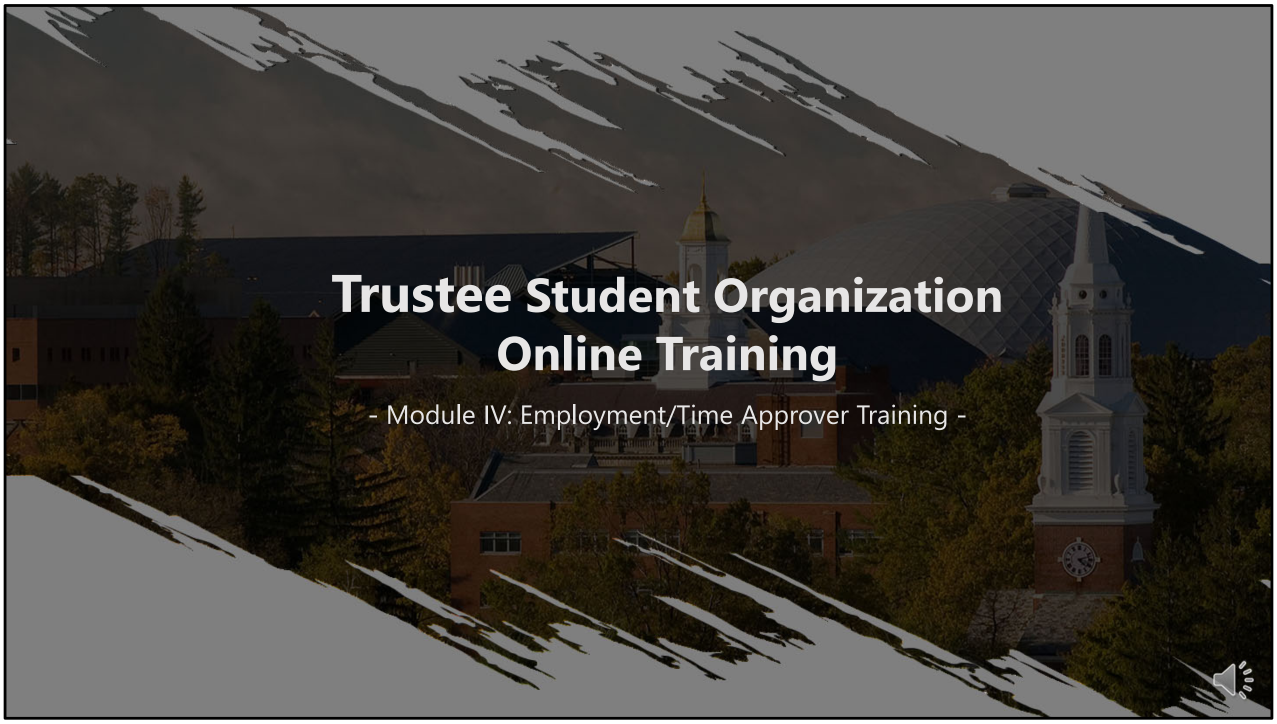


Welcome to the Fourth module in the Trustee Student Organization online Training. This training is required of anyone who is a Time Approver (of timecards), a hiring manager, or a supervisor of employees.

Agenda

01 Assessing Need for Additional Roles in Organization

02 Should the Position be Paid?

03 Hiring Process

04 Time Reporting

05 Legal Considerations

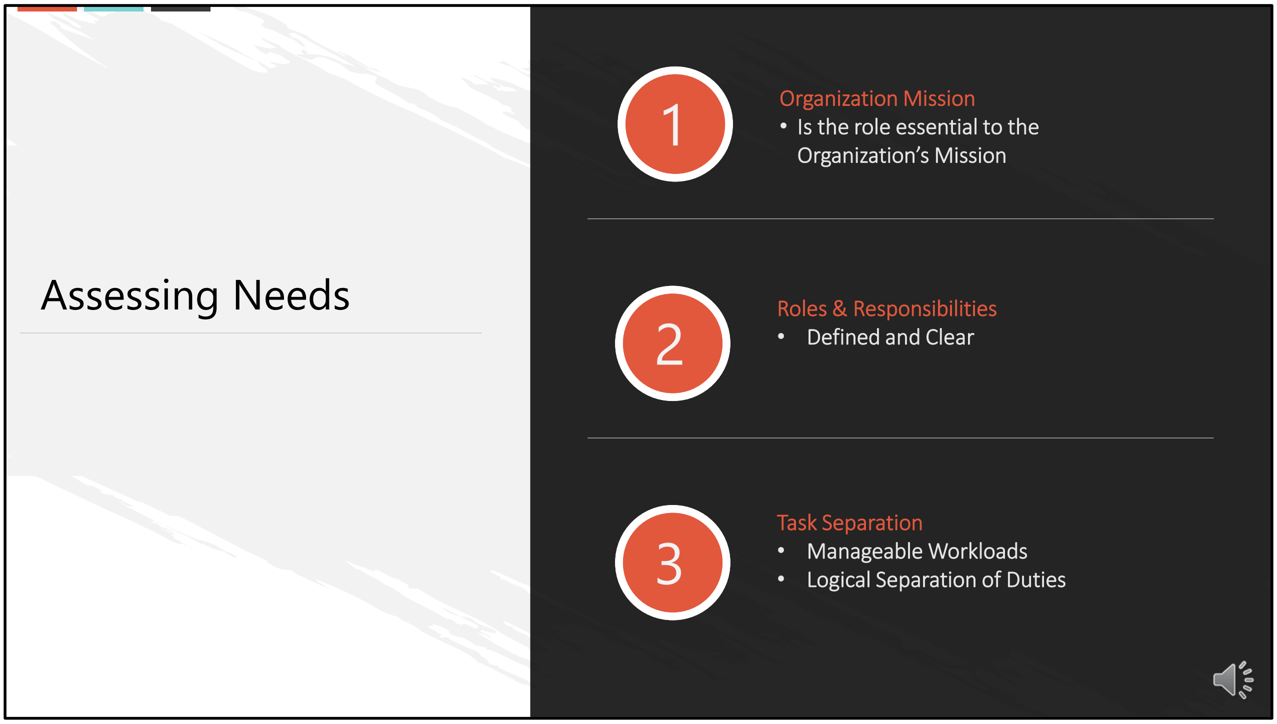
2

This module will look at aspects of student employment, including the creation of new positions (paid or unpaid), the hiring process, time reporting and approving, as well as legal considerations for organizations who employ students.

A note on non-student staff: Staff members paid for by Storrs Trustee Organizations are State/UConn/Student Affairs/Department of Student Activities employees. The TSOS Supervisor is responsible for approving time and writing and conducting performance evaluations, including goal setting as defined by the University, and will do so in consultation with, and input from, the Trustee Organization President/Designate. Storrs Organizations enter into an annual Memorandum of Understanding (MOU) with TSOS and the Department of Student Activities regarding non-student Full-Time staff.

So, as you're transitioning into your position within your organization, now is a good time to also be thinking about the overall organizational structure, including paid positions and unpaid student leadership positions. TSOS advises that you don't simply accept that all previously paid positions remain, as organization goals change, the needs of your constituents change and evolve. Some positions may no longer be needed or can be combined with another, some positions have proven to be too much work and could be split up. Now is the time go around the block on the organization structure and need for paid roles within your organization.

