job of the same grade level within the same department.

- **Internal Departmental Promotion** - if a job of a higher grade level is available only to students who have already worked in a specific position of a lower grade level within a department, then students who meet the pre-requisite may be promoted from within a department and the position does not need to be posted on the SEO website. The position to which a student is promoted must still comply with the new grade level and hourly rate requirements. In addition, students should be provided with a job description.

**Note:** This exception does not apply to pre-requisites based solely on a requirement of having taken a specified class and/or having skills or prior experience outside the department; these jobs must be posted. For the exception to apply, a student must be currently or previously employed by the department, and the work performed by the student must be the pre-requisite for the higher position.

- **Graduate Student positions:** Job opportunities that are open only to Graduate Students are not required to be posted on the Student Employment website.

- **Temporary or Short-term Assignments:** Jobs that require an assignment of 30 days or less are not required to be posted on the Student Employment website. **Examples include**, but are not limited to, **Mail Box Stuffing and Moving Assistant**.

- **Stipend/Scholarship Awards** - UTRAs, Mellon Minority Fellowships, Royce Fellowships, and similar awards are not covered under these practices. Inquiries regarding appropriate classification and payment mechanisms for these types of student opportunities should be directed to the Student Employment Office.

b. **TEMPORARY JOBS/ SHORT TERM ASSIGNMENTS**

In the event that you need assistance with a one-time assignment or project, there is a mechanism on the SEO website to reach students interested in this type of work. In terms of student employment, this type of work is considered a temporary job. The student JobMail feature on the SEO website includes "Time Frame" as selection criteria. This allows students to register for notification of newly posted temporary jobs on campus. After receiving the notification e-mail, students can apply on-line for the project or assignment as they would any other on-campus job opening.

**To Post a Temporary Job:**

- Select "Add a New Job" from your Control Panel as you would for any student posting.
- When posting the job/project, you must select "Temporary" as the Time Frame in the Job Listing.
- Be sure the I-9 (if applicable) is completed as normal, within the mandated time frame.

c. **FEDERAL WORK-STUDY: HIRING & FUNDING**

All on-campus student jobs during the academic year qualify as work-study positions for students with federal work-study in their financial aid package (excluding Stipend/Scholarship awards as described in Section IV c). Students receiving federal work-study are expected to secure employment in order to meet earnings targets set by the Office of Financial Aid. Therefore, as directed by the Provost's statement on "The Federal Work-Study Program at Brown" (issued October 21, 1994), the University encourages departments to give added consideration to work-study eligible students in the hiring process. For example, among equally qualified applicants, a student who is eligible for Federal Work-Study (and/or is receiving University Scholarship) should be given preference by the hiring department.

**Special note to departments:** Additional or extra budget resources are not allocated to departments who hire students who are eligible for federal work-study. Resources for student workers (regardless of their work-study status) are allocated in the student services line item of a department’s budget.

d. **MANAGING APPLICATIONS**

The SEO website allows students to quickly & easily apply for on-campus jobs. You may sometimes find the application volume to be excessive. Listed below are tools the website provides to help you manage the application & hiring process:

**E-mailing Applicants on the Website:** While viewing applications on the website, there is the option to e-mail applicants (Greeting). This feature can be used to set up interviews, get more information or update applicants on the status of the hiring process. Many students get anxious after a few days; sending a quick e-mail to set expectations may help reduce the number of calls you receive. In addition, it will help students manage their job search.

**De-listing a Job / Review Mode:** If after 2-3 days you find that you have more applications than you can reasonably manage, but aren't ready to make your hiring decision(s), you can “de-list” the job by putting it in "Review Mode". Simply select "Manage Job" & designate “Review Mode”. This feature allows you to make the job inactive while retaining the applicants' information. You are allowed to make hiring decisions while a job is in this area of your Control Panel.
e. HIRING INTERNATIONAL STUDENTS

Since lawful F-1 status carries the automatic benefit of on-campus work privilege, working on campus may be the easiest place for international students to find employment. It is required that international students obtain a social security number. All international students should consult the Office of International Student & Scholar Services (OISSS). Representatives from this office will assist international students in obtaining and completing the required documentation they need in order to work on campus. They will also provide students with important tax treaty information. Before international students begin to work at Brown, they should contact the Office of International Student & Scholar Services (OISSS) in J Walter Wilson, 69 Brown Street. For additional information, please consult the OISSS website. 

Note: Per U.S. Citizenship and Immigration Services (USCIS) regulations, International students may work no more than 20 hours per week during the academic year. The Brown University workweek is defined as Sunday – Saturday. International students must still comply with federal I-9 regulations listed below. The “Students” page of the SEO web site contains an International Student Employment Checklist. Departments are encouraged to direct international students to this information.

III. WORKDAY AND PAYROLL REQUIREMENTS

Listed below is a brief description of the process you will need to complete in order to officially hire a student to work in your department. A student may not begin working until s/he has completed the Form I-9 and has been properly on-boarded into Workday by the hiring department as a Member of their Supervisory Organization.

a. WORKDAY (Create Requisition/Position and Add Job)

Departments are responsible to enter student hire information directly into WORKDAY. This process entails Creating a Requisition/Position and using the Add Job business process. Screencasts and Job Aids detailing these processes are available on the Workday web site (in the Knowledge Center). You may create the Requisition/Position in Workday at the time of posting the job on the SEO web site. The Add Job process is completed after making your student hire decision(s).

b. SPA# (Student Posting Authorization #)

The SPA# is provided at Step 3 of the Hiring Process on the SEO web site (after selecting "Hire a Student" from your Control Panel). The SPA# must be entered in the Comments section of the Add Job page in Workday. Providing the SPA# in Workday informs University Human Resources that you have posted this student opportunity on the SEO website and therefore, have authorization to hire a student to work in your department. It is a unique number that is created each time you hire a new student to your department. Approved exceptions are listed in Section IIa of this handbook; these positions are not required to be posted and therefore do not require an SPA# in Workday. For student re-hires to your department, use “REACTIVATION” in the Comments box in lieu of an SPA#. In addition, for all students (hire or re-hire) you must also include the Banner ID in the Comments box along with the SPA#. This will allow Human Resources to verify that you have selected the correct student in Workday.

c. I-9 FORM (Employment Eligibility Verification)

The Immigration Reform and Control Act of 1986 require all employers to verify the employment authorization and identity of each person hired on or before the first day of employment. The student must visit the Brown Business Center, located in Room 213 of J. Walter Wilson, in person to complete sections 1 and 2 of the I-9 form. The student must bring with them the Original Unexpired identification (i.e. passport, birth certificate, social security card, etc.), as required by federal law. 