As part of the transition into your role for your Organization, TSOS will provide you with the previous year's Organizational Chart and Supplemental for your guidance but FY23 versions will need to be updated and submitted to TSOS by the last day of classes in the spring semester.

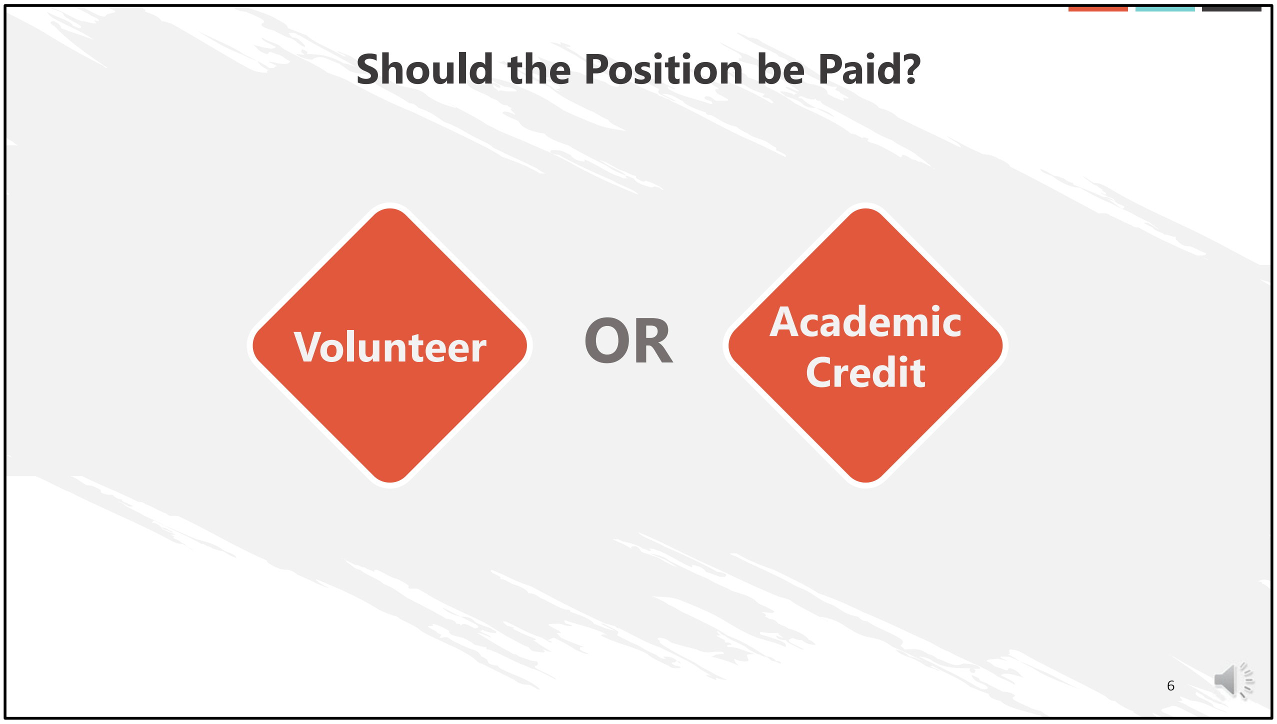


Before creating or filling a position in your organization, you must first assess the need for the role.

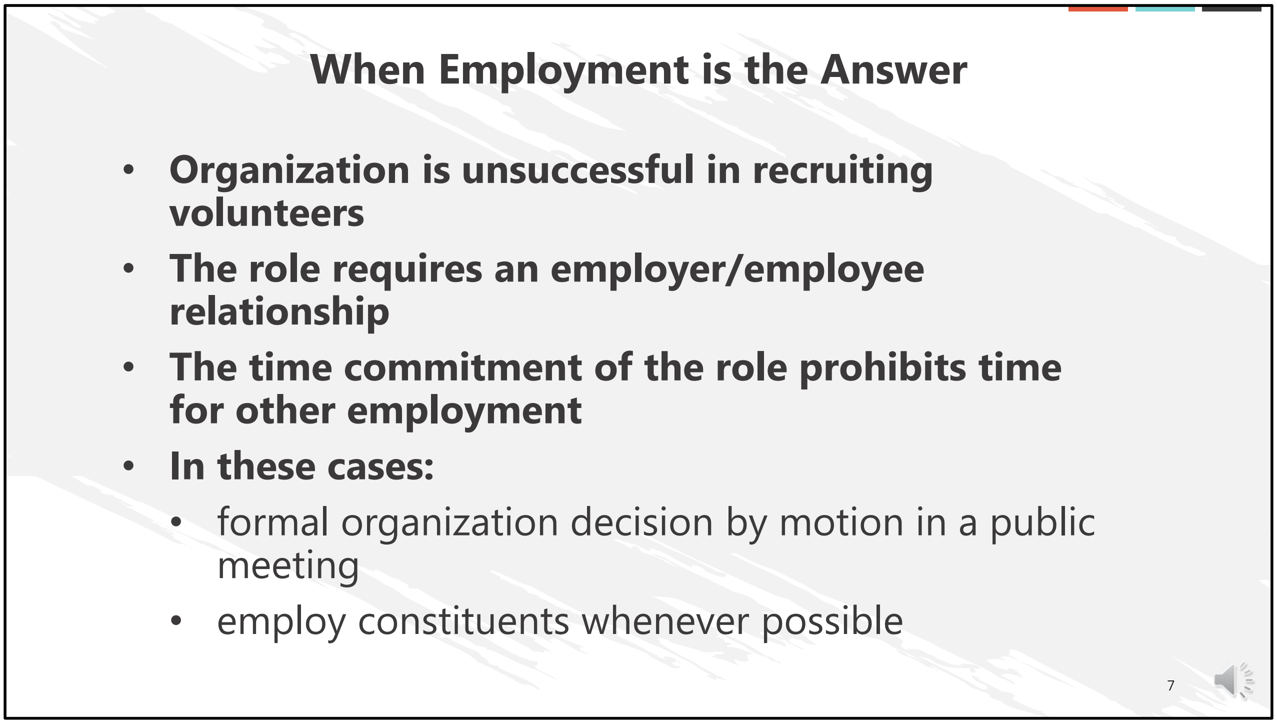
- The first thing to consider is whether or not the role contributes to the organization's mission. How will the role fit into your organization's mission? Is the role essential to carry out the mission of your organization?
- Next, what roles and responsibilities will this position have? The role and responsibilities will need to be clearly defined and justified. Regardless of whether the position is paid or not (more on that later), each role should have a job description. Templates are available on the trustee student organization support website.
- Finally, different roles in your organization must have a separation of tasks. You may create an additional position to carry out similar roles and responsibilities of a current role because workload has become unmanageable. However, each person that fills a role must understand which tasks they are responsible for and justification must be made for why these tasks are assigned to each role. "Manageable Workload" - Studies have found that students who spend over 20 hours dedicated to an activity are more likely to suffer academically. Student employment sets 20 hours as the limit for the number of hours worked during the fall and spring semesters. DSA recognizes that having an important role in a Trustee Org is not an ordinary campus job and suggests organizations develop roles that average no

more than 15 hours for the following reasons: 1) Students are passionate about their organizations and we see them volunteering additional time to their organizations beyond their job tasks/hours. 2) The reality with any role is that some weeks, you may be busier than others and averaging 15 hours allows for the flexibility of a student to put more hours (up to 20) should the role demand it 3) this also allows a student to work less hours if their academics require more of them in a particular week with the ability to work more (up to 20) in another pay period. 4) Having an important role in a Trustee Organization is a significant responsibility and students serve the organizations better and better manage their responsibilities outside the organizations when not overextended.