Note: Social Security cards that indicate “Valid Only with INS Authorization” will not be accepted to satisfy I-9 requirements.

This I-9 form must be completed by all students who have not previously worked on campus and therefore, do not have a valid I-9 on file with University. To verify a student’s I-9 Status, refer to the list provided at Step 2 of the Hiring Process (or by using the option in the dropdown menu of your Control Panel).

d. SOCIAL SECURITY NUMBERS Citizens and Permanent Resident Aliens: Students who do not have a social security number must apply for one through the Social Security Administration. A student must apply for a social security number as soon as they begin working. The local Social Security Office is located in the Federal Building at 380 Westminster Street, downtown Providence. Information about required documentation to apply for a social security number can be found at www.ssa.gov. In addition, students can obtain information at 1-800-772-1213 or the local office at 401-528-4501. Once an application is submitted to the local SSA Office, the student will be provided with an application receipt. The student will generally receive their social security card within 3 to 6 weeks from the date of application. Once received, it is imperative that the student visit University Human Resources and update their
information with a representative from the Records area of HR. The student must show the original document (social security card) to the HR representative.

**International Students (Non-Resident Aliens):** It is required that international students obtain a social security number once they obtain a job. However, these students should be referred to the Office of International Student & Scholar Services located in J. Walter Wilson, 69 Brown Street. Representatives from this office will assist international students in obtaining and completing the required documentation they need in order to work on campus.

e. **DIRECT DEPOSIT**
Direct Deposit is the most convenient and fastest way for students to receive their pay at Brown. Students should be encouraged to enroll in Direct Deposit to have their paychecks automatically deposited into their bank account.

**IV. POLICIES AND PROCEDURES SURROUNDING PAY AND ELIGIBILITY**

a. **ELIGIBILITY TO WORK**
All undergraduate students who are currently enrolled in a degree-granting program at Brown are eligible to apply for on-campus employment – a work-study and/or financial aid award is not required. Additionally, freshmen Sidney Frank Scholars who receive the University Work Scholarship are not prohibited from obtaining employment.

First-year students are eligible for on-campus student employment as of July 1st of the year in which they are to begin their studies at Brown. December graduates may not continue work as student employees of the University following the completion of their studies in December. In most cases, May graduates may continue working as student employees until the last pay period in August. (International students must consult the Office of International Student & Scholar Services to ensure their Visa paperwork is in place.) Students who are on a leave of absence from the University may not serve as student employees (a department may consult with University Human Resources regarding hiring a student who is on a voluntary leave).

A student may not begin working until s/he has completed the Form I-9 and has been properly on-boarded into Workday by the hiring department.

This Employer Handbook outlines the University's practices concerning the terms and conditions of student employment. The practices stated are intended as guidelines only and are subject to change at the sole discretion of Brown University and does not constitute a contract of employment, expressed or implied, between the student and Brown University. All student workers covered are employed on an at-will basis, and Brown reserves the right to terminate an individual’s employment at any time.

**Students hired under these guidelines are matriculating students of Brown University and any employment with Brown University is incidental to their educational program at the University.**

b. **FAIR LABOR STANDARDS ACT (FLSA)**
All students are considered non-exempt employees for the purposes of FLSA. As such, time collection and timely payment of students is required. Time reporting requirements can be found in Section IV, Part c. Failure to comply with these federal regulations by either party may result in disciplinary action.

c. **HOURLY RATE REQUIREMENT - FLSA**
All student employees are considered non-exempt employees for the purposes of the FLSA. As such, time collection and timely payment of students' work hours is required. All students and their supervisors will be held to the standards outlined below - failure to comply may result in discipline up to and including termination of employment.

All undergraduate student workers must be paid an hourly rate. Federal and State law requires that students working in non-exempt positions be paid an hourly rate no less than the federal or state minimum hourly wage and they must be paid for each and every hour worked. Departments cannot pay students less than Brown's student minimum hourly rate, nor can they under report or inaccurately report hours in order to manage budget constraints.

A student cannot be both a "paid" employee and a "nonpaid" volunteer while performing essentially the same type of work at the University. Students must be paid for all hours worked. Employees (including student workers) cannot waive their protection under this regulation.

Underreporting or inaccurate reporting of hours is a violation of FLSA. Student employees are required to record ALL hours worked on a weekly basis on the Workday Student Time Tracking system in order to ensure they are compensated accurately for all hours worked. Supervisors must authorize, in advance, all time worked in excess of the number of hours a student has been authorized to
work in a week. Departments must pay students the full amount due for all hours worked in each pay period.

Salaried or "lump sum" compensation is permitted only for scholarship awards and other instances if approved in advance. These situations are subject to federal and state regulation, including FLSA, and are required to be approved in advance. Examples of allowable lump sum awards include UTRAs, Mellon Minority Fellowships, Royce Fellowships, and residence hall counselors. The June 2011 Provost announcement regarding Student Opportunities Payment Categories provides full details of allowable student compensation and opportunity categories, along with examples and instructions for correctly processing payments to students. Inquiries regarding appropriate classification should be directed to the Student Employment Office. Student Employment will work in collaboration with University Human Resources and the Controller’s Office to make a determination if salaried/lump sum compensation is allowable. Student Employment posting and payment mechanisms for these types of student opportunities should be directed to the Student Employment Office.

\section{Maximum Hours, Overtime & Special Pay Situations}

For student employees who are \textit{U.S. citizens} and \textit{Resident aliens}, there is no legal limit for hours worked. Students are strongly encouraged to limit their work week to 10-12 hours per week during the academic year. However, if a situation arises where a student works in excess of 40 hours within a workweek, overtime compensation is \textit{required}. U.S. Citizenship and Immigration Services (USCIS) \textbf{International students} are limited to 20 hours in a Sunday to Saturday work week.

FLSA determines when overtime pay is required and mandates that employees who work in nonexempt positions, including student workers, be paid time and one-half for time worked in excess of 40 hours in one work week (combined for all on-campus positions). The \textbf{Brown University workweek is defined as Sunday - Saturday}. Employees cannot forfeit overtime pay rights, and overtime cannot be "banked"; overtime hours must be paid within the same pay period as the time worked. Brown University, as an educational institution, is \textit{exempt} from the Rhode Island Law requiring some employers to pay time and one-half the regular rate to work on Sundays or Holidays. Students may be paid straight time when they work on Sundays or holidays, however these work hours should be counted toward total hours worked in each week.