Once you have assessed the current roles in your organization and developed a better understanding of the existing and or new roles you will have moving forward, you will need to decide if the position should be paid.



Most Tier III Organizations are composed of student volunteers that have a personal interest or investment in the work that your organization is doing. Sometimes, you will not need to create a paid position because students are already interested in gaining more experience in the work. It is also possible for students to complete independent studies with your organization that will count toward academic credit. If your organization is interested in pursuing an internship approach, you should first connect with your Organization’s advisor to understand the process, the implications, and the impacted supervisory structure. Please also note that there are some students on campus for whom, a paid position is not possible. Please work in conjunction with your Organization’s advisor to discuss alternate compensation structures.

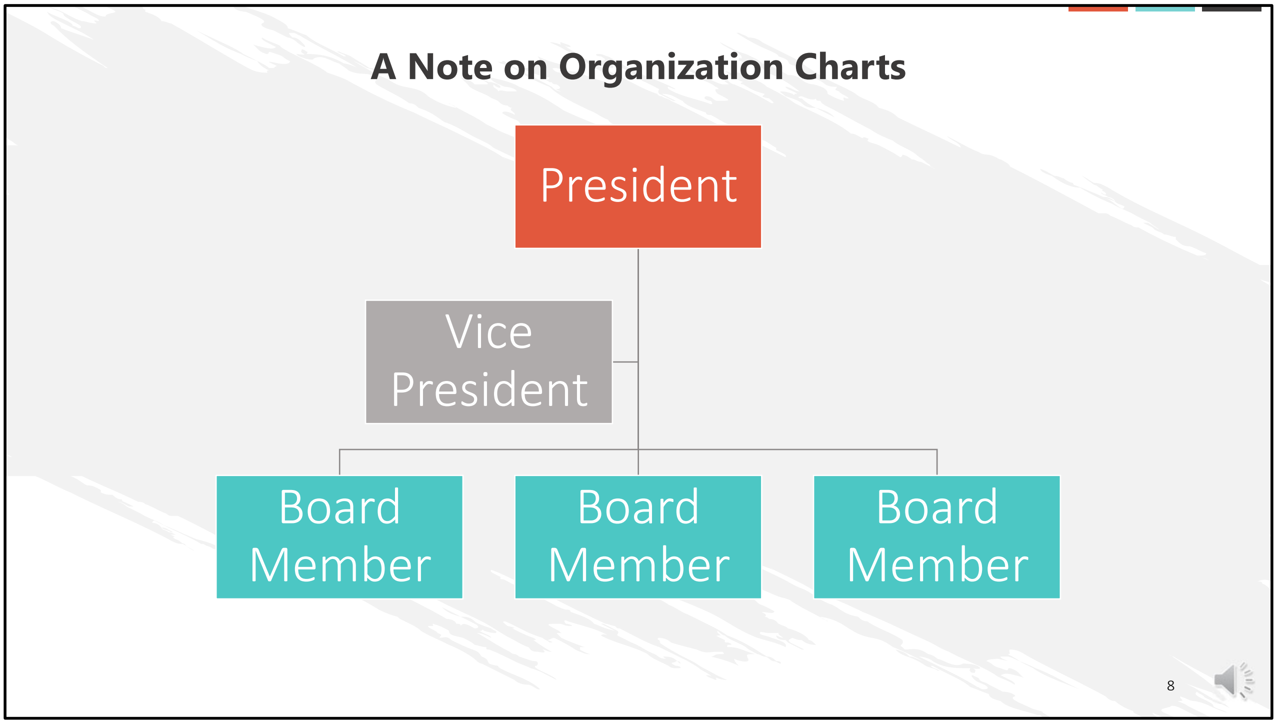


There are some cases where a role will need to be paid in order to make sense in your organization. A few of these examples are when:

- Organization is unsuccessful in recruiting volunteers. For example, it may be difficult to recruit students to deliver newspapers early in the morning. In this case, it may be enticing for a student to be financially compensated for getting up early to deliver newspapers across campus.
- The role requires the accountability that an employer/employee relationship would provide - we all know many roles can have tremendous impact by motivated students but there are some without which, would bring the org to a screeching halt. For example, with no student to do the minutes, the organization can take no action at all. With no student to prepare paperwork related to financial transactions, the org can't spend any money.
- The time commitment of the role prohibits time for other employment

If you need to create a new paid role, your organization must formally approve the role by motions in a public meeting, update the supplemental org chart, and, if at all possible, you should try to hire a constituent to a paid position.

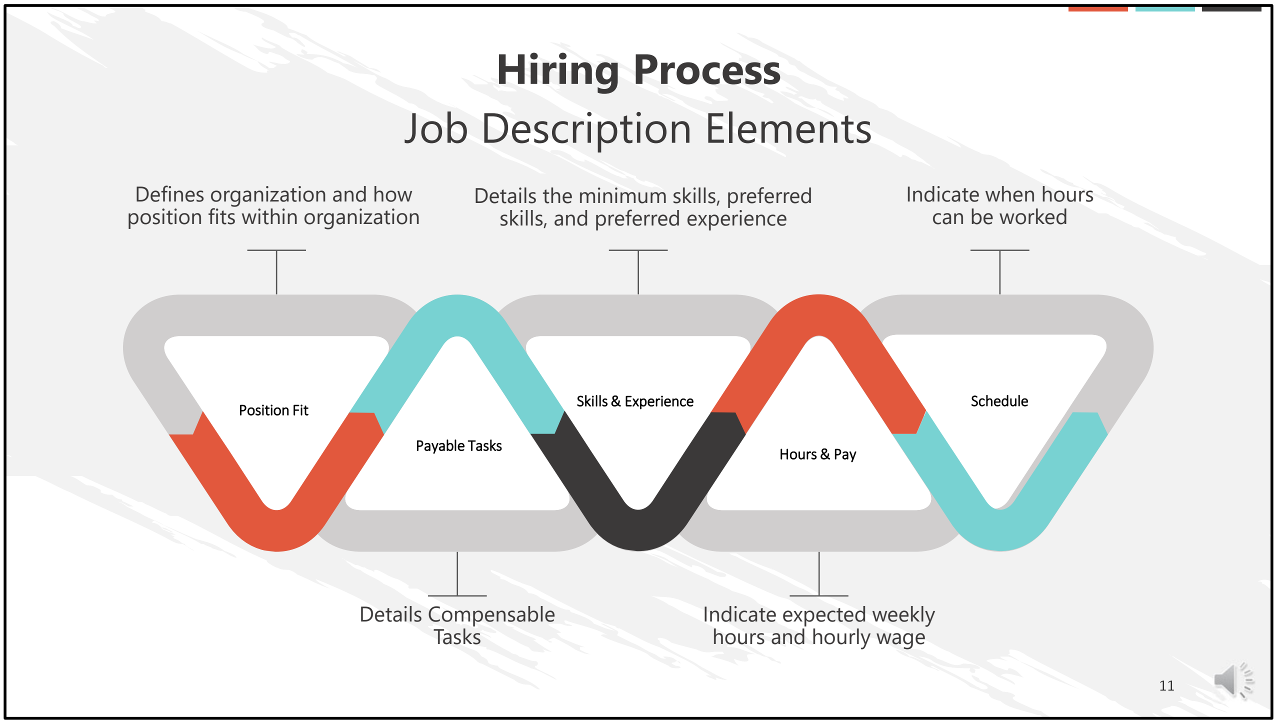
Any organization that employs should consider having an employment guide (template is available via student employment website). This guide can serve to help employees better understand the expectations of them and help orgs maximize the success of their employees.