If a student is working in more than one department, it is the responsibility of the student to inform the departments where the work is occurring and notify them when the hours in a work week approach 40 hours. If total time worked exceeds 40 hours, the student employee must be paid overtime by the secondary department at the primary position hourly rate or greater. Additional details on the practice of temporary dual employment and overtime pay for non-exempt employees including students can be found on the \textbf{University Human Resources web site}.

\section{Breaks}

Under Rhode Island law, all non-exempt employees must take at least a 20 minute (unpaid) lunch period if their workday exceeds six hours. There is no legal requirement for breaks. However, student employees who work 4 consecutive hours may take one 15 minute (paid) break during that time as approved by their supervisor. Breaks may not be taken at the beginning or end of the shift, or to prolong a lunch break.

\section{Payment for All Hours Worked/"Volunteerism"

The Fair Labor Standards Act of 1938, as amended, prohibits employers (including schools) from accepting voluntary services from a paid employee. A student cannot be both a "paid" employee and a "nonpaid" volunteer while performing essentially the same type of work at the University. Students must be paid for all hours worked. Employees (including student workers) cannot waive their protection under this regulation.

\section{Time Tracking - Workday}

Student hours worked are due into Payroll (by employing departments) by 11am on Monday for the prior week’s work. The workweek is Sunday – Saturday. However, students will be paid on a bi-weekly basis (every other Friday). Students are required to submit time worked to their employing department(s) on a weekly basis via the \textbf{Workday Student Time Tracking system}.

\section{Pay Schedules/Submission of Hours}

Federal and State Laws require that employers establish periodic schedules for paying employees for their services, including student workers. Hours worked during those periods must be paid according to the established schedules. The intentional delay of submission of hours worked within a given pay period to a future pay period is illegal.

\section{Payment}

\subsection{Pay Rates & Grade Levels}

Brown University seeks to ensure consistent compensation and employment practices for all students working on campus. As a result, Brown University has instituted a classification and compensation system for student positions. As jobs are developed, departments are required to utilize the \textbf{Student Grade Level Worksheet} to determine the grade level and hourly rate for the position. The grade level and associated hourly rate is based on the level of responsibility and skills required to perform the job.
Calculation of the grade level is accomplished as part of the job posting process on the Student Employment Office website. The hourly rate paid must be within the range for the calculated grade level. Student jobs should not be listed as "Ungraded"; grade levels can be found on the SEO website.

i. **DETERMINING HOURLY RATES**

In addition to utilizing the Student Grade Level Worksheet, departments should also keep the following in mind when establishing the appropriate hourly rate for a student position:

- the skills needed to perform the job
- the hourly rate paid for those skills in the local area for jobs requiring the same or comparable skills;
- Brown University’s minimum hourly rate for student workers.

*Note: A student’s financial need is not a factor in determining the hourly rate.*

ii. **STUDENT MINIMUM HOURLY RATE**

The Brown University minimum hourly rate for student workers can be found on the SEO website. Please consult the Payment section of the guidebook for more details on establishing an hourly rate.

iii. **HOURLY RATE INCREASES**

Merit increases and periodic increases for length of service are encouraged. *Note: The increased hourly rate should fall within the hourly rate range for the grade level of the position. If the hourly rate exceeds the range for the grade, it is likely that the job needs to be re-evaluated for a higher level.*

b. **PAYROLL CALENDAR AND APPROVING HOURS**

Student hours must be approved and submitted via Workday Student Tracking by 11am on Monday for the prior week’s work. However, students will be paid on a bi-weekly basis (every other Friday). Please visit the Payroll Office website for additional details on the Bi-Weekly Payroll Processing Deadlines and Paydates.

c. **MISSING OR INCORRECT PAYMENT**

Students should immediately notify their supervisor if they are not paid properly for the hours worked in a pay period. It is the responsibility of the student’s supervisor (or the department’s student payroll coordinator) to contact the Payroll Office to research and resolve such matters promptly.

d. **UNDERPAYMENTS AND OVERPAYMENTS**

In the continual process of preparing paychecks, student employees may occasionally be underpaid or overpaid. The following guidelines should be followed to remedy such situations.

**Guidelines for Correcting Underpayments:** Students should immediately notify their supervisor if an underpayment has occurred. It is the responsibility of the student’s supervisor to determine if an error occurred. Supervisors should consult their records and submit an adjustment request the Payroll Office via the Payroll Adjustment Form to resolve an underpayment situation.

**Guidelines for Correcting Overpayments:** When an active or former student receives an overpayment from Brown University, it is the obligation of the student to notify and repay the amount of the overpayment to Brown. In cases of overpayment, the University makes every effort to recover any overpayments. Supervisors should consult their records and submit an adjustment request the Payroll Office via the Payroll Adjustment Form to resolve an overpayment situation. Corrective action will be taken as soon as possible.

**Steps for Collecting an Overpayment:**

- **First Action:** A verbal communication to the student is made from the department, notifying the employee of the overpayment, the amount overpaid and that return of the overpayment is required.
- **Second Action:** A written communication is sent to the student from the department, notifying the employee of the same information conveyed verbally in the First Action. The department should contact the Student Employment Office to discuss the content of such a letter.
- **Third Action:** A written communication is sent from the Student Employment Office, notifying the student that continued failure to comply with the requirement to return the overpaid funds to Brown may result in further University action.

e. **HOLIDAY, VACATION, AND SICK PAY**

Student workers are not eligible for sick leave, paid vacation or holiday pay (when not working on the holiday).

Brown University, as an educational institution, is exempt from the Rhode Island Law requiring some employers to pay time and one-half the regular rate to work on holidays. Students may be paid straight time when they work on holidays.
VI. STUDENT EMPLOYMENT REGULATIONS, GUIDELINES AND WORKING CONDITIONS

a. STATEMENT OF NONDISCRIMINATION
Brown University does not discriminate against any person because of race, color, religion, age, national or ethnic origin, disability, veteran status, sexual orientation, gender identity or expression, or gender, except where gender is a bona fide occupational qualification.

b. DURATION OF POSITION
The approximate end-date of a student position should be established at the hiring phase. In the absence of an established end-date, it will be assumed to be the end of the current semester. If both parties are agreeable, the work relationship may continue for subsequent semesters while the student is enrolled at the University and/or during summer recess. Supervisors are under no obligation to re-hire a student for subsequent semesters.

c. ANNUAL BUDGET INCREASES/ADDITIONAL RESOURCES
The annual increase in budget funds provided toward student employment shall be used specifically for increases in wages paid to students, rather than to increase the number of work hours or the number of student employees. In order to support this policy, the minimum hourly rate, as well as grade level hourly rate ranges for student employees will be reviewed annually and is subject to change.

d. EMPLOYMENT VERIFICATION
Employment verification inquiries regarding present or past University student workers that are received by telephone, fax or in writing, should be referred to The Work Number at 1-800-367-5690. Brown’s Student Employer Code is 18111. Additional information is available on the SEO web site.

e. WORK EXPECTATIONS
The University expects students to use good judgment to maintain a satisfactory working relationship. This includes, but is not limited to:

- Maintaining sound academic standing consistent with University standards and the requirements of the degree program to which s/he is enrolled;
- Acting professionally at all times, and dressing appropriately for the work environment and the student's position;
- Maintaining the confidentiality of University business, records and information. In addition, all passwords and restricted access to University computer systems must be protected;
- Using the University's mail system and official bulletin boards only for University business;
- Ensuring that the work of the University is not disrupted by the presence of persons not employed by Brown and/or the department (e.g., relatives, children or friends);
- Minimizing personal telephone calls. Students should utilize their personal cell phones to make personal telephone calls. All personal telephone calls made or received during the work day must be brief and may not interrupt work being performed;
- Ensuring that personal use of non-work-related electronic information systems during work hours (e.g., email, texting, social media, internet) is infrequent and does not interfere with work operations;
- Ensuring that workplace is free from violence and harassment of any form;
- Restricting animals in the workplace to those essential for assisting employees with disabilities;
- Using University equipment (including computers and software) only for University business. University equipment or property may not be removed from the workplace without the written permission of the department head, and such property must be returned along with any items issued for the purpose of performing your campus job upon termination;
- Following workplace safety policies; and,
- Complying with all University policies and procedures.

f. WORKPLACE SAFETY
The University is committed to maximizing workplace safety, providing instructions covering safe working procedures, and making available special equipment to protect employees against known hazards. Hiring Departments are cautioned against hiring students to perform work for which they do not have the required training or skills to safely perform, e.g., installation of equipment, heavy lifting, moving, etc.

Students are required to carry out all safety requirements applicable to their positions, to adopt safety as the guiding principle and first priority in their work, and to practice safety at all times in the workplace. This includes using all safety equipment provided by the University and inspecting the safety equipment to be sure that it is in good working order. Students are also required to assist the University in detecting and eliminating unsafe conditions or acts by immediately reporting them to their supervisors.
Students in certain positions may be required to attend safety meetings or safety-training sessions as part of their job responsibilities, and to demonstrate that they can perform certain job duties in a safe manner. Students who violate safety rules may be subject to discipline, up to and including termination from their campus job.

VII. ROLES AND RESPONSIBILITIES OF A STUDENT EMPLOYEE SUPERVISOR

a. INTERVIEWING & SELECTING STUDENTS

The interview is the most essential part of the hiring process. It is used to determine the student’s strengths, weaknesses and ultimate “fit” for a position. Additionally, information obtained during an interview is not only vital to hiring students, but is also beneficial in determining future training and hiring needs. Once you have posted a position on the SEO website, be prepared to set aside some time to interview potential candidates.

i. INTERVIEWING AND SELECTION

Departments are strongly encouraged to:

- Screen applications to identify students whose qualifications appear to most closely match the requirements of the job.
- Interview those who are most closely matched.
- Develop questions based on objective job-related criteria and consistently ask all candidates interviewed the same questions to provide an equal basis of comparison.
- Take notes during or after the interview so that you will have a record to support the rationale for your choice.
- Extend the offer to the best qualified candidate, and be sure to notify the students who applied, but you didn't select, that the job has been filled.

Note: Individual files for student applicants are not maintained in the Student Employment Office or University Human Resources. Hiring Departments are strongly encouraged to maintain their own records regarding their student hiring process and decisions, and retain these files for one year subsequent to the hiring decision.

Here are a few guidelines that will benefit both the interviewer and student:

Prepare for the Interview - Know the applicant’s name and general information provided on the job application. Prepare interview questions ahead of time. Combine standard interview questions with a selection of questions geared toward specific skills and experiences required for the position. Have a written job description prepared for both you and the applicant; include the expectations unique to your department (i.e., dress code, schedules, time commitment, etc.).

Establish a Friendly Atmosphere - Most job applicants are a bit nervous when applying for a position. Dedicate a few moments to putting the student at ease with "small talk".

Be Aware of Legal Guidelines: Avoid discriminatory questions and statements. Listed below are a series of questions you may not ask along with questions that are permissible.

Be Open for Questions - Allow the student the opportunity to ask questions and respond to the information provided. If a student appears reserved, invite feedback. During the interview, the employer and the student should come to a mutual understanding of the job expectations, terms, and requirements.

Provide Information: The applicant is as curious about you and the departmental functions as much as you are of them. Share with the student specific information on the department, essential functions of the job, standards expected, supervisory style, and other factors. You need to be clear about your personal expectations and to ask the student for responses, questions, or comments. Some points that should be discussed are:
- Hours of operation and students’ schedule of weekly hours
- Personal conduct and dress expected of the student
- Rate of pay for the position
- Training to be provided to perform the job
- Employment duration, anticipated start and end date
- Expected hiring decision timetable (ideally, less than a week and, if the timetable changes, you should notify the student.)

ii. QUESTIONS YOU MAY NOT ASK

There are several questions that are not permissible in an interview.

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>DO NOT ASK</th>
<th>YOU MAY ASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex / Gender</td>
<td>Are you male or female? What are the names/relationships of any people living with you?</td>
<td>None allowed.</td>
</tr>
<tr>
<td>Residence</td>
<td>Do you own or rent? Where do you live? How long have you lived there?</td>
<td>What is your present address?</td>
</tr>
</tbody>
</table>
you lived there?