A Note on Org Charts. TSOS asks each organization to vote on an entire hierarchy/org chart for their orgs including who is paid, who is not, the average/cap hours during the semester, whether they are authorized over the various breaks and for how many hours as well as who is the designated and back-up time approvers. It's likely your organization already has this, but if it doesn't, or if you want to make changes, please download the organization chart template from the trustee student organization support website and create one. Remember that Any employee of the organization should have a single, specific supervisor. Should there be no established structure, TSOS will assume that the President shall be responsible for the day to day supervision of student employees except for any other officer elected by the student body. Organizations should consult their governing documents for guidance on supervisory hierarchies.

As a review, when creating a paid position, make sure to follow this checklist before posting the position to JobX. Is the role in line and allowed per your organization's constitution and bylaws? Have you created an official job description that notes compensable tasks unique for the role? Have you communicated with TSOS and submitted a new organization chart to TSOS that includes a clear chain of command, which roles are paid vs. volunteer roles, and the additional information listed here for paid roles. Does this position have organizational approval to work during the academic year, over breaks, over summer? The weekly average and maximum hours for each week. Please note again, students cannot exceed a weekly average of 15 hours per week.

Now that you have created the position description and you are ready to hire, what are the next steps?



Before you are able to hire anyone for the role, you must review the job description. The goal of a job description is to set mutual expectations and attract the right candidate. A clear job description helps both candidates and the organization have a mutual understanding of the job responsibilities that all will be held accountable to and for. TSOS has a job description template available on their website if you're looking for a place to start.

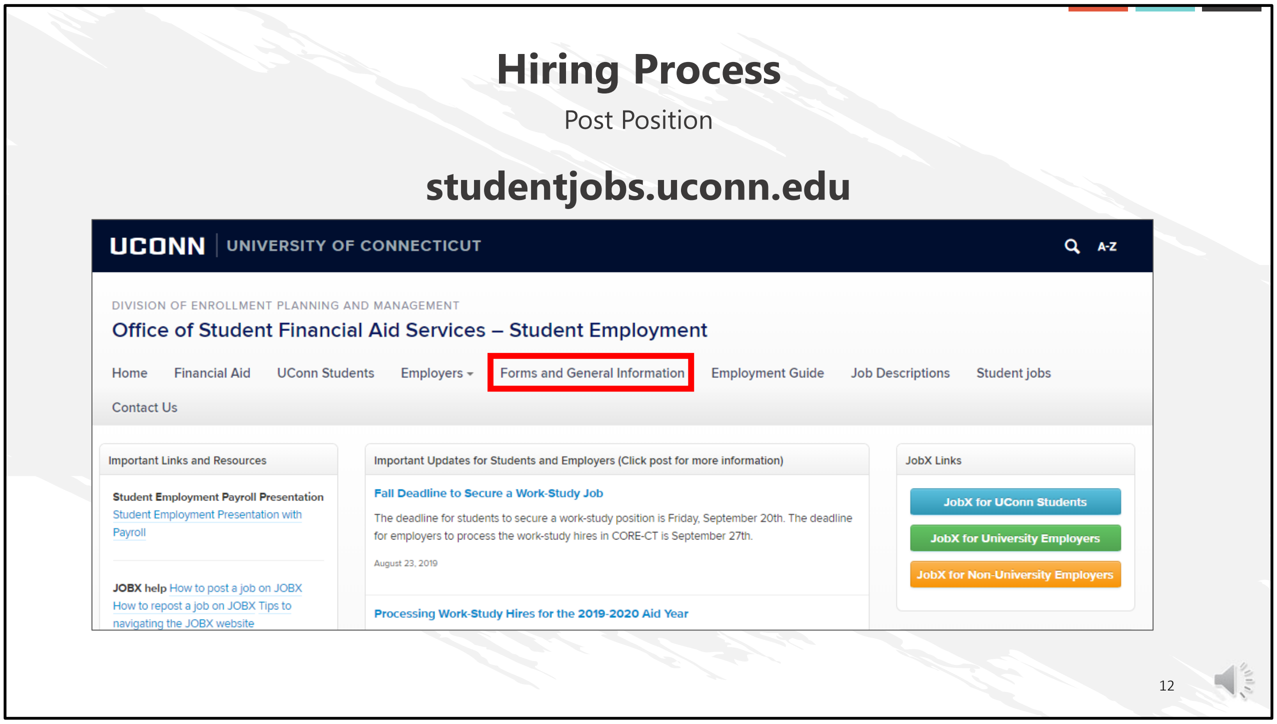
To that end, the job description must include the following elements.

- Defines organization, how position fits within the mission of the group and to whom (position-wise) the role reports.
- Details Compensable Tasks – what are the tasks that the person will be paid for. Here you can think about how this role differs from a volunteer in your organization Remember this is about Setting Expectations – by detailing the responsibilities of the role, it is much easier to hold employees accountable if they do not fulfill the duties of their role
- Detail the minimum skills, preferred skills, and preferred experience - onsider what skills and experience a candidate must have or your org would not consider an interview/hire. These should be established within the "Minimum Qualifications". To further help with the candidate review, some minimum qualifications can be put into a candidate questionnaire. For example, do you