<table>
<thead>
<tr>
<th>Race/Color</th>
<th>What is your race? What color is your hair, skin, eyes?</th>
<th>None allowed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>What is your DOB? How old are you?</td>
<td>If you are hired, could you provide proof that you are at least 18?</td>
</tr>
<tr>
<td>National Origin</td>
<td>What is your ancestry, descent, nationality? What is your native language?</td>
<td>What languages do you speak or write fluently (to be asked only if job related)?</td>
</tr>
<tr>
<td>Marital/Family Status</td>
<td>What is your marital status? How many children do you have? Are you pregnant/plan to have children? Do you have day care provisions made for your kids?</td>
<td>None allowed</td>
</tr>
<tr>
<td>Arrests/Convictions</td>
<td>Have you ever been arrested? Have you ever been charged with a crime?</td>
<td>Have you ever been convicted of any crime?</td>
</tr>
<tr>
<td>Religion</td>
<td>What is your religious denomination? What church do you belong to? What religious holidays do you observe?</td>
<td>None allowed.</td>
</tr>
<tr>
<td>Disabilities</td>
<td>Are you disabled?</td>
<td>Are you capable of performing the essential functions of the job with or without reasonable accommodation?</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Of what country are you a citizen? When did you become a US citizen?</td>
<td>If hired, could you provide eligibility to work in the US?</td>
</tr>
<tr>
<td>Language</td>
<td>What is your native language? How did you learn to speak, etc. a foreign language?</td>
<td>What languages do you speak or write fluently (only if job related)?</td>
</tr>
<tr>
<td>Education</td>
<td>What are the dates you attended?</td>
<td>Please describe your Academic, vocational, or professional education and the schools you have attended.</td>
</tr>
</tbody>
</table>

### iii. SAMPLE INTERVIEW QUESTIONS

It is important to compose a set of interview questions geared toward the skills and responsibilities of the job. Some positions will require analytical skills or customer service experience, while others may simply require a flexible schedule. It is in your best interest to assess the student’s ability and willingness to successfully perform the tasks of the job before he or she is hired. Below are examples of interview questions you may use depending upon the skills required for the job. It is advisable to develop an Interview Sheet or Packet to ensure that all candidates are asked the same questions.

**Adaptability**
- You've probably had this experience: You have worked hard on something, and then you are told you must change your priorities and do it some other way. How did you handle that?
- Going from high school to college can be a dramatic change. Tell me about a particular problem you encountered when you made this transition.

**Attention to Detail**
- Have you ever found error in your own work? What did you do about it?
- Tell me about an important paper you had to write for school. What steps did you have to take before you considered it complete?

**Customer Service Orientation**
- Have you ever dealt with the public? If so, how would you describe the experience?
- As a _________ (dormitory assistant, teaching assistant, etc.) how did you ensure that you were providing good service? (Give me an example of one customer interaction)
iv. MAKING YOUR DECISION

Selecting the best candidate for the position can be difficult. All departments are strongly encouraged to take notes during the interview so that you will have a record to support the rationale for your choice. Extend the offer to the best qualified candidate, and be sure to notify the students who applied and were not selected that the job has been filled. *Note: Individual files for student applications are not maintained in the Student Employment office or University Human Resources. Hiring Departments are encouraged to maintain their own records regarding their student employee hiring process and decisions.*

b. TIPS FOR GOOD SUPERVISION

- Establish clear goals. Provide training and specify performance expectations and ground rules.
- Delegate. Assume that the students you have hired are competent and responsible. Provide them with the potential for learning and growth.
- Set a positive example of professional, polite, and ethical behavior. If students witness a supervisor that is punctual and professional, students will learn the importance of doing the same.
- Remember that student employees are students first. If there is a conflict between a student's academics and job, academics must come first. However, the student can and should learn how to manage time so that the impact on the position is minimal. Make it clear what is expected regarding the commitment and how to notify you if he/she must be absent.
- Show appreciation for exceptional work. Positive feedback especially when given in front of one's peers, costs nothing and provides a quick, effective award.
- Allow for student input. Ask your student employees what they think of a certain project. They have a lot to offer.
- Be an accessible supervisor. Tell students they are free to ask you questions and discuss concerns. Periodically ask them if they have any questions.
- Be a student. Learn how to improve your skills. Attend workshops, take classes, and read.
- Be a teacher. You most likely possess a great deal of knowledge and skills, so share these with your employees.
- Encourage risk-taking and decision-making. Letting students know that you trust as well as believe in them helps to foster a sense of cohesiveness and provides great practical experience. Please remember that this is a learning experience for the students you hire.
- Communicate openly and honestly. A student should always know how he/she is doing.

c. TRAINING CHECKLIST

Training is an important part of a student employee's orientation to the department and the job. This training process is usually ongoing as students continue to learn new job tasks. Adjusting to a new workplace is difficult even when one has had some work experience; for many students, their college job is their first work experience. What seems "obvious" to you may not be obvious to a new student employee.

Just as with all employees, the more thoroughly trained your students are, the better they will be able to perform their jobs. When your students do their jobs well, they enhance the functioning and the image of your department. In addition, their ability to carry out their responsibilities effectively will often make your job easier.
The time that you initially invest in helping your student workers learn their job responsibilities will prove worthwhile to you, your department, and your student workers. If you have more than one student worker, it may be helpful to offer a group orientation/training session. This is not only efficient but will help ensure that all students are trained in a consistent manner.

The following checklist is designed to help you better train your new student employees:

**Tours & Introductions**
- Restrooms
- Lunch room
- Layout of the work area
- Where to put coats, books, etc.
- Staff introductions

**Office Protocol**
- Job responsibilities & daily duties
- Dress code
- Chain of command
- Work schedule
- Procedure for submitting time (Workday)
- Handling confidential information
- Work rules (i.e. visitor policy)
- Student employment regulations & guidelines

**Phone Usage**
- Phone etiquette
- Transferring calls
- Taking messages
- Important numbers
- Personal use

**Computer/Fax**
- How to send a fax (what’s our fax number?)
- Copy machine
- Passwords & security
- Computer systems specific to the department
- E-mail etiquette

**d. FEEDBACK & COACHING**

**Motivate with Positive Feedback**
Positive feedback goes a long way to motivate students and encourage them to continue doing their job well. Positive feedback is most effective when it is:
- Recognizing a specific action/behavior
- Given as soon as possible after the student’s good work occurs
- Delivered in a sincere manner
- Directed toward individuals rather than groups
- Adapted to the student’s style/preference
- Proportional to the work being recognized

Make frequent feedback an ongoing process. A Student Employee Evaluation form is available in the Forms section of the SEO website.

**Managing Poor Performance**
There may be instances when the student's work performance is not at an acceptable level. The resolution of the performance problem should begin with some form of “coaching,” or discussion of the concerns with the student, followed by a period of time in which the supervisor expects to see the student improve in the area of concern. It is important to try to work with the employee to improve his or her performance. The following are common reasons for poor performance, and suggested strategies for improvement:
- **Lack of knowledge of specific job duties or responsibilities.** Provide additional training. It will be helpful to develop a more specific job description or manual to make job responsibilities clearer.
- **Lack of skills for tasks to be performed.** Provide training on skill development. Another approach is to shift the person to a position where skills he/she does have can be utilized.
- **Personal problems affecting job performance.** It may help to just be a good listener. It may also be necessary to refer the student to any number of campus resources if problems persist.
Interpersonal conflict between supervisor and employee, or between other workers or staff in the office. It is extremely important to develop open lines of communication. Arrange a meeting with your employee(s) to discuss problems in a professional manner.

General lack of motivation on the part of the employee. This can be more difficult to correct. Some suggestions, which may help, include re-emphasizing expectations of the position, providing frequent feedback on performance, varying the job responsibilities, or shifting the person to another position where skills will be better utilized.

e. THREE-STEP COACHING PROCESS

The following guidelines are intended to help supervisors address concerns regarding students' attendance or performance before they become serious enough to warrant termination.

NOTE: This process is not required and does not apply to situations that involve "gross misconduct," i.e. harassment, misuse of University facilities, time sheet fraud, etc.

1. Prepare for the Discussion with the Student:
   - Considering the following questions may help you identify exactly which behaviors are problematic, and to determine why these concerns have arisen. The more specifically you respond to each point, the more effective your discussion with the student is likely to be.
     - What actions do I observe that indicate a problem?
     - In what ways is the student's behavior negatively impacting our work/department?
     - What would this student do (or stop doing) that would convince me that he/she has resolved the problem?
     - Does the student know what my expectations are?
     - Does the student know how to perform the job/meet my expectations? Arrange a meeting with the student, informing him/her of the purpose of the meeting.

2. Discuss the Concern(s) with the Student:
   - Describe specifically and objectively the behavior(s) you have observed, and explain the impact of the behavior(s). Focus on observed behavior(s), not the student's attitude or personality.
   - Give the student an opportunity to respond to your concerns.
   - Try to get agreement that a problem exists. Ask for a commitment from the student to improve in the area of concern.
   - Explore alternative solutions. Ask for the student's suggestions.
   - End the meeting by summarizing the discussion, reviewing the next steps, and offering encouragement.
   - Document the discussion.
   - Consider sending a follow-up e-mail to the student, summarizing the discussion and detailing expectations.

3. It is important to:
   - Hold the meeting in a private place. Don't address the problem(s) in front of others, and ensure that there will be no interruptions.
   - Allow as much time as it will take to complete the discussion.
   - Make sure your emotions are under control.
   - Provide a balance of positive feedback and constructive criticism.
   - Decide ahead of time what minimum action you will accept as a result of the discussion.

4. Follow-up with the Student:
   - Has the student taken the steps that were agreed upon during the discussion? If not, go back to the discussion stage and/or issue a written warning to the student detailing the concerns and potential repercussions of failure to improve in relevant areas (i.e. termination).
   - Verbally recognize any and all improvements.
   - Document all follow-up discussions

VIII. PROBLEM RESOLUTION PROCESS

Most work-related problems experienced by students can be resolved quickly, informally, and fairly at the level at which they arise. Students are encouraged to bring the matter to the attention of their immediate supervisor(s), who should work with the student to expeditiously resolve the matter to the mutual satisfaction of those involved, and in a manner consistent with University policies and practices.

The student may also choose to bypass the supervisor and pursue the matter with the department head. At any time during the process, the student, supervisor, or department head may request that the Student Employment Office and University Human Resources or Office of Institutional Diversity attempt to facilitate resolution of the matter. Such requests should be made to the Student Employment Office, which will serve as liaison to the Director of Employee Relations or Office of
Institutional Diversity. Requests should be in writing, providing a summary of the problem, the efforts (if any) made to resolve the problem, and the ultimate result of those efforts. The Director of Employee Relations or a designee will hear both sides of the dispute and obtain such other information as is felt necessary to reach a resolution in a manner consistent with University policies and practices that is acceptable to both parties.

a. GUIDELINES FOR PEERS AND COLLEAGUES
Brown expects students to comply with the general tenets of conduct applicable to all Brown employees and perform their duties in a professional manner. Unwelcome written, verbal and/or physical actions between peers or co-workers violate Brown's standards of conduct and can create a hostile working environment. Students who are found to be responsible for such actions are subject to disciplinary action, which may result in termination of their employment and discipline in accordance with established student conduct procedures.

IX. TERMINATION
a. VOLUNTARY
Students may resign from a position at any time. It is recommended that students provide their supervisor 1-2 weeks’ notice when leaving a student employment position.

b. INVOLUNTARY
All employees, including student workers are employed on an at will basis. As such, Brown University reserves the right to terminate an individual's employment at any time for cause or no-cause. However, in general, when work performance issues arise, supervisors should immediately discuss the issue(s) with the student, provide constructive feedback and document the conversation(s). If the job performance does not improve, the supervisor should discuss the appropriate course of action with their department manager.

Work performance issues include, but are not limited to:

- Tardiness
- Absenteeism
- Reluctance or failure to meet job requirements as listed in the job description
- Excessive use of the telephone or cell phone for personal calls, texting, e-mailing or internet use.
- Excessive visiting with friends during working hours.

Grounds for immediate dismissal include, but are not limited to:

- Falsification or refusal to submit time into Workday
- Theft
- Being at work under the influence of alcohol and/or illegal substances
- Use of University equipment or supplies for personal gain
- Inappropriate disclosure or use of confidential information

X. RELATED RULES AND REGULATIONS
The purpose of this summary outline is to provide a reference document that summarizes briefly the various federal laws which apply to the student workers at Brown University. This outline is neither exhaustive nor the "final word." This document does, however, touch upon key federal and state laws with which you should be familiar. For additional information and clarification, please contact the Student Employment Office.

a. EMPLOYMENT DISCRIMINATION

Title VII of the Civil Rights Act: Federal law that prohibits discrimination in all phases of employment, including hiring, on the basis of race, color, religion, national origin, or sex (including pregnancy). The Civil Rights Act also makes sexual and racial harassment illegal.

Equal Pay Act ("EPA"): Federal law that prohibits wage differentials based on sex, and requires "equal pay for equal work" on jobs which require equal skill, effort, and responsibility under similar working conditions.

Age Discrimination in Employment Act ("ADEA"): Federal law that makes it illegal to refuse to hire or otherwise discriminate against an individual because of his or her age. ADEA protects persons 40 years of age and older.