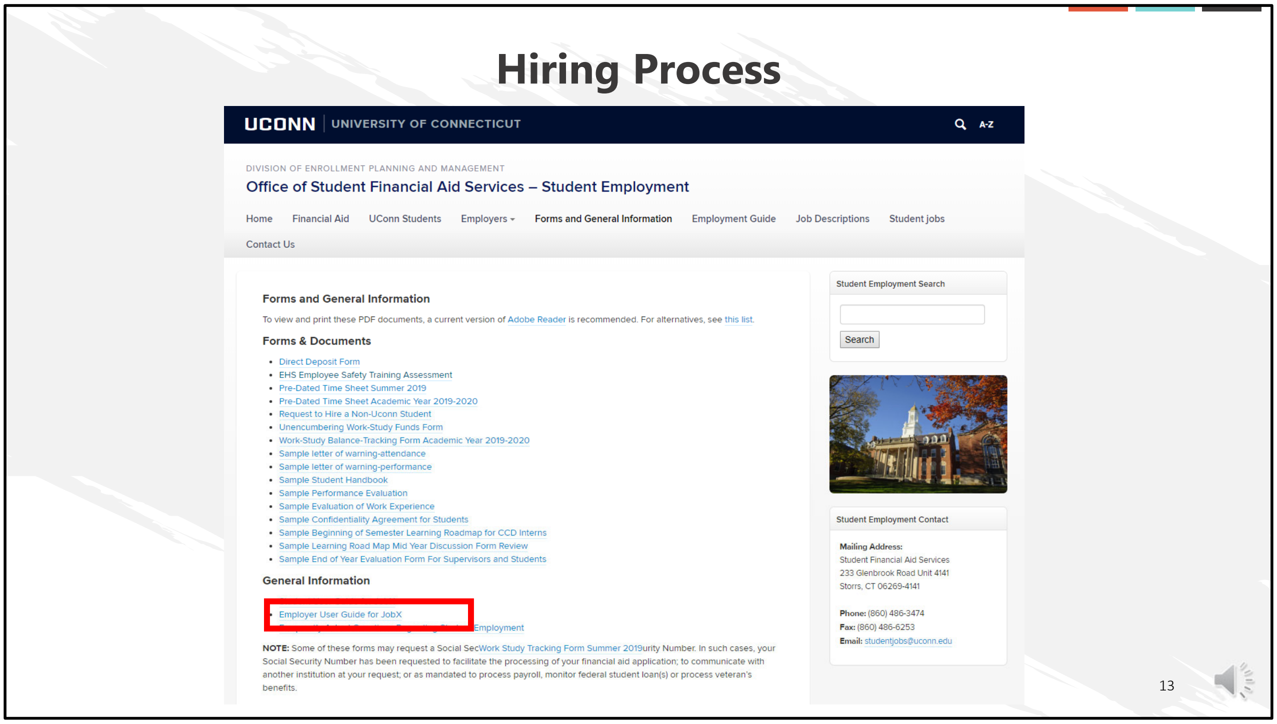
have cash handling experience or do you have customer service experience? Perhaps there are other skills or experience that may not be critical but would really helpful for this student to more quickly be productive in your organization. These would be listed under your "Preferred Qualifications" - by including these, a candidate is prompted to highlight if they have any which in turn, allow the team reviewing applications to judge the applicants against the rubric.

- Indicate expected weekly hours
- Indicate when hours can be worked
- All positions must be paid hourly, and using the student employment job guide, determine the pay level and pay rate, and cannot be lower than the state minimum wage.

Once you have created the job description, create a rubric for applicants based on the job description. Each candidate should be scored using the same rubric, equally. Your organization advisor can help you here as well.



Once you have completed the previous steps, you are ready to post the position to JobX, the University's student job site. Anyone posting a job to this site needs an employer access. Cindy Garrison is our contact over in Student Employment, who will help you, she is familiar with the unique nature of Trustee Organizations. You will then need to navigate to studentjobs.uconn.edu to get the job posting process started. Click on "forms and general information" in the navigation bar



On the next page, scroll to the bottom and choose the “Employer User Guide” which will instruct you through the entire job posting and hiring process and how to use JobX

Hiring Process

Hiring Timeline

- 2-week minimum posting period **REQUIRED**
- Screening can begin immediately
- Communicate with candidates in a timely matter

- **NO** hiring decision can be made before posting period is complete

14

In thinking about your hiring timeline, the position must be posted on JobX for AT LEAST two weeks before any hiring decisions can be made. Keep in mind that your candidates may have current employment and may need to provide 2 weeks notice prior to starting with your organization as well. Plan ahead so that you have enough time to post on JobX and fill the role.

Even though the position must be posted on JobX for at least two weeks, the screening and interviewing process of candidates can begin immediately. The hiring group can decide on a reasonable range of applicants to interview that is manageable and select a number in that range based on who best meets the qualifications listed in the job description.

To be respectful of candidates, it is expected that you communicate with them in a timely and respectful manner. Imagine how you would feel if the job you were applying to failed to communicate and get back to you in a timely manner! If candidates don't meet the minimum and would not be granted an interview, it's respectful to communicate with them immediately so they can move on. However, for all candidates that meet the minimums, we suggest that you not disengage in case your other candidates take other jobs or you learn something that disqualifies your other candidates.

Just remember that no hiring decisions can be made until that 2-week timeframe is complete and until all the applications have been thoroughly reviewed and provided an opportunity to interview based on how well they each candidate meets the stated qualifications.

Hiring Process

Interviewing

- Questions specific to advertised qualifications ONLY
- Questions should be consistent across candidates
- Questions must be legal
- Interviewers should be consistent
- Set Expectations
- Organize application materials and interview notes

15

When you are ready to interview candidates, you should keep the following expectations in mind:
Click - Questions specific to advertised qualifications ONLY. For example, you can't ask about their experiences or skills about something that is completely unrelated to the role.
Click - Questions should be consistent across candidates – to make the interview process as fair as possible, you should keep the interview process and questions the same for every candidate you interview
Click - Questions must be legal. You cannot ask any questions around sexual orientation, race, religion, ancestry, age, sex, religion, disability or arrest and court record unless based upon a bona fide occupational qualification. We will talk more about this bullet point statement on the following slide.
Click – Set expectations in the interview to give candidates the opportunity to ask any questions they may have
Click –Try to have a few people in the room for interviews, and have those people be consistent across all interviews.
Click - Organize application materials and interview notes, and save them in records.

Hiring Process

Illegal Interview Questions

Category	Legal Questions	Illegal Questions
Age	If age is a legal requirement, may ask if the applicant can provide proof of age if hired	How old are you? When were you born? How long have you been working?
National Origin	May ask if legally authorized to work in this specific position if all applicants are asked.	Are you a U.S. citizen? You sound like you have an accent, where are you from? Where were your parents born? What is your native language?
Disability Status	Are you able to perform this job with or without reasonable accommodation?	Do you have any disabilities or medical conditions? How is your health? Do you take any prescription drugs? Have you been diagnosed with a mental illness?
Religion	Can you work on weekends (should only be asked if the position requires working on weekends)?	What is your religion? Are you practicing?
Education	Inquiries about degree or equivalent experience.	Inquiries regarding the specifics of the nationality, racial, or religious affiliation of schools attended or how a foreign language ability was acquired.

As mentioned in the previous slide, In the United States it is illegal for an employer to discriminate against a job applicant because of race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), age, national origin or disability. This slide contains examples of legal and illegal questions you are able to ask during an interview. For example, you may ask about the applicants' educational credentials, but you are not able to ask about the specifics of the nationality, racial, or religious affiliations of institutions attended or how an applicant acquired a foreign language ability. Again, these are just a few examples - a comprehensive list of legal and illegal interview questions can be found on the TSOS website.