Americans with Disabilities Act ("ADA"): Federal law which prohibits an employer from refusing to hire or from otherwise discriminating against an individual with a physical or mental disability who is able to perform the essential functions of the job with or without a reasonable accommodation.

Rehabilitation Act of 1973: Federal law that applies to educational institutions which receive federal grants. The Act provides protection for persons with disabilities comparable to those provided by the ADA.

Rhode Island Fair Employment Practices Act: State law which provides the right of all individuals in this state to equal employment opportunities, regardless of race or color, religion, sex, sexual orientation, gender identity or expression, disability, age, or country of ancestral origin.
b. WAGE AND HOURS
   Fair Labor Standards Act ("FLSA"): The federal law which defines the minimum wage, overtime pay and record keeping standards applicable to employees. The FLSA also regulates child labor by requiring, among other things, that employees be at least 18 years of age before performing "hazardous" work.

c. HEALTH AND SAFETY
   Occupational Safety and Health Act ("OSHA"): Federal law which requires employers to provide safe and healthy working conditions for employees. The law establishes detailed occupational health and safety standards and requires reports be maintained of job related injuries and illnesses.
   Drug Free Workplace Act: Federal law that requires the recipients of federal grants, to provide and maintain a drug-free workplace. Among other things the employer must maintain a drug awareness program and notify employees whose work relates to the grant that the manufacture, distribution, possession or use of controlled substances is illegal.
   Drug Free Schools and Communities Act: Federal law that requires educational institutions that receive federal funds, to adopt and implement an anti-drug and alcohol abuse program. Information concerning the program must be distributed to students and employees on an annual basis.

d. OTHER LAWS
   Immigration Reform and Control Act of 1986 ("IRCA"): Federal law which requires employers to verify that employees are eligible to work in the United States. Law also prohibits employers from discriminating against applicants on the basis of national origin or citizenship.

e. NOTEWORTHY POLICIES FOR STUDENT EMPLOYERS
   i. WORKERS COMPENSATION
   Brown student workers are covered by statutory Rhode Island Workers' Compensation (WC) Insurance. This program is coordinated through the Brown University Office of Insurance & Risk. Every injury and situation is unique; therefore, the Office of Insurance & Risk handles each case on an individual basis.

   Every injury, regardless of severity, must be reported to the student's supervisor immediately to ensure appropriate medical attention, if needed, and to remedy the condition or circumstances that caused the incident. In most cases, students will be directed to Health Services for initial treatment and, as necessary, referrals may be made for additional treatment. Supervisors should review the details of accidents with injured students, complete the Brown University Accident Report Form and submit it to the Office of Insurance & Risk within 48 hours of the accident. Delays in reporting may jeopardize student worker's eligibility for WC benefits. The Office of Insurance & Risk must receive proper medical documentation from the student's attending physician substantiating the disability and work restrictions as soon as possible to process claims for partial lost wages and/or medical expenses. For more information, contact the Insurance Office.

   ii. CONFIDENTIAL INFORMATION
   Brown University complies with all local, state, and federal laws regulating intellectual property rights, including copyright infringement, confidential information, and software piracy.

   Copyright Infringement:
   The reproduction by any means of any copyrighted material which has not been placed in the public domain or, if software, distributed as "freeware" or "shareware" without the consent of the copyright holder is expressly prohibited except as otherwise permitted by specific exceptions as set forth in the laws covering copyright. Violations of the copyright policy may result in individual liability for copyright infringement. Questions on copyright matters should be addressed to the Vice President and General Counsel.

   Software Piracy and Computer Security:
   Employees who purchase and/or use copyrighted and/or licensed software in the performance of their job functions are expected to abide by all the conditions of the vendor's agreement enclosed with the program, including restricted limitations on copying, use, and distribution of the program and documentation. There is no absolute entitlement to use a co-worker's software packet or use one software packet for departmental use. Brown's computer and information system is a shared resource. Access to the network is conditioned upon strict compliance with rules and regulations established by the University. No user of the network is permitted to invade the files of another without that user's consent or to use the network to engage in any illegal or unethical activity. Additional information on Brown University's computer usage policy can be found on the Computing and Information Services' website: https://it.brown.edu/

   Confidential Information:
   Receipt of information from other individuals, institutions and organizations, is one of Brown's most valuable resources, which requires responsible use by Brown University personnel. Often, such information contains trade secrets and/or is considered confidential. Access to confidential information is restricted to those who have a need to know or use the information data, as defined by job duties and subject to appropriate approval. Anyone who receives confidential
information has a responsibility to maintain and safeguard this information and to use it with consideration and ethical regard for others. Circumventing or attempting to circumvent restrictions on the use and dissemination of confidential information is considered a serious offense.

In the course of their duties, student employees may need to work with information that is sensitive, confidential, and/or protected legally by regulation. Anyone who receives confidential information has a responsibility to maintain and safeguard this information and to use it with consideration and ethical regard for others. Some student information is protected by federal regulations, the violation of which is a federal offense. **Departments are encouraged to have student workers sign a statement of confidentiality; particularly students working with information protected by the Family Educational Rights and Privacy Act (FERPA); a Federal law that protects the privacy of student education records.**

For additional information on FERPA, please consult the *Family Educational Right and Privacy Act Statement of Brown University.*

**iii. SMOKING**

For reasons of public health, and in compliance with RI law, employees may not smoke indoors in any building at Brown University. This prohibition extends to all public areas, including but not limited to employee lounges, hallways, lecture halls, classrooms, conference rooms, rest rooms, rental space, private offices, and sports arenas. In addition, smoking is prohibited in all residence halls and dining facilities. Employees with questions or concerns about the implementation of this policy should contact the Vice President for University Human Resources or the Director of Environmental Health and Safety. Employees should report violations of this policy to their supervisor.

**iv. SEXUAL HARASSMENT**

Sexual harassment is discriminatory, unlawful, and will not be tolerated at Brown University. Students can report instances of sexual harassment without fear of retaliation. Brown will review reports of possible sexual harassment and take reasonable care to prevent and correct promptly any sexually harassing behavior.

Employees in supervisory positions (including student supervisors) occupy positions of authority with respect to those whom they supervise. As such, they must be certain that their behavior toward all staff members is non-discriminatory and non-harassing. Additionally, supervisors may be approached with a complaint about another person who reports to them with information about harassment taking place.