1. You may Email or Call Candidate to inform them of the offer. However, an official offer official offer and acceptance of employment must also occur in writing through an offer letter which should contain all the pertinent information.
2. In the call or email as well as the offer letter, confirm the following
    1. Anticipated Start Date

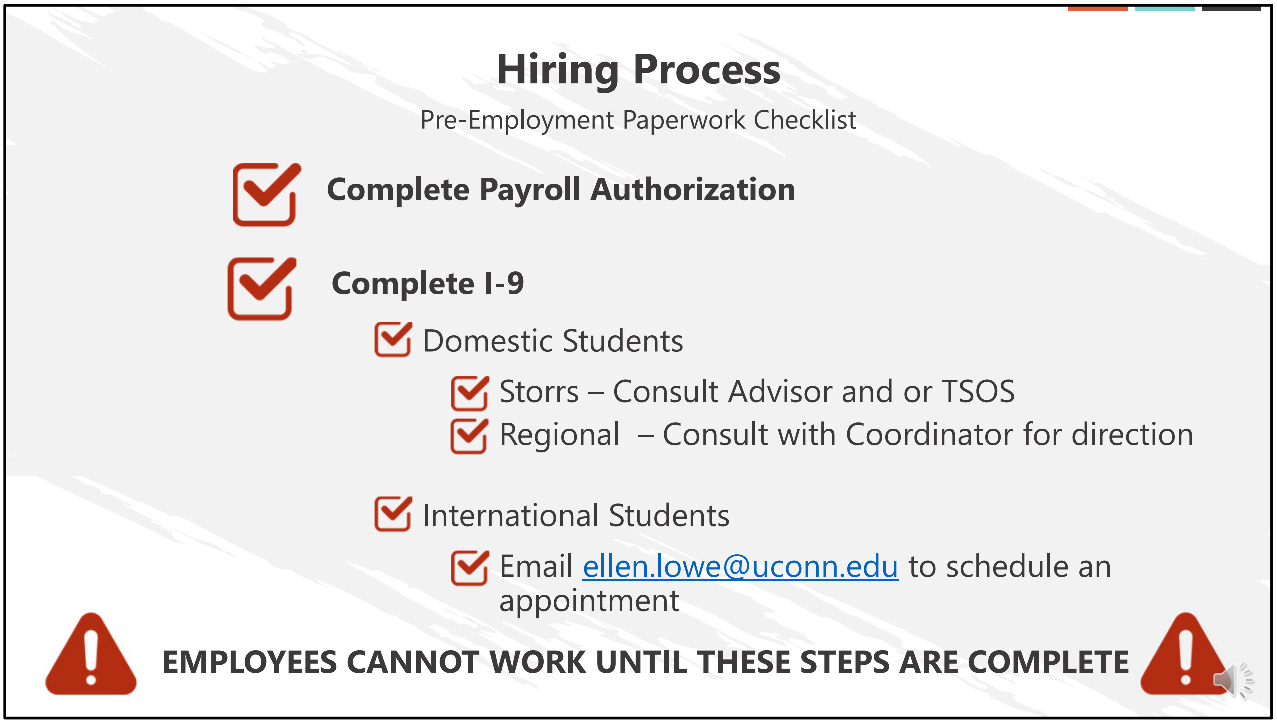
*important- the actual start date will be determined and communicated by TSOS staff upon successful completion of all hiring steps, including the confirmation of an I-9

2. Pay Rate
3. Supervisor (which may be different that the Time Approver)
4. Termination/End Date (no later than the last day of the Spring Semester).

1. Provide opportunity for candidate to ask any remaining questions
2. After candidate accepts, contact remaining applicants. Only let

other contact the other candidates once you have a signed offer letter. Even though a candidate may verbally agree to take the position, it does not become official without a signed offer letter.

As a reminder, This is a good time to provide the employee handbook for your organization and you can ask for a sign-off that the employee has received and read it. Or better yet, discuss it in your first supervisor/supervisee meeting.



To avoid delays, especially at the beginning of the Fall semester, the following steps should be taken immediately after you have hired someone. The new hire must complete these steps before beginning work. TSOS Financial Staff are available to help you with these steps.

Click – First, you must Complete Payroll Authorization Paperwork. Both the employee and the supervisor must sign this paperwork. This link is available on the TSOS website and requires the approval of Two Authorized Signers.

Click – Once the payroll authorization is complete, employee should make an appointment to do their I-9 and arrive with Payroll Authorization in hand. Having another job on campus does not mean we won't have to repeat the I-9 process. Simply by googling “I-9”, new hires can find information to understand what is acceptable forms of identification - it is important to note that original documentation must be reviewed, copies are not acceptable. For example, a copy of a birth certificate or driver’s license is not acceptable.

Click – Domestic students will complete their I-9 paperwork with the TSOS team. On the Storrs campus, TSOS Financial Staff will handle the process. Regional campus organizations should consult with their coordinator to understand the I-9 completion process.

Click – International Students should email Ellen Lowe to schedule an appointment to complete I-9 paperwork

It is prohibited to have an employee start working before these steps are complete and can result in up to $1100 of fines per day. This is really important, so let me say again please communicate to all potential employees that TSOS will confirm their official start date to both the employee and the Organization upon successful payroll authorization AND i-9 paperwork.

Now that you have hired someone to fill this new role, what are the next steps? Much of this next section is integral for those who are responsible for approving time, however, we think that there are benefits for everyone to understand the roles and responsibilities in time approving. Note that it is the submission of the Payroll Authorization, completion of the I-9, and once confirmation the role is on the formally approved that allows for entry of the employee in Husky Time which is the front end system for start and end time of work as well as allowing for student supervisors. A supervisor can only be entered in the HuskyTime system if they are listed as such on the formally approved org chart AND completed this training.

Time Reporting

- Trustee Employees enter time worked into Husky Time
- Deadlines on Payroll **THURSDAY**
  - **Before 10:00AM – Employee Time Reporting**
  - After 10:00AM - Payroll is Locked
  - Before 12:00PM – Supervisor Approvals
  - After 12:00PM – Time Entries Reconciled
- Report time and tasks completed as it is accrued throughout the pay period
- Work only formally approved hours

Tier III Employees enter time worked into Husky Time.

- A Payroll period is every 2 weeks.
- Deadlines on Payroll THURSDAY
- Before 10:00AM is Employee Time Reporting – employees, or Time Keepers, can report time in huskyTIME up until 10:00AM, unless an earlier deadline is set internally by your organization
- After 10:00AM - Payroll is Locked and employees are no longer able to enter time
- Before 12:00PM – Time Approver Approvals (more on this later)
- After 12:00PM – Time Entries are Reconciled and transferred to CoreCT
- It is good practice of employees recording their time as you work it and not waiting to the end of the time period to log hours. It is also recommended that organizations ask their employees to use the notes field in Husky Time to indicate the work done in each block of time. It is a great record of the value to the organization for the payroll dollars expended as well as to support the timekeeper and supervisor in tracking the time and work completed. However, It is not appropriate to require it of one employee but not another.
- Remember that employees can only work only formally approved hours. Employees may only work beyond formally approved hours with the written approval of their supervisor. At no point can an employee work more than 20 hours during the fall or spring

semester nor can their work exceed the formal org approval for their role. Two very common situations may come up in the keeping of true and accurate time records. The first being that a student employee is unable to work their hours but feels as thought they will let the organization down by not completing those hours so they enter them as if they worked them thinking they will make them up later. The second situation is when a student employee feels as if it's expected to finish the work at hand so they continue working beyond their scheduled and approved hours and but only put their scheduled hours on their timecard. Both situations are problematic and arise out of a student employee thinking they are doing best by the organization. Neither of these situations is permissible. It is your responsibility as a timekeeper to be honest in reporting hours worked, and have a conversation with you supervisor should you find that you will need to work beyond your scheduled hours.

Time Approving

21

Unless otherwise assigned by the Organization, the Treasurer shall serve as Primary Time Approver and the President, shall serve as back-up Time Approver. Employees cannot approve their own time so if the Treasurer and/or President is also compensated, the Organization must have an additional back-up Time Approver. No two employees can approve each other's time either. So each Organization must have at least 3 time approvers per Organization

Time Approvers are just that, people who approve the time submitted in HuskyTime. They may or may not also be the supervisor of that employee. In situations where they are not also the supervisor, Time Approvers should work closely with supervisors to monitor employee reported hours.

Time Approving

- Tier III Employees enter time worked into Husky Time
- Deadlines on Payroll **THURSDAY**
  - Before 10:00AM – Employee Time Reporting
  - After 10:00AM - Payroll is Locked
  - **Before 12:00PM – Supervisor Approvals**
  - After 12:00PM – Time Entries Reconciled

Again, Tier III Employees enter time worked into Husky Time.
A Payroll period is every 2 weeks.
Deadlines on Payroll THURSDAY
Before 10:00AM is Employee Time Reporting
After 10:00AM - Payroll is Locked
Before 12:00PM – Time Approver Approvals – those designate to approve time, or Time Approvers, must go into the HuskyTime system and approve time by 12:00pm on Thursdays. If you have concerns about an employees timecard, it doesn't seem accurate or right to you. You should reach out to the employee and confirm accuracy. You should not alter timecards without the expressed approval of the employee.
After 12:00PM – Time Entries are Reconciled and transferred to CoreCT

Responsibilities of a Timekeeper

- Ensure Payroll Authorization has been submitted prior to working and I-9 is complete
- Know the beginning and end dates approved to work
- Report to work as scheduled
- Must submit true and accurate time records
- Cannot report time for tasks completed outside official job description

23

As a recap, here are the responsibilities of a Time Keeper/Student Employee of a Tier III Organization. You must be sure that payroll authorization and I-9 forms have been completed and submitted. Be aware of the beginning and end dates of employment and only submit hours for these periods. Additionally, employees should report to work as scheduled and only submit true and accurate time records. It is important to note that employees are NOT able to submit time for tasks completed outside of official job description.

Being a Time Approver comes with many responsibilities that you must legally abide by. They include the following:

Adhere to policies within Student Employment Guide and all other applicable University, State and Federal Regulations

Complete Payroll Authorizations

Communicate pre-employment paperwork requirements

Ensure timely payment with timely approval of timecards

Maintain complete and accurate time and attendance records

Employee Separation Notification

Record Retention

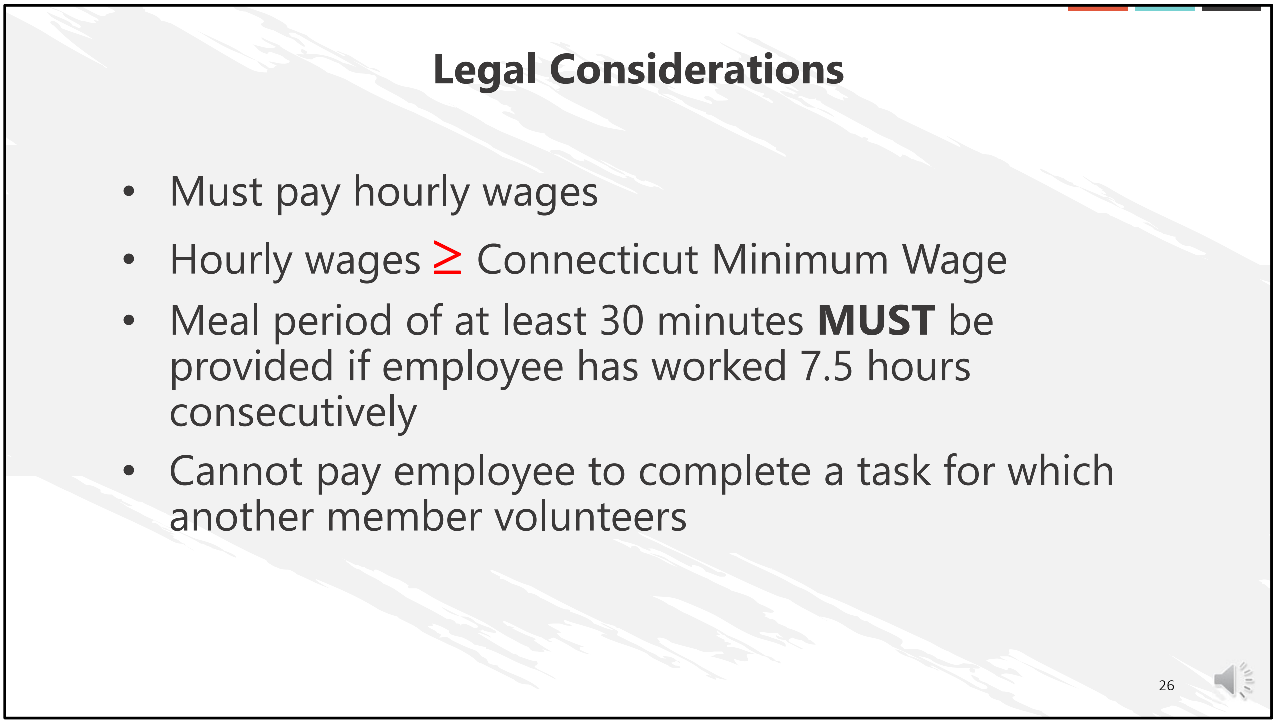
Maintain the following:

- application records (interviewed but not hired) including resumes, transcripts and interview materials for 2 years
- Manual Timecards for 4 Years
- Student Employment Files for 5 Years