If, after an investigation, a supervisor's behavior is found to be sexual harassment, regardless of the employee's response to such harassment, the University will take prompt and immediate action to end any such behavior through the full range of internal disciplinary actions available, including separation from the University. If a supervisor knows or should know of harassment taking place by others, including between co-workers, and fails to take action to remedy the situation, Brown may be held liable for the harassing behavior. Supervisors should be familiar with Brown's policy on sexual harassment and with the information available in the publications. Supervisors should seek assistance in determining the best course for Brown to take in response to sexual harassment matters. If supervisors know of harassment taking place, they should inform the department head or senior officer, or contact the Office of Institutional Diversity or University Human Resources.

More information about sexual harassment and Brown's policies and procedures for dealing with allegations of sexual harassment is available through the *Office of Institutional Diversity and Inclusion.*

**XI. EMPLOYER FREQUENTLY ASKED QUESTIONS**

**How do I post student jobs?**

See section II of this manual.

**Do I have to post all student jobs?**

Yes. In order to ensure students fair and equal access to job opportunities, it is essential that all undergraduate student jobs be posted on the *SEO website.* If the position you have requires very specific skills, be sure to specify those skills in the requirements section of the listing. Pre-selecting candidates is strongly discouraged and allowed only in limited circumstances. **Note:** Jobs where a student continues his or her employment in the same department from one semester or academic year to the next, or, to or from summer recess do not require posting on the website. Continuation of a student's employment within a department can be accomplished on the reactivation process administered by Human Resources.

**Where do I go to log into the system?**

Select “On-Campus Employers” on the *SEO website* and select "Employer Log-in".
What if I forgot my password?
You created your password for the SEO website at the time you submitted a request for log-in permission. To have your password e-mailed to you, simply select "Employer Log-in" & then “Forgot Password?”.

How do I post a job that’s in the "Storage" section of my Control Panel?
Simply select, "Manage Job" to the far right of the Job Title. From there, you can make the job active/listed. Note: At any time, you can update the Profile data by selecting the "Edit Job" option.

How do I determine the Grade Level?
The grade level and associated hourly rate is based on the level of responsibility and skills required to perform the job. Calculation of the grade level is accomplished by utilizing the Grade Level Worksheet. This worksheet is required as part of the job posting process. The system will prompt you to complete this form when you are posting a job. You can also obtain a copy of the Grade Level Worksheet under "Forms & Files" on this site.

Note: Student jobs should not be listed as "Ungraded".

Once I post a job, can I see how my posting will appear to students?
Yes. This is a quick & easy process:
- From the SEO homepage, select "Find a Job".
- Run an Advanced Search by selecting your department.
- Click on the Job Title of the posting you wish to view.

Can I change information in my posting after I’ve made it active?
Yes. Simply select "Edit Job" (to the right of the job title). Make any necessary updates & be sure to select the gray "Submit" box at the bottom of the screen.

I have too many applicants. What can I do?
Tips on "Managing Applications" are available in section II part d of this manual.

With the financial aid "Freshmen No Work" policy for first-year Sidney Frank Scholars, can I hire a first-year Sidney Frank Scholar to work in my department?
There is nothing to prevent a first-year Frank Scholar from working if s/he so chooses. The policy was designed to allow for greater student participation in the numerous extracurricular activities at Brown. However, we recognize that working can also provide an excellent opportunity for personal growth and skills-building. Frank Scholars are not required to notify the Office of Financial Aid (OFA) or the Student Employment Office should they decide to work on campus.

What is the minimum hourly rate for student workers at Brown?
The Brown University minimum hourly rate for student workers can be found on the SEO website.

Will my department receive additional funding to pay a student if s/he has a Federal Work-Study (FWS) award?
No. Resources for student workers are allocated to departments on the Student Services line item of your budget.

Once I’ve selected a student, how do I close the job on the website?
From your Control Panel, simply select "Hire a Student" to the far right of the job title. The system will guide you through the hiring process. Please be sure to carefully review the instructions provided.

If you have decided not to hire a student worker for this position or you do not need to hire as many students as you had originally posted openings for, you can close the posting by selecting "Manage Job".

Where do I get an SPA#?
After a job has been posted and you’ve made your hiring decision(s), simply select "Hire a Student" to the far right of the job title. The Step 3 of the hiring process will provide you the SPA#.

Note: The SPA# will be saved to your "Hire Archive" for future reference. Your Hire Archive can be accessed from the dropdown menu of your Control Panel. See section II for more details on posting requirements.

How do I know if I need to complete a Form I-9 for a student?
The Immigration Reform and Control Act of 1986 require all employers to verify the employment authorization and identity of each person hired. If an I-9 has not previously been completed, the student must visit the Brown Business Center, located...
on the second floor of J.Walter Wilson, to complete sections 1 and 2 of this form on or before the student's first day of employment. This form is required under federal law for all students who have not previously worked on campus (or who have recently been on a Leave of Absence) and therefore, do not have a valid I-9 on file with the University. To verify a student's I-9 Status, refer to the list available at Step 2 of the Hiring Process (or in dropdown menu of your Control Panel).

Are all students required to have a Social Security Number?
Yes. Citizens and Permanent Residents Aliens: Students who do not have a social security number must apply for one through the Social Security Administration. A student must apply for a social security number as soon as they begin working. The local Social Security Office is located in the Federal Building at 380 Westminster Street, downtown Providence. Information about what documentation is required to apply for a social security number can be found at www.ssa.gov. In addition, students can obtain information at 1-800-772-1213 or on the local office at 401-528-4501.

Once an application is submitted to the local SSA Office, the student will be provided with an application receipt. The student will generally receive their social security card within 3 to 6 weeks from the date of application. Once received, it is imperative that the student visit University Human Resources and update their information with a representative from the Records area of H.R. The student must show the original document (social security card) to this representative.

International Students (Non-Resident Aliens): It is required that international students obtain a social security number. They are not able to do so until after they have secured an on-campus position. International students should be referred to the Office of International Student & Scholar Services located in J. Walter Wilson, 69 Brown Street. Representatives from this office will assist international students in obtaining and completing the required documentation they need in order to work on campus.

Can I hire an international student to work for my department?
Yes. Since lawful F-1 visa status carries the automatic benefit of on-campus work privilege, working on campus may be the easiest place for international students to find employment. When international students begin to work at Brown, they should consult with the Office of International Student & Scholar Services in J. Walter Wilson, 69 Brown Street (Phone: 863-2427) to discuss tax treaty and other pertinent issues related to employment. For additional information, please consult the OISSS website. Note: Per USCIS regulations, International students may work no more than 20 hours per week during the academic year. The Brown University workweek is defined as Sunday - Saturday.