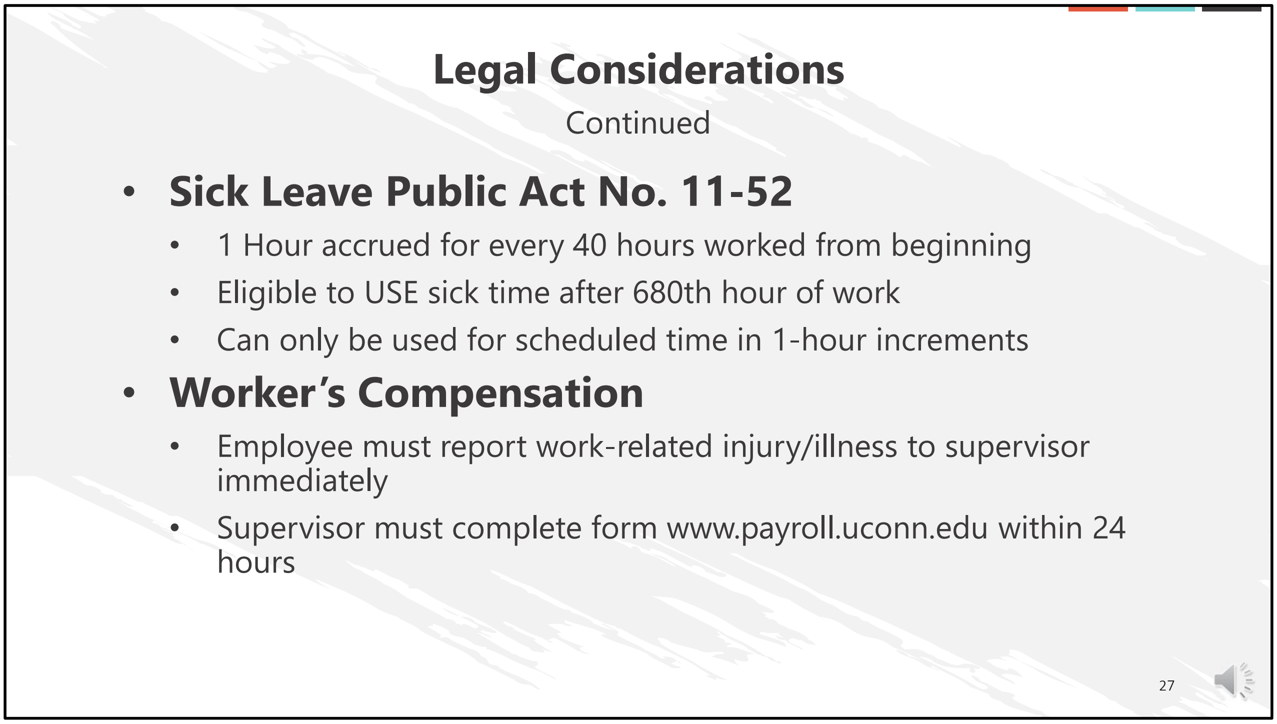
Click – Your organization Must receive authorization from University Archivist before destroying records when retention period passes. Reach out to TSOS for specifics.

Legal Considerations

What additional legal considerations should Tier III organizations be aware of in regards to employees?



- Must pay hourly wages, no LUMP sum payments
- Hourly wages **must be equal to or greater than the** Connecticut Minimum Wage (consult the pay ranges in the student employment guide for accurate pay scales).
- A Meal period of at least 30 minutes **MUST** be provided if employee has worked 7.5 hours consecutively
- Cannot pay employee for a task which another member volunteers, for example: if there's a training that the organization is running which is mandatory for all members to attend, you can't pay employees to attend if other attendees are volunteering time. However, the person running the training can get paid for that training, as their role is distinct and different from attendees.



As state employees, employees of your organization are legally eligible for sick

- **Sick Leave Public Act No. 11-52**
  - 1 Hour accrued for every 40 hours worked from beginning

- Eligible to USE sick time after 680th hour of work
- Can only be used for scheduled time in 1-hour increments

- **Worker's Compensation**
  - Employee must report work-related injury/illness to supervisor immediately
  - Supervisor must complete form www.payroll.uconn.edu within 24 hours

Legal Considerations

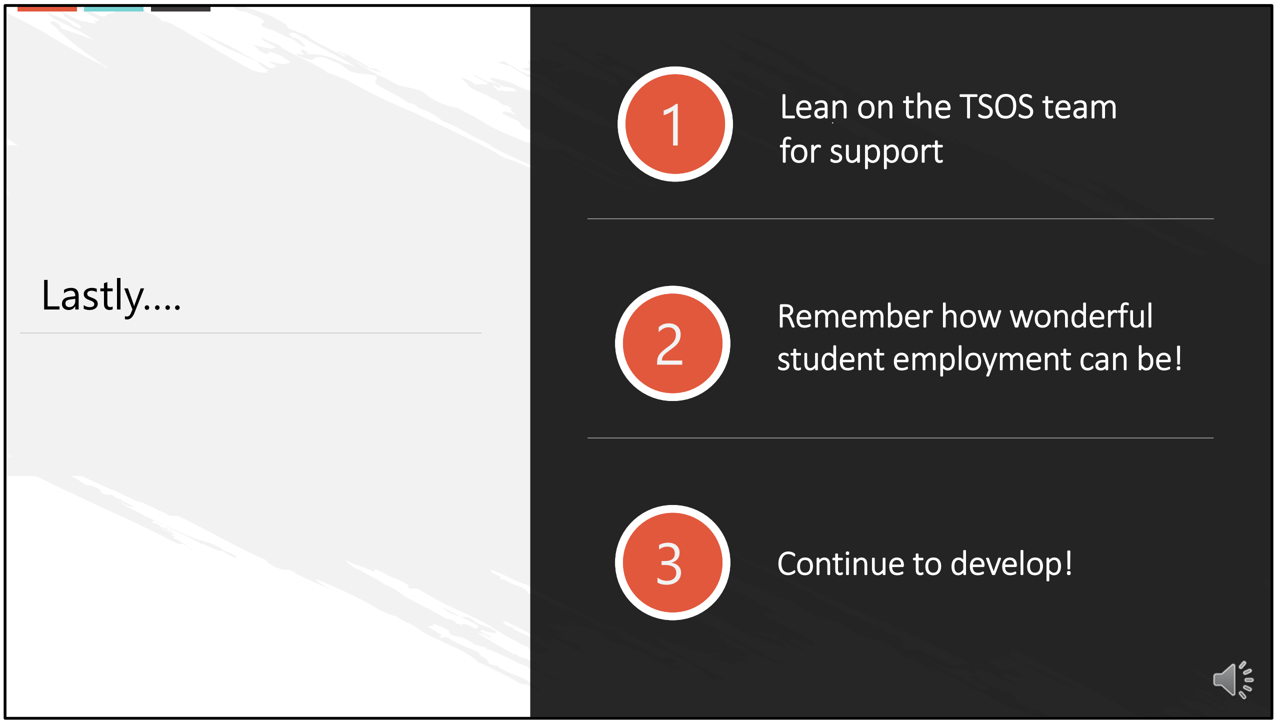
Employee Discipline

- Use a progressive disciplinary process, OR,
- Refer to Governing Documents on removal of Officers/Leaders
- Organizations cannot withhold pay for disciplinary action

28

Student Employment disciplinary steps should be deployed for regular employees. This approach is a progressive disciplinary approach which involved a verbal warning, written warning, and then termination.
Most organizations have information in their governing documents about removal from office of officers or elected/appointed leaders (it's actually a constitutional requirement). Procedures in the organizing documents for impeachment or removal of elected or appointed members of organizations that also elect to pay such officers, shall take precedent over regular student employment disciplinary steps.

Organizations cannot withhold pay for disciplinary action.
In general, If you need to take disciplinary action with an employee, please refer to the Student Employment Guide, your organization's governing documents, and talk with your organization's advisor. Don't wait until the situation is serious enough to warrant termination.



Finally, we would like to reiterate that that TSOS team exists to support your organization through all of these processes. Lean on them for support! They can help with everything talking about roles in your organization and pay decisions to the hiring paperwork as well as any situations or questions that arise along the way. Including to ensure decisions are compliant with DSA, University, state and federal laws and regulations. We recognize that this may be a lot of information to digest; however, the ability for Tier III's to offer employment to their constituents is a wonderful learning opportunity for both the employee and the supervisor. We encourage you to work on developing your supervisory philosophy, to work with your organization advisors to set expectations, provide continuous training and development, and to manage expectations.

Thank you for participating in this module!